



2021 Revised CGIAR Research Financing Plan (Final Update to the 2019-2021 FINPLAN)

Purpose

This material, set out in two parts, provides:

- i. the **2021 Revised Research Financing Plan ('2021 FINPLAN')**, which represents the final update to the 2019-2021 Research Financing Plan (approved by the Council on 10 January 2019) and guiding principles for the revised 2021 FINPLAN; and
- ii. **accompanying guidance on a W1/2 funding modality** to implement the 2021 CGIAR Research Financing Plan

The CGIAR System Board, at its 18th meeting on 23 November 2020, approved the 2021 FINPLAN and accompanying guidance for submission to the System Council.

The System Council approved the 2021 FINPLAN on an electronic basis with effect from Thursday 17 December 2020 (Decision Reference SC/M10/EDP9).

Distribution Notice: This document may be shared without restriction.



2021 Revised CGIAR Research Financing Plan (Final Update to the 2019-2021 FINPLAN)

Contents

Overview and Background.....	2
Updates to Guiding Principles for the Revised 2021 FINPLAN	2
Revised Fundraising Targets for W1 & W2	5
Revised CSP Revenue and Usage Projections.....	5
Window 1 Liquidity & Stabilization Fund Projections and Usage	6
Window 2 Preliminary Allocations from Funders.....	7
Window 1 Planned Disbursements	8
Window 1 and Window 2 Planned Disbursements	8
Guidance: Implementing the 2021 CGIAR Research Financing Plan W1/2	10
Part A: Window 1 and Window 2 linking mechanism.....	10
Part B: Managing Unspent Funding at end of 2021.....	11

Overview and Background

1. The 2021 Revised Research Financing Plan is the final update to the 3-year financing plan approved by the System Management Board during its 12th meeting, held virtually on 13 December 2018, and approved by the System Council on an electronic basis with effect from 10 January 2019.
2. Supplementary guidance on the Window 1/Window 2 ('W1/W2') is presented as a companion document to this Financing Plan to guide the implementation and provisions in managing unspent funds at the end of 2021.
3. The reliability of the fundraising targets in this plan are dependent on the level of accuracy with which the System can project funding to be available from Funders, by Window and with respect to Window 2 funds, also by CRP/Platform allocation. Likewise, the relevance of the plan with respect to funding for Programs, Platforms, and System Costs is dependent upon the ability of those entities to effectively spend the funds within the relevant period.
4. The objectives of the revised 2021 FINPLAN are to:
 - a) Provide an updated allocation of Window 1 funds for 2021 to reflect the latest available information on funding availability, including updated projections of Window 2 funding which are based on latest indicative allocations from Funders.
 - b) Provide an updated Guiding Principles that **supersedes** those previously outlined in the 2019-2021 FINPLAN and are to be applied in 2021 only.

Updates to Guiding Principles for the Revised 2021 FINPLAN

5. The following guiding principles supersede those outlined in the 2019-2021 FINPLAN:
 - I. **Figures presented in USD.**
All amounts are presented in USD. Those contributions originating in non-USD currencies have been converted to USD in this FINPLAN and are subject to foreign exchange volatility. The effects of this volatility will be closely monitored and communicated to stakeholders throughout the period that this plan covers.
 - II. **Maintain existing W1/W2 funding commitments to Genebank Platform**
W1/W2 requests shall remain at existing established funding levels as follows:

All figures in Millions USD	Gross	CSP	Net of CSP
2019	\$18.75	(\$0.38)	\$18.38
2020	\$15.30	(\$0.31)	\$14.99
2021	\$13.21	(\$0.26)	\$12.95

This progressive reduction in W1/W2 funds allocation is dependent on the achievement of commensurate co-funding by the Global Crop Diversity Trust.

III. CGIAR cost sharing percentage ('CSP') included in Figures

Unless otherwise stated, all fundraising figures presented throughout this FINPLAN are stated on a gross basis inclusive of the 2% CSP that is applicable to all W1/W2/W3 funding and bilaterally funded project activities that are aligned with the CGIAR Strategy and Results Framework 2016-2030 ('SRF'). However, all figures presented as targets for distribution to Programs and Platforms have been presented and identified herein net of CSP.

IV. No budget ceiling

No overall budget ceiling at CGIAR Research Program ('CRP') or Platform level is imposed for W3 and Bilateral contributions.

V. Carry-over from the 2010-2016 CGIAR Portfolio

W1/2 carry-over from the former CRPs is excluded from the annual System Council allocation but the cumulative amount of allocated funds shall not surpass the original CRP/Platform proposal W1/2 funding request.

VI. Carry-over within the current portfolio

Carry-over of W1/2 funding within the current implementation period (2017-2021) of a CRP or Platform is possible if the original CRP/Platform total W1/2 funding request is not surpassed, noting that the System Council-endorsed CGIAR System 2019-2021 Business Plan confirmed that the current portfolio shall be brought to an end on 31 December 2021.

VII. Managing Unspent funds at end of 2021

As 2021 will be the final year of the CRP's and Platforms in their current construct, no carry-over of unspent funds is permitted beyond 2021 to future years. All CRP's and Platforms should be planning to fully implement the funds available to them, including unspent W1/2 funds from prior years. Reasonable accruals related to issuing final Program or Platform reports, as included in the audited financial statements of the Center, will be permitted. Otherwise, all unspent funds must be returned to the CGIAR Trust Fund no later than 31 March 2022.

VIII. Indistinguishable W1/2 funds at the Lead Center and thereafter

W1 and W2 funds for a specific CRP or Platform will be treated as indistinguishable in terms of financial and performance reporting once received by the Lead Center.

IX. W2 Flagship (FP) funding

Funders may earmark W2 funding to specific Flagships within CRPs or Platforms.

X. COVID-19 Research Hub

The COVID-19 Research Hub was launched in 2020 and will be managed within the A4NH program. The allocations presented in this revised plan reflect funder-indicated funding allocations to the COVID-19 Hub for 2021.

XI. 'Improving and institutionalizing collection of data' Flagship within Big Data in Agriculture Platform

The System Council approved, during its 8th meeting in May 2019¹, the creation of an additional module in the 'Big Data in Agriculture Platform', to provide a financing mechanism for impact assessment work to be undertaken as part of the Standing Panel on Impact Assessment ('SPIA') work program. In 2021 allocation targets for 'Big Data' does not include amounts in support of the SPIA work program. In the event additional funding is received for the work of SPIA, the overall W1&2 target allocation for Big Data will be adjusted upward to the extent of the additional funding received.

XII. Excellence in Breeding

The System Council approved, during its 8th meeting in May 2019², the creation of an additional module in the 'Excellence in Breeding Platform' to facilitate targeted funding of the Crops to End Hunger (CtEH) initiative. Allocation targets for 'Excellence in Breeding' in this 2021 FINPLAN does not include amounts in support of the CtEH initiative which are expected to be channeled through W3. In the event additional funding for CtEH is received, the overall W1&2 target allocation for EIB will be adjusted upward to the extent of the CtEH funding received.

XIII. Inclusion of Bean Flagship

The System Council approved the proposal for a flagship on common bean³, "Strategic and applied research to meet the demand for beans in Africa and Latin America" for inclusion in the CGIAR Portfolio (under the Grain Legumes and Dryland Cereals ('GLDC') CRP) from 1 January 2019 on the proviso that the 2019-2021 Financing Plan has a 'US\$ 0' indicative allocation for Window 1 and Window 2. This revised financing plan has been prepared on that basis. In the event funding for Bean Flagship flows into Window 2, the overall W1&2 target allocation for GLDC will be adjusted upward to the extent of the Bean funding received.

XIV. Possible impact of foreign exchange fluctuation

While all figures are presented in USD, there is implicit foreign exchange risk as approximately 50% of the funding to Window 1 and Window 2 originates in other currencies. Where possible, the Window 1 Liquidity and Stabilization Fund will be used to mitigate any unplanned downside foreign exchange impacts on both Window 1 & 2 receipts (i.e. the impact of unplanned foreign exchange volatility in Window 2 receipts will be absorbed by Window 1, where possible). Information has been provided in Table 5 on the foreign currency exposure.

¹ Decision reference: SC/M8/DP4

² Decision reference SC/M8/DP5

³ Decision reference: SC/M7/DP3

Revised Fundraising Targets for W1 & W2

6. The global economic uncertainty brought on by COVID-19 has created a lowered level of funding confidence in comparison to prior years. There is enhanced risk that certain funders will be unable to provide funding at the level of their indicative allocations. As a result, regular funding confidence updates will be issued by the System Organization throughout 2021 as additional guidance on availability of funding.
7. Based upon indicative allocations communicated by Funders and an assessment of the opportunities to attract additional Funders and funding to the CGIAR Trust Fund, an updated fundraising target for the CGIAR 2019 - 2021 Portfolio is set out in Table 1 below.

TABLE 1: 2019-2021 FUNDRAISING TARGETS
(ALL FIGURES IN MILLIONS USD AND PRESENTED ON GROSS BASIS, INCLUSIVE OF CSP)

2019-2021 Fundraising Targets	2019 Actuals			2020 Projected			2021 Targets		
	W1	W2	W1/W2	W1	W2	W1/W2	W1	W2	W1/W2
Funder indications	87.7	108.2	195.9	80.5	107.7	188.2	81.9	94.3	176.2
Revised Growth Targets	0.0	0.0	0.0			0.0			0.0
Fundraising Targets	87.7	108.2	195.9	80.5	107.7	188.2	81.9	94.3	176.2

Revised CSP Revenue and Usage Projections

8. Based upon this projected revenue generation, Table 2 below indicates the amount of Cost Sharing Percentage ('CSP') projected to be available and the planned usage of CSP to fund System Entity costs.⁴

TABLE 2: PROJECTED CSP REVENUE AND USAGE IN 2021 (ALL FIGURES MILLIONS USD)

	2019	2020	2021
	Actuals	Projected	Budget
Projected CSP Generated in System	15.69	14.44	13.35
Less: System Entity Costs funded by CSP (see Table 3)	12.78	14.44	13.35
Projected Excess (shortfall)	2.91	0.00	0.00

9. Table 3 below outlines the 2021 revised budget envelopes for the System Entities. The costs associated with "One CGIAR Transition" are provisional only at this stage. There is an expectation that a revised budget for System Costs will be necessary once the operational structure of One CGIAR is finalized and endorsed, likely during Q1 of 2021.

⁴ As provided for in the 'Policy on CGIAR System Cost Financing'
<https://cgspace.cgiar.org/bitstream/handle/10568/89415/Policy%20on%20CGIAR%20System%20Cost%20Financing.pdf?sequence=1&isAllowed=y>

2021 Revised CGIAR Research Financing Plan and accompanying guidance

TABLE 3: PRELIMINARY BUDGET CEILINGS FOR SYSTEM ENTITIES IN 2021 & FUNDING SOURCES (ALL FIGURES IN MILLIONS USD)

	2019 Actual	2020 Budget	2020 Projected			2021 Preliminary Budget		
			Core business	One CGIAR Transition	Total	Core business	One CGIAR Transition	Total
System Council Budget Group								
System Council	0.73	0.75	0.49		0.49	0.50		0.50
CGIAR's Advisory Services (ISDC, SPIA and the Advisory Services Secretariat)	2.47	8.16	5.20		5.20	4.32	4.33	8.65
	3.20	8.91	5.69	0.00	5.69	4.82	4.33	9.15
System Organization Budget Group								
System Board (formerly SMB)	0.47	0.63	0.58		0.58	0.24	0.51	0.76
System Management Office	9.87	12.59	8.20	3.94	12.14	8.17	6.05	14.22
Trustee costs for CGIAR Trust Fund	0.61	0.61	0.61		0.61	0.65		0.65
	10.95	13.83	9.39	3.94	13.33	9.06	6.56	15.63
Center Functions & Services								
CGIAR System Internal Audit Function	0.41	0.41	0.43		0.43	0.45	0.08	0.52
Internal Audit Support Services	0.22	0.28	0.23		0.23	0.21		0.21
Ethics Function					0.00		0.54	0.54
General Assembly	0.05	0.11	0.00		0.00			0.00
	0.68	0.80	0.67	0.00	0.67	0.66	0.61	1.27
Total System Organization Budget Group	11.63	14.64	10.06	3.94	14.00	9.72	7.18	16.90
Total System Entity Costs	14.83	23.55	15.75	3.94	19.69	14.54	11.50	26.05
Funding Sources								
System Organization reserves & Misc. Income	0.54	0.72	0.78		0.78	0.77		0.77
Window 1 (supported by CSP generated)	12.78	17.94	14.44		14.44	13.35		13.35
Window 1 (One CGIAR Transition Fund)*							0.00	0.00
Window 2 (SPIA)	0.35	0.94	0.52		0.52	0.43		0.43
Secured Transition Funding	1.16	3.94		3.94	3.94		5.90	5.90
	14.83	23.54	15.74	3.94	19.69	14.55	5.90	20.45
Balance	0.00	0.00	(0.00)	-	(0.00)	0.00	(5.60)	(5.60)

* per SC Decision SC/M10/DP4 there remains the option to use up to \$6.5M from the W1 Liquidity and Stabilization Fund, which would be a source of last resort only

- While there is currently a funding gap in relation to One CGIAR transition costs, there are several resource mobilization discussions with specific Funders underway to address those needs. In addition, as a source of last resort, there remains the W1 Liquidity and Stabilization Fund and specifically the \$6.5M that has previously been earmarked as available for allocation to support the transition to One CGIAR.

Window 1 Liquidity & Stabilization Fund Projections and Usage

- With the increase in pooled funding in 2019, the Window 1 Liquidity and Stabilization Fund was able to exceed the original target of \$34.4M and had a balance of \$40.39m at the end of 2019.
- The approved System Council System Reference Group (SRG) recommendations support the concept of full-cost recovery across the CGIAR in the form of a more effective and universally applied cost recovery mechanism that will be put in place starting in 2022.

13. Updated projections of Window 1 Liquidity and Stabilization Fund are shown in Table 4.

TABLE 4: BUILD-UP OF WINDOW 1 LIQUIDITY AND STABILITY FUND 2019-2021 (ALL FIGURES IN MILLIONS USD)

	2019 Actuals	2020 Projected	2021 Budget
Opening Balance	30.51	40.39	31.40
W1 Contributions from Funders	87.12	80.53	82.02
W2, W3 and Bilateral CSP deposited in W1	13.82	12.82	11.71
Disbursement to System entities	(6.63)	(17.74)	(14.45) *
W1 funds distributed for Research	(85.17)	(85.46)	(81.56)
Interest income in Trust Fund	0.75	0.86	0.60
Closing Balance	40.39	31.40 *	29.72

* of which, \$1.1m is direct Funder contribution to support One CGIAR Transition as per SC/M10/DP4

Window 2 Preliminary Allocations from Funders

14. Funders have indicated interest in providing W2 funding as outlined in Table 5 below.
15. Additional information with respect to the originating currency of the respective indicative funder allocations has been provided to facilitate the necessary risk management.
16. Allocations presented herein are based on either a signed contribution agreement from a Funder or the prior year allocation decision.

TABLE 5: FUNDER W2 PRELIMINARY ALLOCATIONS in 2021 (ALL FIGURES IN MILLIONS USD)

Program / Platforms	2020 W2 Projected Disbursement Net of CSP	2021 W2 Targets Disbursements Net of CSP	Contributions by Originating Currency (Net of CSP)								
			AUD	CAD	CHF	EUR	GBP	NOK	NZD	SEK	USD
GLDC	2.80	2.81	0.57		1.01		1.23				
Fish	3.56	2.91	0.86				0.49	1.08			0.49
FTA	4.03	4.19	0.89			1.54	-				1.76
Livestock	5.83	5.84	0.86				2.04				2.94
Maize	2.10	2.08	0.29				1.79				
Rice	4.22	4.11	0.36				3.76				-
RTB	8.29	8.25	1.00		2.02		5.23				
Wheat	3.96	3.92	0.57				3.35				
A4NH	15.60	15.71	0.78		1.67	2.38	2.69				8.18
Covid hub via A4NH	1.31	1.25					1.25				
CCAFS	19.12	17.69	0.93		1.51	2.38	4.11		2.26		6.49
PIM	6.27	6.07	0.14			1.61	0.90				3.43
WLE	7.73	7.73	0.89		1.01		1.27			2.21	2.35
GENEBANK	5.81	1.59	-				1.59				
EIB	5.99	2.47	-				0.51				1.96
Big Data	0.67	0.66	-				0.66				
Gender	8.13	5.13	0.36	1.60	1.01		0.50				1.67
Total	105.42	92.42	8.49	1.60	8.23	7.91	31.36	1.08	2.26	2.21	29.28

Window 1 Planned Disbursements

17. Based upon the expected Window 2 allocations provided in Table 5 above, the proposed 2021 W1 allocations are in Table 6.

TABLE 6: WINDOW 1 PLANNED DISBURSEMENTS (ALL FIGURES IN MILLIONS USD)

Program / Platforms	2020 W1 Projected Disbursements Net of CSP	2021 W1 Target Disbursements Net of CSP
GLDC	5.34	4.21
Fish	1.96	3.00
FTA	6.65	5.25
Livestock	10.80	11.89
Maize	6.44	7.01
Rice	5.73	6.56
RTB	9.50	10.71
Wheat	6.39	7.46
A4NH	2.28	1.40
Covid hub via A4NH		
CCAFS	0.18	0.74
PIM	7.74	8.30
WLE	3.03	1.00
GENEBANK	12.99	11.35
EIB	0.86	-
Big Data	3.58	2.43
Gender		-
Total	83.46	81.30

Window 1 and Window 2 Planned Disbursements

18. Aggregating the Funder-indicated W2 allocations and the planned W1 allocations discussed above, the planned Window 1&2 amounts for distribution during the 2021 period as presented in Table 7.
19. In consideration of the Fundraising target in Table 1 which shows a reduced projected funding, the total 2021 FINPLAN allocations are also reduced to 90% of the 2021 targeted allocations in the original 2019-2021 FINPLAN as approved by the System Management Board during their 12th meeting, held virtually on 13 December 2018 and subsequently endorsed by the System Council on an electronic basis with effect from 10 January 2019.

2021 Revised CGIAR Research Financing Plan and accompanying guidance

20. Programs and Platforms are encouraged to plan to spend accumulated Window 1 and Window 2 funds that have been disbursed in prior years and not yet programmed as these amounts will not be available for carry-forward beyond 2021. Please see companion document on “Implementing the 2021 CGIAR Research Financing Plan W1/2” for guidance on unspent funds at end of 2021.
21. It is recommended that CGIAR Centers build budgets and plans of work considering their respective risk appetites based upon the information available in this FINPLAN.

TABLE 7: WINDOW 1/WINDOW 2 PLANNED ALLOCATIONS (ALL FIGURES IN MILLIONS USD)

Program / Platforms	2020 Projected W1/W2 Net of CSP	2021 Target Disbursements Net of CSP			% of 2021 original Finplan (net of CSP)*	Memo 2021 original Finplan (net of CSP)*
		W1	W2	W1+W2		
GLDC	8.13	4.21	2.81	7.01	90.00%	7.79
Fish	5.52	3.00	2.91	5.91	90.00%	6.57
FTA	10.68	5.25	4.19	9.44	90.00%	10.49
Livestock	16.64	11.89	5.84	17.73	90.00%	19.70
Maize	8.54	7.01	2.08	9.08	90.00%	10.09
Rice	9.95	6.56	4.11	10.67	90.00%	11.86
RTB	17.80	10.71	8.25	18.96	90.00%	21.07
Wheat	10.35	7.46	3.92	11.38	90.00%	12.64
A4NH	17.88	1.40	15.71	17.11	90.00%	19.01
Covid hub via A4NH	1.31		1.25	1.25	n/a	-
CCAFS	19.30	0.74	17.69	18.43	90.00%	20.48
PIM	14.01	8.30	6.07	14.38	90.00%	15.97
WLE	10.75	1.00	7.73	8.73	90.00%	9.70
GENEBANK	18.73	11.35	1.59	12.95	100.00%	12.95
EIB	6.84	-	2.47	2.47	126.13%	1.96
Big Data	4.25	2.43	0.66	3.09	90.00%	3.43
Gender	8.13	-	5.13	5.13	249.33%	2.06
Total	188.81	81.30	92.42	173.73	93.52%	185.77

* 2021 FinPlan adjusted for relevant funder shift from W2 to W3

Guidance:
Implementing the 2021 CGIAR Research Financing Plan W1/2

Part A: Window 1 and Window 2 linking mechanism

1. Since 2019, the principle of partial de-linking of Window 1 and Window 2 was put in place to allow for funding growth of individual Programs or Platforms. Window 1 funds remained linked to Window 2 funds at the beginning of the planning cycle and de-linked after the allocation/disbursement targets were identified and approved by the System Management Board and the System Council.
2. This partial de-linking of Window 1 & 2 had the advantage of allowing Programs and Platforms to grow their funding beyond the approved financing plan target distribution over the course of the portfolio implementation.
3. **New unplanned W2 contributions in 2021.** In view of the scheduled end date of the current portfolio and the proposed winding down of the existing activities, any new unplanned W2 contributions received in 2021, for activities to be completed in 2021 will result in a compensatory reduction of W1 allocated to the Program or Platform, for the following reasons:
 - a. Since activities are winding down, there is no more reason to increase activities and seek additional funding for the current activities;
 - b. The Plans of Work and Budget ('POWB') are finalized during the first quarter of 2021 hence there is a high probability that any additional funding that may come is not planned to be implemented in this final year and will need to be returned to the Trust Fund at the end of the year; and
 - c. Additional resource mobilization efforts will be focused on securing binding commitments in support of the 2022-2024 investment plans.
4. Due to the balancing nature of the fully linked Window 1&2, any funder shift or reduction in funding from any funder will be fully absorbed by Window 1 including foreign exchange fluctuations, subject to a limitation on withdrawal on Window 1 as per the paragraph below (otherwise, a funding cut will be introduced proportionately for the entire portfolio).
5. **Window 1 Liquidity and Stabilization Fund.** Recognizing the need to provide near-term predictability, this Fund will be used to provide a partial guarantee of 90% of original combined W1/2 FINPLAN targets to each CRP/Platform, subject to the following limitations:
 - a. Balance of fund is not drawn down more than \$10M in any one year;
 - b. There remains a minimum balance of \$10M in the Fund at the end of each year;
 - c. Should there be a reduction of more than 20% of the overall 2021 Window 1&2 funding inflow, the System Board may recommend to the System Council to make strategic use of the Window 1 Liquidity and Stability fund to partially fulfil targets established in the FINPLAN.

Part B: Managing Unspent Funding at end of 2021

6. At the end of 2021, the unspent funds will be returned to Window 1 subject to the following provisions:
 - a. All unspent funding at the end of 2021 will be returned to Window 1 as provided in the Financial Framework Agreement, standard provisions para 16:
 16. **Unexpended or Uncommitted Funding**
 - 16.1. Centers will, and will require Program Participants to, promptly return any portion of the Window 1 and Window 2 Funds that is unexpended or uncommitted at the completion of the CRP or Platform for which it was provided (including approved extensions) or at the termination of a Financial Framework Agreement between the System Organization and a Center unless decided otherwise by the System Council. Such returned funds will be deposited to Window 1 of the Trust Fund.
 - b. Carry-forward funds from 2020 by each Program or Platform will be considered as cash advances and will be deducted from 2021 FINPLAN cash allocations for disbursement planning, unless included in the approved Program/Platform budget for 2021 as additional to the FINPLAN targets.
 - c. Each Program/Platform will be required to submit a final year POWB by 31 January 2021 to the System Organization for approval.
 - d. Each Program / Platform will be required to submit the following table, either within their POWB or as an attached annex. This process along with ongoing monitoring throughout the year will be facilitated by the System Organization:

	2020 Forecast (W1/W2)	2021 Budget (W1/2)	Comments on major changes
Personnel			
Consultancy			
Travel			
Operational Expenses			
Collaborators & Partnerships			
Capital & Equipment			
Closeout cost			
CRP Total <u>budget</u>			

- e. Estimated unspent funds at end of 2020 based on forecast as follows:

<i>All figures in USD Millions</i>	Estimated Range of W1/W2 Cash Carry-forward by Centers at end of 2020	
	Low	High
GLDC	(0.45)	-
FISH	0.01	0.50
FTA	1.00	2.03
Livestock	5.00	7.45
Maize	1.00	2.10
Rice	(1.67)	-
RTB	4.00	5.62
Wheat	2.50	3.78
A4NH	5.00	7.04
CCAFS	-	1.02
PIM	4.00	6.82
WLE	4.00	5.44
Genebanks	-	2.62
EIB	7.00	10.69
BigData	2.00	3.48
Gender	4.00	6.72
Total	37.40	65.30

Any negative figures above of cash carry-forward would be indicative of a pre-spend of funds, which while permissible, would need to then be taken from 2021 W1/W2 allocations. These figures will be updated once all audited financial statements have been aggregated.

- f. Expenses reported in the audited Financial Statements will be used as the basis of spent funding.
- g. Quarterly financial reporting in 2021 will be required to include a W1&2 breakdown by Program/Platform to monitor Program/Platform spending.