

PURPOSE

A budgeting and donor-reporting model for an education NGO funded by four institutional donors, a corporate foundation and individual giving. Six grants carry their own budgets, conditions, eligible-cost rules and overhead caps. Payroll and costs are charged to grants, shared support costs are allocated across programmes, and restricted and unrestricted funds roll forward into a statement of financial activities, balance sheet and cash flow, with grant-by-grant budget-versus-actual reporting for donors.

QUESTIONS THIS MODEL ANSWERS

- Is each grant spending in line with its approved budget and conditions, and how much remains to spend?
- How much of the shared support cost do the grants recover, and how much must unrestricted funding cover?
- Are reserves and cash enough if a grant is delayed or funding comes under pressure?

HEADLINE RESULTS (SELECTED SCENARIO)

Case: Approved plan · FY2026 budget

FY2026 INCOME (BUDGET)	FY2026 EXPENDITURE (BUDGET)	FY2026 SURPLUS	FY2028 INCOME (OUTLOOK)
\$2.4m	\$2.1m	\$300k	\$2.6m
PROGRAMME EXPENSE SHARE	OVERHEAD RECOVERY	UNRESTRICTED RESERVES	LITERACY COST PER LEARNER
85.6%	46.4%	15.8 months	\$622

HOW TO USE

Choose the year, period, donor, grant, programme, case and grant in focus in the yellow cells at the top of the Dashboard. Every review sheet and chart follows.

Grant terms sit on Grant Register and Donor Rules; costs on Payroll and Cost Inputs; history on Actuals; opening balances and policies on Assumptions.

Section divider tabs (>>) group the sheets: overview first, then statements, the grant engine, data and review.

Checks confirms the balance sheet, cash, fund roll-forward, allocations and grant limits all reconcile. Results recalculate whenever an input changes.

SHEET MAP

Sheet	What it does
OVERVIEW	
Dashboard	Income, programme expense share, overhead recovery and reserves, with five charts and management notes
Grant Review	Grant-by-grant life budget, tranche, actual spend, remaining budget and overhead cap
Annual Review	Budget vs actual for FY2024–FY2025, the FY2026 budget, outlook and cost per beneficiary
Sensitivity	Year-end unrestricted general fund under funding and cost changes
FINANCIAL STATEMENTS	
Statements	Income and expenditure by fund, balance sheet and cash flow
Ratios	Surplus, programme, management and fundraising ratios, reserves and liquidity
Annual Summary	Annual figures FY2024–FY2028
GRANT ENGINE	
Grant Engine	Monthly eligible spend, caps and recognised income by grant
Allocations	Shared support costs allocated to programmes and grants
Finance	Monthly income, expenditure, funds, balance sheet and cash
DATA	
Grant Register	Six grants: donor, programme, value, dates, conditions and overhead rate
Donor Rules	Conditions, restrictions and recognition rules, with worked examples
Payroll	Staff costs by grant and support pool
Cost Inputs	Budgeted costs by grant and natural cost type
Actuals	Recorded FY2024–FY2025 actuals by grant
Assets	Asset register by grant with depreciation
Assumptions	Opening balances, collection timing, FX, policies and cases
REVIEW	
Checks (hidden)	Balance sheet, cash, fund, allocation, grant-limit and source-history tests
Guide (hidden)	Scope, recognition and funds, collections and FX, and methodology notes

Tabs marked (hidden) hold checks, guidance or history. Right-click any sheet tab and choose Unhide to view it.

Dashboard

Year **FY2026 budget** Case **Approved plan**

Year and Case set the KPIs above. Function mix follows the selected year; reserves and FY2026 receipts follow the case. Income and grant-spend charts show the full multi-year view. Pick the grant-life focus on Grant Review.

READY FOR MANAGEMENT REVIEW			
Scoped income	Programme expense share	Overhead recovery	Year-end unrestricted reserves
\$2,400,000	85.6%	46.4%	15.8 mo

Overhead recovery covers the four restricted programmes: funded shared costs / their total allocated shared costs. Cash availability deducts positive restricted grant cash and board-designated cash; fund balances are not bank balances.

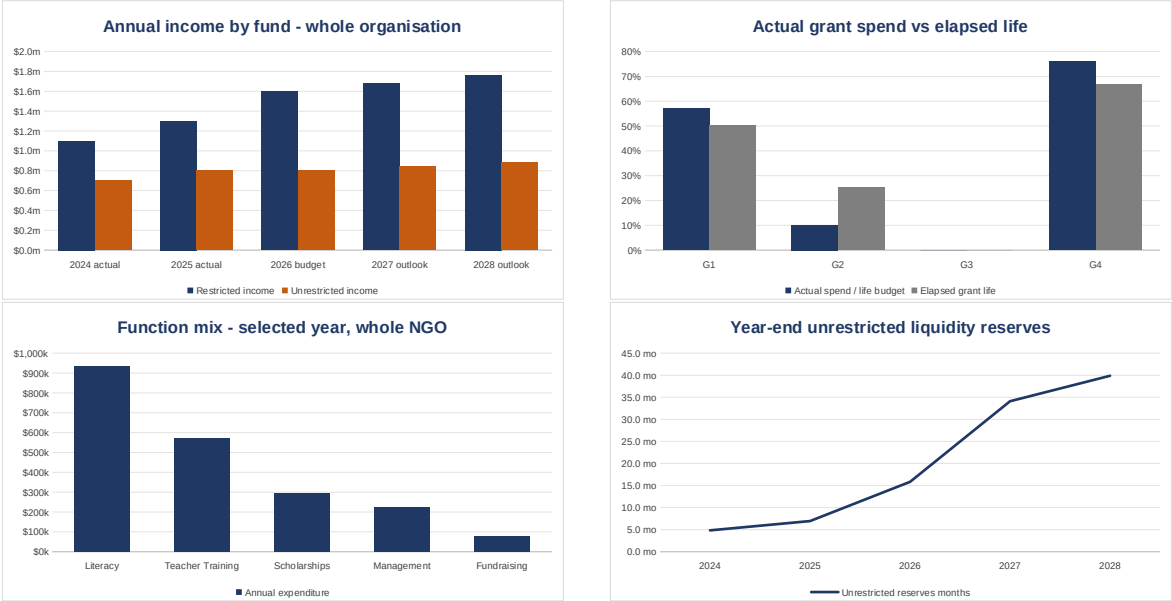


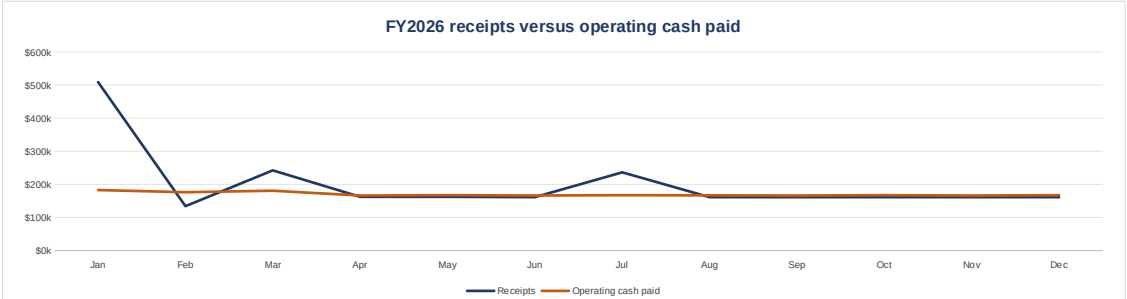
Chart scope: income and reserves compare full organisation annual totals; function mix follows selected year, whole organisation; grant spend versus elapsed life uses actuals through the last available historical year-end.

MANAGEMENT ATTENTION

FY2026 approved income is \$2.4m: \$1.6m restricted and \$0.8m unrestricted. Conditional grants recognise qualifying expenditure. The annual outlook separates signed grant commitments from anticipated funding.

The base plan needs unrestricted support for \$135,000 of programme shared costs plus \$46,000 matching and \$3,000 ineligible cost. Scholarship advance cash remains refundable until conditions are satisfied.

Use Funding pressure to reduce unrestricted funding and increase costs; use Delayed grant receipts to defer institutional collections by three months. Both preserve historical actuals.



Grant Review

BRIGHTPATH FOUNDATION | USD | Fictional education NGO | Case: Approved plan

Grant-life focus

Literacy Access

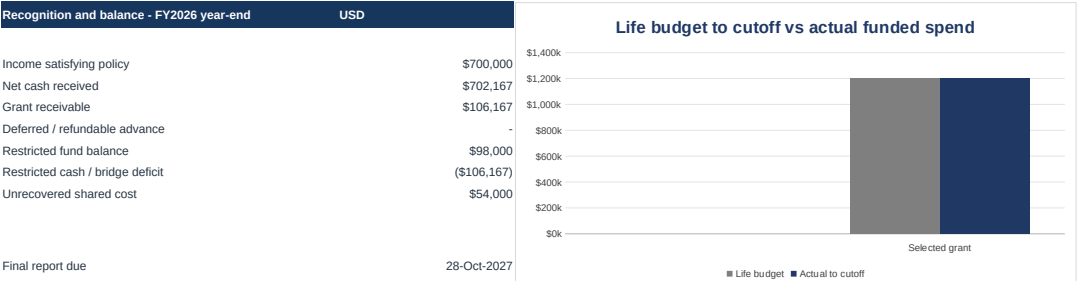
 Select a grant; every figure on this sheet follows it.

Actual cutoff 31-Dec-2025 Historical activity available

Life budget USD	Budget to actual cutoff	Actual funded spend	Variance actual - budget	Remaining life budget
	\$2,100,000	\$1,200,000	\$1,200,000	- \$900,000

Fiscal-year tranche	2024	2025	2026	2027	2028
Approved full-life spending budget	\$500,000	\$700,000	\$700,000	\$200,000	-
Actual funded spend	\$500,000	\$700,000	N/A	N/A	N/A
Active planned donor-funded spend	N/A	N/A	\$700,000	\$200,000	-

This is grant-life reporting on the donor-funded cash-cost basis, including approved equipment acquisition. SOFA uses expense plus depreciation instead. FY2026 is planned, never actual. G5/G6 unrestricted programmes compare their attributable operating spend, not all organisation costs financed from unrestricted income.



Recognition assumptions and payment terms are in Grant Register. See Donor Rules for conditional advances, indirect recovery, matching, MTDC lifetime subaward limits and report-deadline examples.

Independent life budget USD	2024	2025	2026	2027	2028
Literacy Access	\$500,000	\$700,000	\$700,000	\$200,000	-
Teacher Network	-	\$100,000	\$520,000	\$370,000	-
Scholarship Pathways	-	-	\$230,000	\$70,000	-
School Libraries	\$600,000	\$500,000	\$150,000	-	-
Core Mission	\$450,000	\$500,000	\$500,000	-	-
Individual Giving	\$250,000	\$300,000	\$300,000	-	-

Annual Review

BRIGHTPATH FOUNDATION | USD | Fictional education NGO | Case: Approved plan

Budget comparisons use matched annual periods. FY2024-25 actuals are historical; FY2026 is budget only. There are no fabricated FY2026 actuals. FY2027-28 are annual indicative plans.

USD	2024 budget	2024 actual	Variance	2025 budget	2025 actual	Variance	2026 approved	2026 active	Active - approved
Income	\$1,750,000	\$1,800,000	\$50,000	\$2,050,000	\$2,100,000	\$50,000	\$2,400,000	\$2,400,000	-
Expenditure	\$1,580,000	\$1,630,000	\$50,000	\$1,800,000	\$1,851,000	\$51,000	\$2,100,000	\$2,100,000	-
Surplus / (deficit)	\$170,000	\$170,000	-	\$250,000	\$249,000	(\$1,000)	\$300,000	\$300,000	-

Variance = actual minus budget in historical years. Expense underspend is favourable; income overshoot is favourable. FY2026 variance is active scenario minus approved plan, not an actual variance.

Outlook funding bridge	FY2027 annual	FY2028 annual
Total income	\$2,520,000	\$2,646,000
Existing award income	\$640,000	-
Anticipated restricted funding	\$1,040,000	\$1,764,000
Anticipated unrestricted funding	\$840,000	\$882,000
Expenditure	\$2,205,000	\$2,315,250
Surplus	\$315,000	\$330,750

Anticipated funding is a planning assumption only. The 2027-28 totals include capacity to support future programmes, do not create signed grants, and are not allocated to donors without an approved award.

Programme	FY2026 expenditure	Beneficiaries	Cost per beneficiary Unit
Literacy	\$933,000	1,500	\$622 Learner
Teacher Training	\$571,000	600	\$952 Teacher
Scholarships	\$294,000	200	\$1,470 Scholar

Beneficiary units differ and are not added together. Cost includes direct spend, allocated support and book depreciation for the programme. Headcounts are illustrative unique beneficiaries for FY2026.

Statements

BRIGHTPATH FOUNDATION | USD | Fictional education NGO | Case: Approved plan

USD - whole organisation	FY2024 actual	FY2025 actual	FY2026 budget	FY2027 outlook	FY2028 outlook
Restricted income	\$1,100,000	\$1,300,000	\$1,600,000	\$1,680,000	\$1,764,000
Unrestricted income	\$700,000	\$800,000	\$800,000	\$840,000	\$882,000
FX gain / (loss)	-	-	-	-	-
TOTAL INCOME	\$1,800,000	\$2,100,000	\$2,400,000	\$2,520,000	\$2,646,000
Personnel	\$1,012,100	\$1,168,250	\$985,000	\$1,080,600	\$1,252,488
Supplies	\$240,000	\$155,000	\$130,000	\$192,400	\$182,180
Services	\$114,500	\$144,750	\$75,500	\$178,000	\$182,180
Travel	\$40,000	\$40,000	\$53,000	\$88,000	\$68,318
Subawards	\$10,000	\$30,000	\$80,000	\$57,000	\$45,545
Rent / occupancy	\$130,400	\$156,000	\$200,000	\$188,000	\$182,180
Scholarships / matching	\$20,000	\$65,000	\$456,000	\$249,000	\$227,725
Participant support	\$13,000	\$25,000	\$39,000	\$62,000	\$45,545
Other / ineligible	\$22,000	\$23,000	\$19,500	\$54,000	\$91,090
Depreciation	\$28,000	\$44,000	\$62,000	\$56,000	\$38,000
TOTAL EXPENDITURE	\$1,630,000	\$1,851,000	\$2,100,000	\$2,205,000	\$2,315,250
SURPLUS / (DEFICIT)	\$170,000	\$249,000	\$300,000	\$315,000	\$330,750
Cash	\$367,037	\$605,326	\$899,153	\$1,394,395	\$1,764,589
Grant receivables	\$153,333	\$135,000	\$189,500	-	-
Property / equipment net	\$102,000	\$128,000	\$146,000	\$90,000	\$52,000
TOTAL ASSETS	\$622,371	\$868,326	\$1,234,653	\$1,484,395	\$1,816,589
Deferred / refundable advances	-	-	\$70,000	-	-
Payables and payroll accrual	\$22,371	\$19,326	\$15,653	\$20,395	\$21,839
TOTAL LIABILITIES	\$22,371	\$19,326	\$85,653	\$20,395	\$21,839
Restricted funds	\$106,000	\$236,000	\$222,000	\$126,000	\$30,200
Board-designated funds	\$50,000	\$75,000	\$125,000	\$150,000	\$175,000
Unrestricted general funds	\$444,000	\$538,000	\$802,000	\$1,188,000	\$1,589,550
TOTAL FUNDS	\$600,000	\$849,000	\$1,149,000	\$1,464,000	\$1,794,750
BALANCE SHEET CHECK	0.00	0.00	0.00	0.00	0.00
Operating cash flow - indirect	\$7,037	\$308,289	\$373,827	\$495,242	\$370,194
Investing cash flow	(\$40,000)	(\$70,000)	(\$80,000)	-	-
Net cash change	(\$32,963)	\$238,289	\$293,827	\$495,242	\$370,194
Opening cash	\$400,000	\$367,037	\$605,326	\$899,153	\$1,394,395
Closing cash	\$367,037	\$605,326	\$899,153	\$1,394,395	\$1,764,589
CASH FLOW CHECK	0.00	0.00	0.00	0.00	0.00

FY2026 expense matrix	Literacy	Teacher Training	Scholarships	Management	Fundraising	Total
Personnel	\$473,000	\$290,000	\$12,000	\$151,500	\$58,500	\$985,000
Supplies	\$100,000	\$30,000	-	-	-	\$130,000
Services	\$40,000	\$20,000	-	-	\$15,500	\$75,500
Travel	\$33,000	\$20,000	-	-	-	\$53,000
Subawards	\$80,000	-	-	-	-	\$80,000
Rent / occupancy	\$94,000	\$64,000	\$6,000	\$30,000	\$6,000	\$200,000
Scholarships / matching	\$60,000	\$120,000	\$276,000	-	-	\$456,000
Participant support	\$20,000	\$19,000	-	-	-	\$39,000
Other / ineligible	\$3,000	-	-	\$16,500	-	\$19,500
Depreciation	\$30,000	\$8,000	-	\$24,000	-	\$62,000
TOTAL	\$933,000	\$571,000	\$294,000	\$222,000	\$80,000	\$2,100,000

Shared pools are allocated once by staff time and floor space. Internal designation transfers move between general and designated funds, without income or expense. Asset-funded restrictions run through useful life. Conditional advances are liabilities; ordinary restricted awards are fund balances.

Ratios

BRIGHTPATH FOUNDATION | USD | Fictional education NGO | Case: Approved plan

Ratio / definition	FY2024 actual	FY2025 actual	FY2026 budget	FY2027 outlook	FY2028 outlook
Surplus / income	9.4%	11.9%	12.5%	12.5%	12.5%
Programme / total expenditure	64.5%	69.8%	85.6%	87.6%	85.2%
Management / total expenditure	26.9%	23.6%	10.6%	8.7%	9.8%
Fundraising cost / individual giving	56.0%	41.0%	26.7%	N/A	N/A
Available unrestricted reserves - months	4.8	6.9	15.8	34.1	39.9
Current assets / current liabilities	23.3x	38.3x	12.7x	68.4x	80.8x
Closing grant receivables / annual income × 365	31.1	23.5	28.8	0.0	0.0
Indirect recovery / programme shared costs	56.0%	44.8%	46.4%	42.1%	N/A
EPS / ROE / investor returns	N/A - no share capital or investor distributions				

Reserves = year-end cash less positive restricted cash balances and designated cash, divided by annual unrestricted cash operating costs / 12. It is liquidity capacity, not the unrestricted fund balance. Negative cash availability remains visible.

Fundraising efficiency uses the individual-giving campaign for historical years and FY2026 only. The future annual funding mix is uncommitted, so an unsupported 2027-28 giving ratio is N/A. Receivable days are a high-level income collection proxy.