

Coalition for **Disaster Resilient Infrastructure** Infrastructure Resilience Accelerator Fund PROJECT ANNUAL REPORT



Project Title:	Strengthening capacities, security and resilience of critical infrastructure in the Dominican Republic, Cuba and Haiti	Project ID:	00140712
Recipient Participating Organisation:	United Nations Development Programme (UNDP)	Total Approved Budget [in USD]:	\$749,384.00
Project Start Date:	21.06.2024	Total Budget Received [in USD]:	\$149,877.00
Project End Date¹:	20.06.2026	Annual Expenditure [in USD]:	\$ 31,295.96
Reporting Period:	October to December 2024	Cumulative Expenditure [in USD]:	\$ 41,386.20
Details of Budget Revision [if applicable]		Utilisation [%]: 27.61%	Delivery Rate [%] 5.52% of total approved budget

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¹ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the operational closure date when all activities must have been completed

² In case of a multi-country project, all governments are recipients of the Project Annual Report.

Part I. Overall Project Progress

Summary:

During this period, the project made notable progress in establishing the conditions required for its two-year implementation. For example, the project was introduced in the Dominican Republic, Cuba, and Haiti, engaging both the strategic partners initially identified as counterparts and a broader group of actors involved in risk reduction. This approach helped secure their interest, deepen their commitment to the project's objectives, and lay a foundation for more inclusive collaboration with the potential for long-term impact.

Alliances for project implementation: By fostering these strategic alliances through bilateral and group meetings, the project created spaces for constructive dialogue in all three countries—aligning expectations, sharing knowledge, and establishing a shared vision of sustainable impact. As a result, key national actors acknowledged the project's relevance and mobilized the resources required to achieve the proposed goals. This process has consolidated long-term networks and secured the support and participation of all stakeholders.

Compliance: At the same time, the project adhered to UNDP's rules and procedures for program and project management. Key actions included exchange meetings among UNDP offices in the three countries, the preparation and signing of the Project Document, comprehensive assessments of quality, social, and environmental standards, and the formal introduction of the project to the local committee. These steps ensured alignment with international standards and reinforced the project's credibility.

Communication and Understanding of Requirements: This period was crucial to strengthen the understanding of the requirements established by the IRAF Multi-Partner Trust Fund, in accordance with the Terms of Reference of the Fund and the Memorandum of Understanding for Participating Organizations of the United Nations (PUNO). As a new source of funding for UNDP Dominican Republic, priority was given to ensuring a thorough understanding of these requirements, strengthening compliance capacity, ensuring transparency and consolidating donor confidence in effective management capacity.

Fostering appropriation by key Disaster Community Actors: UNDP Country Offices have engaged with national stakeholders on other CDRI projects to enhance synergies and avoid duplication. In the Dominican Republic, where another CDRI project is underway, UNDP worked closely with the National Emergency Commission. One key meeting took place on December 18, 2024, between the Emergency Operations Center (COE) and the Global Green Growth Institute (GGGI), implementers of the "Multi-Hazard Early Warning System for the Dominican Republic (SAT-MA)" project. This meeting aligned objectives, identified potential collaboration areas, and strengthened inter-institutional coordination, thereby enhancing both initiatives' contributions to more resilient critical infrastructures.

Human and Material Resources: The hiring of the Project Coordination Unit was finalized, ensuring the selection of motivated and skilled professionals to lead the initiative. Additionally, the necessary IT equipment was acquired to optimize the team's operational performance and support efficient management throughout the project's duration.

During this reporting period, a number of previously identified risks in Cuba and Haiti materialized, impacting the project's implementation. In response, the team introduced targeted mitigation measures—including reselecting potential infrastructure evaluation sites and incorporating safety as a central consideration in Haiti's selection process—to minimize disruptions and maintain continuity of planned activities. While these measures were put in place, further progress was made in substantive project components, directly contributing to the anticipated outcomes. These achievements affirm a strong commitment to the project's objectives and establish a positive foundation for the phases ahead. A detailed account of these developments is provided in the following sections of this report.

Implementation status:

During this reporting period, the project established its operational and strategic groundwork across the Dominican Republic, Cuba, and Haiti. Formal agreements were concluded with national counterparts, a dedicated coordination

team was recruited, and essential IT equipment was procured. To ensure an inclusive approach, awareness-raising sessions and multi-stakeholder working groups were convened, fostering collaboration and engagement with key government bodies and development partners.

The project shows minor delays compared to the approved workplan and agreed timelines. This is mainly due to the initial underestimation of the time required to set up the foundational operations in three diverse contexts, each with its own language, priorities, and dynamics. In addition, some of the pre-identified risks in Cuba and Haiti materialized—an eventuality that had been anticipated—impacting the execution of certain activities.

In response, specific mitigation measures were implemented in both countries to minimize disruptions and ensure continuity. These actions underscore the importance of proactive and adaptive risk management, further detailed in the Risk Management section of Chapter III. Despite these challenges, the project remains aligned with its agreed objectives, reflecting a concerted effort to maintain progress, strengthen resilience against unforeseen events, and promote the long-term sustainability of activities in the participating countries.

Overall progress rating:

On-Track with significant results

On-Track with minor delays

Off-Track with significant delays

Relevance/Revisions:

In the regional context, the project maintains its relevance by addressing priority needs related to risk reduction and resilience of critical infrastructure in the three countries. The expected outcomes and outputs remain aligned with the national policies and strategic priorities of the Dominican Republic, Cuba and Haiti, reaffirming their relevance for sustainable development and risk management.

During the reporting period, a programmatic review was carried out to adjust the planned indicators for Cuba in line with its need to focus only on water infrastructure, thus ensuring that the activities respond effectively to its needs and guarantee their viability in its context. This revision has strengthened the project's capacity to adapt to the challenges and maximize its impact.

Finally, the consolidated alliances with strategic partners and local counterparts have been fundamental to ensure the relevance and sustainability of the activities implemented, allowing for a more efficient and effective execution in a dynamic environment.

Part II. Narrative of Progress by Project Outcomes and Outputs

Project Outcome 1

Rate the current status of progress towards the outcome:

On-Track with significant results

On-Track with minor delays

Off-Track with significant delays

Project Output 1

Rate the current status of progress towards the outcome:

On-Track with significant results

On-Track with minor delays

Off-Track with significant delays

This output will be achieved at the end of project implementation. During the reporting period, progress has been made in the participating countries, with partial results according to the established indicators.

The progress achieved in relation to the methodologies for assessing the safety of critical infrastructures in education and water supply that will be transferred and appropriated is detailed below,

Cuba: identification of four priority water infrastructures to be assessed in order to propose an improvement plan for one of them. As part of this action, the identification of the equipment needed to carry out the diagnostics was completed, marking an important milestone in the preparatory phase of the project. Significant progress has been

made in coordination with the National Institute of Water Resources (INRH) and the universities, through multiple technical meetings. During these meetings, work was done on the integration and adaptation of several existing tools into a single methodology, which will allow its subsequent certification by the INRH Technical Advisory Committee and its final approval by the president of the institute.

Haiti: creation of a working group with national experts to develop criteria and select schools and water infrastructure to be evaluated in Haiti.

Dominican Republic: formation of a working group that will have an active role in the promotion and facilitation of the project actions for which UNDP sent a formal communication to 12 institutions, requesting the nomination of two officials per entity (main and alternate focal point), with technical capacities and strategic decision. This group will be key to: a) Reach consensus on methodologies for assessing the safety and resilience of educational and water supply infrastructure, with a focus on gender and inclusion; b) Nominate officials who will participate in the training; c) Select the infrastructure to be assessed and those that will be intervened with functional improvements. This working group will not only facilitate the implementation of the activities but is also intended to act as a support mechanism to ensure that the participating institutions benefit from the results of the project. This reinforces the sustainability and ownership of the actions, maximizing long-term impact.

These advances reflect a collaborative and strategic approach to ensure that the methodologies developed are relevant, applicable and supported by key institutions in the sector. They also lay the foundation for the success of future stages of the project.

Project Output 2

Rate the current status of progress towards the **outcome**:

On-Track with significant results

On-Track with minor delays

Off-Track with significant delays

This output will be achieved by the end of project implementation in 2026. During the reporting period, preliminary progress has been made that lays the groundwork for strengthening coordination mechanisms. Among the actions carried out, the following stand out:

1. Compilation of existing information: initiated a systematic process of data collection and analysis related to the current coordination mechanisms in the participating countries. This information will serve as a key input for the design and implementation of improvements adapted to local needs.
2. Strategic synergies: established links with the CDRI/IRAF-funded project, "Multi-Hazard Early Warning System for the Dominican Republic (SAT-MA)," implemented by the Emergency Operations Center (COE) and the Global Green Growth Institute (GGGI). This collaboration has allowed anticipating points of convergence between both projects, with probable synergies of resources and efforts to improve the management of early warnings and their potential impact on the security and resilience of critical education and water infrastructures.
3. Cuba's National Civil Defense System has made available its disaster preparedness and prevention model with Early Warning Systems for hydrometeorological events and drought monitoring; with the objective of protocolizing a tool to facilitate coordination at the regional level. Similarly, South-South cooperation agreements will be developed and actions articulated at the regional level between the Dominican Republic, Cuba and Haiti to increase the resilience of vital infrastructures.

These preliminary advances reflect a coordinated and strategic approach to ensure that the coordination mechanisms resulting from the project are comprehensive, sustainable and effective, aligned with regional and national priorities.

Project Output 3

Rate the current status of progress towards the **outcome**:

On-Track with significant results

On-Track with minor delays

Off-Track with significant delays

During this period, some steps are beginning to be taken to lay the foundations for South-South cooperation mechanisms, highlighting progress in two main areas:

Regional exchange event on resilient and safe infrastructure scheduled for the end of 2025: as part of the initial preparatory activities, a meeting was held with representatives of the Japan International Cooperation Agency in the Dominican Republic and a representative of Ryukyus University in Japan, in which the possibility of financing the participation of a speaker for this event was explored. These efforts seek to enrich the exchange of knowledge and experiences through international collaboration.

Awareness and dissemination campaigns: progress in coordination between the UNDP communications teams in Cuba, the Dominican Republic and Haiti. Achievements include the validation of the project's visual identity and the development of the Communications Plan 2025 ("UNDP A2"), which aims to strengthen the visibility of the project and raise awareness among the population and stakeholders on the importance of resilience in critical infrastructure. This plan also seeks to highlight the results obtained in the three countries, thus promoting greater understanding and support for the project's activities.

These developments reinforce the pillars of regional cooperation and public awareness, essential elements for achieving the impact and sustainability envisaged under the project's South-South cooperation mechanisms.

Project Output 4

Rate the current status of progress towards the **outcome**:

On-Track with significant results

On-Track with minor delays

Off-Track with significant delays

This output, originally planned to be achieved in the fourth quarter of 2024 and the first quarter of 2025, has been rescheduled for the first and second quarters of 2025. The rescheduling responds to the need to ensure more detailed planning and solid preparation for the training workshops, thus maximizing their impact.

Regarding the preparation of these workshops aimed at training technicians in the methodologies for assessing the safety and resilience of educational and water infrastructure, the methodologies currently used in the Dominican Republic and Haiti have been identified and compiled (See Annex "UNDP A3").

Progress in the identification of technicians and professionals by country:

Cuba: 15 professionals and technicians from the Water Resources system in the provinces of Artemisa, Mayabeque and Havana, areas of project intervention, were identified and selected. These participants will be trained in assessing the safety and resilience of critical infrastructure, strengthening their technical capacities to address local needs.

Haiti: A working group has been created with national experts for the development of criteria and selection of schools and water infrastructure to be assessed in Haiti.

Dominican Republic: formed a working group that will play an active role in promoting and facilitating project activities. UNDP sent a formal communication to 12 institutions, requesting the nomination of two officials per entity (main and alternate focal point), with technical capabilities and strategic decision making. This working group will be key to: a) Reach consensus on methodologies for assessing the safety and resilience of educational and water supply infrastructure, with a focus on gender and inclusion; b) Nominate the officials who will participate in the training; c) Select the infrastructure to be assessed and those that will be intervened with functional improvements. This working group will not only facilitate the implementation of the activities, but is also intended to act as a support mechanism to ensure that the participating institutions benefit from the results of the project. This reinforces the sustainability and ownership of the actions, maximizing the long-term impact.

Part III. Cross Cutting Components

National ownership and sustainability:

Cuba: there is a strong commitment to the implementation of the project. The importance of carrying out a regional project with a new fund to support small island developing states such as Cuba is stressed. It is emphasized that partnerships will be strengthened at the national level among the actors involved and at the regional level among the 3 Caribbean countries. Cuba offers to share its experience in disaster risk management, with an endorsement in knowledge transfer to Latin America and the Caribbean. It provides the project with tools and procedures endorsed in the country to work on critical infrastructures.

Haiti: Although delays in implementation persist, the project remains on track. Both UNDP Haiti and the members of the Permanent Secretariat for Risk and Disaster Management (GRD) hope that the pending activities can be carried out soon to resume the course as planned.

Dominican Republic: The national counterparts expressed their continued support and interest in the project. At the suggestion of the Directorate of National Civil Defense, the project was presented to the Technical Committee of the National Emergency Commission at whose meeting its members testified to the relevance of the project, as well as their interest in becoming actively involved in its implementation.

Catalytic effect:

For the time being, Cuba has managed to get the National Institute of Hydraulic Resources to include the project's actions with a local contribution from the budget allocated to its institution, to evaluate and carry out improvement actions in the 10 infrastructures declared in hydrological prevention, among which are the 4 identified for the project's intervention.

In the Dominican Republic there are prospects that offer potential for catalytic effect which will be reported in the next reports once more progress is made.

Lessons learnt:

1. Inter-country Coordination: the simultaneous engagement in the Dominican Republic, Cuba, and Haiti highlighted the importance of early and consistent coordination among country offices and national counterparts. Setting up joint meetings and aligning expectations across distinct institutional frameworks proved essential to avoid duplication of efforts. The creation of country-specific working groups (e.g., the group established in the Dominican Republic with 12 institutions), coupled with regular exchange meetings among UNDP offices, facilitated smoother collaboration and reinforced a shared vision of sustainable impact.
2. Multilingual and Logistical Complexities: working in countries with multiple official languages—primarily Spanish in the Dominican Republic and Cuba, and French/Creole in Haiti—required additional resources and time for translation, adaptation of technical materials, and ensuring clear communication among partners. This linguistic diversity underscored the need for robust logistical planning to accommodate different working styles and schedules, including coordination of bilingual (or multilingual) team members and communication materials.
3. Site Selection in Complex Social and Risk Contexts: identifying and prioritizing critical infrastructures proved more complex in contexts where social conditions and risk factors vary significantly from one locality to another. In Cuba, for instance, the selection of four priority water infrastructures involved coordination with the National Institute of Water Resources (INRH) and local universities, ensuring that the chosen sites reflected both urgency and feasibility. Similarly, in Haiti, the creation of a working group with national experts to define selection criteria emphasized the importance of locally driven decision-making, especially in settings where security and socio-political factors can affect access and implementation. By engaging technical focal points, government stakeholders, and local communities early in the process, the project was better able to tailor its interventions to each country's specific needs and challenges.

Risk Management:

During the implementation of the project, Cuba has faced two major challenges: the national electro-energy situation and the impact of three natural events: two hurricanes and several seismic activities. Measures have been taken to face the consequences of these impacts, such as adjusting the activities to be carried out in other periods, mainly those that required fuel or electricity, or that were postponed due to the direct attention of the institutions involved in the project to the effects of the natural events. Although these measures constituted a shift in the schedule, they did not affect the achievement of the initiative's indicators and results.

In Haiti, the greatest challenges stem from insecurity and logistical constraints. Armed gangs control much of the territory, and the closure of the international airport has hindered the mobility of project professionals. Mitigation strategies include prioritizing activities in safer areas, exploring alternative routes for transportation, and conducting workshops in neighboring countries. Despite these measures, project implementation faces serious constraints due to political and social instability, which has significantly delayed progress.

The cancellation of direct flights between the Dominican Republic and Haiti, and the limited international flights in Haiti to travel abroad will impact the locations where the training of technicians and evaluators in the evaluation methodologies of school infrastructure in the Dominican Republic and water in Haiti were planned to take place. To mitigate this challenge, UNDP Cuba and its counterpart in the Haitian government are exploring possible countries where the workshops can take place, on the one hand, because they have access to flights, and on the other hand, they have access to visas so that Haitian delegations can attend.

Attached is the updated risk matrix as of January 31, 2025. (See annex "UNDP A4")

Gender Equality Disability and Social Inclusion (GEDSI):

The project is promoting gender mainstreaming and social inclusion in the resilient infrastructure sector by actively contributing to the update of the Gender and Climate Change Action Plan of the Dominican Republic (PAGCC-DR), a strategic document that guides the development of national infrastructure. These contributions seek to ensure that sector policies and regulations incorporate technical procedures designed to respond to the differentiated needs of women and men, promoting greater equity and ensuring sustainability in the design and implementation of resilient infrastructure. This update is being carried out within the framework of the National Gender and Climate Change Roundtable led by the Ministry of Women, the National Council for Climate Change and Clean Development Mechanism, and the Ministry of Environment and Natural Resources with technical support from UNDP and whose objective is the incorporation of the gender perspective in climate action in various sectors (agriculture, energy, transportation, waste management, land use, education, among others).

Regarding the hiring of a gender expert, it was decided to change the strategy and instead arrange for officials from the gender and inclusion unit of the Dominican Republic country office to provide technical inputs.

The integration of gender equality and social inclusion will progress as the project's expected outputs and outcomes progress according to the GEDSI Plan.

Communications:

The communications teams of the three countries are coordinating their efforts to develop a joint communications strategy. This design will take into account the visibility of the donor and partners, as well as UNDP and the national counterparts involved in the initiative.

Based on the first exchanges with the Dominican Republic and Haiti, Cuba has adapted the communication plan to the Cuban context in order to begin producing inputs for the regional communication campaign in the first four months of 2025.

Knowledge management and communication will progress as the outputs and results foreseen in the project progress. For more details, please see Annex "UNDP A1" and "UNDP A2".

Part IV. Indicator-based Performance Assessment

No.	Outcome/Output	Indicator	Baseline	Achieved			Target	Means of Verification
				2024	2025	2026		
1.1	Project product 1.1: Knowledge and appropriation of methodologies.	Security of critical infrastructures improved.	0				20	Qualitative Survey/KII
1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.6	Project product 1.1: Knowledge and appropriation of methodologies.	No. of evaluations conducted for critical infrastructures.	0				26	Evaluation reports on educational infrastructure and water supply systems. Photographic and audiovisual records of technical evaluation visits. Technical guest book. Periodic progress reports.
1.1.5	Project product 1.1: Knowledge and appropriation of methodologies.	No. of implementation plans for improvements in critical infrastructure (educational centers and water supply) formulated.	0				20	Evaluation reports on educational infrastructure and water supply systems. Documents related to plans for the implementation of improvements in the evaluated infrastructures. Photographic and audiovisual records of technical evaluation visits. Technical guest book. Periodic progress reports.
1.1.7	Project product 1.1: Knowledge and appropriation of methodologies.	No. of methodologies transferred as appropriate, for the evaluation of the security of critical infrastructures in education and water supply.	0				2	Evaluation reports on educational infrastructure and water supply systems. Evidence related to transfer of methodologies for the evaluation of the security of critical infrastructures in education and water supply (Corresponding Minutes, Acknowledgement Letter, etc). Photographic and audiovisual records of technical evaluation visits. Technical guest book. Periodic progress reports.
1.2	Project product 1.2: Improved coordination mechanisms.	No. of regional coordination mechanisms improved.	0				1	Coordination protocols at the local and national level.
1.2.1	Project product 1.2: Improved coordination mechanisms.	No. of tools developed to facilitate coordination in early warning situations.	0				1	Details of the developed tool (manual, software, handbook, etc).
1.2.2	Project product 1.2: Improved coordination mechanisms.	No. of simulation exercises conducted	0				1	Report on regional simulation. Agreements and commitment minutes for the operation of the Early Warning System (SAT).

No.	Outcome/Output	Indicator	Baseline	Achieved			Target	Means of Verification
				2024	2025	2026		
2.1	Project product 2.1: Cooperation mechanisms implemented for enhanced resilience of critical infrastructures.	No. of cooperation mechanisms implemented for enhanced resilience of critical infrastructures.	0				1	Cooperation agreements. Exchange event reports. Signed list of participants, photos.
2.1.1	Project product 2.1: Cooperation mechanisms implemented for enhanced resilience of critical infrastructures.	No. of regional exchange events on security and resilience in vital infrastructures.	0				1	Cooperation agreements. Exchange event reports. Signed list of participants, photos.
2.1.2	Project product 2.1: Cooperation mechanisms implemented for enhanced resilience of critical infrastructures.	No. of awareness campaigns designed.	0				3	Documents of communication campaigns. Communication products for dissemination. Evidence in media coverage.
2.1.3	Project product 2.1: Cooperation mechanisms implemented for enhanced resilience of critical infrastructures.	No. of events conducted for dissemination of information on security and resilience in vital infrastructures.	0				3	Social Media posts. Communications report.
2.1.4	Project product 2.1: Cooperation mechanisms implemented for enhanced resilience of critical infrastructures.	No. of tools with gender and inclusion approach incorporated.	0				2	Methodologies and evaluation tools enhanced report.
3.1	Project product 3.1: Technical capacity and methodological application.	Technical capacity and methodological application enhanced.	0				3	Qualitative Survey/KII
3.1.1, 3.1.2, 3.1.3	Project product 3.1: Technical capacity and methodological application.	No. of workshops held for training in security and resilience assessment methodologies and HBDA in critical infrastructures.	0				4	Reports and documentation of training events. Certifications of participation of technical staff in the application of secure infrastructure methodologies. Photographic and audiovisual records of training activities. Signed list of participants. Training/workshop modules.
3.1.1, 3.1.2, 3-1-3	Project product 3.1: Technical capacity and methodological application.	No. of technicians trained in security and resilience assessment methodologies and HBDA in critical infrastructures.	0				45	Reports and documentation of training events. Certifications of participation of technical staff in the application of secure infrastructure methodologies. Photographic and audiovisual records of training activities. Signed list of participants. Training/workshop modules.
3.1.4	Project product 3.1: Greater technical capacity and methodological application.	No. of regional network of evaluators of the security and resilience of critical infrastructures established.	0				1	Documents that establish the regional network of evaluators. Meeting minutes and list of participants.

Variance: If there is any variance from the agreed indicators and targets. Please provide an explanation and details of the revised indicators and targets.

Part V: Annual Financial Report

UNSDG Overall Budget & Expenditure

No.	Budget Line ³	Annual Expenditure [in USD]	Cumulative Expenditure [in USD]	Remarks
1.	Staff and other personnel	31,513.81	31,513.81	
2.	Supplies, commodities, materials			
3.	Equipment, vehicles and furniture incl. depreciation	3,115.25	3,115.25	
4.	Contractual services	4,028.90	4,028.90	
5.	Travel	20.00	20.00	
6.	Transfer and grants to counterparts			
7.	General Operating and other direct costs			
8.	Project cost (Sub-total)	38,677.96	38,677.96	
9.	Indirect support costs (7%)	2,708.24	2,708.24	
10.	Total	41,386.20	41,386.20	

³ **1. Staff and other personnel costs:** Includes all related staff and temporary staff costs including base salary, post adjustment and all staff entitlements.

2. Supplies, Commodities, Materials: Includes all direct and indirect costs (e.g. freight, transport, delivery, distribution) associated with procurement of supplies, commodities, and materials. Office supplies should be reported as "General Operating".

3. Equipment, Vehicles and Furniture including Depreciation: For those reporting assets on UNSAS or modified UNSAS basis (i.e. expense up front) this would relate to all costs to put asset into service. For those who do donor reports according to IPSAS this would equal depreciation for period.

4. Contractual Services: Services contracted by an organization which follow the normal procurement processes. In IPSAS terminology this would be similar to exchange transactions. This could include contracts given to NGOs if they are more similar to procurement of services than a grant transfer.

5. Travel: includes staff and non-staff travel paid for by the organizations directly related to a project.

6. Transfers and Grants to Counterparts: Includes transfers to national counterparts and any other transfers given to an implementing partner (e.g. NGO) which is not similar to non-exchange transactions.

7. General Operating and Other Direct Costs: Includes general operating costs that can be directly attributed to the project implementation such as project telecommunications, project finance charges and other costs which cannot be mapped to other expenditure categories.

9. Indirect Support Costs: frequently referred to as "overhead expenses" that support the entire operations of the implementing organization. They typically include the implementing organization headquarters rent, utilities, equipment, and associated information systems and support and administrative staff such as HR, general finance, accounting, IT, and legal.