To the members of FIFA

Circular no. 1549

Zurich, 28 July 2016
ZBO/FGU

FIFA Forward financial support for specific projects and operational costs

Dear Sir or Madam,

Following the approval of the concept and the necessary application templates by the FIFA Development Committee at its meeting in Zurich on 13 July 2016, we are now pleased to invite you to apply for funding for tailor-made development projects and provide you with information on the application process and forms for funding of the operational costs for 2017 and 2018.

You will find, jointly with this circular, forms and additional information which will allow you to formulate your requests for the two above-mentioned components of the FIFA Forward programme.

1. Financial support for tailor-made projects

As per art. 6 par. 1a) of the Forward regulations, each member association is entitled to USD 750,000 per year to cover tailor-made development projects according to their specific needs. The projects may be related to:

- Strategic areas (e.g. strategy and planning, governance and legal affairs, etc.);
- Organisational areas (e.g. leadership training, management of leagues and clubs, marketing and revenue generation, event and competition management, financial management, management of facilities, stadiums and security, social responsibility, IT, etc.);
- Sporting areas (e.g. training of technical directors, training of coaches, referees, youth football, women's football, domestic competitions, training centres, beach soccer and futsal, etc.);
- Footballing infrastructure (e.g. pitches including lighting systems, technical centres, association headquarters).
Should you wish to apply, please submit the “FIFA Forward Project Application – MA” and the “FIFA Forward Project Budget” forms as well as any supporting documents to the FIFA administration as of 15 August 2016.

From this date on, as per the Forward regulations, the FIFA administration will have 60 days to provide you with a written decision on the request. Any project request for a total amount equal to or above USD 300,000 will be presented to the FIFA Development Committee for approval.

For 2016, funds already committed previously in the year (Goal, FAP, Win-Win and Challenger projects) will be deducted from the USD 750,000 available. Any other commitment of support by FIFA (for courses, women’s football, youth football, beach soccer, futsal, PERFORMANCE activities) will be fulfilled.

We would like to draw your attention to the fact that, in line with the procurement requirements stipulated in art. 7 par. 4b) of the Forward regulations, you will need to provide, together with your project application, three binding offers for all forecasted services equal to or above USD 50,000, and relevant tender documentation for all forecasted services equal to or above USD 300,000.

2. Financial support for operational costs 2017/2018

As per art. 6 par. 1a) of the Forward programme regulations, each member association is entitled to USD 500,000 per year to cover its ongoing operational costs, in particular including costs for:

- governance, structure and administration
- the national teams
- domestic competitions
- permanent administrative and technical staff
- financial management (audits)
- website and other communication platforms
- training for key football stakeholders (administrators, technical staff, volunteers, etc.)

Should you wish to apply for the above-mentioned financial support for the years 2017 and 2018, we invite you to submit the “FIFA Forward Financial Support – Application for Operational Costs” and the “Forward operational costs 2017/2018” forms by 31 December 2016 at the latest.

Please note that these two forms are relevant for the years 2017 and 2018 only. For 2016, please only use the form that was provided to you via FIFA circular no. 1545.

As per art. 6 par. 1 (a) of the Forward regulations, every year USD 400,000 is allocated for the implementation or provision by the member association of at least eight of the following essential elements (including at least two related to women’s football):

- USD 50,000 shall be made available if the member association employs a general secretary
- USD 50,000 shall be made available if the member association employs a technical director
USD 50,000 shall be made available if the member association (or an entity affiliated to the member association) organises a men’s championship or league
USD 50,000 shall be made available if the member association (or an entity affiliated to the member association) organises a women’s championship or league
USD 50,000 shall be made available if the member association (or an entity affiliated to the member association) organises a boys’ championship or league
USD 50,000 shall be made available if the member association (or an entity affiliated to the member association) organises a girls’ championship or league
USD 50,000 shall be made available if the member association has a strategy for the promotion and development of women’s football
USD 50,000 shall be made available if the member association has a strategy for the promotion and development of grassroots football
USD 50,000 shall be made available if the member association has a strategy for the promotion and development of refereeing
USD 50,000 shall be made available if the member association runs an initiative or project related to integrity or good governance

The forms can be found on and downloaded from our Member Associations Extranet at the following address: https:// extranets.fifa.com/en/memberassociations

Finally, as per art. 22 par. 5 of the Forward regulations, member associations must conclude their contract of agreed objectives at the latest by 1 June 2017. The FIFA administration is currently working on a template for the contract to be presented for approval to the Development Committee. Once approved, the FIFA general secretariat, through its Development Managers, will contact each of you to set up a timeframe for the identification of your association’s priorities and objectives and the elaboration of the contract. A transitional period between the entry into force of the regulations and the above deadline shall allow projects to be approved by the Development Committee without requiring the contract of agreed objectives.

The FIFA Member Associations Division will be pleased to support you with any questions you might have regarding the use of these forms and the Forward programme in general.

Yours faithfully,

FÉDÉRATION INTERNATIONALE DE FOOTBALL ASSOCIATION

Zvonimir Boban
Deputy Secretary General (Football)
Encl.: - FIFA Forward Financial Support – Application for Operational Costs
- Forward operational costs 2017/2018
- FIFA Forward Project Budget
- FIFA Forward Project Application – MA

cc: - FIFA Council
- Confederations
FIFA "FORWARD" Financial Support – Application for Operational Costs

Please complete the following application and all relevant attachments. Only completed applications will be considered.

<table>
<thead>
<tr>
<th>MEMBER ASSOCIATION</th>
<th>PERIOD</th>
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<tbody>
<tr>
<td></td>
<td>2017-2018</td>
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</tbody>
</table>

**TOTAL AMOUNT REQUESTED**

Please refer to Form 2: Financial Support – Operational Costs

**TOTAL ENTITLEMENT FOR PERIOD**

Please refer to attached entitlement calculator

- includes amount to be made available to my member association (or an entity affiliated to my member association) for organising a women’s championship or league*
- includes amount to be made available to my member association (or an entity affiliated to my member association) for organising a girls’ championship or league*
- includes amount to be made available to my member association for having a strategy for the promotion and development of women’s football*

* as per art 6. par. 1a of the FIFA “Forward” Development Programme Regulations, at least two of the above three elements related to women’s football must be included.

**APPROVED BY THE MEMBER ASSOCIATION**

- Approved and signed
- President
- General Secretary
- Place and date:
- Association stamp:

**APPROVED BY FIFA**

- Reviewed and signed
- Development Manager
- Approved and signed
- MA & Dev. Director
- Place and date:
In accordance with art. 15. par. 2 and art. 8. par. 1e of the FIFA “Forward” Development Programme Regulations, please provide the following information.

### Auditor information

<table>
<thead>
<tr>
<th>Statutory auditors</th>
<th>Local FIFA programme auditors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of auditors</td>
<td>Name of auditors</td>
</tr>
<tr>
<td>Address</td>
<td>Address</td>
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</tbody>
</table>

In accordance with art. 8. par. 1d of the FIFA “Forward” Development Programme Regulations, please provide the following information.

### Bank information

<table>
<thead>
<tr>
<th>Separate development bank account</th>
<th>Intermediary bank account (if any)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of bank</td>
<td>Name of bank</td>
</tr>
<tr>
<td>Address</td>
<td>Address</td>
</tr>
<tr>
<td>Account number</td>
<td>Account number</td>
</tr>
<tr>
<td>IBAN/clearing code</td>
<td>IBAN/clearing code</td>
</tr>
</tbody>
</table>

* if the bank of the member association’s separate development account requires the services of an intermediary bank for receipt of international transfers, please provide the details above.
This Application Form for FIFA “Forward” Financial Support – Operational Costs is submitted under, and is therefore subject to, the contract of agreed objectives entered into between the member association and the Fédération Internationale de Football Association (FIFA) dated [●] ("Contract of Agreed Objectives"). In particular, in addition to the terms and conditions set out in the Contract of Agreed Objectives, this Application Form for FIFA “Forward” Financial Support – Operational Costs is governed by the FIFA “Forward” Development Programme Regulations as in force from time to time as well as any other FIFA regulations applicable. In case of conflicting provisions between the Contract of Agreed Objectives and the FIFA “Forward” Development Programme Regulations or any other FIFA regulations, the latter shall prevail.

Governing law and jurisdiction

This Application Form for FIFA Forward Financial Support – Operational Costs shall be governed by, and interpreted in accordance with, the laws of Switzerland, to the exclusion of any choice-of-law principles and to the exclusion of the Vienna Convention on the International Sale of Goods.

All disputes in connection with this Application Form for FIFA “Forward” Financial Support – Operational Costs, including disputes as to its conclusion, binding effect, amendment and termination, are to be promptly settled between the parties by negotiation. If no solution can be reached, such disputes shall, to the exclusion of any court or other forum, be exclusively resolved by an arbitral tribunal consisting of three (3) arbitrators under the auspices of, and pursuant to, the Swiss Rules of International Arbitration of the Swiss Chambers’ Arbitration Institution. The seat of the arbitration shall be Zurich, Switzerland, and the language of the proceedings shall be English. For the avoidance of any doubt, any determination by the arbitral tribunal shall be final and binding on the parties.

To be completed and attached:

- Entitlement Calculator: Financial Support – Operational Cost Entitlement
- Form 2: Financial Support – Operational Costs
- Form 3: Financial Support – Operational Costs per Category
Financial Support – Operational Cost Entitlement

Please complete the sections in blue

Member association

| Year       | 2017-2018 |

<table>
<thead>
<tr>
<th>TOTAL FIFA &quot;FORWARD&quot; FINANCIAL SUPPORT OPERATIONAL COST ENTITLEMENT</th>
<th></th>
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<tbody>
<tr>
<td><strong>NON-INCENTIVISED ENTITLEMENT</strong></td>
<td></td>
</tr>
<tr>
<td>1) Do you employ a general secretary?* Please select Yes or No</td>
<td>(C)</td>
</tr>
<tr>
<td>If yes, please state the name</td>
<td>50'000</td>
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<tr>
<td>2) Do you employ a technical director?* If yes, please state the name</td>
<td>(C) 50'000</td>
</tr>
<tr>
<td>3) Do you organise one or more senior men's championships or leagues?</td>
<td>(C) 50'000</td>
</tr>
<tr>
<td>4) Do you organise one or more senior women's championships or leagues?**</td>
<td>(C) 50'000</td>
</tr>
<tr>
<td>5) Do you organise one or more boys' championships or leagues?</td>
<td>(C) 50'000</td>
</tr>
<tr>
<td>6) Do you organise one or more girls' championships or leagues?***</td>
<td>(C) 50'000</td>
</tr>
<tr>
<td>7) Do you have a strategy for the promotion and development of women's football?** If yes, is the relevant documentation available if necessary?</td>
<td>(C) 50'000</td>
</tr>
<tr>
<td>8) Do you have a strategy for the promotion and development of grassroots football? If yes, is the relevant documentation available if necessary?</td>
<td>(C) 50'000</td>
</tr>
<tr>
<td>9) Do you have a strategy for the promotion and development of refereeing? If yes, is the relevant documentation available if necessary?</td>
<td>(C) 50'000</td>
</tr>
<tr>
<td>10) Do you run any initiatives or projects related to integrity or good governance? If yes, is relevant documentation available if necessary?</td>
<td>(C) 50'000</td>
</tr>
</tbody>
</table>

| TOTAL INCENTIVISED ENTITLEMENT FOR 2016 Sum of (C) (max. 400,000) = (D) |       |

| TOTAL ENTITLEMENT (B) + (D) |       |

*compulsory under article 8 par. 1f of the FIFA "Forward" Development Programme Regulations

** two of three compulsory under article 6 par. 1a of the FIFA "Forward" Development Programme Regulations
## Financial Support – Operational Costs

**Form 2**

Please complete the sections in blue

### Member Association

#### Period
2017-2018

<table>
<thead>
<tr>
<th>Reference for Form 3</th>
<th>Purpose</th>
<th>Budgeted in USD</th>
<th>Year 1 (semesters)</th>
<th>Year 2 (semesters)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Governance (committees, general assemblies)</td>
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<tr>
<td>2</td>
<td>Permanent administrative and technical staff</td>
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<td>3</td>
<td>Administrative costs</td>
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<tr>
<td>4</td>
<td>Financial management (including audit fees)</td>
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<td>5</td>
<td>Marketing and communications (including website)</td>
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<tr>
<td>6</td>
<td>National teams – men’s (senior, youth)</td>
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<td>7</td>
<td>National teams – women’s (senior, youth)</td>
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<td>8</td>
<td>Domestic competitions – men’s</td>
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<td>9</td>
<td>Domestic competitions – women’s</td>
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<td>10</td>
<td>Domestic competitions – boys</td>
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<td>11</td>
<td>Domestic competitions – girls</td>
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<td>12</td>
<td>Other women’s football initiatives</td>
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<td>13</td>
<td>Grassroots activities</td>
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<td>14</td>
<td>Beach soccer/futsal activities</td>
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<td>15</td>
<td>Training – technical and coaching</td>
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<td>16</td>
<td>Training – administrative</td>
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<td>17</td>
<td>Training – refereeing</td>
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<td>18</td>
<td>Training – other</td>
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<td>19</td>
<td>Infrastructure and maintenance</td>
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<td>Other</td>
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<td></td>
<td>Debts owed to FIFA</td>
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**Total applied for**: - - - - - -

Approved by President of the member association:

- Name
- Date
- Signature
- Association stamp

Approved by General Secretary of the member association:

- Name
- Date
- Signature
# Financial Support – Operational Costs per Category

**Form 3**

Please complete the sections in blue.

<table>
<thead>
<tr>
<th>Member association</th>
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<tbody>
<tr>
<td><strong>Period</strong></td>
<td>2017-2018</td>
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</table>

**Purpose (1-20)**

*Example: 6 National teams – senior men’s*

<table>
<thead>
<tr>
<th>Activity/cost description</th>
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<th>Total</th>
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<tbody>
<tr>
<td></td>
<td>Year 1 (semesters)</td>
<td>Year 2 (semesters)</td>
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**Total applied for**

| Total | - | - | - | - | - |

Approved by President of the member association:
- **Name**
- **Date**
- **Signature**
- **Association stamp**

Approved by General Secretary of the member association:
- **Name**
- **Date**
- **Signature**
- **Association stamp**
FIFA “FORWARD” PROJECT APPLICATION

* Only completed application forms will be considered

**Project title**

**Project details**

<table>
<thead>
<tr>
<th>Member association</th>
<th>Estimated start date and end date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FIFA contribution</td>
<td></td>
</tr>
<tr>
<td>Total member association contribution</td>
<td></td>
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<tr>
<td>Total other contribution</td>
<td></td>
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<tr>
<td>Total project budget (all in USD)</td>
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</tbody>
</table>

**Project area (select applicable)**

- □ sporting
- □ strategic
- □ football infrastructure
- □ organisational
- □ other (please specify)

**Project description**

Please provide a brief summary of the intended project

The contents of this application and its intended implementation are subject to the provisions contained within the FIFA “Forward” Development Programme Regulations and the contract of agreed objectives signed between the member association and FIFA on [insert date] ("Contract of Agreed Objectives"). Any knowledge of evidence of misappropriation of the funds applied for – if provided – will be reported to FIFA immediately by the leadership of the member association.

The funds applied for as part of this application have not and will not be applied for under any other request for funding from FIFA, from a confederation or from a regional association.

A minimum of three binding offers have been received for all forecast services equal to or above USD 50,000.

A tender process has been held for all forecast services equal to or above USD 300,000.

This application is submitted under, and is therefore subject to the Contract of Agreed Objectives. In particular, in addition to the terms and conditions set out in the Contract of Agreed Objectives, this application is governed by the FIFA “Forward” Development Programme Regulations as in force from time to time, as well as any other FIFA regulations applicable. In case of conflicting provisions between the Contract of Agreed Objectives and the FIFA “Forward” Development Programme Regulations or any other FIFA regulations, the latter shall prevail.
Governing law and jurisdiction

This application shall be governed by, and interpreted in accordance with, the laws of Switzerland, to the exclusion of any choice-of-law principles and to the exclusion of the Vienna Convention on the International Sale of Goods.

All disputes in connection with this application, including disputes as to its conclusion, binding effect, amendment and termination, are to be promptly settled between the parties by negotiation. If no solution can be reached, such disputes shall, to the exclusion of any court or other forum, be exclusively resolved by an arbitral tribunal consisting of three (3) arbitrators under the auspices of, and pursuant to, the Swiss Rules of International Arbitration of the Swiss Chambers' Arbitration Institution. The seat of the arbitration shall be Zurich, Switzerland, and the language of the proceedings shall be English. For the avoidance of any doubt, any determination by the arbitral tribunal shall be final and binding on the parties.
### Required additional information

<table>
<thead>
<tr>
<th>What are the key objectives of the project?</th>
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<thead>
<tr>
<th>How does the project help to achieve what is contained in your contract of agreed objectives?</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Main activities</th>
<th>Expected results</th>
<th>Means of verification (indicators)</th>
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<thead>
<tr>
<th>Who will be the beneficiaries – both direct and indirect?</th>
</tr>
</thead>
</table>

Please outline the key milestones involved and payments required for this project.

Payment terms for FIFA "Forward" project development funds are outlined at the end of this form.

<table>
<thead>
<tr>
<th>Milestones in year 1 – please provide a description</th>
<th>% of application amount (USD)</th>
</tr>
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<tbody>
<tr>
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</table>
### Milestones in year 2 (if applicable) – please provide a description

<table>
<thead>
<tr>
<th>% of application amount (USD)</th>
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### Milestones in year 3 (if applicable) – please provide a description

<table>
<thead>
<tr>
<th>% of application amount (USD)</th>
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### What partners/suppliers will be involved? What will their role be? How have they been appointed? (any documentary evidence in this regard must be submitted upon request)

### Will there be any financial contribution from third parties? If so, please specify the source and details of this contribution.

### Please provide an overview of the tender process or processes for all forecast services equal to or above USD 300,000.

### What are the potential challenges in implementation and how will these be overcome?
To be completed and attached:

- FIFA Forward Project Budget template
- Three binding offers for all forecast services equal to or above USD 50,000 (as per art. 7 par. 4b of the FIFA “Forward” Development Programme Regulations)
- Tender documentation for all forecast services equal to or above USD 300,000 (as per art. 7 par. 4b of the FIFA “Forward” Development Programme Regulations)
- List of all parties (third-party contractors and others) that will be carrying out the Project – including the name and full address of all parties
- Any other documentation relevant to the application

- For football infrastructure projects, any documentation relating to land where investment is to be made, specifically and where applicable:
  o national land registry certificate
  o agreements confirming donation
  o transfer or other form of free provision of land
  o any other relevant documentation
  o lease agreements (minimum of 20 years from the start of the project for those projects involving football infrastructure construction)
  o certification by a reputable and independent auditing company of the purchase process and valuation of land or real estate property (when funds are used for such purchase)

- For projects that involve grants or subventions to affiliates or third-party organisations, further details are to be provided, specifically and where applicable:
  o the nature of the grant or subvention
  o the objective of the grant or subvention
  o the type of activities for which the grant or subvention is made
  o the reporting and control mechanisms to be put in place by the applicant over the grant or subvention

A certified translation of any required documentation attached that is not in one of the four official FIFA languages may be requested by FIFA.

Further information on the application process for FIFA “Forward” Projects can be found on the FIFA MA Extranet at the following link – https://extranet.fifa.com/en/memberassociations
Payment terms

Project payments will be made in advance with the funding provided equal to that needed for the achievement of the next milestone.

The achievement of the milestone, as verified and approved by FIFA, for which funding was provided will unlock the funding required to reach the next milestone, pending the receipt of certain documentation outlined below.

First instalment

For footballing infrastructure projects, the first instalment will be paid conditional upon the receipt by FIFA of the following documents:

- Signed contracts between the member association and the architects and/or contractors
- Copies of the associated invoices or proforma invoices
- A formal written request of funding from the member association to FIFA

For non-football infrastructure projects, the first instalment will be paid conditional upon the receipt by FIFA of the following documents:

- A formal written request of the approved payment instalment from the member association to FIFA

Second and subsequent instalments

For all projects – football infrastructure or otherwise – instalments will be paid conditional upon the achievement of the agreed and approved milestone and the receipt by FIFA of the following documents:

- A formal report on the progress of the project
- Copies of invoices relevant to the work complete that have not already been provided
- A formal written request of the approved payment instalment from the member association to FIFA

Completion

As project funding is to be provided in advance payment instalments, projects that have reached the final milestone before completion will have had their total application amount paid.

In order to ensure completion of such projects, any member association that fails to complete a project within a reasonable time after having reached the final milestone before completion will be considered for temporary suspension of project development funding. Furthermore, all future project development funding will be based on the receipt by FIFA of the following documents:

- Final status report on the completion of the project
- Copies of invoices relevant to the work complete that have not already been provided
- Any further information and documentation FIFA may deem relevant in its discretion
## FIFA “Forward” Project Budget

<table>
<thead>
<tr>
<th>Cycle</th>
<th>2015-2018</th>
</tr>
</thead>
</table>

### 1. Investment and capital costs
**please provide details**

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2 (if applicable)</th>
<th>Year 3 (if applicable)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total cost</td>
<td>FIFA contribution</td>
<td>Total cost</td>
<td>FIFA contribution</td>
</tr>
</tbody>
</table>

### 2. Material and equipment
**please provide details**

### 3. Project operational costs
**please provide details**

### 4. Education and capacity-building measures
**please provide details**

### 5. Project staff costs
**please provide details**

### 6. Football events and competitions
**please provide details**

### 7. Subventions
**please provide details**
<table>
<thead>
<tr>
<th>8. Fees and consultancy</th>
<th>9. Project marketing and communications</th>
<th>10. Other costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>please provide details</td>
<td>please provide details</td>
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</tr>
</tbody>
</table>

**TOTAL COST**

**TOTAL MA/confederation contribution**

**TOTAL third-party contribution**

**TOTAL FIFA CONTRIBUTION**

Prepared by:
Name, First name
Position
Signature
Date

Approved by President:
Name, First name
Signature
Date

Approved by General Secretary:
Name, First name
Signature
Date

Association stamp
Example of costs per budget category

1. Investment and capital costs
   Purchase of footballing facilities
   Construction/refurbishment of footballing facilities
   Purchase of ancillary facilities (changing rooms, canteen, etc.)
   Construction/refurbishment of ancillary facilities
   Construction of natural grass pitches
   Construction of football turf pitches
   Construction of other pitches (beach soccer, futsal, etc.)
   Construction/refurbishment of other items (floodlights etc.)
   Purchase of maintenance equipment
   Architect, legal and other fees connected with investment
   Purchase of vehicles
   Purchase and installation of software and systems
   Purchase of land exclusively for footballing facilities
   Other investment and capital costs

2. Material and equipment
   Footballs
   Football clothing (shirts, shorts, boots, etc.)
   Goals
   Nets
   Training material
   Marketing/activation installations
   Other material and equipment costs

3. Project operational costs
   Utilities (electricity, water, etc.)
   Rent
   Travel
   Accommodation
   Other commissions and fees
   Insurance
   Taxes and tariffs
   Other project operational costs

4. Education and capacity-building measures
   Material for courses and conferences
   Travel costs for courses and conferences
   Accommodation costs for courses and conferences
   Professional fees
   Allowances and expenses
   Material and equipment
   External consultants, instructor and expert fees
   Other education and capacity-building costs
5. **Project staff costs**
Salaries for other technical staff (instructors, coaches, etc.)
Salaries for experts (marketing, finance, etc.)
Salaries for administrative staff
Consultant fees for administrative staff
Pensions, insurance and other direct staff costs
Staff-related taxes
Expenses and allowances
Other staff costs

6. **Football events and competitions**
Rental of facilities and equipment
Travel
Accommodation
Food and beverage
Material and equipment
Delivery and storage
External consultants, instructor and expert fees
Allowances
Insurance
Other football events and competition costs

7. **Subventions**
Subventions to leagues
Subventions to clubs
Subventions to regional associations
Other subventions

8. **Fees and consultancy**
Consultant and expert fees
Expenses and allowances
Travel costs
Related taxes
Other fees and consultancy costs

9. **Project marketing and communications**
Advertisements
Publications and production
Brand development
Website and digital production
Merchandising costs
Ticket costs
Hospitality
External consultant, instructor and expert fees
TV broadcasting and production activities
Other marketing and communication costs

10. **Other costs**
Any other costs that do not fall into the above categories