

## IMPLEMENTATION SUPPORT UNIT 2013 WORK PLAN AND BUDGET

PRESENTED BY THE DIRECTOR OF THE IMPLEMENTATION SUPPORT UNIT AND  
ENDORSED BY THE COORDINATING COMMITTEE\*

ADOPTED BY THE TWELFTH MEETING OF THE STATES PARTIES  
7 DECEMBER 2012

### *Background:*

1. The “Directive by the States Parties to the Implementation Support Unit (ISU)” provides that the ISU shall “propose and present a work plan and a budget for the activities of the ISU for the following year to the Coordinating Committee for endorsement and subsequently to each Meeting of the States Parties or Review Conferences for approval.”
2. The activities of the ISU stem from the mandate of the ISU which was also clarified in the “Directive from the States Parties to the ISU”. This mandate states that the “the ISU shall, in support of the States Parties:
  - a. Prepare, support and carry out follow-up activities from formal and informal meetings under the Convention including Meetings of the States Parties, Review Conferences, Amendment Conferences, intersessional meetings, Standing Committees, the Coordinating Committee and the Article 5 Extension Request Analysing Group.
  - b. Provide substantive and other support to the President, President-Designate, Co-Chairs and Co-Rapporteurs in their work related to all such meetings.
  - c. Provide advice and technical support to States Parties on the implementation and universalization, including on the Sponsorship Programme, of the Convention.
  - d. Facilitate communication among the States Parties, and promote communication and information regarding the Convention towards States not Party and the public.
  - e. Keep records of formal and informal meetings under the Convention, and communicate, as appropriate, the decisions and priorities resulting from such meetings to States Parties and other stakeholders.
  - f. Liaise, and coordinate as appropriate, with relevant international organisations that participate in the work of the Convention, including the ICBL, the ICRC, the UN and the GICHD.”

### *Financial context:*

3. In accordance with the “Directive from the States Parties to the ISU”, the ISU has prepared a work plan that covers each point in the mandate, for endorsement by the Coordinating Committee and approval by the States Parties at the 12MSP. As was the case in preparing the 2012 work plan and budget, in establishing a work plan and budget for 2013, the ISU has given

---

\* The States Parties participating in the Coordinating Committee in 2012 are: Albania, Algeria, Australia, Belgium, Bulgaria, Cambodia, Colombia, Croatia, Germany, Indonesia the Netherlands, Nigeria, Norway, Peru, Romania, Slovenia, Thailand and Zambia.

due regard to the need to maintain its operations at the reduced level of costs and the desire of States Parties that the ISU place a relatively higher priority on certain aspects of its mandate.

- a. As for 2012, the ISU has prepared a budget for 2013 which is approximately 12 percent below the level of the budgeted expenditures in 2011 (i.e., CHF 1.05 million in 2011 versus CHF 925,000 in 2012 and forecasted for 2013). Maintaining operations at a reduced level of costs has been achieved by continuing to implement reductions in certain areas. The regular staff complement continues to be budgeted at 4.1 full time equivalent staff members in 2013 (down from 4.3 full time equivalent staff members in 2011 and 5.3 in 2010). The ISU will continue to draw upon the services of interns and temporary staff, particularly during peak periods of activity. In addition, unless additional funding is made available, the ISU will again refrain from producing professional background publications in support of the Intersessional Work Programme and the 13MSP.

*Priority setting:*

4. The ISU continues to understand that some States Parties consider that, in a time of financial stress, the ISU should place a relatively greater priority on functions that concern support for the Convention's implementation machinery and office holders. Accordingly, over 75 percent of the value of the ISU's staff time in 2013 will again be allocated to aspects of its mandate other than providing advice and technical support to individual States Parties on the implementation of the Convention.
5. While over 75 percent of the value of the ISU's staff time in 2013 will be allocated to aspects of its mandate other than providing advice and technical support to individual States Parties on the implementation of the Convention, the ISU expects to continue to receive numerous requests from States Parties for such support, particularly as concerns the mine clearance and victim assistance provisions of the Convention. In addition, the ISU has regularly received significant financial support that is earmarked for providing victim assistance advisory services, perhaps in recognition of the niche expertise developed by the ISU in advising States Parties on applying, in their national contexts, the victim assistance understandings they have agreed to. As well, the ISU is conscious that the 2006 Seventh Meeting of the States Parties (7MSP) agreed that Article 5 requesting States Parties "are encouraged, as necessary, to seek assistance from the Implementation Support Unit in the preparation of their requests."
6. Notwithstanding the ISU continuing to support the Presidency and the Universalization Contact Group Coordinator on matters that concern universalization, the ISU will again prioritise support to implementation over support for universalization, particularly when it comes to the use of funds allocated for staff travel.

*Activities:*

7. **In 2013, the ISU will "prepare, support and carry out follow-up activities from formal and informal meetings under the Convention including Meetings of the States Parties, Review Conferences, Amendment Conferences, intersessional meetings, Standing Committees, the Coordinating Committee and the Article 5 Extension Request Analysing Group"**, allocating approximately 35 percent of the value of its staff resources and 33 percent of its budget to activities in this area.
  - a. The ISU will prepare, support and carry out follow-up activities associated with approximately six meetings of the Coordinating Committee. As was the case in 2012, the ISU

will again stage background briefings for members of the Coordinating Committee early in 2013 to increase their knowledge and capacity.

- b. The ISU will prepare, support and carry out follow-up activities associated with approximately eight to twelve meetings of the group of States Parties mandated to analyse Article 5 extension requests. In 2013, the ISU is budgeting based on up to 6 States Parties requesting extensions and that there will be a need to acquire working translations of requests. Furthermore, an amount has been budgeted for any costs associated with possible requests to acquire for and at the request of the President, Co-Chairs and Co-Rapporteurs “expert mine clearance, legal and diplomatic advice.”
  - c. The ISU will provide the support traditionally expected of it in preparing, supporting and carrying out follow-up activities associated with the May 2013 meetings of the Standing Committees and the December 2013 Thirteenth Meeting of the State Parties (13MSP). It is assumed that, in keeping with past practice, the 13MSP will take place outside of Geneva and therefore the ISU is budgeting on the assumption that the support normally provided by the ISU in such instances will again be required.
  - d. The ISU, as it has done since 2006, will make itself available to the Co-Chairs of the Standing Committee on Victim Assistance to organise “victim assistance parallel programmes”. Doing so, however, will only be possible if enhanced funding is made available for any direct costs, mainly for interpretation in four languages.
8. **The ISU in 2013 will “provide substantive and other support to the President, President-Designate, Co-Chairs and Co-Rapporteurs in their work related to all such meetings”,** allocating approximately 19 percent of the value of its staff resources and 17 percent of its budget to activities in this area.
- a. In keeping with past practice, substantive and other support to the President, President-Designate and Co-Chairs will be the aspect of the ISU’s work that continues to consume the greatest amount of staff resources. The ISU will support the Co-Chairs in developing strategic plans for their 2013 terms, including by assisting in the preparation of the May 2013 meetings of the Standing Committees.
  - b. The ISU will support the 12MSP President in his efforts to carry out any responsibilities that flow from the 12MSP and in pursuing his priorities. In addition, the ISU will support the 13MSP President-Designate in the substantive preparations for the 13MSP in providing “other support” as requested. The ISU will make itself available to prospective presidencies / hosts of the Third Review Conference (3RC) in order that the States Parties concerned are well aware of their prospective responsibilities and opportunities.
9. **The ISU in 2013 will “provide advice and technical support to States Parties on the implementation and universalization, including on the Sponsorship Programme, of the Convention”,** allocating approximately 23 percent of the value of staff resources and 29 percent of its budget to activities in this area.
- a. In keeping with the 7MSP decisions, the ISU will continue to provide assistance to States Parties in the preparation of their Article 5 mine clearance extension requests. In 2013, up to six States Parties may need to submit requests. In addition, in 2013 four States Parties may need to commence work on extension requests in order that they are ready to be submitted

in early 2014. As well, some States Parties in 2013 may wish to benefit from the ISU's advice on reporting completion of Article 5.

- b. While the demand for ISU support for advice and technical support on the implementation of Article 5 may be great, the need to reduce costs and the desire of some States Parties to prioritise other matters means that fewer resources have been allocated to carry out Article 5 advisory missions.
  - c. In keeping with the clear and unequivocal message of the States Parties at the Cartagena Summit of their reaffirmation of the "fundamental goal" of "promoting and protecting the human rights of mine survivors, and addressing the needs of mine victims, including survivors, their affected families and communities", in 2013, the ISU will continue to take seriously the emphasis that the State Parties have placed on victim assistance. The ISU will continue to do this with fewer resources, as in 2012. However, the ISU stands ready to return to previous levels of support should additional resources be made available. The ISU will aim to follow up on past investments with a view to assisting States Parties in producing tangible outcomes.
  - d. The ISU expects, as has been the case in the past, to receive hundreds of inquiries from States Parties on a vast range of matters concerning the implementation of the Convention. The ISU will do its utmost to respond in a prompt manner and to be able to provide responses in English, French or Spanish. Diminished staff resources, however, may continue to have some effect on the timeliness of responses.
  - e. The ISU will continue to provide advice and support to the Presidency, the Universalisation Contact Group Coordinator and individual States Parties on universalisation. However, as was the case in 2012, implementation will receive relatively greater priority than universalisation. In addition, any universalisation missions in support of the States Parties to be carried out by the ISU would require additional, enhanced funding.
  - f. A proposed strategic plan for the Coordinator of the Sponsorship Programme will be developed twice – once in the lead up to the meetings of the Standing Committees and once in the lead up to the 13MSP. In addition, ongoing support will be provided to the Coordinator and the Donors' Group as a whole.
10. **The ISU in 2013 will "facilitate communication among the States Parties, and promote communication and information regarding the Convention towards States not Party and the public"**, allocating approximately 10 percent of the value of its staff resources and 10 percent of its budget to activities in this area.
- a. Given the need to maintain the reduced level of costs, the ISU, in carrying out its mandate to "facilitate communication...regarding the Convention" will continue to emphasise the use of means that imply little or no direct cost and a minimal amount of staff time. These include maximising the use of the Convention's website (the support for which is provided on an in-kind basis by the GICHD) and social media.
  - b. The ISU will continue to provide professional communications support to the 13MSP President-Designate and to the 13MSP as a whole, albeit with no background publication envisaged and with reduced amounts budgeted for temporary staff.

- c. The ISU will continue, upon request, to lead seminars and provide training on understanding the Convention and its operations. As was the case in previous years, the ISU will seek, where possible, to recover costs from organisations that make requests for its services.
11. **The ISU in 2013 will “keep records of formal and informal meetings under the Convention, and communicate, as appropriate, the decisions and priorities resulting from such meetings to States Parties and other stakeholders”**, allocating approximately 6 percent of the value of its staff resources and 5 percent of its budget to activities in this area.
- a. The ISU will continue to maintain and enhance the Convention’s Documentation Centre, albeit by relying more on interns to provide the support necessary.
  - b. The ISU will continue to communicate, as appropriate, the decisions and priorities resulting from the Convention’s meetings, making use wherever possible of low cost but effective means of doing so.
  - c. The ISU has again not budgeted to further act on the recommendation adopted by the 10MSP that “in order to reinforce the identity and visibility of the Convention the ISU will be identified by a distinct profile that emphasizes its role as supporting entity for the Convention.” Should additional funding be made available, the ISU will seek guidance from the Coordinating Committee on ways to proceed.
12. **The ISU in 2013 will “liaise, and coordinate as appropriate, with relevant international organisations that participate in the work of the Convention, including the ICBL, the ICRC, the UN and the GICHD”**, allocating approximately 7 percent of the value of its staff resources and 7 percent of its budget to activities in this area.
- a. The ISU will continue its close collaboration with those organisations that historically have played a leading role in supporting the States Parties, namely relevant United Nations departments, agencies and services, the International Campaign to Ban Landmines and its member organisations, the International Committee of the Red Cross and the GICHD.
  - b. The ISU will continue to seek to deepen collaboration with actors that are central to disability issues (and hence should be central to the States Parties’ work on victim assistance), including the World Health Organisation, the International Labour Organisation, the United Nations Office of the High Commissioner for Human Rights and non-governmental organisations that have competence in the area of disability rights.

*Enhanced activities in addition to the ISU’s core work plan:*

- 13. In keeping with past practice, the ISU is able to execute other activities, in a manner consistent with its mandate, if additional funds are made available to fully fund these efforts (including funding any additional human resource costs).
- 14. Subject to availability of additional funding, the 2013 ISU core work plan and budget may be enhanced and expanded in the following areas: (a) assistance to the States Parties to apply the victim assistance provisions of the Cartagena Action Plan, appraisal thereof and lesson-learning from experience; (b) support to national appraisals of States Parties’ efforts in mine clearance as per the Cartagena Action Plan and lesson-learning there from; (c) support to universalisation activities, including a High Level Task Force on Universalization of the Anti-Personnel Mine Ban Convention; and, (d) Support to the use of electronic, visual and other modern media tools to

disseminate the commitments made by the States Parties and the Cartagena Conference and to accessibility thereto for persons with disabilities; and, (e) reinforcement of the identity and visibility of the Convention. The ISU will ascertain that any such additional funding will fully cover additional human resources required. The ISU will report to, and update, the Coordinating Committee as well as the 2013 meeting of the Standing Committee on the General Status and Operation of the Convention, on the adjustments that such additional funding may be called for to the core work plan set out in the paragraphs above.

*GICHD support to the ISU:*

15. Costs for infrastructure, logistics and administrative services in support of the ISU (i.e., office rent and supplies, information technology and telecommunications, publications and website management, travel services, human resources management, insurance, financial management, and contract and document management), are not included in this budget. These costs are covered by the GICHD general budget, on the basis of funds provided by Switzerland, and are valued at approximately CHF 300,000 in 2013. The general level of support provided in 2013 is intended to be consistent with the level previously provided. The estimated value of these activities is a result of monitoring by the GICHD of actual levels of support provided.
16. While costs associated with providing substantive support to the Presidency and Co-Chairs in preparing the Intersessional Work Programme are covered by the ISU budget, costs totalling CHF 150'000 related to facility rental, interpretation (Arabic, English, French, Russian and Spanish) and conference management concerning the Intersessional Work Programme are covered by the GICHD budget, again on the basis of funds provided by Switzerland.
17. While costs associated with providing strategic direction to the Sponsorship Programme are covered by the ISU budget, costs related to the administration of the Sponsorship Programme, including travel and accommodation services as well as reporting and auditing are covered by the GICHD budget, again on the basis of funds provided by Switzerland. The value of these costs is projected to be CHF 50,000 in 2013.
18. The GICHD can serve to advance funds to the ISU's operations in periods of cash flow problems. It would also be the last resort in the case of a deficit.
19. As noted in the 2010 evaluation report, a portion of ISU staff time is consumed in providing value-added to the GICHD (which is not discounted from the GICHD's extrapolation of costs associated with hosting the ISU).

*Contingencies:*

20. The budget assumes that States Parties will fulfil their commitment to provide the necessary resources to ensure the operations of the ISU. It is expected that the Coordinating Committee will monitor the ISU financial situation at least quarterly in 2013, receiving proposals from the ISU Director on taking contingency actions should insufficient funds be provided in 2013. It is understood that, given the gravity of potential decisions the Coordinating Committee may need to make, proposals for contingency actions would be received well before meeting when they would be discussed.
21. Should it be clear by 30 June 2013 that contributions or commitments made by that time will be insufficient to cover the majority of the costs of the ISU's 2013 core work plan, the Director of the ISU will propose options to the Coordinating Committee, all of which would result in a

significant reduction in the services provided by the ISU. It should be noted that such an action, while perhaps necessary, would be inconsistent with key conclusions contained in 1 September 2010 ISU evaluation report, which noted that “no one actually proposed any reduction of the Unit” and that “a strong wish was evident amongst mine-affected Parties that the ISU should be expanded.”

22. Should sufficient funds be provided in addition to those required to cover the costs of the ISU’s 2013 core work plan, the ISU would first increase in-country Article 5 and victim assistance advisory services. The second priority for the ISU should additional funds be provided would be to revert to communicating about the Convention in a professional manner through the publications it has traditionally produced. Finally, if significant additional funds were made available, the ISU would seek to re-staff the position of victim assistance specialist to return to at least the level of State Party-specific advisory services that States Parties benefited from in past years.

*Other matters:*

23. The 2013 work plan and budget does not profile time and associated costs of mobilising resources and servicing the administrative requirements of some contributors. Due to the nature of the ISU’s funding model, an increasing amount of staff time is being consumed to mobilise resources, adapt documentation to meet a variety of contributor’s internal requirements and to comply with multifarious reporting requirements.

## ISU Core Work Plan 2013 – Budget

	Salaries + Social Costs	Staff Travel	Consultants' costs and travel	Publications printing + layout	Translations	Other costs	Totals
Prepare, support and carry out follow-up activities from formal and informal meetings under the Convention including Meetings of the States Parties, Review Conferences, Amendment Conferences, intersessional meetings, Standing Committees, the Coordinating Committee and the Article 5 Extension Request Analysing Group.	CHF291'934	CHF12'500			CHF2'000	CHF1'000	CHF307'434
Provide substantive and other support to the President, President-Designate, Co-Chairs and Co-Rapporteurs in their work related to all such meetings.	CHF155'937	CHF2'500				CHF2'000	CHF160'437
Provide advice and technical support to States Parties on the implementation and universalization, including on the Sponsorship Programme, of the Convention	CHF186'290	CHF30'000	CHF50'000			CHF2'000	CHF268'290
Facilitate communication among the States Parties, and promote communication and information regarding the Convention towards States not Party and the public.	CHF84'140	CHF2'500		CHF5'000			CHF91'640
Keep records of formal and informal meetings under the Convention, and communicate, as appropriate, the decisions and priorities resulting from such meetings to States Parties and other stakeholders.	CHF47'282					CHF1'000	CHF48'282
Liaise, and coordinate as appropriate, with relevant international organisations that participate in the work of the Convention, including the ICBL, the ICRC, the UN and the GICHD.	CHF61'111	CHF2'500				CHF1'000	CHF64'611
	CHF826'694	CHF50'000	CHF50'000	CHF5'000	CHF2'000	CHF7'000	<b>CHF940'694</b>