



16 December 2014

To: The Permanent Missions to the United Nations of States Parties to the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction

Re: Implementation Support Unit 2015 Work Plan and Budget

Excellencies, dear friends,

It is an honour to write to you in my capacity as Director of the Anti-Personnel Mine Ban Convention's Implementation Support Unit (ISU's). My purpose in writing is to explain my approach to responsible and prudent implementation of the ISU's 2015 work plan and to appeal to States Parties to provide timely notification of their intentions to contribute to the ISU in 2015.

To begin, please allow me to recall that the ISU is mandated to "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." In order to involve all States Parties in the preparation of the ISU's 2015 work plan and budget at an early stage, I wrote to all States Parties on 17 April 2014 to invite "views or preferences" on the 2015 work plan / budget document. On the basis of views that were expressed, the ISU prepared a 2015 work plan and budget that is significantly different from previous years' documents in its results-based focus. This 2015 work plan and budget was adopted at June 2014 Third Review Conference. It contains cost estimates that total CHF 898,077. This would imply cash flow requirements amounting to an average of CHF 74,840 per month.

The fact that in 2014 voluntary contributions have fallen short of projected costs for the 2014 work plan has produced significant lessons regarding the need for the ISU's spending to not outpace a realistic projection of revenue and for States Parties to notify the ISU in a timely manner regarding their intentions to provide contributions. In 2015, the ISU clearly must proceed in a prudent manner. The ISU accepts that it must reduce costs to bring total estimated costs to implement the work plan to a lower level and to develop contingencies to make upwards or downwards adjustments in activity in accordance with revenue received and projected to be received.

Given the sensitivity to the need to reduce costs, the salary of the position of ISU Director will be significantly reduced in 2015 (i.e., by 23 percent). Given this, the ISU now estimates that the work plan can be fully implemented with costs totalling CHF 836,046. This would imply cash flow requirements amounting to an average of CHF 69,671 per month.

Anti-Personnel Mine Ban Convention Implementation Support Unit

However, until revenue received and projected to be received reaches a level that would give confidence that the ISU could spend at this level, the ISU will begin 2015 at an even lower level of expenditures. This will occur as a result of (a) delaying the staffing the ISU's vacant half-time support position and (b) deferring any mission activity. Taking these measures into account would mean that cash flow requirements during the first three months of 2015 will amount to an average of CHF 58,087 per month. (It should be noted that contributions approximately equalling the first three months of cash flow requirements at this level are already in place.)

The practical impact of these measures will be (a) a reduced ability of the ISU to deliver on its communications and liaison mandate, including potentially the need to scale down plans to enhance the *Platform for Partnerships* information exchange tool, (b) an additional administrative burden that will have to be borne by substantive staff, and (c) a reduction in the support normally provided to States Parties in the preparation of Article 5 extension requests.

By 15 March 2015, the ISU will reassess the status of received / expected revenues, with three possible scenarios existing at that time:

- i. If funding permits monthly expenditures in excess of CHF 58,087 per month, the ISU will return to activity levels indicated in the agreed work plan, with the magnitude of these activities subject to actual received / expected revenues. Should mission activity be possible, additional savings are expected as the ISU would anticipate deviating from the GICHD's internal rules and regulations governing travel in order to reduce travel costs.
- ii. If funding permits continued expenditures at a level of CHF 58,087 per month, the ISU will further delay the staffing the ISU's vacant half-time support position and continue to defer any mission activity.
- iii. If funding warrants expenditure levels below CHF 58,087 per month, the ISU will present options to the Coordinating Committee on the further reduction in costs, which naturally would mean a reduction in the cost of human resources, which in turn would have a more significant impact on the ability of the ISU to deliver on its mandate.

If, on 15 March 2015, the ISU is able to proceed on the basis of one of the first two above-mentioned scenarios, the ISU would again repeat this process of reassessment by 15 June and again by 15 September.

The ISU is hopeful that the combination of the following will see the ISU find itself in a stable financial situation in 2015 and in one where actual expenditures would be fully sensitive to revenue: (a) reduced costs, (b) the establishment of contingency milestones, (c) States Parties notifying the ISU in a timely manner regarding their intentions to provide contributions, and (d) creative resource mobilisation efforts. I would therefore be extremely grateful if States Parties could either notify me early in 2015 of intentions to contribute or forward their contributions to the following:

UBS Geneva, P.O. Box 2600, CH-1211 Geneva 2, Switzerland
Account no.: FP 100 627.6
IBAN: CH45 0024 0240 FP10 0627 6
Swift code: UBSWCHZH80A
Account owner: Centre international de déminage humanitaire – Genève

(When forwarding funds, please indicate "ISU Core Work Plan 2015".)

Should you have any questions or suggestions for me regarding the activities and finances of the ISU, please do not hesitate to contact me at any time.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Kerry Brinkert', with a stylized flourish at the end.

Kerry Brinkert
Director



THE IMPLEMENTATION SUPPORT UNIT'S APPROACH TO COST-EFFECTIVE AND PRUDENT IMPLEMENTATION OF THE ISU'S 2015 WORK PLAN

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Budget adopted in Maputo	74,840	74,840	74,840	74,840	74,840	74,840	74,840	74,840	74,840	74,840	74,840	74,840	898,077
Budget adapted to take into account salary reduction	69,878	69,878	69,878	69,878	69,878	69,878	69,878	69,878	69,878	69,878	69,878	69,878	838,594
													803,784 (max)
How the ISU actually intends to begin 2015	58,295	58,295	58,295										699,534 (min)

15 March assessment of finances points to a return to higher levels of activity as contained in the work plan

15 March assessment of finances points to continued reduced activity

15 March assessment of finances points to further reduction in costs

States Parties provide contributions / enter into contribution agreements / notify the ISU of intentions to contribute