

## **Implementation Support Unit 2012 Work Plan and Budget**

**Presented by the Director of the Implementation Support Unit and  
endorsed by the Coordinating Committee<sup>1</sup>, 3 November 2011**

**Adopted by the Eleventh Meeting of the States Parties, 1 December 2011**

### *Background:*

1. At the 2010 Tenth Meeting of the States Parties (10MSP), the States Parties agreed that the Implementation Support Unit (ISU) will “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. Also at the 10MSP, the States Parties adopted the “Directive from the States Parties to the ISU”, within which is contained the “mandate” of 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 decisions of the 10MSP, the ISU has prepared, for endorsement by the Coordinating Committee and approval by the 11MSP, a work plan that covers each point in the agreed mandate. In establishing a budget for this work plan, the ISU has given due regard for the need to reduce costs and the desire of States Parties that the ISU place a relatively higher priority on certain aspects of its mandate.

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<sup>1</sup> The States Parties participating in the Coordinating Committee in 2011 are: Albania, Algeria, Australia, Belgium, Cambodia, Canada, Colombia, Croatia, Germany, Indonesia, Lithuania, Norway, Peru, the Philippines, Romania, Switzerland, Thailand, Uganda and Zambia

4. The “ISU Task Force Final Report and Recommendations”, which were adopted by the 10MSP, indicated “the need to establish (an ISU funding) model that is sustainable and predictable.” Discussions in 2011 on developing such a model have not evolved to the point where the ISU could plan for 2012 on the basis of anything other than the continuation of the existing voluntary funding method. Hence, planning for 2012 is based in large part on the recent experience in the application of this model.
5. The recent application of the voluntary funding model is characterised by some key factors that point to the need to reduce costs in 2012: First, while the number of small contributors has increased dramatically in 2011, there has been no increase in the number of States Parties with relatively greater means that have contributed to the ISU. Second, some States Parties that have been regular contributors to the ISU have not, as of the end of October 2011, provided contributions to the ISU. Third, the relative strength of the Swiss franc has meant that contributions from major regular contributors, while constant in their home currencies, have resulted in reduced funding in real terms having been made available to the ISU in 2011 relative to previous years.
6. On the basis of the need to reduce costs, the ISU has prepared a budget for 2012 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). Savings will be achieved in the following areas. In some instances, there are implications associated with these savings.
  - a. The regular staff complement will be reduced from 4.3 full time equivalent staff members in 2011 to 4.1 full time equivalent staff members in 2012. This will be realised through the position of “Implementation Support Specialist” dropping from 80 percent of full time to 60 percent of full time (due to mutual agreement). The implications of this are as follows:
    - i. The maintenance and enhancement of the Convention’s documentation centre has been eliminated from the job package of the “Implementation Support Specialist”. The ISU will attempt to fill in to a degree by assigning various tasks to interns, although there no doubt will be a reduction in quality and speed.
    - ii. The 2010 ISU evaluation report noted that “(while) modern communications mean that the need for (the ISU Director) to delegate (his or her) responsibilities during (his or her) absences on business or leave is negligible, (...) the absence of a groomed understudy to deputise for (him or her) is seen by some as a risk to the continued smooth operation of the Convention.” In response to this, the Implementation Support Specialist had been increasingly called upon to serve in the Director’s place. The scope for doing so will now be diminished.
    - iii. The ISU has prided itself on having in place professional officers who could serve the States Parties in English, French and Spanish. The Implementation Support Specialist is the ISU’s chief interlocutor with French-speaking States Parties, which has been a particularly important role in recent years given the large number of French-speaking States Parties implementing Article 5. There will now be a reduction in the capacity to serve States Parties in French.
  - b. A Meeting of the States Parties (MSP) that takes place outside of Geneva typically will cost the ISU more than a MSP in Geneva. As the 12MSP will take place in Geneva in 2012, savings will be made relative to MSP support costs in 2011. (It should be noted that none of the ISU’s support consistent with its mandate to “prepare, support and carry out follow-up

activities from formal and informal meetings under the Convention including Meetings of the States Parties (...)” duplicates any responsibilities which, by tradition, are executed by the UNODA.)

- c. The ISU has resorted to drawing upon the services of interns and temporary staff, particularly during peak periods of activity. While there is a relatively small cost associated with this relative to the value added, the ISU in 2012 will reduce the amount of funds invested in temporary staff and interns.
- d. For the past several years, the ISU has sought to communicate about the Convention in a professional manner, including through high quality publications. In 2012, unless additional funding is made available, the ISU will refrain from producing professional background publications in support of the Intersessional Work Programme and the 12MSP.
- e. The ISU will reduce, by approximately 20 percent, costs attributed to acquiring external expertise to assist in responding to requests for advice and technical support on the implementation of the victim assistance provisions of the Convention. The implication would be a further reduction in the capacity of the ISU to respond to such requests.

*Priority setting:*

- 7. The ISU understands 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 2012 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.
- 8. While over 75 percent of the value of the ISU’s staff time in 2012 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.”
- 9. Notwithstanding the ISU continuing to support the Presidency and the Universalization Contact Group Coordinator on matters that concern universalization, the ISU will prioritise support to implementation over support for universalization, particularly when it comes to the use of funds allocated for staff travel.

*Activities:*

- 10. **The ISU in 2012 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 36 percent of the value of its staff resources and 32 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. While there is typically widespread appreciation for the day-long Coordinating Committee retreats organised by the ISU in the first quarter of each year, these normally are made possible through enhanced funding provided to the ISU. Unless such enhanced funding is provided, a retreat cannot take place. In addition as concerns the Coordinating Committee, the ISU will advise on scheduling meetings in such a way that costs could be minimised.
- b. The ISU will prepare, support and carry out follow-up activities associated with approximately six to ten meetings of the group of States Parties mandated to analyse Article 5 extension requests. In 2012, the ISU is budgeting on the assumption that there will be little to no requirement for the acquisition of working translations of requests. In addition, no 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 2012 meetings of the Standing Committees and the December 2012 Twelfth Meeting of the State Parties (12MSP).<sup>2</sup>
- 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.

**11. The ISU in 2012 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 2012 terms, including by assisting in the preparation of the May 2012 meetings of the Standing Committees.
- b. The ISU will support the 11MSP President in his efforts to carry out any responsibilities that flow from the 11MSP and in pursuing his priorities. In addition, the ISU will support the 12MSP President-Designate in the substantive preparations for the 12MSP in providing “other support” as requested. The ISU will make itself available to prospective 13MSP presidencies / hosts in order that the States Parties concerned are well aware of their prospective responsibilities and opportunities.
- c. In 2011, an unforeseen significant drain on ISU staff time (as well as a direct cost at times) was related to the ISU’s support to the President’s efforts on the ISU agreement and ISU funding model. Should the ISU funding model discussions continue in 2012, there would be costs associated with this.

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<sup>2</sup> Dates subject to confirmation by the 12MSP.

12. **The ISU in 2012 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 the first quarter of 2012, three States Parties will need to submit requests and a fourth may need to submit a request. In addition, in 2012 four States Parties may need to commence work on extension requests in order that they are ready to be submitted in early 2013. As well, five States Parties in 2012 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 2012, the ISU will continue to take seriously the emphasis that the State Parties have placed on victim assistance, although planning to do so with fewer resources while standing ready to return to normal 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 provided responses in English, French or Spanish. Diminished staff resources, however, may 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 noted, 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 12MSP. In addition, ongoing support will be provided to the Coordinator and the Donors’ Group as a whole.
13. **The ISU in 2012 will “facilitate communication among the States Parties, and promote communication and information regarding the Convention towards States not Party and the public”**, allocating approximately 9 percent of the value of its staff resources and 8 percent of its budget to activities in this area.

- a. Given the need to reduce costs, the ISU, in carrying out its mandate to “facilitate communication...regarding the Convention” will 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 12MSP President-Designate and to the 12MSP 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 2011, the ISU will seek, where possible, to recover costs from organisations that make requests for its services.
14. **The ISU in 2012 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 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.
15. **The ISU in 2012 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 8 percent of the value of its staff resources and 8 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*

16. 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).
17. Subject to availability of additional funding, the 2012 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. 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 May 2012 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 paragraphs 10 to 15 above.

**GICHD support to the ISU**

18. Costs for basic infrastructure and services in support of the ISU (office space, information technology, telecommunications, postage, publications coordination, travel support, human resources management, accounting, audit and other administrative support, etc.) 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 225,000 in 2012. The general level of support provided in 2012 is intended to be consistent with the level previously provided. Differences in the estimated value of this support relative to recent years is a result of more precise monitoring by the GICHD of actual levels of support provided and a reduction of ISU demand in 2012 for GICHD for publications management.
19. 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 165,000 related to facility, interpretation and organisational matters concerning the Intersessional Work Programme are covered by the GICHD budget, again on the basis of funds provided by Switzerland.
20. 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 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 40,000 in 2012.
21. 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.
22. 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:*

23. 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 2012, receiving proposals from the ISU Director on taking contingency actions should insufficient funds be provided in 2012. 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.
24. Should it be clear by 30 June 2012 that contributions or commitments made by that time will be insufficient to cover the majority of the costs of the ISU's 2012 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."
25. Should sufficient funds be provided in addition to those required to cover the costs of the ISU's 2012 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 have grown used to in recent years.

### *Other matters*

26. The 2012 work plan and budget does not profile time and associated costs of mobilising resources and servicing the administrative requirements of some contributors. In order to assist in work planning for 2013, the ISU will endeavour in 2012 to track the amount of time associated with these tasks.
27. It should be noted that providing a constant level of service in 2013 relative to that projected for 2012 will mean that 2013 costs will be greater than 2012 projections largely due to the likelihood of the Thirteenth Meeting of the States Parties taking place outside of Geneva.



## ISU Core Work Plan 2012 – 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.	CHF291'476	CHF2'500			CHF2'000	CHF1'000	CHF296'976
Provide substantive and other support to the President, President-Designate, Co-Chairs and Co-Rapporteurs in their work related to all such meetings.	CHF156'652	CHF2'500				CHF2'000	CHF161'152
Provide advice and technical support to States Parties on the implementation and universalization, including on the Sponsorship Programme, of the Convention	CHF184'288	CHF30'000	CHF57'250			CHF2'000	CHF273'538
Facilitate communication among the States Parties, and promote communication and information regarding the Convention towards States not Party and the public.	CHF69'878	CHF2'500		CHF5'000			CHF77'378
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.	CHF46'295					CHF1'000	CHF47'295
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.	CHF65'998	CHF2'500				CHF1'000	CHF69'498
	CHF814'587	CHF40'000	CHF57'250	CHF5'000	CHF2'000	CHF7'000	<b>CHF925'837</b>