

Convention on Cluster Munitions

15 September 2025

Original: English

Thirteenth Meeting of States Parties**Geneva, 16-19 September 2025**

Item 10(k) of the provisional agenda

**Review of the status and operation of the Convention and other matters
important for achieving the aims of the Convention****Implementation Support**

Implementation Support Unit (ISU) 2026 Work Plan and Budget

Submitted by the Implementation Support Unit*, **

Summary

Main Objective: Actively contribute to the effective implementation and strengthening of the Convention during the period 1 January - 31 December 2026 by providing strategic guidance and dedicated support to States Parties. This will be carried out in accordance with decisions taken at, inter alia, the Second Review Conference (2RC) and pursuant to the priorities established through the Lausanne Action Plan and reaffirmed through subsequent Meetings of States Parties, the Third Review Conference and priorities established by its forthcoming new Action Plan.

Specific Objectives: Under effective management and due diligence:

To actively strengthen the Convention and support its effective implementation, the Implementation Support Unit (ISU) will undertake the following activities during 2026:

- Proactively support and advise the Presidency in its leadership role and the Coordination Committee in fulfilling their mandates under the Convention, contributing to strategic planning and implementation oversight;
- Deliver timely and tailored support to States Parties ensuring they have the tools, expertise, and guidance needed to fulfil their Convention obligations effectively and sustainably, through the Convention's implementation support machinery;
- Provide expert substantive and technical advice, operational guidance and tailored solution-focused support to individual States Parties helping them

* The present document was submitted after the deadline in order to reflect the most recent information.

** The present document is being issued without formal editing.

navigate implementation challenges, prepare for key deadlines, and contribute meaningfully to the Convention's processes;

- Prepare, document, and disseminate outcomes of formal and informal meetings under the Convention, while producing knowledge products that support evidence-based decision making and preparations for the Third Review Conference;
- Facilitate timely and effective communication and coordination among States Parties and other Convention stakeholders, to support compliance with all Convention obligations;
- Engage in targeted outreach and public information activities to promote universalization and deepen understanding and implementation of the provisions under the Convention;
- Manage the CCM Sponsorship Programme administered by the GICHD, including by mobilizing resources, to enable targeted, strategic, and representative participation in Convention meetings and overall processes within the financial means available;
- Function as a key liaison between States Parties and the broader international community promoting alignment, transparency and collective progress in the Convention's implementation, including by developing and maintaining a dynamic resource base of good practices and relevant expertise covering all aspects of implementation;
- Strengthen the ISU's operational capacity by periodically reviewing and refining internal management principles and processes in line with the ISU mandate to ensure effectiveness, efficiency and accountability to States Parties.

Expected
Outcomes:

- The ISU has actively and effectively fulfilled its mandate by applying high standards of strategic management and operational excellence, in line with decisions of the States Parties and evolving global dynamics affecting the Convention;
- The Third Review Conference, its Preparatory Meetings and other formal and informal Convention meetings and processes have been efficiently organized and facilitated, with inclusive participation supported through an effectively and strategically managed Sponsorship Programme. Particular attention has been given to enhanced engagement from affected States as well as achieving gender balanced and diverse representation;
- With strategic guidance and support from the ISU, States Parties have demonstrated increased ownership of their legal obligations under the Convention, submitting timely and complete reports under Article 7, advancing national implementation measures in accordance with Article 9 and declared completion under Articles 3 and 4 as and when relevant, or

submitted timely and substantiated Convention compliant extension requests;

- States Parties have sustained momentum in implementing the Lausanne Action Plan (LAP), particularly in priority areas outlined in Actions 1 to 9 and have reported against their commitments as required by the Convention in a transparent and results-oriented manner;
- The ISU has produced and disseminated practical, forward-looking knowledge products, as well as substantive and technical guidance, enabling States Parties to make informed decisions and carry out their responsibilities more effectively;
- Efforts to promote universal adherence to the Convention have been revitalized, with States Parties and the ISU engaging in targeted outreach and advocacy strengthening its norms and effectively countering regression;
- State Parties have taken visible steps to strengthen the stigma against cluster munitions, including through renewed political engagement, public messaging, and strategic cooperation with civil society, international partners and overall stakeholder community;
- Where credible reports or allegations of cluster munition use have emerged, State Parties have actively and timely sought clarity in such allegations, with diligence, seriousness, and coordination, reaffirming the Convention's norms and integrity and their shared commitment to accountability and prevention.

Budget: CHF 514'753

While the ISU remains committed to delivering on its mandate with efficiency and transparency, in light of recent developments, the current operational budget –agreed to by the 2RC– does not fully reflect the scope of activities and responsibilities required to effectively support and strengthen the Convention in the current context. While continuing to manage resources prudently, the ISU may require additional funding to meet the expectations of States Parties, support the Third Review Conference preparations, and fulfil the priorities set out in the LAP.

I. Mandate of the Implementation Support Unit

1. The CCM Implementation Support Unit is entrusted by States Parties with the responsibility of facilitating the effective implementation of the Convention. Building on the agreed mandate, the ISU shall serve as a proactive, solutions-oriented partner for States Parties and Convention stakeholders in promoting compliance, fostering cooperation, advance the humanitarian objectives of the Convention and help in navigating the challenges that may arise. The ISU coordinates and provides support to the work of the Convention machinery, inter alia, in the following ways:

- (a) Assist the President and the President-Designate in all aspects of the Presidency; support the Coordinators in their tasks; prepare, support, and follow up on tasks derived from decisions taken at formal and informal meetings of the Convention;

- (b) Offer advice and support to States Parties on the implementation of the Convention;
- (c) Develop and maintain a resource base of relevant technical expertise and best practices and, upon request, provide States Parties with such resources;
- (d) Facilitate communication among States Parties, signatories, States not party to the CCM and other relevant actors, cooperate and coordinate amongst these and maintain public relations, including efforts to promote the universalization of the Convention;
- (e) Keep records of formal and informal meetings under the Convention and other relevant knowledge products, expertise and information pertaining to the implementation of the Convention;
- (f) Manage the Sponsorship Programme in collaboration with the Geneva International Centre for Humanitarian Demining (GICHD) by providing resource mobilization, strategic guidance, general input and support as necessary.
- (g) Serve as an interface between the States Parties and the international community on issues related to the implementation of the CCM.

II. Premise of the 2026 Work Plan

2. In alignment with the decision of States Parties taken at the 2RC,¹ the 2026 annual work plan and budget is being circulated to all States Parties for their consideration, 60 days prior to the 13th Meeting of States Parties (13MSP) to be held in Geneva, 16-19 September 2025. This proposed work plan outlines the principal activities that the ISU will conduct in 2026 to support States Parties in fulfilling obligations under the Convention. While grounded in the six-year 2021-2026 framework adopted at the 2RC,² the 2026 iteration reflects a forward leaning and responsive ISU- one that is attuned to the shifting global landscape, emerging challenges in the humanitarian field as well as in mine action and the evolving needs of affected State Parties and communities.

3. The work plan remains fully consistent with the ISU's mandate and the decisions adopted by States Parties and is aligned with the strategic commitments set forth in both the Convention and the LAP. However acknowledging the impact of new geopolitical dynamics, financial realities, technological advancements, and the need to uphold the humanitarian principles that underpin the Convention, the ISU has refined its operational focus for 2026 to better equip States Parties with the tools, knowledge and partnerships needed to reaffirm and strengthen the humanitarian norms and principles enshrined in the Convention, accelerate its implementation and enhance its impact. This document has been reviewed and endorsed by the Coordination Committee of the CCM and serves not only as a planning tool, but as a reaffirmation of the role of the ISU as a proactive and adaptive engine of effective and efficient Convention implementation.

III. Priorities of the Implementation Support Unit

A. Support to the President, the President-Designate and the Coordination Committee

4. To ensure that the leadership structures of the Convention and the Coordination Committee are equipped to navigate an increasingly complex global environment, the ISU will serve as a strategic partner and enabler of collaborative action, proactively advising and supporting the President, President-Designate and Coordination Committee in fulfilling their mandates. This support –aside from the routine secretarial functions– will include substantive

¹ CCM/CONF/2021/6 para.83.

² CCM/CONF/2020/Rev.1.

policy guidance, targeted analysis and enhanced coordination mechanisms. Specifically, the ISU will inter alia:

- (a) Function as a policy and strategy hub for the President and the Coordination Committee, providing timely, tailored briefings and analyses on emerging implementation challenges, including trends such as the erosion of humanitarian norms, risks to CCM universalization and the use of cluster munitions in current conflicts;
- (b) Strengthen the capacity of the President and thematic coordinators by preparing thematic policy briefs, talking points and advocacy packages to enable them to lead with confidence in high level engagements, multilateral fora and overall outreach efforts, including with logistical and organizational support and coordination for events as necessary;
- (c) Facilitate forward looking strategic planning by working closely with the President, the Coordination Committee, and States Parties to identify priority areas for action and shape the agenda of key meetings, preparatory processes and other formal and informal events;
- (d) Provide strategic inputs for meeting outcome documents, including the ISU annual narrative and financial reports, the Action Plan, the Annual Progress Report, other relevant Review documents, ensuring these reflect factual humanitarian realities, implementation challenges and emerging best practices;
- (e) Support the Third Review Conference Presidency, as relevant in its lead of the coordination and drafting process for the next 5-year Action Plan, ensuring it is ambitious, actionable and responsive to the evolving humanitarian landscape, with clear milestones and indicators. While legally non-binding, the Action Plan will embody the collective political will of States Parties and sustain momentum toward the Convention's humanitarian objectives;
- (f) Support the design and delivery of strategic and results oriented events that foster dialogue, knowledge exchange, cross-regional collaboration and renewed political will for the CCM implementation;
- (g) Maintain clear accessible and up-to-date records of formal and informal meetings, enhancing transparency and institutional memory;
- (h) Actively facilitate communication and collaboration between States Parties, thematic coordinators, and the overall stakeholder community, ensuring seamless information flow, timely response to queries and initiative-taking problem solving;
- (i) Ensure the newly appointed thematic coordinators receive structured orientation and ongoing mentorship, equipping them with knowledge and tools to effectively lead their respective work areas;
- (j) Manage financial processes related to States Parties' contributions in a timely, transparent manner, while also exploring for innovative funding streams to sustain and enhance the work of the ISU.

B. Support on Universalization

5. In an evolving global landscape where the humanitarian norms underpinning the Convention face increasing threats, the ISU will aim to serve as a strategic advocate, resource hub, and facilitator of coordinated efforts, empowering the Presidency, the Working Group on Universalization and States Parties to reinvigorate efforts towards universal adherence. The ISU's work will focus on fostering political momentum, supporting States Parties in deepening their shared understanding of the Convention's principles and facilitating constructive dialogue to ensure a common and accurate interpretation as well as supporting States in overcoming practical barriers to join the Convention. Specifically, the ISU will, inter alia:

- (a) Facilitate, support and prepare the Presidency's targeted advocacy and engagement efforts to promote the Convention in relevant regional and global fora ensuring universalization remains a visible, high priority agenda item in humanitarian disarmament,

arms control, peacebuilding, and post conflict discussions. While the primary responsibility for promoting the Convention lies with State Parties, the ISU plays a proactive and responsive role in supporting and complementing their efforts, ensuring that opportunities for engagement are highlighted and maximized. This includes proactively identifying and leveraging diplomatic windows of opportunity to advance CCM objectives;

(b) In collaboration with partners, develop and maintain a living universalization strategy, identifying priority countries for outreach, analyzing barriers to accession, and crafting tailored engagement plans in collaboration with the President, Working Group on Universalization and key stakeholders;

(c) Together with relevant partners monitor and analyze global trends, including reports, allegations and documented evidence of use, production, stockpiling, transfer, and retention of cluster munitions-working closely with civil society, UN agencies and other Stakeholders to generate timely, actionable recommendations and guidance for States Parties. The ISU will ensure these insights are shared with States Parties to inform diplomatic demarches, advocacy messaging and universalization outreach;

(d) Produce targeted country briefs with background information, political analysis and engagement recommendations to support the President, thematic coordinators, and States Parties in their universalization efforts. These briefs will be regularly updated and tailored to emerging developments;

(e) Support the organization of strategic outreach events - including regional dialogues, thematic workshops and side events- that foster political dialogue, strengthens common interpretation and conceptual understanding of the Convention and promote the humanitarian imperative of universalization;

(f) Facilitate peer-to-peer engagement by connecting States Parties with signatories and States not party, fostering a collaborative environment where States can share experiences, lessons learned, and practical solutions to challenges in ratification or accession processes and understand practical implementation requirements;

(g) Develop and disseminate practical tools, guidance notes and model instruments to assist signatories and States not party in navigating legal, political, and technical steps toward joining the Convention;

(h) Connect interested States with the relevant expertise and stakeholders;

(i) Actively engage in CCM related activities, ensuring the ISU is a visible, credible, and proactive voice in the global disarmament community.

C. Safeguarding and Building on Stockpile Destruction Achievements

6. With the destruction of declared stockpiles by all States Parties to date in accordance with Article 3 obligations, the ISU's focus will evolve to ensure that this historic achievement is sustained, and that ongoing obligations related to the retention of cluster munitions for permitted purposes under Article 3 (6) and (7) are fully implemented, transparently reported and aligned with the Convention's humanitarian objectives. The ISU will continue to provide targeted support to the Working Group on Stockpile Destruction and Retention, as well as States Parties, to ensure that the Convention's commitments are upheld and strengthened in the face of evolving challenges. Specifically, the ISU will, inter alia:

(a) Together with relevant partners, monitor and analyze global trends and emerging risks related to cluster munitions, including developments in retention practices, new production, or stockpiling activities by non-States Parties. The ISU will provide regular updates to the Coordination Committee and States Parties to inform advocacy, policy development, and diplomatic engagement;

(b) In collaboration with technical experts, facilitate the exchange of lessons learned, best practices and innovative approaches from stockpile destruction process, ensuring these insights inform broader disarmament initiatives;

(c) Drawing from the CCM ISU database of relevant technical expertise, provide targeted support to State Parties retaining cluster munitions for permitted purposes under Article 3 (6) and (7), assisting them in maintaining robust national compliance frameworks, ensuring that retention is strictly limited, transparently reported and demonstrably justified in line with the Convention's humanitarian objectives;

(d) Develop and disseminate technical guidance tools on best practices in managing retained cluster munitions, including safe storage, accountability measures, reporting obligations and risk mitigation strategies;

(e) Facilitate communication and coordination between the Working Group on Stockpile Destruction and Retention and States Parties, ensuring that questions, challenges, and requests for assistance are addressed in a timely and collaborative manner;

(f) In collaboration with technical experts, Support the organization of thematic discussions, workshops and expert exchanges to promote transparency, address technical challenges, and foster a shared understanding of the purpose and limits of cluster munition retention under the Convention;

(g) Actively promote the CCM as a model of success for stockpile destruction using this achievement to strengthen universalization efforts and reinforce global norms against the use, production, and stockpiling of cluster munitions.

D. Support on Clearance of Cluster Munition Remnants

7. The ISU will play a critical forward-looking role in supporting implementation of clearance obligations under Article 4. While recognizing that considerable progress has been made, the capacity of affected States to meet their obligations is increasingly under strain due to limited financial and technical resources, protracted conflicts and shifting global priorities. In this context the ISU will work to ensure that the momentum for clearance is sustained, extension requests remain exceptional rather than the rule and that States Parties in a position to do so provide the necessary cooperation and assistance to enable timely and effective clearance. Specifically, the ISU will, inter alia:

(a) Together with relevant partners, actively monitor and analyze clearance progress, emerging risks, and potential bottlenecks, providing timely, data driven briefings to the Coordination Committee, the Working Group on Clearance and the broader community to anticipate challenges and support informed decision making;

(b) Facilitate regular, structured dialogue with States Parties with clearance obligations, ensuring that communication is not limited to reporting deadlines or extension requests, but rather foster ongoing problem-solving, early identification of challenges and collaborative approaches to meet Article 4 obligations;

(c) Provide targeted support to affected States in preparing realistic achievable workplans, identifying funding gaps, and articulate clear requests for international cooperation and assistance in line with the Convention's provisions;

(d) Assist the Working Group on Clearance in developing guidance on best practices for extension requests, ensuring they remain exceptional time bound, and clearly justified, and that requests are accompanied by detailed, cost clearance workplans;

(e) Support the Article 4 Analysis Group in the rigorous review of extension requests, ensuring that recommendations are grounded in technical and operational realities, have addressed previous considerations in the event of repeated extension requests and otherwise are aligned with the Convention's humanitarian objectives when outlining priorities of work;

(f) Facilitate the mobilization of international cooperation and assistance by acting as liaison between affected states and potential donors, operators, and technical partners, including facilitating bilateral meetings, matchmaking and targeted advocacy to generate Country Coalitions that can support the necessary resources and importantly political will needed;

(g) Promote the sharing of lessons learned, innovative technologies and best practices in clearance, including through thematic workshops, technical exchanges, and knowledge products that enable affected States to benefit from the experience of others;

(h) Support affected States in identifying and accessing nontraditional funding sources including climate and environmental finance, where clearance activities contribute to broader humanitarian, development, and environmental objectives;

(i) Strengthen the ISU's capacity to provide on-the-ground support including undertaking in-country visits, technical assessments and advisory missions as requested by States Parties, to help them address specific operational and financial challenges.

E. Support on Risk Reduction Education

8. Recognizing that ongoing and newly emerging conflicts, as well as diminished international funding for clearance activities, may extend the risks posed by cluster munition remnants, the ISU will play a proactive role in strengthening explosive ordnance risk reduction education (EORE) efforts under Article 4 (2). The ISU will work closely with the Coordinator on Risk Reduction Education, the Coordinators on Clearance and affected communities, international organizations, civil society partners to ensure that explosive ordnance risk reduction education is context specific, evidence based and responsive to evolving realities on the ground. Specifically, the ISU will, inter alia:

(a) Serve as a knowledge hub and connector facilitating structured communication and collaboration between the Coordinator on Risk Reduction Education, States Parties, affected communities, and key stakeholders to ensure that explosive ordnance risk reduction education efforts are coherent, coordinated, and responsive to emerging risks;

(b) In collaboration with relevant partners proactively identify trends, challenges, and best practices in risk reduction education, including in contexts of newly contaminated areas, conflict-affected zones, and regions facing reduced clearance funding, providing timely briefings, technical notes and policy recommendations to the Coordinator, the Coordination Committee and States Parties;

(c) Facilitate peer-to-peer learning and exchange by organizing thematic workshops, technical webinars, and cross-regional dialogues to promote innovative, inclusive and context specific approaches to explosive ordnance risk reduction education;

(d) Support the development and dissemination of practical tools, templates and guidance materials- including model risk education strategies, curricula and communication materials- that can be adapted by States Parties to their national contexts;

(e) Facilitate access to technical expertise, including through partnerships with specialized agencies, NGOs and community-based organizations to support the design and delivery of targeted high impact explosive ordnance risk education interventions;

(f) Promote the integration of risk reduction education into broader national frameworks, including humanitarian response plans, mine action strategies, and development agendas, to ensure sustainability and cross-sectoral impact;

(g) Encourage and support the development of robust monitoring, evaluation, and learning systems for risk reduction education, helping States Parties track progress, assess impact, and adapt approaches based on evidence and community feedback;

(h) Advocate for and facilitate the mobilization of financial and technical resources to support explosive ordnance risk reduction education efforts, engaging States Parties in a position to do so, international donors and private sector to bridge funding gaps and sustain critical interventions.

F. Support on Victim Assistance

9. The ISU will play a proactive role in supporting the implementation of Article 5 obligations, working in close collaboration with the Working Group on Victim Assistance,

State Parties, affected communities and survivors and key stakeholders. Building on the integrated approach to Victim Assistance and the guidance provided by International Mine Action Standards (IMAS) 13.10 on Victim Assistance, the ISU will help State Parties move beyond project-based support toward sustainable, inclusive and rights-based systems that uphold the dignity and agency of cluster munitions victims within broader national frameworks for disability rights, health, education, and social protection. Specifically, the ISU will, *inter alia*:

- (a) Facilitate communication and collaboration between the Working Group on Victim Assistance, States Parties with Article 5 obligations and other stakeholders, ensuring that Victim Assistance remains a core humanitarian priority of the Convention;
- (b) Support the integration of Victim Assistance into national systems, working with States Parties to align their efforts with the principles of the Convention on the rights of Persons with Disabilities (CRPD), the IMAS13.10, and relevant Sustainable Development Goals (SDGs). This includes promoting inclusive policies in healthcare, rehabilitation, psychosocial support, livelihoods, and social inclusion;
- (c) Provide technical guidance and facilitate access to expertise to support State Parties in developing and implementing comprehensive, inclusive, and context specific Victim Assistance strategies that address the rights and needs of survivors, their families, and affected communities;
- (d) Promote and facilitate the active participation and leadership of survivor and victim representative organizations in decision making processes at national and international levels, including in Convention meetings, working groups, and policy dialogues;
- (e) Organize peer-learning exchanges, workshops, and technical dialogues to foster the sharing of good practices, lessons learned, and innovative approaches to Victim Assistance among State Parties and with the broader disability and humanitarian sectors;
- (f) Facilitate cooperation and coordination with other relevant Conventions (CRPD, The Convention on the Rights of the Child, the APMBC, and CCW-Protocol V) and with organizations working in disability rights, health, and social protection, ensuring Victim Assistance is integrated into broader national and international frameworks;
- (g) Support State Parties in developing monitoring and evaluation systems to assess the impacts of Victim Assistance programs, track progress towards national and Convention obligations, and ensure that interventions are evidence-based, inclusive, and responsive to the evolving needs of victims;
- (h) Advocate for the mobilization of resources to support sustainable, integrated Victim Assistance, engaging with donors, development actors and private sector to build long-term partnerships and funding streams.

G. Support on International Cooperation and Assistance

10. In the face of shrinking humanitarian budgets, global militarization trends, eroding political will for disarmament, the ISU will play a critical, proactive role in safeguarding the humanitarian collaborative spirit at the core of the Convention. Recognizing the growing disparity between political commitment and actual support provided to affected States, the ISU will work to hold the course on Article 6 obligations, ensuring that cooperation and assistance remain practical, needs driven and accountable. Specifically, the ISU will, *inter alia*:

- (a) Act as an advocate and convener to ensure that international cooperation and assistance are not sidelined by shifting global priorities, highlighting the moral and legal imperative for State parties in a position to do so to provide timely and adequate support for the implementation of articles 3, 4 and 5;
- (b) Facilitate transparent, needs driven exchanges between affected States and potential donors, helping to match requests for assistance with available expertise, funding

and in-kind support, while promoting greater accountability and follow up on commitments made;

(c) Provide data driven analysis and report on trends in international cooperation and assistance, identifying gaps, emerging risks, and areas where the Convention's implementation is most at risk due to declining support;

(d) Foster candid dialogue and exchanges within the Working Group on International Cooperation and Assistance to address perception of weakening of implementation of Article 6 provisions and promote shared responsibility among all States Parties for the full and effective implementation of the Convention;

(e) Promote innovative and collaborative approaches to cooperation, including the development of country specific partnership models, regional frameworks and thematic funding strategies that enhance the ability of States Parties in need to meet their obligations;

(f) Support the establishment of "Country Coalitions", clearance partnerships and Victim Assistance Groups as platform for targeted coordinated action, ensuring that assistance is not fragmented but aligned with national priorities and long-term sustainability;

(g) Facilitate knowledge sharing and dissemination of best practices on effective cooperation models ensuring that lessons from successful partnerships inform future engagement and resource mobilization efforts;

(h) Engage with a broader range of actors including development agencies, the private sector and international financial institutions to explore new funding streams and partnerships that can complement traditional donor support;

(i) Support affected States in articulating clear prioritized and costed needs, helping them build strong cases for assistance and fostering a more demand driven equitable model of cooperation under the Convention.

H. Support on Transparency Measures

11. Transparency is the backbone of accountability and trust under the Convention, providing the information needed to monitor progress, identify gaps, and hold States Parties to their commitments. Recognizing the importance of transparency in an increasingly complex environment, the ISU will play an active role in promoting a culture of reporting, ensuring quality submissions, and enabling the use of data for decision making. Specifically, the ISU will, inter alia:

(a) Champion transparency as a cornerstone of the Convention, proactively engaging with State Parties to underscore the political and practical importance of reporting, particularly in times in which global cooperation is under strain;

(b) Provide targeted technical assistance and mentoring to State Parties facing challenges in submitting high-quality, timely Article 7 reports, including tailored guidance on data collection, analysis and presentation in line with LAP Action 46 and suggested future actions;

(c) Support the coordinator on Transparency Measures by facilitating structured follow upon information provided in transparency reports-identifying trends, gaps, and potential compliance concerns, and enabling evidence-based dialogue among States Parties;

(d) Develop and disseminate user friendly tools, templates, and guidance to help state Parties prepare comprehensive reports that go beyond minimal compliance, emphasizing clarity, consistency and practical utility;

(e) Produce analytical summaries, visual data dashboards, and thematic briefs to transform raw reporting data into actionable insights that inform decision making by the Coordination Committee, thematic coordinators, and the broader CCM community;

(f) Promote the value and benefits of transparency reporting international fora, on social media platforms and through outreach activities-reinforcing the norm that reporting is not optional but a fundamental legal and moral obligation under the Convention;

(g) Support the integration of transparency reporting into broader national reporting frameworks (SDG's, CRPD), reducing duplication of effort and maximizing the impact of transparency as a tool for national planning, donor engagement and public accountability.

I. Support on National Implementation Measures

12. Effective national implementation measures are the legal and institutional backbone of the Convention, translating convention obligations into national legislation. The ISU will serve as proactive partner, catalyst, and resource hub for State Parties, helping them develop, strengthen, and operationalize national measures that ensure full compliance and uphold the Convention's humanitarian objectives. Specifically, the ISU will, inter alia:

(a) Facilitate regular communication, peer-to-peer learning, and dissemination of existing tools, model legislation, and best practices to help States Parties develop, review and strengthen their national implementation frameworks in line with Article 9;

(b) Monitor compliance trends across States Parties, identifying those that have not yet adopted national legislation or relevant policy measures and proactively offer technical assistance and capacity building support tailored to their legal, institutional, and political contexts;

(c) Work with States Parties to raise awareness among national authorities – including policymakers, military, and legal experts, about the importance of Article 9 compliance, integrating Convention obligations into military doctrine, rules of engagement, training, and operational procedures;

(d) Support the organization of thematic meetings, regional workshops, and national dialogue that fosters understanding, political will, and practical action to advance Article 9 implementation;

(e) Encourage States Parties in need of assistance to seek international cooperation and expertise, facilitating connections with legal experts, model frameworks and technical partners who can support legislative reviews, drafting processes, and national capacity building efforts;

(f) Advocate for the integration of gender and diversity perspectives into national implementation measures, ensuring that legal frameworks and policies reflect the needs and rights of all affected individuals and communities;

(g) Develop monitoring tools and progress reports on the status of Article 9 implementation across the Convention, highlighting success stories, identifying gaps, and proposing concrete steps to achieve universal compliance.

J. Communication and Outreach

13. Effective communication is essential to sustaining the humanitarian and normative impact of the Convention. The ISU will play a significant role in shaping and amplifying the Convention's voice, ensuring that its messages resonate globally, foster political will, mobilize resources and promote universalization and full implementation. Building on the expertise of a dedicated communications consultant, the ISU will lead a strategic and dynamic communications agenda, aligned with the Convention's core objectives and responsive to evolving global challenges. Specifically, the ISU will, inter alia:

(a) Develop and implement a comprehensive Communications Strategy for the Convention, including clear objectives, key messages, target audiences, and priority channels-ensuring that communication efforts are coherent, proactive, and results-oriented;

(b) Administer, maintain, and continuously enhance the official website and social media platforms of the Convention, ensuring that content is timely, engaging, accessible, and reflective of the Convention's humanitarian and legal significance. The ISU will produce

regular updates, news features, infographics, and multimedia content to enhance visibility and engagement;

(c) Facilitate transparent, inclusive communication among States Parties, signatories, States not party, civil society, international organizations, and affected communities-acting as a trusted conduit for information, dialogue, and collaboration;

(d) Produce and disseminate high quality publications, reports, advocacy materials and promotional content, including thematic briefs, success stories, case studies, and impact highlights-positioning the CCM as a living, relevant instrument of international humanitarian law and humanitarian disarmament;

(e) Manage procedural and administrative communications tasks related to the work of the President, Coordinators, and the Coordination Committee, ensuring timely reminders, follow ups and clear communications deadlines, expectations, and outcomes;

(f) Raise awareness of the Convention and its humanitarian goals at key global regional and national for a –including disarmament gatherings, humanitarian dialogues and multilateral events– ensuring the Convention’s voice is heard in debates on peace, security, and development at all relevant fora;

(g) Collaborate with stakeholders and partners, including the UN system, civil society, academia, and private sector to leverage communication networks, amplify messages, and broaden the Convention’s reach;

(h) Explore innovative approaches to communication such as storytelling, survivor voices, interactive content and digital campaigns to humanize the Convention’s impact and engage diverse audiences-including youth, policy makers and the general public;

(i) Regularly evaluate the reach, impact and effectiveness of communications efforts, adapting strategies as needed to ensure continuous improvement and alignment with the Convention’s evolving priorities.

K. Other Implementation Support

14. To further support the effective implementation of the Convention, the ISU will, inter alia:

(a) Facilitate enhanced coordination with other conventions, organizations and stakeholders as appropriate;

(b) Liaise with the UN, particularly UNODA, on matters pertaining to the organization and documentation of formal meetings of the Convention, as well as other relevant matters;

(c) Perform other tasks as instructed by States Parties through the Presidency or Coordination Committee

(d) In undertaking the work and priorities as outlined under paragraphs A-J above, the Implementation Support Unit of the CCM will introduce and/or amend, as necessary, principles and processes in line with standard international management practice, including operations management and human resources with the objective to improve the effectiveness of work systems and accountability to States Parties to the CCM.

IV. Strategic Outcomes: Strengthening the Convention’s Humanitarian Impact

15. The work of the ISU will contribute to the following strategic outcomes, reflecting a renewed focus on proactivity, responsiveness, and impact across all areas of the Convention’s implementation:

(a) **Effective leadership and Governance:** The Convention’s leadership structures –including the President and the President Designate with the support of the Coordination

Committee at large and its specific thematic working groups and coordinators— are equipped with the analysis, tools, and support they need to tackle emerging challenges, drive implementation and reinforce the humanitarian objectives of the Convention;

(b) Successful Review Conference and Roadmap for the Future: The Third Review Conference and its preparatory meetings are delivered effectively, inclusively, and on time, with gender balanced and geographically diverse participation. The outcome documents- including the next five-year Action Plan- reflect the evolving humanitarian geopolitical and operational landscape, setting a clear, actionable roadmap for Convention's future;

(c) Sustained progress on core obligations: Affected States Parties continue to make progress in clearing cluster munition remnants (Article 4) and managing retained munitions (Article 3) with extension requests kept to a necessary minimum, and when submitted they are of high quality, well justified and time bound;

(d) Strengthened Risk Reduction Education and Victim Assistance anchored in national systems and policies in line with international standards, ensuring these efforts are inclusive, survivor centred, and sustainable;

(e) Enhanced transparency and accountability: States Parties submit high quality timely and comprehensive transparency reports, using data not only for compliance but as a tool for strategic decision making, advocacy and resource mobilization;

(f) Reinforced International Cooperation and Assistance: States Parties in a position to do so demonstrate renewed political and financial commitment to supporting affected States, with the ISU facilitating effective partnerships, innovative funding models, and targeted, needs driven cooperation;

(g) Expanded Reach and Impact of the Convention: The Convention's profile and relevance are strengthened through dynamic, multi-platform communication efforts, leading to increased visibility, political engagement and progress toward universal adherence;

(h) Knowledge, Tools, and Innovation as Catalysts for Action: The ISU produces and disseminates timely, accessible knowledge products, technical guidance and practical tools that enable States Parties and stakeholders to anticipate challenges, drive implementation, and adapt to evolving realities and challenges.

V. Finance and Administration: Resourcing the ISU's Strategic Vision

2026 Budget of the Implementation Support Unit

16. The ISU's budget for 2026 reflects the minimum resources required to deliver on the forward looking workplan. It is built on the principle that effective implementation support is a shared responsibility, requiring predictable, sustainable and sufficient funding from all States Parties, in line with their collective commitment to the Convention's humanitarian objectives.

17. The ISU operates with a lean staffing structure and relies on the in-kind support operationalized by GICHD to maximize cost effectiveness. However, intensified activities in key areas, notably universalization, risk reduction education, support for clearance and victim assistance necessitate targeted increases in implementation costs to ensure the ISU remains fit for purpose in a rapidly evolving global context. The 2026 budget as decided by the 2RC is as follows:

<i>COST</i>	<i>Amount in CHF</i>	<i>NOTES</i>
Salaries	378'961	The Director (100%) Implementation Support Specialist (100%) Implementation Support Assistant (50%).
Social charges	75'792	Estimated at 20% of salary, dependent on staff age, status and prevailing provider fee rates charged. Charges include mandatory accidents and travel insurance.
Communication	20'000	Web site maintenance, publications, promotional material, multimedia content, and consultancies, (e.g. strategic communications advisor)
Travel	20'000	Staff travel for participation in meetings and in-country support missions as required.
Other implementation support costs	20'000	Thematic workshops, room rentals, catering, external expertise, and operational expenses etc.
Total	514'753	
Administrative expenses	GICHD, in-kind	Office space, internal control system, administration of sponsorship programme, HR management, IT, and logistical support etc.

Budget Narratives and Key Assumptions

18. The 2026 budget supports the delivery of the ISU's workplan, as agreed by States Parties, and reflects a commitment to ensuring the ISU can fulfil its core mandates. While the budget was adopted in 2021, the ISU remains committed to delivering support in a proactive and responsive manner-working within available resources to meet the evolving needs of States Parties and the Convention, including enhanced efforts in universalization, risk reduction education, technical assistance, and communications.

19. The budget assumes the continuity of the current ISU Staffing structure as a minimum, with a Director and Implementation Support Specialist working at 100% and an Implementation Support Assistant at 50%.

20. The ISU will continue to rely on the in-kind contributions operationalized through the GICHD, covering core administrative, logistical, and operational services in support of the ISU's mandate.

21. States Parties are expected to ensure funding levels are commensurate with the ISU's agreed workplan and priorities for 2026. Meeting the full budget is essential to enabling the ISU to deliver on these commitments effectively. While the ISU has carefully calibrated its workplan to reflect its core mandates and available resources, it is important to acknowledge that the evolving global context adds complexity to implementation. In this environment, full funding will not only ensure the continuity of ISU operations but also safeguard the flexibility needed to respond to emerging priorities and maintain the quality support expected by States Parties.

22. Should the full budget not be met, the ISU will continue to work efficiently and in close coordination with the Presidency, the Coordination Committee, and States Parties to ensure that its efforts remain focused, strategic, and aligned with collectively agreed priorities.

23. The ISU will implement efficiency measures and explore innovative approaches to maximize the impact of its limited resources, including leveraging partnerships, expert networks, and digital platforms. All key partners –including States Parties, Coordinators, the

Coordination Committee– are expected to collaborate effectively to ensure the successful delivery of the workplan and the continued functioning of the Convention’s implementation machinery. Given the small size of the ISU its actions must remain efficient and cost-effective, the ISU will continue to refine its internal practices, where appropriate, to enhance coordination, responsiveness, and overall impact.

Sustaining the ISU’s work for 2026

24. 2026 is a pivotal moment for the CCM. The Third Review Conference will shape the future trajectory of the Convention, requiring unprecedented levels of support, coordination, and technical expertise from the ISU. At the same time, the global humanitarian landscape is marked by rising international tensions, shrinking humanitarian and development funding and an urgent need to reaffirm the humanitarian principles and legal norms at the core of this Convention.

25. The ISU operates with lean staffing and relies on in-kind support to maximize efficiency. Yet, the scope and complexity of the ISU’s mandate demand that all States Parties demonstrate their shared responsibility by ensuring the ISU is adequately resourced.

26. States Parties should therefore commit to predictable sufficient and timely contributions to the ISU’s 2026 budget. This will enable the ISU to carry out its workplan in full and provide the necessary support to the Third Review Conference. Without this support, the ISU’s ability to deliver on its mandate will be constrained – potentially limiting the Convention’s ability to adapt and respond effectively at this critical juncture.
