

Convention on Cluster Munitions

9 September 2025

Original: English

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

Agenda item 10(k)

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

Convention on Cluster Munitions Implementation Support Unit – 2024 Annual Report^{*, **}

I. Narrative Report on the ISU Work Plan Activities and Outcomes

A. Summary

1. The year 2024 marked a significant period of transition and consolidation for the Implementation Support Unit (ISU) of the Convention on Cluster Munitions (CCM). Building on reforms initiated in 2023, the ISU advanced its role as both a technical facilitator and a strategic institutional actor, navigating a complex operational landscape marked by geopolitical tensions, normative challenges and persistent resource constraints.

2. Throughout the year, the ISU worked to strengthen internal systems, enhance stakeholder engagement, and align its operations with the Convention's strategic objectives. These efforts were undertaken with a clear recognition of the growing demands placed on the CCM framework and the ISU's pivotal role in sustaining its credibility and humanitarian purpose.

3. At the same time, structural vulnerabilities-including persistent financial fragility, divergent interpretations of financial obligations among States Parties, the ongoing professionalization process of the Unit, and the Convention's first-ever withdrawal-highlighted the urgent need for continued institutional strengthening and adaptation. The ISU acknowledges that its reform process and institutional strengthening remains a work in progress. However, the progress achieved in 2024 has laid critical foundations for a more resilient, effective, professional, and strategically engaged ISU, capable of supporting States Parties and safeguarding the Convention's humanitarian imperative.

4. This narrative report presents the activities and outcomes of the CCM ISU for the period 1 January to 31 December 2024. These activities were undertaken in line with the ISU's 2024 work plan and budget¹, approved by the Eleventh Meeting of States Parties (11MSP), and derived from the multi-year work plan and budget for the period of 2021-2026, adopted at the Second Review Conference (2RC) in September 2021.

* 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.

¹ CCM/MSP/2023/2

5. The report also corresponds to the timeframe covered by the audited financial reports of the CCM ISU Trust Fund and Sponsorship Programme accounts.

B. Key objectives

6. Established in 2015, the ISU supports the implementation of the CCM by facilitating coordination, providing substantive and technical expertise, as well as institutional support, and serving as an institutional interface between States Parties and the broader international community.

7. In 2024, the ISU's key objectives were to:

- Strengthen the implementation of the Convention through improved delivery systems, partnerships, and operational support.
- Align its work with the Convention's strategic goals and emerging political and operational challenges.
- Enhance the visibility and credibility of the Convention across relevant humanitarian, legal, and disarmament fora.
- Advance the internal institutional strengthening of the ISU by investing in its professionalization, internal coordination, and performance-oriented working methods.

8. The CCM remains a critical humanitarian and legal instrument, with a full prohibition on the use, production, transfer, and stockpiling of cluster munitions. It establishes robust obligations related to stockpile destruction –a key measure for preventing proliferation– as well as the clearance of contaminated areas, risk education, and comprehensive victim assistance. The Convention also includes innovative legal provisions on retroactive user-state responsibilities, and international cooperation –for States in a position to do so–, making it a cornerstone of the humanitarian disarmament architecture.

9. Within its framework, the ISU serves as a key facilitator, supporting dialogue, promoting compliance, and reinforcing the shared norms and commitments that underpin the Convention. In 2024, this role became even more vital as the CCM faced growing external pressures, which in turn created internal challenges demanding increased agility, strategic focus, and institutional resilience.

C. Key outcomes

10. In 2024, in line with its mandate, the ISU implemented its work plan under the guidance of the Twelfth Meeting of States Parties (12MSP) Presidency, delivering support in a dynamic and often challenging environment. The year was defined by significant developments, including continued use of cluster munitions by States not party, growing geopolitical tensions affecting disarmament norms, renewed attention to legal questions related to the Convention's Article 1 prohibitions in contexts of military cooperation, and Lithuania's formal notification of withdrawal from the Convention effective 6 March 2025, the first-ever case of withdrawal of a State from a multilateral treaty prohibiting a whole class of weapons.

11. In addition, persistent resource constraints across the mine action and disarmament sectors challenged effective implementation of operational provisions under the CCM. These trends underscore the need for sustained engagement, institutional credibility, and agility with renewed strategic alignment.

12. In this context, the Lausanne Political Declaration, in which States Parties reaffirmed the humanitarian rationale of the Convention and committed to *“redouble [their] efforts to promote further the norms established by the Convention, engage States still relying on cluster munitions and reinforce the growing stigma now associated with these weapons”*, remained an important reference point for the work of the ISU. It guided the ISU's support to States Parties and its broader engagement strategy.

13. Throughout the year, the ISU focused on:

- Internal consolidation and reform, strengthening internal systems, planning tools, and performance monitoring to ensure effective, accountable support.
- Strategic facilitation of the CCM's governance processes, supporting the outgoing 12MSP Presidency (Mexico) and onboarding the incoming Thirteenth Meeting of States Parties (13MSP) Presidency (the Philippines), to maintain continuity and coherence.
- Enhancing support to States Parties, delivering tailored guidance on Article 4 extensions, risk education, victim assistance, transparency reporting, national implementation measures, and other compliance obligations.
- Elevating the Convention's visibility and stakeholder engagement, through initiatives like the Stakeholder Dialogue, "Meet the Makers" series and podcast, the Youth Multimedia Contest, and a revamped communication strategy.
- Reforming the Sponsorship Programme; by shifting from a "first-come, first-served" approach to a strategic model that aligns participation with implementation priorities.
- Expanding the outreach and strategic partnerships of the Convention with other entities and organizations.

14. These outcomes reflect the ISU's determination to move beyond routine administrative functions and towards an integrated, more proactive model of institutional facilitation, a model that reflects both the ISU's core values, and the growing demands placed on the Convention.

15. At the same time, persistent financial vulnerabilities, political uncertainties and normative pressures remind us that the ISU's institutional transformation and strengthening remain ongoing. Sustained commitment and shared ownership by States Parties will be crucial to ensuring the effectiveness of the ISU in supporting the Convention's further implementation and maximizing its humanitarian impact.

D. Detailed Report on the 2024 activities of the ISU

Objectives, Outputs and Outcomes:

16. In 2024, in line with its mandate, the ISU implemented its annual work plan in alignment with the Lausanne Action Plan (LAP), and the outcomes of the 12MSP. Building on reforms initiated in 2023, the ISU focused on strengthening internal coordination, enhancing delivery across thematic areas, and reinforcing its facilitation role in implementation support. Key steps included the introduction of planning and tracking tools, and targeted consultancies aimed at strategic foresight and planning, performance monitoring, and communications.

17. Throughout the year, the ISU engaged with States Parties, the Presidency, Coordination Committee, and other relevant stakeholders. It also responded to emerging political and operational challenges while advancing cross-cutting priorities such as universalization, inter-instrument collaboration, particularly on clearance under broader mine action, Unexploded Ordnance (UXO) and Explosive Ordnance Disposal (EOD) activities, risk education, victim assistance, and gender mainstreaming.

18. The ISU's activities in 2024 were framed around its core functions:

- Providing strategic, technical, and administrative support to the CCM Presidency and Coordination Committee;
- Supporting thematic Coordinators in delivering on the Convention's core obligations and LAP objectives;
- Delivering tailored assistance to individual States Parties in meeting implementation deadlines and enhancing compliance;

- Strengthening stakeholder engagement through meetings, consultations, and resource coordination;
- Managing the Sponsorship Programme and ensuring strategic allocation of support;
- Promoting transparency, information exchange, and data-driven decision making;
- Reinforcing the institutional identity of the ISU through performance monitoring and strategic planning.

1. Support to the Presidency and Coordination Committee

19. In 2024, the ISU supported both the outgoing 12MSP Presidency (Mexico) and the incoming 13MSP Presidency (the Philippines). The Unit provided substantive and logistical support and assistance to five formal Coordination Committee meetings in 2024, as well as three informal preparatory consultations in the lead-up to the 12MSP.

20. Following the 12MSP in September 2024, the ISU transitioned its support to the 13MSP Presidency, facilitating its onboarding, guiding early Coordination Committee meetings, advising on work planning, and helping frame the Presidency's priorities.

21. The ISU also provided support and guidance to thematic coordinators, analytical inputs, and communication facilitation to improve effectiveness and coherence across thematic implementation.

22. To improve coordination, the ISU introduced new internal tools for task tracking, timeline alignment, and document management, resulting in greater predictability and consistency of support.

23. In advance of the 12MSP, and following Lithuania's formal notification of withdrawal, the ISU convened a Stakeholder Dialogue to discuss emerging challenges to the norm prohibiting cluster munitions, and their implications for humanitarian disarmament, peace, and development objectives. The dialogue drew on the experience of States Parties active in the Convention's coordination work, and engaged a broad range of stakeholders, - including intergovernmental organizations, civil society, individuals involved in the 2008 negotiation process, and representatives of States affected by the use of cluster munitions. Discussions highlighted the need to adopt a human-centred approach to security, bridge humanitarian advocacy silos, and leverage the Convention as a tool for linking peace, security, and development efforts. Participants also underscored the importance of expanding advocacy outreach to States not party and to actors engaged in other humanitarian disarmament regimes. The Dialogue informed the early preparations for the Third Review Conference and helped shape the 12MSP's response to recent normative challenges. Furthermore, taking note of the concern raised, the Presidency proposed to address these concerns with follow-up actions reflected in the final report.

Support on Universalization

24. Throughout 2024, the ISU pursued universalization as a core priority, recognizing it as fundamental both to the humanitarian objectives of the Convention and to reinforcing its normative resilience amid complex geopolitical dynamics.

25. At the outset of the year, the ISU worked closely with the 12MSP Presidency and the CCM Troika, to coordinate strategic responses to Lithuania's announced withdrawal. These engagements were designed not only to manage immediate political risks but also to preserve confidence in the Convention's norms and to prevent potential ripple effects.

26. Building on this, the ISU supported a series of regional and thematic initiatives aimed at engaging signatories and States not party. In April, the ISU co-organized a regional briefing with the Universalization Coordinators focused on East African States. The event, supported by the International Committee of the Red Cross (ICRC) and the Cluster Munition Coalition (CMC), provided a platform to discuss regional challenges and lessons learned in the implementation of the Convention.

27. During the same period, the ISU initiated contact with the Interparliamentary Union (IPU) to explore avenues for enhancing outreach to national parliaments, a key constituency for promoting ratification and accession efforts.

28. In July, the ISU contributed substantively as a panellist in a hybrid workshop convened at United Nations Headquarters (UNHQ), New York by the 12MSP Presidency, targeting both Caribbean and African States. This engagement reflected the ISU's commitment to maintaining high level advocacy while tailoring outreach to specific regional contexts.

29. In December, the ISU relaunched the Informal Working Group on Universalization, reviving a platform designed to foster sustained dialogue and coordinated action among States Parties, stakeholders, and partners. This step was taken in line with recommendations from the "Ways Forward on Universalization" Working Document submitted to the Second Review Conference by the then Coordinators for Universalization, Chile and the Philippines.

30. The ISU also supported diplomatic engagement on the 2024 United Nations General Assembly resolution on the CCM. While the resolution was adopted with 121 votes in favour, the vote marked the lowest level of support since 2015, with notable absences among States Parties who had previously supported it. This outcome underscored the need for renewed efforts to sustain political engagement and visibility for the Convention in multilateral fora.

31. Throughout 2024, the ISU maintained regular contact with Lithuanian authorities to monitor developments and encourage reconsideration of their decision to withdraw from the Convention.

32. In parallel, the ISU expanded broad-based outreach in Geneva and other diplomatic hubs, delivering information sessions for government officials, diplomats, university students and other stakeholders. These efforts aimed to address both substantive and perceived barriers faced by States considering accession to or ratification of the CCM.

33. Taken together, these activities reflect the ISU's evolving approach to universalization, one that combines diplomatic engagement, strategic communication, and collaborative partnerships to reinforce the CCM's role as a critical humanitarian and legal instrument.

Support on Stockpile Destruction and Retention

34. In 2024, the ISU continued to advance the Convention's obligations under Article 3, ensuring the integrity of the global norm prohibiting the stockpiling of cluster munitions through sustained engagement with States Parties.

35. A significant milestone was celebrated at the end of the year when Peru formally marked the completion of its stockpile destruction obligations under Article 3. The ISU was graciously invited to participate in the ceremony held in Lima and led by Peru's Foreign and Defence Ministers. Peru's achievement closed the chapter on declared stockpiles among States Parties, demonstrating the Convention's tangible humanitarian impact and reinforcing its credibility.

36. Beyond this milestone, the ISU supported the Coordinator on Stockpile Destruction and retention in monitoring compliance with Article 3.6 with particular attention to the permissible retention of cluster munitions and explosive submunitions for training and research purposes. Throughout the year, the ISU engaged with several States retaining cluster munitions to encourage transparency, promote good practices, and ensure consistency in reporting. The ISU conducted targeted analysis of Article 7 transparency reports to identify discrepancies and worked with relevant States to address inconsistencies in retention justifications.

37. These efforts reflect the ISU's role not only as a technical facilitator but also as a strategic partner in safeguarding the Convention's humanitarian objectives and ensuring that States Parties remain fully compliant with their obligations.

Support on Clearance

38. In 2024, the ISU played a central role in advancing Article 4 implementation by providing proactive and tailored support to States Parties in fulfilling their obligations for the clearance of cluster munitions remnants.

39. Throughout the year, the ISU provided tailored technical guidance to States Parties preparing Article 4 extension requests. A significant milestone was the two-day consultation in March with Lebanon, hosted by the ISU in Geneva. These consultations engaged the CCM Presidency, the Article 4 Analysis Group, and key implementing partners such as the ICRC, United Nations Mine Action Service (UNMAS), and Geneva International Centre for Humanitarian Demining (GICHD). The discussions facilitated in-depth exchanges on Lebanon's extension request, resource requirements, and opportunities for enhanced international cooperation.

40. The ISU actively supported Chad, Germany, and Lao PDR in preparing their Article 4 extension requests for presentation at the 12MSP. This support included facilitating expert input, ensuring alignment with Article 4.6 requirements and coordinating review timelines. In parallel, the ISU engaged early with Afghanistan, Chile, Lebanon, Mauritania, and Somalia, enabling the timely submission of the next iteration of extension requests before the end of 2024. These interventions underscore the ISU's commitment to quality assurance, deadline discipline, and tailored engagement in support of Article 4 compliance.

Support on Risk Education

41. Beyond clearance, risk education remained a key component of the ISU's support under Article 4 throughout 2024. The ISU collaborated closely with States Parties and stakeholders to promote good practices, develop technical guidance, and ensure that risk education efforts were integrated into broader humanitarian relief efforts, clearance planning and victim assistance strategies. This work emphasized the critical importance of delivering tailored risk education to reduce civilian harm, particularly among vulnerable populations in contaminated areas.

42. A major institutional development occurred at the 12MSP, where the decision to decouple risk education from clearance was adopted making it a standalone thematic area on risk education (EORE) within the Convention's implementation machinery. This resulted in the appointment of Lao PDR as the Convention's first dedicated coordinator for EORE. Following this decision the ISU began working with Lao PDR and the GICHD to develop a dedicated work plan for risk education, laying the groundwork for more focused action from 2025 onwards.

43. Additionally, the ISU contributed to regional and global mine action fora during the year. Notably, it was invited to participate virtually in the Second High Level Meeting of the Lao PDR UXO Sector Working Group, held on 1 November 2024, in Vientiane, Lao PDR. The meeting, chaired by the Vice-Minister of Foreign Affairs and Chairperson of the National Regulatory Authority for UXO/Mine Action, brought together donors, development partners, and operational actors to review sectoral progress and share innovative solutions. The ISU used this platform to provide CCM-specific updates and promote cross-learning among practitioners and policymakers, considering its experience working with Lao PDR.

44. While meaningful progress has been achieved, challenges persist. Many States Parties continue to grapple with significant contamination, resource constraints and evolving operational environments that complicate clearance and risk education efforts. The ISU recognizes that sustained technical assistance, enhanced coordination among stakeholders, and predictable funding remain crucial to ensuring that States Parties can meet their Article 4 obligations effectively.

45. Looking forward, the ISU is committed to supporting both clearance and the new standalone risk education thematic area, recognizing that progress in these fields is essential not only for compliance but for the Convention's broader humanitarian impact and credibility.

Support on Victim Assistance

46. Victim Assistance remains at the heart of the humanitarian rationale underpinning the CCM. In 2024, the ISU sustained its commitment to supporting the Convention's obligations under Article 5, while navigating persistent challenges that shape this area of work.

47. Throughout the year, the ISU maintained engagement with States Parties and the Coordinator on Victim Assistance, monitoring developments and offering technical guidance where requested. The ISU undertook targeted bilateral exchanges to assess progress in implementing Article 5 obligations, drawing insights from States' Article 7 reports and direct consultations. These discussions helped identify both achievements and persistent gaps in the delivery of comprehensive assistance to affected individuals, families, and affected communities.

48. In March 2024, the ISU participated in the Anti-Personnel Mine Ban Convention's (APMBC) annual victim assistance retreat. During this event, the ISU shared lessons learned from the CCM context and contributed to cross treaty discussions on addressing complex and evolving victim assistance needs. These inter-instrument engagements reinforced the ISU's role as a bridge builder between different humanitarian frameworks, including the Anti-Personnel Mine Ban Convention (APMBC), Convention on Certain Conventional Weapons (CCW) and the Convention on the Rights of Persons with Disabilities (CRPD).

49. Key challenges in advancing victim assistance persists. Many States Parties continue to report limited resources, capacity constraints, and challenges in collecting reliable data on the scope and needs of cluster munitions victims among the broader scope of integrated victim assistance and disability work, as required by the CCM. Additionally, the working group was not completed during the 2024 work cycle, which led to only one coordinator shouldering the work. This underscored the need for stronger strategic focus and political engagement to reinvigorate this critical area of implementation.

Support on International Cooperation and Assistance

50. International Cooperation and Assistance remain essential pillars of the CCM, enabling both affected States Parties and those in a position to provide assistance to fulfil their obligations and translate legal commitments into practical humanitarian outcomes. Throughout 2024, the ISU continued to play a central role in facilitating connections, providing analysis, and supporting coordinated action in this domain.

51. Over the course of the year, the ISU worked closely with the Coordinators on International Cooperation and Assistance, undertaking systematic analysis of Article 7 transparency reports and other relevant data. This analysis was instrumental in identifying trends in assistance needs and capacities among States Parties, ensuring that advice could be provided to target support efforts where they were most needed and impactful.

52. This analysis informed updates to internal databases and provided the Coordinators with timely information on States seeking or offering technical, material, or financial assistance. The ISU also offered guidance and strategic advice to the Coordinators to enhance their engagement on cooperation and assistance within the context of the Convention.

53. In parallel, the ISU also provided guidance to States Parties with outstanding obligations, offering practical advice on how to pursue assistance through existing mechanisms under the Convention.

54. A particular focus in 2024 was the continued promotion of the "Country Coalition" mechanism, a flexible, voluntary, and tailored platform designed to foster national dialogue and coordinate resources among stakeholders for concerted implementation efforts. Despite persistent outreach by the ISU, uptake of this mechanism remains limited, underscoring the need for renewed political engagement and clear communication on its practical benefits.

55. These efforts illustrate the ISU's commitment to ensuring that cooperation and assistance are not abstract principles but operational tools that advance the humanitarian goals of the Convention. Moving forward, the ISU remains determined to deepen its role as proactive facilitator, helping States Parties transform available -albeit limited- resources and expertise into sustained implementation on the ground.

Support on Transparency Measures

56. Transparency is fundamental to the credibility and effective implementation of the Convention. In 2024, the ISU continued to play a leading role in promoting compliance with Article 7 obligations, recognizing that timely and accurate reporting remains essential for building trust, guiding assistance, and reinforcing the norm against cluster munitions.

57. Throughout the year, the ISU worked in close collaboration with the Coordinator on Transparency Measures to address longstanding gaps in reporting. A key focus was placed on engaging the nine States Parties that had yet to submit their initial transparency report, with some reports overdue by more than a decade. Through sustained bilateral outreach and tailored guidance, three of these States submitted their initial reports in 2024. This progress reduced the number of States Parties with outstanding initial reports from nine to six, -a meaningful step forward- though significant work remains.

58. Beyond initial reporting, the ISU coordinated efforts to improve annual compliance on behalf of the Coordinator by issuing formal reminders to all States Parties regarding the annual submission of transparency reports. These communications were reinforced through bilateral meetings and in the margins of other disarmament meetings. As a result, 61 out of 103 expected 2023 reports were received, reflecting an incremental improvement despite persistent gaps.

59. To support Action 45 of the LAP on gender and diverse needs and experiences of people in affected communities, the ISU co-organized a hybrid workshop on 30 May 2024 with Australia, Belgium, Germany and the United Nations Institute for Disarmament Research (UNIDIR). The event provided a platform to review early experiences with the revised Article 7 reporting template, including the use of the new voluntary Form J, and to explore synergies with parallel reporting mechanisms under the APMBC and CCW.

60. The ISU continued to promote the use of the revised Article 7 reporting templates made available in all six official UN languages.² These tools are designed to support more comprehensive and disaggregated reporting and to align reporting practice with the CCM cross-cutting priorities, including gender and diverse needs and experiences of people in affected communities.

Support on National Implementation Measures

61. Robust national implementation measures are critical for translating the Convention's legal obligations into practical and enforceable penal actions under national frameworks. In 2024, the ISU sustained its efforts to support States Parties in fulfilling their obligations under Article 9, recognizing that strong domestic legislation underpins the Convention's credibility and operational impact.

62. Throughout the year, the ISU worked closely with the Coordinator on National Implementation Measures to identify gaps and challenges faced by States Parties. To deepen understanding of obstacles and tailor support effectively, the ISU and the ICRC supported the efforts of the Coordinator to develop and disseminate a survey targeting States Parties that have not yet adopted national legislation. The responses, although scarce, have helped identify legal gaps and practical constraints, informing ongoing outreach and technical assistance.

63. In parallel, the ISU updated its internal information on national and model legislation, and, where appropriate, facilitated connections between States and the ICRC to advance domestic legislative processes. These efforts contributed to more structured follow-up and sustained momentum in Article 9 implementation.

64. While some States Parties continued to make steady progress, overall implementation of Article 9 remains uneven, with legislative processes facing delays due to competing national priorities and capacity, and resource constraints. These challenges underscore the importance of sustained political engagement and technical support to ensure that the Convention's obligations are fully reflected in national legal systems.

² <https://www.clusterconvention.org/reporting-forms/>

Support on Gender Mainstreaming

65. Gender and diverse needs and experiences of people in affected communities considerations are integral to the humanitarian objectives of the Convention. They help ensure that obligations are implemented in a way that targets those most affected, tailoring assistance to the needs and experiences of people in impacted communities, and supporting their recovery from the consequences of cluster munitions.

66. Throughout 2024, the ISU continued to advance gender mainstreaming across all thematic areas of its work, reinforcing the Convention's commitment to inclusive and effective humanitarian action.

67. Over the course of the year, the ISU actively participated in inter-instrument exchanges, contributing insights and facilitating dialogue on integrating the perspective of gender and diverse needs and experiences of people in affected communities' experiences into the broader array of humanitarian disarmament efforts.

68. A notable milestone was the hybrid workshop on 30 May 2024 -mentioned above- and co-organized in partnership with Australia, Belgium, Germany, and the United Nations Institute for Disarmament Research (UNIDIR) on reporting about gender and diverse needs and experiences of people in affected communities' reporting. This event provided a valuable platform for States Parties and partners to share early experiences using the revised Article 7 reporting template, including the new voluntary Form J designed to capture gender and disaggregated data. Discussions also explored the synergies with parallel reporting mechanisms under the APMBC and the CCW.

69. Throughout 2024, the ISU also supported constructive dialogue among States Parties with differing views on how to best integrate gender and diverse needs and experiences of people in affected communities into Convention implementation. These efforts aimed to ensure that the Convention's approach remains inclusive, practical, and grounded in humanitarian principles, while respecting the diverse legal, cultural, and political contexts of States Parties.

70. Internally, the ISU maintained gender and diverse needs and experiences of people in affected communities as a cross-cutting priority, ensuring that analysis, reporting and stakeholder engagement consistently reflected these considerations.

71. Looking ahead, the ISU remains committed to working with States Parties and partners to deepen gender-responsive approaches, recognizing that an inclusive lens enhances the Convention's humanitarian impact and operational effectiveness.

2. Provide advice and technical support to individual States Parties by sharing relevant expertise and best practices on the implementation of the Convention

72. Providing tailored advice and technical support to individual States Parties lies at the core of the ISU's mandate and reflects its unique role as a trusted partner in the implementation of the CCM. In 2024, the ISU continued to serve as both a technical hub and strategic facilitator, working to translate legal obligations into practical actions on the ground.

73. Throughout the year, the ISU responded to diverse requests from States Parties seeking guidance across a wide spectrum of implementation work. This included support in clarifying procedural requirements under the Convention, assistance in meeting reporting obligations, and advice on navigating Article 4 extension processes. In particular, the ISU played a critical role in connecting States Parties with relevant expertise and resources facilitating peer-to-peer exchanges, and leveraging partnerships with international organizations and specialized sectors within and beyond the Convention framework.

74. Building on internal reforms initiated in 2023, the ISU continued enhancing its capacity to deliver responsive and informed support. New coordination practices, improved internal guidance tools, and closer engagement with key stakeholders enabled the ISU to provide more precise and timely assistance tailored to the specific context and needs of individual States Parties.

75. To further reinforce its facilitation role, the ISU produced and disseminated a range of communication and outreach materials throughout 2024, including a new CCM

Newsletter, updated brochures and Lausanne Action Plan booklets in four languages. These were widely distributed at meetings and events, and made available online to support national implementation and raise broader awareness of the Convention's objectives.

76. Despite these advances, challenges remain. Many States Parties continue to face resource constraints, competing priorities, and complex national contexts that hinder the full realization of obligations under the Convention. The ISU recognizes that strengthening its support system and refining its facilitation role are ongoing processes. Continued investment in institutional capacity and strategic engagement will be necessary to ensure it meets the evolving needs of States Parties and maintains momentum toward comprehensive implementation.

77. Looking forward, the ISU will continue to position itself as an accessible expert resource for States Parties, striving to strengthen national capacity and ensure that the humanitarian promises of the Convention are fully translated into action.

3. Prepare for and 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

78. Effective preparation, documentation, and knowledge management are critical to ensuring the transparency, continuity, and institutional integrity of the CCM. In 2024, the ISU continued to strengthen its role as the central hub for managing the Convention's institutional memory and facilitating the smooth functioning of its governance processes.

79. Throughout the year, the ISU played a pivotal role in preparing for and delivering the 12MSP. This included working closely with the Presidency and thematic Coordinators to develop a focused and comprehensive meeting agenda, informed by consultations and insights from the Stakeholders Dialogue. The ISU provided substantive contributions to the drafting of official meeting documents, background notes, and strategic overviews, ensuring consistency with the LAP and broader Convention objectives.

80. Beyond formal meetings, the ISU facilitated regular exchanges among the Presidency, Coordinators, and other stakeholders through dedicated coordination meetings and informal briefings. These engagements helped maintain strategic alignment and foster a culture of collaboration across different implementation areas.

81. Recognizing the importance of robust record keeping for institutional resilience, the ISU continued efforts to improve the consistency and accessibility of Convention records. Key documents, including meeting agendas, supporting documents, background notes and official outcomes were produced in a timely manner and made publicly available on the Convention's website.

82. Internally, the ISU initiated steps toward developing a more structured, updated, and comprehensive system designed to safeguard institutional memory and support seamless transitions between reporting cycles.

83. Despite these advances, the ISU acknowledges that knowledge management remains a work in progress. Legacy gaps in record-keeping practices, coupled with evolving demands for transparency and institutional learning, underscore the need for ongoing investment in updated systems and processes. Ensuring that knowledge is not only preserved but actively leveraged to inform decision-making and support implementation will remain a priority for the ISU moving forward.

84. Looking ahead, the ISU is committed to further strengthening its institutional stewardship role, ensuring that the Convention's governance remains transparent, accountable, and equipped to navigate the complex challenges facing humanitarian disarmament.

4. Facilitate communication amongst States Parties and other relevant actors, cooperate and coordinate amongst these and maintain public relations, including efforts to promote universalization and other work of the Convention

85. In 2024, the ISU advanced a deliberate shift toward treating communications and outreach as strategic instruments central to sustaining political attention, reinforcing the Convention's relevance, and promoting its universalization. Recognizing that effective communication is key to defending and advancing the humanitarian norms embodied in the Convention, the ISU invested in building a more structured, proactive, and impactful communications capacity.

86. Throughout the year, the ISU implemented recommendations stemming from a communications audit conducted in late 2023. This process led to the development of a comprehensive communications calendar, enhanced visual consistency across platforms, and an expanded digital footprint, including the launch of new Instagram and YouTube channels. By mid-2025, the ISU had produced 25 short videos and five podcast episodes, leveraging modern formats to illustrate the humanitarian and development relevance of the Convention to diverse audiences.

87. A particular emphasis was placed on ensuring that CCM-related content was accessible, engaging, and tailored to the needs of different stakeholder groups. The ISU revised and modernized key outreach materials, including brochures and the CCM Newsletter, which migrated to a formal email marketing platform to enable better targeting, analytics, and feedback. Three quarterly stakeholder updates and a year-end message reached a contact list of over 550 recipients, contributing to a more regular rhythm of communication and engagement.

88. Despite these innovations the ISU faces challenges in sustaining visibility amid a crowded information environment and in reversing declining website traffic which fell from an average of 275 daily views in 2023 to 167 in 2024. In response, the ISU took corrective measures to improve content relevance, user experience, and cross-platform linkages, while continuing to refine its digital strategy.

89. Flagship initiatives in 2024 further expanded the Convention's reach. The inaugural CCM Youth Multimedia Contest, launched jointly with the 12MSP Presidency, United Nations Office for Disarmament Affairs (UNODA), and the UN "Youth 4 Disarmament" initiative, with the support of the European Union (EU), drew strong interest and culminated in the recognition of the "Peace Across Borders" submission during the 12MSP. The ISU initiated efforts to institutionalize the contest as an annual feature of CCM outreach, reinforcing youth engagement as a strategic priority. Similarly, the "Meet the Makers" series, connected CCM stakeholders directly with operational actors. These sessions underscored the practical relevance of the Convention and helped surface field perspectives in Geneva-based discussions.

90. Together, these efforts emphasized the accessible, inclusive, and implementation-focused nature of our communication, not simply as an add-on, but as an integral component of the ISU's facilitation role and the Convention's institutional identity. Yet, the ISU recognizes that building a modern, impactful communications function remains a work in progress. Sustained investment, creativity, and strategic focus will be essential to ensure that the CCM continues to be seen, heard, and valued across the humanitarian, development, and disarmament communities, as well as in the broader public domain.

91. Looking ahead, the ISU is committed to further refining its communications strategy in alignment with planned activities for the 13MSP and the Third Review Conference, ensuring that the Convention's humanitarian message remains visible and resonant in an increasingly complex and crowded global landscape.

5. Serve as an interface between the States Parties and the international community on issues related to the implementation of the CCM

92. Throughout 2024, the ISU reinforced its role as a strategic interface between States Parties and the broader international community, working to sustain political engagement,

promote implementation dialogue, and elevate the Convention's visibility across diverse platforms.

93. In a year marked by significant normative pressures, including Lithuania's notification of withdrawal, the ISU prioritized outreach and dialogue to safeguard the Convention's integrity and position it within broader disarmament and humanitarian debates.

94. The ISU actively engaged diplomats, UN officials, technical experts, and donors to surface emerging challenges and maintain momentum around CCM commitments.

95. One of the most significant initiatives was the first CCM Stakeholder Dialogue convened by the ISU in September 2024. Prompted in part by the geopolitical implications of Lithuania's withdrawal, this dialogue brought together States Parties, civil society, technical experts, and academia to explore the Convention's space, place, and challenges within the evolving global political and humanitarian landscape. Discussions focused on sustaining the humanitarian rationale of the CCM, reinforcing normative resilience, and identifying strategies for cross-sectoral collaboration. The success of this initiative was reflected in the 12MSP encouragement for the ISU to support the Presidency with continued convening of Stakeholder dialogues on priority areas ahead of the 13MSP.

96. The ISU contributed substantively to side events at the 12MSP, including sessions focused on national legislative approaches to strengthening the CCM's norms, and a second event, addressing the long-term legacy of cluster munitions in Lao PDR. These efforts reinforced the Convention's dual relevance in addressing both historical and contemporary humanitarian challenges.

97. To foster knowledge transfer and community-building among newer stakeholders, the ISU co-organized an introductory course on the Convention in November 2024, in partnership with the ICRC and the CMC. Framed within the broader legal architecture of IHL and disarmament, the course introduced the Convention's obligations and mechanisms to new delegates and practitioners, helping cultivate a more informed and connected CCM community.

98. These efforts positioned the ISU not merely as a service provider, but as an institutional bridge between field and policy, past and future, and national and multilateral implementation. The ISU will continue to build on this interface role in 2025, with particular focus on the political lead-up to the 13MSP and the Third Review Conference.

99. While significant strides were made, the ISU recognizes that fully realizing its role as an effective interface remains a work in progress. Sustaining and deepening connections between policy discussions in Geneva and the realities in affected States and contexts will require ongoing investments, innovative engagement strategies, and strong collaboration with partners across the humanitarian and disarmament sectors.

6. Manage the Sponsorship Programme with the administrative support of the Geneva International Centre for Humanitarian Demining (GICHD):

100. The Sponsorship Programme remains a cornerstone of the Convention's efforts to ensure inclusive participation in formal CCM processes. It enables affected and low-income States Parties together with signatories and States not party that show interest in the Convention, to engage directly in its meetings, strengthening the legitimacy and universality of the implementation framework.

101. In 2024, the ISU continued to manage the Convention's Sponsorship Programme with the administrative support of the GICHD. Recognizing the need to better align the programme with implementation priorities, the ISU undertook a deliberate shift away from the "first-come-, first-served" approach, which, while administratively easy to manage, did not always ensure that sponsored participation translated into meaningful contributions towards the Convention's goals. This revised approach, first introduced in 2024, adopts a targeted and strategic selection process that focuses on impact, representation, and capacity-building.

102. Under this revised methodology, the sponsorship allocations were guided by a set of criteria designed to maximize impact and ensure that limited resources support the Convention's core objectives. These criteria included:

- Implementation relevance: Prioritizing least developed States Parties with active or pending obligations under the Convention, particularly those preparing Article 4 extension requests or submitting transparency reports.
- Technical value: Focusing on delegates whose specialized knowledge or operational experience would directly inform substantive discussions at formal meetings.
- Universalization potential: Supporting participation by delegates from signatories and States not party, showing concrete interest in accession with a particular focus on underrepresented regions.
- Capacity Strengthening: Enabling States with limited technical or financial resources to participate fully and contribute meaningfully to Convention processes.
- Inclusive representation: Promoting gender balance, regional diversity, and the inclusion of affected individuals to ensure the Convention's work reflects the full spectrum of stakeholders.

103. In 2024, four donor States contributed a combined CHF 53'683 to the Sponsorship Programme, supplemented by the CHF 51'319 carried over from previous years. This funding facilitated the participation of 20 delegates, including representatives from 16 States Parties, two signatories and two States not party.

104. While reforms marked a significant step forward, the ISU acknowledges that optimizing the Sponsorship Programme remains a work in progress. Balancing administrative simplicity with strategic targeting continues to pose operational challenges, particularly given fluctuating costs and evolving political priorities. Ongoing dialogue with States Parties, donors, and partners will be essential to refine criteria further, enhance transparency and ensure that the Programme remains an agile and effective tool for advancing implementation and for supporting- and advancing- the Convention's humanitarian objectives.

105. Looking ahead, the ISU remains committed to a transparent management of the Sponsorship Programme, highlighting its value as a strategic enabler of meaningful participation and to ensuring that sponsored engagement contributes directly to the CCM's implementation and universalization goals.

II. Financial Report

A. Summary

106. The financing of the ISU is governed by the principles of sustainability, predictability, and collective ownership, as articulated in the ISU Financial Procedures. In 2024, the ISU operated fully within the budget and work plan approved by the 11MSP, maintaining disciplined financial management while responding to emerging operational needs.

107. Despite operating within budget, the ISU continues to navigate a fragile financial landscape marked by uneven contributions and a structural reliance on voluntary ("excess contributions") funding. This situation underscores the importance of sustained political commitment and collective responsibility among States Parties to ensure the long-term viability of the Convention's implementation support mechanisms.

108. All ISU activities were conducted in accordance with the approved work plan and budget framework. Financial statements were audited in compliance with Swiss law, reflecting the ISU's commitment to transparency and accountability.

B. Overview of revenues and expenditures

109. The approved ISU budget for 2024 was CHF 477'724. Contributions received from 70 States Parties totalled CHF 463'192, slightly below the approved budget. The total expenditure for the year amounted to CHF 462'932 and was covered by a combination of contributions received and the Trust Funds opening balance of CHF 283'085, resulting in continued financial liquidity despite persistent funding gaps.

110. The CCM ISU Working Capital Reserve (WCR) remained stable at CHF 574'240, - exceeding the recommended reserve level of CHF 400'000 as reconfirmed at the Second Review Conference. Although no new contributions were received for the WCR in 2024, its current level provides a crucial buffer to safeguard ISU operations in the event of short-term cash flow interruptions.

111. The Sponsorship Programme was supported by contributions from four donor States totalling CHF 53'683 supplemented by CHF 51'319 carried over from 2023. Total expenditure for the Programme matched incoming contributions, facilitating the participation of 20 delegates.

112. On 31 December 2024, the CCM ISU Trust Fund held available funds of CHF 283'345, while the CCM ISU Sponsorship Programme account maintained a balance of approximately CHF 51'319. Both balances were carried forward into 2025 to ensure operational continuity.

113. The Audit reports dated 27 May 2025, covering the CCM ISU Trust Fund and the CCM Sponsorship Programme financial reports for the 2024 reporting year, were reviewed by independent external auditors, Mazars SA, and deemed compliant with Swiss law. In accordance with the Hosting Agreement, the reports were submitted to the 13MSP Presidency by the GICHD Director. As required, and on behalf of the President, the ISU transmitted the reports electronically on 25 July 2025 to all States Parties for their information and records.

C. Detailed 2024 Financial Report

1. ISU Trust fund

114. At the start of 2024, the ISU Trust Fund held a balance of CHF 283'085, most of which was carried forward since 2019. During the year under review, 70 out of 110 invoiced States Parties contributed CHF 463'192. This reflected an increase in the number of States Parties contributing compared to the previous year (59 in 2023). However, the total amount contributed was lower than the previous year (CHF 598'253 in 2023).

115. Total expenditure for the year amounted to CHF 462'932, CHF 14'792 below the approved budget of CHF 477'724.

116. Expenditures were adjusted throughout the year to accommodate emerging priorities and address resource constraints. The ISU's financial planning remained responsive and disciplined under the circumstances.

117. During the year under review, nine States Parties contributed a total of CHF 106'249 of excess contributions under category 7c of the financial procedures, covering the equivalent of 22 per cent of the 2024 budget. These contributions were made in addition to the assessed contributions under categories 7a and 7b by 69 States Parties, which included all but one of the nine 7c contributors. Specifically, one State Party contributed only under 7c, while another contributed only under 7a.

118. Despite broader outreach on the need for an increased participation of States Parties contributing to the obligatory categories, budget gaps persisted due to shortfalls in assessed contributions under categories 7a and 7b. To bridge these gaps, the ISU relied once again on voluntary category 7c contributions, which totalled CHF 106'249 and covered 22 per cent of the 2024 budget. This continued reliance on 7c contributions -intended for *strengthening* implementation rather than sustaining operations- reflects a structural imbalance in the current funding model.

119. The ISU notes with concern the divergent interpretations amongst States Parties regarding the nature of financial contributions to the ISU, which have led to underpayments that continue to undermine the predictability and stability of the Convention's support architecture.

Table 1.

2024 expenditure versus approved budget with explanatory notes

<i>ITEM</i>	<i>2024 Approved Budget (CHF)</i>	<i>2024 Actual Expenditure (CHF)</i>	<i>Notes on variance</i>
Salaries	348'103	334'537	Slightly lower than projected due to overestimated inflation forecasts.
Social charges	69'621	65'538	Actual rates lower than the 20 per cent estimate.
Communication	10'000	8'619	Cost effective vendor selection and increased use of electronic communication materials.
Staff travel	27'000	48	Travel minimized. Funds reallocated for emerging priorities.
Other implementation support costs	23'000	54'190	Increased investment in communications, planning, strategic outlook, operational efficiency and staff management processes.
TOTAL	477'724	462'932	

Salaries and social charges

120. The actual expenditure on salaries and social charges amounted to CHF 400'075, slightly lower than the budgeted CHF 417'724. This was primarily due to an overestimation of annual inflation rates and minor fluctuations in social charge rates, which are influenced by various external factors.

Communication

121. Communication expenses totalled CHF 8'619, lower than the budgeted CHF 10'000. Cost savings were achieved through the increased use of electronic formats for CCM-related materials and the selection of service providers offering more competitive rates. Additionally, the ISU continued to manage and update the Convention's website as a key communication platform, minimizing administrative costs.

Staff travel

122. Staff travel expenses were significantly lower than the budgeted CHF 27'000, with only CHF 48 spent. Travel was minimized to prioritize the reallocation of funds for emerging needs and challenges. As a result, the ISU relied more on virtual engagements and meetings in Geneva to maintain participation in key meetings and consultations.

Other implementation support costs: Strategic Reallocation of Funds

123. The significant increase under this budget line, which amounted to CHF 54'190, exceeding the approved CHF 23'000, reflects deliberate investment in long-overdue internal strengthening measures and compliance with States Parties mandates, as reflected in the Director's Terms of Reference. These included the engagement of:

- A communications consultant to enhance outreach and visibility.
- A strategic consultant to design an internal performance review framework aligned with the ISU's key result areas as defined by States Parties in 2015. The consultant also contributed to the planning and implementation of a Stakeholder Dialogue on key developments affecting the Convention, with outcomes translated into concrete follow-up actions endorsed by the 12MSP.

124. The travel budget was reallocated to cover these costs through a budget revision exercise, with assistance from the GICHD finance team. These efforts mark the beginning of more structured, strategically outcome-oriented, and results-based work under more transparent internal operational management, in line with international best practices and principles.

GICHD in-kind support

125. In 2024, under the 2014 Hosting Agreement, the ISU continued to benefit from in-kind support from Switzerland, contributed through the GICHD. This support included administrative, logistical, and infrastructure services, such as human resource and financial administration, IT, office space, travel services, and administrative support to the CCM Sponsorship Programme. This support, valued by the GICHD at CHF 102'062 in 2024, remains vital to the ISU's cost-efficiency and operational continuity.

126. In preparation for the Hosting Agreement Review,³ the ISU and the GICHD worked together to strengthen operational coordination and to clarify the scope of services and support under the Hosting Agreement. This signalled a renewed spirit of cooperation, with both institutions reinforcing their collaborative working relationship. Exchanges were conducted in a spirit of mutual support and with shared commitment to the principles set out in the Hosting Agreement.

127. During these dialogues, several practical matters were identified, relating to the alignment of current practices with the Hosting Agreement and the Directive adopted by States Parties at the Second Meeting of States Parties (2MSP).⁴ Solutions were agreed upon and implemented, and operational practices were adjusted as needed. No formal amendments to the Hosting Agreement are currently considered necessary.

128. Together with the GICHD, the ISU remains committed to ensuring that the Hosting Agreement is implemented in full alignment with the principles endorsed by States Parties at the 2MSP, namely independence, inclusiveness, transparency, efficiency, accountability, and effectiveness. The ISU values constructive cooperation with the GICHD in areas where institutional roles intersect and welcomes its efforts to ensure compliance with applicable host country legal requirements. It was reaffirmed during the reporting period that the ISU operates under its own governance framework, and that any developments related to GICHD's internal procedures do not affect the ISU's institutional or financial independence.

129. The CCM's two Trust Funds, while under the full oversight and approval of the Meetings of States Parties, are administered by the GICHD in accordance with its internal control systems. Thus far, all financial reports of the ISU have been deemed compliant with Swiss laws and regulations.

Additional contributions under category 7c of the ISU financial procedures

130. In 2024, nine States Parties collectively contributed CHF 106'249 under category 7c, covering approximately 23 per cent of total expenses. Of the nine, eight States Parties provided contributions under all three categories (7a, 7b and 7c), while one State Party contributed only under category 7c.

131. As highlighted above, these contributions, while critical to the strengthening of the implementation work under the Convention, are increasingly used to cover core operational

³ CCM/MSP/2024/11

⁴ CCM/MSP/2011/WP.9

gaps, a practice that threatens to erode their intended function as catalytic support for implementation.

132. Lastly, it is important to note that, unlike all other ISUs, to date, the CCM ISU does not receive funding from large-scale external donor entities, making it wholly reliant on States Parties' contributions. Sustained and increased support remains essential to ensure the ISU's effective functioning and the successful implementation of the Convention.

Table 2.

Category 7c contributions in 2024

2024 VOLUNTARY CONTRIBUTIONS (category 7c of the ISU financial procedures)

Contributions	Australia	5 723
	Burundi	11
	France	7 371
	Iceland	417
	Ireland	14 103
	Italy	5 695
	Japan	4 826
	Sweden	31 350
	Switzerland	36 753
Total		106 249

2. ISU Working Capital Reserve

133. The Working Capital Reserve (WCR) remained unchanged in 2024 at CHF 574'240 as of 31 December 2024, providing financial stability well above the agreed reserve threshold of CHF 400'000. This surplus ensures continuity of operations for a full year in the face of temporary liquidity constraints. However, the absence of new contributions to the WCR since 2023 signals the need for renewed attention to safeguarding this critical reserve.

3. CCM Sponsorship Programme

134. The ISU continued to manage the Sponsorship Programme to ensure broad and meaningful participation in the 12MSP. In 2024, four donor States contributed a combined CHF 53'683 to the Programme, supplemented by the CHF 51'319 carried over from previous years. The total available funding for 2024 amounted to CHF 105'001 with expenditures matching new contributions.

135. A total of 20 delegates were supported, including representatives from 16 States Parties, two signatories and two States not party that had expressed sustained interest in the CCM. One State Party did not utilize their sponsored travel, and corresponding funds were retained. The balance of CHF 51'319 will be carried over into 2025.

Table 3.

2024 CCM Sponsorship Programme expenditures and revenues

<i>EXPENDITURES</i>		<i>2024 Account (CHF)</i>
Detailed Expenses	Travel costs	53 488
	General & admin. expenses	195
Total Expenditures		53 683
<i>REVENUES</i>		
Contributions		
	Australia	8 574
	Canada	28 933
	Norway	
	Switzerland	7 717
		8 459
Total Contributions		53 683
Contributions deferred from 2023		51 319
Total Revenues		105 001
Contributions deferred to 2024		51 319

136. The 2024 financial year underscored both the ISU's capacity to manage resources responsibly and the persistent structural vulnerabilities in the Convention's funding model. Despite operating within budget and maintaining liquidity, the ISU remained reliant on voluntary category 7c contributions to compensate for recurring gaps in assessed funding. This dynamic continues to determine the sustainability and predictability of the ISU's financing, with implications for long-term planning and implementation support. At the same time, the year marked a deliberate shift in how financial resources were used, with strategic reallocations toward internal strengthening, communications, and results-based management. These steps reflect the ISU's commitment to maximizing impact within available means, and to build a more resilient, accountable, and transparent institutional platform in service of the Convention and its States Parties.

III. Institutional outlook and final reflections

137. In 2024, the ISU continued its purposeful transition from a primarily administrative support unit to a more strategically engaged institutional actor, better equipped to facilitate implementation, foster institutional coherence, and reinforce the humanitarian mission of the Convention. This evolution has taken place against the backdrop of a complex international environment, where disarmament norms are under growing pressure, and expectations placed on the ISU have steadily increased.

138. The year was marked by both significant progress and enduring structural challenges. Financial fragility, persistent underpayment of assessed contributions, and over-reliance on voluntary funding (category 7c) underscored long-standing vulnerabilities that limit predictability and hinder long-term planning. In parallel, normative pressures, including the Convention's first-ever notification of withdrawal, have demanded sharper political engagement, clearer messaging, and agile institutional responses.

139. These dual challenges -structural and normative- are deeply interconnected. Together, they have underscored the importance of institutional introspection and reform aimed at ensuring that the ISU remains both effective and resilient in navigating a shifting geopolitical landscape.

140. In response, the ISU undertook targeted strengthening measures in 2024. These included introducing a more strategic outlook and horizon scanning, translating these into concrete and actionable work, new internal processes, engaging external expertise in communications and strategic management, and recalibrating the Sponsorship Programme to align resources more closely with implementation priorities. Despite being listed as essential for its operations in the original Terms of Reference of the ISU, many of these initiatives were adopted for the first time since the ISU's establishment, reflecting a deliberate shift toward the results-driven, more strategic approach outlined from the outset by States Parties. These reforms are therefore neither improvised nor externally imposed; but taken transparently in close consultation with the former and current Presidencies and as informed to the Coordination Committee and relevant partners.

141. While substantial progress has been made, the ISU recognizes that its institutional transformation remains a work in progress. Ensuring that these reforms are fully embedded into operational practice, and that the ISU's evolving role is understood and supported by States Parties and its staff, will require continued dialogue and collective ownership.

142. Throughout this period of transition, the ISU has remained committed to the principles of professionalism, transparency, and responsiveness. Its efforts in 2024 reflect a commitment to fostering ownership of the Convention and strengthening the global norms that underpin it.

143. Looking ahead, the ISU remains steadfast in its commitment to its core mandates. Yet, it is increasingly clear that the Unit's capacity to deliver sustained support will depend not only on internal reforms, but also on a shared understanding among States Parties that implementation is not static, and that effective implementation requires more than administrative continuity, it demands strategic orientation and sustained investment -both political and financial- in the Convention's institutional architecture.

144. The ISU will continue to serve with professionalism, resolve, and integrity, determined to uphold the Convention's humanitarian purpose and to ensure that its institutional core remains credible and resilient in the face of ongoing challenges.

145. The choices that States Parties make in the coming years, particularly as the Convention approaches the Third Review Conference, will be critical in shaping the future of the CCM and the ISU's ability to fulfil its vital role.
