

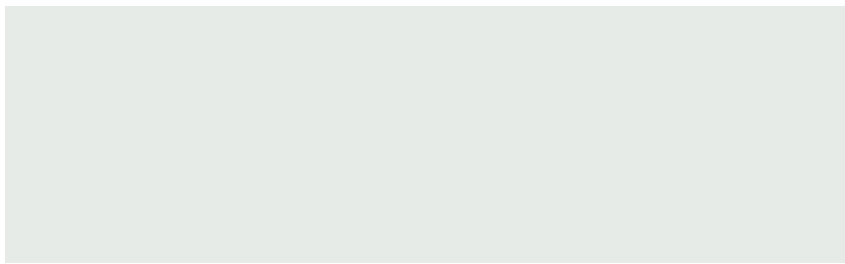


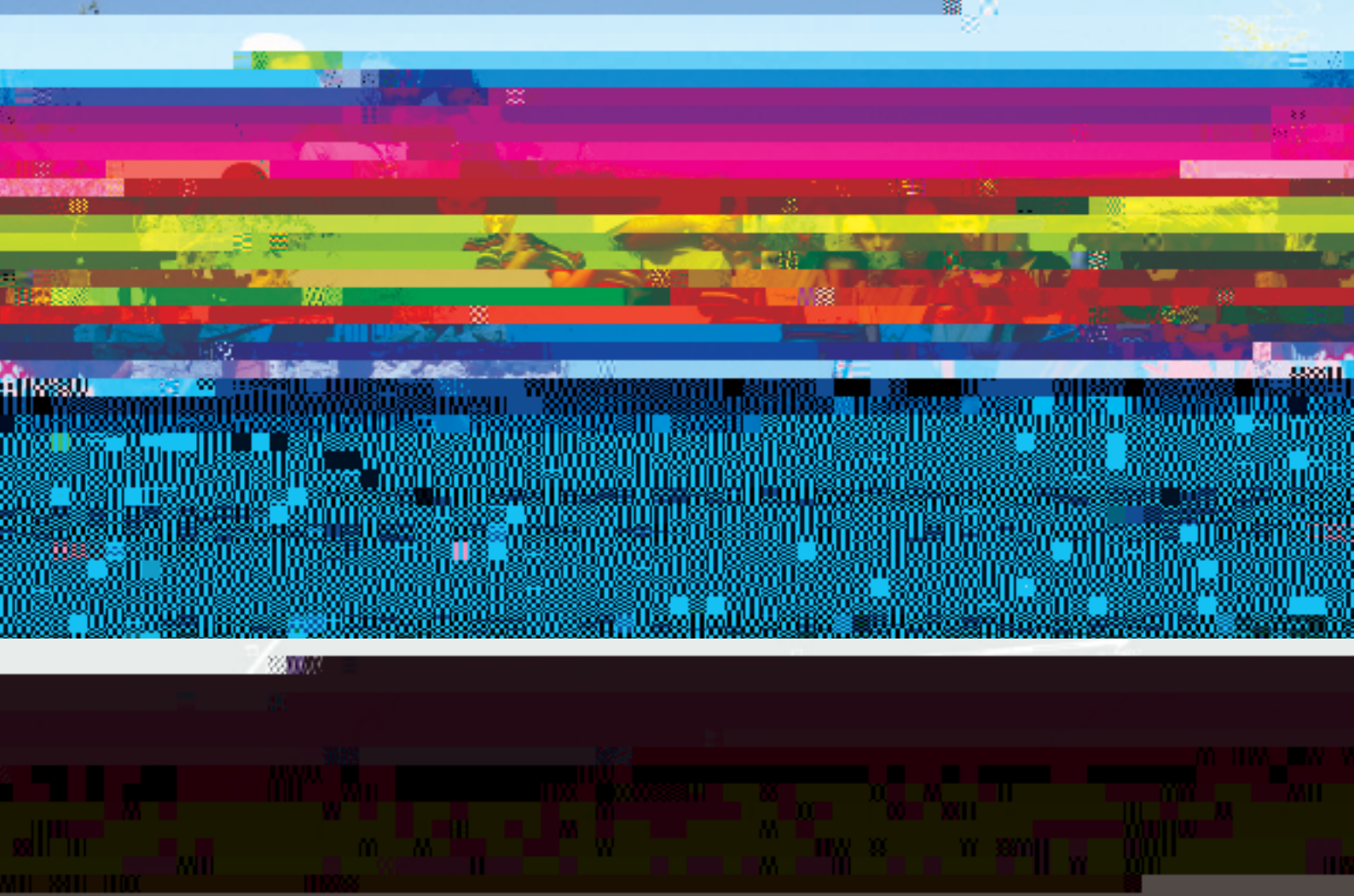
THE

TR

2021-2025

ABOUT HALO	3
INTRODUCTION	4
CHALLENGES	6
OUR APPROACH	10
HOW WE WORK	14
VALUES	15
OUR PEOPLE	16



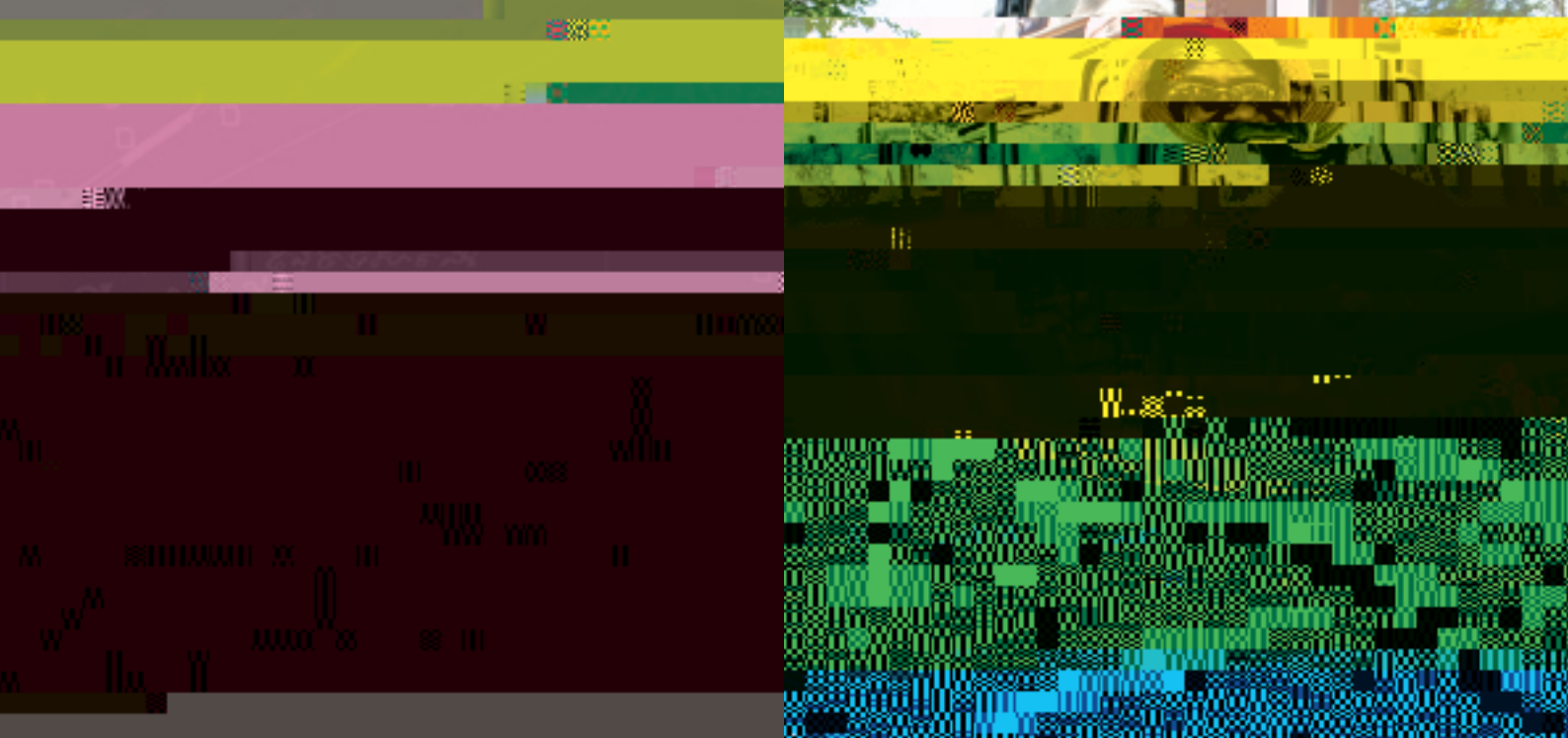


Conflict is a primary cause of human suffering and poverty. It has the power to create regional instability and reverse decades of development long after war has come to an end. In 2020 more than one per cent of the world's population was displaced as a result of conflict and insecurity. By 2030 it is estimated that over 620 million people, 80 per cent of the world's poorest, will live in unstable and insecure conditions. These are the people HALO seeks to serve.

The changing character of war poses new challenges. Where it was once undertaken by regular armed forces equipped with an escalating array of weaponry, now unconventional warfare is routine. This results in complex conflicts, often in crowded urban settings, and brings with it severe humanitarian consequences.

Tensions and grievances are exacerbated by the contest for resources. This battle is now increasingly prominent, sharpened by rapidly expanding populations, climate change and strain on public health systems, exacerbated by COVID-19. In this complex environment, protecting people and building resilience to other shocks, is as important as ending conflict.





Over the next four years we will adapt to the changing global context. While there are many challenges that can affect our work, the following are the issues that we will primarily aim to address. New thinking and continued momentum will be needed to ensure a lasting and positive impact on those we serve.

Removing landmines, improvised explosive devices and other explosive remnants of war for good remains at the forefront of our strategy. Since 1988 HALO has seen places such as Mozambique and Abkhazia become landmine free. However, in 2020, 59 countries and territories remain contaminated by landmines, 33 of which have targets to be landmine free under the Anti-Personnel Mine Ban Convention<sup>2</sup>. In 2019, the Convention's members recommit ed to the ambition to be free of landmines by 2025. While some countries such as Sri Lanka are on track to achieve this target, and others such as Angola and Cambodia have a clear plan to complete, many countries will require additional funding and impetus to meet the deadline.

As a founding member of the Landmine Free 2025 campaign, HALO advocates increased funding for mine clearance so that people can live free from landmines. The campaign estimates that funding for mine action currently

only accounts for 0.4 per cent of Official Development Assistance. An additional £1 billion is required if countries with so-called 'legacy' contamination are to reach their clearance goals<sup>3</sup>. This will require a new approach to







Every year, armed violence kills over half a million people worldwide, a number that has been growing for the last two decades<sup>6</sup>. The majority of these killings happen in Central and South America and the Caribbean. If this sharp rise were not made to stop, the trend, it is estimated that there could be over 600,000 lethal shootings in total by 2030. Combat-related violence requires services for 100 million people at community level from health care, shelter and education and other protection measures of different UN agencies. We are well placed to reduce conflict at a

community level, but require support to scale up their interventions and ensure they have a lasting effect.



#### WHAT DO WE DO?

Clearing landmines and improvised explosive devices remains at the heart of what we do. We also deal with unexploded ordnance from bullets and grenades to aircraft bombs, and educate communities to keep them safe. In addition, we create safe weapons and small arms storage systems. As the nature of conflict changes, with more fighting in towns and cities and climate-driven displacement of people, we are changing our priorities toward the new threats.

#### WHO DO WE WORK WITH?

We help communities that are often forgotten once the fighting has ended. To achieve our goals, we work closely with host governments, other mine action organisations, humanitarian and development partners and the private sector. Our work would not be possible without the commitment of government donors, private foundations and support from the public. We will continue to broaden our partnerships, working with others to address the wider humanitarian and development needs of communities affected by weapons, mines and other explosive debris.

#### HOW DO WE RAISE AWARENESS?

We believe that everyone should be aware of the problem that remains. As the world's largest mine clearance organisation, we will act as a 'thought leader' in the sector and beyond, building the case for controlling the weapons that cause so much human suffering. Through work with donor governments, host countries and the public we will generate political will, and raise awareness and support for the work we do. We will continue to influence the mine action sector and hold governments to account to ensure that promises to rid countries of landmines are kept.

#### WHERE WILL WE BE IN 2025?

By 2025, with the support of our donors and partners, we will have enabled several countries to become landmine free. Other countries will be significantly closer to being mine-free. We will have started working in new countries and increased our skills and capabilities to respond to new threats and changing humanitarian needs. The needs of people affected by conflict will be at the centre of everything we do.





**KEY OBJECTIVES:**

Work with local people to understand their broader needs and develop projects that magnify the impact of our clearance work

---

Work with partners to develop projects that improve livelihoods,



#### LEADERSHIP AND ADVOCACY

We seek to influence change among governments and multi-lateral institutions to enhance the impact of our sector. We seek to mobilise governments and increase political support at the national and international level, drawing on innovations from other sectors. HALO is committed to developing mine action standards and practices that will benefit







## TRANSFORMATION

To deliver this Strategy we will continue to build a culture based on our values and our investment in all our staff. By employing and training local women and men, HALO helps people rebuild their lives. Across our workforce, 98 per cent of our staff come from the communities we serve. As part of our Strategy we will provide training in all our programmes to ensure our staff invest in HALO for the

long-term and have a valued career with us with clear development and progression routes.

We will listen to our staff, address their concerns, consider their ideas and improve our employee engagement. We are committed to safeguarding and promoting the wellbeing of our staff and beneficiaries everywhere we work.

## DIVERSITY

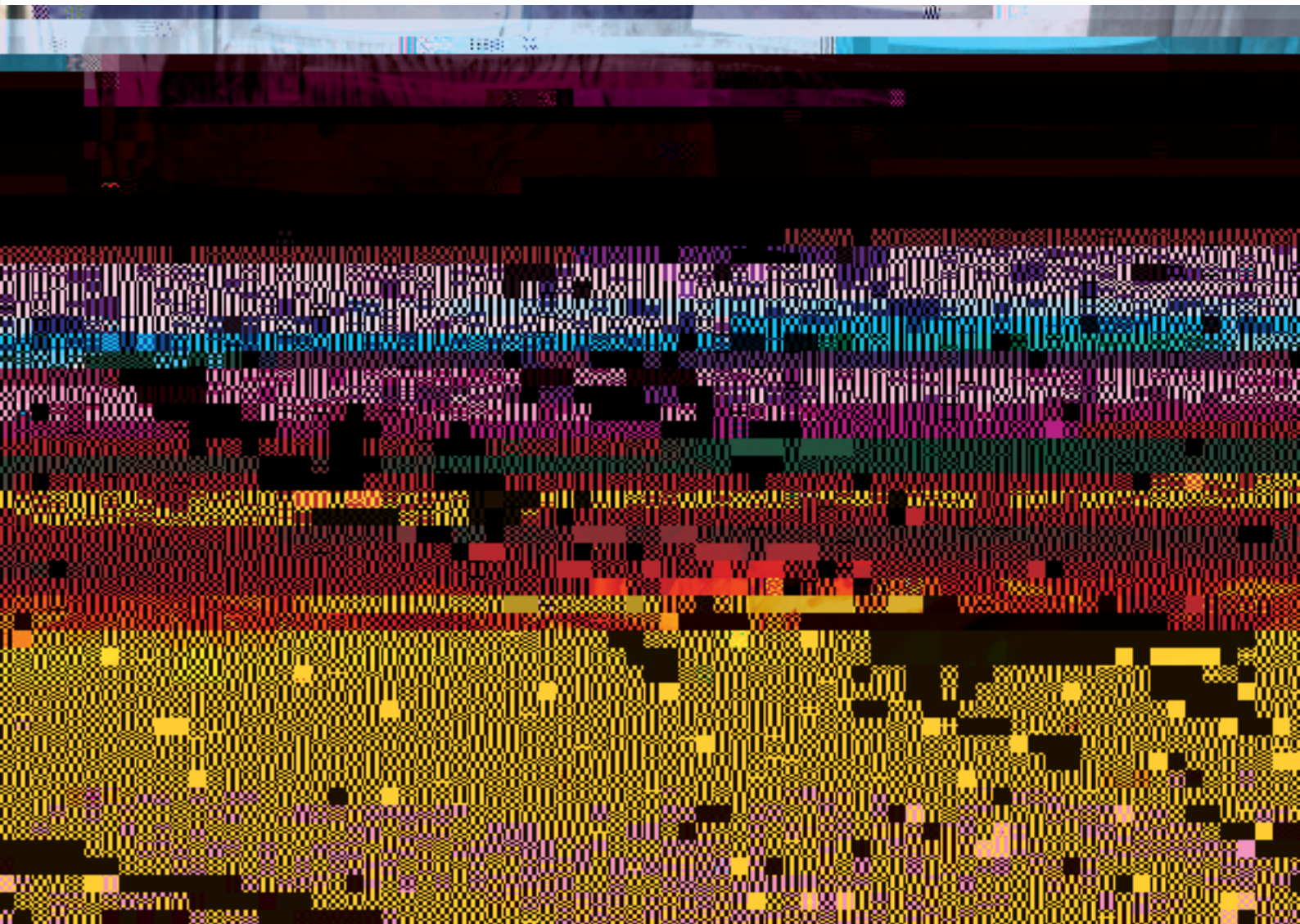
We recognise that a diverse workforce brings a wider pool of talent, experience and ideas and will help develop our international outlook. Diversity strengthens our understanding of the contexts in which we work and so benefits our operations. Diverse teams work better and come up with more innovative solutions. We will foster a culture that promotes equality of opportunity, values diversity and in which the rights and dignity of all staff are respected.

Beyond our workforce, we recognise that our work does not happen in a vacuum, and that in the contexts we work there are inequalities between women, girls, boys and men as well as different groups in society. We commit to

ensuring that the contributions, concerns and needs of all members of affected communities are acknowledged and addressed without bias.

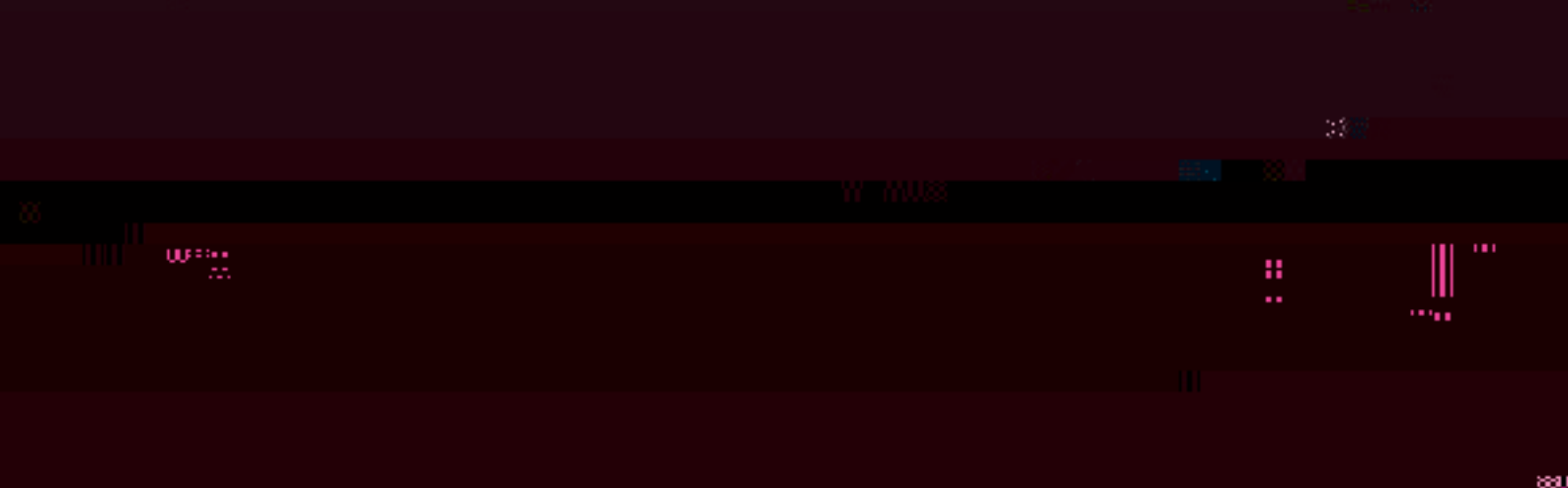
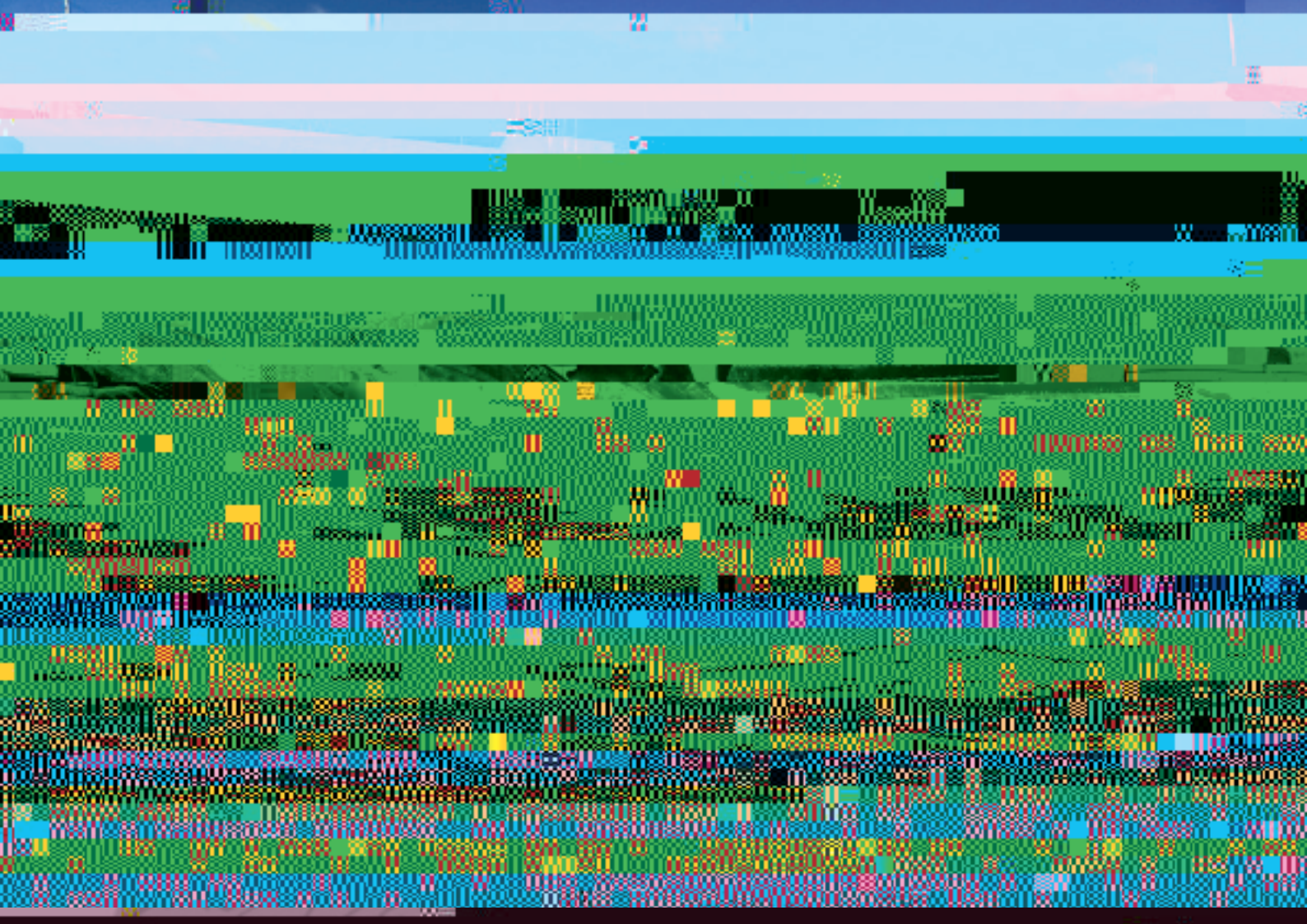
During the next four years we will continue our commitment to attaining a gender balance in our workforce, achieving this balance will be at the forefront of our recruitment and training.

HALO will strive to increase diversity at all levels of the organisation. Within that commitment to diversity, HALO will maintain its spirit of adventure, courage in the face of adversity and determination to help those most in need.









THE HALO TRUST, CARRONFOOT THORNHILL, DUMFRIES, DG3 5BF

The HALO Trust is a company limited by guarantee.  
Registered in England No. 2228587.  
Registered Charity No. 1001813 and (in Scotland) SC037870.  
Registered O