



OUTLOOK REPORT 2026



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Outlook Report 2026, Geneva November 2025 © GICHD

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Cover: Land release training, Syria, 2025 © Kareem Hallak

LIST OF ABBREVIATIONS

APMBC	Anti-Personnel Mine Ban Convention	IMAS	International Mine Action Standards
CCM	Convention on Cluster Munitions	IMSMA	Information Management System for Mine Action
EORE	Explosive ordnance risk education	ISU	Implementation Support Unit
GDEI	Gender, diversity, equality, and inclusion	LMAC	Lebanon Mine Action Center
GICHD	Geneva International Centre for Humanitarian Demining	NMAC	National Mine Action Centre
IATG	International Ammunition Technical Guidelines	SDGs	Sustainable Development Goals
IM	Information management	WPS	Women, Peace and Security (agenda)

EXECUTIVE SUMMARY

The Geneva International Centre for Humanitarian Demining (GICHD) works to reduce risks to communities stemming from explosive ordnance. 2026 will be a crucial year for our Centre. It will be the final year of our current 2023-2026 Strategy. It will also be the year in which the Centre becomes more “geographical” – meaning that we will focus even more on supporting affected countries and/or territories and their institutions directly.

The GICHD will continue to develop and professionalize explosive ordnance risk reduction for the benefit of the civilian population. Through the generous financial support from 18 donors, we will be able to support partners in more than 35 countries and/or territories in 2026. In each context, the GICHD tailors its approach to the realities on the ground and upholds the principle of ‘do no harm’.

This Outlook Report sets out how the GICHD intends to advance the five outcomes of its four-year Strategy in 2026. The report exemplifies our

engagement in explosive ordnance risk reduction by describing planned activities in five specific contexts in greater detail: Jordan, Lebanon, Sri Lanka, Syria and Ukraine. Two new thematic areas of our engagement will be outlined specifically, namely our work on innovative finance in mine action and on innovation – a notion which, for us, implies technological innovation as well as more efficient processes.

In line with its traditional role, the GICHD will continue to support both the mine action-related Ottawa and Oslo Convention and broader multilateral processes on conventional arms and ammunition, by bringing field evidence and expertise to the forums where norms are developed, and their implementation is monitored. In its operations, the Centre will continue to rely on a tailor-made results-based management system which measures progress against its objectives and outcomes and guides its planning. The Centre has been implementing this system since 2015 and is continuously refining it.

“In mine action, innovation means efficiency, and efficiency means saving more lives.”

I assumed my function in August 2024 and remain deeply impressed by the expertise and commitment of the GICHD team. I am grateful to all our donors who allow us to maintain the current level of engagement and the size of our organization in a very challenging time for the humanitarian sector. It is this support as well as the curiosity of the donors in our work which allows us to maintain and constantly improve our operations. One of our core principles is to avoid creating dependency. Instead, we want to enable affected countries and/or territories to take the lead in addressing the problem of anti-personnel landmines and other explosive ordnance as safely and efficiently as possible – through sustainable and highly competent institutions, tailor-made legislation and national strategies, state of art standards and strong local capacities.



Ambassador Tobias Privitelli
GICHD Director

THE STRATEGY AND THE GICHD PILLARS

Since 2023, the start of the GICHD's current strategic period, the global landscape for mine action and ammunition management has continued to deteriorate. Conflicts in places such as Gaza, Sudan, and Ukraine have emerged and intensified, leading to new human needs and massive contamination from landmines, cluster munitions and other explosive ordnance. People displaced from their homes in countries such as Syria face deadly risks from explosive remnants of war when they seek to return. The use of cluster munitions and anti-personnel mines has re-emerged in several contexts, civilian casualties from explosive ordnance have unfortunately risen, and the risks posed by unsafe and insecurely managed conventional ammunition stockpiles remain significant.

It is against this backdrop that the GICHD enters the final year of its 2023–2026 Strategy. In 2026, the GICHD will continue to implement its Strategy in ways that reflect the realities of its partners and the changing contexts in which they operate.

The GICHD has a vision of a world free from the risks posed by all types of explosive ordnance. To achieve this vision, the GICHD works with partners at all levels to establish the foundations for effective explosive ordnance risk reduction. The Centre promotes approaches that are:



Tailored and nationally owned, to respond to specific contexts and strengthen national leadership;



Innovative, to adapt to evolving challenges and make use of new tools, methods and technologies;



Sustainable, to ensure that progress endures over time and is aligned with development priorities.

The GICHD Strategy is structured around three interconnected pillars, all supported by a system of monitoring and evaluation, helping the GICHD measure progress, assess results and inform strategic decision-making:



Theory of Change – defines the Centre's purpose, the impact it aims to achieve, and the strategic objectives and outcomes guiding its work;



Financial pillar – sets priorities to strengthen financial sustainability and ensure efficient, transparent resource management;



Institutional pillar – describes how the Centre adapts its structures and processes to remain fit for purpose and aligned with its core values.



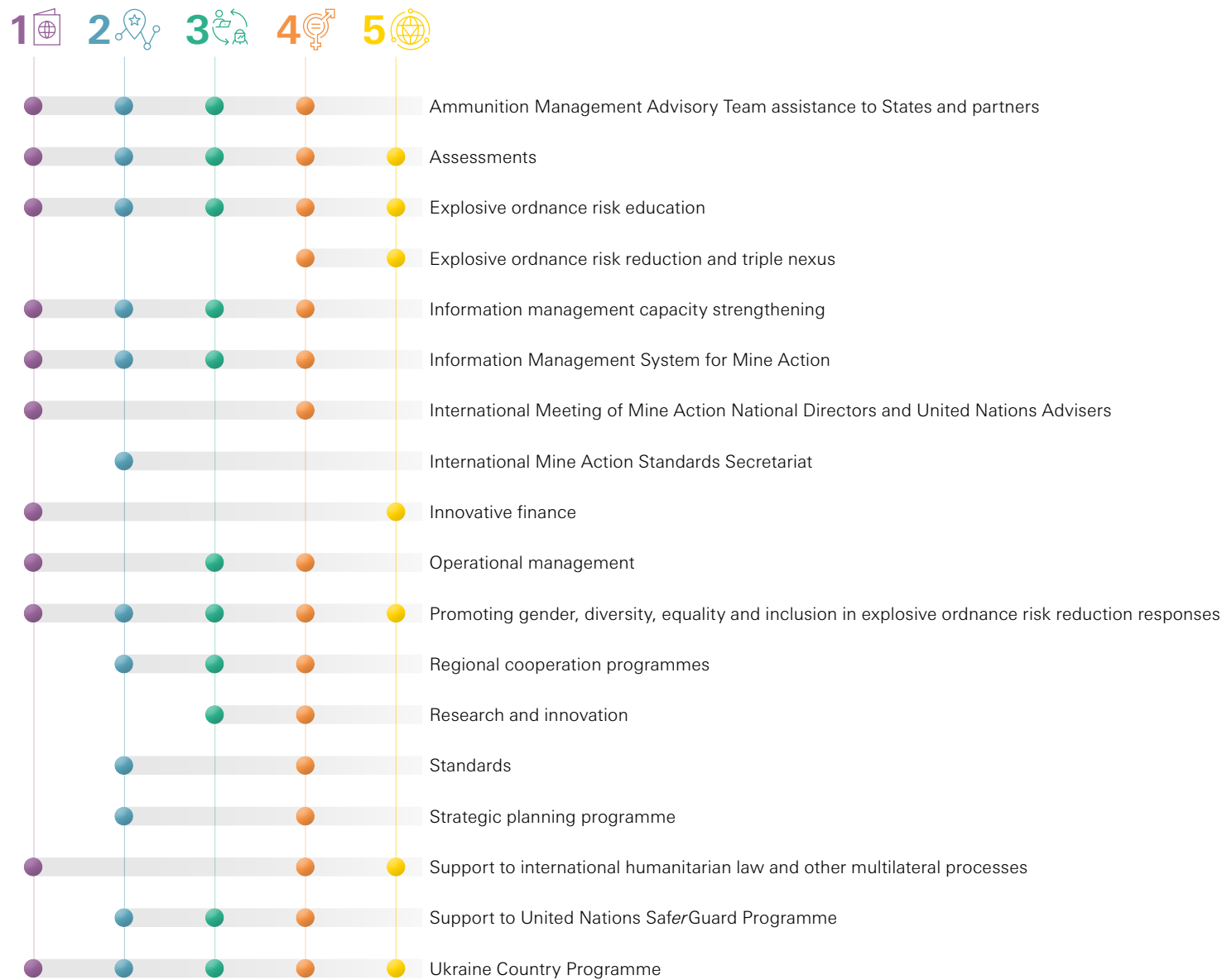
Visit of Federal Councillor Martin Pfister at the GICHD offices, 2025 © GICHD

Partnerships remain central to the GICHD's approach. The Centre works closely with national and local authorities, donors, the United Nations, international and regional organizations, non-governmental organizations, the private sector and with academia. In recent years, the GICHD has further strengthened collaboration across International Geneva and the Maison de la Paix to foster greater coherence among humanitarian, development, disarmament, peace and security efforts.

I. OVERVIEW BY OUTCOME



2026 PROJECT PORTFOLIO



1

Multilateral processes are informed by evidence and supported by expert advice

2

National responses are framed by strategies, regulated by up-to-date standards, and enabled by information management

3

Operations are implemented safely, effectively, and efficiently

4

Gender and diversity are mainstreamed, and equality and inclusion promoted in explosive ordnance risk reduction (EORR)

5

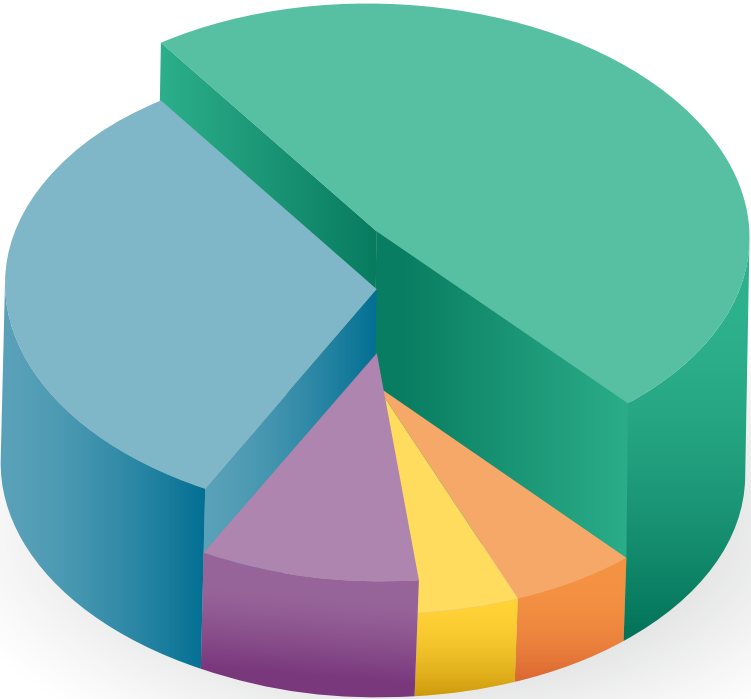
The impact of explosive ordnance risk reduction is enhanced through connections with global agendas

FINANCIAL OVERVIEW

BUDGET BY OUTCOME

The variation in financial resources depends on the nature of the activity in each outcome. In all five outcomes, the costs include organizing and delivering seminars, meetings and training courses, as well as workshops worldwide, conducting research and developing publications. Outcomes 2 and 3 entail costs related to developing and maintaining software and tools which increase total expenditure levels. All outcomes include costs related to overheads and travel. Furthermore, the costs related to the GICHD's governance, directorate, facilities, communications, grant management, learning unit, and results-based management are distributed proportionately across all outcomes.

TOTAL
23,129,140



1  2,224,633

Multilateral processes are informed by evidence and supported by expert advice

2  7,518,465

National responses are framed by strategies, regulated by up-to-date standards, and enabled by information management

3  11,136,533

Operations are implemented safely, effectively, and efficiently

4  1,249,722

Gender and diversity are mainstreamed, and equality and inclusion promoted in explosive ordnance risk reduction

5  999,787

The impact of explosive ordnance risk reduction is enhanced through connections with global agendas

ALLOCATION OF DONORS' CONTRIBUTIONS



Multilateral processes are informed by evidence and supported by expert advice



National responses are framed by strategies, regulated by up-to-date standards, and enabled by information management



Operations are implemented safely, effectively, and efficiently



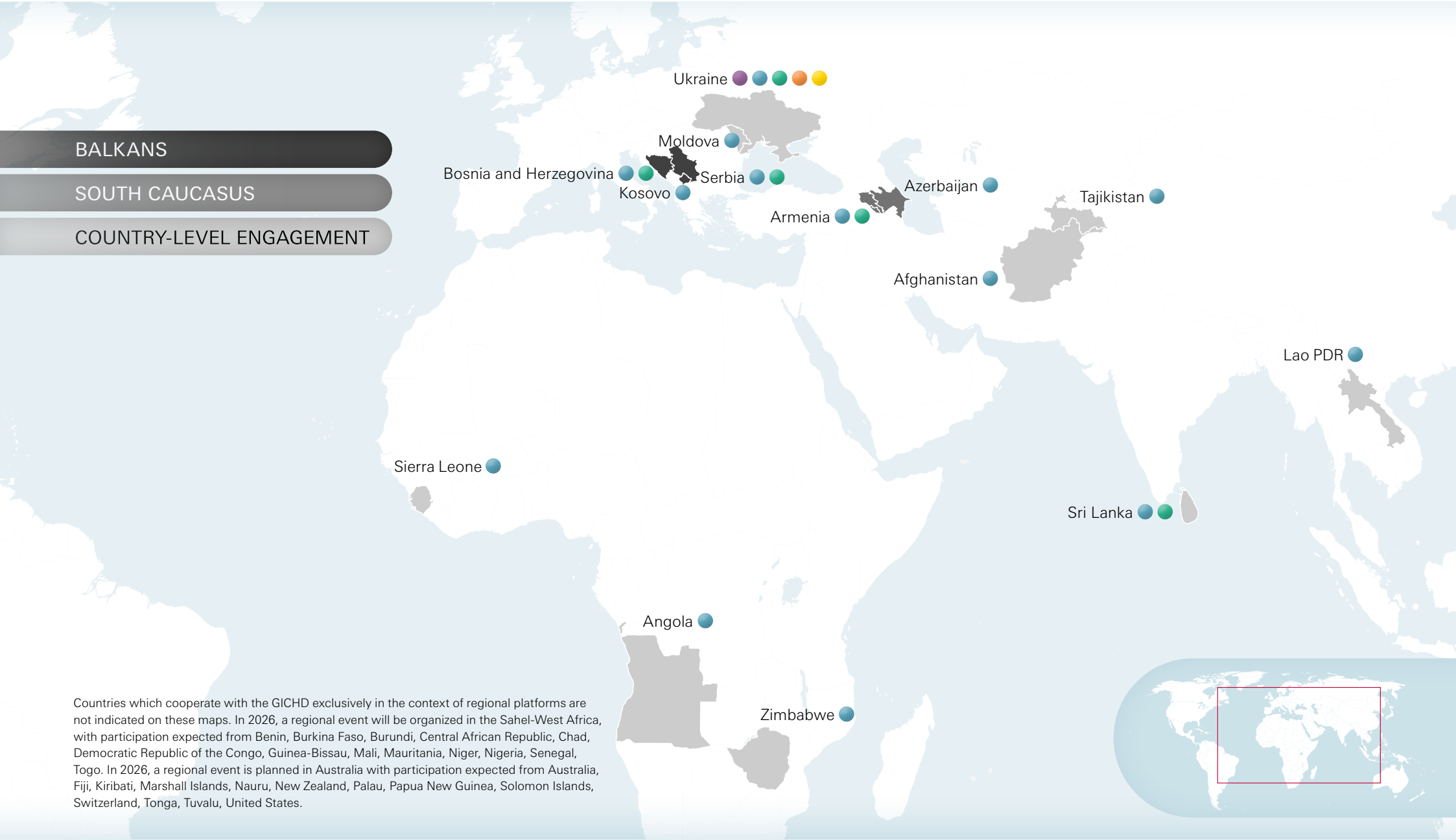
Gender and diversity are mainstreamed, and equality and inclusion promoted in explosive ordnance risk reduction



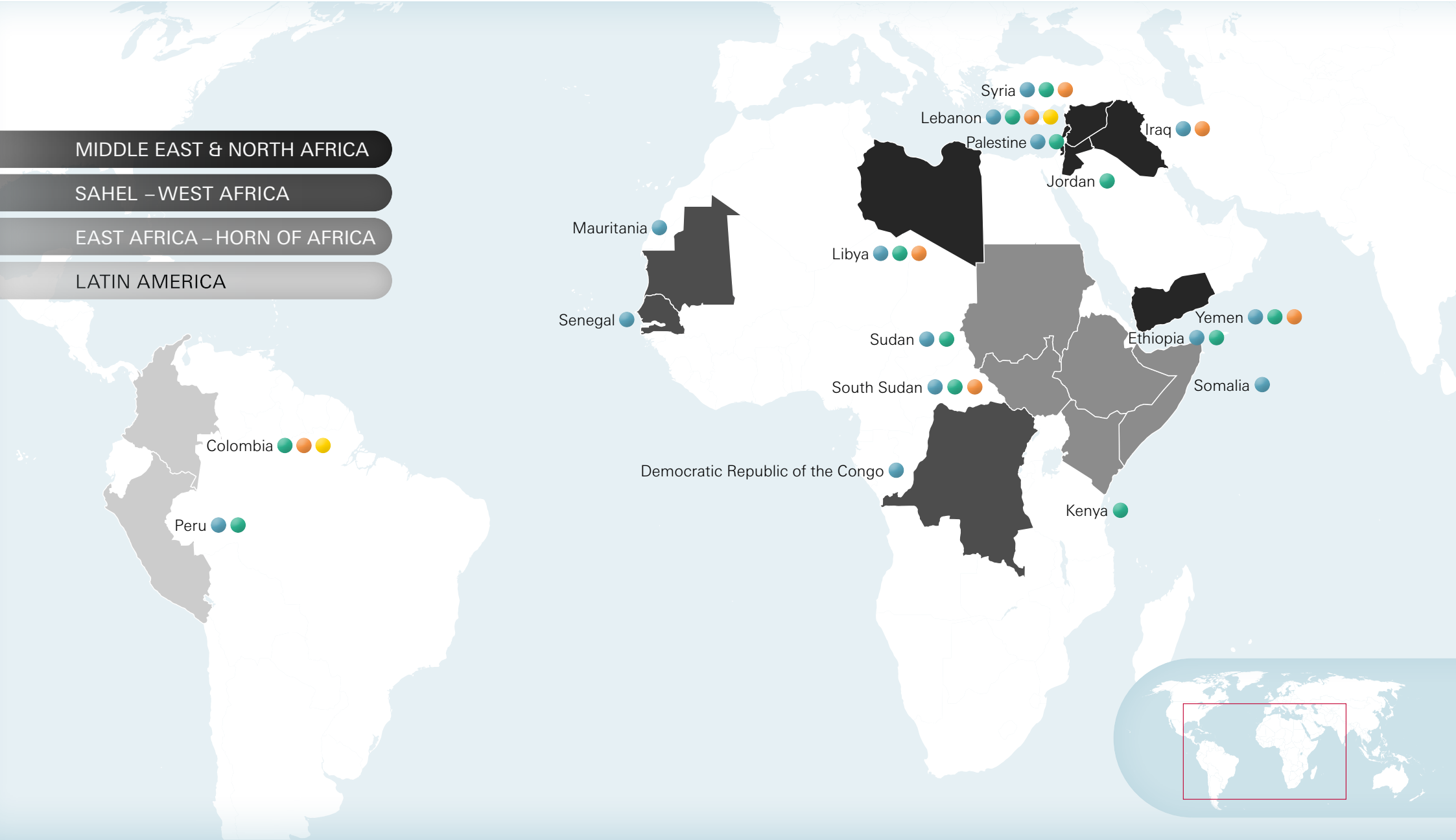
The impact of explosive ordnance risk reduction is enhanced through connections with global agendas



WHERE WE WORK



WHERE WE WORK





II. PLANNING BY OUTCOME





Multilateral processes are informed by evidence and supported by expert advice

The GICHD provides substantive inputs and advice to help ground informed discussions and evidence-based decisions in multilateral processes guiding explosive ordnance risk reduction.

In 2026, the Centre will support the Anti-Personnel Mine Ban Convention (APMBC), the Convention on Cluster Munitions (CCM), the Convention on Certain Conventional Weapons (CCW) and the implementation and follow-up process of the United Nations Global Framework for Through-life Conventional Ammunition Management (GFA). To support preparations for the CCM Third Review Conference (Vientiane, Lao PDR), we will organize thematic briefings with the CCM Implementation Support Unit (ISU), contribute suggestions for the new action plan and publish two thematic issue briefs. Technical support on explosive ordnance risk education (EORE) and gender, diversity, equality, and inclusion will be provided across the three Conventions, both individually and through the EORE Advisory Group and the Conventions' Gender and Diversity in Mine Action Working Group. Other interventions in the framework of conventional arms and ammunition include engagement in regional meetings organized by the United Nations Office for Disarmament Affairs – to contribute to operationalizing the framework's objectives. We will also make presentations on the Global Framework

and its relevance at multilateral arms control events and support national and regional partners in contextualising and integrating the Framework's objectives into their own regional priorities and programmes.

To strengthen knowledge of relevant international frameworks, we will launch an e-learning course on international obligations related to landmines, cluster munitions and other explosive ordnance, developed in cooperation with the APMBC and CCM ISUs and the International Committee of the Red Cross. We will continue to provide logistical support to the Conventions by hosting the APMBC and CCM ISUs, managing the sponsorship programmes and organizing the APMBC Intersessional Meetings. When it comes to the Declaration on Explosive Weapons in Populated Areas (EWIPA), the Centre will increase its engagement to foster greater integration between risk education and conflict preparedness and protection.

Against our innovative financial efforts, we will lead the conceptual, governance, and operational design of the International Finance Facility for Mine Action, a new international funding mechanism. Finally, the GICHD will organize and host, together with the United Nations Mine Action Service, the yearly meeting of International Mine Action National Directors and United Nations Advisors (NDM-UN).

9 multilateral processes informed/ supported to develop and implement legal and political commitments

APMBC, Arms Trade Treaty, CCM, CCW, EWIPA, GFA, Nairobi Protocol, NDM-UN, UN Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons

6 APMBC-CCM extension requests reflect the GICHD's inputs

10 interventions in official meetings delivered

15 references to the GICHD's substantive support and 4 references to logistical support



National responses are framed by strategies, regulated by up-to-date standards, and enabled by information management

The GICHD supports countries/territories in managing their own strategies, standards and information management (IM) systems towards enabling more effective, efficient and sustainable national responses. All our efforts are underpinned by facilitating knowledge exchange regionally.

Strategic planning in 2026 includes support to national authorities with their mine action and ammunition management strategies across nine countries/territories. Consultative strategic planning processes that focus on context analysis with stakeholders will ensure that diverse priorities are reflected, that strategies and their theory of change are context specific and aligned with best practices. We will deliver global training on national mine action standards whilst offering support to Lebanon, Libya and Syria, including by conducting a context analysis. In Gaza, the Centre will focus on developing technical standards and guidelines on explosive ordnance risk education (EORE) in collaboration with the EORE and conflict preparedness and protection technical working groups.

The Centre will provide its long-standing Secretariat services to the International Mine Action Standards (IMAS) Review Board, IMAS Steering Group and the United Nations SaferGuard Programme as well as the Technical Review Board of the International

Ammunition Technical Guidelines (IATG). Within the framework of the IMAS Review Board work plan 2025–2026, we will continue to have an active role in the development of new Test and Evaluation Protocols and IMAS, including through the technical working groups. In parallel, within the framework of the IATG work plan 2025–2026, the Centre will lead the technical working group on stockpile management and support the technical working group on supply chain security. We will also contribute to the update of key IATG modules and support the delivery of IATG training courses, in cooperation with the United Nations Office for Disarmament Affairs.

In 2026 we will continue to enhance national IM capacities by delivering three global Information Management System for Mine Action (IMSMA) Core training courses. In parallel, we will deliver a regional workshop for South-East Asia, in partnership with the Association of Southeast Asian Nations (ASEAN) Regional Mine Action Centre in Cambodia, as well as national training courses in Ethiopia and Somalia. The Centre will also continue to offer the self-paced IM e-learning modules to ensure access to learning opportunities. Our support will include offering technical expertise related to IMSMA Core upgrades in more than 15 countries while sustaining more than 27 IM system licences at the national level. Finally, the Centre will further develop the Ammunition Inventory Management System, and Surveillance Information Management System, for implementation in Bosnia and Herzegovina and Moldova.

7 strategies developed

Lebanon, Moldova, Peru, Sierra Leone, Sudan, Syria, Ukraine

2 strategies launched

Libya, Yemen

4 strategies implemented

Libya, Sri Lanka, Ukraine, Yemen

9 IMAS and 8 NMAS developed/revised across Gaza, Lebanon, Libya, Syria

42 IATG modules developed/revised

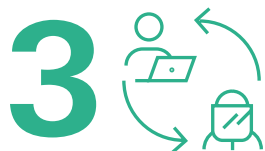
1 national ammunition standard revised

Peru

3 countries/territories with IM capacities improved

4 new countries/territories established IMSMA

Afghanistan, Iraq, Mauritania, Vietnam



Operations are implemented safely, effectively and efficiently

The GICHD remains determined in its commitment to supporting national authorities in addressing their unique operational challenges and enhancing their capacity through training, research, and innovation. Our regional and national efforts align with global trends towards localized and sustainable responses.

The key goal is to improve and support the long-term mine action and ammunition management operations of countries/territories whilst joining regional and national efforts in reducing risks by explosive ordnance through research and innovation.

Building on the work of previous years, in 2026 the Centre will deliver several training courses on the topics of ammunition management, quality management, land release, and non-technical survey, across Ethiopia, Jordan, Libya and Yemen. The Centre will deliver two of its flagship training events under our Francophone Regional Programme. A regional mine action managers course will be delivered in Syria for West and Central Africa, and a regional Training of Trainers course on explosive ordnance risk education (EORE) will be delivered in Benin for the Sahel and West African regions. EORE responses remain critical in ensuring that civilians are aware of the dangers posed by explosive ordnance and adopt safer behaviours.

The Centre will continue to address gaps and trends by developing context-responsive EORE approaches to challenges, such as by expanding our 2026 activities in Gaza, Lebanon, Libya and Yemen. This response will include the delivery of workshops and training on EORE, conflict preparedness and protection and/or social and behaviour change. Complementing the delivery of training, we will also provide technical expertise and advice to national authorities in identifying areas for improvement in their programmes, developing criteria for prioritization of operations, and transitioning to the management of residual contamination such as in Serbia and Sri Lanka. In Syria the Centre will assist in setting up a new national mine action centre.

In 2026, the Centre will continue to support countries/territories to improve the safety, security, and sustainability of their through-life ammunition management systems, maintaining its longstanding assistance to Jordan, Moldova, Peru and Ukraine, while remaining agile and responsive to emerging requests from Sierra Leone and Syria. The Centre will also support the operationalization of the Global Framework for Through-life Conventional Ammunition Management, through the management of the United Nations SaferGuard Quick Response Mechanism, and the United Nations SaferGuard Roster of Experts. Finally, through its convening role, the GICHD will organize the annual Ammunition Management Advisory Team Advisory Council, bringing together States, donors and civil society to review progress and provide strategic direction.

4 countries/partners with improved long-term operational capacities

Lebanon, Libya, Syria, Ukraine

5 countries/territories supported with improving their long-term operational capacities

Ethiopia, Libya, Serbia, Sri Lanka, Yemen

4 countries/territories with improved long-term through-life ammunition management capacities

Jordan, Moldova, Peru, Sierra Leone



Gender and diversity are mainstreamed, and equality and inclusion promoted in explosive ordnance risk reduction

The GICHD supports national authorities and partners in integrating gender and diversity considerations and in promoting equality and inclusion in mine action and ammunition management with the higher objective of enabling more inclusive, safe, effective, efficient, and sustainable local responses.

In 2026, the GICHD will support ten countries/territories as part of the Centre's multi-year approach to reinforce the capabilities needed to promote equality, diversity, and inclusion. We will support inclusive strategic planning processes in Lebanon, Libya, Sudan, Syria and Yemen and contribute technical advice to the revision of International Mine Action Standards and national mine action standards to ensure impact is created by assisting national authorities in aligning mine action priorities, international obligations, and national commitments for the promotion of equality, diversity, and inclusion.

Globally, the Centre will conduct a gender, diversity, equality, and inclusion (GDEI) needs analysis in explosive ordnance risk reduction to identify gaps and trends. In parallel, we will conduct a review of our flagship gender focal points (GFPs) capacity development programme to ensure its continued

relevance, effectiveness and practical applicability at the national level. The programme incorporates skills-based training, mentorship and technical advice.

Our Inclusive Leadership and Gender Focal Points (GFP) courses will strengthen partner's capacities that are key for transforming social and institutional norms towards eliminating inequalities and injustices in the sector. Progress will be monitored through structured follow-up with countries and partners in 2026. We will jointly analyse the extent to which GDEI-related recommendations from the GICHD and thematic assessments (Colombia, Libya, Ukraine, Vietnam) have been implemented, and review progress on the implementation of national GDEI policies and plans. In parallel, good practices and lessons learnt will be documented and shared through a GFP community of practice workshop.

Finally, through the United Nations SaferGuard's Fellowship Programme, we will continue to support the inclusion of female ammunition specialists in technical and leadership positions by mentoring and supporting the delivery of an all-female ammunition specialist course through the Women Managing Ammunition Network and related activities, together with the Austrian Ministry of Defence and the United Nations Office for Disarmament Affairs.

1 country established a well-functioning gender and diversity capacity

Cambodia

9 countries/territories supported with enhancing their well-functioning gender and diversity capacity

Colombia, Iraq, Lebanon, Libya, South Sudan, Syria, Ukraine, Vietnam, Yemen

25% representation of women in all GICHD-organized events

50% representation of local or national organizations in all GICHD events

80% representation of people from affected countries/territories in all GICHD events



The impact of explosive ordnance risk reduction is enhanced through connections with global agendas

The GICHD provides expert advice, training and carries out research to showcase how explosive ordnance risk reduction plays an enabling and transformative role for other global agendas in support of humanitarian, development, and peace efforts.

The GICHD will support Colombia and Lebanon in 2026 to link explosive ordnance risk reduction to global agendas, by providing tailored training courses to connect mine action with sustainable development. We will also support the Lebanon Mine Action Center to incorporate the Sustainable Development goals (SDGs) into the Information Management System for Mine Action Core to help measure mine action's contributions to sustainable development in Lebanon. In order to reflect the latest good practices and policy developments, we will revise our flagship global mine action and SDG training package.

As the Centre intends to stimulate greater reflection within the sector, we will be developing multiple new research and knowledge products on the topics of food security, localization, the Youth, Peace and Security agenda – advancing the role of young people in peace and security processes – and the Women, Peace and Security (WPS) agenda. Regarding the

latter, we will aim to highlight good practices and lessons learnt in integrating gender perspectives into peace and security efforts.

Complementing research with training, under the WPS agenda we will deliver multi-stakeholder workshops aimed at strengthening the synergies between WPS and mine action, as well as fostering dialogue and collaboration across sectors. The Centre will also host two introductory sessions on explosive ordnance risk reduction for newly appointed disarmament diplomats in Switzerland.

Through our role as explosive ordnance risk education (EORE) Advisory Group (AG) Secretariat and core member, we will continue to foster collaboration, convene partners, provide technical support, and promote knowledge-sharing with stakeholders beyond the explosive ordnance risk reduction sector. Specifically, the EORE AG Secretariat will conduct an annual EORE stakeholder survey to gather evidence that will inform and help define the sector's strategic priorities and will publish a condensed report with its findings. Finally, the GICHD will be fulfilling a set of commitments under the International Gender Champions framework and the WPS-Humanitarian Action Compact.

2 countries supported in linking explosive ordnance risk reduction with global agendas

Colombia, Lebanon

4 interventions delivered to strengthen knowledge on the linkages between explosive ordnance risk reduction and global agendas

Publications linking explosive ordnance risk reduction with global agendas developed (reports, issue briefs, case studies)

III. GEOGRAPHIC AND THEMATIC SUPPORT



In Benin, GICHD Director Tobias Privitelli visits Centre de Perfectionnement aux Actions post-confliktuelles de Déminage et de Dépollution, 2025 © GICHD

Since the 1970s, the political and security situation in Jordan has been relatively stable, despite ongoing armed conflicts in neighbouring countries. In 2012, Jordan declared that it had fulfilled its obligations under the Ottawa Treaty (otherwise known as the Mine-Ban Convention) and cleared its entire territory from landmines.

In 2025, through its Ammunition Management Advisory Team, the GICHD launched a new partnership with the Jordanian Armed Forces, to enhance their capacity by training armed forces personnel on how to deliver training in the area of small arms and light weapons control, and weapons and ammunition management.

To achieve this objective, the GICHD applied its Training of Trainers methodology which is tailored to the national authorities' local context and aimed at providing trainees with substantive knowledge and teaching skills. We developed two tailored training packages and successfully conducted the first Training of Trainers course on small arms and light weapons. The inaugural weapons and ammunition management Training of Trainers is scheduled for January 2026.

Building on this foundation, the Centre's work in Jordan is set to expand in 2026: we will deliver a second small arms and light weapons course and a weapons and ammunition management course, further consolidating national training capacity. Discussions with the Jordanian Armed Forces and the North Atlantic Treaty

Organization (NATO) have been highly positive, with plans to explore additional areas of cooperation, including a training needs analysis and support for inventory management. These joint efforts reflect the shared commitment to achieving sustainable safety in ammunition management.



Opening of the SALW ToT Course © the Jordanian Armed Forces

LEBANON ●●●●

Despite being affected by armed conflicts over the past decades, and recent economic turmoil, Lebanon stands out as a regional leader in mine action. For over 20 years, the GICHD has collaborated closely with the Lebanon Mine Action Center (LMAC). This partnership creates the necessary conditions to enhance capacities throughout Lebanon and the Middle East and North Africa region, sharing knowledge, experience and good practices.¹

In 2026, we will continue to support the LMAC by enhancing the skills of its personnel in developing and reviewing national mine action standards that are fit for purpose and conform to the International Mine Action Standards. Training and mentoring LMAC staff in this area will enable Lebanon, in the future, to ensure that land release is evidence-based. Under our capacity enhancement efforts, we will also support Lebanon in reinforcing the efficiency and safety of its land release operations. We will support Lebanon in increasing its skills and knowledge to map mine action contributions to the Sustainable Development Goals (SDGs), and in developing its national mine action strategy to ensure effective and coordinated operations.

In response to the use of explosive weapons in populated areas, the explosive ordnance risk education (EORE) sector is expanding its scope to include conflict preparedness and protection (CPP). In 2026, the Centre



GICHD's visit to Lebanon, 2025 © GICHD

will support the development of a technical note on explosive weapons risk education aimed at providing basic guidance to countries/territories affected by this issue as well as deliver an EORE-CCP workshop jointly with the LMAC. All our activities will be conducted under the lens of strengthening gender, equality, diversity, and inclusion within Lebanon's mine action response.

Finally, we will continue building on the many years of collaborative work in information management between the GICHD and the LMAC. The Centre will

continue supporting the LMAC by maintaining and continually improving the Information Management System for Mine Action (IMSMA) Core, a system that enables Lebanon to ensure accuracy of information, coordination and prioritization efforts. We will also support the LMAC in incorporating the SDGs into the IMSMA Core to help measure mine action's contributions to sustainable development in Lebanon. Furthermore, we will work with the LMAC to produce best practices and guidelines on using information management tools to detect explosive contamination in urban environments.

¹ Lebanon 2015-2022, GICHD, <https://www.gichd.org/lebanon-2015-2022/>



Sri Lanka national steering committee meeting, 2025 © GICHD

The nearly three-decade-long armed conflict in Sri Lanka left extensive explosive ordnance contamination across the country's northern and eastern regions, including by anti-personnel and improvised mines. This widespread contamination has posed serious risks to civilians, their livelihoods and, more broadly, to development efforts in the country. Mine action played a key role in creating the conditions for making the land safe for internally displaced persons to return to their homes and resume their lives.

The GICHD will build on the momentum generated in 2025 when high-level government engagement in mine action by Sri Lanka's President and Prime Minister placed mine action on the national agenda at the highest political level. In 2026, we will offer coordination support to the Sri Lankan national mine action centre (NMAC) – the authority leading national efforts. This support will be particularly important considering anticipated leadership transitions within the NMAC and the Ministry of Urban Development

SRI LANKA ..



and Housing. As a long-standing, trusted partner in Sri Lanka, the GICHD will play a key role in ensuring continuity of operations and mine action efforts. In particular, we will assist the NMAC with organizing stock-taking workshops with operators, focused on the completion survey, to capture lessons learnt and ensure that necessary adjustments are made.

In 2026, the Centre will also support Sri Lanka in implementing its national mine action strategy focusing on strengthening accountability, transparency, and national ownership of mine action operations. These efforts will include assistance in maintaining and continuously improving the Information Management System for Mine Action Core, which will be delivered through our information management staff embedded within the NMAC. We will help ensure that relevant stakeholders have access to accurate, timely data and that decision-making processes remain evidence-based and inclusive.

By fostering open communication between the government of Sri Lanka, national stakeholders and international partners, these efforts will reinforce confidence in the programme, promote collaboration, and help sustain Sri Lanka's leadership and commitment in managing its mine action programme effectively and independently.

Due to the lack of a comprehensive country-wide survey, the extent of contamination in Syria is unknown after the continuous use of explosive ordnance during 14 years of conflict. Syria recorded one of the highest numbers of explosive ordnance-related casualties globally for three consecutive years, with children representing a quarter of direct victims.² In 2024 a shift to a country-wide approach in mine action coordination was observed. However, major challenges remain, including funding and the presence of ongoing security risks.³

The GICHD's engagement in Syria – and in the Middle East and North Africa region more broadly – involves navigating complex and high-risk environments. The Centre has developed a strategic road map to guide our efforts. We will work closely with the Syrian national authorities and donors to support the country in responding to the risks created by explosive ordnance to civilian lives and communities. In 2026, the Centre will stand ready to support the setting-up of a new national mine action centre by enhancing Syria's operational capacity through the delivery of a training course for mine action managers. As we believe that mine action standards provide a framework to ensure that mine action is safer, effective and more efficient, Syria will

also benefit from tailored training courses aimed at enhancing national capacities in developing standards.

Bringing extensive experience in strategic planning processes, the Centre will deliver workshops for Syrian partners aimed at supporting the development of a national strategy which will guide Syria's mine action efforts in the future. Building on global best practice and decades of experience, we will provide technical and advisory support for the implementation of the Information Management System for Mine Action Core, ensuring that data is effectively managed to support evidence-based decision-making and operational planning. To strengthen national information management capacity, we will deliver a tailored workshop for Syrian stakeholders complemented by ongoing mentoring and support. These efforts aim to foster national ownership and ensure long-term functionality of the information management system. Finally, in 2026 the Centre will carry out an ammunition management scoping study and lay the groundwork for broader engagement in Syria. This engagement will focus on strengthening the national authorities' capacity to assess, prioritize, and mitigate risks arising from unsafe and insecurely managed conventional ammunition stockpiles.



GICHD's mission to Damascus, Syria, 2025 © GICHD

² Mine Action Syria Response, *Humanitarian Mine Action in Syria*, agenda_item_3.3.1_syria_masg_8_april_2025_final_330_pm.pdf

³ Mine Action Review – Syria, 2025, https://www.mineactionreview.org/assets/downloads/Syria_Clearing_CMR_2025_report.pdf



UKRAINE

Land release also remains a top priority for 2026. As such, the Centre will focus on frameworks and tools that improve operational efficiency. Technical operational training for management staff will enable strategic relevance and lead to sustainable change. To achieve maximum impact in enhancing capacities, we will apply a localization approach to our activities. This new initiative – endorsed by the Ukrainian Ministry of Economy – will aim to enable Ukrainian organizations to compete with international operators for funding. Achieving this goal will mean that Ukraine will be less dependent on international operators to sustainably run its own recovery and reconstruction efforts in the future.

Quality Management in Mine Action Course, 2025, Ukraine © Vasya Shtefaniak

Ukraine remains one of the countries in the world most contaminated with explosive ordnance, with nearly 136,95213 square kilometres affected as of September 2025.⁴ In response, the GICHD's Ukraine Country Programme remains ambitious in the face of the country's growing needs amid the extensive scale of contamination. Furthermore, through all our interventions, we will continue to promote gender, equality and inclusion, whilst ensuring that Ukraine's response remains nationally driven, comprehensive and sustainable.

In 2026, the GICHD will continue aligning its support with Ukrainian national priorities. The Information Management System for Mine Action Core will be maintained and continually improved to enhance data flows and decision-making across all levels. In parallel, we will support Ukraine in developing its national mine action standards and further adapting them to the country's operational context. Monthly training courses, workshops, and donor coordination events led by the GICHD will endeavour to foster collaboration between authorities, international partners and donors to ensure a coherent, evidence-based response. These events will enable different stakeholders to take coordinated steps towards supporting Ukraine.

Finally, since 2023, the GICHD has supported the Ukrainian Ministry of Defence as part of a post-conflict immediate risk reduction approach to ammunition management. This approach aims putting in place measures to address the risks stemming from unsafe and insecurely managed conventional ammunition stockpiles once hostilities end. In 2026, the Centre will focus on operationalizing the national plan for international training and capacity-building cooperation, development of ammunition safety-related regulations, and the provision of awareness-raising and training to mitigate the risk of accidental explosions, diversion and proliferation.

⁴ Mine Action In Focus, Demine Ukraine, September 2025, issue #4, [September 2025 | Issue #4 — Ukraine's Mine Action in Focus](#)

INNOVATIVE FINANCE

Our 2024 study on innovative finance for mine action identified the funding gaps in effectively addressing the scale of contamination globally, as well as potential innovative finance mechanisms which could be adapted to raise funds for land release.⁵ Innovative finance refers to the design and use of financial mechanisms that mobilize, manage, or deliver resources in a more predictable and efficient way than traditional grant funding. Innovative finance does not aim to replace donor aid. Instead, it aims to create the conditions and mechanisms that will bring additional institutional and private funds to mine action for a safer, mine-free world.

In September 2025, the GICHD established an Innovative Finance Secretariat (IFS) with the objective of designing innovative finance mechanisms tailored to mine action: front loading, blended-risk, de-risking approaches, and outcomes-linked instruments. The IFS operates in collaboration with the Innovative Finance Steering Committee – composed of donor and mine-affected States – and the Innovative Finance Technical Working Group, where experts in multilateral development convene to apply innovative finance to the mine action sector.

Building on this work, in 2026, the Centre will complete the design of a new international funding mechanism called the International Finance Facility for Mine Action. This initiative aims to turn existing donor pledges into steady, long-term support for mine action,

and attract new partners to join the effort. We will also explore ways to involve private investors by creating tools that show how their contributions can make a measurable difference. The Centre will work closely with governments, philanthropic organizations and impact investment partners to secure lasting partnerships for a future where communities are living free from the risk of explosive ordnance.

Mine action remains a prerequisite for reconstruction, recovery, and sustainable development. Through the IFS, we will continue to reinforce these links and

advocate for mine action to be systematically included in recovery and reconstruction programmes as well as being recognized as an enabling factor for sustainable development. We believe that through these efforts we can help national authorities and partners to shorten the time from pledge to clearance, support innovative solutions in operations, and strengthen national ownership.



GICHD innovation conference 2025, Luxembourg © GICHD/PANCAKE! Photographie

⁵ *Innovative Finance for Mine Action*, GICHD, 2024

STANDARDS AND INNOVATION

The development of standards at national and international levels, and the establishment of guidelines is vital for national programmes in reaching their goals in explosive ordnance risk reduction.⁶ The GICHD has been actively involved for several years in the development of standards and the advancement of innovation in the sector. By applying these efforts, we enhance the safety, effectiveness and efficiency of mine action operations, and ensure the secure and sustainable management of conventional ammunition.

In 2026, the Centre will extend its long-standing Secretariat services to the International Mine Action Standards (IMAS) Review Board and IMAS Steering Group. In parallel, we will review IMAS related to demining safety, competencies and land release. On the ground, we will provide technical expertise to Lebanon, Libya, and Syria for reviewing key chapters of their national standards and ensure that these are informed by evolving technologies and field practices. Support will also be provided to Palestine, focusing on Gaza, to ensure that their standards and guidelines reflect their unique operational context. Through our Ammunition Management Advisory Team, we will support the United Nations SaferGuard Programme's Technical Review Board in finalizing Version 4 of the International Ammunition Technical Guidelines (IATG), updating key modules and supporting the development of new guidance on managing supply chains. These revisions will keep the IATG technically robust and aligned with the Global Framework for Through-life Conventional Ammunition Management.

At the national level, the GICHD will help Moldova, Peru, and Ukraine to develop regulations consistent with the IATG and tailored to their country priorities and contexts.

Regarding innovation and building on the GICHD Innovation Conference 2025 in Luxembourg, we will continue to promote these efforts through the Innovation Hub in 2026 and by hosting an innovation session that will aim to generate innovative solutions to specific problems. Expanding innovation further, the Centre will launch the ammunition management component of the Innovation Hub to explore innovation under the Global Framework with our partners. Through this new initiative, we aim to develop an innovation and research agenda for ammunition management, to inform the Global Framework's follow-up process at the 2027 Meeting of States. These efforts will help ensure explosive ordnance risk reduction remains data-driven, evidence-based, and is aligned with operational realities for greater humanitarian impact.

We will maintain existing digital tools and complete the creation of new AI-powered tools for stakeholders, ultimately enabling better information dissemination and decision-making. In Syria we will develop an explosive ordnance guide as well as updating ordnance databases. Finally, the Centre will work on setting the mine action research agenda focusing on different themes, alongside studies on operational analysis and land release methodologies.



GICHD innovation conference 2025, Luxembourg
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⁶ *National mine action standards*, GICHD, <https://www.gichd.org/our-response/mine-action-standards/national-mine-action-standards/>

THE GICHD PILLARS



FINANCIAL

The financial pillar provides the Centre with strategic guidance to secure the resources needed to deliver impact in line with its Strategy. The Pillar drives the development of tools and systems to ensure these resources are managed efficiently. It is supported by an action plan focusing on funding, budgeting, cost efficiency, and financial resilience.

In 2026, as the GICHD anticipates moderate growth, we will continue to strengthen our financial resilience by broadening our donor base, increasing flexible funding, and applying a sound fundraising strategy. Overhead cost recovery will remain a standard practice. To further improve cost efficiency, the Centre has recently improved its procurement policy. In 2026, we will focus on developing an overhead reduction plan and enhance our multi-year financial planning.

Maintaining adequate reserves and liquidity remains a priority. A cash flow management tool and strategy

are in place to strengthen the payment cycle and optimize the use of foreign currency funds, supported by active hedging solutions. We will continue to strengthen planning and budgeting, while always improving financial management practices such as monthly closure, forecasting and salary allocation. Finally, collaboration with the Geneva Centre for Security Sector Governance, and the Geneva Centre for Security Policy will continue. The Centre will keep advancing its efforts on mutualization, to enhance efficiency, reduce operational costs, and promote and strengthen collaboration.



INSTITUTIONAL

The institutional pillar helps the Centre to adapt its processes and to ensure they remain aligned with its core values and working principles. In 2026, the Centre will continue to modernize its internal practices to create a thriving, efficient and effective organization that fully harnesses the potential of its employees.

In the first place, the GICHD recognizes the importance of cultivating a learning culture. In 2026, the Centre will

offer several regular learning and training opportunities to all employees. Secondly, the Centre will remain committed to continuously improving and simplifying internal processes by ensuring that policies and systems are aligned with the sector's best practices. Additionally, the Centre recognizes the importance of having a well-trained crisis management team in place. Therefore, our priority will be to continue to act proactively and swiftly when risks are identified.

Finally, our environmental commitment remains firm. In 2026, we will continue to partner with an organization dedicated to offsetting our carbon footprint. The year 2026 will be a time of consolidation, during which we will strive to enhance the Centre's operations and foster a strong culture rooted in accountability, trust, inclusion, respect, innovation, and learning.

ANNEX: OUTCOMES, MONITORING FRAMEWORK

INDICATORS BY OUTCOME



Multilateral processes are informed by evidence and supported by expert advice

1.1

Number of multilateral processes informed/supported by the GICHD to develop and implement legal and political commitments

1.2

The GICHD's expertise is acknowledged by stakeholders in multilateral processes *(qualitative)*



National responses are framed by strategies, regulated by up-to-date standards, and enabled by information management

2.1

Number of strategies developed, reviewed, and implemented with the support of the GICHD

2.2

Number of standards, regulations and guidelines developed/revised with the support of the GICHD

2.3

Number of well-functioning information management systems/capacities established with the support of the GICHD



Operations are implemented safely, effectively, and efficiently

3.1

Number of countries/partners with long-term operational capacities improved with the support of the GICHD

3.2

Number of countries/partners supported to improve their long-term operational capacity (new)

3.3

Operational systems, methods, tools, and approaches developed/promoted by the GICHD are implemented by countries/other partners *(qualitative)*



Gender and diversity are mainstreamed, and equality and inclusion promoted in explosive ordnance risk reduction

4.1

Number of countries/partners with established and well-functioning gender and diversity capacity supported by the GICHD

4.2

Number of countries/partners supported to improve their gender and diversity capacity (new)

4.3

People from diverse groups are represented in GICHD-organized events

4.4

Gender and diversity mainstreaming is implemented by GICHD and its supported countries/partners *(qualitative)*



The impact of explosive ordnance risk reduction is enhanced through connections with global agendas

5.1

Number of countries/partners that connect explosive ordnance risk reduction and global agendas with the support of the GICHD

5.2

The GICHD contributes to enhancing the evidence connecting explosive ordnance risk reduction and global agendas *(qualitative)*

Outcome indicators have been designed to be qualitative or quantitative in nature. Quantitative indicators are further disaggregated to ensure that the GICHD's contribution is adequately captured and assessed.

The GICHD used results evidence to revise its outcome indicators in October 2025 to ensure that the Centre's monitoring framework remains fit-for-purpose.



GICHD OUTLOOK REPORT

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