GICHD

OUTLOOK REPORT 2027



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GICHD

Geneva International Centre for Humanitarian Demining

Outlook Report 2027, Geneva November 2026 © GICHD

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Cover: GICHD's mission to Cambodia, June 2026 © GICHD

ABBREVIATIONS AND ACRONYMS

AIMS	Ammunition Inventory Management System
AMAT	Ammunition Management Advisory Team
APMBC	Anti-Personnel Mine Ban Convention
CCM	Convention on Cluster Munitions
CCW	Convention on Certain Conventional Weapons
EORE	explosive ordnance risk education
GFA	Global Framework for Through-life Conventional Ammunition Management
GICHD	Geneva International Centre for Humanitarian Demining
IMAS	International Mine Action Standards
IMSMA	Information Management System for Mine Action
SIMS	Surveillance Information Management System
UN	United Nations
UNODA	United Nations Office for Disarmament Affairs
WoMA-N	Women Managing Ammunition Network



DOK-ING demining machine training, September 2026, Armenia, Vagharshapat © GICHD/Hrayr Badalyan

FOREWORD BY THE DIRECTOR

In 2027, the Geneva International Centre for Humanitarian Demining (GICHD) will enter its 2027–2030 strategic cycle, building on almost 30 years of progress, experience, and lessons learned in support of mine action and ammunition management worldwide. Our priorities for the next four years are clear: to support countries in building strong, accountable national institutions capable of leading mine action and ammunition management over the long term; to strengthen technical expertise and professional practice; and to advance the development and implementation of international humanitarian law and standards related to explosive ordnance risks.

> “As global conflicts intensify, the threat posed by landmines, cluster munitions, and other explosive ordnance continues to grow. In this uncertain and evolving context, collective efforts to reduce the risks posed by explosive ordnance are more vital than ever.”

This Outlook Report sets out how the GICHD will advance the four objectives of its new Strategy in 2027 in a challenging international context. Our work will focus on strengthening national and local ownership and ensuring that innovation serves people on the ground. At a time when affected countries face growing pressure to enhance national capacities yet resources are increasingly limited, we focus on delivering interventions that reflect local realities and take account of conflict dynamics. We are committed to reinforcing the role of mine action as a pillar of humanitarian protection, peacebuilding, and sustainable development.

The GICHD Innovation Hub will continue to strengthen collaboration, bringing together over 100 organizations to share knowledge and identify the most pressing challenges that require innovative solutions to keep communities safe. In 2027, the Hub will organize its third Innovation Conference–to be held for the first time in Amman, Jordan. Building on the success of the two previous editions, this conference will provide a platform for open, dynamic exchange and encourage new partnerships.

A regional approach will guide our work fostering dialogue, knowledge exchange, and cooperation among affected countries across eight regions. Our newly established Regional Office in Amman, Jordan, will strengthen our ability to respond to regional priorities and evolving needs. It will facilitate closer engagement with national authorities, regional partners, and communities across the Middle East and North Africa.

At a time when multilateralism and international law face increasing pressure, the GICHD will continue to engage in humanitarian and disarmament conventions, as well as related international and regional processes linked to humanitarian, development, and peace efforts. We will continue to serve as a bridge-builder in multilateral processes to address shared challenges.

Looking ahead, as we open a new chapter with our 2027–2030 Strategy, the GICHD remains committed to working alongside our partners, donors, and colleagues worldwide, particularly those on the front lines. The generous support of our donors and the continued engagement of our partners are essential to this mission. Together, we will build on the progress achieved over the past three decades and work towards a future in which affected communities are safer.


© Antoine Tardy/GICHD



Ambassador Tobias Privitelli
GICHD Director

NEW STRATEGY 2027–2030



Innovation technical group meeting, October 2025, Luxembourg © GICHD/PANCAKE! Photographie

THE CHANGING LANDSCAPE OF CONFLICT AND CONTAMINATION

During the strategic period 2023–2026, armed conflicts have reached their highest levels in decades. These conflicts shape the realities in which the GICHD works, often requiring mine action and ammunition management efforts to adapt to violence, instability, and changing needs on the ground. In 2024, a record 61 State-based conflicts were recorded across 36 countries–the highest number in seven decades. Armed conflicts continue to kill, injure, and displace people. When explosive weapons are used in populated areas, their impact extends far beyond the intended targets, putting entire communities at risk. In conflicts such as those in Sudan, Ukraine, and the Middle East, particularly Gaza and Lebanon, their extensive use has also contributed to increasing explosive ordnance contamination. Casualties from explosive ordnance rose by approximately 22 per cent in 2023 and by a further 9 per cent in 2024[1].

The use of mines and cluster munitions has continued, with anti-personnel mines employed by both States and non-State armed groups and cluster munitions used in conflicts in Myanmar, Syria, and Ukraine. The use of improvised explosive devices has also risen sharply in some regions, with the number of incidents recorded in the Sahel region tripling between 2020 and 2024. As contamination patterns shift, methods that worked in the past may no longer be fit for purpose. Responding to explosive ordnance risks means continually learning and adapting to new realities on the ground.

Ammunition that is unsafely and insecurely managed can result in accidental explosions in ammunition storage areas, causing death, injury, displacement, infrastructure damage, and long-term disruption; moreover, weak stockpile security can lead to the diversion of ammunition to unauthorized actors.

61
State-based conflicts across

36
countries in 2024

22%
increase in casualties caused by explosive ordnance in 2023 and

9% in 2024

57
incidents associated with unsafe ammunition management between 2020 and 2024

1,259
casualties caused by unsafe ammunition management between 2020 and 2024

1 All external data used in this section are provided in the references.



GICHD's mission to Cambodia, June 2026 © GICHD

Long after fighting stops, landmines, cluster munitions, and other explosive remnants of war are found along roads and borders, near homes and schools, and in other places where daily life continues. Survivors and their families struggle with the physical, psychological, social, and economic consequences of accidents.

The risks posed by explosive ordnance affect people in different ways. For some, it means that children cannot safely walk to school, farmers cannot access their land, and families cannot move freely in their communities. These risks are often greatest for those with the fewest resources and the least access to information and support. As communities begin to recover, progress is not always equal, and trust in public institutions can suffer.

Within this context, the GICHD will continue to place national ownership and local capacity at the heart of its work. In its new Strategy, the Centre will work with and for its partners to strengthen national mine action institutions and local capacities, helping countries lead their own mine action efforts and achieve lasting results. We will also focus on improving the effectiveness, efficiency, and quality of responses globally, including by promoting innovation, strengthening professional practice, and ensuring that standards and technical guidance remain relevant and are applied in practice.

Building on lessons learned from previous strategies, our next strategic period will focus on the following four objectives:

STRATEGIC OBJECTIVES

1 Enable effective national ownership of responses to explosive ordnance

1.1 National frameworks are developed, adopted, revised and implemented

1.2 National capacities and systems are established, enhanced and sustained

1.3 National responses are inclusive and localized



2 Strengthen local, regional, and global expertise, practice and coordination to improve responses to explosive ordnance

2.1 Innovation and research improve explosive ordnance responses

2.2 Technical advice improves explosive ordnance responses

2.3 International standards and guidelines remain up-to-date and relevant

3 Support the development and implementation of international normative frameworks and link explosive ordnance responses with broader human rights, humanitarian, development, and peace frameworks

3.1 International humanitarian law instruments and multilateral processes related to conventional arms and ammunition are informed by technical expertise

3.2 Mine action and ammunition management are integrated with human rights, humanitarian, development, and peace frameworks

4 Ensure organizational efficiency and resilience

4.1 Financial stability supports sustained delivery through diversified funding and responsible financial management

4.2 The Centre has a competent, engaged, and diverse workforce supported by an inclusive and enabling organizational culture

WHERE WE WORK



DOK-ING demining machine training, September 2026, Armenia, Vagharshapat © GICHD/Hrayr Badalyan

OUR REGIONAL APPROACH

The GICHD supports nationally owned, context-specific responses to explosive ordnance. These responses are most effective when they are informed not only by national priorities and local realities, but also by the wider regional context in which countries operate. During 2027, we will continue to strengthen our ability to work closer to affected countries and territories through flexible country-level engagement, as well as through regional approaches where appropriate.

The GICHD's regional presence in Amman, through its newly established office, exemplifies this approach, bringing expertise closer to partners in the Middle East and North Africa and enhancing our capacity to deliver timely, context-specific support across the region. In Geneva, the Regional Cooperation Units provide the Centre with a strategic understanding of regional dynamics, priorities, and emerging needs, helping to ensure that technical engagement is informed by broader political, institutional, and operational contexts. They guide our work across eight regions–the Balkans, East Africa, Latin America, the Middle East and North Africa, the Pacific, the Sahel and West Africa, the South Caucasus, and Southeast Asia–while promoting dialogue, peer exchange, and cooperation, and linking national priorities with regional and international expertise and support.

In 2027, the GICHD will share more of its expertise closer to affected countries, combining sustained support to established partners with deeper engagement in rapidly evolving contexts. This will include a dedicated country programme in Syria; support for national systems in Sudan; major technical engagement in Ukraine; continued capacity development in countries including Armenia, Azerbaijan, Bosnia and Herzegovina, Colombia, Lebanon, Libya, Moldova, Sierra Leone, Thailand, and Yemen; and strengthened engagement in the Pacific. At the same time, we will take our flagship Innovation Conference to Amman and hold national Innovation Sessions in Azerbaijan and Syria, connecting innovation more directly with locally identified operational challenges.

Together, this regional and country presence and Centre-wide coordination provide the foundation for an operating model that enables increased engagement with local communities.



The map is just for illustrative purposes and the boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the GICHD.

THE GENEVA CENTRES IN AMMAN

In 2026, the GICHD established a regional hub in Amman, Jordan, in collaboration with DCAF – Geneva Centre for Security Sector Governance, marking the first joint regional presence of the two organizations. The Geneva Centres in Amman were inaugurated on 5 July 2026 in partnership with Jordan's Ministry of Foreign Affairs and Expatriates and the National Committee for Demining and Rehabilitation, and with the support of the Swiss Embassy. The location strengthens Jordan's partnership with Switzerland and the Geneva Centres, as well as its important role as a regional hub for dialogue and cooperation.

"Establishing the GICHD's regional office in Amman will bring our expertise closer to the realities and priorities of the Middle East and North Africa region. With Jordan's stability, regional connections, and mine action experience, the office will enhance responsiveness and bridge GICHD's global expertise in Geneva with regional needs."

Lina Abu Nuwar, GICHD Regional Officer Manager, Amman



Inauguration of the Geneva Centres in Amman on 5 July 2026 in partnership with Jordan's Ministry of Foreign Affairs and Expatriates and the National Committee for Demining and Rehabilitation, and with the support of the Swiss Embassy © GICHD

Conflicts and complex geopolitical dynamics across the region have contributed to large-scale displacement and extensive explosive ordnance contamination. To respond to these challenges, at least one-quarter of the GICHD's activities in 2027 and beyond will take place in the Middle East and North Africa region. The regional hub will strengthen our capacity to provide effective, agile, and sustainable support across Iraq, Lebanon, Libya, Palestine, Syria, and Yemen. This includes supporting national authorities to develop the structures, strategies, and partnerships needed to address explosive ordnance contamination and protect affected communities.

"This presence in Amman will help strengthen the capacities of national institutions in the entire Middle East and North Africa region, including national mine action centres and partners, so they can lead their own response. It will facilitate the exchange of knowledge and experience between countries of the region facing similar challenges."

Barbara Haering, President of the GICHD Council of Foundation

With GICHD advisors now based in Amman, we will be able to provide more timely and responsive support to national authorities across the region in these areas in the coming years. The regional office will also support and facilitate GICHD activities hosted in Amman, including the GICHD Innovation Conference, which will be held outside Europe for the first time.

PLANNING BY STRATEGIC OBJECTIVES

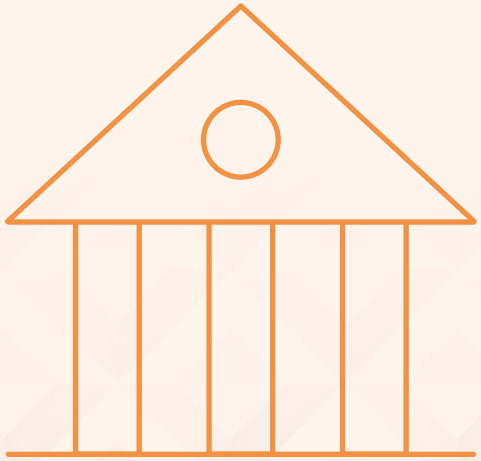


GICHD's visit to Luxembourg for its 3D EO project, 2026 © GICHD

1

NATIONAL OWNERSHIP

Enable effective national ownership of responses to explosive ordnance



The GICHD is committed to building local capacities that last. By helping national partners in sharing and applying their knowledge, the Centre will help establish the foundations for nationally led, sustainable mine action and ammunition management capacities that align with international obligations.

Strengthening national frameworks

In 2027, the GICHD will continue to support affected countries and territories in developing, updating, and putting into practice the national laws, strategies, policies, standards, guidelines, procedures, and action plans governing responses to explosive ordnance.

Strong national strategies are most effective when developed through inclusive consultation, bringing together mine action and ammunition management authorities, government ministries, national and international operators, and the wider United Nations (UN) and international community. This approach helps identify opportunities and challenges and ensures that strategies reflect needs and priorities on the ground.

In Libya, the GICHD will support national partners in strengthening the frameworks that underpin effective mine action, including the national mine action strategy and its implementation, as well as quality management arrangements. This will be complemented by support for mine action management capacities, helping translate national frameworks into more consistent operational practice. In Lebanon, the Centre will work with the Lebanon Mine Action Centre to review and strengthen national standards and technical guidance, while also supporting quality management and the national mine action strategy. Particular attention will be given to building national capacity to maintain these frameworks over time, including through mentoring and quality management training. In Yemen, we will support the strengthening of national mine action strategies and standards and operational frameworks, with practical assistance focused on technical survey, quality management, and mine action management. This will include developing national competencies through targeted training and training-of-trainers approaches, helping to embed technical knowledge and good practice within national institutions.

The GICHD will support national authorities in strengthening the frameworks needed to manage conventional ammunition safely, securely, and sustainably throughout its life cycle. In Moldova, for instance, support will focus on reviewing, updating, and implementing the National Army Master Plan for Small Arms and Light Weapons and Conventional Ammunition and on strengthening regulatory and planning arrangements for emergency preparedness and response to unplanned explosions at munition sites. In Sierra Leone, we will assist national authorities in advancing a national risk-reduction and relocation plan for the central ammunition storage area in Freetown, using the International Ammunition Technical Guidelines (IATG) Version 4 to inform assessment, prioritization, and planning.



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

Syria is one example of strengthening national frameworks. Over the past year, the country has seen a sharp rise in incidents involving explosive ordnance, which have become almost daily occurrences. Since December 2024, the GICHD has been working with the Syrian National Mine Action Centre. Since then, we have supported Syria in developing its national mine action strategy and implementation plan, bringing together government ministries, mine action partners, and development actors to agree on priorities and how to move forward.

Through its dedicated Syria Country Programme, the GICHD will support the Syrian National Mine Action Centre in establishing the frameworks needed for a nationally led mine action programme. This will include expanding the country's National Mine Action Standards–building on the first four chapters already developed–and supporting national strategy implementation, quality management, accreditation, and information management systems aligned with international good practice. We will also assist relevant national authorities in strengthening emergency preparedness and response arrangements for unplanned explosions at ammunition sites, helping to clarify responsibilities, strengthen coordination, and improve preparedness for managing the consequences of such incidents.

This will allow mine action and ammunition management efforts to contribute to addressing today's risks while also supporting Syria's longer-term recovery.

Building institutional and technical capacity

Building national capacities also requires a skilled and inclusive workforce, supported by strong institutional processes and systems.

In Azerbaijan, these efforts will include planned training in mine action management and land release in 2027. In the Middle East and North Africa region, the GICHD will support national authorities in developing the structures and partnerships needed to address explosive ordnance contamination and protect affected communities. In Libya, support will focus on strengthening national ownership and institutional sustainability while maintaining critical capacities and advancing strategic planning, national standards, information management, quality management, and land release. In Lebanon, we will continue to strengthen national systems and technical capacities–including information management, quality management, land release, and explosive ordnance risk education (EORE)–while supporting the development of an updated national mine action strategy. In Yemen, we will enhance governance and operational capacity through support to quality management and land release, information management, EORE, and inclusive programming, while also advancing national policy and strategy implementation.

In 2027, the GICHD will develop the Ammunition Inventory Management System (AIMS) and the Surveillance Information Management System (SIMS). AIMS is intended to support the secure recording, tracking, and management of ammunition inventory data, while SIMS will facilitate the collection and use of surveillance information on the condition and serviceability of ammunition. Together, the systems are designed to provide national authorities with a stronger evidence base for stockpile management, traceability, surveillance, prioritization, and risk-based decision-making across the ammunition life cycle.

Alongside software development, the GICHD will focus on strengthening the institutional and technical capacity of Bosnia and Herzegovina and Moldova to absorb, administer, and sustain AIMS/SIMS. This will include training and mentoring national personnel; strengthening the data, infrastructure, and administrative arrangements needed for implementation; and embedding the systems within national ammunition management processes and responsibilities. The aim is not only to introduce new digital tools, but also to establish nationally owned capabilities that can be used routinely, maintained over time, and applied to improve planning, accountability, and ammunition-risk management.

In 2027, the GICHD will continue to strengthen national information management capacities and systems through targeted training, technical mentoring, and the implementation and use of its flagship Information Management System for Mine Action (IMSMA) Core. This will support evidence-based planning and decision-making, enabling national authorities to use geospatial tools to map contamination, prioritize the clearance of explosive ordnance, and direct resources where they are most needed. A key focus will be Syria, where we will work with the Syrian National Mine Action Centre to deploy IMSMA Core, build dedicated national capacity from the ground up, and integrate information management into daily operations and strategic planning. Alongside this work, we will continue to provide information management support to national



Priority-setting workshop for EORE and land release, April 2026, Libya © GICHD

mine action authorities, including targeted technical assistance and training in Afghanistan, the Lao People's Democratic Republic, Sudan, and the Pacific region. Together, these efforts will strengthen data governance, improve the coordination and planning of mine action activities, and enable sustainable, nationally owned responses.

Strengthening national ownership through community engagement

Inclusion means enabling all people–in all their diversity–to participate meaningfully in decisions, access opportunities and services, and benefit from them equitably. It is grounded in human rights and the principles of equality, non-discrimination, and accessibility. Putting inclusion into practice requires institutions to address structural barriers and strengthen the conditions that make meaningful participation possible. In 2027, the GICHD will work with Azerbaijan, Lebanon, Syria, and Ukraine to promote more inclusive approaches to mine action. Through our training activities, staff from national institutions and partner organizations will develop the capacity to identify barriers to inclusion and better consider gender, age, disability, and other factors that shape people's experiences and needs, as well as how to best address them.

National ownership also means ensuring that responses to explosive ordnance reflect the priorities and experiences of affected populations. In 2027, the GICHD will study the factors that can make mine action more conflict-sensitive across different contexts. Through engagement with national institutions, affected groups, and other stakeholders, the Centre will analyse how laws, policies, institutional arrangements, and decisions related to mine action interact with conflict dynamics. We will assist national partners in identifying where these may reinforce tensions, exclusion, or unequal access, as well as opportunities to strengthen conflict sensitivity, inclusion, and social cohesion. The findings will inform guidance for the sector, helping to ensure that solutions reflect local needs and support inclusive and peace-responsive mine action.


Land release training, Ukraine, 2026 © Alik Bobal

The GICHD will continue supporting the Women Managing Ammunition Network (WoMA-N), under the UN SaferGuard Programme, in ammunition management. Established to promote gender equality and diversity in ammunition management, increase the visibility and leadership of women in technical roles, and strengthen their meaningful participation in the field, WoMA-N combines technical learning with mentoring, peer exchange, and professional networking.

In 2027, GICHD's Ammunition Management Advisory Team (AMAT)–a joint initiative with the United Nations Office for Disarmament Affairs (UNODA)–will support UNODA and the Austrian Ministry of Defence in delivering specialized IATG training for female ammunition technical experts through regional courses in Kenya and Kyrgyzstan, as well as an advanced global course in Austria for women technical specialists. Together, these activities will aim to widen access to high-level technical development, strengthen regional and global professional networks, and support a larger, more visible pool of women with the expertise to contribute to national, regional, and international ammunition management.

2

STRENGTHENED EXPERTISE

Strengthen local, regional, and global expertise, practice and coordination to improve responses to explosive ordnance



As conflicts evolve and contamination becomes more complex, funding and capacity are increasingly stretched. Addressing this challenge requires innovation, grounded in the priorities of affected countries and communities. While technology is a powerful tool, true innovation lies in how we creatively address challenges faced by countries affected by explosive ordnance, regardless of the specific technology or methodology needed. In 2027, the GICHD will continue to provide and connect expertise across and beyond the mine action sector. Through research and innovation, technical advice, international standards and guidance, and knowledge exchange, we aim to strengthen practice, accelerate effective responses, and better protect people living with explosive ordnance.

> "When a third of the world's countries remain contaminated by landmines and explosive remnants, accelerating progress in mine action isn't optional, it's urgent. At the GICHD, we convene the sector to turn ideas into lifesaving solutions."

Ambassador Tobias Privitelli, GICHD Director

Research and innovation

The GICHD will focus its research activities on priorities identified by national mine action authorities, bringing together researchers, technology providers, and practitioners to find solutions that work in practice. To make knowledge more accessible, we will continue to produce, update, and translate research, publications, and online resources.

In 2027, this work will include researching, testing, and identifying methods and technologies that can improve the effectiveness and efficiency of mine action operations, as well as translating lessons from operational experience into practical guidance and good practice. Where appropriate, evidence generated through this work will also inform the continued development of the International Mine Action Standards (IMAS), Technical Notes for Mine Action and National Mine Action Standards–helping to move approaches that have proven successful during research and testing into wider operational use. This research-to-standards-to-practice pathway is key to the GICHD's new strategic approach.

The Centre will also use its Innovation Hub and partnerships with researchers, technology providers, and practitioners to identify potential solutions to operational challenges and support their testing and dissemination. This will complement country-level work where new approaches can be translated into national systems, standards, and operational practice, ensuring that innovation responds to practical needs rather than being pursued in isolation.

In 2027, we will launch a new series of Issue Briefs providing concise, practical analysis of emerging operational and technical challenges facing the mine action sector. Topics will range from risk tolerance and all reasonable effort, cultural heritage, intelligence analysis, evolving IMAS requirements, and the use of diverse information sources for operational prioritization. The series will also examine the relationship between the Global Framework for Through-life Conventional Ammunition Management (GFA) and Protocol V to the Convention on Certain Conventional Weapons (CCW), helping to clarify how these international frameworks can complement one another in addressing risks associated with

conventional ammunition and explosive remnants of war. Our research will also develop and test approaches for social and behaviour change communication, design thinking, and inclusive risk management. Evidence and lessons from national efforts will inform guidance, peer learning, and multilateral engagement.

Providing technical advice

In 2027, the GICHD will continue to provide independent, context-specific technical advice to help partners strengthen operational performance and respond to evolving explosive ordnance challenges. This work is supported by robust standards and guidelines, grounded in real-life experience.

Working through partnerships, the GICHD will maintain its support to affected countries with practical, nationally owned solutions. In Armenia, the Centre will assist the national authority in establishing the first mechanical demining capacity for land release, including monitoring operational capacity and strengthening national standards and procedures. In Thailand, we will support the Thailand Mine Action Centre in enhancing land release and mine action management capacities.

The GICHD will provide technical advice on ammunition management at global, regional, and national levels. At the global level, we will continue to support UNODA and the UN SaferGuard Programme by contributing technical and operational expertise to strengthen the practical implementation of the IATG and the GFA. This includes helping translate international guidance into approaches, tools, and support that can be applied by States and partners in different national contexts. AMAT will also continue supporting the UN SaferGuard Quick Response



Armenia, Vagharshapat, DOK-ING demining machine training, September 2026 © GICHD/Hrayr Badalyan

Mechanism (QRM), through which States and partners can access targeted, demand-driven technical expertise to address specific ammunition management challenges, including those stemming from unplanned explosions at munition sites.

At the country level, AMAT will continue providing tailored technical advice in response to national requests, including through assessments, and support in identifying the most appropriate combination of institutional, regulatory, technical, and training measures. In 2027, this will include continued engagement with established partners, as well as emerging requests–including from Colombia, Cyprus, and Pakistan, where initial support will help national authorities clarify priorities and determine where more sustained assistance can add value.

Supporting international standards and guidelines

The GICHD will assist in the development, revision, and promotion of the IMAS Technical Notes for Mine Action and Test and Evaluation Protocols. The Centre will also continue providing Secretariat support to the IMAS Review Board and Steering Group, helping to ensure that international guidance responds to emerging operational needs and remains relevant in practice.

In addition, the GICHD will support the UN SaferGuard Programme in rolling out Version 4 of the IATG, focusing on key areas such as quantity and separation distances, national ammunition management policies, and new guidance for emergency preparedness and response. We will also continue collaborating with the IATG Technical Review Board, contributing to its work on supply chain security and leading the stockpile management working group. Together, these efforts will help keep the guidelines up to date and relevant to the challenges States face, providing practical guidance to manage ammunition safely and securely throughout its life cycle.



Review and Validation Workshop for the Republic of Moldova National Army Master Plan on Arms and Ammunition Management 2026–2030, Moldova, 2025 © Ministry of Defence of the Republic of Moldova

Key events in 2027: bringing the sector together

Innovation Hub events: In 2027, the GICHD will bring its innovation work closer to affected countries. For the first time, its major innovation events will all be held outside Europe: the GICHD Innovation Conference in Amman, Jordan, complemented by national Innovation Sessions in Azerbaijan and Syria. Working with national partners, these events will connect locally identified operational challenges with researchers, practitioners, and technology providers to develop practical, context-specific solutions.

30th NDM-UN: The 30th edition of the International Meeting of Mine Action National Directors and United Nations Advisers (NDM-UN), co-organized by the GICHD and the United Nations Mine Action Service (UNMAS), will take place in Geneva in 2027. As the mine action sector's largest annual gathering, it will bring the global community together to exchange expertise, strengthen collaboration, and address the sector's most pressing challenges.

> "There's no better way than meeting peers, sharing experiences, taking what is working well, and applying it to your own operations."
>
> **Cletus Maregere**, National Director, Zimbabwe's Mine Action Sector

Coordination for stronger mine action in Ukraine and Syria

The **Ukraine Mine Action Donor Conference** will concentrate on coordinating international support for Ukraine's mine action priorities. The GICHD will contribute its expertise to strengthen collaboration and support Ukraine's long-term recovery.

The **Syria Mine Action Partner Conference** will bring together Syrian authorities, donors, and partners to coordinate support around Syria's priorities and to strengthen national capacity. The aim is to build a sustainable, nationally led response that helps communities recover and rebuild.

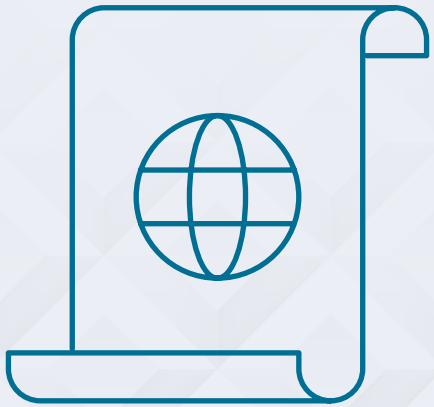


GICHD Innovation Conference 2025, Luxembourg © GICHD/PANCAKE! Photographie

3

NORMATIVE FRAMEWORKS

Support the development and implementation of international normative frameworks and link explosive ordnance responses with broader human rights, humanitarian, development, and peace frameworks



In recent years, several countries have withdrawn from the Anti-Personnel Mine Ban Convention (APMBC), raising concerns about civilian safety and the future of humanitarian disarmament. Yet the realities faced by communities living with the threat of explosive ordnance remain unchanged. The GICHD will continue to engage in humanitarian and disarmament conventions, bringing the voices and experiences of national and local partners from affected countries and territories into international discussions. In 2027, the Centre will assist the relevant Committees in reviewing APMBC extension requests from Ecuador, Eritrea, Guinea-Bissau, Iraq, Palestine, Sri Lanka, and Yemen, as well as the extension request from Mauritania under the Convention on Cluster Munitions (CCM).

The GICHD will continue to support the implementation of the CCM, including its new Risk Education Coordinator function. This role follows a landmark decision by States Parties in 2024 to separate risk education from clearance for the first time. Since then, the Centre has helped establish the function and provided ongoing mentorship. In 2027, we will continue to assist the Risk Education Coordinator and provide technical inputs on EORE to inform CCM documents, such as the Coordinator's workplan, reports, and statements, as well as the outcome documents in the Meeting of States Parties of both the APMBC and the CCM. Beyond risk education, the GICHD will also remain a member of the Gender and Diversity in Mine Action Working Group and continue to support the Gender Focal points of both conventions and to provide technical inputs as needed. We will assist States and convention bodies in retaining and strengthening inclusion commitments in official documents and processes related to the APMBC, the CCM, the CCW, and the Explosive Weapons in Populated Areas (EWIPA) Political Declaration.

The GICHD will also contribute technical and strategic expertise to multilateral processes on conventional arms and ammunition, promoting safe, secure, and sustainable ammunition management. Through AMAT, we will continue supporting States and partners in implementing the GFA, which establishes the global policy framework for safe, secure, and sustainable ammunition management. In 2027, this will include assisting South Africa, as Chair, and UNODA, as Secretariat, in preparing for the first Meeting of States in July, providing technical expertise for regional consultations and the development of the outcome document. Beyond the meeting, AMAT will help States share experiences, identify priorities, and advance practical measures to strengthen through-life ammunition management.

Alongside supporting international humanitarian law conventions and other multilateral processes, the GICHD will work to research and document how mine action and ammunition management are linked to human rights, humanitarian, development, and peace efforts. Drawing on national research and evidence, we will develop policy recommendations to support coordination and collaboration across sectors.

By continuing to serve as a trusted convener–bringing national authorities, operators, researchers, donors, and international organizations to the table–the GICHD will help connect knowledge and experience across the sector, creating opportunities to learn from one another and inform future action.

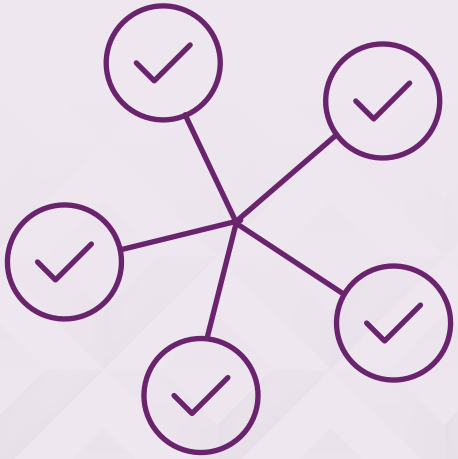


EORE side event, Third Review Conference of the CCM, 2026, Lao PDR © GICHD

4

ORGANIZATIONAL RESILIENCE

Ensure organizational efficiency and resilience



Financial stability and sustainability

In 2027, the GICHD will strive to make better use of its resources and strengthen its financial sustainability. The Finance, Operations, and Fundraising Divisions will work together to improve financial planning, direct more resources towards operational work, and broaden and strengthen donor support. The Centre will also seek to reduce overhead costs, both in absolute terms and as a proportion of total expenditure.

To maximize impact with limited resources, we will focus on activities that respond to clear needs and deliver measurable results.

A competent and inclusive workforce

In 2027, the GICHD will implement action plans addressing areas for improvement identified through the 2026 employee survey, as well as staff discussions and workshops. Priorities will include career progression, talent management, personal development, and succession planning to strengthen internal mobility and organizational agility. The Centre will also work to improve workload management, well-being, stress management, autonomy, and feedback, while promoting inclusion in management roles.



GICHD staff retreat, September 2026, Switzerland © GICHD

FINANCIAL OVERVIEW



GICHD offices, Switzerland, 2022 © Antoine Tardy/GICHD

FINANCIAL OVERVIEW BY RESULT

BUDGET 2027

Financial allocations across the 10 results reflect the nature, scope and resource requirements of planned activities. Expenditure includes technical assistance, capacity development, conferences, workshops and trainings, research, knowledge exchange and publications, as relevant to each result. Result 1.2 represents the largest allocation, reflecting sustained support to national capacities and systems, including the development, deployment and maintenance of information management tools and software. Costs associated with the GICHD's governance, management, communications, learning and results-based management functions are allocated across results to support effective institutional and programme delivery.

Operational results

NATIONAL OWNERSHIP

1.1 National frameworks are developed, adopted, revised and implemented
2,448,903 CHF

1.2 National capacities and systems are established, enhanced and sustained
8,759,311 CHF

1.3 National responses are inclusive and localized
956,983 CHF

STRENGTHENED EXPERTISE

2.1 Innovation and research improve explosive ordnance responses
2,175,075 CHF

2.2 Technical advice improves explosive ordnance responses
2,039,828 CHF

2.3 International standards and guidelines remain up-to-date and relevant
540,588 CHF

NORMATIVE FRAMEWORKS

3.1 International humanitarian law instruments and multilateral processes related to conventional arms and ammunition are informed by technical expertise
1,640,458 CHF

3.2 Mine action and ammunition management are integrated with human rights, humanitarian, development, and peace frameworks
418,637 CHF

Organizational results

ORGANIZATIONAL RESILIENCE

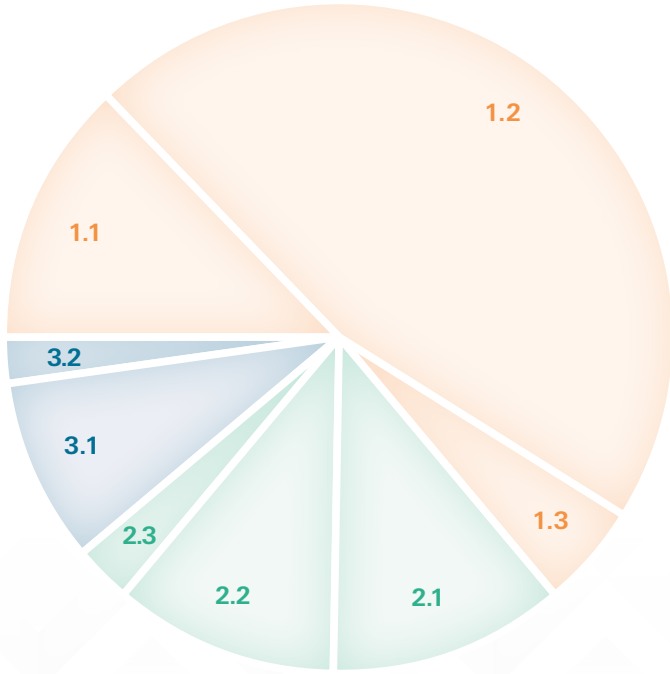
4.1 Financial management, facilities, IT, legal, governance, communications
2,314,399 CHF

4.1.2 In-Kind IT/GCSP **400,000** CHF

4.1.3 Fundraising & Donor Partnership **642,413** CHF

4.2 Human Resources management, Learning and Institutional pillar
1,375,506 CHF

TOTAL
23,712,100 CHF





ALLOCATION OF DONORS' CONTRIBUTIONS

	NATIONAL OWNERSHIP			STRENGTHENED EXPERTISE			NORMATIVE FRAMEWORKS		ORGANIZATIONAL RESILIENCE	
	1.1	1.2	1.3	2.1	2.2	2.3	3.1	3.2	4.1	4.2
Australia	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Canada	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Germany	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Italy	✓	✓		✓					✓	
Liechtenstein				✓	✓					
Luxembourg	✓	✓	✓	✓	✓	✓				
Netherlands (the)	✓	✓	✓		✓		✓	✓	✓	
Sweden	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Switzerland	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
United Kingdom of Great Britain and Northern Ireland				✓	✓					
United States of America	✓	✓			✓		✓		✓	
The European Union	✓	✓	✓	✓	✓	✓			✓	
The HALO Trust		✓							✓	
Howard G. Buffett Foundation				✓	✓				✓	
North Atlantic Treaty Organization (NATO)		✓				✓			✓	
Private donor				✓	✓					

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ANNEX



EORE training of trainers, Benin, 2026 © GICHD

INDICATORS BY RESULT

Strategic Objective 1
NATIONAL OWNERSHIP
Enable effective national ownership of responses to explosive ordnance

Result 1.1 – National frameworks are developed, adopted, revised and implemented

1.1.1a The number of national policies developed, adopted, revised and implemented

1.1.1b The number of national strategies developed, adopted, revised and implemented

1.1.1c The number of national standards developed, adopted, revised and implemented

1.1.1d The number of guidelines or action plans developed, adopted, revised and implemented

1.1.2 Evidence that national frameworks are consistent with international commitments and standards, and are aligned with national legislation to human rights, humanitarian, development and peace efforts

1.1.3 Evidence that the GICHD is contributing to the implementation of national frameworks

Result 1.2 – National capacities and systems are established, enhanced and sustained

1.2.1a The number of national institutions or partners that have established, enhanced and sustained mine action and ammunition management national capacities with GICHD support

1.2.1b The number of national institutions or partners that have established, enhanced and sustained mine action and ammunition management national systems with GICHD support

1.2.2 Evidence that national institutions or partners have established, sustained, enhanced national capacities supported by GICHD

1.2.3 Evidence that national institutions or partners have established, sustained and enhanced national systems supported by GICHD

1.2.4 Evidence that national institutions or partners have used national systems supported by GICHD to inform decision making

1.2.5 Evidence that national institutions or partners use their established, enhanced and sustained national capacities to improve EO responses

Result 1.3 – National responses are inclusive and localized

1.3.1 Evidence that national institutions or partners identified and addressed structural barriers to inclusive mine action and ammunition management, with GICHD support

1.3.2 Evidence of increased national and local ownership and leadership in the management of mine action and ammunition management programmes

Strategic Objective 2
STRENGTHENED EXPERTISE
Strengthen local, regional, and global expertise, practice and coordination to improve responses to explosive ordnance

Result 2.1 – Innovation and research improve explosive ordnance responses

2.1.1 The number of national institutions or partners that test, pilot or adopt innovative approaches, promoted, developed or co-developed by the GICHD

2.1.2 The number of States or partners that adopt research recommendations, developed by the GICHD

2.1.3 Evidence that States or partners test, pilot and adopt innovative approaches promoted, developed or co-developed by the GICHD

2.1.4 Evidence that States or partners adopt research recommendations developed by the GICHD

Result 2.2 – Technical advice improves explosive ordnance responses

2.2.1 Evidence that national institutions or partners apply GICHD advice in decisions, plans, policies or operational approaches

2.2.2 The number of international, regional or country specific donor conferences related to explosive ordnance responses initiated, organized or co-organized by the GICHD

Result 2.3 – International standards and guidelines remain up-to-date and relevant

2.3.1 Evidence that the GICHD's expertise is reflected in adopted international standards and guidelines

2.3.2 Number of IATGs, IMAS and Test & Evaluation Protocols that are endorsed by the United Nations, and number of TNMAs approved by the IMAS RB

Strategic Objective 3 NORMATIVE FRAMEWORKS

Support the development and implementation of international normative frameworks and link explosive ordnance responses with broader human rights, humanitarian, development, and peace frameworks

Result 3.1 – International humanitarian law instruments and multilateral processes related to conventional arms and ammunition are informed by technical expertise

3.1.1 Evidence that the GICHD's technical contributions are reflected in official documents

3.1.2 Evidence that the GICHD's expertise influences the outcomes of international humanitarian law instruments and other political commitments

3.1.3 Evidence that the GICHD contributes to the implementation of convention commitments by States

Result 3.2 – Mine action and ammunition management are integrated with human rights, humanitarian, development, and peace frameworks

3.2.1 Evidence showing that the GICHD has contributed to the integration of mine action and ammunition management with human rights, humanitarian, development and peace frameworks

Strategic Objective 4 ORGANIZATIONAL RESILIENCE

Ensure organizational efficiency and resilience

Result 4.1 – Financial stability supports sustained delivery through diversified funding and responsible financial management

4.1.1 Achieve average annual financial growth of 3%, measured against actual expenditure of the previous year

4.1.2 Increase the active donor base to at least 30 donors by 2030

4.1.3 Ensure that by 2030 at least 5% of total GICHD contributions are stemming from new donor segments (namely private sector, foundations, development banks, etc.)

4.1.4 Maintain the share of flexible funding at 55% (minimum) by 2030

4.1.5 Reduce overhead costs to a maximum of 12.5% by 2030, without compromising core operational capacity

4.1.6 Build operating reserves equivalent to at least two months of expenditure by 2030

4.1.7 Improve financial forecasting accuracy to at least 95% against the approved contribution, through stronger integration of operations, planning, fundraising, and finance

Result 4.2 – The Centre has a competent, engaged, and diverse workforce supported by an inclusive and enabling organizational culture

4.2.1 Maintain a staff retention rate of at least 85% annually by 2030

4.2.2 Increase staff engagement score compared to the 2026 baseline in the staff survey, and ensure results are on the level or are above the sector benchmark by 2030

4.2.3 Improve balanced inclusive representation in management roles

4.2.4 Achieve 40% of managerial positions filled through internal promotion by 2030

GICHD OUTLOOK REPORT 2027

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