

HALO GLOBAL STRATEGY

2025-2028





A CHANGING WORLD

HALO is moving from a focus on landmines to tackling the central challenge of our day—the rise of conflict across the globe. By embracing technology, we will increase our already significant impact. In doing so, we remain committed to being first in and last out—acting before, during, and after conflict to protect civilians and enable recovery.

James Cowan, CEO The HALO Trust For nearly 40 years HALO has served those affected by conflict, clearing the weapons and explosives that threaten lives and livelihoods long after fighting has finished.

HALO's 2025-2028 strategy comes at a time of profound change in the global order. The post-War rules-based international system is under strain and is struggling to meet today's challenges. The world is witnessing a recalibration of trade and defence relationships, marking the end of the 'peace dividend' era.

Meanwhile, we face the highest number of active conflicts since the Second World War. There are over 120 armed conflicts globally, involving over 60 states and 120 non-state armed groups and the use of landmines is increasing for the first time in decades. Today, two billion people—a quarter of the world's population—live in conflict-affected areas, increasingly within urban areas. Forced displacement has reached a post-War high of 110 million people, and nearly 300 million people will require humanitarian assistance and protection in 2025. The changing nature of war poses new challenges. The increased use of improvised explosive devices is just one example of how the threat of explosive ordnance has evolved over the past decade. The conflicts of Gaza and Ukraine and those developing in Africa are the challenges of our time.

At the same time, aid budgets are being cut as nations redirect funding to bolster defence spending. A solely military approach, based only on crisis response would be both costly and ineffective. When conflict breaks out, it destroys the very systems—governance, infrastructure, civil society—that keep communities stable. The cost is enormous, in both human and financial terms. Support for conflict prevention remains critical.



HALO has always been a pragmatic organisation and is wary of dogma. As the Ottawa Convention comes under strain, HALO will champion the Treaty by encouraging new endorsements, modernisation and by encouraging non-signatories to support its work.

Traditionally, HALO has relied on Government money to fund its work. During the last five years, HALO has increasingly embraced private philanthropy to achieve our charitable objectives. As a result, one third of our funds now comes from private sources. In the next five years, HALO plans to increase philanthropic support by 20% year on year.

HALO's humanitarian mission –

to protect lives and restore livelihoods of those affected by conflict

– has never been more urgent.





It was mined with all sorts of mines. People were afraid to prepare hay for the winter, or graze the animals. Now, thank God, everything is cleared. Thanks to HALO you can walk around the mined areas.

Ivan Gentosh, Head of Vasylivka village, Ukraine

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WHERE WE WORK

HALO works in over 30 countries and territories, some of the most conflict-affected places on earth.





RISING TO THE CHALLENGE

HALO takes action at every stage of conflict—preventing escalation where possible, addressing the consequences, enabling recovery, and building a safer future.

HALO is changing from a post-conflict organisation largely dedicated to the removal of landmines, to one that is central to the challenge posed by conflict. Statistically, the countries most likely to return to war are the ones that have just left the last conflict. HALO is about breaking the otherwise perpetual cycle of conflict by controlling the means by which wars are fought. HALO takes action at every stage of conflict—preventing escalation where possible, addressing the consequences, enabling recovery, and building a safer future.

Central to the success of HALO's new strategy is our ability to embrace the opportunity of technology. While the hands and knees techniques traditional to landmine clearance will still have their place, HALO wants to increase massively the speed of clearance through the adoption of AI, the use of wide area surveillance, the development of new detection technologies and the wholesale use of mechanical clearance. HALO's ambition is to triple the rate at which we return land to our beneficiaries, while at the same time never compromising on our reputation for safety.



"Our 'Value Proposition' is the efficient removal of ordnance and restoration of land by local people for local people".



Preventing escalation

HALO trains national governments in safe and effective weapons and ammunition management, reducing the risk of illicit weapons reaching armed groups and protecting communities from violence.

Addressing the consequences

Conflict leaves behind a deadly legacy of landmines, unexploded bombs and weapons. In active war zones, HALO helps protect civilians, including children, by clearing explosives and enabling safe access for humanitarian actors, and equipping people with lifesaving knowledge through risk education.

Enabling reconstruction and development

The impact of conflict lingers long after the fighting stops. HALO's deminers clear minefields in some of the hardest-hit communities, making land safe for productive use, restoring livelihoods, economic recovery and long-term development.

Building stable futures

Safety is the foundation of lasting peace. By clearing explosive threats and supporting the responsible management of weapons, HALO facilitates sustainable recovery through inclusive programming – reducing drivers of displacement and fostering security, stability, and long-term peace.

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WHAT WE DO

Across HALO's 30 programmes we carry out the following activities:



Clearance of landmines, cluster munitions and other explosive remnants of war



Since the launch of our last strategy in 2020, HALO has released 850 million square metres of safe land—more than 10 times the size of Paris—directly benefitting 1.5 million people and indirectly supporting 5.4 million more.



Securing small arms and light weapons



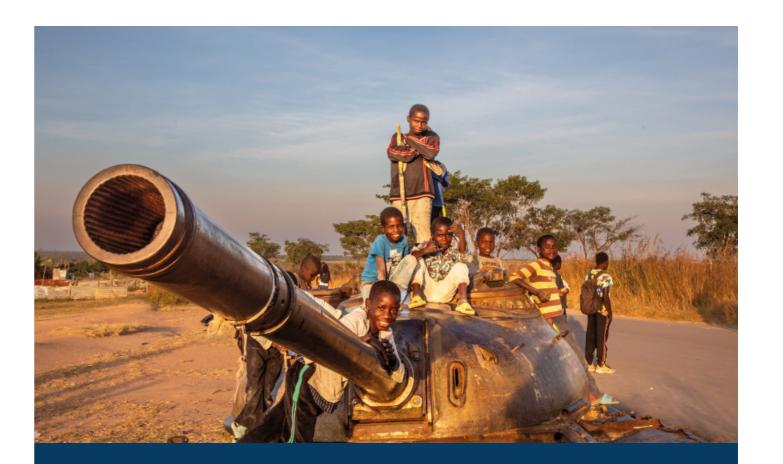
Since 2020 we have destroyed over 650,000 explosive items, 29,000 small arms and light weapons and trained over 1,700 security personnel in responsible weapons and ammunition management.



Delivery of risk education



Since 2020 our teams have delivered over 317,000 risk education sessions, equipping more than 4.4 million people with life-saving knowledge.



These actions and activities represent a real change where the needs are most acute. By clearing landmines and other explosive hazards, HALO is helping communities in conflict-affected regions—often some of the most vulnerable populations—regain access to their homes, agricultural land, and critical infrastructure. We are directly assisting displaced families, local farmers, and communities rebuilding from the devastation of war. Taking action before, during and after conflict protects civilians and provides the first critical steps towards lasting peace and stability.

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To protect lives and restore livelihoods **MISSION** of those affected by conflict **Protect** Eliminate the threat of landmines, bombs and unsecured weapons people **STRATEGIC** i Restore Make land safe for sustainable **OBJECTIVES** communities productive use, stability and growth Strengthen Support responsible weapons control security and state-led post-conflict recovery Environmental Safe Economic Safe return Peace and **IMPACT** and food development stability home access security

OUR IMPACT

Our work has direct impact that transforms communities:

Landmines often prevent displaced persons from returning to their homes due to fear of injury or death. Our clearance allows people to return, rebuild and reconnect with communities.

Land contaminated with mines is unable to be used for environmental restoration, conservation farming, construction, tourism or trade routes. Once cleared, activities can resume, both reviving local economies and creating jobs.

Demining enables farmers to cultivate land safely and sustainably, increase crop yields and restore food supply chains, improving local and regional food security.

Clearance operations reopens access to schools, clinics, water sources and markets, improving health, education and trade opportunities.

The presence of mines or poorly stored weapons and ammunition, prolongs insecurity, fear and economic stagnation, all of which fuel conflict. Mine action and weapons control promotes confidence, trust in authorities and contributes to social cohesion and durable peace.



HALO's mine clearance work in northern Sri Lanka has enabled 280,000 people to return home—like in the fishing community of Nagarkovil.

OUR COMMITMENTS

In today's changing context HALO will achieve impact through the following commitments:



HALO will strengthen its ability to protect people in active conflict and crisis settings, not only through direct response but also by enabling others through research, mapping, and analysis. This proactive approach to human security will allow us to add value from the earliest stage of conflict, helping communities, states, and humanitarian actors assess and manage risks.



HALO will use its expertise, particularly in our commitment to the use of innovative technologies, to enable local and national actors such as other NGOs, government agencies and communities—to reach and meet the needs of conflict-affected communities. Whilst there is no technological "silver bullet" to delivering a mine-free world there is vast potential in using innovation across the spectrum of humanitarian mine action to improve efficacy, efficiency, and safety. Technology can also inspire political will as to what is possible, an essential ingredient as we look to the future.



HALO will grow its impact through 'complementary programming'. This includes projects that extend the impact beyond our core humanitarian work, and into areas of development and stabilisation. This will include how we address environmental restoration, food security and support for sustainable livelihoods. As urban conflict grows, HALO will integrate humanitarian mine action with conflict debris management through 'Urban Recovery' projects, helping communities to rebuild their homes and lives. Our 'complementary programming' will require learning and being led by the expertise of others, which means certain projects will be conducted through partners.





We don't have shelter; we don't have any place to live. We don't have life.



Following an earthquake in Herat, Afghanistan, HALO used our demining machines to clear rubble and provided emergency first aid and food supplies.



HALO will scale up its Weapons and Ammunition Management (WAM) programming. In partnership with national governments, HALO will strengthen governance and promote responsible arms control, particularly in fragile states. This will be achieved by providing technical support for stockpile management, building safer storage facilities, safely destroying surplus weapons and ammunition, training security forces, and supporting the development of policies for long-term security and stability.



HALO will continue to directly support emergency response, humanitarian aid and resettlement where we have unique access to communities in conflict and are best placed to act.

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HOW WILL WE DO IT?

How we work matters. HALO has ambitious goals covering:



Technology, including drones, AI and machines, is revolutionising mine clearance. In Angola, mine clearance will galvanise investment in conservation and ecotourism around the Okavango headwaters.



FUNDING

To sustain our life-saving work amidst declining traditional donor support, HALO must diversify its funding. We will build on private philanthropy and individual giving, as well as engaging with government defence ministries and advocating for larger, longer-term multi-year funding from institutional and public partners to enable more effective programming.



TECHNOLOGY

HALO's technology strategy represents a significant investment in enhancing efficiency and developing new technologies in partnership with commercial leaders. We will exploit cutting-edge advancements to accelerate the clearance process whilst improving safety, harness realtime data analytics to drive smarter decision-making, and integrate best practices from the commercial sector to maximise impact on the ground.



QUALITY & SAFETY

Our goal is to achieve zero accidents. While human fallibility, the hazardous nature of explosive ordnance, and challenging environments present risks, we will embed a culture of safety leadership at all levels. Through continuous improvement and proactive risk mitigation strategies, we will protect our staff, beneficiaries, and anyone impacted by our work.



INCLUSIVE PROGRAMMING

People experience the dangers of war in different ways, with factors such as sex, age, background, and lived experience shaping their risks during and after conflict. We ensure that those most affected by explosive hazards are at the centre of our work, designing projects that reflect their needs, making risk education accessible to all, equipping our staff with the skills to engage effectively with people of all backgrounds, and ensuring that no one is left behind in our efforts to build safer communities.



ENVIRONMENT

Clearing land of explosive hazards protects lives, but it's also about protecting the natural environment for the future. We will lead the way in sustainable operations, accelerating HALO's transition to greener practices alongside environmental project work. By embedding sustainability into everything we do, we will safeguard both people and the planet for the long-term.

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WHAT SETS US APART?



Our people

Since 1988, HALO's people have approached our mission with courage, discipline and integrity—delivering life-saving work with respect, dedication, and an unwavering commitment to the people and communities we serve. These principles shape us and how we stand by one another. Our diversity of professional backgrounds, from military to the development world strengthens our ability to understand active conflict and the impact on communities.

A determination

to act



Our impact is built on action, not just words. As a doing organisation first and a speaking one second, we work in high-risk environments and do so with the highest standards and accountability.



Impact at Scale

HALO has made a lasting impact in over 30 countries, including some of the most challenging places to work on earth. Our thousands of staff recruited from conflictaffected communities are testament to our ambition and the scale of our operations, as well as our commitment to enabling local solutions where they are needed most.



Long-term commitment

We can be the first in and last to leave, responding quickly to urgent humanitarian needs and remaining in place as long as it is necessary to support communities in their longterm recovery. From standing alongside Ukrainians in 2022 in the aftermath of the full-scale Russian invasion to supporting Angolans since 1994 to today, we stay the course—ensuring that the job gets done, even decades after the fighting ends.



After the full-scale invasion, I really wanted to contribute to my country. When we find an explosive object, I feel relieved, because we have minimised this threat at least by some percentage. Therefore, life will be safer for all of us thanks to our work.



Lada, Team Commander, Ukraine



Samantha and Everisto from Zimbabwe walk through a minefield to school every day. HALO is clearing the mines so all children can access an education safely.



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