



STRATEGIC PLAN

2021-2025



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ABOUT HALO



VISION

A WORLD WHERE PEOPLE CAN THRIVE IN PEACE AND DIGNITY WITHOUT FEAR FROM THE IMPACT OF CONFLICT.

MISSION

TO PROTECT LIVES AND RESTORE LIVELIHOODS OF PEOPLE AFFECTED BY CONFLICT.

PRINCIPLES

The following principles are at the heart of our strategy and govern everything we do, guide who we work with and how we do it:

RESULTS-DRIVEN: Our actions are driven by the imperative to address humanitarian and development needs and to deliver the best results we can for those we seek to serve.

ACCOUNTABILITY AND INTEGRITY: We work in an open and honest way, holding ourselves accountable to those whose lives we seek to protect and transform, to our partners, to our community and to our supporters.

EMPOWERMENT: We empower people by restoring livelihoods as well as training and recruiting our people from all backgrounds, providing opportunities for career development.

COLLABORATION: We aim for sustainable and widespread impact through collaboration with partners who share our goals and principles.



INTRODUCTION

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

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

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

For over 30 years HALO has served those affected by conflict, clearing landmines and the explosive remnants of war that continue to threaten lives and livelihoods long after fighting has finished. The increased use of improvised explosive devices has reversed a decade-long decline in global casualty rates from landmines and unexploded bombs. Those displaced by conflict often return home to face insecurity and the threat of these deadly devices. The humanitarian imperative to clear explosive hazards to allow people to return home is unquestionable.

Growing insecurity, particularly in overpopulated and climate-stressed cities, is also linked to an increase in violence, with 60 per cent of all violent deaths attributed to firearms¹. In the five countries with the highest rates of lethal violence, alongside Syria and Afghanistan, three of them—El Salvador, Venezuela and Honduras—are not involved in armed conflict. The extreme destabilising effect of uncontrolled weapon stocks can spread across a whole region. Where ammunition stocks and weapons are not managed, unplanned explosions at munition sites across the world are killing thousands. Armed violence needs to be addressed as part of a wider effort to reduce growing levels of inequality and poverty.

¹ <http://www.smallarmssurvey.org/armed-violence/non-conflict-armed-violence.html>

The HALO Trust is a leader in our field and particularly suited to addressing these challenges, through our:

Track record of technical excellence and a commitment to innovation and learning

Investment in our people over the long-term through training and professional development

Large, disciplined workforce with strong controls to safeguard against misconduct

Experience delivering large scale logistics in challenging environments

Willingness to work with others as part of a coordinated response

Over the next four years, HALO will continue to serve the 60 million people affected by landmines and improvised explosive devices in places where conflict has ended. We will also assist those affected by active conflict and violence, while creating more durable solutions to support stability. We will help re-build prosperous and resilient communities, to be better equipped to endure fragile environments.

Our values have been shaped by our experiences over the past three decades. Drawing on these, and investing in our most valuable asset—our people, HALO will continue to adapt and meet global challenges linked to conflict, violence and fragility. This strategy sets out how we will do it.



CHALLENGES



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

THE LANDMINE FREE TARGET

Removing landmines, improvised explosive devices and other explosive remnants of war for good remains at the forefront of our strategy. Since 1988 HALO has seen places such as Mozambique and Abkhazia become landmine free. However, in 2020, 59 countries and territories remain contaminated by landmines, 33 of which have targets to be landmine free under the Anti-Personnel Mine Ban Convention². In 2019, the Convention's members recommitted to the ambition to be free of landmines by 2025. While some countries such as Sri Lanka are on track to achieve this target, and others such as Angola and Cambodia have a clear plan to completion, many countries will require additional funding and impetus to meet the deadline.

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

only accounts for 0.4 per cent of Official Development Assistance. An additional £1 billion is required if countries with so-called 'legacy' contamination are to reach their clearance goals³. This will require a new approach to funding and we are working to develop innovative finance methods to fill this gap.

We know that the presence of mines and other explosives is deeply harmful to prosperity and stability. Without removing landmines, it is not possible for people to travel safely, use key infrastructure, farm their fields or return to their homes. The aim of clearing mined areas is to ensure no one is left behind. HALO will lobby to increase political awareness and government engagement with the issue. HALO will prioritise clearance in areas with the most significant, lasting impact. We will also work with host governments to meet their goals, helping them to develop and implement realistic national mine action strategies and adopt best practices.

² Anti-Personnel Mine Ban Convention (APMBC) or commonly known as the Mine Ban Treaty or Ottawa Treaty. Data from the 2019 Mine Action Review 'Clearing the Mines' report <http://www.mineactionreview.org/documents-and-reports/clearing-the-mines-2019>

³ 'State of Play, the Landmine Free 2025 Commitment' <https://www.landminefree2025.org/state-of-play-the-landmine-free-2025-commitment.html>



NEW USE OF MINES AND IMPROVISED EXPLOSIVE DEVICES

In countries where there is conflict and insecurity, as well as large-scale contamination, completing clearance is a long way off. In such countries the number of casualties is increasing with new mines being laid, usually of an improvised nature. Since 2013 landmine casualties have more than doubled, reaching nearly 10,000 in 2016⁴. Between 2014-2019 new use of mines was reported in several countries, including Afghanistan, Colombia, Iraq, Yemen, Syria, Myanmar, Libya, Nigeria, Chad and Tunisia.

While improvised mines⁵ have existed for decades, recent conflicts have seen an increase in their use, resulting in a

surge in accidents. As these conflicts increasingly involve non-state actors, with easy access to simple components, improvised mines now litter rural and urban battlefields. In an effort to destabilise an area, such fighters also booby-trap buildings with improvised devices. These present a serious threat to those displaced by conflict. There is an urgent humanitarian imperative to clear these dangers to allow people to return home. HALO will expand our clearance in these environments, developing innovative approaches (technical and organisational) to deal with new types of devices and complex urban contexts.

URBANISATION OF CONFLICT AND INSTABILITY

Conflict in the Middle East and North Africa has resulted in largescale destruction of cities and widespread explosive hazards. People cannot safely return home to rebuild their communities when they are contaminated by explosives.

Ending protracted urban conflict is key to long-term stability and development across the Middle East. Delays in reconstruction keep people in displacement camps, fuelling

marginalisation and future conflict, so rapid clearance of explosives is crucial. Mapping contamination in cities, using both satellite imagery and ground surveys, is the first step to knowing where to start clearance. Through the removal of rubble and by sequencing rebuilding and infrastructure rehabilitation, HALO will continue to work with our partners to make this work possible.

⁴ Landmine Monitor, 2019 <http://www.the-monitor.org/en-gb/reports/2019/landmine-monitor-2019/casualties.aspx>

⁵ Commonly referred to as a sub-category of IEDs, or Victim-Activated Improvised Explosive Devices.



INCREASE IN ARMED VIOLENCE

Every year, armed violence kills over half a million people worldwide, a number that has been growing for the last two decades⁶. The majority of these killings happen in Central and South America and the Caribbean. Unless significant efforts are made to curb this trend, it is estimated that there could be over 660,000 lethal shootings annually by 2030⁷. Combatting armed violence requires a wide effort from state down to community level, linking healthcare, education and inequality and poverty reduction measures. Often national civil society organisations are well placed to reduce conflict at a

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

Uncontrolled stocks of weapons and ammunition can destabilise entire regions. Where armouries are not managed, arms can be diverted, traded across borders on the black market and make their way to gangs or insurgent groups. HALO will support states to stem the flow in illicit weapons by building secure storage and introducing weapons marking and tracing systems, reducing the impact of weapons on communities and stability.

NEW HUMANITARIAN RESPONSE

The humanitarian needs caused by urban conflict, displacement and mass migration will not be overcome without long-term work to reduce poverty and tackle insecurity and conflict. It is essential that any work we carry out in conflict-affected states forms part of a strategy for stabilisation and economic prosperity. Evidence suggests that climate change will increase pressure on land and resources, leading to increased urbanisation, ethnic tensions and conflict. Effective responses therefore need to address not just the current and urgent humanitarian needs, but look at the long-term resilience of communities.

Many governments already acknowledge this shift and are shaping their aid responses accordingly. As a result, policy makers are prioritising prosperity and sustainable development over traditional humanitarian support. Donors are developing cross-sector funding that seeks to create more complete responses. In many regions, pooled donor funds contribute to a common goal—allowing organisations to work in partnership delivering large-scale programmes, often across multiple countries. HALO will assess the complex drivers of conflict and fragility, to design and deliver effective programmes, both directly and in partnership.

CONSERVATION AND CLIMATE CHANGE

Conflict breeds poverty and poverty creates desperation. Desperation can lead communities into poaching and practices that result in environmental degradation. Climate change is not only a driver of conflict and displacement, it can also increase the vulnerability of people affected by conflict. HALO recognises the growing link between its work and the need to preserve

bio-diversity and arrest climate change. During the period of this strategic plan, HALO will seek to minimise its carbon footprint and implement a new environmental plan. HALO has also joined with conservationists and environmentalists, to address the interconnected issues of landmines and environmental destruction.

PUBLIC HEALTH

It is impossible to ignore the impact of COVID-19 and the increased requirement for improved global public health responses, particularly for the most vulnerable groups. We have adapted our operations to mitigate the impact of COVID-19 by using our skills, resources and expertise—

particularly where we are the only source of humanitarian support. We are also collaborating with governments and other organisations in response to the pandemic and seek to respond to other gaps in public health needs in the countries where we work.

⁶ <http://www.smallarmssurvey.org/armed-violence.html>

⁷ <http://www.smallarmssurvey.org/fileadmin/docs/T-Briefing-Papers/SAS-BP-Violent-Deaths-Scenarios.pdf>



OUR APPROACH

The HALO Trust helps countries recover from conflict. We believe that by clearing landmines and other explosives left behind by war, and promoting responsible arms control, we can protect lives and contribute to building resilient and prosperous communities.

WHAT DO WE DO?

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

WHO DO WE WORK WITH?

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

HOW DO WE RAISE AWARENESS?

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

WHERE WILL WE BE IN 2025?

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



OUR ORGANISATIONAL GOALS ARE:



7.9m people benefited from cleared land and 2.9m received risk education (since 2015)

GOAL 1 — PROTECT LIVES FROM THE EXPLOSIVE THREATS AND HAZARDS RESULTING FROM CONFLICT

HALO's core focus is to protect people from the explosive debris caused by conflict; to achieve this we will work with communities and governments to understand the problem left to address, whether mines, improvised devices or cluster bombs. We will gain a better understanding of the problem through surveys and assessments and will work with countries to prioritise clearance in line with their plans and the needs of those most affected.

We will provide risk education so that people can keep themselves safe around explosives and, where possible, continue to provide victims with assistance.

Key to our work will be making land safe for people to farm and homes safe to live in. This will require effective technical survey, clearance and quality assurance to ensure that land is entirely safe for communities. In cities this will also mean removing rubble and ensuring people can go about their daily lives safely while we work nearby.

A core part of our work will be to assist countries to develop their clearance plans and targets. We will draw down our presence responsibly and ethically as countries approach a mine-free status and we will leave behind a national capacity to deal with any residual explosive threats.

KEY OBJECTIVES:

Work with communities and authorities to understand the extent of the problem, and prioritise the response

Help people to act safely when living amidst explosive hazards, and assist victims to access support

Make land and urban areas safe for access, infrastructure and productive use

Support countries to achieve their clearance strategies, targets and international commitments



GOAL 2 — (REDUCE HUMAN SUFFERING FROM ARMED VIOLENCE)

The HALO Trust commits to finding ways to protect civilians from the increasing prevalence of armed violence. This will require us to research and understand the causes and rates of armed violence and train others to do the same.

We will reduce human suffering by preventing the diversion of guns and bullets. We will reduce the risk of unplanned explosions at munition sites. This will involve building and renovating munition stores, while training national authorities in the better management of their sites.

Where trafficking of weapons feeds criminal violence in communities, we will support authorities to assess, mark, trace and dispose of weapons. We will work closely with local communities and organisations to report armed violence and break cycles of crime and poverty.

KEY OBJECTIVES:

Identify and understand drivers of armed violence and design interventions to protect civilians

Promote responsible control of small arms, light weapons and ammunition to prevent diversion and unplanned explosions at storage sites

Promote responsible arms control to prevent diversion and illicit trafficking of weapons

Work with communities to reduce armed violence



327,000 weapons controlled and 217 armouries built



GOAL 3 — BUILD RESILIENT AND PROSPEROUS COMMUNITIES

HALO will continue to work with communities to address their broader humanitarian and development needs.

To build resilient and prosperous communities we will need to work with others. Our goal is to engage with partner organisations with complementary skills to provide additional support and resources to put communities back on their feet. This could include advice and loans to farmers to help put cleared land quickly back to use, or access to schools and clinics for previously cut off communities. Where possible we will provide emergency shelter for internally displaced people returning to cleared towns and villages.

We recognise that we have the skills and resources to undertake post-conflict reconstruction of infrastructure. This could be by restoring bridges and culverts, rubble clearance or connecting water supplies for communities. Where we require support from others we will use our influence and networks to encourage others to join our efforts.

KEY OBJECTIVES:

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

Work with partners to develop projects that improve livelihoods, economic growth, public health and resilience

Support peacebuilding efforts through conflict prevention and mitigation, as well as post-conflict stabilisation and reconstruction

Support environmental conservation and climate change mitigation



1.2m have benefitted from Covid response activities



HOW WE WORK

Underpinning all of HALO's work are practices that define how we work and adapt to changing contexts. They are critical for the achievement of our goals.

LEADERSHIP AND ADVOCACY

We seek to influence change among governments and multi-lateral institutions to enhance the impact of our sector. We seek to mobilise governments and increase political support at the national and international level, drawing on innovations from other sectors. HALO is committed to developing mine action standards and practices that will benefit the whole sector. HALO is not afraid to challenge and propose new solutions, in an effort to continuously improve the effectiveness, accountability and transparency of the sectors in which we work.

PARTNERSHIPS AND COLLABORATION

We recognise the benefits of collaboration. We will work with like-minded partners, in and out of the mine action sector to achieve more than we would on our own. For example, we may work with organisations with expertise in health and education projects.

RESEARCH AND DEVELOPMENT

We recognise that by developing cutting-edge technologies and continually improving our methods, we can improve the effectiveness of our work. We will continue to find solutions to the toughest challenges in our sector, and will share this information with partners.

We will work with academics and researchers to better understand the impact of living with landmines and other explosive dangers. This will allow us to raise awareness of challenges, to influence policy makers and provide evidence for government support.

THE ENVIRONMENT

Competition for natural resources often causes conflict, and that conflict itself can damage the environment. Wherever HALO works, we aim to minimise the negative environmental impact of our work. We will use our people, resources and skills to protect the natural world. We will work with others to minimise harm to ecological systems and seek unique solutions to local environmental problems.



VALUES

The HALO Trust operates by the following values:

MORAL COURAGE

To do that which prevents any opportunity for wrongdoing, whatever the consequences.

DISCIPLINE

To achieve consistently professional standards in the delivery of HALO's mission

INTEGRITY

To uphold the right moral and ethical standards. This includes honesty, reliability, consistency and judgement and speaking up for what we believe in as well as speaking out against poor practice, or any behaviour that impacts the wellbeing of HALO's staff and beneficiaries.

RESPECT FOR OTHERS

To treat others as we would expect to be treated; considering the needs and expectations of others and respecting their opinions and feelings, even if we don't agree with them.

LOYALTY

Loyalty to each other, the whole team and to HALO's mission. Loyalty is essential to transform individuals into a cohesive and effective team; it is central to our organisational success.

SELFLESS COMMITMENT

Putting the needs of those we serve before our own.



OUR PEOPLE



HALO employs over 8,600 staff with 98 per cent recruited locally (Oct 2020)

For HALO to deliver excellence, we look for excellence in our people. The HALO Trust is a remarkable organisation because of the talent and dedication of individuals, working together for a common purpose. HALO employees are selected for their resilience, their professionalism and their commitment to HALO's values. We will continue to develop our people and value their contribution to our success. To attract the best people we employ challenging and thorough recruitment and selection processes.

Providing unique training as an investment in our workforce will remain a defining HALO characteristic. It allows us to recruit high-calibre candidates seeking personal development and ensures we have the right skills for the organisation's current and future needs. Ultimately, the communities we serve benefit from the very best people delivering HALO's work. We strengthen societal resilience by employing young people and we increase employment choices for women in non-traditional roles. We will also strengthen national institutions by offering guidance and skills training.



TRANSFORMATION

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

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

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

DIVERSITY

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

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

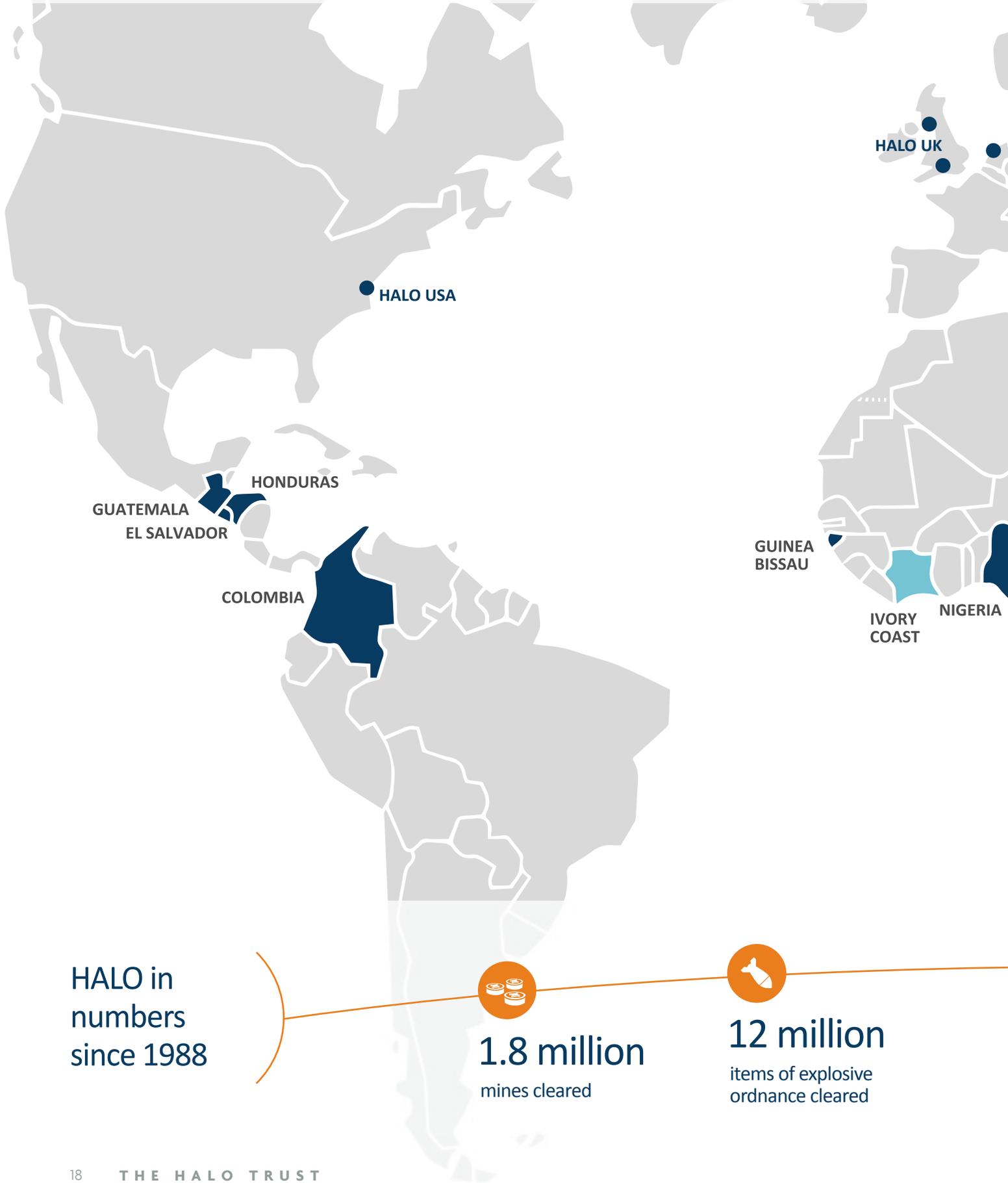
ensuring that the contributions, concerns and needs of all members of affected communities are acknowledged and addressed without bias.

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

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



WHERE WE WORK



HALO in numbers since 1988

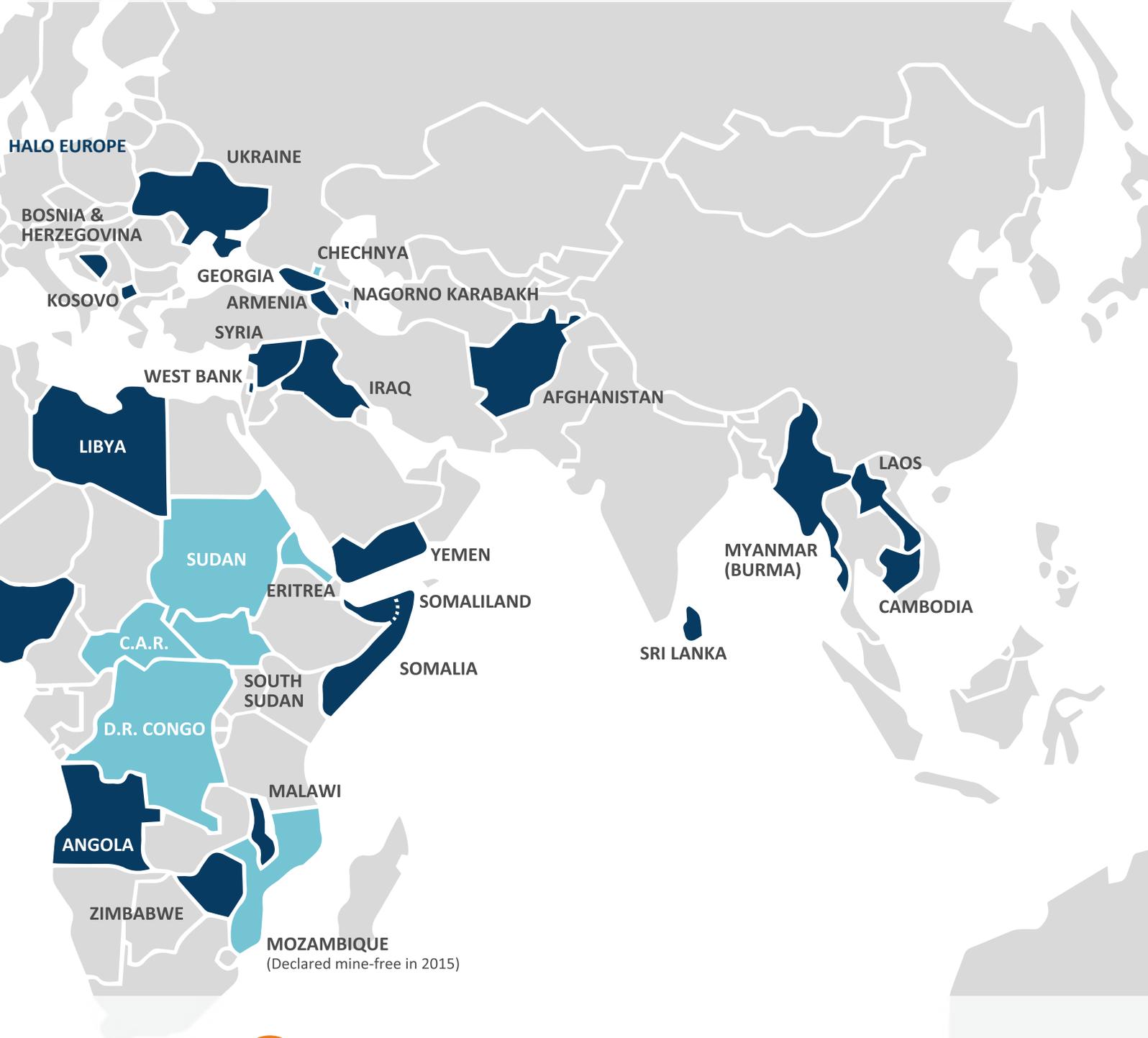


1.8 million
mines cleared



12 million
items of explosive ordnance cleared

 COUNTRIES/TERRITORIES WHERE HALO CURRENTLY WORKS
 COUNTRIES/TERRITORIES WHERE HALO HAS WORKED



2,547Km²
 of land made safe



318,635
 weapons controlled



38,000
 people employed



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