



OUTLOOK REPORT 2025



TABLE OF CONTENTS

LIST OF ABBREVIATIONS

APMBC	Anti-Personnel Mine Ban Convention	IATG	International Ammunition Technical Guidelines
CCM	Convention on Cluster Munitions	IM	Information management
CCW	Convention on Certain Conventional Weapons	IMAS	International Mine Action Standards
EO	Explosive ordnance	IMSMA	Information Management System for Mine Action
EORE	Explosive ordnance risk education	LibMAC	Libyan Mine Action Centre
EORR	Explosive ordnance risk reduction	TLM	Through-life management (ammunition)
ERW	Explosive remnants of war	ToT	Training-of-trainers
GDEI	Gender, diversity, equality, and inclusion	WPS	Women, Peace and Security (agenda)
GFA	Global Framework for Through-life Conventional Ammunition Management	YMACC	Yemen Mine Action Centre
GICHD	Geneva International Centre for Humanitarian Demining		

EXECUTIVE SUMMARY

The Geneva International Centre for Humanitarian Demining (GICHD) works to reduce risks to communities stemming from explosive ordnance (EO).

Guided by its four-year Strategy (2023–2026), in 2025 the Centre will continue to help develop and professionalize EO risk reduction for the benefit of affected countries. It will do so by providing four distinct and mutually reinforcing lines of service: generating knowledge, disseminating knowledge, supporting the codification of knowledge, as well as fostering partnerships, dialogue and cooperation. Through generous financial support from 15 donors, the above-mentioned activities will help support partners in at least 35 countries and/or territories in 2025.

For the GICHD, the term ‘EO risk reduction’ comprises mine action and ammunition management activities that are designed to reduce the risks posed to individuals and communities by all types of EO. This Outlook Report exemplifies our engagement to EO risk reduction by describing activities

planned for 2025 in four specific contexts in greater detail: Libya, Peru, Ukraine and Yemen. This report also sets out how the GICHD intends to advance the five outcomes of its four-year Strategy in 2025.

As the new director of the GICHD, I am committed to advancing the implementation of our four-year Strategy, aimed at increasing the effectiveness and sustainability of EO risk reduction. In this process, support for the development of capacities of national and international partners will remain a mainstay of our work in 2025. The GICHD will provide support in thematic areas relevant to EO risk reduction, such as strategic planning, national standards development, gender, diversity, equality, and inclusion, explosive ordnance risk education, research and innovation, as well as information management. While continuing to promote the application of existing good practice — in line with agreed international standards and guidelines — the GICHD will put greater emphasis on innovation in 2025. It will enhance research on new tools and equipment, and methods, and it

will seek to connect EO risk reduction with global agendas. In its operations, the Centre will continue to rely on a tailor-made results-based management system which measures progress against its objectives and outcomes and guides its planning. The Centre has been implementing this system since 2015 and is continuously improving. It is underpinned by a Theory of Change supported by a monitoring framework. In 2025, the GICHD will also launch a mid-term review of its current Strategy.

In line with its traditional role, the GICHD will continue to support both the mine action-related Conventions and broader multilateral processes on conventional arms and ammunition, by bringing field evidence and expertise to the forums where norms are developed, and their implementation is fostered and monitored.



A handwritten signature in blue ink, which appears to read 'T. Privitelli'. The signature is fluid and cursive.

Ambassador Tobias Privitelli
GICHD Director

“Risks from explosive ordnance remain significant across the world with progress hindered by security issues and by insufficient funding and capacities. Years of experience have allowed the GICHD to increase the efficiency and safety of explosive ordnance risk reduction efforts.”

THE STRATEGY AND THE GICHD PILLARS

The 2023–2026 GICHD Strategy is guided by the vision of a world free from the risks posed by all types of explosive ordnance. In such a world, both individuals and communities can thrive, people are safe from the threat of physical harm, explosive ordnance (EO) is no longer an obstacle to livelihoods and does not limit access to fundamental services.

To attain this vision, the GICHD helps partners at all levels, starting with national authorities, to establish the key ingredients that are necessary for them to address the risks posed by EO in a safe, effective, and efficient way. The Centre promotes solutions that are (a) innovative, to ensure that the sector adapts to evolving challenges; (b) tailored and nationally owned, to respond to the specific context and (c) sustainable, to foster the long-term perspective of explosive ordnance risk reduction.

The structure of the GICHD Strategy consists of three pillars: **the Theory of Change** describes the purpose of the Centre and the impact it aims to achieve with its operations, distilled into strategic objectives and outcomes;

the financial pillar lays out the priorities which the Centre is pursuing to improve financial sustainability and efficiency in resource management; and **the institutional pillar** summarizes how the Centre is adapting its structures and processes to remain fit for purpose and in sync with its core values. A system of monitoring and evaluation is applied to measure progress in all three pillars and collect evidence for strategic steering, planning, and reporting.

Finally, in all its activities, the GICHD relies on long-term partnerships with key actors in reducing risks from explosive ordnance: national and local authorities, donors, the United Nations, other international and regional organizations, non-governmental organizations, commercial companies, and academia. In recent years, the Centre has made significant efforts to build strategic networks with relevant stakeholders, including those located in International Geneva and the Maison de la paix, to achieve greater coordination and coherence across humanitarian, development, disarmament as well as peace and security efforts.

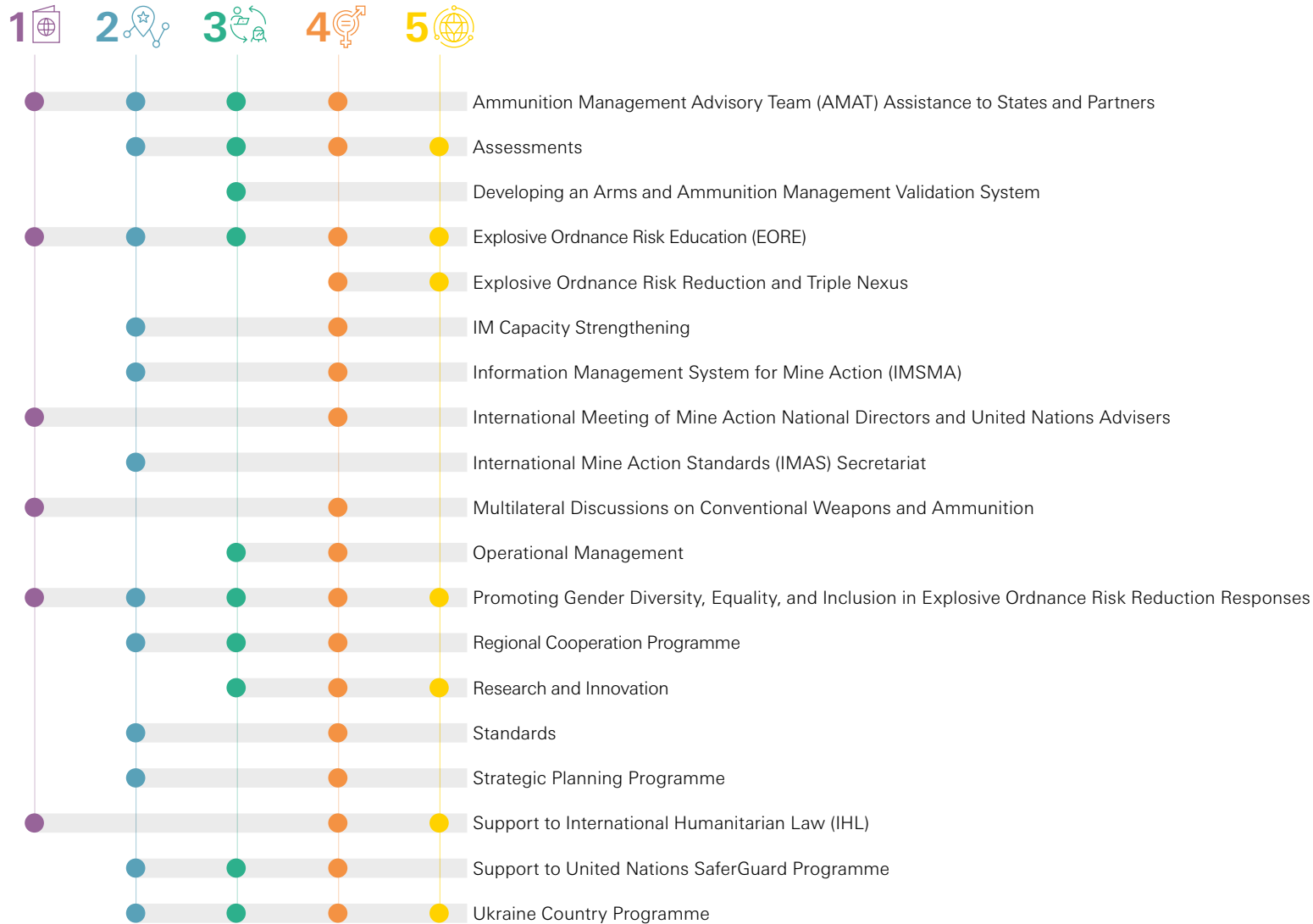


GICHD Innovation Session on AI for Mine Action, October 2024 © GICHD/Antoine Tardy

I. OVERVIEW BY STRATEGIC OUTCOME



2025 PROJECT PORTFOLIO



1

Multilateral processes are informed by evidence and supported by expert advice

2

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

3

Operations are implemented safely, effectively, and efficiently

4

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

5

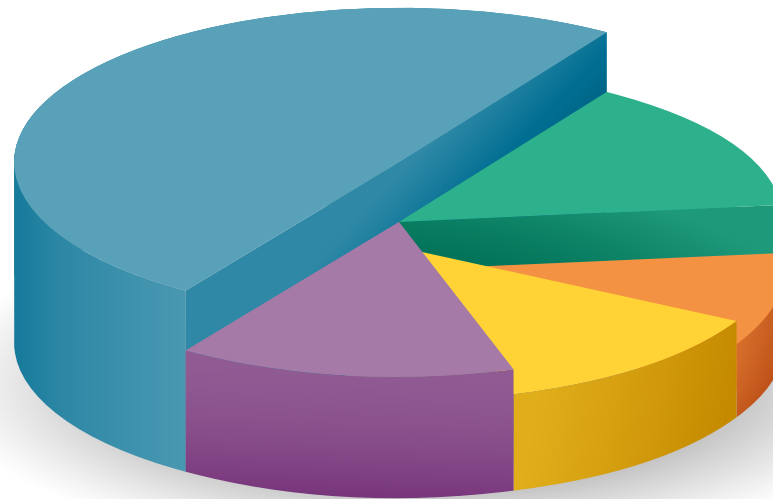
The impact of explosive ordnance risk reduction is enhanced through connections with global agendas

FINANCIAL OVERVIEW

BUDGET BY OUTCOME

The variation in financial resources depends on the nature of the activity in each outcome. Outcomes 1, 4 and 5 entail costs relating to conducting research, developing publications, and delivering seminars, meetings and training courses/workshops. Outcomes 2 and 3 entail similar costs, in addition to others relating to developing/maintaining softwares and tools which increases total expenditure levels. All outcomes include costs related to overheads, travel, and field operations. Furthermore, the costs related to the GICHD's governance, directorate, facilities, communications, grant management, learning unit, event management and results-based management have been distributed proportionately across the five outcomes.

TOTAL
22,562,450



1  **2,664,823**

Multilateral processes are informed by evidence and supported by expert advice

2  **9,254,442**

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

3  **6,598,559**

Operations are implemented safely, effectively, and efficiently

4  **1,776,765**

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

5  **2,267,861**

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

ALLOCATION OF DONORS' CONTRIBUTIONS



Multilateral processes are informed by evidence and supported by expert advice



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



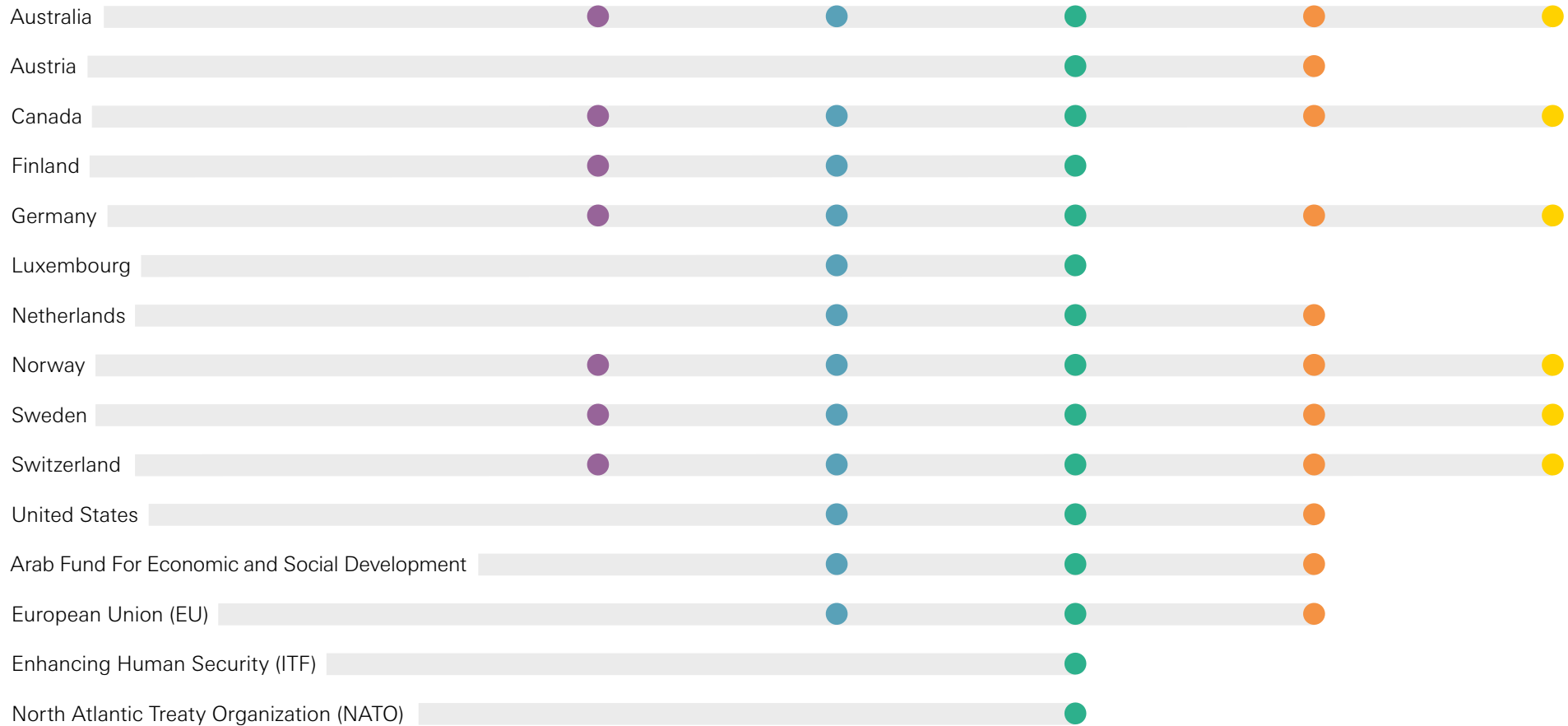
Operations are implemented safely, effectively, and efficiently



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



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



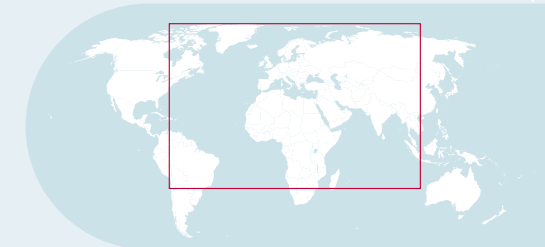
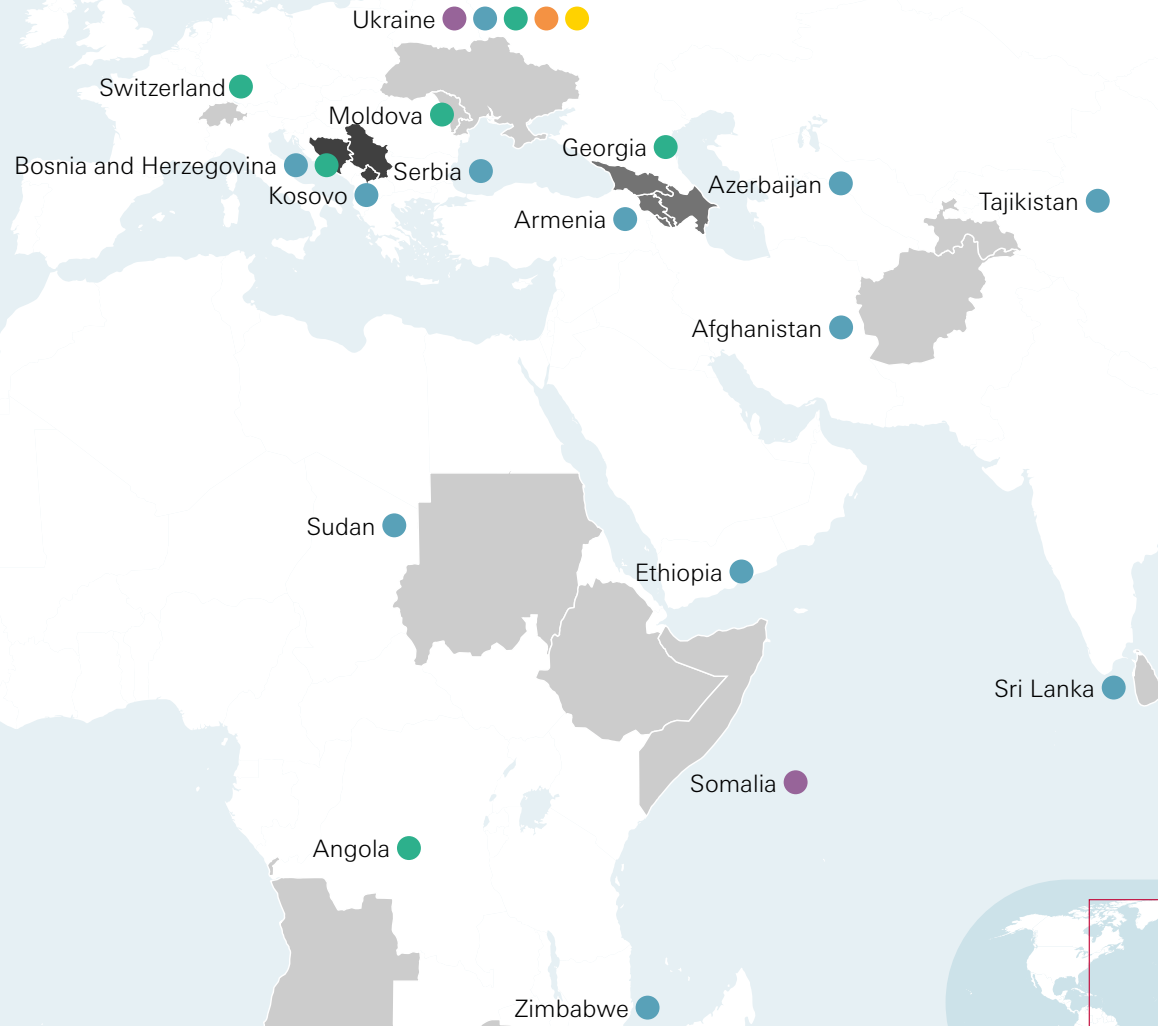
WHERE WE WORK



BALKANS

SOUTH CAUCASUS

COUNTRY LEVEL



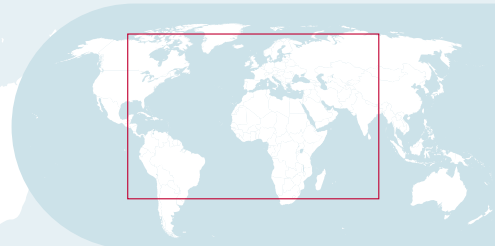
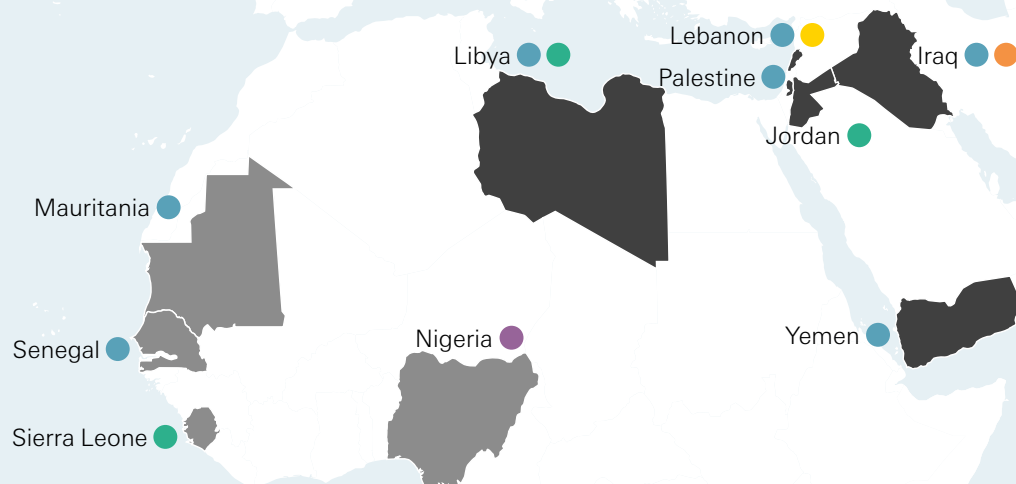
WHERE WE WORK



MIDDLE EAST & NORTH AFRICA

SAHEL/WEST AFRICA

LATIN AMERICA



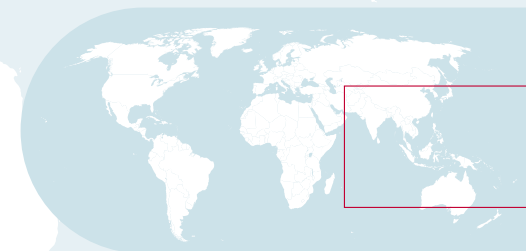
The GICHD will organise a regional training course in the Sahel/West Africa, with participation expected from Benin, Burkina Faso, Burundi, Central African Republic, Chad, Democratic Republic of the Congo, Guinea-Bissau, Mali, Mauritania, Niger, Nigeria, Senegal, Togo.

WHERE WE WORK

- 1 
- 2 
- 3 
- 4 
- 5 

PACIFIC

SOUTHEAST ASIA



II. PLANNING BY OUTCOME



Completion pilot survey, Jaffna District, meeting with local administrators © GICHD



Multilateral processes are informed by evidence and supported by expert advice

The GICHD provides substantive inputs and advice to help lay the foundation for informed discussions and evidence-based decision-making in multilateral processes that guide policies and activities in EO risk reduction.

In 2025, the Centre will continue to support the Anti-Personnel Mine Ban Convention (APMBC), the Convention on Cluster Munitions (CCM), and the Convention on Certain Conventional Weapons (CCW) through expert feedback on States Parties' extension requests under the APMBC and CCM; thematic presentations and statements; participation in meetings of the APMBC Coordinating Committee and CCM Analysis Groups and the provision of on-request advice to office holders. Technical guidance on explosive ordnance risk education (EORE) and gender, diversity, equality, and inclusion (GDEI) will also be conveyed through the EORE Advisory Group — in which the Centre serves as both Secretariat and member — and the Conventions' Gender and Diversity in Mine Action Working Group. The GICHD will continue to provide logistical support to the Conventions, including by managing their sponsorship programmes, and to contribute to their effective and inclusive implementation.

In cooperation with key partners, the GICHD will launch the development of an e-learning course and organize a regional workshop through its Eastern Europe, Caucasus and Central Asia regional cooperation programme, both which are aimed at strengthening knowledge dissemination of the legal framework applicable to mine action. The Centre will also host two introductory sessions on EO risk reduction for newly appointed disarmament diplomats in Geneva and publish thematic analysis briefs.

On conventional weapons and ammunition, the GICHD will support with the implementation of the Global Framework for Through-life Conventional Ammunition Management (GFA), as well as of the EWIPA (explosive weapons in populated areas) Political Declaration, whose second follow-up meeting will be hosted by Costa Rica in 2025. Support for the GFA will include collaboration with the United Nations Office for Disarmament Affairs (UNODA) and its SaferGuard Programme. The GICHD will support with establishing an international assistance mechanism, contribute to elaborating the Global Framework implementation guide, and participate in the GFA preparatory meeting of states in June 2025. Finally, the Centre will contribute to the yearly meeting of International Mine Action National Directors and UN Advisors, which will be jointly hosted and organized with the UN Mine Action Service.

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

APMBC, CCM, CCW, GFA, EWIPA

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

APMBC-Cambodia, Colombia, Nigeria, Tajikistan, Zimbabwe; CCM-Lebanon, Somalia

10 interventions in official meetings (statements, panels, side events)

2 intersessional meetings organized

APMBC, CCM

15 references to GICHD substantive support and

4 references to logistical support

4 issue briefs,

2 introductory briefings for diplomats and

1 briefing for the Gender Focal Points to the APMBC and CCM



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

The GICHD supports national authorities and partners in developing strategies, standards, and information management critical to managing explosive ordnance risks.

By strengthening national ownership, the GICHD enables more effective, efficient, and sustainable local responses. This upstream work, essential for downstream operations on the ground, promotes context-specific, evidence-based, and inclusive approaches. Key actions include: (1) developing and updating guidance, ranging from national standards to locally applicable good practices; (2) conducting assessments to identify gaps and provide recommendations; (3) offering tools to enable access to information platforms; (4) supporting the development, implementation and review of strategies; and (5) enhancing capacity through training and knowledge exchange.

Strategic planning for 2025 includes support to national authorities for finalizing, launching and implementing strategies in Libya, Sri Lanka, Ukraine and Yemen, including by organizing workshops and facilitating mid-term strategy reviews. The GICHD will also support the development of a new strategy in Azerbaijan. Consultative strategic planning processes that focus on context analysis with stakeholders will ensure that diverse needs and priorities are reflected, that strategies are context specific and align with global best practices. Within the framework of the International Mine Action Standards (IMAS) Review

Board work plan 2025–2026, the GICHD will take a more active role in chairing and coordinating technical working groups. Training will be provided to national authorities on best practices for developing and revising their national standards, including gender and diversity mainstreaming. A toolkit will also be developed to guide national authorities in the governance of their standards. Revisions and development will focus on eight national standards across five countries (Ethiopia, Laos, Libya, Sri Lanka and Yemen) and one ammunition-related standard in Peru. On ammunition, the Centre will also support with updating the International Ammunition Technical Guidelines (IATG).

In 2025, information management (IM) capabilities will be strengthened through comprehensive training. Key activities include delivering Information Management System for Mine Action (IMSMA) Core training courses, including regional training in Latin America and West Africa, expanding the IMSMA Core community of practice, and enhancing knowledge-sharing through webinars and facilitated exchanges. IM support will be tailored to the needs of national authorities with updates to tools and practices, including support of IMSMA Core upgrades in countries such as Afghanistan, Angola, Ethiopia, Iraq, Laos, Palau, Ukraine, and Vietnam maintaining information security through ISO 27001 compliance, and ensuring a smooth upgrade for programmes using older IMSMA systems. To accelerate system implementation and adoption, forward-based IM staff will be embedded in Sri Lanka, Ukraine and Yemen.

1 strategy developed

Azerbaijan

2 strategies launched

Libya, Yemen

3 strategies implemented

Libya, Sri Lanka, Yemen

2 strategies reviewed

Moldova, Sri Lanka

5 IMAS and 8 NMAS developed/revised

12 IATG and ammunition through-life management (TLM) of standards reviewed

1 IATG module developed

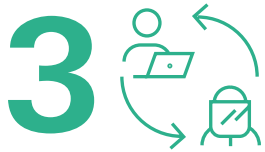
1 national ammunition standard revised

Peru

5 IM capacity scores improved

5 new countries/territories with IMSMA established

Angola, Armenia, Kosovo, Senegal, Serbia



Operations are implemented safely, effectively and efficiently

In 2025, work under outcome 3 will focus on enhancing operational efficiency across the explosive ordnance risk reduction sector. The key goal will be to streamline ammunition management and mine action while supporting global efforts to mitigate explosive threats. By aligning with this outcome, the GICHD will aim to foster safer and more effective EORR practices worldwide.

A central component of the GICHD's efforts will be the topic of ammunition management. One of the key initiatives includes finalizing the Ammunition and Arms Management Validation System, as well as delivering training-of-trainers courses in Peru to significantly boost local expertise. The Centre will also expand its reach by engaging with multiple Latin American countries, offering mentorship to newly trained personnel and promoting best practices in ammunition management to ensure consistency across the region. Additionally, a research project utilizing the UN SaferGuard Toolkit will foster innovation in ammunition through-life management (TLM).

Key focus areas include Bosnia and Herzegovina, Jordan, Moldova, Peru and Ukraine. In Peru, training and mentoring programmes will be emphasized, while Jordan will receive specialized support to improve its ammunition management systems. Ukraine will receive increased support in 2025, focusing on its

growing explosive ordnance contamination. The GICHD will also conduct baseline assessments and create work plans for countries with emerging EO risk reduction needs. This will strengthen national explosive ordnance risk reduction capabilities, ensuring compliance with international standards.

In 2025, the Centre's annual Innovation Conference will bring together global experts to share advancements in EO risk reduction, promoting collaboration and integrating new technologies and methodologies into global practices. The GICHD will offer technical expertise and capacity-enhancement to support partners in addressing threats posed by improvised explosive devices (IEDs), with an emphasis on risk management and disposal techniques. By incorporating IED-specific strategies into broader explosive ordnance risk reduction efforts, the GICHD aims to mitigate both conventional and improvised explosive threats. The GICHD will continue to strengthen and professionalize EO risk education by supporting professionalization and capacity enhancement through the EORE Advisory Group.

5 countries supported to establish well-functioning and fit-for-purpose ammunition TLM capacities

Bosnia and Herzegovina, Georgia, Jordan, Moldova, Peru

3 baseline assessments on ammunition TLM capability

Georgia, Jordan, TBD

2 baseline assessments on operational capacity

Colombia, TBD

1 work plan developed to support capacity enhancement

Colombia



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

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

In 2025, the GICHD will provide support to Iraq, Libya, South Sudan, Ukraine and Yemen as part of the Centre's multi-year approach to reinforce the capabilities needed to promote equality, diversity, and inclusion. Specifically, the GICHD will support inclusive strategic planning processes in Libya and Yemen to ensure impact is reached by assisting national authorities in aligning mine action priorities, international obligations, and national commitments for the promotion of equality, diversity, and inclusion.

Strong leadership is key for transforming social and institutional norms towards eliminating inequalities and injustices. To reinforce the leadership capabilities of national authorities in the Middle East and North Africa region, the GICHD will deliver an inclusive leadership training course under the umbrella of its regional cooperation programme. Moreover, to support

national authorities with integrating gender and diversity considerations in mine action programming, the GICHD will deliver a Global Gender Focal Point Capacity Development Programme. The programme incorporates skills-based training, mentorship, and technical advice. Finally, the Centre will continue to provide technical advice to Colombia and Ukraine through workshops focusing on how to operationalize recommendations from earlier assessments on GDEI.

Inclusive information management is also key to ensuring that mine action responses are grounded in a solid understanding around the needs of affected communities. To achieve this as well as to promote uptake of the study on inclusive data management,¹ the GICHD will facilitate a regional workshop in Latin America to exchange on good practices and challenges in the region. Through the UN SaferGuard's Women Managing Ammunition-Network, the GICHD will continue to support the inclusion of female ammunition specialists in technical and leadership positions through mentoring and delivering an all-female ammunition specialist course organized by the UNODA and the Austrian Ministry of Defence.

¹ [Inclusive Data Management in the Mine Action Sector](#)

5 countries supported to enhance well-functioning gender and diversity capacity
Iraq, Libya, South Sudan, Ukraine, Yemen

25% representation of women in all GICHD-organized events

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

80% representation of people from affected countries in all GICHD-organized events



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

The role of EO risk reduction as enabling and transformative for other humanitarian, development and peace agendas continues to be documented and promoted by the GICHD. The Centre provides expert advice on the relevance of EO risk reduction in forums/initiatives on international humanitarian law, human rights, climate change, migration and displacement, social and behaviour change communication (SBCC), including through regional and South-South cooperation.

In 2025, the GICHD will be supporting Colombia, Lebanon, Ukraine and Vietnam in linking explosive ordnance risk reduction to global agendas. Specifically, the Centre will work towards enhancing the capacity of national authorities to deliver effective and measurable results, namely under the Women, Peace and Security (WPS) agenda, and the Youth, Peace and Security (YPS) agenda. This will be achieved by providing strategic and operational guidance as well as training, and outreach efforts. In Ukraine, specifically, the Centre will deliver technical advice through a training course to support the national authority in strengthening the links between explosive ordnance risk reduction and global agendas in its national action plan.

The Centre also intends to stimulate greater reflection within the sector by disseminating evidence on the benefits of mainstreaming broader approaches and help to firmly embed EORR's role in advancing the humanitarian, development and peace nexus (known as the Triple Nexus) in larger policy discussions. To this end, in 2025, the GICHD will launch its self-paced e-learning course that builds on the findings of earlier case studies exploring the sustainable development outcomes of mine action in eight country contexts. Building on the success of its case studies, the GICHD will publish three more studies exploring linkages between EO risk reduction and the WPS and YPS agendas and provide recommendations for enhancing these synergies at national, regional, and international levels.

Finally, as outlined in the GICHD's report on sector mapping and needs analysis, EORE remains critically important. Through its role as EORE Advisory Group Secretariat and member, the Centre will continue to facilitate coordination and knowledge-sharing with stakeholders beyond the sector. As such, the GICHD will organize a side event at the annual SBCC Summit, collaborating with BBC Media Action, to promote EO risk reduction and EORE to thousands of public health practitioners.

4 countries supported to link EO risk reduction with global agendas

Colombia, Lebanon, Ukraine, Vietnam

Technical inputs provided to strengthen links between EO risk reduction and global agendas

Ukraine

3 studies on WPS linking EO risk reduction with global agendas disseminated

2 studies on global agendas developed (TBD)

1 e-learning course launched

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

III. COUNTRY SUPPORT: FOUR EXAMPLES



LIBYA ●●

The population of Libya currently faces a number of threats from explosive ordnance, particularly from explosive remnants of war (ERW) stemming from a series of conflicts from the First Libyan Civil War in 2011, factional violence, and the Second Libyan Civil war from 2014–2020, as well as legacy contamination from WWII. In Libya, competing administrations (the Tripoli-based Government of National Unity and Tobruk-based Government of National Stability) and militias, often backed by regional and international powers, continue to control different parts of the country, leading to a complex and fluid political landscape. This context creates a highly challenging environment to coordinate and conduct mine action activities.

The GICHD has supported the Libyan Mine Action Centre (LibMAC) in implementing the Information Management System for Mine Action (IMSMA) Core since 2022. Following this work, LibMAC invited the GICHD to provide support with drafting a national mine action strategy. The GICHD conducted a national authority capacity assessment of LibMAC in July 2024, providing findings and recommendations to support greater efficiency, effectiveness, and safety of mine action operations in the Libyan Mine Action Programme (LibMAC). The GICHD has already begun supporting LibMAC on the delivery of several recommendations, with a view to 2025 and beyond. For example, the Centre's Strategic Planning Programme is supporting LibMAC in the development of a mine action strategy with input and engagement from a wide range of

stakeholders across Libya.

This process started in 2024 with a strategy-stakeholder workshop to analyse the context and develop a draft strategic Theory of Change. It will continue into 2025 and will result in Libya's first mine action strategy. The GICHD ensured its support was provided in a conflict-sensitive manner, including by conducting a conflict analysis and providing relevant context analysis tools in the workshop. Based on the findings of the assessment, the GICHD will also support LibMAC through the provision of various training courses in 2025, including specific quality management training for the Libyan programme, and participation in regional and global courses on land release, explosive ordnance risk education, and gender and diversity.

There is also a need to review and update Libya's national mine action standards, which the GICHD will address through technical advice to LibMAC



Strategy Stakeholder Workshop for Libya's Mine Action Programme, 2024 © GICHD

throughout 2025. The GICHD will also continue to support LibMAC with information management (IM), including delivering the IM-related recommendations from the assessment. Finally, the GICHD will continue to encourage LibMAC and the wider Libyan government to engage with the Anti-Personnel Mine Ban Convention, Convention on Cluster Munitions, and Convention on Certain Conventional Weapons, where possible, to advance international support for mine action in Libya.

PERU ●



AMAT Mission to Peru, 2023 © GICHD/TAPI Story 2023

Peru has faced various security challenges throughout its history. One of the most notable in recent decades was the brief but intense Cenepa War with Ecuador in 1995. Though this conflict was short-lived, its legacy has been the stockpiling of large quantities of ammunition to support a substantial military presence, a practice that continues to this day. However, the accumulation of ageing ammunition stockpiles has raised concerns about safety, especially regarding inadequate storage conditions and the potential for accidents. These risks pose significant threats to both military personnel and civilian communities. Recognizing the importance of addressing these challenges, Peru has adopted a proactive approach to improving its ammunition management systems, emphasizing the importance of safety, security, and compliance with international standards. In 2020, the Peruvian Army War Material Service (SMGE) sought assistance from the GICHD to align its practices with the International Ammunition Technical Guidelines (IATG).

In response, since 2021, the GICHD has collaborated closely with the Peruvian Ministry of Defence and the Servicio de Material de Guerra del Ejército (SMGE), providing comprehensive training and technical assistance. During this period, the GICHD has delivered 15 IATG training courses for personnel from the Peruvian Armed Forces and the National Police, successfully training over 250 individuals on the IATG. Building on this foundation, the GICHD has implemented a training-of-trainers (ToT) programme

designed to ensure the long-term sustainability of these training initiatives within national institutions. In addition to capacity-building efforts, the Centre conducted joint assessments of ammunition storage areas with the Peruvian Army and Air Force, including an evaluation of an explosive accident, resulting in detailed reports presented to the Ministry of Defence and the Joint Command of the Armed Forces, which secured their support for improving stockpile management. In 2023, in collaboration with the Ministry of Defence, the GICHD organized a high-level seminar that marked the starting point for discussions with senior decision-makers and led to the development of Peru's Strategic Plan for the Management of Arms, Ammunition and Explosives in the Defence Sector. During the seminar, participants from various national institutions emphasized the need for a comprehensive national system to improve ammunition management. This discussion laid the groundwork for a formal process to review and align existing national standards with international best practices, ultimately guiding the creation of the Strategic Plan. This Plan provides a road map for enhancing the management of arms and ammunition in Peru and represents a significant step forward in strengthening national institutions.

Looking ahead, the GICHD will continue to support the implementation of the Strategic Plan, including the ongoing ToT approach, promoting the Ministry of Defence regulations on ammunition at the national level, and strengthening institutions to ensure effective and sustainable ammunition management in Peru.

UKRAINE ●●●●●

Ukraine is among the countries in the world most heavily contaminated by explosive ordnance. Since February 2022 contamination has increased significantly across large parts of the country, notably in the east. The situation is further exacerbated as the fighting continues, undermining the lives and livelihoods of people in Ukraine, under already very difficult circumstances.

The GICHD's Ukraine country programme is necessarily ambitious, since the Centre assessed that the ever-increasing scale and scope of the explosive ordnance contamination requires a significant push to further expand, strengthen, and professionalize existing national capacities. The Ukraine country programme team includes Ukrainian experts. Some members of the team are based in Kyiv and supported by Geneva-based international advisors. Their efforts focus on training and mentoring of national authorities, as well as other relevant stakeholders. In 2025, the GICHD will continue to focus its support on areas prioritized by the Ukrainian government. IMSMA will be further strengthened to meet the evolving needs of the programme. The aim is for it to enable clear data flows and dashboard environments that make the current state of information and knowledge available, thus supporting both operational and strategic decision-making. The GICHD will also continue to support the Ukrainian mine action efforts with the development of national mine action standards, tailoring them to the Ukrainian context and ensuring they are fit for purpose in a rapidly changing environment.

In addition to day to day mentoring, the GICHD plans to implement events, training courses, workshops and seminars in country, at least once a month. The GICHD will facilitate and further strengthen working relationships between national authorities and the international community through liaison visits and donor coordination events. These events will enable donors, national and international organizations and operators to take coordinated steps towards supporting Ukraine and to address challenges stemming from explosive ordnance contamination in a cooperative, needs-driven and evidence-based manner. Furthermore, support will be provided to the government of Ukraine in strategic planning and implementation to create a clear, consolidated and long-term vision of mine action policy.

Land release remains a top priority as defined by the government of Ukraine, and the GICHD will work on frameworks, tools, and systems to ensure efficient mine action operations. Non-technical survey and quality management remain vital components of Ukraine's mine action programme, and the GICHD will continue to deliver its ToT programmes to ensure locally tailored training. In order to strengthen localization,

the GICHD will assess the organizational and technical capacity of national demining operators in Ukraine, to raise awareness around international donor funding mechanisms. Lastly, the GICHD will continue to engage with relevant stakeholders to promote gender equality and inclusion in mine action responses.



FSD Site Visit in Ukraine, October 2024 © GICHD

YEMEN.

The Yemeni civil war that began more than a decade ago resulted in thousands of casualties, countless civilian injuries, and has displaced nearly 4 million people. A consequence of the conflict is the increased presence of explosive ordnance (EO), including explosive remnants of war (ERW) and landmines, with Yemen having one of the highest levels of mine and ERW contamination in the world, leading to an increase of civilian mine accidents, particularly among children.

Prior to the war, Yemen had a functioning mine action programme, however, the prolonged conflict and resulting humanitarian crisis have severely impacted Yemen's mine action capabilities. The Yemen national mine action programme, comprising the Yemen Mine Action Coordination Centre (YMACC) and the Yemen Mine Action Centre (YEMAC) – Yemen's largest national operator – has worked closely with the international mine action community. To this effect, Yemen has sought the GICHD's assistance in areas controlled by the internationally recognized government. Starting in 2019, the GICHD collaborated with the United National Development Programme (UNDP) by conducting an assessment to determine the extent of EO contamination in the country. The following year, the GICHD successfully supported the YMACC in designing and deploying an information management system which enabled the implementation of the first non-technical survey by the mine action programme. In 2022, the GICHD conducted an assessment of the mine action programme to determine its strengths and limitations. The findings of the assessment led to the creation of

an action plan between YMACC South, YEMAC and the GICHD, detailing the Centre's extended support in the areas of mine action technical assistance and strategy development.

In 2025, the GICHD will continue to support the YMACC to finalize, launch and implement its mine action strategy, to review and develop its national standards, to strengthen its information management system, and to increase its effectiveness around strategic planning and decision-making. In addition, YMACC South will be supported with technical advice on gender, diversity, equality, and inclusion,

to reinforce its gender and diversity capacity. The ultimate goal is to help Yemen develop long-term national skills for mine action in a sustainable, efficient and effective manner. To this end, Yemen will be invited to participate in the GICHD's regional cooperation through a land release information management workshop, an inclusive leadership training course, and a land release training course.



Strategic Stakeholder Workshop, Yemen, 2024 © GICHD

THE GICHD PILLARS





FINANCIAL

The financial pillar provides the Centre with strategic guidelines to ensure an adequate level of resources to deliver impact in line with the GICHD Strategy and to develop the processes and tools that allow these resources to be managed efficiently. The pillar's action plan identifies four outcomes related to funding, budgeting, cost efficiency and financial resilience.

In 2025 the GICHD will continue to strive to increase the level of core and flexible funding that allows financial resilience to be maintained across its five outcomes, and implement an overhead cost recovery. It will also aim to reach 100% expenditure burn rate each year. Against the ongoing economic uncertainty — including inflationary and liquidity pressures — the aim of the Centre will be to maintain appropriate levels of reserves and liquidity. To achieve this, the cash flow management solutions — introduced in 2023 — will be complemented with a cash flow management tool to improve the Centre's payment cycle and to optimize the use of foreign currency funds. As a learning organization, the

GICHD will keep improving its planning and budgeting, as well as increase performance in implementing its monthly closure, forecasting and salary allocation processes.

Finally, the GICHD will continue collaborating with the Geneva Centre for Security Sector Governance, and the Geneva Centre for Security Policy to benefit from the economies of scale achievable through sharing suppliers, in a process labelled by the three Centres as "mutualization". The GICHD became a more active member of the three Centres' information services forum in 2023 and will continue exploring digital solutions and leveraging technology to optimize resources.



INSTITUTIONAL

The institutional pillar helps the Centre to adapt its processes and to ensure they remain aligned with its core values and working principles. In 2025, the Centre will keep modernizing its internal practices to create a thriving, efficient and effective organization that fully harnesses the potential of its people.

Firstly, the GICHD recognizes the importance of cultivating a learning culture. In 2025, the Centre will maintain its focus on offering dedicated training for

leadership roles to enhance their skills, complemented by a 360-degree feedback exercise. Secondly, the Centre will remain committed to continuously improving internal processes by ensuring that policies and systems are aligned with the sector's best practices. To this end, throughout 2025, the Centre will consolidate its internal onboarding process and learning activities under a new human resource information system. Additionally, the Centre recognizes the importance of having a well-trained crisis

management team in place. Therefore, our priority will continue to be acting proactively and swiftly when risks are identified. Finally, our environmental commitment remains firm. In early 2025, we will partner with an organization dedicated to reducing carbon footprint. The year 2025 will be a time of consolidation, during which we will strive to enhance the Centre's operations and foster a strong culture rooted in accountability, trust, inclusion, respect, innovation, and learning.

ANNEX: OUTCOMES, MONITORING FRAMEWORK



Regional Workshop on Information Management for Mine Action, Senegal, 2024 © GICHD

OUTCOMES, MONITORING FRAMEWORK

INDICATORS BY OUTCOME*



Multilateral processes are informed by evidence and supported by expert advice

1.1
Number of multilateral processes informed/supported by the GICHD to develop and implement legal and political commitments

1.2
The GICHD's expertise is acknowledged by stakeholders in multilateral processes (*qualitative*)



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

2.1
Number of strategies developed, reviewed, and implemented with the support of the GICHD

2.2
Number of standards, regulations and guidelines developed/ revised with the support of the GICHD

2.3
Number of well-functioning information management systems/capacities established with the support of the GICHD



Operations are implemented safely, effectively, and efficiently

3.1
Number of fit-for-purpose operational capacities improved with the support of the GICHD

3.2
Operational systems, methods, tools, and approaches developed/promoted by the GICHD are implemented by countries/other partners (*qualitative*)



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

4.1
Number of countries/partners with established and well-functioning gender and diversity capacity supported by the GICHD

4.2
People from diverse groups are represented in GICHD-organized events

4.3
Gender and diversity mainstreaming is implemented by GICHD and its supported countries/partners (*qualitative*)



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

5.1
Number of countries/partners that connect explosive ordnance risk reduction and global agendas with the support of the GICHD

5.2
The GICHD contributes to enhancing the evidence connecting explosive ordnance risk reduction and global agendas (*qualitative*)

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

*Outcome indicators revised in 2023, following an internal review against evidence



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