

*Strategy 2030*

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# Mastering the Craft of Peace

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*CMI – Martti Ahtisaari Peace Foundation* is an independent Finnish organisation that works to prevent and resolve conflicts through dialogue and mediation. Founded by Nobel Peace Laureate and former President of Finland Martti Ahtisaari in 2000, we have since grown to be a leader in the field of international peacemaking.

Our team consists of more than 100 international experts and over 300 global partners from a variety of fields with whom we have advanced more than 50 peace processes in the Middle East and North Africa, Sub-Saharan Africa, Eurasia, and Asia.

CMI is headquartered in Helsinki, with an office in Brussels and presence in more than 20 countries. Together we share the commitment of developing innovative solutions to tackle issues at the heart of political conflict that prevent peace processes from moving forward.

As the world around CMI evolves, we will continue to create conducive environments for peace and safe spaces for dialogue. This *Strategy 2030* document is CMI's collective roadmap for mastering the craft of peace and increasing our institutional resilience in pursuit of our enduring vision – *all conflicts can be resolved.*

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# Overview

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## **VISION 2030**

People, societies, states, and regions envision and realize peaceful and sustainable alternatives to conflict.

## **MISSION 2030**

As peacemakers, we anticipate and respond effectively to the changing character of conflict through mediation and dialogue.

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## **STRATEGIC PRIORITIES 2030**

Our Global Programme achieves impact by developing innovative solutions to tackle issues at the heart of political conflict. This is done through addressing the fundamental challenges related to peace processes and the ability of the relevant stakeholders to engage effectively therein. Building on established regions of our work in the Middle East and North Africa, Sub-Saharan Africa, Eurasia, and Asia, our strategic priorities for 2030 are two-fold:

### **Mastering the craft of peace**

Our work is built on deep contextual knowledge and networks. Our service-based approach is defined by our ability to listen and recognize the needs of stakeholders in order to create conducive environments for peace through mediation and dialogue and serving as a trusted partner.

To integrate inclusivity and innovation as cross-cutting approaches, we will deepen *Women in Peacemaking* and *Digital Peacemaking* as our thematic foci in the coming decade.

### **Increasing institutional resilience**

Our operating environment demands sound decision-making, contextual expertise, strategic partnerships, consistent communications, and the ability to withstand change. This is achieved through an organizational culture and processes that foster and enable foresight, adaptivity, and operational acumen.

In order to increase our resilience, we will work as *One Team*, supported by diverse *Partnerships & Funding*, and reinforced by our *Global Profile* as an international, trusted partner for peace.

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## **NEW INITIATIVES – EXCELLENCE IN MEDIATION**

Rising to the challenges of the unfolding decade, whilst keeping to the core of our craft in peacemaking, we will establish frameworks to generate, assess, and develop new initiatives. Our aim is to ensure cutting-edge analysis, deepened collaboration with our

principal stakeholders, and explore within and beyond the scope of our Global Programme. New initiatives pursuing excellence in mediation in the coming decade include, *inter alia*:

*CMI Academy | Annual CMI Strategic Forum | Next Generation in Mediation*



Made in Finland  
Global Impact

# Pragmatic, Independent & Resilient

**T**he story of CMI begins with Noble Peace Prize Laureate, former President and Founder of CMI, Martti Ahtisaari. After stepping down as president of Finland in 2000 and despite being offered a significant role in the international arena, Ahtisaari decided to pursue the path of peace mediation by addressing the root causes of conflict. CMI was founded the same year with the aim of contributing to solving violent and political conflicts throughout the world. Since its inception, CMI has implemented Ahtisaari's vision based on the notion that *all conflicts can be resolved*, and has developed into one of the global leaders in the field of peacemaking.

Ahtisaari's legacy and our heritage are grounded in Finland's experience in advancing an egalitarian society. For many regions affected by conflict, Finland's

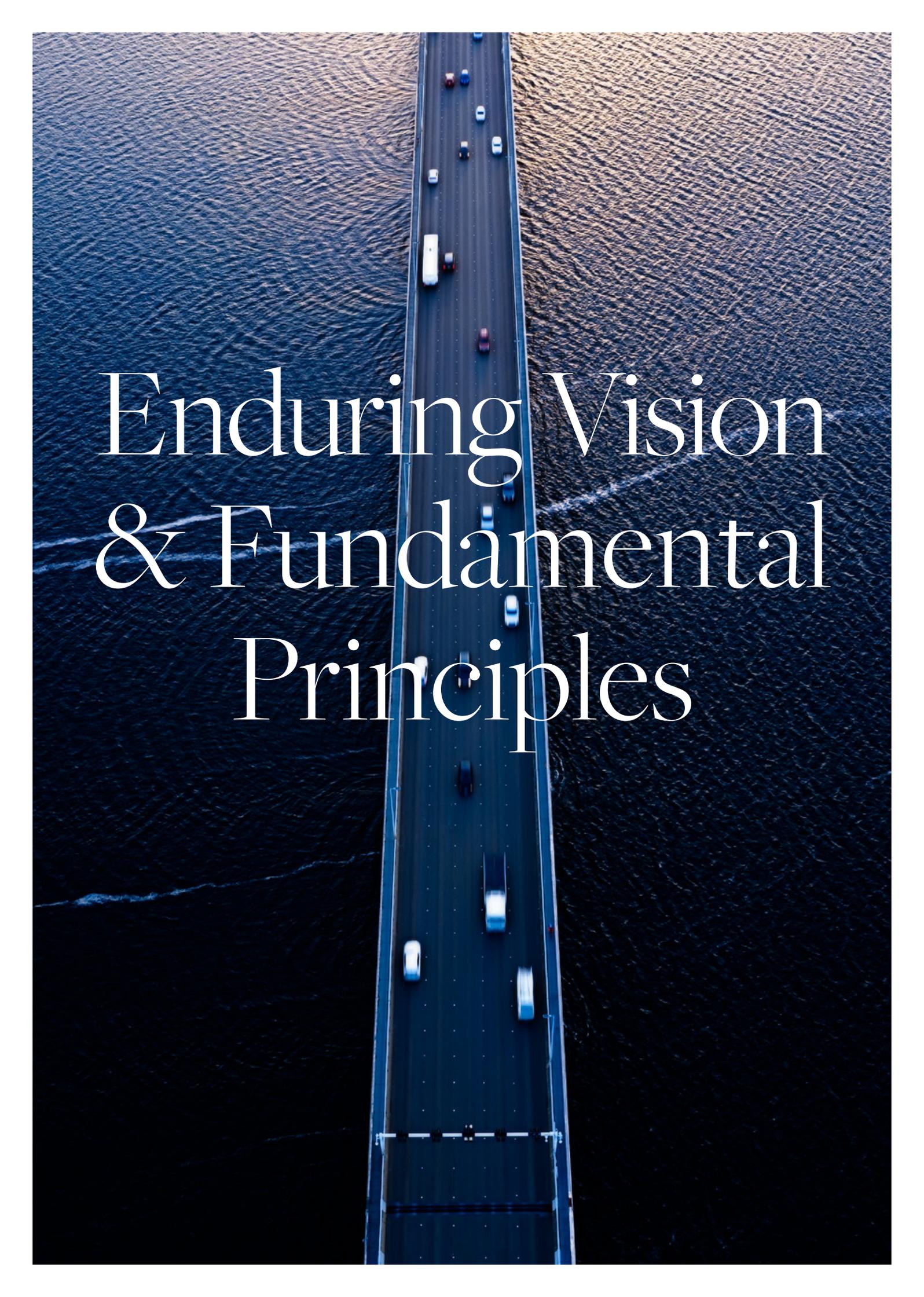
story of rising from poverty, healing from a divisive past, and navigating major power rivalries to become a solution-oriented and trusted member of the international community, resonates in its authenticity. Through hard work, determination, and cooperation, Finland has grown to represent a stable democracy and reliable partner for global peace and security.

With Finland as our home, Ahtisaari's legacy as our guide, and an established international track record as our foundation, CMI has become a trusted partner in the advancement of global peace and security. To this end, our independence is essential and enables us to provide safe space for political dialogue. Together with our international partners, we continue to share the vision of establishing bridges towards the peaceful settlement of conflict.

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An aerial, top-down view of a multi-lane highway bridge spanning a body of water. The bridge is a straight, dark grey line with several lanes in each direction. Numerous cars of various colors (white, blue, red, black) are visible on the bridge, moving away from the viewer. The water on either side of the bridge is a deep blue with visible ripples and small waves. The overall scene is captured from a high angle, looking down the length of the bridge.

# Enduring Vision & Fundamental Principles

# Our Fundamental Principles

Our enduring vision is, **all conflicts can be resolved**. This vision is based on our conviction that people have the capacity to pursue peaceful change, even amid cyclical forms of violence. Everything CMI does in pursuit of this vision is guided by five fundamental principles that uphold our independence and are rooted in two decades of international peace mediation. These principles continue to serve as the cornerstones of our **Strategy 2030**.

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## 1 Honest Broker

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As an honest broker, we are open about our role, our goals, and our partnerships, with requisite discretion to safeguard our counterparts. Our impartiality ensures that we act without a political agenda, for the benefit of peace, and without leanings towards a party or interest.

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## 2 Ownership

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Our work relies on the commitment of conflict parties and stakeholders to address the key questions of a given dispute. Our experience shows that sustainable resolutions to conflict are reached when conflict parties own the settlement process and we, the peacemakers, accompany and support these efforts.

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## 3 Inclusivity

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The inclusion of all relevant actors in a peace process is a precondition for the durable settlement of a conflict. Inclusivity of voices and actors paves the way for a broad consideration of the causes of and solutions to a conflict and sets a precedent for participatory and inclusive processes for the future. We engage with all relevant actors and lay special emphasis on the participation of women in peace efforts.

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## 4 Complementarity

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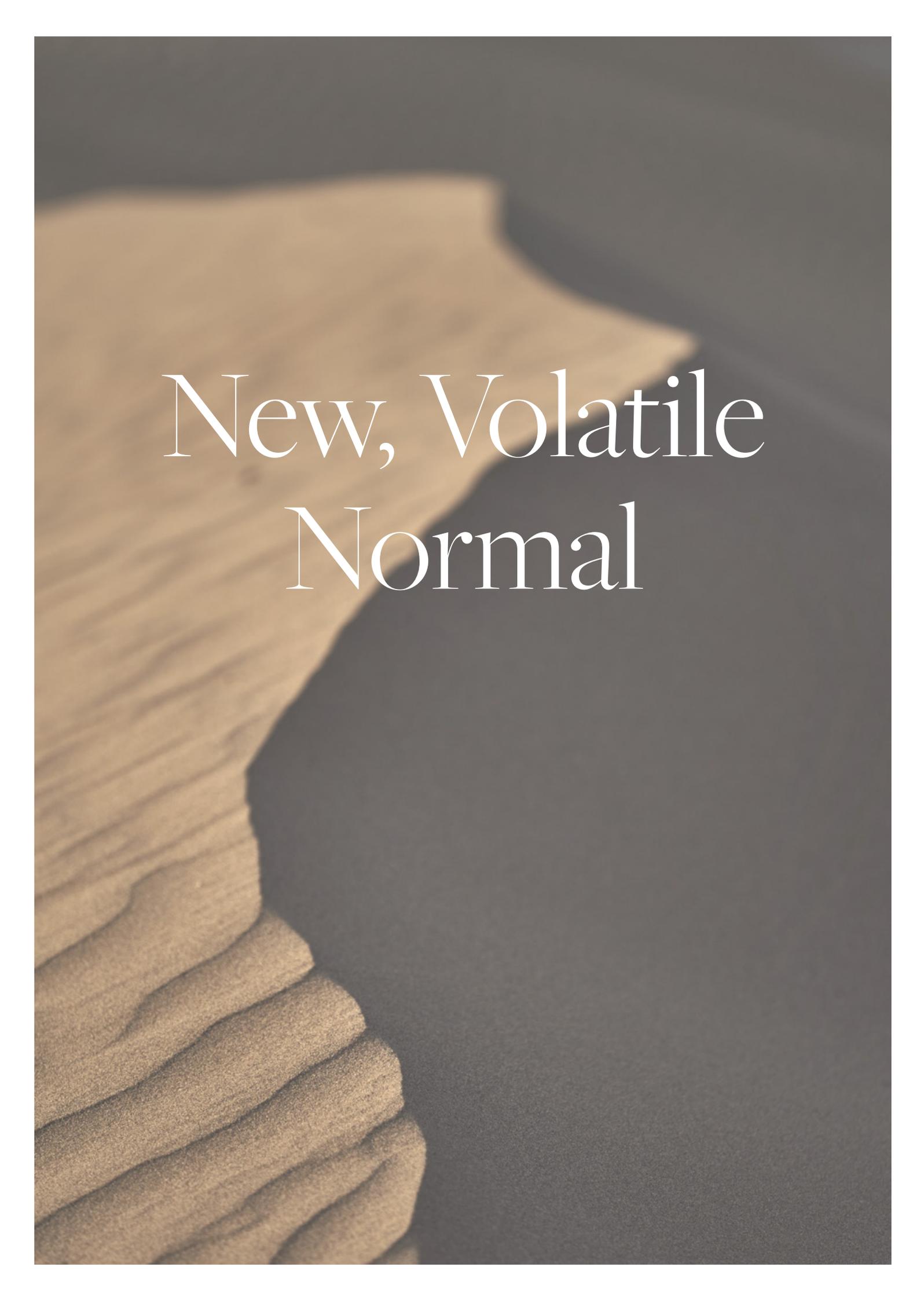
We coordinate and communicate efficiently and effectively with relevant actors and stakeholders to ensure the complementarity and additionality of our efforts. We build synergies with local, regional, and international actors. Our strength lies in our ability to take initiatives formal actors cannot – and our sensitivity to step back when needed.

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## 5 Integrity

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Maintaining independence from external agendas and influence is the foundation of our work. We do not compromise our principles and we ensure that our work, partnerships, and resources align with the highest ethical standards.



New, Volatile  
Normal

# Dynamic, Disruptive & Emergent

*What people have started, people can end. While this notion voiced by our Founder, Martti Ahtisaari, remains true, we are painfully aware that the contours of conflict are rapidly changing and the agency to achieve peace often feels out of the hands of conflict parties themselves. This calls for the readjustment of the policies and practices of peacemaking. Only by rethinking how, where, and by whom mediation and dialogue efforts are carried out, are we able to ensure the relevance and effectiveness of our craft in a new, volatile normal.*

**O**ur *Strategy 2030* was drafted following a year of almost unprecedented global instabilities exacerbated by the Covid-19 pandemic. At the turn of 2020, UN Secretary-General António Guterres stated that a “*wind of madness is sweeping the globe*” as referring to rapidly escalating conflicts. “*There is a feeling of growing instability and hair-trigger tensions, which makes everything far more unpredictable and uncontrollable, with a heightened risk of miscalculation,*” he elaborated.

These statements were voiced before the pandemic turned the tables. In light of the current state of

the world, the work of peace mediators is increasingly necessary.

The purpose of CMI’s *Strategy 2030* is to provide a roadmap for mastering the craft of peacemaking whilst ensuring a resilient institution that enables us to effectively respond to the changing character of conflict. We aim to have measurable impact over the next decade. In order to accomplish this, we must invest in our core strengths – mediation and dialogue – and maintain preparedness to evolve our craft of peacemaking.

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*Only by rethinking how, where, and by whom mediation and dialogue efforts are carried out, are we able to ensure the relevance and effectiveness of our craft in a new, volatile normal.*

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# The Future Is Now

**T**he first year of the decade made it clear that we are witnessing a world where rules and norms are systematically challenged by those supposed to uphold them. The annual Global Peace Index 2020 reported yet another year of deteriorated peacefulness marking the ninth year of decline in a row. Even though conflicts and crises that emerged in the past have begun to abate, they have been replaced with a new wave of tension and uncertainty as a result of the Covid-19 pandemic.

The short and long-term implications of the pandemic will act as defining factors for the coming decade. The economic consequences of the pandemic are expected to impact how societies function, risking the direct deterioration in peace by increasing the likelihood of outbreaks of violence and conflict. Regions that have been known for their stability and prosperity are not free from these developments. In the meantime, several countries already experiencing instability are threatened by a mounting of fragility, creating further stress both within and beyond national borders.

*Several notable trends are anticipated to have consequences for the future of conflict – and conflict mediation. We identify the following geopolitical currents that will set the scene for CMI in the coming decade:*

## **NEW GEOPOLITICAL ALIGNMENTS**

will lead to changes in global governance and the norms guiding multilateral systems. This trend is coloured by the rise of a multipolar order, shaping new sinews of power and influence, including via proxy warfare.

**CLIMATE CHANGE** will asymmetrically disrupt our geographies, economies, and politics. Ensuing crises will result in the constraining and opening of flows of movement and exchange, calling for heightened international collaboration.

**DEEPENED INEQUALITIES** will continue to be exposed, despite overall advances in global development, intensifying the need for inclusive political processes that tackle interlaced root causes and effects of systematic and structural exclusion.

**NEW POWERS** will continue to emerge as forces on the political stage – from states to private companies, movements, and regional alliances – expanding their role and demanding novel approaches to their involvement in mediated processes.

**DATA & CONNECTIVITY** will continue to fuel commercial and social exchange, whilst being increasingly weaponised in multifarious ways, also demanding their use as a tool for peace.

**THREATS FROM THE PROLIFERATION OF NEW AND OLD ARMS** will increase as the threshold for their use lowers, demanding greater consensus and means for control.

**THE ARCHITECTURE OF GLOBAL PEACE & SECURITY** will see much-needed readjustments, reflecting current and future geopolitical realities introducing new actors and interests offering greater dynamism, but demanding clarity in the roles and mandates of mediators.

An aerial night photograph of a city, showing a dense network of streets and buildings illuminated by warm orange and yellow lights. The lights create a complex, web-like pattern against the dark background of the city. The overall tone is dramatic and futuristic.

# Strategy 2030

# Vision & Mission

Anticipating the trends of the unfolding decade, our vision 2030 is

*People, societies, states, and regions envision and realise peaceful and sustainable alternatives to conflict.*

In an effort to realise this vision, our mission 2030 is

*As peacemakers, we anticipate and respond effectively to the changing character of conflict through mediation and dialogue.*

In pursuit of this mission, we outline two strategic priorities for 2030: *Mastering the Craft of Peace* and *Increasing Institutional Resilience*. By mastering the craft of peace and increasing our institutional resilience, we will enable the greatest impact for our beneficiaries even when working in the toughest environments and complex settings of the decade. Embedded in our re-

gional programming and linked to the advancement of praxis-oriented policy, we identify two thematic foci: *Women in Peacemaking* and *Digital Peacemaking*. Further to this and as a means to respond to the expectations of our staff and the demands of our operating environment, we identify three organisational foci: *One Team, Partnerships & Funding*, and *Global Profile*.

# Mastering the Craft of Peace

*Being an agile, trusted partner for peace is the foundation of CMI's work. Our service-based approach is defined by our ability to listen, make independent assessments, and recognize the needs of stakeholders in order to create conducive environments for peace. Our working methodologies are deeply contextualized and build on a foundation of the highest expertise in peacemaking. Our ability to deliver is based on two mutually supportive strategies: **mediation and dialogue** and serving as a **trusted partner**. In addition to the support and expertise we provide to our stakeholders driven to settle conflicts through peaceful means, we actively engage in the shaping of the policy and praxis of international and regional peacemaking.*

Our work in enabling peace through *mediation and dialogue* is advanced:

- » In national or regional levels where political conflict takes place; and
- » In the global field of peacemaking with international and regional players engaged in mediation.

Our work in accompanying peace through serving as a *trusted partner* is advanced:

- » In providing advisory expertise to all relevant conflict parties, states, organisations, and mediators; and

- » In offering a reflection base for key stakeholders to exchange ideas on alternative approaches and comparative experiences.

Our Global Programme achieves impact by making significant contributions to peace processes, agencies, norms, and practices in the regions where we operate, namely the Middle East and North Africa, Sub-Saharan Africa, Eurasia, and Asia. We respond to national dynamics and geopolitical shifts through foresight, long-term accompaniment, advisory support, and facilitating dialogue.

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*Anchored in our fundamental principles, our approach does not impose externally driven agendas nor insert preconceived solutions. We stress the central importance of consultation and the ability of conflict parties and key stakeholders to propose their own solutions.*

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Anchored in our fundamental principles, our approach does not impose externally driven agendas nor insert preconceived solutions. Instead, we stress the central importance of consultation and the ability of conflict parties and key stakeholders to propose their own solutions. Even so, we maintain that sustainability of peace rests on, not only ownership at the national and local level, but is integrated into broader regional and multilateral frameworks. As such, our principles of independence, ownership, and complementarity are inextricably linked.

Increasing complexity and regionalisation of domestic crises means that our Global Programme requires an enhanced understanding of shared geopolitical spaces such as the Sahel, Red Sea, Eastern Mediterranean, South China Sea, the Arctic, and South Caucasus. Our Global Programme harnesses long-term partnerships with multilateral mediation mechanisms, most notably with the United Nations, European Union, African Union, OSCE, and ASEAN. Our added value in this arena pertains to our ability to provide independent, expert, solution-oriented advisory support for officially mandated peace processes. Complementing our established ecosystem of partners, CMI enhances peace processes by working with all relevant parties to a given conflict, including non-traditional alliances, actors, and movements, as well as through emerging regional centres of influence.

While the vast majority of our global portfolio is composed of informal processes and advisory services, we maintain the openness as an independent peacemaker to serve in a more official mediation capacity.

In order to build our expertise and maintain our credibility as a global leader in peacemaking, we invest in:

» *Nurturing our service-based approach that listens, respects, and trusts our partners and enables conflict stakeholders to reach peaceful settlement efficiently and effectively:* The mastering of our craft will demand deliberate investments in our staff, processes, and structures to enable us to respond to an increasing number of mediation and dialogue support requests. Furthermore, we will deliberately strengthen the thematic portfolios of women in peacemaking and digital peacemaking in order to become a pathfinder in the field.

» *Building strong networks and balanced relationships with traditional and emerging authorities at global, regional, and national levels:* We aim to deepen existing relations to traditional centres of global influence, including multilateral systems, whilst simultaneously updating our analysis and contacts to emerging powers. In addition, we will establish further connections beyond the state-based system to, for example, citizens' movements and non-state actors. This will demand deliberate investments in our staff to strengthen and enhance expertise, connections, and partnerships.

» *Contributing to the international and regional policy & praxis providing critical insights in support of the broader development of the field:* The work we do in the field of analysis, knowledge creation, and dissemination is deeply rooted in our practical work. In order to reinforce our role as an international actor in the field of peace and security, we will strengthen our ability to synthesize information and share lessons learned to a targeted set of actors and audiences.

» *Improving our rapid reaction capacity, both in regions we already operate in as well as in new conflict settings:* The changing nature of conflicts and crises calls us to expand our areas of operation to new terrains and new forms of conflict. Trans-regional initiatives, European affairs, and domestic programming represent a highly impactful area of work highlighting the need to consider approaches that address increased polarization, the rise of domestic extremism, and political deadlock, not only abroad, but within European and trans-Atlantic borders.

» *Exploring the next generation in mediation:* We have experience in working with youth in conflict settings, including South Sudan, Nagorno-Karabakh, and the Lake Chad basin, as well as a long-standing peace education programming the Ahtisaari Days in Finland. The next decade will see an expansion of our work aiming to better understand the multi-generational nature of civic movements and equipping ourselves to engage more deliberately in the youth, peace, and security agenda. In doing so, we will enhance our contribution to creating more sustainable resolutions to conflicts.

## Thematic Foci

*As we work to deepen our expertise and impact, we will maintain and expand **Women in Peacemaking** and **Digital Peacemaking** as our thematic foci. These two focus areas respond to the need to create more inclusive settlements to conflicts as well as to respond to the opportunities and threats digital technologies present to peacemakers.*

## Women in Peacemaking

**T**he inclusion of women and their interests in peacemaking is essential from the standpoint of equal rights, and necessary for the quality of a peace process in the short and long term. Gender equal participation in peace efforts broadens viewpoints about the causes, drivers, and possible solutions to conflict. It also supports public buy-in and national ownership of a given transition process. Simply put, when we exclude half of the population, we miss opportunities for a better peace. Recognizing this is part of our Founder's legacy and his vision that an egalitarian society is more conducive for sustaining peace.

Despite strong normative frameworks and declarations at global, regional, and national levels, women's inclusion is still not part of standard practice in mediation. The efforts to this end continue to be mostly ad hoc, insufficiently contextualized, and often late in the process. Out of the 31 major peace processes conducted from 1992–2019, only 6 percent of signatories of peace agreements and 6 percent of mediators were women.

CMI has established a reputable track record in translating the normative commitments on women's inclusion into concrete action. With our service-oriented approach and trusted partner role, we advance politically nuanced and context-specific support to women's agency in peace and transition processes. In the long term, our work on the thematic aims to render itself obsolete, so that recognition of women's diverse interests and agency is integrated into the DNA of mediation praxis.

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To enable women's full agency for conflict prevention and resolution we will:

- » *Expand our tailored and pragmatic support to translating the women, peace, and security agenda into real gains in conflict-affected countries:* By partnering with actors who have leverage and relevant formal roles, we will enhance strategic and organisational capacity of key mediation stakeholders and help create catalytic shifts in political structures.
- » *Further increase our own organisational capacity to acknowledge gender dynamics throughout our analysis, programming, and process design practices:* In particular, we are committed to ensure that our teams integrate an inclusive lens as a standard practice in their analysis.
- » *Identify and test innovative methodologies to step up support to women's agency in peace and transition processes, including but not limited to the use of digital technology:* Building on our organizational expertise and track record, we will pilot new programmatic approaches to address needs and seize opportunities for more inclusive and just peace.

## Digital Peacemaking

**D**igital technologies are playing a critical role in both exacerbating conflicts and enabling new practices for peacemaking. Despite this strong, two-tiered trend, peacemakers have been slow in recognizing digital technologies as an area of expertise and a tool for change. Given the importance of digital technologies in modern crises, experts working to prevent and resolve disputes have a responsibility in understanding existing and future technologies to develop adequate approaches to mitigate their negative impact on conflicts. This should be pursued while leveraging the full potential of these technologies for peacemaking efforts.

The Covid-19 pandemic has led to a significant acceleration in the use of digital tools by conflict stakeholders and peacemakers alike. This trend is likely to continue, calling for the development of in-house expertise in digital technologies and the full integration of digital solutions into our modus operandi. CMI has an established track record in peacetechnology and a strong network of partners in the technology, innovation, and cybermediation sectors.

CMI also benefits from its proximity to a very rich and innovative technology and start-up industry in Finland. Therefore, we find ourselves well-placed to play a leading role in addressing the risks resulting from the use of digital technologies while spearheading the adoption and dissemination of digital tools and practices in dialogue processes globally.

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To leverage the full potential of technologies to improve the practice of mediation and mitigate their use to fuel conflict and jeopardise peace processes we will:

- » *Identify, develop and integrate digital technology expertise, tools, and practices:* We will seize the opportunities of digitalisation through partnerships with both Finnish and international organisations and technology companies, with a strong focus on making dialogue processes more inclusive and strengthening data-driven mediation practices to reach higher quality foresight.
- » *Influence international debate and practices on digital peacemaking:* We will strengthen global mediation competence by disseminating lessons learned and tools, clarifying the benefits and challenges of using digital technologies, and providing support to integrate such tools.
- » *Increase our capacity to mediate tensions in cyberspace:* We will offer safe online and physical spaces for conflict stakeholders to discuss their use of digital technologies, and develop efficient mitigation approaches to prevent conflicts from being exacerbated through digital means.

# Increasing Institutional Resilience

*CMI's operational environment demands the ability to make well-informed and timely decisions in conditions of uncertainty. This is achievable through an organizational culture and processes that foster and enable foresight, adaptivity, and operational acumen. In the next 10 years, we will work towards an institution with the strength and ability to maintain operations in times of stability or turbulence. In order to ensure resilience, we will need to maintain comprehensive risk management structures feeding all levels of decision-making transparently and efficiently, including the scaling up and down of operations.*

*CMI's work entails long-term accompaniment in complex environments. It also includes an increased portfolio of emerging initiatives and need for rapid reaction. As such, it is critical that we have the means to assess whether beginning, continuing, expanding, or ending our work is the most viable option. This necessitates a coordinated effort to enhance the existing risk management processes. Equally, and in order for us to maintain resilience, it requires strategic investment in, **inter alia**, aligned knowledge management structures and processes, operative foresight analysis tools, and enhanced results-based management mechanisms.*

*Strategy 2030 – Increasing Institutional Resilience*

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## Organisational Foci

*In practice, we prioritise three organisational foci towards increasing our resilience:*

- 1. Working as one team*
- 2. Enabling stability and agility through partnerships and funding*
- 3. Reinforcing a global profile*

## One Team

**C**MI is an expert organisation consisting of professionals representing diverse backgrounds and committed to advancing sustainable peace, mediation, and dialogue. Our areas of operations include volatile, high-risk environments, and our work is demanding. It is evident that the safety, professional development, and wellbeing of our teams are at the core of our ability to deliver.

Our organisation is built to ensure flexibility and agility. When we decide to engage, we must be prepared to do so with all necessary resources and approaches ready for use in each context. As operating environments change, our ways of working and skills need to adjust accordingly. Our results rely on access to and the trust from various stakeholders made available by our experts, partners, and networks.

Only through skilled, motivated professionals can we achieve our mission to anticipate and respond to the changing character of conflicts. Our work community is based on equality, cooperation, mutual respect, and collegial support. These values are grounded in our Founder's guiding principle: no-one is successful on their own and treating everyone equally is the best form of cooperation. We recognize agility and adaptability as key professional skills for success in our field and acknowledge the need to build tailor-made teams for our respective projects. While our operating environments are complex, we will strive to create the highest degree of stability and normalcy for the wellbeing of our staff. As such, we strive to nourish a well-functioning, professional ecosystem characterised by clear decision-making.

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*The safety, professional development, and wellbeing of our teams are at the core of our ability to deliver.*

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Headquartered in Helsinki, with an office in Brussels, currently with presence in more than 20 countries in the regions of our work, the following actions will be taken to foster a more connected, resilient, and well-resourced CMI team:

- » ***Putting people first:*** Staff wellbeing, safety, motivation, and commitment are our keys to success. This is why we will nurture a healthy and driven working culture that enables bold thinking and organic growth throughout our programmes. This includes assessing new requests carefully before agreeing to engage to ensure staff wellbeing and proper resourcing. Peace starts at home, and for us as an organisation, it is crucial that we work together as one team.
- » ***Clear decision-making and structures:*** Resilience and agility rely on clear processes, structures, and fundamental values to guide decisions in times of volatility. To ensure deliberate growth, greater emphasis will be placed on clarity of roles and responsibilities, team work, coordination, and coherent management structures for decision-making.
- » ***Attracting and retaining international expertise and human resources:*** A clear focus will be laid on establishing diverse teams strengthened by complementary skills across seniority levels. In addition to attracting new talent, we will develop and utilise our existing expertise and human resources more efficiently.
- » ***People are our greatest asset:*** CMI is an employer that strives to foster a culture of learning and a healthy work-life balance that enables our staff to thrive and succeed in all locations. An organizational culture that communicates equality, interconnectivity, and fairness will be cultivated and supported with relevant Code of Conduct documents and their implementation and review processes.

## Partnerships & Funding

**T**he anticipated trends of the next decade directly affect our ability to grow and succeed, making partnerships a key enabler of our *Strategy 2030*. Political and economic turbulence globally, agendas competing for attention and funds, and public distrust in the international system are only examples of the challenges faced by actors like us. These developments mean that partnerships and sustainable funding are at the forefront of achieving institutional resilience.

Our ability to pursue our mission and to increase the impact of our work depends on the support – both political and financial – of our global partners. To ensure the sustainability of our institution now and in the future, we will strive to build strategic and collaborative partnerships with both public and private supporters. This way, we will be able to create the greatest possible value for the beneficiaries of our work as well as society at large.

We will continue to nurture and deepen our existing partnerships with governments and other partners. These include but are not limited to, Belgium, Finland, Germany, Ireland, The Netherlands, Norway, Sweden, and Switzerland. Additionally, our frameworks and partnerships with multilateral and regional organisations adhere to our principle of complementarity enhancing our overall sustainability.

New openings will be actively nurtured in the regions we operate in and cooperation with international and regional organisations will continue. Partnerships will be built with private foundations, businesses, and individuals. We will also develop systems that offer consultancy services for states, organisations, and relevant entities or parties whilst maintaining the highest ethical standards.

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*To ensure the sustainability of our institution now and in the future, we will strive to build strategic and collaborative partnerships with both public and private supporters.*

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Our approach to strategic partnerships and funding enables stability, deliberate growth, and agility through:

- » *Development of a comprehensive partnerships strategy that will place our added value and cooperation at its core:* The development of strategic partnerships with our institutional and private funders responding to the needs of our various stakeholders in conflict settings will gain momentum in the coming decade. These partnerships aim to, not only fund our work, but increase our global impact. This will require demonstrated added value of our work, management systems of the highest standards, and sound due diligence.
- » *Broadening and diversification of our funding base enabling independence and resilience:* By broadening and diversifying our funding base we will be able to mitigate risks caused by volatility and reinforce our ability to innovate and renew. Long-term, flexible programmatic funding will be complemented with targeted project grants, and new instruments and ways of generating income will be explored. Our approach will be grounded on ethical guidelines in order to protect our primary trademark – independence.

## Global Profile

**I**n the next decade, we aim to solidify our global presence as a professional, international, and trusted partner for peace. We will be known for our highly-skilled and agile way of working and ability to anticipate and adapt to an unpredictable and uncertain global environment. In unison with our pursuit to serve as a trusted partner with the authority and ability to convene, our profile will speak the language of innovation, engagement, and courage. We will target our audiences with coherent, clear, and action-oriented messaging that places our beneficiaries and our impact first.

Our principal audiences include: conflict parties and societies in which we operate; global, regional, and national programme implementation partners; political, state, and multi-lateral co-operation partners; public and private funders; and the expert communities of our field. We will ground our messages in our internationally recognized track record as a problem solver, and our heritage as an honest broker that delivers.

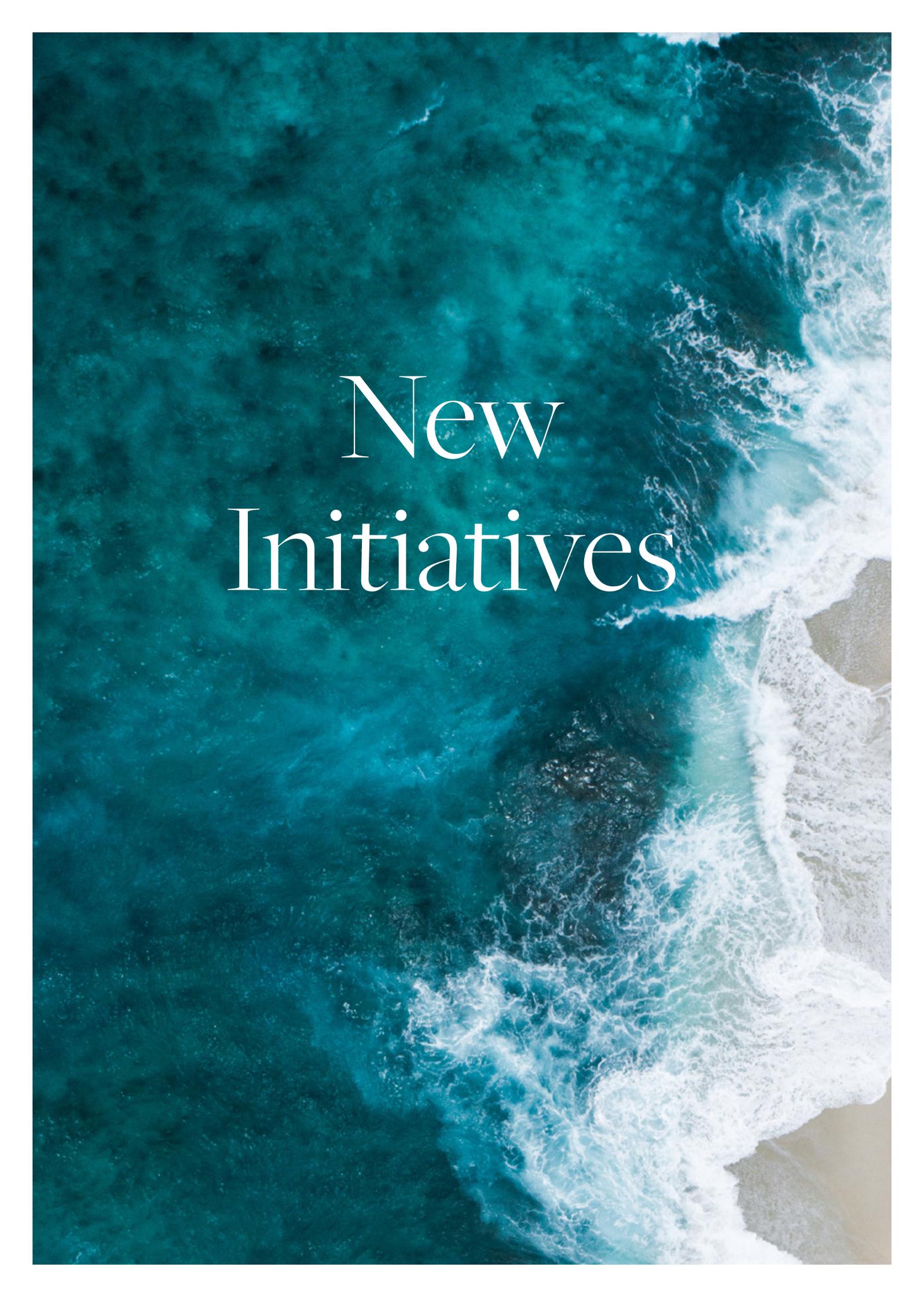
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*Our work will gain from harnessing our global presence and expertise, profile of Finland as a venue for peace, and building on the legacy of our Founder.*

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We will work together as one team with the understanding of the role that all CMI staff have in upholding our credibility and enhancing our reputation. From those at the frontline working together with stakeholders, to those managing our ability to operate judiciously, we speak with one voice. We aspire to build a profile that stands for pragmatism, independence, and resilience by improving the following areas:

- » ***Building a mainstreamed, institutional approach to strategic communications and working as one team of communications ambassadors:*** We will focus on strengthening our credibility, utilizing our authority, and enhancing our reputation across teams, projects, and contexts. This will be supported by the establishment of communication processes that ensure that all teams work together to represent and communicate our work efficiently and effectively. In addition to realizing the potential of our team, a strategic plan for the engagement of eminent individuals and making use of targeted communications will be made a priority.
- » ***Communicating about our work and developing thought leadership in the field of international peacemaking:*** The sum total of our external and internal communications lays the foundations for our professional profile. We will strengthen our engagement and visibility with key stakeholders and work to build credibility in critical policy communities in order to advance our work. We will build stronger linkages between our results-based management system, our policy briefings, and external communications with our principal audiences.
- » ***Carefully listening to our key audiences and strategically engaging with our stakeholders and partners:*** The visibility that we have with our key audiences is through our Global Programme. By successfully supporting our stakeholders, we will build a robust mediation profile based on direct feedback, concrete lessons, and significant results, from which we generate targeted messages. Our work will gain from harnessing our global presence and expertise, profile of Finland as a venue for peace, and building on the legacy of our Founder.

An aerial photograph of a coastline. The ocean is a deep, vibrant turquoise color, with white foam from breaking waves visible on the right side. The waves are crashing onto a sandy beach. The text "New Initiatives" is overlaid in the center of the image in a white, serif font.

# New Initiatives

# Excellence in Mediation

*Rising to the challenges before us, whilst keeping to the core of our craft in peacemaking, we will establish frameworks to generate, assess, and develop new initiatives. The aim of the new initiatives is to ensure cutting-edge analysis, deepened collaboration with our principal stakeholders, and the exploration within and beyond the scope of our Global Programme. Selected initiatives will be vehicles of probing new phenomena, partnerships, and types of work. They are prioritised through criteria that reflects their potential to replenish CMI's craft and our resilience with tested ideas.*

*Not excluding other possibilities, we identify three new initiatives that enhance our strategic priorities for 2030 and prepare us for the next decade ahead. These include, **inter alia**, **CMI Academy in Mediation, CMI Strategic Forum, and Next Generation in Mediation.***

## CMI Academy in Mediation

**A**s complexities compound, the need for the consolidation of best practices, expertise, and knowledge increases. In response, CMI aims to establish a *CMI Academy in Mediation for the Practice & Policy of International Peacemaking*. The academy is rooted in a strong heritage:

- 1. CMI's long-standing expertise and convening authority as a peacemaker*
- 2. Finland's profile as a trusted venue for international dispute resolution*

The academy will be a standing forum for practitioners, policy-makers, conflict stakeholders, and leading interdisciplinary scholars. The academy will aim to capture, catalogue, and transfer knowledge about the

field of international peacemaking to current and future generations, and generate global peace mediation trends reports, case studies, foresight analyses, as well as provide targeted trainings in the field of international peacemaking. The academy will thus build from CMI's policy framework and utilize and deploy the knowledge gathered through programmatic activities. In addition, the academy may serve the purpose of providing consultancy services to individuals, states, and organisations.

The concept and ensuing activities of the academy will be designed and implemented with the aim of being self-sustainable. Strategic collaborations with governments, universities, private sector, and expert organisations will shape the academy into a world-class venue for deliberation on the policy and practice of international peacemaking.

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## Annual CMI Strategic Forum

To ensure the continued relevance, ownership, and clarity of our strategy as well as nurture existing and future networks, CMI aims to convene an annual Strategic Forum. The forum brings together our leadership, experts, principal stakeholders, conflict parties, and a select group of our global partners.

The forum will act as a venue for reflection and dialogue and as a means to assess the progress and implementation of CMI's *Strategy 2030*. While the majority of the forum will be closed-door, public sessions will be provided to serve a wider audience and enhance our global profile

The forum will serve as a means to convene:

- 1. Annual board strategic review meeting*
- 2. International advisory panel assessment on global trends*
- 3. Strategic partners and key stakeholder policy and practice exchange*
- 4. CMI all staff lessons learned and comparative analysis exercise*

## Next Generation in Mediation

Today's generation of youth is the largest the world has ever known. Young people often form the majority in countries affected by conflict and thus are disproportionately impacted by volatility and crisis. The adverse effects of conflict on youth often take the shape of disruption to education and economic opportunities creating structural hindrances for pathways towards lasting peace, justice, and reconciliation.

We know that inclusive peace processes make better agreements and have a higher probability of successful implementation. The role of youth as substantive stakeholders in terms of beneficiaries, parties, convenors, and advocates reflects the multi-layered approach of CMI. So too our increased investment and expertise in digital peacemaking directly corresponds to the next generation in mediation.



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*The Strategy 2030 – Mastering the Craft of Peace* outlines our plan of action for effectively responding to the changing character of conflict through mediation and dialogue. This strategy has been designed to serve our key beneficiaries – the conflict parties capable of contributing to peace and stability and the expert communities supporting their efforts. The strategy is rooted in our conviction that all conflicts can be resolved.

As the world around *CMI – Martti Ahtisaari Peace Foundation* evolves, we will continue to create conducive environments for peace and safe spaces for dialogue. Our experts are committed to developing innovative solutions to tackle issues at the heart of political conflict that prevent peace processes from moving forward.

We invite our friends and partners to join us in this necessary and noble pursuit of peace.