



# The Missing Peace

## 2022–2025

**CMI** MARTTI AHTISAARI  
PEACE FOUNDATION

# Executive Summary

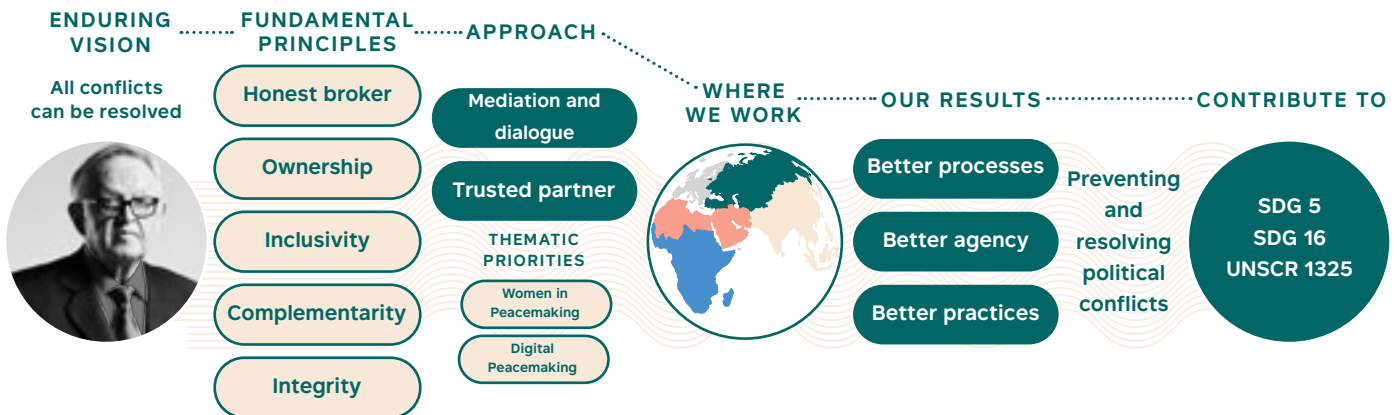
**CMI – Martti Ahtisaari Peace Foundation** is an independent Finnish organisation that works to prevent and resolve political conflicts through mediation and dialogue. Founded by Nobel Peace Laureate and former President of Finland Martti Ahtisaari in 2000 as the Crisis Management Initiative, CMI has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


Contemporary conflicts are characterised by their multi-level nature, as most conflicts include local, national, regional and international dimensions, as well as the participation of both state and non-state actors. Compounding factors, such as decrease in international peace and security cooperation, increase in proxy dynamics, and the emergence of non-state armed groups, as well as the hybrid nature of modern conflicts pose great challenges for

countries living under conflicts. At the forefront in addressing conflict is a collective recognition of the importance of political, non-violent solutions, which are well-aligned with the efforts to achieve the Agenda 2030.

Despite the recognition and evidence of the effectiveness of peace mediation, the international community faces several challenges in its meaningful application. There is a growing need for low-key, independent actors with broad networks and proven expertise – such as CMI – to complement the efforts of multilateral organisations and other official actors. CMI’s core value added lies in its long-term cooperation with local, national, regional and international actors, where it can provide complementary, agile and on-demand support to conflict prevention and resolution.

## PROGRAMME VALUE CHAIN





Having the legacy of President Ahtisaari as its foundation, CMI maintains the enduring vision that all conflicts can be resolved. Anchored in its fundamental principles of honest broker, ownership, inclusivity, complementarity and integrity, CMI's approach does not impose externally driven agendas nor insert preconceived solutions. In its Strategy 2030, CMI sets the roadmap for the unfolding decade, which is largely operationalised by the Programme.

The overall objective of CMI's work is to prevent and resolve political conflicts. Achieving this objective is a critical condition for the overall development of countries and regions affected by violence and instability. CMI seeks to create context-defined, sustainable changes: contributions for peace. These contributions feed towards three specific objectives:


- 1) BETTER PROCESSES:** To increase quality and effectiveness of peace processes.
- 2) BETTER AGENCY:** To enhance the agency of key stakeholders who have ability to influence and contribute to sustainable peacemaking.
- 3) BETTER PRACTICES:** To improve the ability of the peacemaking community to lead, contribute to and support peace processes and related efforts that foster more peaceful societies.

CMI's approach aims to address targeted yet critical parts of the conflict ecosystem, which possess potential for broader systemic change in the pursuit for positive peace. The Programme is based on two mutually reinforcing working methodologies.

Firstly, through mediation and dialogue, CMI operates in conflict environments by convening actors (e.g. individuals, organisations, institutions, movements) with opposing views. This is advanced both in national or regional levels where political conflict takes place as well as in the global field of peacemaking with interna-

tional and regional players engaged in mediation.

Secondly, building on a relationship of accompaniment, CMI serves as a trusted partner for actors who have willingness and potential to constructively contribute to conflict prevention and resolution efforts in different contexts. This is advanced through providing advisory expertise to relevant conflict parties, states, organisations, and mediators, as well as through offering a reflection base for key stakeholders to exchange ideas on alternative approaches and comparative experiences.



Building on a wide range of partnerships, CMI's Programme engages international and regional actors, government officials, peer organisations and political actors with access to relevant circles of influence at different levels. Importantly, CMI also supports the participation of civil society actors, local communities as well as those excluded from processes of conflict resolution and prevention.

CMI's Programme will be implemented primarily in four geographic regions: Eurasia, Asia, Middle East and North Africa and Sub-Saharan Africa. CMI has a strong track record in these regions, where substantive networks, access and credibility have been built up over years of work. The geographic selection reflects countries and regions that have experienced severe, violent, political conflict or are in fragile situations.

To integrate inclusivity, innovation and the advancement of practice-oriented policy into its work, CMI will deepen its investment in Women in Peacemaking and Digital Peacemaking as the thematic priorities of the Programme. While Women in Peacemaking is CMI's long-standing priority with a well-established track-record, the newly consolidated work on Digital Peacemaking also builds on CMI's earlier experience in this area.

CMI's strong organisational core has been built around efficient operational results-based management capacity in planning, monitoring and evaluation, finance and administration, human resources, security and risk management, communications and fundraising. Financial accountability is a prerequisite for CMI's external credibility and trustworthiness – abiding by all relevant regulations and ensuring transparency is a priority for CMI. In managing risks, retaining the ability to flexibly operate in uncertain environments is at the heart of CMI's added value as an independent actor. CMI maintains a high standard and comprehensive approach towards security for its staff, projects and Pro-

gramme.

Based in Helsinki, Brussels or in the field, CMI's personnel consists currently of 70 employees and 100 local and international consultants. They represent Finnish and international professionals who carry a complementary mix of technical and substantive skills, relationships, networks and expertise. As a learning organisation, CMI bases its actions on shared goals and continuous learning and development. Communications supports the implementation of CMI's Programme and ensures the trustworthiness and professionalism of CMI's global profile in Finland and abroad. In addition to its work internationally, CMI's global education project, Ahtisaari Days, seeks to strengthen the capacity of Finnish youth to settle disputes in a constructive manner.

CMI's funding base is built on three key elements: programmatic funding from three core funders, project-based funding from institutional donors, and funding from private sources. The cornerstone of CMI's funding is programme support from the Finnish Ministry of Foreign Affairs, which constituted 34% of CMI's total funding in 2021. CMI's other key donors include the Government of Sweden, the Government of Ireland, and the EU. Broad and diverse funding base guarantees our institutional sustainability and mitigates any risks economic fluctuations and global trends may pose.

This programme document functions both as CMI's Global Programme and as the Programme supported by the Finnish Ministry for Foreign Affairs under its programmatic support instrument. It is the foundation and guiding document for CMI's work for 2022-2025. Therefore, the project list at the end of the document includes both projects funded by the Finnish programmatic support as well as by other public and private sources.

# CMI's Strategic Approach

## Strategy 2030

Founded by Nobel Peace Laureate and former President of Finland Martti Ahtisaari in 2000, CMI maintains the enduring vision that 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. 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. 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.

The strategy builds on CMI's existing strengths yet placing an emphasis on preparedness for the changing nature of international peace-

making. New geopolitical alignments, climate change, and deepened inequalities are among the currents that will set the scene also for CMI in the coming decade. Simultaneously, the contours of conflict are rapidly changing and the agency to achieve peace often feels out of the hands of conflict parties themselves. These developments call for the readjustment of the policies and practices of peacemaking. They also call for increased collaboration and stronger partnerships, both within the peacemaking community and beyond it.

CMI's new strategy serves us as a collective roadmap for responding to the future challenges and pursuing our enduring vision – all conflicts can be resolved. Our success in implementation and achieving the goals and impact we're seeking can only be built together with our stakeholders.

The CMI Programme 2022-2025 will play a key role in the operationalisation of the strategic priority on Mastering the Craft of Peace. We will build on established regions of our work in the Middle East and North Africa, Sub-Saharan Africa, Eurasia, and Asia, as well as the thematic foci on Women in Peacemaking and Digital Peacemaking. In doing so, we will provide to our stakeholders the best possible support and expertise to settle conflicts through peaceful means and enable the greatest impact for our beneficiaries even when working in the toughest environments and complex settings. We will also actively engage in the shaping of the policy and practice of international and regional peacemaking.

## Fundamental Principles

### **HONEST BROKER**

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.

### **OWNERSHIP**

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.

### **INCLUSIVITY**

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.

### **COMPLEMENTARY**

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, national, regional and international actors. Our strength lies in our ability to take initiatives formal actors cannot – and our sensitivity to step back when needed.

### **INTEGRITY**

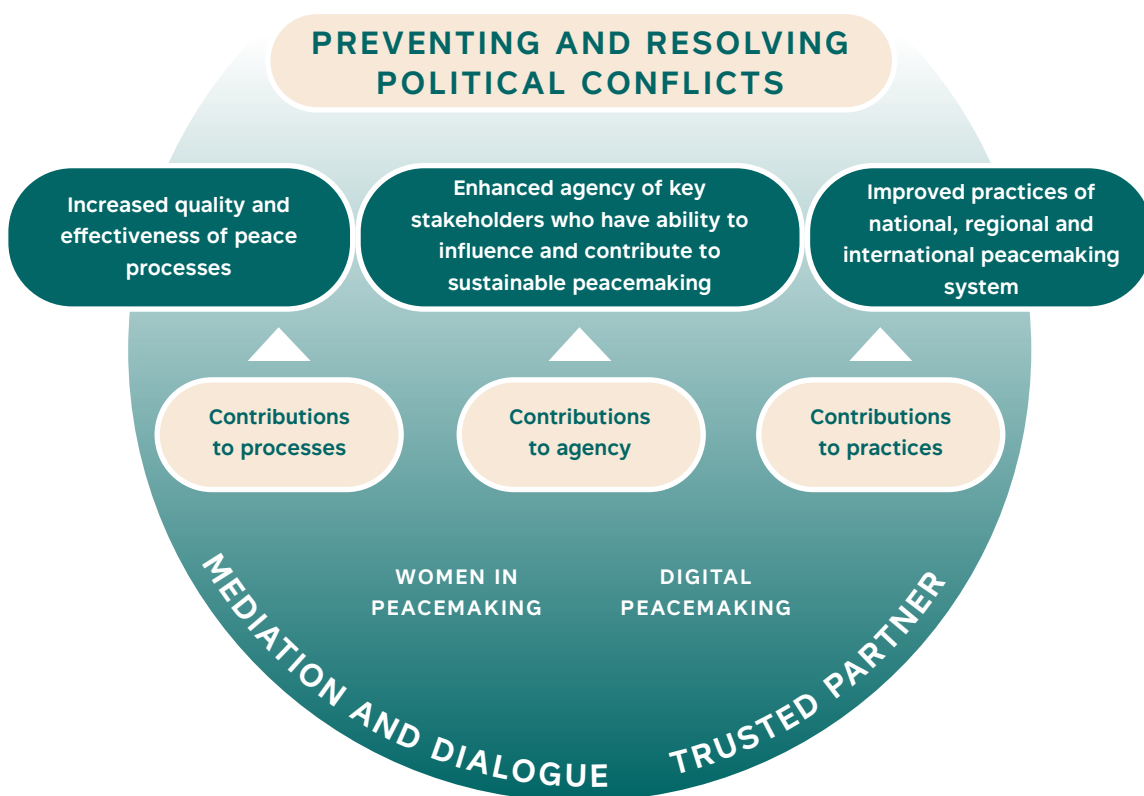
Maintaining independence from external agendas and influence is the foundation of our work. We do not compromise our principles and ensure that our work, partnerships, and resources align with the highest ethical standards.

# Multi-Stakeholder Cooperation and Partnerships

In light of recent and foreseeable global trends and developments, CMI places partnerships and sustainable funding at the forefront for achieving institutional resilience, ensuring relevance and increasing the impact of our work. One of the fundamental principles guiding CMI's strategic approach is the notion of complementa-

rity – a core tenet of complex peace processes that reflects the added value of different actors. Complementarity and the value added of our work is ensured through strategic partnerships and coordination with international actors, peer organisations and a wide array of other stakeholders.

## PROGRAMMATIC THEORY OF CHANGE



# Peace as an Enabler for Sustainable Development

In 2020, 460 million people living in extreme poverty also lived in fragile contexts, which accounts for 76.5% of the total population worldwide. With the Agenda 2030 for Sustainable Development, the United Nations (UN) General Assembly adopted 17 universal Sustainable Development Goals (SDGs), which together form the basis for development policy worldwide. At the core of the 2030 Agenda lies a clear understanding that human rights, peace and security and development are deeply interlinked and mutually reinforcing. Therefore, sustaining peace is critical for achieving all the SDGs. Overall, while inclusive mediation directly contributes to peace, security, and governance in a significant manner, it can provide a critical con-

tribution to the SDGs more broadly.

By addressing state fragility, together with contributions of other relevant fields, peace mediation can contribute to ending the vicious circle of violence, state-society tensions and weak institutions, and open the pathway to the development of resilient, prosperous societies. The most central SDGs that CMI's work is directly contributing to are SDGs 16 ('Promote just, peaceful and inclusive societies, provide access to justice for all and build effective, accountable and inclusive institutions at all levels') and 5 ('Achieve gender equality and empower all women and girls').

## Objectives and Results

The overall objective of CMI's work is to prevent and resolve political conflicts. Achieving this objective is a critical condition for overall development of countries and regions affected by violence and instability. CMI understands peace as more than the mere absence of war or direct violence. It rather conceives peace as a condition in which violence, the threat of violence, or political differences do not hinder economic,

political, and societal development, as positive peace, where the attitudes, institutions and structures create and sustain peaceful societies. It is recognized that the same factors that create peace also leads to many other positive outcomes that societies aspire to, such as thriving economies, better inclusion and equality, high levels of resilience and societies that are more capable of adapting to change.



While many valuable references can be found in describing desirable qualities of effective peacemaking, one central benchmark is the UN Guidance for Effective Mediation , which highlights, for example, inclusivity, neutrality and local ownership as key qualities for successful mediation efforts. Further to this, other similar guidelines and key documents by the UN, leading regional organisations and expert consortiums describe the characteristics of

good peace process and peacemaking practice . These qualities include, for example, the need for trust among key parties, broad political buy-in and coherence of the overall approach. However, the field is still evolving and lacks a comprehensive description of benchmarks for what constitutes a successful peace process and an effective peacemaking system.

CMI works to improve the peacemaking system in three specific ways:

- 1) BETTER PROCESSES:** To increase quality and effectiveness of peace processes.
- 2) BETTER AGENCY:** To enhance the agency of key stakeholders who have ability to influence and contribute to sustainable peacemaking.
- 3) BETTER PRACTICES:** To improve the ability of the peacemaking community to lead, contribute to and support peace processes and related efforts that foster more peaceful societies.

## Better Processes

For CMI, peace process is not defined only as internationally mandated, officially structured engagements where mandates, roles and responsibilities of the mediator and the parties as well as the agenda are explicitly defined, such as the UN-led peace process in Yemen. By contrast, we employ a broader definition of a peace process encompassing also other types of political and societal transition pro-

cesses, often with linkages to local, national, regional and international levels. The latter include, for example, multi-faceted political transitions where external mandates of mediators are opaque as in Iraq and Sudan, and regional discussions to address transnational security challenges such as in the Red Sea and the Sahel.

CMI's specific contributions to peace processes are always context specific. However, drawing on existing normative frameworks described above and our twenty years of experience in the field of peacemaking, as well as CMI's thematic priorities on Women in Peacemaking and Digital Peacemaking, we aim to improve the quality and effectiveness of selected peace processes by contributing to the following desirable qualities:

- Channels of communication between the parties, mediators and other stakeholders
- Trust and constructive relations between key actors
- Shared understanding on the opportunities, challenges and the way forward among relevant actors
- Agenda(s) that address key drivers of conflict
- Process outcomes that relate to key drivers of conflict
- Public buy-in to the process and its outcomes
- Inclusivity of the process and its outcomes
- Complementarity between different peace efforts
- Process design which relies on timely contextual analysis and best practices from the field of peacemaking

Improvements in one or more of these qualities also serve as indicators for results in a given context.

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# Better Agency

Agency refers to an actor's ability to i) analyse the situation and accumulate necessary knowledge, including to understand their own role and broaden their own perspectives; ii) create strategies and make decisions; iii) connect to other actors relevant for their goals; and thus iv) constructively participate in peacemaking efforts in a manner which is beneficial for their constituencies as well as for the broader peacemaking system.

Supporting the agency of different actors is often but not always directly linked to the specific peace processes that CMI is engaged in, as CMI for example works closely with supporting the agency of several regional organisations. Moreover, agency has very different manifestations

depending on the type of actor and their role in the conflict and related peace process (e.g. be it a mediator, international supporter, regional actor, conflict party or other relevant stakeholders). Through the thematic priority on Women in Peacemaking, CMI places a specific emphasis on strengthening women's political agency to enable their participation in and contribution to peace and transition processes.

The specific contributions to agency are always context and actor specific. However, similarly to the peace process contributions – drawing on existing literature and CMI's longstanding experience in the field of peacemaking – CMI makes contributions to the agency of selected actors in the following aspects:

- Ability to collect, develop and use knowledge relevant for peacemaking
- Ability to develop strategies and make decisions which take into account the context and best peacemaking practices
- Ability to connect with and form relations to relevant actors
- Ability to foster consensus and agreement
- Ability to build trust
- Ability to obtain recognition from other stakeholders
- Ability to constructively participate in peacemaking efforts in a way that benefits their constituencies as well as the broader peacemaking system

Improvements in one or more of these qualities also serve as indicators for results in a given context.

# Better Practise

Better practice refers to the ability of the peacemaking community to lead, contribute to and support peace processes and related efforts that foster more peaceful societies. It is notable that our understanding of practices entails not only direct mediation and dialogue design and facilitation, but also policymaking that shapes peacemaking and its application in specific contexts.

In general, CMI aims to improve the practices of international, regional, national and local actors both in specific conflict-affected contexts as well as the field of peacemaking as a whole. Thematic contributions include but are not limited to issues related to the thematic priorities on Women in Peacemaking and Digital Peace-

making. CMI's contributions to better practice always build closely on the insights and evidence generated from the experience of working in conflict settings, including consultations with actors lacking access to the relevant policymaking spheres, which further strengthens their value added.

Again, while there is no unified, comprehensive definition of good peacemaking practice, CMI aims to improve the aspects which are well-known in related literature, or perceived necessary based on CMI's own experience and expertise. Thus, CMI contributes to peacemaking practice, at different levels, through at least the following ways:

- Peacemaking community working in and on certain context has first-hand knowledge on the dynamics of the conflict and different views and positions of different stakeholders
- Peacemaking community working in and on certain context has up-to-date knowledge on the best practices related to different aspects of peacemaking, including but not limited to Women in Peacemaking and Digital Peacemaking
- Peacemaking community working in and on certain context has ability to translate the knowledge related to context and practice of peacemaking to policies which are beneficial for the prevention and resolution of the conflict
- Peacemaking community working on specific theme, including but not limited to Women in Peacemaking and Digital Peacemaking, has up-to-date knowledge on how different policies and practices can be best applied in practical work, in different contexts.
- International peacemaking community has up-to-date knowledge on best practices related on selected themes and aspects of the peace process, including but not limited to Women in Peacemaking and Digital Peacemaking.
- International peacemaking community has up-to-date knowledge on the dynamics of the selected conflicts and different views and positions of different stakeholders therein.

Improvements in one or more of these qualities also serve as indicators for results in a given context.

# Approach

CMI's programmatic approach aims to address targeted yet critical parts of the conflict ecosystem, which possess potential for broader systemic change in the pursuit for positive peace. In other words, CMI aims to improve qualities of selected peace processes and peacemaking systems, in accordance with existing best practice and CMI's added value therein. 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 practice of international and regional peacemaking. CMI's Programme is based on two mutually reinforcing working methodologies:

- **Leveraging mediation and dialogue, and**
- **Serving as a trusted partner**

Further to these, the Programme has two thematic priorities – Women in Peacemaking and Digital Peacemaking.. Engagements in these areas are always closely interlinked with CMI's regional work.

CMI's approach is defined by an ability to listen, make independent assessments, and recognize the needs of stakeholders together with them in order to create conducive environments for peace. The working methodologies are deeply contextualized and build on a foundation of the highest expertise in peacemaking. Anchored in CMI's fundamental principles, its approach does not impose externally driven agendas nor insert preconceived solutions, but enables us to undertake different roles, formal and informal, while preserving our independence. Further to this, the principle of do no harm undergirds all decision-making.

There are certain characteristics of our approach that are common for all the activities proposed within the scope of CMI's Programme:

- **Independent conflict analysis:** All activities rely on continuous context and conflict analysis conducted by the project teams and supported by thematic experts. In conducting analyses, we take into consideration the Human Rights Based Approach and other relevant crosscutting themes, especially gender equality, non-discrimination, and climate resilience.
- **Stakeholders at the core:** Both conflict analysis and conceptual design are rooted in informal and systematic consultations with stakeholders to assess and identify viable solutions to their needs. This needs-based approach is inclusive by design, making it possible to engage a wide range of actors from the onset; whilst fostering broad based consensus for further cooperation. Successful implementation of the Programme rests on identification, connectivity and trust among an array of organisations, groups and individuals who have the potential to drive positive change, beyond mere official positions.
- **Iterative design:** Building from robust conflict analysis and continuous monitoring of the context, our approach is based on flexibility and responsiveness, which enables project-specific adaptation(s) to address the evolving conflict dynamics. This approach requires an appreciation for a wider ecosystem of peacemaking, in which complementarity is a constituent part of our

efforts. Vigorous analysis and iterative design, together with institutional resilience to sustain change and enable adaptivity, constitute CMI's response to preparedness required from mediation actors.

- **Committed accompaniment:** CMI is determined to accompany stakeholders as long as conditions for meaningful work exist. Thus, the key indicators for long-term commitment are more akin to endurance and

perseverance than simple measurement of linear time. As conflict dynamics change constantly, peacemaking will face setbacks and can relapse to major crises. To guide through tumultuous times and to ensure relevance, commitment must be complemented by repeated analysis and reflection against CMI's principles to ensure continued added value.

## Mediation and Dialogue

In peacemaking, lead mediators and formally mandated peace processes face limitations in sufficiently addressing all conflict issues and involving all relevant actors. These challenges often lead to situations, where formal processes require assistance of other actors to fill the critical gaps they cannot tackle. Such assistance can range from establishing support tracks, which engage actors and issues that are not party to the formal process, but are pivotal nonetheless, to opening and maintaining channels of communication, and establishing complementary trust and confidence building measures. Critical gaps may also exist in the pre-process phase, in implementation phases of conflict resolution processes, and in aspects that pertain to the practice of mediation and how agency is constituted in those processes.

Through mediation and dialogue, CMI aims to address the gaps described above. CMI operates in conflict environments by convening actors (e.g. individuals, organisations, institutions, movements) with opposing views. CMI seeks to provide dialogue platforms that are deemed most beneficial from the perspective of the ac-

tors involved. The key design parameters are defined based on the contextual analysis and needs assessment, and they are continuously adjusted based on the changes in the context. While our emphasis is placed on ownership of the respective parties, the challenge and opportunity for establishing dialogue platforms is to ensure coordination, connectivity, and complementarity in the broader ecosystem of peace process in each context. CMI perceives peace processes through a broad lens, encompassing various kinds of political, economic, and societal transitions. In other words, for CMI, conflict prevention and resolution involve taking account of the whole spectrum of conflict escalation and the factors contributing to state fragility. In the Programme, CMI's 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.

CMI's mandate rests on long-term relationships, requests, and other invitations by key stakeholders in respective regions of concern. The need and modalities for CMI's initiatives are mutually determined with concerned parties and/or officially mandated bodies. Informal dialogue platforms can complement formal peace processes, by allowing participants to work together on different topics in a structured manner, and where objectives, participants, agenda, methodologies, and coordination mechanisms evolve over time. Dialogue platforms and the safe and innovative space provided between actors can be useful in addressing agenda items that are outside of or insufficiently addressed in the formal processes. This can involve either deepening or broadening the understanding of the issues on the official agenda or providing pertinent recommendations on how to address them. For example, these dialogue platforms may engender a broader point of view on salient issues, such as long-term visions, political space, or identity politics.

CMI's core contributions through mediation and dialogue are to improve the quality and effectiveness of peace processes and strengthening the agency of respective parties to participate, in alignment with the indicators described above. The specific needs for improvement, and strategies to address those, are always context-specific and are based on the iterative conflict analysis and continuous stakeholder engagement. However, as per best practices from the field of peacemaking, effective peace support requires both support to personal transformation, as well as actions taken by individuals at leadership and societal levels, and parallel support to the improvement of agency and process is thus key. This is illustrated for example through CMI's work in Ukraine where discrete dialogues and study trips among key figures of the political elite created necessary trust to start the engagement at the societal level, and in Libya, where informal discussions

among political actors led to the signing of the Political Charter between key Libyan political parties, and which can now be linked to supporting the election process in Libya.

Typical outputs of this working methodology include increased inclusion of relevant stakeholder groups in targeted contexts; the establishment of channels, platforms and safe spaces for exchange, cooperation and trust-building between relevant actors; and the generation of jointly agreed upon constructive policy proposals by key stakeholders around a given conflict. Activities include, for example: bilateral meetings, consultation and back-channel mediation, trainings and study visits, confidence-building dialogues and problem-solving workshops, and supporting the drafting of analysis, recommendations and agreements. As agreed with stakeholders, CMI can be responsible for many support aspects related to a dialogue process, such as shuttle mediation, facilitation, agenda setting and selection of participants or logistical support.

# Trusted Partner

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Serving as a trusted partner, CMI deploys its skillset, expertise, strategic networks and track record in the service of concerned parties. It builds on a distinct relationship of accompaniment: CMI serves as a trusted partner for different types of actors who have willingness and potential to constructively contribute to conflict prevention and resolution efforts in the given context. The relationship is established on invitation officially or unofficially and a sense of trust to CMI as a credible and committed support actor.

In the Programme, CMI's work in enabling 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.

When working with conflict parties and other national actors and organisations, CMI's work stems from the finding that national institutions and actors have primacy in addressing conflicts between different political, economic and societal interests. In fragile states, national institutions are often unable to effectively perform this role, due to either limited institutional capacity, limited governing experience, or state capture by a particular group. National actors – from civil society, political parties, state institutions, labour unions, independent commissions, traditional and religious leaders and others – need to take the lead in conflict prevention and resolution efforts within their own countries. Their involvement supports a high degree of national ownership, strengthens resilience and consoli-

dates the role of national actors in conflict prevention and resolution.

Impartial and non-intrusive assistance by an independent peacemaker can be helpful in contexts where there is willingness to address internal conflicts or seek new ways of interacting with the region and the international community, and to steer more inclusive policy processes that can contribute to conflict prevention and resolution. This can apply for example in contexts with democratic transition, economic, societal and governmental reform, constitutional reform, or disarmament. While not always explicitly framed as conflict resolution processes, these processes can have tremendous potential for preventing conflict.

As an honest broker with a track record of professional experience, CMI is viewed as non-threatening. Adopting a needs-based approach, CMI supports national actors in the design and implementation of processes that address a political conflict or its prevention, by providing advice on inclusion mechanisms, dialogue facilitation methodologies and various themes of interest. An important element of trusted partner role can also be provision of safe space for reflection on potential courses of action, and relatedly the required resources, coordination and leadership. Inclusive peace processes lead to better agreements and have a higher probability of successful implementation. Inclusivity is many times the key for success of any transition process in the long-term. Here, CMI can advise national actors on the design of inclusion strategies, as well work to engage those groups that national actors cannot or do not want to engage, on their behalf. Trust-building and bridging mechanisms are needed



to ensure genuine participation, and address asymmetries in capacities. CMI may be undertaking clearly mandated bridging initiatives on behalf of key stakeholders domestically and regionally.

The core contributions of CMI's projects through trusted partnership with national actors are related to the effective design and implementation of transition processes significant for conflict prevention and resolution as well as the improved agency of different actors to participate in these efforts. They include expanded ownership and inclusiveness of key processes and increased technical quality of targeted processes to address sources of conflict. At best, these efforts may cumulate to the improvement of the overall practice of peacemaking in the given context.

Typical outputs include diverse technical, operational and advisory expert support provided to ensure professionalism of process design and proceedings around targeted peace processes, as well as the improved abilities of diverse and relevant stakeholders, including but not limited to women and marginalised groups, to constructively engage in peacemaking around a given conflict/peace process.

Typical activities include process design, methodological support (analysis, mapping, agenda-setting), coaching/training workshops, establishing networks and channels between relevant stakeholders, as well as lessons learned exchanges. CMI can provide flexible logistical and technical support, if needed.

When working with other mediation actors, a core observation is that most efforts to prevent and resolve conflicts require more than just an official mandate. In addition to convening authority, official or unofficial mediators and their teams require substantive, methodological and operational professional capabilities, for in-

stance in designing the mediation process and implementing different parts of it, and in dealing particularly with questions of inclusion and sustainability of agreements.

CMI engages with mediators, and their organisations, that hold mandates to mediate peace processes. This includes mediators and mediation teams, insider mediators, institutional support structures, international contact groups, observers and guarantors. States, international organisations and non-governmental actors have steadily invested considerable resources into advancing policies and professionalising the field of peace mediation. While assets of technical and logistical support and substantive advice may be available in different organisations, mediators still face challenges in deploying these resources. Shifting conflicts and changing needs require specified yet flexible resources, which may be difficult to mobilise. Moreover, there are insufficient knowledge management mechanisms to ensure that lessons identified are properly learned and that institutions can develop their expertise and networks, based on their own experiences in real-life cases.

Mediation support consists of substantive, methodological and operational support to an official or unofficial mediator and their team during an ongoing or anticipated conflict resolution process. The approach to mediation support is based on the state of the field, experience from CMI's engagements as well as expertise of CMI staff and networks. The added value in mediation support is rooted in CMI's in-depth regional and thematic expertise, combined with direct access to parties and technical knowledge in terms of methodology and operations. Another comparative advantage of CMI is the ability to deploy needed resources in a flexible manner, based on the needs of the mediator and the process. Utilising networks and experience from diverse areas, CMI can

rapidly provide experienced teams with the variety of skill sets that empower the mediators' potential to implement their initiatives.

CMI's core contributions through trusted partnership with mediation actors is to improve practice in a process at hand, as well as organisational and structural learning. These interventions are intended to strengthen the capacities and learning of mediators, their teams, and institutions. Such engagements often have cumulative contributions to processes the mediators are engaging with as well as on the policy frameworks and capacities of mediation actors in both regional and global settings.

Typical outputs include the identification and

dissemination of context-specific or thematic good practices in peacemaking as well as their validation and adaptation in relevant spheres.

Mediation support interventions involve different types of activities, where CMI works jointly with mediators, their teams or support actors in supporting selected mediation processes, or addressing capacity or structural challenges of regional/international organisations involved in mediation. Typical activities include process design methodological support (conflict analysis, actor/issue mapping, agenda-setting, facilitation support), on-the-job coaching and peer exchanges, providing thematic and methodological expertise, organising consultations on behalf of the mediator, and distilling/sharing lessons learned from the practice.

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## Synergies

Most often, to achieve cumulative results, both working methodologies, i.e. mediation and dialogue as well as acting as a trusted partner, are applied in parallel. Results of the informal mediation and dialogue work are relevant only when they are linked to the broader peacemaking system, and coordination and feed-in mechanisms must be in place to maximise impact. Thus, parallel support to national and international mechanisms is key to ensuring the complementary of the informal mediation and dialogue efforts. On the other hand, national, regional and international efforts often benefit directly from the informal dialogue and mediation efforts, for example in the form of preparing the ground for official efforts, trouble-shooting topics which might be difficult to address at

the official level and engaging with groups who are outside the official structures of the peace process. For example, CMI's long-term work in and around Ukraine and Moldova and the parallel support to the structures of the OSCE is a good example where support to a national-level peace process through informal dialogue and support to peacemaking structures at the regional and international levels are mutually supportive.

# Partners and Beneficiaries

CMI's selection of partners and beneficiaries is based on the assumption that in modern conflicts, limiting the peace process only to official, national-level actors is not sufficient. Often, conflicts have local, national, regional and international dimensions, which are interlinked in multiple ways. These links may include proxy structures, political alliances, cross-boundary ideologies, environmental and economic issues as well as direct impacts of political conflicts, such as terrorism and refugees. In addition, informal actors may have more relative influence on conflict and legitimacy among the populations than state-actors. Leaderless civic movements, which are accelerated through social media and revolve around ideologies and political demands rather than individuals, exhibit an example of such complex dynamics where fragmentation rather than systematic chain of command represent the norm.

The fluidity of conflict settings requires that the process of selecting partners and beneficiaries is continuously updated based on the evolving context and cumulative knowledge; and defined based on observations and consultations with relevant stakeholders at different levels. Through this approach, CMI ensures bridging between the national, local, national, regional and international circles of influence and enables unconventional linkages between formal and informal actors. Hence, in the CMI Programme, the selection of partners and beneficiaries is based on continuously updated conflict analysis, and questions including: which groups/individuals have influence on the peace process; which groups could have influence on the peace process; which groups would need specific support; which groups are most relevant in view of the issue identified; are vulnerable groups included; and if not, is there a meaningful way of including them?

## Beneficiaries

CMI's Programme engages an array of organisations, groups and individuals who are or have the potential to be change-makers and who have access to relevant circles of influence at the sub-national, national, regional and international level. What determines the selection is their relative ability to advance systemic change for positive peace. To capitalise on its

added value as an independent organisation, CMI primarily works with those actors and organisations that have leverage over wider constituencies necessary for conflict prevention and resolution. This includes individuals in both official, and unofficial capacities, but is not limited to those actors directly involved in existing peace processes.

For the beneficiaries of CMI's work, there is a dual effect at play. Firstly, the targeted individuals and organisations directly benefit from participating in CMI-supported processes, in terms of capacities, knowledge, networks, which enable them to play a more productive role in their given peacemaking context. These benefits are not limited to the CMI-supported processes, but the results are anticipated to play a constructive role for conflict prevention and resolution in the future.

Secondly, the targeted actors play significant roles as intermediaries to their constituencies – broadly, as in political or societal groups, but also as institutions and peers. Their participation in CMI activities is anticipated to strengthen this role, as they can convey new information or contacts back to their constituencies, and increased capacity enables them to play

a more central role in this communication. Experience from the previous programme period demonstrates how individuals typically involved in CMI-supported dialogue groups emerge in more prominent intra-group and inter-group positions – a development that can be traced to involvement in CMI-fostered platforms. CMI also emphasizes, as part of its impartial role, the balanced participation of all sides to the conflict and does not normally work with only one side but aims to include participants across the political spectrum. However, in certain contexts, there may be a need to provide targeted support to one of the conflict parties to enable them to gain a better understanding of dialogue/mediation processes – such support is provided in a transparent manner to avoid perceptions of bias.

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## Partners

Partnerships are a key means to project design and implementation at the national level, especially in countries where CMI does not have presence. Partnerships at the international level are instrumental, for instance, in advancing CMI's policy goals. In general, the types of partners with whom CMI works to prevent and resolve political conflicts include the following:

- Local and national-level non-governmental organisations working on conflict resolution and prevention
- Regional and international non-governmental organisations working on conflict resolution and prevention
- Regional and international organisations, as well as mandated mediators and their teams
- Governmental bodies responsible for the design and implementation of peace processes and political transition processes
- Political parties and movements, parliaments
- Think tanks and expert organisations
- Influential individuals

Mutual respect and trust, local ownership, humility, expectation management and transparency are key prerequisites for partnership-building in conflict settings. CMI's partnership

types can be divided into formal implementing partners and informal partnerships. In formal project implementation partnerships, due diligence is conducted to ensure complementarity of approach in the programming interventions, reservations of conflict parties to engage with a local partner are addressed, and local partners' organisational capacities are robust enough to comply with sound project management, including financial management, requirements. Local partners are supported through necessary guidance and capacity building to fulfil the set requirements.

While formal partnerships with local implementing partners are usually beneficial, in some cases, the polarization of certain contexts requires that CMI implements its processes without formal local partnerships in order to ensure the buy-in of conflict stakeholders, and an impartial approach. In highly polarized contexts, CMI works through a network of informal partners that constitutes a wide set of key local actors to ensure that the project is responsive to contextual factors, and nimble enough to respond to dynamics among conflict stakehold-

ers. CMI's partnerships may entail capacity building elements such as training and advice, but more essentially rest on the mutual learning of good practices and innovation. Partnerships also include different levels of cooperation with regional and international actors as well as expert organisations. These partnerships may not always be formalised, but involve, to different degrees, substantive, access, and logistical components.

Contributing to continued efforts to enhance complementarity in the global field of mediation and mediation support, CMI continues to participate in relevant global, regional and thematic networks and umbrella organisations, including the Mediation Support Network, the European Peacebuilding Liaison Office (EPLO), the Alliance for Peacebuilding, the Nordic Women Mediators Network, and the Global Alliance of Regional Women Mediator Networks, the Network for Religious and Traditional Peacemakers, as well as, the CyberMediation Network, among others.



## Sustainability

The complexity of conflict requires not only careful design of mediation and conflict resolution interventions, but also significant consideration of how to enable processes and outputs which are inherently resilient to shocks. In complex environments, sustainability can be understood as a form of resilience: an ability to both absorb sudden changes and to adapt to new circumstances. This is essential, as unexpected

shifts in a given conflict can quickly undermine past progress.

The relevance and sustainability of CMI's work hinge on several interlinked factors, including local ownership, inclusivity of interventions and their results, complementarity, provision of parallel support to different levels of a peace-making system, institutionalisation of process-

es, and adaptability. The application of these factors is context specific, but all guide CMI in analysis, design and implementation.

A large amount of CMI's work is developed upon requests from local stakeholders, which is key to ensuring sufficient willingness and buy-in from key actors around a given conflict to engage in both advancing the work and sustaining achieved results. Externally imposed solutions are unlikely to last long in conflict situations, and efforts without broad buy-in are similarly likely to be contested and of limited effectiveness. Thus, processes can only be effective if they are built in a manner that incorporates the concerns of all key stakeholders, ensuring both ownership of the process and that its products remain with local actors.

CMI works jointly with key local actors to ensure that the work is relevant and responsive to contextual factors. Complementarity of efforts is ensured through regular communication and meetings with international actors, peer organisations and stakeholders. Particularly in working with local implementing partners, support to the actors' capacity and ensuring local ownership are of utmost importance in ensuring continuity. In addition, the sustainability of CMI's efforts is further strengthened by context-specific approaches that consider and meaningfully connect different levels of the peacemaking system, for example to ensure that informal processes are linked to broader official structures, and vice versa. Further to this, CMI aims to always ensure that its engagement and support would be strongly institutionalised, contributing to organisational and structural consolidation that is set to maintain relevance in the long-term. Lastly, CMI's projects are designed and implemented so that they can retain their relevance in changing circumstances: activities can be adjusted, and results can contribute to the resolution of conflict in alternative scenarios.

# Thematic priorities

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Building on the CMI Strategy 2030, and to integrate inclusivity, innovation and the advancement of practice-oriented policy as crosscutting approaches of our programmatic work, CMI will continue to deepen its investment in Women in Peacemaking and Digital Peacemaking as the Thematic Priorities of the Programme. While Women in Peacemaking is CMI's long-standing priority with a well-established track-record,

the thematic work on Digital Peacemaking also builds on CMI's varied earlier experience in this area. Engagements in these thematic priorities always stem from robust and participatory analysis and are closely interlinked with our regional programming, where their integration is tailored to the needs of the context and CMI's objectives therein.

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## Women in Peacemaking

In the past two programme periods and beyond, CMI has established a reputable track record in translating the normative commitments on women's inclusion in peacemaking 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 practice.

Our targeted support to women's role in peacemaking is framed within our wider portfolio,

enabling actions that benefit from synergy and directly feed into ongoing relevant conflict prevention and resolution processes. Our approach is rooted in a nuanced understanding of women as political actors, and recognition of their diverse roles in peace and conflict. CMI's work in this thematic is rooted in our institutional prioritisation, technical knowledge, contextual expertise, alongside access and trusted relations with national actors and relevant powerholders. We strive to turn the WPS policy commitments into concrete actions that are politically transformative and diplomatically possible, and directly contribute to conflict prevention and conflict resolution. Our concrete efforts on the thematic also advance the implementation of

National Action Plans (NAPs) on UNSCR 1325 in the countries of operations, and directly operationalizes the NAP of Finland as well as other programmatic partners.

Programmatically, we combine two approaches to enable women's participation in and contribution to peace and transition processes. The first entails working with national actors to strengthen women's political agency through prioritised geographic engagements. For the national level interventions, the starting point is always a gendered analysis of the given conflict and related conflict resolution processes. Our analytical, political and strategic interventions are developed in each case to enable relevant women's groups and representatives in exercising their political agency on matters of peace and security. For instance, CMI's experience shows that third-party facilitators and targeted support can make a difference in sup-

porting united and thus more effective political advocacy by women's constituencies.

The second approach is to contribute to gender-inclusive mediation practices and norms among relevant national, regional and international peace actors. It builds on the notion that an increasing number of mediators and peace support actors are committed to strengthening women's participation in peacemaking at the normative level, but struggle to do so in practice. To address this policy-practice gap, CMI supports mediation and peacemaking actors in implementing practices of inclusive approaches and enable them to fulfil their mandate in a more qualitative manner to achieve more sustainable resolutions to conflicts. CMI also seeks to develop and pilot new methodologies, especially related to Digital Peacemaking, on how to best enable women's agency for the benefit of peace and transition processes.

## Digital Peacemaking

Digital Peacemaking holds a high potential to increase the efficiency of dialogue processes by solving practical challenges encountered by, and reducing costs and the environmental footprint of, peace operations. As described in the Toolkit on digital technologies and mediation released in 2019 by UNDPPA and the Centre for Humanitarian Dialogue, digital technologies have created opportunities for conflict analysis, engagement with parties, inclusivity and strategic communications. Technologies which can be used are extremely diverse, ranging from online platforms intended to consult and inform conflict stakeholders, to visualisation and co-working software helping peacemakers and conflict stakeholders collaborate more efficiently, or Artificial Intelligence with

the potential to address questions of civil society on a dialogue process for example. To be successful, and as recommended in the Review of CMI's Past Uses of Technology, the identification and integration of digital solutions will be needs-driven and will benefit from close monitoring to ensure that digital solutions add value and contribute to the overall objective of dialogue efforts. If not, mediation practitioners will discontinue their use to ensure digital technologies do not become an additional burden on operations.

CMI has an established track record in the use of digital solutions in its work and a strong network of partners in the technology, innovation and cybermediation sectors.

4 UN DPPA & Centre for Humanitarian Dialogue (2019), Digital Technologies and Mediation in Armed Conflict. Available from: <https://peacemaker.un.org/digitaltoolkit>, retrieved 27 April 2021.

5 Andreas Hirblinger & Elin Berg (2021), Review of CMI's Past Uses of Technology for Mediation, Mediation Support and Conflict Prevention. Commissioned by CMI.



# Geographic Regions of Implementation

CMI's Programme is implemented primarily in four geographic regions: Eurasia, Asia, the Middle East and North Africa, and Sub-Saharan Africa. CMI has a strong track record in these regions, where substantive networks, access and credibility have been built up over years of work.

The geographic selection reflects countries and regions that have experienced severe, violent, political conflict or are in a fragile situation. The organisational structure and support functions

are designed to support activities in these geographic areas. While maintaining efficiency and effectiveness through focus, CMI remains open to opportunities also in other regions and countries. Potential new projects or any expansion of CMI's geographic reach will go through a careful due diligence process, reviewing CMI's added value, risks, and capacities to deliver, before any decisions are made.

## Eurasia

CMI has worked to contribute to peaceful futures in Eurasia for over a decade, in conflicts where mediation efforts require persistent and complementary action. The overall logic of CMI's engagement in the region is to identify constructive steps that can be implemented despite the challenging geopolitical environment and to help the parties to maintain a minimum level of mutual trust and internal cohesion. Another key aspect is supporting domestic and international knowledge transfer, to ensure relevant capacities are built and sustained, to enable proactive agency at times when the international

climate is conducive to making progress in the peace processes. CMI's engagement efforts, whether in design or through capacity building are infused with principles and elements that promote gender equality and human rights as an integral part of sustainable peace. These are essential to broader efforts to maintain the ability of the parties to solve the conflicts in the future and develop sustainable solutions that lead to more peaceful and just societies.

CMI's added value in Eurasia is based on its regional experience and extensive networks,

a commitment to long-term engagement and our organisational reputation as honest broker, combined with our strong Finnish values. This provides a unique ability to pursue independ-

ent conflict resolution and to retain the role of trusted facilitator and adviser in support of complex peace processes in the region.

## Projects in 2022-2025

Advancing conflict settlement and prevention efforts in the Moldova context

Advancing dialogue in and around Ukraine

Building resilience to conflict through dialogue (Phase II)

Eurasia – supporting regional mediation efforts

Supporting dialogue in the Western Balkans

Supporting efforts for stability and peace in the South Caucasus

Supporting institutionalized and sustainable dialogue on the Gagauz autonomy

## Asia

Asia has seen tremendous development over the last decades. However, the region suffers from a number of long-standing intra-state conflicts (e.g. in the Philippines, Afghanistan, Indonesia, Thailand, and Myanmar) where politicization of religions, identities, economic benefits, power-sharing and self-determination are contested. Inter-state disputes on territory and borders threaten to escalate into violent confrontations (such as the Korean peninsula; disputed islands and reefs between China-Japan and countries

in South China Sea; border between India-China-Pakistan), and many of these potential conflicts would have global dimensions and serious repercussions. In the past decades, major violent conflicts have taken place in Afghanistan, Vietnam, Cambodia, Laos, Sri Lanka and Nepal. CMI established the regional team and programmatic portfolio for Asia in 2019. This effort continues the historical engagement of President Ahtisaari (in Aceh but also elsewhere in the region, partly through the Elders group), as

well as smaller CMI initiatives and missions in Asia in the past decade. CMI has gradually accumulated knowledge of regional dynamics and established a network of contacts in selected countries in the region, most notably Indonesia, Thailand, Malaysia, Myanmar, China, and Afghan-

istan. Together with technical expertise and experience on a wide range of issues pertaining to peace processes, these networks make CMI well positioned to provide support for conflict prevention and resolution in response to established needs and requests by stakeholders.

### Projects in 2022-2025

Enhancing sustainability of efforts to resolve conflict in North-East Asia

Supporting inclusive and regional peace efforts (Afghanistan)

Supporting regional peace structures and inclusive peacemaking in Asia

Unlocking peace potential through the security sector in Myanmar

## Middle East and North Africa

Many of the countries in the Middle East and North Africa (MENA) are witnessing severe crisis and conflict. Since 2010, nearly all Arab countries have slowed or reversed their average annual human development advances. 155 million people live in conflict affected countries, experiencing multiple deprivations, including up to 14 million people at risk of famine in Yemen, in combination with increased violence

and displacement. If ongoing conflicts are not resolved and demographic projections do not deviate from current trends, it is estimated that 40% of people in Arab countries will live in crisis and conflict conditions by 2030. While home to 5% of the world's population, the Arab countries accounted for approximately 50% of the world's refugees. Current estimates show that poverty rates are still rising in the Middle East

and North Africa, driven largely by economies affected by conflict: between 68 million and 132 million people could be pushed into poverty by 2030 also due to the multiple impacts of climate change. Reliable access to safe drinking water – a basic right and thus part of the social contract – is becoming a challenge across the region: 84% of the population is affected by or at risk of water scarcity, thus increasing potential for water related conflicts. On the political level, the dramatic upheavals in the wake of the Arab Spring challenged the prevailing status quo. In several countries, the Arab Spring unravelled power structures in a destabilising manner. What began as manifestations of local grievances, and as popular aspirations towards political and socio-economic change, morphed into violent, destructive conflicts, which attract

external interventions in national conflicts.

CMI's work in the region is characterised by continuity and upholding the principles of honest broker and local ownership. In a region saturated by external interventions, CMI's Finnish background is highly valued, allowing CMI to establish solid networks ranging from elites to local actors, in many of the region's conflict affected countries. The combination of locally owned initiatives for dialogue on central issues of national importance, and the ability to link up these processes to regional and international actors set CMI aside. Support for conflict resolution processes that are owned and led by local actors, coupled with agility and ability to operate in high-risk areas, are important advantages compared to formal mediation actors.

## Projects in 2022-2025

Fostering regional dialogue in the MENA region

Supporting an inclusive peace process and enhanced agency among

key stakeholders in Yemen

Supporting dialogue for unity (Palestine)

Supporting inclusive dialogue and conflict resolution in Libya

# Sub-Saharan Africa

Reeling from the COVID-19 pandemic's devastating impact on public health, as well as its political, social and economic effects, Sub-Saharan Africa will struggle to address new and old conflicts. At the same time, new challenges for stability have arisen from the potential discrepancy between traditional power elites and growing aspirations for political change, democratic governance and the participation of new generations. Young people are increasingly frustrated by persistent corruption, marginalization, economic stagnation and unemployment. Women remain underrepresented in political decision-making as well as peace processes. The perceived deprivation of a dignified life and possibilities for participation has led to an exponential increase in riots and protests in Africa over the last decade, and an emergence of new citizen movements, such as the #EndSARS-protests in Nigeria.

CMI's work in Sub-Saharan Africa builds on a combination of in-depth country files in support of fragile transitions (Burundi and Sudan), and support to peace efforts at regional levels. The latter include working with regional organisations in the operationalisation of the African Peace and Security Architecture (APSA), as well as support to regional cooperation in contexts where existing multilateral fora are insufficient to address the transnational dimensions of conflict (Red Sea, Sahel). With longstanding and trusted partnerships with the AU and select regional organisations (ECOWAS, IGAD, EAC, LCBC) and positive results in the past, CMI is in a unique position to provide targeted demand-based support to inclusive peace efforts at national and regional levels, and to contribute to the advancement of peacemaking practice in Africa.

## Projects in 2022-2025

Advancing constructive political and societal dialogue in Burundi

African Union conflict prevention and mediation capacities support project

Fostering regional dialogue around the Red Sea

Mitigating regional conflict dynamics and advancing inclusive dialogue in the wider Sahel region

Supporting the transition in Sudan

# Global Education

CMI's global education work is implemented through the Ahtisaari Days project. It is based on President Ahtisaari's and CMI's vision all conflicts can be resolved that has been adjusted to the everyday lives of young people in Finland. The project's aim is to strengthen the capacity of Finnish youth to settle disputes in a constructive manner. This is done by embedding CMI's dialogue skills and expertise in conflict resolution to Finnish schools among students and teachers.

In practice, the project offers tools and material for teachers to use, makes school visits and

organises events and social media campaigns to raise awareness. The project has a website where these materials (interactive exercises on negotiation and dialogue skills) are available and school visits can be requested. The work includes a number of virtual and physical elements targeting to influence youth and teachers from eight-grade up with a nation-wide scope. This project has the potential to expand outside of Finland and school environments during the programme period 2022- 2025. These plans will be further developed in the coming years.

## Abbreviations

APSA	African Peace and Security Architecture
AU	African Union
CMI	CMI – Martti Ahtisaari Peace Foundation
EAC	East African Community
ECOWAS	Economic Community of West African States
EPLO	European Peacebuilding Liaison Office
EU	European Union
IGAD	Intergovernmental Authority on Development
LCBC	Lake Chad Basin Commission
MENA	Middle East and North Africa
NAP	National Action Plan
OSCE	Organization for Security and Cooperation in Europe
SDGs	Sustainable Development Goals
UN	United Nations
UNDPPA	UN Department of Political and Peacebuilding Affairs
UNSCR	UN Security Council Resolution
WPS	Women, Peace and Security