

CMI

Martti Ahtisaari Centre

ANNUAL REPORT

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PHOTOS SPARK CHANGE

Cover photos are by Niklas Meltio, award-winning Finnish photojournalist, who shows the true face of war



Rumbling noises and explosions. Photographer Niklas Meltio wakes up in the city of Aleppo in northern Syria.

A bomb has exploded right next to the hospital where he has crashed for the night. Many people lose their lives. Also those two hopeful families who arrived the day before from the front line seeking shelter are buried in the ruins.

“War is ugly,” Meltio, 35, says calmly. This award-winning Finnish photojournalist has covered crisis areas since 2006. Finns have had the opportunity to see his touching and often shocking images from conflict zones in Afghanistan, Libya and Syria.

“Wars are often sugar-coated in the Finnish media. It gives a false message to the readers. Wars have to be portrayed authentically, although many seem to think it doesn’t really go with your morning coffee.”

Making a difference by causing reactions

Brought up in Helsinki, Meltio began taking pictures as a young boy. An activist at heart, he quickly realised that photojournalism was the best way for him to make a difference. “I want to open people’s eyes, cause reactions and create the possibility for change.”

Meltio thinks it is important to tell the stories of people in the conflict areas. “Otherwise they are ignored and forgotten,” he says fiercely.

While his naïve aspirations have matured along the way, Meltio still believes that his work has an important impact in the long run.

“One photo doesn’t change a thing. But when professionals work together and the stories are shared with large audiences, it can foster a new generation of influencers who demand change.”

Resolving conflicts requires will

Meltio has extensively covered the Syrian uprising. It is one of the most severe crises in this century during which over 120.000 people have already lost their lives. Meltio and other journalists on the ground saw how the country spiralled into chaos while the international community remained helpless to stop the cruelty.

“Every time I returned to Syria, the hospital I had visited was lower as the grenades had destroyed the floors one by one. During my last trip, only a pile of stones was left.”

The Syrian crisis shows how the lack of willingness to negotiate has led to immense human suffering. Meltio calls for global responsibility. “There needs to be sufficient will for conflicts to be resolved. If we blindly pursue our own agenda with no interest in dialogue, we’re in deep trouble.”

Meltio wraps up the interview to catch his plane to Ukraine. Time for yet another photo journey.

Text: Laura Seppälä / CMI



Images tell stories

As the crisis in Syria is one of the most severe humanitarian catastrophes of this century and Niklas Meltio has worked there extensively during 2011-2013, we chose to portray his award-winning images from the conflict on the cover this year.

“The 19-year old girl trained herself to be a fighter because she wanted to defend herself from being raped,” Meltio describes one of the startling photos on the cover.

The boy carrying the mattresses is seeking shelter as his neighbourhood is under a grenade attack. The elderly woman managed to escape to Kurdistan while the man with the child is escaping Syria through the desert.

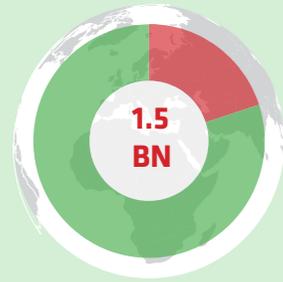
“I remember when I met the man with the tears in his eyes in a small village. He was devastated because his farm had been attacked and all his livestock killed,” he says.

“Each photo tells a different story in a particular time and situation,” Meltio explains. “I want to show what war really looks like in people’s everyday lives, so that we would all do our best to put an end to it.”

TABLE OF CONTENTS

2	Photos spark change	30	Cross-cutting themes
4	Did you know... ?	31	Planning, monitoring & evaluation
5	Bridging the disconnect	32-33	Gender & inclusion
6-7	Word from the Chairman	34-35	Methods & tools
8-9	Word from the Executive Director	36-37	Finance
10-11	What we do	38-39	Finance
12-13	How we work	40-41	Our people
14-15	Who we work with	42-43	Decision making at CMI
16-17	Where we work	44-45	Our presence in Finland and internationally
18-19	Report of activities: Eastern Europe, the Caucasus & Central Asia, Global	46-47	Communications & fundraising
20-21	The Transdniestrian conflict: Building trust	48-49	Private fundraising
22-23	Report of activities: Middle East, North Africa & the Sahel region	50	Minister for Foreign Affairs of Finland Erkki Tuomioja
24-25	Yemen: Learning to dialogue	51	Get involved
26-27	Report of activities: Sub-Saharan Africa		
28-29	South Sudan: Young leaders build peace		

DID YOU KNOW THAT... ?

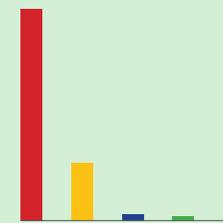


1.5 billion people — every fifth person on the planet — live in countries ridden with conflict or violence. 30 million people are unable to return to their homes.

An average of **30 years** of economic growth is lost through a civil war.



War generates war – 90% of current armed conflicts are reignited old conflicts.



The yearly global cost of violence is about \$8 trillion. If we reduced overall violence by just 2%, the money saved would be more than the budget of the EU; enough to cover the costs of achieving the UN's Millenium Development Goals.

- Cost of violence
- The total GDP of Africa
- Budget of the EU
- Annual cost to reach the MDGs set by the UN

Source: "The Penguin State of the World Atlas, ninth edition, 2012"

BRIDGING THE DISCONNECT

Stephen Heintz

President of the Rockefeller Brothers Fund

On some mornings, Stephen Heintz says he wakes up wondering why he is still an optimist. As the President of the Rockefeller Brothers Fund, a New York based foundation that advances social change around the world, Heintz is uniquely positioned to understand what he calls profound global challenges. The systems that were put in place in the previous century are "no longer up to the challenges that we face in the 21st century," he states.

Heintz believes that in the changing landscape of how power is distributed across societies, using 21st century solutions for positive change is necessary. "We haven't figured out how to do that yet very well, but I think CMI is part of the vanguard of helping to figure that out," Heintz says.

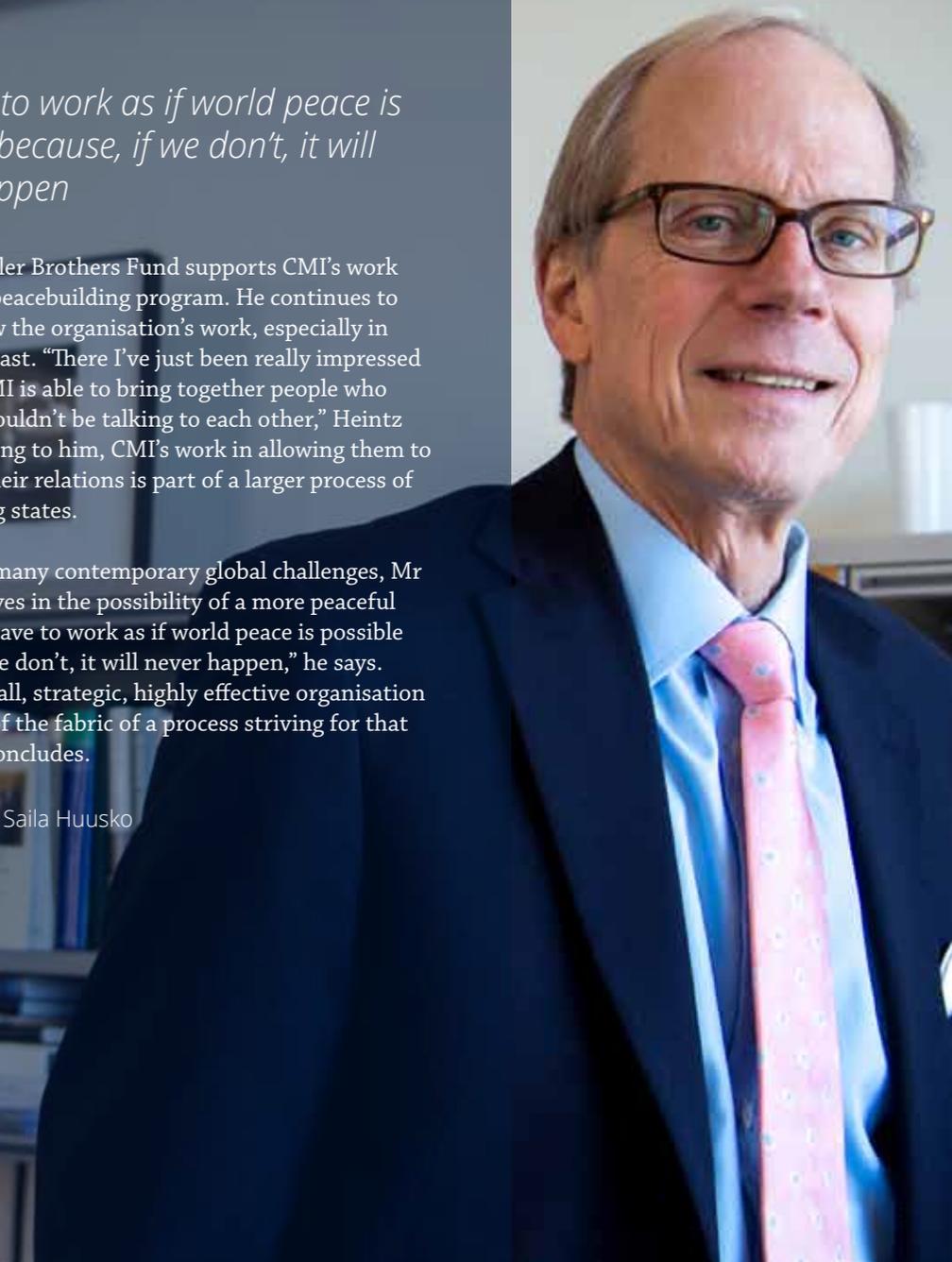
"I have come to appreciate that formal peacemaking processes are often far too disconnected from the realities that people experience on the ground in conflict areas," Heintz explains. It is in bridging this disconnect that he sees a place for CMI. Connecting peacebuilding and the human security concerns of conflict-affected communities to formal processes of diplomacy and negotiation is, for Heintz, "the distinct contribution that CMI makes in the field of international relations."

We have to work as if world peace is possible because, if we don't, it will never happen

The Rockefeller Brothers Fund supports CMI's work through its peacebuilding program. He continues to closely follow the organisation's work, especially in the Middle East. "There I've just been really impressed with how CMI is able to bring together people who otherwise wouldn't be talking to each other," Heintz says. According to him, CMI's work in allowing them to transform their relations is part of a larger process of transforming states.

Despite the many contemporary global challenges, Mr Heintz believes in the possibility of a more peaceful world. "We have to work as if world peace is possible because, if we don't, it will never happen," he says. "CMI is a small, strategic, highly effective organisation that is part of the fabric of a process striving for that dream," he concludes.

Text / photo: Salla Huusko





We need to treat each other with dignity, respect and openness; to play in the same team

Photo: Salla Huusko



IT'S ALL ABOUT PEOPLE

WORD FROM THE CHAIRMAN

Martti Ahtisaari, Nobel Peace Prize Laureate

CMI has experienced yet another year of development and maturation. During its 14th year of activity, the organisation has been able to renew itself, and update and diversify its programme. Nowadays I tend to refer to CMI as a high-tech company rather than a typical NGO. We have come a long way in realising my vision of a creative, professional and international organisation since the early days when we first started our activities over a decade ago.

Over the years, CMI has solidified itself as one of the most acknowledged private organisations in international conflict resolution. CMI is privileged to be a trusted partner in the many projects and activities we are pursuing from South Sudan to Yemen, from Amman to Afghanistan. Our staff has grown to over 70 people, with many of our experts placed all over the world. CMI colleagues encompass the diverse skills and expertise needed for sustainable conflict resolution. I am very proud of our achievements so far.

Behind the success of any organisation are its people. All the way from the Board members to the trainees, everyone is needed to make it professional, trustworthy, effective and able to reach the objectives we have set for ourselves. But an organisation also needs to be a supportive and inspiring place to work at. We need to take care of our staff, of our expertise, and to keep up with the challenge of continuous development. We need to treat each other with dignity, respect and openness; to play in the same team. This, to me, is the cornerstone of a successful and reliable

Nowadays I tend to refer to CMI as a high-tech company

organisation. A place where people want to come to work every single day. Building trust and relationships has to start at home.

Throughout my long career, whether at the United Nations, CMI or other organisations, I have been fortunate to work with highly skilled people who are experts in their fields. Teams I have worked in have been able to push towards joint targets and achieve tangible results. Personal relationships have also been crucial for me to be able to start or continue processes, and to carry out my work effectively. Over the years, former and present colleagues have become part of my extended family.

Without the efforts of our many partners, donors and dedicated staff, CMI would not be here today. Engagement with the right people, institutions and organisations is necessary. It brings leverage and impact to the work that we do. Only by working together can we achieve the results the world expects from us, and that we expect of ourselves.



At CMI, we know that results are achieved through people, the right people

BUSINESS OR ACTIVISM FOR A GOOD CAUSE?

WORD FROM THE EXECUTIVE DIRECTOR

Tuija Talvitie

Non-profits are often perceived to be mainly about cause and conviction. A self-selected bunch of activists grouped together to work for a better world. Not so! For us at CMI, conviction is married to hard-core strategic realism, and as we enter our 14th year, business-like professionalism and processes are more important than ever.

The externally-imposed demands for achieving results and managing accurately both private and public funds require a robust system of governance. Our high internal standards for our work also call for a functioning management and administrative structure.

To meet our ambition of effectiveness and productivity, and better respond to the needs of a growing organisation, we've redesigned our management structure by adding a layer of senior middle management who head our geographical and other strategically important teams. The Leadership Team is now leaner with the two Programme Directors and the Finance and Administration Director supporting the Executive Director. These changes also support the programme partnership with the Finnish Foreign Ministry that we applied for and were fortunate to be granted in the beginning of 2014.

At CMI, we know that results are achieved through people, the right people. My colleagues represent the best, the boldest and the brightest in the world of conflict resolution. Their work is demanding, dangerous and typically full of uncertainties and complexities. As ours is also a relatively new field, we're inventing ways to professionally manage conflict resolution work at the same time while carrying out the activities. Amidst tertile reporting, designing key success indicators and HR policies

for war-like circumstances, we're bringing conflicting parties together in around 15 countries to help them lay down their arms and build consensus. Never mind uncertainty, at CMI you have to thrive on chaos!

We know that the smartest problem solving and innovation happens in diverse teams. Where inclusion and participation are today the buzzwords in peace mediation and dialogue, they are also the fountain of wisdom at CMI. An organisation's strength is largely defined by its lateral capacity, its ability to combine the best assets and skills among its people, regardless of where they sit. At CMI, we are lucky to have so many brilliant experts who have a wealth of experience; making effective use of their knowledge across different teams and tipping the inevitable silos is a way to maximise our potential and support effective learning.

We know that structures and processes, if left unattended, can become self-serving. And it comes as no surprise that experts are not looking forward to filling in Excel sheets and approving time reports. If mechanisms and controls are fit for purpose, easy to use, and can be seen to really and truly help the work rather than slow it down, the pill is easier to swallow. Getting it right is the mark of an organisation that knows its priorities and has managed to communicate them effectively to all its people.

Robust governance is not the red wine and honey that burns the mouth; it's not why people want to join CMI but it's the daily porridge that keeps us healthy and in business.

WHAT WE DO

Today, mediation is recognised as one of the most effective methods for preventing, managing and resolving violent conflicts. These mediation efforts can successfully be carried out by various actors, including international and regional entities, individual states or specialised conflict resolution organisations, such as CMI.

At CMI, we can act as a mediator between conflict parties, support dialogue among key groups and help them find new solutions, as well as assist in the valuable mediation efforts of others. We work in all the different phases of a peace process: before it begins, during negotiations, and after the agreement, as well as in situations when the formal peace process is deadlocked.

THREE WAYS OF DOING IT

1. Mediation & dialogue



We mediate between conflict parties and provide spaces for a dialogue on critical conflict questions. Our ultimate aim is to enhance the prospects for peace processes, and to support the effectiveness and sustainability of ongoing processes. We do this by:

- » bringing relevant actors around the same table
- » building trust between conflict parties
- » supporting parties to find joint, sustainable solutions

Our activities, which are tailored to each situation, include for example mediation between formal conflict parties, setting up broad dialogue platforms and problem-solving workshops.

2. Mediation support

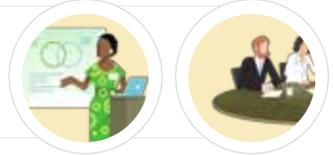


We support the efforts of other actors to bring about peace. Here we aim to help states, multinational organisations and other mediators to become better equipped to undertake mediation endeavours by:

- » improving the mediation skills of envoys and their teams in the long term
- » supporting mediation teams in ongoing mediation processes

Our activities include, for example, support for operations, technical advice and targeted trainings.

3. Conflict prevention & resolution support



In fragile states, the political systems are often unable to address different interests and to mediate between them effectively. We can play a constructive role in supporting national actors (both governmental and non-governmental) to build their internal conflict prevention and resolution capacities. Our aim is to assist them to adopt relevant elements of effective mediation to the political and societal processes. We do this by:

- » improving capacities and skills of local actors
- » supporting ongoing national processes

Our activities include, for example, process design and implementation advice as well as tailored methods for national actors.

HOW WE WORK: PRINCIPLES

Dr Heidi Huuhtanen

Programme Director

As part of the international peacemaking community, CMI is strongly committed to international mediation standards. Our work on the ground is always guided by our core principles to ensure optimal outcomes for the local population.

CMI's programme is aligned with the United Nations Guidance for Effective Mediation, which aims to guide the work of organisations and individuals working with mediation and dialogue. As a non-governmental, independent actor, CMI has a unique role in this field. Compared to official actors, we can often act more quickly, talk to people others cannot reach, and we are not seen as a threat to national sovereignty.

Key guiding principles

Due to our characteristics as a private conflict resolution organisation, we particularly emphasise four fundamentals from the UN guidance.

Impartiality is our greatest asset and a starting point for any engagement. We do not promote a particular solution or any one party over the others. We provide processes, platforms and venues where people can meet and search for consensus, based on their own assessment of the best way to prevent or solve conflicts.

Inclusiveness for us means talking to all parties of the conflict. As an independent NGO, we have no limitations for who could or should participate in the work. Participation can be based purely on the needs defined for each context.

Only conflict actors themselves can resolve a conflict. As a private actor free from external interests we focus on working with local actors for local solutions. Without **local ownership** peace has no sustainability.

We actively seek **coordination and complementarity** in our work. Many times, our type of organisations are not lead mediators in a conflict. Rather, our added value is based on an ability to identify efforts which have broader leverage in its resolution, and to rapidly deploy actions to ensure that the process is moving forward. Thus, coordination with other actors is a crucial starting point for achieving the impact of our work.

Human dignity is of utmost importance

In addition to these four elements, the fifth starting point for any CMI work is human dignity, which strongly relies on the legacy of President Ahtisaari's lifelong work for peace. Both as a human rights principle and from a conflict resolution point of view, any solution for ending a conflict has to include measures to ensure dignity for all.

Any solution for ending a conflict has to include measures to ensure human dignity



Photo: Tomas Whitehouse

HOW WE WORK: PROCESSES

Dr Ville Brummer

Programme Director

The aim of all CMI's work is to create positive change. To ensure that our work really produces the desired impact, we have, during recent years, put strong emphasis on further developing our working processes and systems to ensure the highest possible quality.

For CMI, positive change means both achieving concrete actions, agreements and 'quick wins', as well as the broader transformation from conflict to peace. Our programme is built around three general elements, which leverage our role as an unofficial, neutral conflict resolution actor.

Building a conducive environment for a peace process: A key part of our work is building trust and confidence between conflict parties and factions of society. We believe that an atmosphere of trust — both at individual and group levels — is a crucial starting point for any solution.

Providing alternative inclusion strategies: Leaving a key conflict party outside of a process significantly increases the risk of its failure. Marginalisation has many undesired effects, not least by thwarting broad ownership of the process. As an unofficial actor, CMI is well positioned to break the boundaries of official structures, open

channels of communication and create linkages between actors who cannot otherwise meet.

Enabling concrete analysis, recommendations and solutions: In addition to a conducive environment and inclusivity, successful peace processes require consensual decisions and their effective implementation. In our work, we provide spaces for discussion among different conflict parties, and assist them to analyse the situation, look for alternative options, and build consensual agreements on the issues they deem critical.

High-quality working processes

To ensure that the kind of work we do really produces the desired impact, we have strongly committed to developing our working processes and systems to meet rising standards and the public demand for demonstrated benefits. We have, among others, established a comprehensive planning, monitoring and evaluation process to ensure the high quality of our programme. All work is supported by robust financial and administrative procedures and systems.

The aim of all CMI's work is to create positive change



WHO WE WORK WITH

The process leading to a peaceful, negotiated solution of a conflict requires cooperation among various actors. Different kinds of partnerships play a critical role in CMI's activities. We work with local and regional actors, as well as cooperate closely with the broader international community.

Local partnerships

Conflict prevention and resolution efforts supported by external actors can only be successful if they are conducted in full cooperation with local and national actors. In our work, we build genuine partnerships with organisations and individuals in conflict countries at all levels of society. Governmental and inter-governmental agencies often play a major role in our projects, as do civil society and private actors.

We ensure that our partnerships are purposeful, the objectives are genuinely shared and complementary, and the needs and views of all essential actors are respected. Our partners represent a variety of societal and governmental actors including governmental representatives or agencies, political parties or movements, traditional leaders, think tanks or civil society actors.

Regional cooperation

Regional organisations often play an important role in preventing and resolving violent conflicts in their neighbourhood. We work closely with key organisations, such as the African Union (AU) and the Organisation for Security and Cooperation in Europe (OSCE), to support their conflict resolution efforts and ensure that our activities are fully-aligned and complementary with their efforts.

The activities include high-level experience-sharing seminars among the organisations and tailor-made, context-specific mediation training and

coaching for key actors. As we can quickly respond to requests, we have increasingly started to provide direct operational support to different regional organisations. This includes, for example, conflict assessment, feasibility studies and recommendations for mediation design, facilitating contacts to different conflict groups, providing technical expertise to mediation teams, as well as the debriefing of mediators.

International coordination

The international community plays a critical role in supporting peace. For CMI's work, international partnerships are very valuable. We constantly ensure synergy and complementarity of our efforts with other actors.

Since CMI's establishment in 2000, we have sought ways in which we can support the United Nations' (UN) valuable efforts to resolve conflicts and ensure that our work best complements their efforts. Our cooperation with the UN has grown significantly over the years and now ranges from policy advice and exchange of information to training and support for peace initiatives on the ground. We have also recently established a presence in New York.

Albeit a regional organisation at the core, the European Union (EU) is an increasingly active player in conflict prevention and mediation activities also beyond its borders. CMI has been involved in supporting the EU's conflict resolution efforts since early 2000. Through our office in Brussels, we regularly engage with all key EU institutions and various Member State representations, and provide technical support and capacity-building to different actors.

We cooperate with peer organisations in our field and other international civil society actors. In addition, CMI actively participates in the international debate on conflict resolution, and is a member of many international coordination mechanisms such as the Mediation Support Network (MSN) and the European Peacebuilding Liaison Office (EPLO).



**Jeffrey Feltman, Under-Secretary-General,
United Nations Department of Political Affairs**

“For many years, CMI has provided important support as a private diplomacy organisation to United Nations efforts to resolve conflicts and build sustainable peace. Currently, CMI plays a key role as co-host of the UN flagship initiative of high-level seminars on gender and inclusive mediation for envoys, mediators, and their teams. The organisation has also supported the UN in disseminating our Guidance for Effective Mediation in Europe and elsewhere, has provided invaluable training, and is an important actor in a number of peace initiatives on the ground.”

Photo: UN Photo / Rick Bajornas



**Mr Moses Monday John, Executive Director,
Organisation for Non-Violence and Development (ONAD)**

“At ONAD we believe that peace can only be attained through collective efforts. Our partnership with CMI works exactly for this. We complement each other; we from ONAD bring our long history and contextual knowledge of working in South Sudan for almost 20 years, while CMI offers its rich comparative and technical experience from elsewhere. During the time that we have worked together, we have learned from CMI, and I am sure that we have been able to share from ONAD's side. We have also witnessed how our partnership has brought about real change in South Sudan. We have been able to support young people to step up from a marginalised position to become potential leaders for peace; to make themselves heard among the national leadership. This is the fruit of our partnership.”



Pekka Haavisto, Minister for International Development, Finland

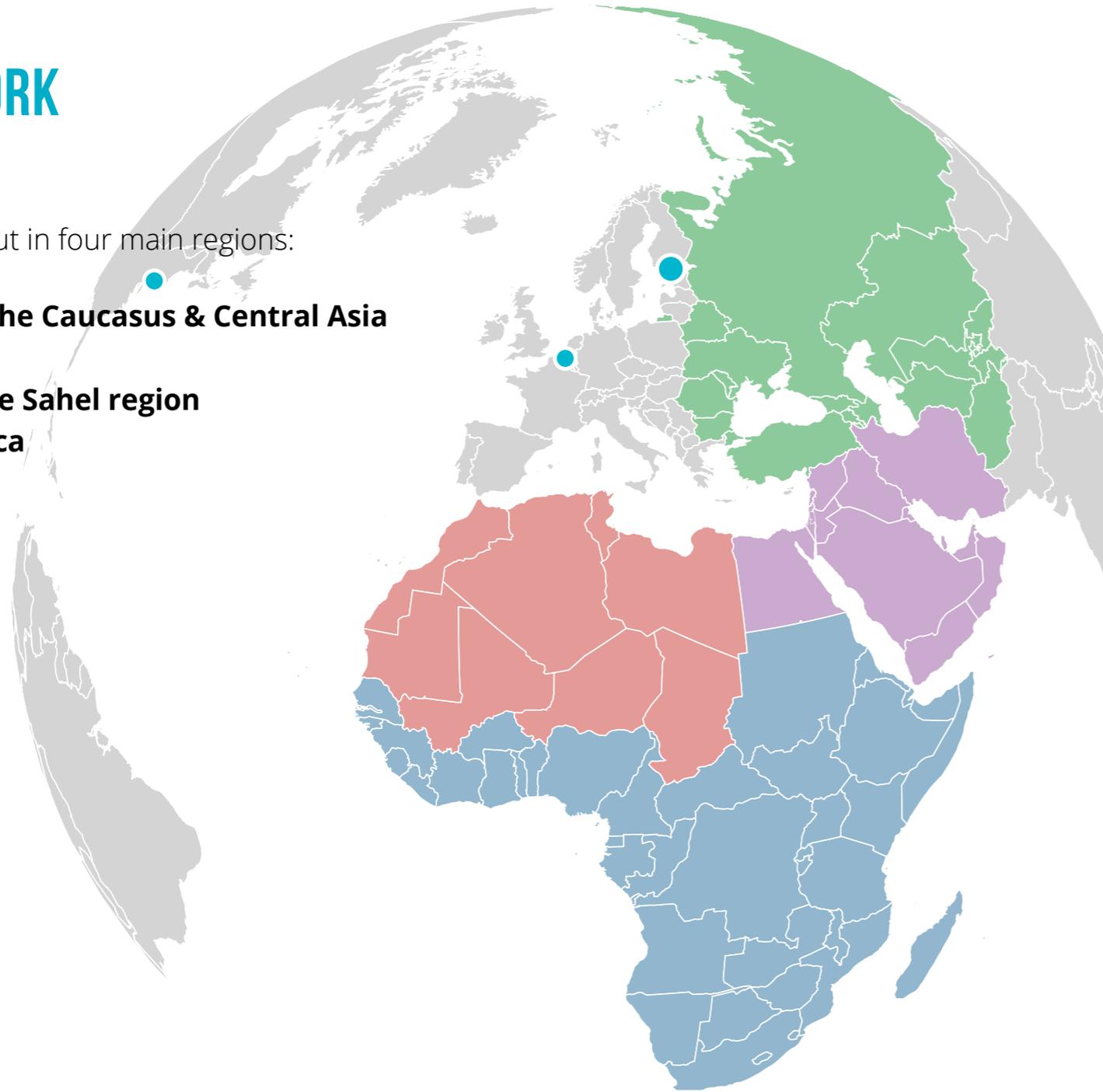
“Finland has a strong international reputation as a mediator and peacebuilder. This reputation has been born out of decades of work. However, the peacemaking field is currently quite competitive. Maintaining a good standing requires constant work. CMI has extensive experience in carrying out important work for peace, security and justice. CMI's appointment as the Foreign Ministry's new partnership organisation strengthens the long and productive cooperation we have had with the organisation. CMI's Every Peace Matters – programme complements Finland's development cooperation efforts both thematically and geographically. Spanning four geographical areas, the programme comprises a significant effort to strengthen civil society capacities in peace processes. The basis for effective mediation and peacebuilding is presence. The work can only be carried out professionally and efficiently in places where trust has been established and the partners are known. CMI has during recent years broadened its presence in conflict areas around the world. This provides ample opportunities to foster new contacts and build trust. Through CMI's work, Finland can also have a presence in such regions where our contacts have thus far been few.”

Photo: Laura Kotila / Prime Minister's Office

WHERE WE WORK

CMI's work is carried out in four main regions:

- **Eastern Europe, the Caucasus & Central Asia**
- **Middle East**
- **North Africa & the Sahel region**
- **Sub-Saharan Africa**



Eastern Europe, the Caucasus & Central Asia



There is a long history of unresolved conflicts in Eastern Europe, the Caucasus and Central Asia, which trace back to the collapse of the Soviet Union and beyond. CMI works in the region to contribute to the peaceful resolution of disputes, particularly by supporting ongoing peace processes, facilitating dialogue among different parties, and enhancing regional conflict resolution capacities.

Our work in the region is led by **Roxana Cristescu**.

North Africa & the Sahel region



The after-shocks of the so called Arab Spring are still felt in North Africa and across the countries bordering the Sahara desert, leaving the region prone to violent conflict. CMI works in the region to ensure the stable transition processes in these countries, in particular by supporting dialogue and developing platforms for inclusive policy formulation processes.

Our work in the region is led by **Maruan El Krekshi**.

Middle East



The Middle East region continues to be defined by the series of transformations commonly referred to as the Arab Spring that started in late 2010. CMI has worked in the region since that year and continues to support conflict resolution and reconciliation in the countries.

Our work in the region is led by **Heidi Huuhtanen**.

Sub-Saharan Africa



Although Sub-Saharan Africa has seen positive developments, the continent continues to be affected by challenges to peace and human security. Political instability and humanitarian issues touch the lives of many. CMI works in the region among other actors to strengthen individuals' and organisations' conflict prevention and mediation capacities, promote the increased involvement of women and youth in resolving conflicts, and support reforms.

Our work in the region is led by **Itonde Kakoma**.

Eastern Europe, the Caucasus and Central Asia: Supporting regional mediation capacity

2013 – ongoing

The project builds on CMI's broader commitment to support regional organisations' mediation efforts worldwide. It is designed to follow up on our previous activities that provided a space for reflecting on the performance, added value and main challenges of the EU, OSCE and UN in responding effectively to conflict situations in particular in Eastern Europe, the Caucasus and Central Asia. The project also includes providing ad hoc, specialised thematic and process support when needed to actors with a mandate to conduct mediation or dialogue activities in the region.

In 2014, several conferences will be organised in Europe and in the region to take stock of the various mediation and dialogue processes, and to generate ideas on how to further enhance the effectiveness, coordination and coherence of efforts in the region.

Black Sea Peacebuilding Network

2009 – 2013

This project, which ended in 2013, provided a platform for civil society in the Black Sea region to network, to jointly conduct analysis and discuss trends relevant to conflict settlement in their areas, and to generate recommendations for local and international actors. The project created civil society peacebuilding networks in seven countries: Armenia, Azerbaijan, Georgia, Moldova, Russia, Turkey and Ukraine. CMI's Foresight methodology was utilised during the project and the network participants have been able to use the tool in, for example, research on social capital development.

Afghanistan: Promoting civil society participation in the peace process

2011 – ongoing

Afghanistan has suffered from conflicts for more than three decades. With the country entering a new phase in 2014–2015, challenges and opportunities arise for a peaceful transition in Afghanistan.

Since 2011, CMI has explored possibilities for encouraging wider civil society participation in the peace process. In Mazar-e-Sharif, Northern Afghanistan, we have supported a platform of Afghan civil society representatives committed to investing in provincial dialogue and peacebuilding. These efforts have resulted also in the establishment of an institution — the Civil Actors for Sustainable Development Organization (CASDO) — with good connections to both the provincial and local communities as well as the political leadership.

In 2013, outreach and dialogue activities such as workshops on peace, democracy and conflict resolution, and TV and radio debates on peace and conflict were conducted directly through CASDO. They targeted civil society audiences (the NGO community, academia, media, women's groups and religious leaders) as well as decision-makers and authorities (shuras, Ulema, the Provincial Peace Committee, provincial council and provincial administration). In 2014, we will continue to support provincial peacebuilding activities while actively seeking to link up local dialogue to national and international actors.

South Caucasus: Building confidence among conflict parties

2009 – ongoing

Twenty years after the breakdown of the Soviet Union, the South Caucasus is still searching for a peaceful solution for the conflicts involving Abkhazia, South Ossetia and Nagorno-Karabakh. The international community has so far struggled to inject any robust impetus into the settlement processes. Instead, it has opted to encourage the parties to find settlement by means of persuasion and by pointing out the benefits of peace. Among few alternatives, preserving the status quo is for the time being implicitly accepted as the lesser evil.

CMI is working to build trust among the conflict parties and to broaden the base for the ongoing peace processes in the region. As part of the European Partnership for the Peaceful Settlement of the Conflict over Nagorno-Karabakh (EPNK), we enable broad dialogue particularly among the group most affected by the conflict — young people. Throughout 2013, youth from all sides of the conflict divide took part in regular dialogue and jointly developed their own cross-conflict confidence-building initiatives. We and senior civil society representatives from their own societies have supported these efforts.

In 2014, we will continue to develop these activities with a particular focus on enabling channels of communication between the different tracks across the conflict divide, and between local, regional and international actors. We will also explore the possibility to support wider regional dialogues, which would include also Georgia.

The Transdniestrian settlement: Supporting the peace process

2011 – ongoing

CMI is supporting the Transdniestrian settlement process on several levels, particularly by focusing on building confidence across the conflict divide. Our main initiative is to bring together key officials and independent experts from all sides to engage in regular discussions and joint analyses. We also work to support the official confidence-building process in areas such as education and trade. You can read more about the Transdniestrian conflict and our work on the next spread.

Promoting gender awareness and women's participation in peace processes

2013 – ongoing

CMI actively works to support a stronger role for women in peace processes, better overall capacities in gender-sensitive mediation, and broader considerations of gender issues in peace agreements.

We currently support increased capacities in gender-sensitive and inclusive mediation among close to 150 key UN envoys and mediators, together with the Peace Research Institute in Oslo and the UN Department of Political Affairs. Between 2013 and 2015, six high-level seminars on these issues will be held in Finland and Norway. In 2013, we organised the first seminar in Finland attended by many key mediators, and another one will be organised in May 2014.

We also support women's broad engagement in peace processes by providing influential women from different social and political backgrounds with opportunities to jointly discuss key issues for them. We then ensure that their recommendations are delivered to the decision-makers. Currently, we support women in Yemen and South Sudan in such a way, in order to promote their inclusion in ongoing national processes.

THE TRANSDNIESTRIAN CONFLICT

The Transdniestrian conflict is geographically located on the borders of the European Union — East of Romania and West of neighbouring Ukraine. It stems from violent clashes that broke out between the Moldovan government and de facto authorities of Transdniestria in 1992, resulting in several hundred casualties. The short but traumatic war ended in a ceasefire in July 1992.

The Republic of Moldova and Transdniestria have for over 20 years been in on-and-off negotiations searching for a solution. Despite considerable mediation efforts by international actors, little lasting progress for settling the dispute has been made.

The latest internationally-mediated efforts to reach a negotiated settlement began in 2005. The process, known as the '5+2' talks, involves negotiators from both sides, mediators from the OSCE, Russia and Ukraine, and observers from the EU and the United States.

Efforts have also focused on building the confidence between the people across the conflict divide in areas such as socio-economic cooperation and education. Between 2008 and 2012, some concrete positive advances were made, for example, in socio-economic cooperation between both sides. In the wake of the recent developments in neighbouring Ukraine, the Transdniestrian settlement process is increasingly becoming an important issue on the political agenda of all the parties involved.

CMI's work

Since 2011, CMI has worked to support the settlement process on both the official and independent expert levels. As part of this effort, we convene a standing dialogue group to engage in regular discussions and joint analysis of the most important political, economic and social trends with the potential to influence the settlement process. The group generates recommendations for the negotiators and the international community. In addition, we support the confidence-building work developed by officials from Chisinau and Tiraspol on trade and education issues with a direct impact on the peace process.

In 2013, the dialogue group members conducted analysis and developed a number of joint recommendations for the political representatives of the sides and members of the international community. The group also visited Moscow and Brussels in order to discuss scenarios for the future policies of the Russian Federation and the EU towards the Transdniestrian settlement process. During the year, we also organised a study tour to Finland for the Members of the Official Working group on Education and Science from Chisinau and Tiraspol, as a part of our ongoing support to them since mid-2012.

Experts and CMI's Denis Matveev (third from left) meet with the OSCE Chairperson-in-Office R. Bogojevic and the Head of OSCE Mission to Moldova J. Brush in February 2014

Photo: Igor Schimbator / OSCE



BUILDING TRUST

Nestled between Ukraine and Romania, Moldova is one of the European countries that has had a particularly difficult transition process after the collapse of the Soviet Union. While fatalities from military action have been avoided since the war in 1992, the Transdniestrian conflict has had a significant impact on the population and hampered socio-economic development on both sides of the divide. CMI has been actively supporting a peaceful settlement of the conflict since 2011.

Decades of conflict negotiations have produced limited lasting results. Despite meagre progress for a settlement on several levels, CMI continues to focus on supporting the peace process and building confidence among the key actors on both sides of the river Nistru/Dniestr.

Convening dialogue

Our main support focuses on bringing together senior independent and official experts from both sides of the conflict divide and from key international community actors. The dialogue group engages in regular discussions and jointly analyses key political, economic and social trends with the potential to impact the conflict settlement. We also encourage peer support and learning from the best practices and challenges in other conflict zones and peace processes.

The structured dialogue allows for in-depth, genuine and 'outside the box' discussions between participants from all sides. The group of over 20 members includes political analysts, former negotiators in the official peace process, former senior diplomats and current advisers to the top leadership in the conflict. They come from Chisinau, Tiraspol, Kyiv, Moscow, and the EU.

According to them, a key achievement of this initiative is the fact that a platform is offered that allows for a constructive, mutually-respectful dialogue to be maintained and enriched. "I think these meetings are useful and informative, in terms of getting others' arguments and different views on important issues. It's important to raise questions and to receive 'uncut' answers in return on current issues," explains Mr **Victor Guzun**, business development expert and Member of the Transdniestrian Supreme Council.

Generating fresh ideas for the official process

The expert group not only analyses, but also offers direct support to the official talks. They have developed recommendations on critical issues related to the conflict, and have encouraged key official actors to consider them when developing official policies. In January 2014, they presented their joint work to the political negotiators from Chisinau and Tiraspol, and key international actors.

"This is one of the few effective formats allowing the collection of different viewpoints at the expert level and the finding of a number of solutions to sensitive issues that can subsequently be advocated to the decision-makers," highlights Mr **Vladislav Kulminski**, Policy Adviser to the Prime Minister of the Republic of Moldova.

Learning from other peace processes

Among the efforts seeking to settle the conflict, a process focused on resolving socio-economic problems affecting the daily lives of people has, at times, shown progress. CMI supports closer cooperation between the conflict sides particularly in the areas of education and trade. We have provided opportunities for officials and civil society experts to learn from each other and the experiences of other countries, including Finland and Germany.

At CMI we firmly believe that all conflicts — even the protracted ones — can be resolved. We will continue supporting dialogue as a way of building trust among the parties, encouraging critical and creative thinking, and hopefully creating a conducive environment for sustainable peace.

"The more civil society and official representatives from both sides can be brought together in an informal environment to discuss the issues, the greater the level of confidence and trust established in the process," says CMI's Senior Adviser, Ambassador **Erwan Fouéré**, who was the Special Representative of the Irish OSCE Chairmanship of the Transdniestrian settlement process and key mediator in the process during 2012.

Palestine: Supporting Palestinian dialogue 2010 – ongoing

Since 2010, CMI has worked to support dialogue among Palestinian actors. Together with our partner Masarat, our aim is to develop practical mechanisms and instruments that could support sustainable national unity.

In 2013, we organised several workshops to develop a proposal to revive the Palestine Liberation Organisation (PLO) as an inclusive national representative body. Workshops were conducted in the occupied Palestinian territories, in Israel and in diaspora communities. Palestinians from different social and political backgrounds participated in the workshops, which helped to strengthen linkages between key actors and support the reconciliation process. In 2014, we will continue to enable broad dialogue and generate concrete proposals on issues such as transitional justice to support national unity.

Yemen: Supporting inclusive implementation of the National Dialogue 2011 – ongoing

CMI has been supporting a successful political transition in Yemen since 2011. The country has gone through a UN-supported national dialogue on the future of the country. We support key actors to informally discuss critical issues parallel to the national political process. Our main group involves influential actors from the entire Yemeni political spectrum including influential parties, the southern Hirak movement, Ansar Allah, women's and youth groups, and civil society organisations.

Building on the momentum for stronger women's participation in political decision-making, we also bring together influential women who took part in the national dialogue to jointly analyse critical issues. They have prepared

recommendations on key issues to ensure that women's needs and priorities are reflected in the eventual constitution. We have also supported open channels of communication among antagonistic political groups to enable a conducive environment for the official dialogue.

Jordan, Lebanon and Egypt: Foresight for conflict prevention 2010 – 2013

CMI has worked with prominent officials, advisers and scholars in Jordan, Lebanon and Egypt to support conflict prevention in the countries. Using the so-called Foresight methodology, participants were able to identify economic, socio-political and environmental threats that could cause conflicts, prioritise them and discuss policies to proactively address these.

In 2013, we particularly focused on policy implementation. In Lebanon, we presented joint policy action frameworks to key actors in an effort to address interoperability challenges within the government.

Syria: Conflict reduction and mitigating regional spillover 2014 – ongoing

The current crisis in Syria is one of the most severe conflicts of this century. CMI is working to support neighbouring states — Jordan and Lebanon in particular — to respond to the domestic refugee crisis and political polarisation that the conflict has led to. Mitigating these tensions before they escalate requires careful planning and coordination among key national actors.

We support discussions among key decision-makers to help them to jointly develop effective national responses. In 2014, we begun our dialogue activities, and cooperate with His Majesty's Office at the Royal Hashemite Court to support them to develop a national response to the refugee crisis.

Morocco: Supporting socio-economic dialogue 2012 – ongoing

CMI's project in Morocco aims to support a broad dialogue on critical socio-economic issues that may affect social cohesion. Our intention is to include all key stakeholders in the discussions. This encompasses also groups, such as women and youth, which are currently under-represented in policy formulation processes.

Libya: Fostering dialogue on natural resource management 2014 – ongoing

After over 40 years of dictatorship, Libya is moving towards democracy. In 2014, the country will begin drafting a new constitution that will shape the future Libyan state and governance model. This process faces high public expectations, particularly related to wealth distribution, access to goods and services, and the civil rights of ethnic minorities.

CMI is supporting this process by facilitating informal dialogue among key actors to find a consensus on natural resources management principles. These will be submitted to the constitution drafting committee once elected. Discussions around this topic also allows us to address a number of other critical national issues, such as the rights of ethnic minorities (e.g. the Tebous and the Tuaregs), the structure of local governance, and future regional relations in the country.

Tunisia: Supporting state-civil society dialogue 2012 – 2013

Tunisia is undergoing a political transition process. In 2013, the process faced challenges due to growing dissatisfaction with the country's security and political situation, and the assassinations of two opposition leaders. To build a roadmap for a future Tunisia, a national dialogue process has been initiated. The process, led by civil society organisations, resulted in an agreement that enabled the adoption of a new constitution.

CMI worked in 2012–2013 to improve the skills of key actors and mediators involved in the process. Our work was carried out in cooperation with the Al-Kawakibi Democracy Transition Center. We have provided training in joint policy implementation for government officials, policy advisors and civil society actors. In 2013, we also trained civil society mediators in mediation and dialogue skills.

YEMEN

Capital: Sana'a

Population (2013): 25.4 million

Human Development Index (2012): 160/186

Gender Gap Index (2013): 136/136

Literacy rate: men 82% / women 48%



In 2011, mass demonstrations and armed confrontations spread across Yemen. After months of unrest, the political parties agreed on a transition process, including convening a national dialogue. CMI has since 2011 supported two core groups to informally discuss critical national issues and facilitated dialogues between separate conflict groups:

- » The Istanbul Forum for Dialogue involves influential actors from across the entire Yemeni political spectrum.
- » The Women's Forum for Dialogue brings together influential women from various political backgrounds to discuss key transition issues for them.

Yemeni women work together to strengthen their role

Yemen has one of the highest inequality rates between men and women in the world, according to many international indicators on women's status. The National Dialogue Conference marked a significant break from the past. Women, whose role in any kind of public life has traditionally been marginal, secured a 30% representation in the negotiations. Yet, continued efforts are needed to enable women's stronger participation in political decision-making.

CMI has brought together influential women, who took part in the national dialogue, to jointly discuss and analyse critical issues for them. The group is unique as it has representatives from all political entities. "We may have differences of opinion, but we all agree that there are common women's issues that we all need to work on together. Nobody can do it on their own," explains one of its enthusiastic members Ms **Salma Al-Masaabi**.

The women have prepared and broadly advocated recommendations on key issues to ensure that women's needs and priorities are reflected in the eventual constitution. They are committed to continue their joint work during the ongoing constitution drafting process in 2014.



Al-Khansa Al-Shabi (left)
at a CMI forum meeting.

Photo: Caroline Haga / CMI

LEARNING TO DIALOGUE

"We always take our guns and fight. The concept of dialogue is new for Yemeni people. For the first time, we have sat around the same table and spoken about what we want."

Ms **Al-Khansa Al-Shabi** is describing the historic situation in Yemen with eyes blazing. Along with her peers representing different political views from across the country, Ms Al-Shabi is an active member in CMI's informal forums that have supported Yemen's transition ever since the uprising three years ago.

Yemen, one of the poorest countries in the world, also experienced the effects of the Arab Spring that swept across the Middle East and North Africa. In 2011, mass demonstrations and armed confrontations spread across the country. After months of unrest and mediation efforts, Yemeni political parties finally agreed on a transition process, including convening a national dialogue that has provided a historic opportunity to address longstanding grievances in the country. The ten-month National Dialogue Conference (NDC), completed in January 2014, brought together over 500 Yemenis from across the political spectrum to develop joint solutions to critical national issues.

Bringing antagonistic groups together

Keeping a close eye on conflict situations around the world, CMI, as one of the first international actors, identified a need and an opportunity to support a peaceful future for Yemen. In autumn 2011, we were able to bring all key Yemeni groups around the same table, including political parties, revolutionary youth, and armed movements from the northern and southern parts of the country.

Since then, we have facilitated regular, informal discussions among different parties, who often have conflicting views on key national

issues such as the form of the Yemeni state. Despite clashing ideals and heated debates, the group has managed to agree on joint views and recommendations about issues they consider to be critical for Yemen's future. They actively advocated these to their leaders and the wider public before the NDC began to ensure that they would be addressed. During the negotiations, they also convened informal meetings in various governorates to broaden engagement and diffuse tensions at the local levels.

Ensuring a conducive environment for dialogue

Despite several attempts to undermine the process, the UN-supported national dialogue about Yemen's future produced over 2400 recommendations on some main issues. At the same time, decisions on many critical questions had to be postponed and not all relevant parties have felt that they were genuinely represented in the negotiations.

During the dialogue, CMI maintained contacts with all political and armed groups, as well as those not involved in the official process. We continued to support informal discussions to find joint views on difficult issues. We sought to reduce tensions and conflict, and on our part to contribute to a more conducive negotiating environment overall.

Much work remains

Yemen has now entered into the drafting process of a new constitution. Critical challenges remain: implementing the results of the NDC; agreeing on a constitution for a new Yemen; working together to build a peaceful society.

The participants brought together by CMI, as well as our recently established women's group, have committed to continuing their work to support a peaceful future. After all, as one of the participants said, their hope is to build "one of the world's best nations to live in."

African Union: Supporting mediation capacities

2009 – ongoing

The African Union (AU) plays an important role in ensuring peace and security in Africa. To promote sustainable peace and development on the continent, CMI is working to strengthen the AU's conflict prevention and peace mediation capacities. At the request of the AU, we provide operational support and timely information and analysis.

In 2013, we brought together key non-state actors from each African sub-region to discuss mediation in the context of conflict prevention. This helped to foster linkages between the AU and regional non-state actors and economic communities. At the AU's request, we also provided operational support to its office in the Central African Republic. In 2014, we will continue to support the AU's mediation initiatives and liaison offices as requested. In particular, we will support the offices in the Central African Republic and Côte d'Ivoire.

South Sudan: Enhancing national conflict resolution efforts

2011 – ongoing

South Sudan is the world's youngest country. It faces the challenging task of building a new nation and sustaining internal peace. CMI has supported the country on many fronts since its independence in 2011. Despite some positive progress, political tensions led to large-scale violence that erupted in South Sudan in December 2013. As inclusive peace efforts are timelier than ever, we have strengthened our efforts to support inclusive dialogue among key actors on reconciliation and nation building.

Liberia: Supporting civil sector reform

2011 – ongoing

After decades of civil war, the Liberian government is undergoing a challenging civil service reform. CMI supports the Liberian government's

capacity to provide basic public services for all its citizens. To support the reform, we have developed a Governance Architecture methodology and governance planning tools that specifically address the needs of Liberia. The method was developed together with the government in 2011–2012.

In 2013, the method was fine-tuned to address the current national context. We also trained the main project partners from the Civil Service Agency, Governance Commission and Liberian Institute of Public Administration so that they are able to act as methodology trainers in their own country. They were academically certified by the University of Jyväskylä. In addition, we helped to organise several methodology training workshops for Ministry officials. The governance model has now been integrated into a comprehensive Public Sector Modernisation Programme, which will be implemented in 2014–2017. We will continue to support this process.

Guinea Bissau: Supporting dialogue among women leaders

2012 – 2013

Guinea Bissau is undergoing a political transformation process after a coup d'état in 2012. CMI has brought together women leaders to discuss their joint vision for the country and to advocate their views to the official process.

In 2013, CMI and its local partner Voz di Paz organised workshops for women leaders from the major political parties, the government, commerce and civil society where they built a common vision for peace and development in Guinea Bissau. The women's vision, ideas and strategies were broadly shared with decision-makers and the public through various activities. The launch event of the women's vision attracted 400 participants. An intense media campaign was also held, including television and radio programmes, which provided an opportunity for a public debate on the women leaders' views about the important reform processes needed for peace.

Strengthening African Mediation Capacities

2011 – ongoing

CMI works to strengthen the skills of African national, regional and sub-regional actors to respond to serious conflict situations. We build the mediation skills of both individuals and institutions, and provide operational support to improve mediation processes on the continent.

We have developed and piloted a mediation training course together with the Kofi Annan International Peacekeeping Training Centre (KAIPTC). The full curriculum and the individual course modules were finalised in 2013. The training brought together participants with various backgrounds working in the field of peace and security, including from the military, civil society, government and international organisations.

In 2013, we also successfully piloted a conflict analysis training course, which particularly focuses on mediation process design. Both courses will be further improved in 2014 and held again with our partners KAIPTC and the United Nations Office for West Africa (UNOWA) as part of our project to support African mediation capacities. In addition to the training component, this project includes aspects of capacity support for dialogue and mediation efforts, focusing on initiatives led by regional and sub-regional actors in Africa as well as national level conflict resolution actors.

West Africa: Addressing gender-based violence

2011 – 2013

CMI has worked to improve regional peace processes in West Africa by developing practices for addressing gender-based violence at all stages of conflict. During the project, we produced analyses and guidance for addressing these issues in mediation processes, including a toolkit for

mediators. We also established a high-level advisory board on gender-based violence and mediation. The project was carried out with the West Africa Network for Peacebuilding.

In 2013, we convened a high-level seminar on gender-based violence and mediation in Senegal, supported the integration of gender issues in CMI's mediation training in West Africa, and issued a publication on gender and conflict analysis in mediation process design. We also supported the Women's Situation Room during the elections in Guinea. The Advisory Board carried out advocacy in Dakar, Brussels, New York, and Washington D.C., and will continue its work in 2014 and beyond.

Liberia: Governance out of a Box — Building population registration

2010 – 2013

To provide a basis for a national identity to all citizens, CMI has worked to help reinstate the birth registration process in Liberia. Births in the counties are reported via mobile phones and laptops, which enable fast and reliable data collection across the country.

By the end of 2013, computerised birth registration had been rolled out in all 15 counties. We focused on strengthening the national ownership of the process and organised training for trainers, so that all counties now have their own capacity to train staff in both the technical and legal aspects of birth registration. During the project, CMI also supported discussions on issues related to identity and conflict regionally, and collected key learning on establishing population registrations in countries recovering from crisis.

SOUTH SUDAN

Independence: July 2011

Capital: Juba

Population (2014 est.): 11.5 million

Population under 25 years: 66%

Livelihood: Agriculture, crude oil



South Sudan is the world's youngest country. It now faces the challenging task of building a new nation and sustaining internal peace. Political instabilities, disputes over natural resources, border issues, and regional instability caused by rebel groups remain to be solved.

Despite positive progress over the years, politically motivated violence broke out in December 2013. Since then, hundreds of thousands have had to leave their homes and a famine affecting several million seems inevitable. The conflict continues to this day despite mediation efforts.

CMI's work

CMI has supported South Sudan on many different fronts since its independence. We work at the national and regional levels to improve the possibilities of both women and youth to have a say on key issues, influence political processes and participate in decision-making, and to contribute to resolving conflicts in the most conflict prone areas.

We also support dialogue among key actors on reconciliation and nation-building, as inclusive peace efforts are more timely than ever. Additionally, we have supported the Peace & Reconciliation Commission to develop its strategic plan for 2013-2015.

YOUNG LEADERS BUILD PEACE

“For the first time, I had an opportunity to share my experiences with fellow youth,” Ms Emmily Koiti excitedly explains her initial reaction to CMI’s youth platform in South Sudan.

Despite years of progress in the world’s youngest nation, a violent crisis erupted in late 2013. Emmily knows how it should be resolved: “It must go beyond the negotiators and mediating envoys. The dialogue needs to involve the voice of every South Sudanese, not only those who are fighting.”

South Sudan gained independence in July 2011 after two decades of civil war. However, recurring instabilities and ethnic violence have plagued the nation, with the weak state unable to resolve local conflicts. To support future stability, CMI has been working with youth who are the majority of the population and often instigate violence. A youth platform promotes discussions on critical national issues among young leaders from across the country and connects them with decision-makers.

Youth should have a say

25-year-old Emmily is a busy fourth year medical student living in the country’s capital, Juba. But this young lady, who grew up in Uganda during the civil war and only returned to South Sudan in 2007, is also an activist working for a better future for her nation.

Emmily has been an active member of CMI’s youth platform ever since the start when a colleague suggested she should join. For her, it has been important in providing young leaders a space to speak freely and learn to trust each other regardless of region of origin, but also much more.

“I’ve had the chance to meet all the key people whom I had only seen on TV and to ask questions that I’d always wanted to ask,” Emmily says. According to her, the youth members have been able to influence their communities. They have also shown the leaders that they are stakeholders in the future of the country and can jointly agree on important issues.

Youth platform model for inclusive engagement

In December 2013, the underlying instabilities led to politically-motivated violence that still continues four months later. Emmily feels that ways to communicate with citizens both formally and informally are critically needed to solve the conflict. The youth platform remains an important venue and they have already discussed how youth could influence the peace process. She even suggests that the platform approach could serve as a model for engaging all citizens in the future.

The main thing I’ve learned? You can manage diversity only if you build trust

Not one to stand by and watch, Emmily has also personally proposed two models for a more inclusive peace process to the official mediators. But saving South Sudan is not enough. She is passionate about promoting women’s education and their leadership potential; working actively to mentor girls. But what are her dreams for her native country?

“I’d like to see a South Sudan where systems are in place, where laws are not just on paper but implemented, and where the parliament speaks on behalf of the people.”

Text: Caroline Haga & Johanna Poutanen / CMI

CROSS-CUTTING THEMES

CMI's global efforts for peace are supported by three teams which manage key themes that cut across our projects. These ensure the effective and efficient implementation of our work by focusing on critical topics that improve programmatic impact.

All activities are supported by strong thematic coordination, to ensure that lessons learned from individual projects are properly identified and analysed to support future work.

Programme development & coordination

The team manages CMI's planning, monitoring and evaluation process, which supports the design, implementation and monitoring of our programmatic activities. It is also responsible for coordinating our public fundraising efforts, and developing internal knowledge management and learning.

The team's work is led by **Meeri-Maria Jaarva**.



Gender & inclusion

The team coordinates CMI's work in supporting a stronger role for women in peace processes, better overall capacities in gender-sensitive mediation, and broader considerations of gender issues in peace agreements.

The team's work is led by **Antonia Potter Prentice**.



Methods & tools

The team is responsible for the development and use of new, innovative methods and tools that support CMI's conflict resolution and peacebuilding work in conflict countries.

The team's work is led by **Mikaeli Langinvainio**.



PLANNING, MONITORING & EVALUATION

At CMI, we are strongly committed to developing our internal processes and systems to meet all required standards and the public demand for demonstrated benefits. Our planning, monitoring and evaluation process is a comprehensive joint effort to ensure the high quality of our work.

After establishing an internal planning, monitoring and evaluation (PME) support function in the previous year, in 2013 we rolled out the first series of PME activities to support our projects.

While our programme objectives for effectiveness and impact are quite ambitious, it should be noted that the field of conflict resolution and peacebuilding offers few quick wins for showing easily measurable results. The environments we operate in are typically complex, fluid and risky. In these circumstances, demonstrating cause and effect in simplistic terms is not possible or even desirable.

Our key objectives

Taking into account the complex and fragile environments where we work, our PME process is built as a joint effort with three key objectives:

Learning: Adaptive learning is crucial when operating in the socio-political spaces of highly complex environments. A structured PME

process helps to reflect on experiences, adapt to change and learn from past experiences. It allows for internal learning across the organisation.

Enhanced management: PME supports the successful implementation of CMI's programme and projects. As a resource for management, it builds our adaptive capacity to reinforce that which is working and reform that which is not.

Accountability: Increased capacities in continuous learning and enhanced management will enable us to better meet external accountability expectations. Ultimately, our accountability to beneficiaries is about making a difference in conflict resolution.

Focus on enhanced effectiveness

In 2014, we will continue to work on improving the PME process both in terms of measuring the change achieved and CMI's contribution to the broader context. We particularly focus on improving our capacities to monitor, assess and manage results.

More broadly, we hope to also provide a credible expert voice to the international debate on effectiveness and impact assessment in the field of conflict resolution and peacebuilding. We believe in cross-learning and cooperation with others, also from less traditional backgrounds such as systems analysis.

Meeri-Maria Jaarva

Head, Programme development & coordination

Photo: Tomas Whitehouse



Supporting gender-sensitive mediation capacities among leading peace envoys

Women are critically underrepresented at the peace tables where crucial decisions about the future are made. According to an UN evaluation of 24 major peace processes since 1992, women accounted for less than 3% of peace agreement signatories and less than 9% of the negotiators.

CMI currently supports increased capacities in gender-sensitive and inclusive mediation among close to 150 key UN envoys and mediators, together with the Peace Research Institute in Oslo and the United Nations Department of Political Affairs. Between 2013-2015, six high-level seminars on these issues will be held in Finland and Norway.

President **Ahtisaari**, who opened the first seminar held in October 2013 in Finland, highlights that a peace process needs to provide the possibility to create a society that is more equal. "In my experience, it seems that the involvement of women has promoted finding sustainable solutions faster as they tend to be more pragmatic and future oriented in their aims."

The ultimate aim of the seminars is two-fold: to improve peace processes by increasing women's effective participation in them, and to improve peace agreements by guaranteeing that issues important to women are acknowledged in them.

"We hope that this innovative training will reach a critical mass of present and future mediators to provide them with practical strategies and tools which will lead to more just and better peace processes for all men, women and children affected by conflict," explains Mr **Oscar Fernandez-Taranco**, UN Assistant Secretary-General.

CMI's gender specialist Antonia Potter Prentice (left) and Robert Dann, Chief of UN's Mediation Support Unit, discuss gender in peace agreements during UN high-level seminar in May 2014



Photo: Helka Lamminkoski / CMI

Half of the world's population are women. Yet less than 10% of peace negotiators have been women in the last decade. Antonia Potter Prentice calls women the world's largest marginalised majority. "In peace processes the challenge is to find options for resolving the conflict. How many ideas are left unfound because women are not there to raise them?"

Research indicates that peace is most sustainable when it has been built in an inclusive way with all of society. Despite numerous global commitments and public debates, practical results remain few. Led by Antonia, CMI works to support a stronger role for women and recognition of gender issues in peace processes. "We don't believe that women hold the single key to sustainable peace, but they must have their place alongside men in overcoming the challenges violent conflicts pose to the societies we build together," she says.

Promoting women's meaningful participation

CMI's gender and inclusion work is done on two fronts. Firstly, the aim is to build understanding and skills in gender-sensitive mediation among leading peace envoys. Secondly, CMI actively supports women's participation in official peace processes in various countries, including South Sudan, Yemen and the Caucasus. Influential and credible women from different walks of life are assisted to develop and deliver concrete ideas, strategies and demands to decision-makers and those that influence them.

Antonia, who joined CMI in autumn 2013, has extensive experience in humanitarian and peacebuilding issues. Years of living in Cambodia, Timor-Leste, Afghanistan and Indonesia kindled her passion for women's empowerment.

"Over and over again I saw women as victims or being cast as victims, never in a power position. Then coming home to the United Kingdom you see that it's still the case also there. It's just so profoundly wrong."

Her role at CMI is multi-faceted: to participate in designing and implementing the work, but also to act as an ambassador both internally and globally. "I hope that through a smart approach we can increase women's participation in our projects in a concrete, meaningful way, not just because it has to be done. Perhaps also encourage broader change by sharing our experiences and approaches with others."

Dreaming of a truly inclusive process

CMI's work has been well received both among the international community and in the target countries. But Antonia is quick to point out the complicated realities on the ground. A case in point is Yemen, where women's participation in the recent national dialogue was a historic 30%, but they still face many challenges to participating in public life.

"It would be foolish to claim that we've made a difference in the lives of Yemeni women in the space of a year. But we have managed to stick our toes in a couple of important doors and may over time see some results."

Still Antonia feels that CMI's staff should be proud of the women's forum, which was set up well before gender issues came to the organisation's strategic forefront. "Actually, two men on our staff came up with the plan. That makes me happy," she laughs.

Text: Caroline Haga / CMI

FORESIGHT FOR CONFLICT PREVENTION



Yasar Qatarneh

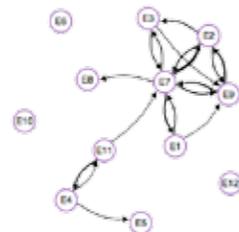
Senior Project Manager,
Foresight for conflict prevention in the
Middle East

A key asset of CMI's programme is the focus on developing innovative methods for preventing and resolving conflicts. One of our tools is the Foresight methodology, which allows for proactively assessing and responding to the underlying causes of conflict.

The methodology consists of a series of guided, in-depth conversations with different groups. The tool has been applied in one of CMI's projects in three countries in the Middle East where it supported discussions about long-term socio-political, economic, and environmental trends that could lead to civil conflict in the country at some point in the future. The process consisted of identifying and analysing key trends, determining which of the trends most urgently needed to be addressed, and finally developing proposals for policy actions to address them.

Enabling informed choices

While the methodology may seem simple, its added value is in the expert guidance CMI provides to help the participants make informed choices. During each step, the participants' findings are quantified, visualised, and presented back to them in ways that highlight also hard-to-notice issues such as trend connectivity and causality. At the same time, the various options and their impacts are made evident to support prioritisation and the development of policy recommendations.



The system that was introduced to us was excellent in putting things in perspective. [T]he cause and effect chain is an eye-opener since it lets you visualise connections that you are aware of but could not really conceptualise in a manner that can be easily communicated to seniors.

Ryan Sadi, a participant from CMI's workshop with the Royal Hashemite Court, April 2014 in Amman

The method aims to turn a subjective process that normally involves a lot of guesswork into a more scientific, analytical and data-driven exercise. Ultimately, the participants should not only be able to select the optimal policy responses to the most important trends, but also to understand and articulate how they came to their decisions.

Deploying the method in the Middle East

The methodology was deployed for the first time outside of Europe in the Middle East. The foresight for conflict prevention in the Middle East project was carried out in Egypt, Jordan and Lebanon in 2010–2013 as CMI's first major, multi-country project in the region.

This ambitious project presented CMI with unprecedented challenges, particularly as it coincided with the 2011 Arab uprisings and came to address ongoing crises as well as potential future conflicts. However, overall the project was successful and demonstrated the flexibility of both the methodology and CMI's team in being able to cope with rapidly evolving circumstances. It also serves as an anchor for CMI's engagement in the Middle East, forming a knowledge base and an organisational structure that will support regional activities for many years to come.

METHODS & TOOLS



Mikaeli Langinvainio

Senior Manager,
Methods & tools

Conflicts are always unique, but some commonalities can nevertheless be identified for their resolution. Crises' causes, scale, intensity and dynamics vary, but with persistence and robust analysis we can find ways out of them.

CMI puts significant effort into developing new methods and approaches to support our conflict prevention and resolution efforts. We believe that complex environments and difficult peace processes call for innovative solutions. In our work, we have also seen a clear demand for methods that bring added value and allow for more structured and goal-oriented discussions between different conflict parties and stakeholders. The development of new methods is the responsibility of CMI's Methods & tools team, established in 2014.

Helping conflict parties make better decisions

The methods are developed as a chain of interlinked frameworks for approaching the various stages of our work. They support the different phases of the process: conflict analysis and problem identification; development of options, policy actions and recommendations; and implementation of the agreed measures. The methods support joint planning and action, and help conflict parties find common interests and make better decisions. Sophisticated IT tools assist in the use of them helping to collect, analyse and present information in an effective manner.

Open-mindedly drawing from different scientific fields

The Methods & tools team operates in close cooperation with CMI's geographical units. It participates in the implementation of our field activities, facilitates cross-team work, and develops new and improved tools for current and future projects.

In its activities, the unit draws from many different schools and fields of work, utilising experts and knowledge from applied mathematics, business and management sciences, cognitive psychology, information sciences and service design, to name a few.



What is a mathematician doing at CMI?

I think there's no better place to work if you want to make a large societal impact as a mathematician! It's rewarding to bridge CMI's expertise with mathematics, statistics, and information technology, and then see these approaches applied in our projects.



Juha Törmänen

Analyst, Doctoral Candidate at Aalto University



Jaana Seppänen

Director, Finance & Administration

CMI's total income, which has been steadily increasing over the past years, decreased slightly in 2013. This was expected as CMI was in the midst of an application process to become a partner organisation of the Finnish Ministry for Foreign Affairs as well as an internal organisational restructuring. We estimate steady growth in the coming years.

Our main funders continue to be the Finnish government, foundations and societies. In 2013, we paid particular focus to forecast management, cash flow and improved processes.

CMI's total income in 2013 was €7.3 million, a decrease of 3% compared to the previous year (€7.5 million). The surplus grew by 29% to €155.641, mainly as a result of low administration costs. The surplus allowed us to successfully pay off all the equity debt as scheduled. This can be seen as quite an achievement for the whole organisation during years of rapid growth and changes. In the coming years, we estimate steady growth in the total income.

Revenue and result 2009 - 2013

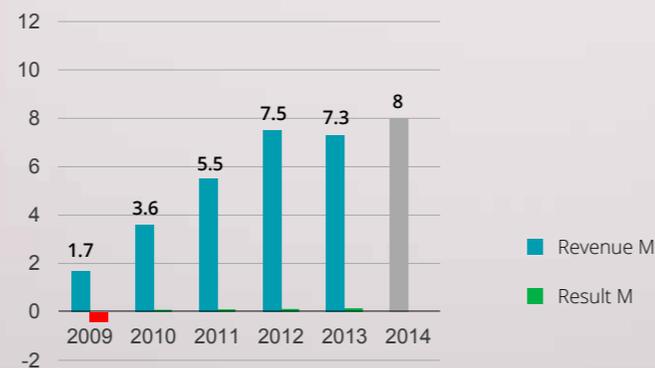


Photo: Tomas Whitehouse

Development cooperation partnership with the Finnish Foreign Ministry

A much welcomed development for us in 2013 was the change in the Finnish Foreign Ministry's matching funding requirements with international funding now also being allowed. This has positively affected our financial planning and fundraising efforts as the matching funding amount has already been identified in the beginning of the fiscal year.

In 2013, the share of the Finnish governments funding grew to 70%, and the share of foundations and societies grew to 26% of the total funding.

Significant savings in administration costs

Administration costs decreased by 7% compared to the previous year. The largest savings were made in external services and ICT costs.

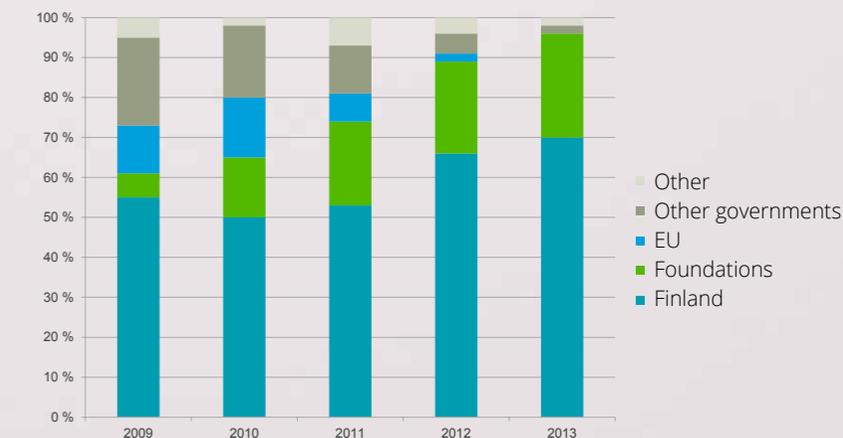
During the year, we have decentralised our controlling function to ensure that the demands of our new three-year programme are met and forecasting is accurate. Our cash flow has improved due to training and better processes.

Successful audits reflect robust resource management

In 2013, KPMG carried out a special audit of our projects funded by the Finnish Foreign Ministry. The audit concluded that CMI's finances are managed in an excellent, professional and future-focused manner. No serious risks or findings were identified. This allowed for us to become the Ministry's development cooperation partnership organisation.

During 2013 also the National Audit Office and EU audits have noted that CMI's finance function is transparent and proficient.

Funding 2009 - 2013



Administrative costs % of funding



INCOME & EXPENDITURE

INCOME AND EXPENDITURE (EUR)	2 013	2 012
Income		
Governments	5 279 491	5 466 129
Private Foundations and Societies	1 868 185	1 709 606
Private Sector Companies	3 142	238 053
Other	168 870	97 639
Total Grants and Donations	7 319 687	7 511 427
Expenses		
External Professional Services	1 326 132	1 331 268
Personnel Costs	2 478 120	2 120 037
Other Costs	3 359 794	3 939 640
Total Expenses	7 164 046	7 390 945
SURPLUS / DEFICIT	155 641	120 482

BALANCE SHEET

ASSETS	2013	2012
Non-Current Assets		
Machinery and Equipment	10 049	20 098
Current Assets		
Project Income Receivables	400 437	270 700
Pre-payments and deposits	124 869	556 232
Cash and Bank	1 371 012	1 225 154
	1 896 318	2 052 086
Total Assets	1 906 367	2 072 184
LIABILITIES	2013	2012
Equity		
Equity Capital	14 223	14 223
Carryforward from Previous Years	-81 814	-202 296
Surplus/Deficit	155 641	120 482
	88 051	-67 591
Short-term Liabilities		
Project Income Advances	886 264	1 251 784
Accounts payables and other accruals	932 052	887 991
Total Liabilities	1 906 367	2 072 184

PARTNERS & DONORS 2013-2014

Corporate partners

Leading partner



Partners



Partners in-kind

B2B Solutions, Fazer, Franck Media, Graalphoto, Helena Åhman D.Sc. (Tech), Hunting Minds, Hiekka Graphics Oy, Iittala Group Ltd, Lumene, Marimekko, Microsoft, MTV, Playroom/Pekka Virtanen, Shearman & Sterling, Sullivan & Worcester, TDC

CMI would like to thank the following donors for their support

Alfred Kordelin Foundation
Anders Wiklöf
Berghof Foundation
CMI Premium Donors
The European Commission
Government of Belgium
Government of Finland
Government of Ireland
ICT4Peace Foundation
Institut für Auslandsbeziehungen
Jane and Aatos Erkko Foundation
Jenny ja Antti Wihuri Foundation
Kone Foundation
Konstsamfundet
Nippon Foundation
Nordic Moneta Ltd
Open Society Foundations
Planmeca Ltd
Rockefeller Brothers Fund
Russell Family Foundation
TT Foundation
Varova Ltd
Wärtsilä Ltd

CORPORATE RESPONSIBILITY

As we work to build sustainable peace across the world, we also increasingly pay attention to how we as an organisation can be more socially responsible.

At CMI, we are strongly committed to working responsibly in all our projects. Respect of local laws and customs is at the core of all our operations. We often employ local staff to support us with their in-depth knowledge of the situation, culture and customs. Whenever feasible, we use locally manufactured goods and services, and we have a zero-tolerance policy towards corruption.

Our work around the world unfortunately leads to a rather large "carbon footprint" due to frequent travel. We are constantly seeking environmentally friendly ways of working within our projects, such as by using tele- and videoconferencing solutions.

Environmentally friendly solutions

All our administrative processes are electronic, including finance, human resources, travel arrangements and archiving. Combined with the commitment of our staff to reduce printing, these efforts have significantly decreased the amount of paper we use. In addition, all waste is recycled at our Helsinki and Brussels offices. In 2014, we have at our headquarters begun implementing the WWF's Green Office programme which aims to reduce the carbon dioxide emissions and ecological footprint of offices.

Our publications and other communications materials are distributed electronically whenever possible. If they are printed, the paper used is recyclable and has been awarded the EU Ecolabel, which certifies reduced environmental impact.



CMI staff March 2014 Photo: Tomas Whitehouse

OUR PEOPLE

CMI's work requires long-term commitment, innovative approaches and flexible solutions often in very challenging situations. Managing and supporting a multicultural and committed staff in their demanding work is a priority for us. We value professional human resource (HR) policies and cultural diversity.

72 colleagues from more than 20 different nationalities form the global CMI family. Their average age is 39 years. We are well-balanced in terms of gender; 55% of our staff members are women. Although we work at various locations, sometimes thousands of kilometres apart, the same working principles and common objectives guide our activities. Our equal opportunities policy applies to everyone.

Focus on professionalism

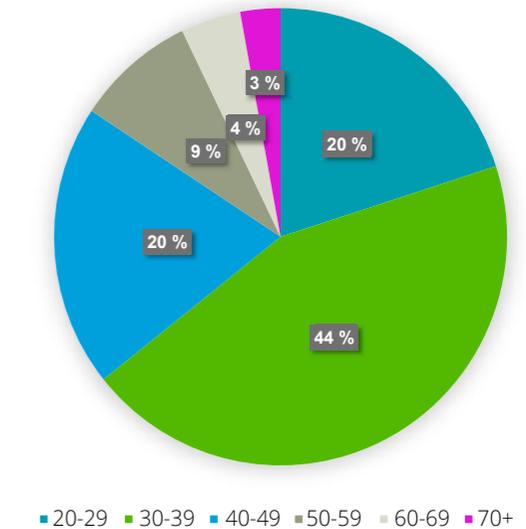
Everything we do aims at promoting professionalism in our work. Planning and developing CMI's working methods and activities are done in a participatory way taking into consideration safety and wellbeing. Working groups include participants from across teams. ICT and communications tools enable virtual meetings and staff participation from around the globe. This allows us also to regularly get together for Town Hall meetings involving the whole staff.

We have created a system to ensure equal HR policies in all places where we work. One of the enabling factors has been an electronic and globally accessible HR system, which supports information sharing, team management and allows the operational support staff to focus on development and planning. CMI's clear, light and purposeful guidelines for our internal processes are available for all staff on our intranet (CMILE).

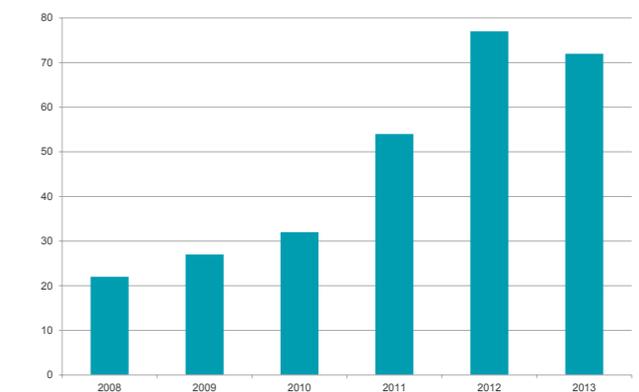
Ensuring staff security

As we often work in volatile areas, we have developed a robust safety and security management system at CMI. Where relevant, we carry out security assessments to identify risk factors and draw up security plans to mitigate possible threats. In addition, we pay special attention to ICT and information security. Currently, we are preparing comprehensive security training for all staff to enhance their understanding of its complexities.

Staff age groups (average age 39 years)



Headcount 2008 - 2013



DECISION MAKING AT CMI



Photo: Antero Karvonen / CMI



Photo: Tomas Whitehouse



Photo: Helka Lamminkoski / CMI

General Meeting

CMI's highest decision-making organ is the General Meeting, which convenes the members twice a year to approve issues such as the annual financial and working plans. CMI currently has 114 members consisting of security and development policy professionals, representatives from business life, public services and peer organisations as well as other individuals interested in our global work.

In 2013, CMI's Spring Meeting also included an interesting presentation on mediation and conflict resolution in business by Mr Jan Ollila, CEO of Dittmar & Indrenius Attorneys. During the Autumn Meeting, CMI's expert gave an analysis of the Syrian crisis.

Board of Directors

CMI's Board of Directors is ultimately responsible for our long-term strategy and significant financial decisions, the approval of new members and the appointment of the Executive Director. President Martti Ahtisaari is the Chairman of the Board, which currently consists of eight ordinary board members selected by CMI members for a two-year period. The Board convenes 4-5 times a year. Select members of the Board and CMI's leadership form two preparatory working committees: the Strategic Planning Committee and the Fundraising Committee.

Martti Ahtisaari, Chairman / Gunvor Kronman, Vice Chair / Johnny Åkerholm / Aleksi Neuvonen / Kristina Pentti-von Walzel / Juha Rantanen / Kirsti Lintonen / Elina Pirjatanniemi / Kari Lautjärvi

Executive leadership

CMI's Executive Director, Tuija Talvitie, leads the execution of CMI's mission and the implementation of CMI's strategy. The Leadership Team supports the Executive Director in planning and decision-making. It consists of the Executive Director, CMI's two Programme Directors and the Director of Finance and Administration. An informal Programme Development Forum, consisting of CMI's Heads, selected managers and advisors, contributes to planning and developing the programme, and internal processes.

Tuija Talvitie / Ville Brummer / Heidi Huuhtanen / Jaana Seppänen

“ I have been working with CMI since it was established. Somehow I feel that CMI and its counterparts have a unique role in natural and human-made disasters all over the globe. I have been lucky to work in some projects where CMI has been involved, such as in the Democratic Republic of Congo and Liberia. I can proudly say that I have committed to CMI's success by becoming a lifetime member of the organisation.



Risto Ojanperä
Vice President, Business Security Consulting, Elisa Ltd

“ It was April 2006 and I was spending a few months in the United States as an Eisenhower Fellow. Suddenly I got a call and was asked if I would like to join the CMI Board of Directors. It took me few seconds to accept. Before my current job, I spent 16 years in the humanitarian world with the Red Cross in different parts of the world. Having closely experienced the suffering of victims of extreme poverty and conflicts has motivated me to work for global justice, peace and stability.



Gunvor Kronman
Vice Chair of the Board
CEO, Hanasaari Swedish-Finnish Cultural Centre

“ CMI's Leadership Team has a pivotal role in ensuring that the organisation plays to its strengths and achieves its goals. We focus on cooperation and linking the best capacities at CMI to work and succeed together. Effective organisational leadership is equally important to non-profits as it is to businesses: all our efforts are directed at supporting CMI's vision, mission and strategic goals, and our firm belief that results are made by people, the skilled and committed professionals who make up CMI.



Tuija Talvitie
Executive Director, CMI

OUR PRESENCE IN FINLAND AND INTERNATIONALLY

The global nature of CMI's work requires us to be present in many countries and regions, although our headquarters remain in Finland. To ensure close cooperation with key international organisations and stakeholders, we have an office in Brussels and a presence in the United States.

We also have several field offices in the regions where we work, such as in South Sudan and Yemen. As the context we work in is highly volatile, these structures are kept light and purposeful to allow us to quickly set up a new presence or change locations when needed.



CMI IN THE UNITED STATES

CMI's journey across the Atlantic began some years ago and has since then been on the agenda of CMI's Chairman of the Board, President Martti Ahtisaari. His connections in the United States, as well as his strong belief that CMI should have a presence there, close to the United Nations, have been a key driver behind the mission. The plans were also motivated by the potential funding opportunities that the US has to offer.

CMI's face in the United States: Kate Almquist Knopf



"CMI has found a way to work in many of the most troubling conflict situations around the world," Kate Almquist Knopf explains when asked about why she wanted to join CMI. "I'm particularly impressed with CMI's anticipation of a number of hot spots that have suddenly become much hotter, for instance in Eastern Europe and South Sudan, where our current work will only become more critical."

For a few years now, CMI has been looking to establish a permanent presence in the United States. A key role in cultivating existing partnerships and forging new ones is played by CMI's US representative, Kate Almquist Knopf.

Kate is working to raise the visibility and awareness of CMI particularly in two important US cities. In New York, the aim is to reach the policy circles around the United Nations; and in Washington D.C., to build ties with the US government and the local policy community. A key aim is naturally also to gather relevant information from both of these centres to inform CMI's work.

"I am working to foster these contacts, so that they will know and understand our work around the world. But more importantly, I am hoping to build such relationships and synergies that further leverage and deepen the impact of our activities," Kate explains.

Kate joined CMI as a Senior Adviser in February 2014. She is stationed in New York, where she is able to work from the premises of Rockefeller Brothers Fund thanks to their kind support.

American Friends of CMI



Another initiative to support CMI's conflict resolution efforts has been the establishment of a legally independent entity called the American Friends of CMI (AFCMI) in June 2013. The Friends' mission is to fundraise, network among influential decision-makers and arrange high-level foreign policy discussions on topics related to CMI's work.

The Board of AFCMI currently has four members: Mr **Frank Wisner** (Chairperson), Ms **Helen Marx** (Vice Chairperson), Mr **Michael Student** (Secretary/Attorney), and Professor **Chester Crocker** (Advisor). The Board is assisted by a coordinator, **Ritva Metso**. In 2014, the Friends' will host events and contribute to the current foreign policy discussion in New York and Washington D.C.

COMMUNICATIONS & FUNDRAISING

Elina Lehtinen

Head, Communications & fundraising



CMI's Communications & Fundraising Team faces an interesting new phase. Since the beginning of 2014, CMI has been one of the 16 development cooperation partnership organisations of the Finnish Foreign Ministry. This partnership sets new guidelines and expectations also for our communications and private fundraising activities.

CMI is different. As a norm, the other partnership organisations of the Ministry communicate in Finnish to the Finnish public. We have a Finnish heart but global reach. Our working language is English, our stakeholders, global decision-makers and peer organisations function internationally. We are also partly funded by foreign governments and foundations. Moreover, our work differs, particularly because of its sensitivities. No wonder that CMI's communication and private fundraising activities have special characteristics.

Constraints for communications

Often the more successful we are in the work we do, the less we can talk about it openly. Publicity could jeopardise the process, even endanger the people involved. Secondly, the conflict parties themselves are primarily the ones who should take the credit for a successful peace process — not the 'honest broker' or facilitator supporting their efforts. And last but not least, our complex projects are often not easily explained in the types of short highlights and sound bites common to today's 2.0 communications activities, at least not without compromising the essence. Yet, in the first quarter of 2014 we have had more media hits than ever.

Often the more successful we are in the work we do, the less we can talk about it openly

We have a story

We have a compelling story. In fourteen years a group of five (including President Ahtisaari) has expanded to an organisation of more than 70 passionate professionals working to solve the most critical conflicts around the world. CMI brings people together, often with conflicting views, and tries to provide them with a confidential and safe space to discuss critical issues for their country's future. Often this happens behind the scenes or discretely away from the public eye. We can communicate why this is important, but not always who we work with.

We can also explain the bigger picture, provide expert analyses and interviews, and present our work at various seminars and events. Our staff of 22 nationalities has a tremendous amount of cultural wisdom, experience from conflict zones, negotiation skills and capability to tackle difficult situations.

We need to progressively find ways of 'marketing' our story smartly and creatively. In turn, journalists and funders must trust that also our peace efforts make for good stories and are worth investing in. We are a story.



PRIVATE FUNDRAISING

CMI's activities are funded from both public and private sources. CMI's private fundraising strategy in Finland is based on three pillars: private individuals, corporate partnerships and foundations. Even if the total amount of private funding is much less than public funding, it is crucial in order for us to have a broad funding base and thus remain independent.

Premium Donors Club



Our private fundraising priority is to attract a circle of major donors who each support CMI's work with 2000 euros annually. By the end of 2013, CMI had 42 Premium Donors Club members. Premium Donors have the possibility to gain a more in-depth understanding about peace mediation and conflict resolution. They receive introductions to our projects in regular meetings with our staff, and at events and tailored workshops. Premium Donors Club offers also an excellent platform for networking with people from different fields of society.

Fundraising events

CMI aims to attract a broader group of individual donors by organising regular fundraising events. In 2014, CMI will arrange again a high-level dinner, which has proved to be a success in terms of smaller scale fundraising, enhancing CMI's brand and introducing a wider audience to our work. We have also implemented a new fundraising model – cultural events – which was tested in 2013 with encouraging feedback from the participants. In 2014, we will continue to test this model as part of our private fundraising plan.

“Most of all, Wärtsilä wants to support a very noble cause. But the cooperation does have links to our business. As Wärtsilä also operates in politically unstable countries, we want to support the prevention and resolution of conflicts to ensure the safety of our staff. And once CMI succeeds in its work, it also creates business opportunities in these areas in the long run.”

Atte Palomäki

Executive Vice President
Communications and Branding at Wärtsilä



Corporate partnerships

CMI's private fundraising efforts rely on cultivating strong and interactive corporate partnerships with companies that strategically support our work. Our partnership model consists of three levels; leading partners, partners and pro bono partners. In 2013, our leading corporate partner was **Wärtsilä**. Other partners were **Planmeca** and **Varova**. Also **Royal Ravintolat**, **Niemi Ltd**, **Dittmar & Indrenius**, **I-print Ltd** and **MPS International** supported us.

Foundations

Finnish foundations remain an important source of CMI's private funding. In 2013, we received major grants from two prominent Finnish foundations: the **Jane and Aatos Erkko Foundation** and the **Wihuri Foundation**. New and innovative fundraising channels, tools and partnerships are being continuously examined.

ON THE LOOKOUT FOR NEW IDEAS

“I knew right away that I would get on board,” describes Sture Udd the moment when he received the invitation to become a member of the Premium Donors Club.

Known for his innovative ideas, this Vaasa-based businessman finds it logical to contribute to CMI. “When one wants to make business around the world, supporting CMI is, in the long run, significant in many ways.”

Information is key in conflict resolution

Udd founded his print house in 1978 and has ever since developed a variety of different information-based businesses around the company. In recent years Udd has put Vaasa on the map by inventing the UpCode software, sold to over 70 countries. The UpCode picture recognition software combines data with other information from the picture together with the intelligence in a mobile phone to achieve a new level of knowledge-based functionality. The applications are widely used in payments, education, healthcare and document solutions.

“The prerequisite for the success of my company is a stable society and functioning markets,” Udd explains as his reason for joining the Premium Donors Club.

“In addition, our core business is knowledge-management, which is crucial in preventing crises, in developing health care and education. Wars are not only fought with guns, but even more with information. Thus, also their solutions are primarily knowledge-based.”

Peace creates economic growth

President Ahtisaari led the Aceh peace process in 2005, which provided a positive turn for Indonesia, a country paralysed by a tsunami and a long civil war. “The peace in Aceh also brought millions of euros to Finland. A huge market for mobile phones opened up for Nokia, and Wärtsilä was able to build a power plant. It was peace that generated money, not the white-collar businessmen,” Udd points out.

“Money is generated when conflicts are removed. And resolving conflicts is the most challenging issue that CMI is an expert in. The corporate world should support this process by creating sustainable conditions for lasting peace,” Udd says fiercely.

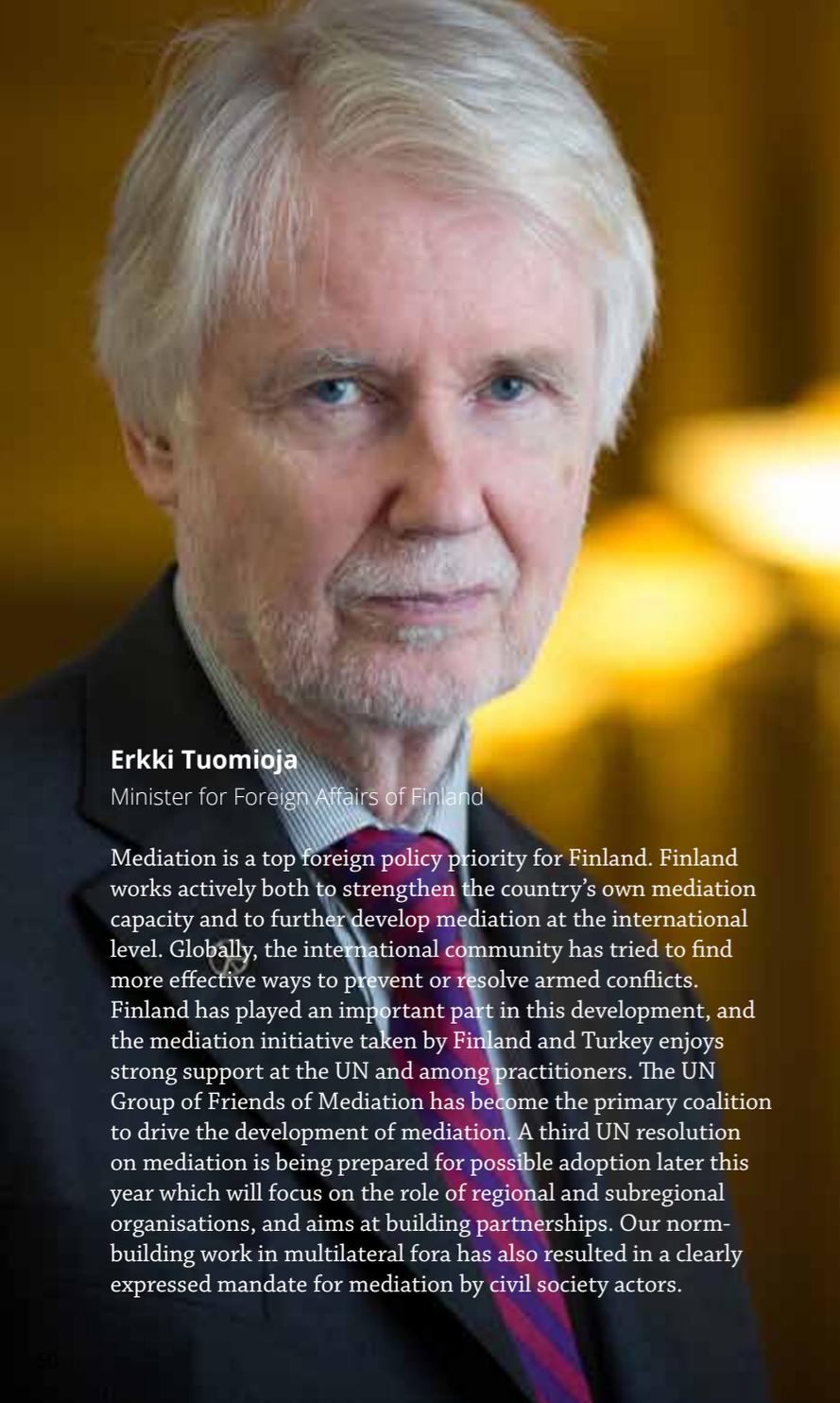
Interesting network creates new ideas

Running a business is not only about sales, Udd says. There are turning points when one needs new ideas. “The club is a circle of interesting individuals, and thus a platform to get deeper insights also to the business world. Contributing to genuine growth in crisis-stricken countries is very important - let us call it responsible business.”

The fee does not seem too much for this well-travelled entrepreneur. “The sum is somewhat more than an expensive bottle of cognac,” Udd laughs. “Instead the money is used to build sustainable development where it is needed. This in turn can bring millions of euros to those who are in the right place at the right time.”

Text: Laura Seppälä / CMI





Erkki Tuomioja

Minister for Foreign Affairs of Finland

Mediation is a top foreign policy priority for Finland. Finland works actively both to strengthen the country's own mediation capacity and to further develop mediation at the international level. Globally, the international community has tried to find more effective ways to prevent or resolve armed conflicts. Finland has played an important part in this development, and the mediation initiative taken by Finland and Turkey enjoys strong support at the UN and among practitioners. The UN Group of Friends of Mediation has become the primary coalition to drive the development of mediation. A third UN resolution on mediation is being prepared for possible adoption later this year which will focus on the role of regional and subregional organisations, and aims at building partnerships. Our norm-building work in multilateral fora has also resulted in a clearly expressed mandate for mediation by civil society actors.

Crisis Management Initiative has significantly expanded its activities. Its number of personnel has increased rapidly and comprises a remarkable pool of expertise. Today, CMI is widely recognised as a leading private conflict resolution organisation. The growth of CMI has occurred against the background of the broader growth and professionalization of mediation.

CMI has been a key partner to the Ministry for Foreign Affairs since it was founded by Former President Martti Ahtisaari in 2000. The Nobel Peace Prize that was awarded to President Ahtisaari in 2008, recognising his long and outstanding career in peace-making, gave an impetus to Finland to start developing mediation in a more systematic way.

The recently agreed three-year partnership between CMI and the Ministry for Foreign Affairs reflects the close cooperation between the organisation and the Ministry. CMI remains fully independent in its activities as a private civil society organisation.

I am very pleased that CMI has put a lot of emphasis on inclusive peace processes. Its work on national and local dialogues form an important part of effective mediation efforts in many countries. More participatory and transparent peace processes exemplify the evolving standards of inclusive mediation.

The importance of gender is another welcome priority for CMI. Conflicts cannot be properly understood, or tackled, without acknowledging their differing impacts on men and women. Bringing women to the negotiation table as mediators, negotiators, delegates and experts, and reaching out to hear their voices in conflict areas, is a crucial objective for us. CMI is conducting an invaluable work in the context of the UN Gender and Inclusive Mediation Project that Finland is also funding.

CMI has an ambitious work plan for this and the next few years. I wish it the best of success!

Photo: Laura Kotila / Prime Minister's Office



Photo: Saila Huusko

GET INVOLVED

Help CMI build peace around the globe.

As a neutral, respected and agile actor CMI is able to help solve conflicts in regions that can be inaccessible for many governments. We need your support to continue building sustainable peace around the globe.

There are many ways to make a difference. Find the best way for you to help us change the lives of those affected by conflicts.

Choose the best way for you to support us.

- » **Donate easily and securely via our website – every donation counts! www.cmi.fi/donate**
- » **Like us online, spread the word and follow our work by subscribing to our newsletter**
- » **Take part in our different events with interesting speakers and participants**
- » **Join our distinguished Premium Donors circle to get an insider's glance into our work and discover a new network of fascinating individuals**
- » **Get your company involved in supporting us. We look for partnerships with businesses that share our vision that all conflicts can be resolved**

Find your way to make a difference.

www.cmi.fi

ALL CONFLICTS CAN BE RESOLVED



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