



Annual Report 2025

Mastering the craft of *peace*

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

At the end of 2025, CMI employed 94 staff members across its offices in Helsinki and Brussels. We also work with around 100 consultants, most of whom are based in the regions in which we operate. Together, since CMI's establishment, we have advanced more than 50 peace processes in Sub-Saharan Africa, Eurasia, the Middle East and North Africa, and Asia.

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

As the world around CMI evolves, we continue to create viable conditions for peace and safe spaces for dialogue in pursuit of our enduring vision – *all conflicts can be resolved*.

Key numbers in 2025

Total funding	€17.5m
Employees at the end of the year	94
Conflict resolution and prevention projects globally	29
Number of requests CMI received for new or expanded cooperation	142
Participants in CMI events and activities during 2025	27k
Women participants in CMI events and activities	51%

CMI Helsinki
Eteläranta 12
00130 Helsinki, Finland
cmi.helsinki@cmi.fi

CMI Brussels
Rue Belliard 205, box 3
1040 Brussels, Belgium
cmi.brussels@cmi.fi

www.cmi.fi / @cmioffice

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Peacemaking as power *politics*

CEO's remarks

The past year made unmistakably clear a trend that has been building for some time: war is once again a central feature of international politics. The use of force has become an increasingly accepted tool of power. Ongoing conflicts ranging from Ukraine and the Middle East to Sudan and eastern Democratic Republic of Congo, as well as other direct confrontations including those between India and Pakistan, reflect the lowered threshold for the use of military force. All of these signal a transformation of the global order.

This shift is driven by intensifying great power politics and accelerated by technological change. The threshold for the use of force has fallen. War has become faster, cheaper, and, at least in the short term, more politically accepted. At the same time, multilateral institutions face deepening paralysis. They are constrained by geopolitical rivalry, fragmentation, and diminishing political and financial support.

As war becomes more normalised, the need for and the political weight of peacemaking has equally grown. Mediation has moved decisively to the highest political level; it is now increasingly driven by heads of state and government rather than by traditional actors within multilateral frameworks. In effect, peace efforts are often transactional and highly public.

This evolution challenges some of the core principles of peacemaking, particularly inclusivity and local ownership, and often accountability. A widening gap has emerged between elite negotiations and the societal processes widely recognised as essential for peace to last in time. With the invaluable support of our partners and donors, CMI has been able to adapt its work to this more contested and fast-moving environment. Sustained funding for peace is critical. Equally important in today's world is the ability to mobilise funds quickly.

2025 was a year of rapid growth and exceptional intensity in CMI's work. As we marked our 25th anniversary, we also updated CMI's Strategy 2030 and began its implementation. Reflecting major demographic transformations and rapid technological development that shape conflicts, we are introducing a renewed focus on Youth in Peacemaking and artificial intelligence.

In response to the evolving peacemaking landscape, we are strengthening cooperation with multilateral actors and deepening engagement with key middle powers and regional coalitions. To counter fragmentation on the one hand and to enable exchange on the other, a significant part of this work focuses on creating greater connectivity and shared understanding between these actors. These elements guide our work in the 2026–2029 programme period and ensure that CMI remains relevant and effective amid profound global change.

Janne Taalas
Chief Executive Officer
CMI – Martti Ahtisaari Peace Foundation



READ MORE Peace as a Power Play – Mediation in an Era of Disorder
https://cmi.fi/wp-content/uploads/2026/02/cmi_insight_2026_2.pdf



Peacemaking in a world transformed by *technology*

Chair of the Board's remarks

The world is shifting beneath our feet. We are moving toward a less orderly system, marked by tectonic shifts in geopolitics and geoeconomics, with technology accelerating change at an unprecedented pace. As a peacemaking actor, we must adapt quickly to these developments. Yet in doing so, we must be careful not to overadapt. There are fundamental principles of peacemaking that must remain constant.

One of these principles is clear: even the most carefully designed peace process and agreement will not endure if it lacks the support of the people who must live with it, and if it is not grounded in dialogue that addresses the root causes of the conflict. Without a genuine process of engagement, it is difficult to see how any agreement, no matter how promising, can truly hold.

Few forces are reshaping the global landscape as rapidly and profoundly as technology. This swift development has required CMI to rethink how we design and conduct mediation and dialogue processes. Digital tools offer opportunities: they can strengthen analysis, broaden participation in dialogue, and help us predict critical developments before their escalation into violence. At the same time, they can pour fuel into the fire: misinformation, polarisation and algorithm-driven echo chambers can exacerbate divisions and undermine fragile political processes.

CMI has already integrated digital tools into its peace efforts. In Yemen, digital consultations enabled youth participants, traditionally marginalised in peace processes, to vocalise their concerns through accessible voice-based messaging. This lowered barriers to engagement and allowed a broader range of perspectives to be captured. In Sudan, digital dialogue processes were successful in reaching diverse groups including women's networks and youth within a highly constrained political environment.

Technology can meaningfully contribute to dialogue, from supporting inclusive representation to enabling constructive deliberation. CMI's approach to the ethical use of technology is anchored in the understanding that peace itself must ultimately be owned by the parties to a conflict.

As part of marking its 25th anniversary, CMI convened leading experts from peacemaking and technology to foster their partnership. In this much-needed meeting, the peacemaking community had an opportunity to hear directly from technology practitioners and policymakers, and vice versa. I was glad to witness a clear, mutual call emerging for stronger dialogue and collaboration between the two sectors.

The interests of peacemakers and technology actors, both in the private and the public sector, are closely connected. The real challenge for stronger cooperation isn't motivation, but the different clockspeeds of mediation and technology actors. Making this cooperation more feasible and systematic can help peacemakers engage more effectively with digital approaches and encourage responsible, conflict-sensitive innovation.

In 2026, CMI will continue to strengthen its work at the intersection of technology and peace. This includes deepening our analytical capacity to better understand how technology shapes conflict dynamics. It also means expanding partnerships with the tech sector and investing in digital applications that support peace processes. Inside the organisation, we will drive an AI-powered digital transformation.

In 25 years, much has changed, but the essential work of peace remains grounded in human relationships: in trust, courage, and dialogue. As my father Martti Ahtisaari put it: peace cannot be dictated from the outside. External actors can support negotiations, even push parties to the table, but the making of peace and its implementation ultimately rests with the parties to the conflict themselves. Lasting peace requires their own commitment and political will. This conviction guides CMI as we adapt to a less orderly world, yet one with new possibilities to advance sustainable peace.

Marko Ahtisaari
Chair of the Board
CMI – Martti Ahtisaari Peace Foundation

Martti Ahtisaari Legacy *Seminars*

In 2025, CMI convened a global series of Martti Ahtisaari Legacy Seminars to assess how peacemaking is evolving under current geopolitical conditions. Discussions in five locations central to President Ahtisaari's work pointed to a consistent conclusion: peace processes are struggling not because dialogue has lost relevance, but because mediation has become short-term and transactional, is increasingly less connected to multilateral frameworks, and is being challenged in its ability to keep pace with political, social, and technological change.

The seminars were organised in honour of our founder in Pretoria, Dar es Salaam, Jakarta, New York, and Geneva bringing together over 600 diplomats, civil society actors, students, and peace practitioners. Similar patterns were recognised throughout all the events: there has been a shift towards faster, more transactional and state-centric forms of mediation.

The discussions showed that fast, high level minilateral processes can deliver short-term outcomes but often remain disconnected from broader multilateral frameworks, weakening the link between immediate agreements and

longer term peace efforts. As multilateral forums become increasingly sidelined, this gap is widening. External power dynamics further shape what is possible, making it vital for mediation to centre justice and human dignity if agreements are to last. Meanwhile, constant scrutiny, compressed timelines and rapidly shifting crises force mediators to act quickly or risk losing openings. In this environment, adaptation is essential, through closer collaboration, shared analysis and stronger links across peacemaking tracks to maintain purpose and renew strategy.

In every location, the legacy of Martti Ahtisaari was reflected in practical terms. He was a realist in the sense that he understood geopolitical constraints, but also an idealist with an unwavering commitment to dignity and fairness. He operated with defined parameters, communicated them transparently and focused on achievable outcomes. The parties knew exactly what he was and was not willing to negotiate. What consistently stood out was Ahtisaari's recognition that sustainable peace ultimately depends on the parties themselves, with mediation serving only to facilitate the process.



CLOCKWISE FROM LEFT TO RIGHT

- 1) The seminar in New York focused on the tension within the multilateral system. Speakers noted that existing institutions no longer adequately reflect the contemporary balance of power but agreed that cooperation and renewed leadership within these imperfect yet irreplaceable structures are needed. Left to right: Sanna Marin, former Finnish Prime Minister; Juan Manuel Santos, former Colombian President; Comfort Ero, Head of the International Crisis Group. Photo: Agaton Ström
- 2) In Indonesia's capital Jakarta, the event featured former Vice President of Indonesia, Jusuf Kalla (in the photo), as well as many prominent figures in Southeast Asian diplomacy. It became evident that the Aceh peace process, mediated by President Ahtisaari and CMI, continues to demonstrate how lasting negotiated outcomes can be achieved through broad societal engagement and when the negotiating parties demonstrate a genuine willingness to set aside their differences. The Aceh settlement, known as the Helsinki Agreement, marked its 20th anniversary in 2025. Photo: FPCI
- 3) One seminar was held in Tanzania, an important location in the early stages of President Ahtisaari's diplomatic career. Alongside senior Tanzanian diplomats and young leaders, participants included the President of Finland, Alexander Stubb, who cautioned against declining faith in multilateralism. The notable theme of the event was the empowerment of youth, while the participants also called for immediate inclusion in peacebuilding, discussions on digital diplomacy, and countering online extremist recruitment. Left to right: Mahmoud Thabit Kombo, Minister of Foreign Affairs and East African Cooperation; Alexander Stubb; Marko Ahtisaari, Chair of the Board of CMI. Photo: Peter Seenan



Photo: Jarkko Mikkonen

The year 2025 culminated in Helsinki in December, when CMI marked 25 years since its founding with a high-level event under the theme Rebooting Peace. The event brought together over 750 partners and friends of CMI and invited them to reflect on two core questions: what must change in peacemaking, and what must be preserved.

The event opened with a keynote exchange between Finnish President **Alexander Stubb** and moderator **Katri Makkonen**. Their discussion offered a frank analysis on global affairs, including Ukraine's peace plan and the shifting international order, and set the stage for the distinguished speakers that followed.

Subsequent contributions offered valuable perspectives grounded in decades of experience in peace, human rights, and multilateralism. **HRH Prince El Hassan bin Talal** of Jordan emphasised the need to build alliances between people, not only governments, and called for renewed regional cooperation grounded in human dignity. Prince El Hassan said: "I believe in a United Peoples, not a United Nations. Because peoples do not turn their backs on each other... Governments turn their backs on each other."

Mary Robinson, former President of Ireland, underlined that lasting peace must be rooted in justice and human rights, and that the victims of conflict and atrocities must be at the heart of negotiations for a peaceful future. Robinson reflected on Martti Ahtisaari's legacy and the importance of

maintaining hope in the face of global injustice. She noted: "I know that Martti would not allow this sorrow to lapse into fatalism, but rather insist that every conflict can be solved, provided there is the political will to do so."

According to African Union Special Envoy **Liberata Mulamula**, localising peace processes is important because it builds legitimacy and ownership and ensures a people-centred approach. Another key element is regionalisation: owning problems as a region and seeking regional solutions. Equally important is ensuring a seat for the 1.4 billion people of Africa at the tables where the global trajectory is determined, she said.

Fawzia Koofi, former Deputy Speaker of the Afghan Parliament, challenged the prevailing definitions of peace. For a nation shaped by five decades of conflict, peace cannot mean only the silence of guns, Koofi said. True peace, she argued, must be rooted in equity: not only gender equality, but equitable access to education, opportunity, and resources.



READ MORE about CMI's 25 years on our website through the link <https://cmi.fi/2025/10/03/cmi-history-milestones/>



READ MORE about the Martti Ahtisaari Legacy Seminars on our website through the link <https://cmi.fi/2025/07/23/cmi-martti-ahtisaari-legacy-seminars/>

Mastering the craft of *peace*

CMI's strategy

As the world around us evolves, CMI continues to create viable conditions for peace and safe spaces for dialogue. Our Strategy 2030, Mastering the Craft of Peace, and the annex to the strategy, published in 2025, align our direction and serve as our guiding framework in responding to the changing landscape of peacemaking and future challenges in the pursuit of our enduring vision – *that all conflicts can be resolved*.

Our mission is to anticipate and respond effectively to the changing character of conflict through mediation and dialogue. To deliver this mission, we are focusing on two mutually supportive areas: mediation and dialogue and serving as a trusted partner. We continue to provide our stakeholders with the best possible support and expertise to settle conflicts through peaceful means and enable the greatest impact for our beneficiaries, even when working in the toughest environments and complex settings. We also actively engage in shaping the policy and practice of international and regional peacemaking.

In our strategy and its annex, we have identified three thematic focus areas – Women in Peacemaking, Digital Peacemaking, and Youth in Peacemaking – which steer our efforts to integrate inclusivity and innovation.

Women in Peacemaking

Strengthening women's political agency in peacemaking is a longstanding strategic priority for CMI and a key entry point for advancing its mission in conflict prevention and resolution. CMI places women's agency at the core of this work, connecting women leaders, movements, and organisations to decision-making spaces and generating practice-based evidence to inform policy processes at national, regional, and global levels. In contexts where formal peace processes are limited or exclusionary, this includes investing in dialogue, social cohesion, and nationally rooted processes that can help anchor longer-term peace and political settlements.

In 2025 this approach was advanced across multiple settings. In Afghanistan, CMI facilitated platforms that enable women to sustain collective agency and engage with international policy processes despite severe restrictions. In Sudan, Yemen and Libya, CMI supported women's participation in political processes and to connect women's networks to national decision-making and international mediation efforts. In Palestine, CMI and its local partners strengthened young women's agency in mediation and local dialogue.

Marking the 25th anniversary of the Women, Peace and Security Agenda, CMI contributed practice-based insights to international policy discussions, helping bridge the gap between normative commitments and mediation practice. This included engagement across key platforms – from the



When negotiations are narrow or fragmented, investments in social cohesion, inclusion and nationally rooted dialogue processes become the stabilising layer that helps anchor longer-term peace and political settlement.

UN to OSCE to policy forms such as the Doha Forum – where CMI brought field-based insights on women's political agency and inclusive process design into policy discussions. CMI also continued to strengthen inclusive mediation practice. Through the High-Level Seminar on Gender and Inclusive Mediation Strategies, implemented with the United Nations Department of Political and Peacebuilding Affairs and PRIO, CMI equips senior mediators with practical tools for inclusive process design.

In a context of faster, elite-driven dealmaking, space for inclusive participation continues to narrow, often sidelining human rights, accountability, and justice. Despite strong normative frameworks such as UN Security Council Resolution 1325, implementation remains uneven and contested, reinforcing the need to translate these commitments into context-specific practice.



READ MORE Mastering the Craft of Peace - Strategy 2030
https://cmi.fi/wp-content/uploads/2021/05/CMI_strategy_v6.pdf



READ MORE Annex to the Strategy 2030
https://cmi.fi/wp-content/uploads/2025/02/strategyannex_converted2.pdf

Digital Peacemaking

The rapid evolution of digital technologies, particularly artificial intelligence (AI), has the potential to profoundly reshape the peace and security landscape. This technological revolution presents peace organisations with the dual challenge of harnessing AI's constructive potential while addressing its destabilising effects on global security.

CMI has made significant progress in realising its Strategy 2030 vision of becoming a pathfinder in Digital Peacemaking. We are utilising digital technologies across our operations to advance peace, strengthening foresight, inclusion, and joint analysis in CMI-led dialogue processes. Our approach will continue to balance the application of technology with our core human-centred values, ensuring that digital tools and AI serve to enhance, rather than replace, the critical human elements of peacemaking.

In 2025, CMI strengthened the ability of mediation actors and peace practitioners to use digital approaches and artificial intelligence to make peace process support more inclusive, better informed, and more adaptive. New digital consultation methods were explored or adopted in Yemen, the South Caucasus, Maghreb–Sahel, Ukraine, Libya, Syria, the Great Lakes region, and Burundi.

Strengthening Youth Agency in Peacemaking

The world is home to the largest youth generation in history, nearly a quarter of humanity. Yet, between 1990 and 2022, only around 12% of peace agreements made any reference to youth. This gap is not only a question of inclusion; it is a question of effectiveness and sustainability. Addressing it requires recognising young people as partners in questions of peace and security.

Building on its experience across diverse contexts such as South Sudan, the South Caucasus, Libya, Palestine, and Moldova, as well as more than a decade of engagement through the Ahtisaari Days in Finland, CMI places strong emphasis on strengthening young people's civic and political agency and enabling their meaningful participation in conflict prevention and resolution. This work combines dialogue, foresight, and inclusive process design to support youth engagement across tracks and connect youth perspectives to wider peace processes.

In 2025, CMI systematically fed practice-based lessons into national, regional, and global policy processes, including contributions to Finland's second YPS National Action Plan. CMI was also one of the key partners in the organisation of the Second EU Youth, Peace and Security Conference, which brought together EU institutions, Member States, and over 120 young peacebuilders and partners from across the globe.

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As digital technologies increasingly shape peace processes, the question is how to use them responsibly and where they add real value: helping mediators listen better, anticipate dynamics earlier, make sense of complex dynamics, and create safer, more meaningful ways for people to take part.

CMI also translated these operational experiences into broader learning for the mediation community and contributed to wider policy discussions on AI, peace, and security. Through capacity-building, practitioner exchanges, policy engagement, and new guidance materials, CMI helped mediation actors understand and apply digital and AI-enabled approaches responsibly. As a result, 2025 saw stronger practical use of these tools and greater awareness across the sector.

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CMI's 2030 vision is to deepen youth engagement across its regional programmes and scale partnerships with youth-led organisations, while advancing youth political agency in dialogue and mediation processes through CMI's mediation expertise and inclusive process design.

In Moldova, CMI advanced intercultural dialogue and civic participation through youth-focused initiatives with local partners, reaching over 13,000 students across the country and supporting locally led initiatives. In parallel, new initiatives in Palestine and Libya focused on addressing fragmentation and strengthening youth agency in political transition processes.



READ MORE about CMI's strategy on our website through the link <https://cmi.fi/2025/07/16/strengthening-our-impact-on-peace-cmis-updated-strategy-for-the-future/>

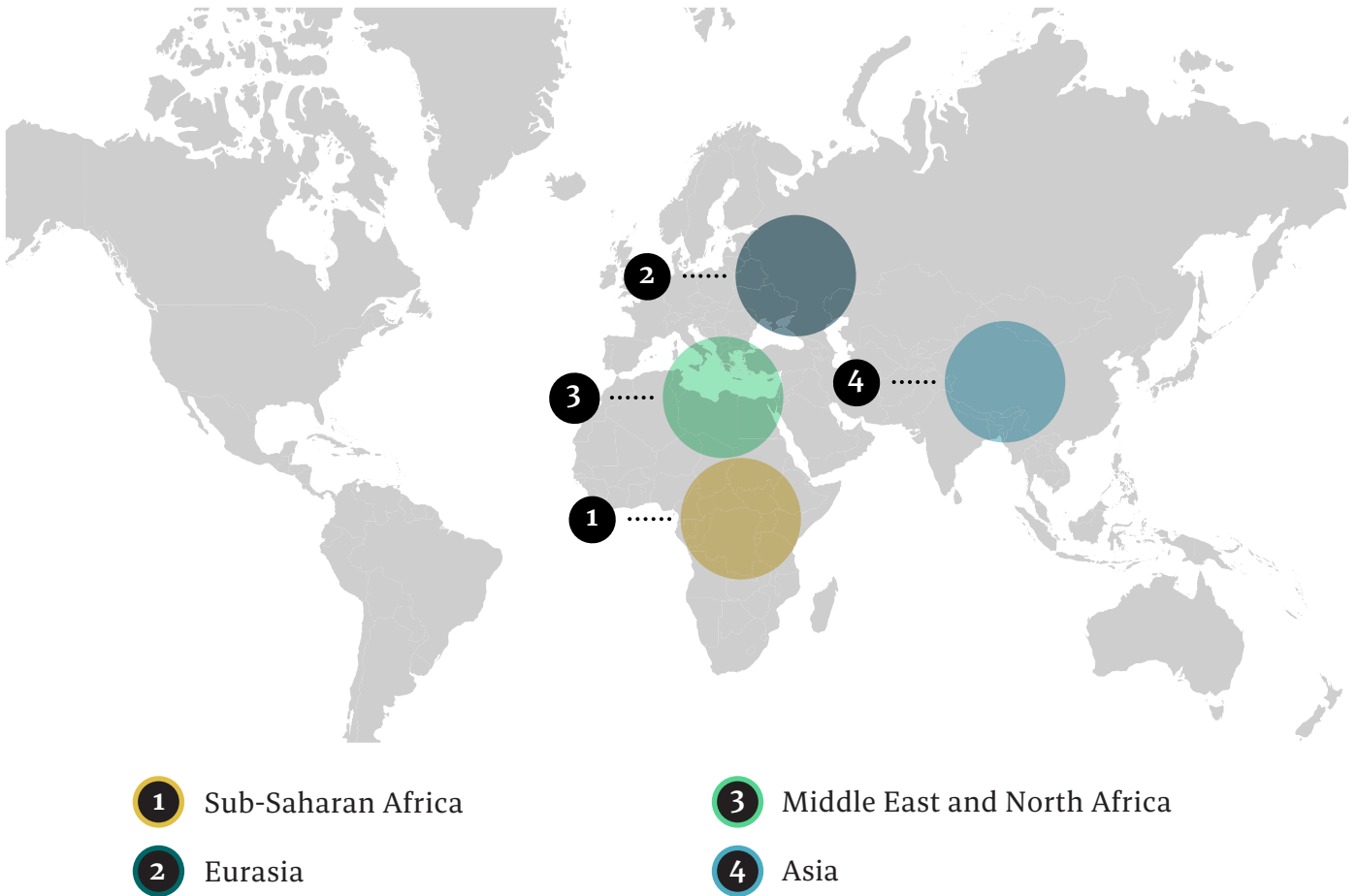
Advancing peace *globally*

CMI's work by geographical region

The primary goal of CMI's work is to prevent and resolve political conflicts, which is essential for the development of countries and regions affected by violence and instability. We aim to create sustainable, context-specific contributions for peace, focusing on three main objectives: improving the quality and effectiveness of peace processes, enhancing the agency of key stakeholders who can influence sustainable peacemaking, and strengthening the practices of the peacemaking community to better support peaceful societies.

Our work focuses on four regions: Sub-Saharan Africa, Eurasia, the Middle East and North Africa, and Asia.

Alongside this regional focus, effective conflict resolution increasingly depends on stronger connectivity among the diversity of global mediation actors, including state mediators, multilateral and regional frameworks, and independent initiatives. CMI works to strengthen links across this broadening ecosystem, fostering shared understanding around various peacemaking approaches, methods, and challenges at both global and regional levels and, importantly, facilitating discussion on existing and potential complementarities, for more effective peacemaking.



Sub-Saharan Africa

Conflicts in Africa are often characterised by their regional impact; they are typically transnational and span across national boundaries. In this context, supporting regional approaches to conflict prevention becomes ever more important. The core principle underlying CMI's work in Africa is that sustainable solutions to complex, and typically borderless conflicts require regional efforts and the participation of all levels of society.

CMI works in the Sub-Saharan Africa region at three inter-connected levels: regional organisations, regional level as well as national level. To support regional organisations in 2025, CMI contributed to increased mediation capacities as well as dialogue through its support to, for example, the African Union and ECOWAS. At the regional level, in the Horn of Africa, CMI's informal dialogue spaces provided opportunities for dialogue for better informed peacemaking and reducing regional tensions. At the national level, various CMI-facilitated spaces contributed to dialogue with political and civil society actors as well as women and youth in contexts such as Burundi, the Democratic Republic of the Congo, and Sudan.

Key activities in 2025 included:

- African Union conflict prevention and mediation support projects.
- Advancing constructive dialogue in Burundi.
- Enhancing constructive dialogue and cooperation on peace and security in the Horn of Africa.
- Supporting multilateral mediation efforts and the resumption of a political process and inclusive peace in Sudan.
- Strengthening the role of civil society in peace and dialogue efforts in the Democratic Republic of the Congo at both national and regional levels.



READ MORE Dialogue in Helsinki highlights shared challenges and opportunities for the Horn of Africa
<https://cmi.fi/2025/10/01/dialogue-in-helsinki-highlights-shared-challenges-and-opportunities-for-the-horn-of-africa/>



READ MORE CMI takes strategic steps to advance women's representation in Sudan's ceasefire and political processes
<https://cmi.fi/2025/06/26/cmi-takes-strategic-steps-to-advance-womens-representation-in-sudans-ceasefire-and-political-processes/>

Eurasia

For two decades, CMI has been supporting ongoing peace processes in the Eurasia region by engaging with national, regional and international stakeholders, and both state and non-state actors. CMI helps to enable dialogue and enhance good governance in societies facing challenging political transitions and conflict in the region.

CMI's work in the Eurasia region operates at various levels given the fragility of the European peacemaking system. CMI has supported capacity building for government actors across the region, especially in Ukraine, as well as supporting dialogue at a sub-regional level in Moldova and the South Caucasus. At the regional level, informal spaces convened by CMI have provided opportunities for dialogue between Ukraine and other European actors. At the national level, CMI-facilitated spaces have contributed to dialogue between political and societal actors within Ukraine, Moldova, Armenia and Azerbaijan. The work that is done in the Eurasia region also supports coordination between formal and informal actors, and improved policymaking on peace and security.

Key activities in 2025 included:

- Sustaining Ukrainian resilience and European security through dialogue.
- Enhancing Ukrainian Global Partnership.
- Strengthening the engagement between Ukrainian and international stakeholders.
- Advancing conflict settlement and prevention efforts and building resilience in conflict through dialogue in the Moldova context.
- Strengthening the participation of national minorities and youth in public life in Moldova.
- Supporting the Armenia-Azerbaijan peace process through a dialogue project encompassing political and societal aspects of normalisation.
- Facilitating domestic dialogues in Baku and Yerevan on issues relevant to the peace process and convening peacebuilding actors for joint thinking to contribute to normalisation.
- Convening a dialogue with experts from Azerbaijan, Armenia and Türkiye to strengthen regional engagement and analysis in support of normalisation.



READ MORE Moldova: Intellectual games championship highlights CMI's dialogue work
<https://cmi.fi/2025/11/28/cmi-launches-national-center-for-multilingual-education-to-promote-diversity-and-inclusive-learning-in-the-republic-of-moldova/>



READ MORE CMI launches National Center for Multilingual Education to promote diversity and inclusive learning in the Republic of Moldova
<https://cmi.fi/2025/12/15/moldova-intellectual-games-championship-highlights-cmi-dialogue-work/>

Middle East and North Africa

CMI works in the Middle East and North Africa to foster inclusive dialogue, support and complement nationally-led peace efforts, and create cross-regional spaces for addressing challenges of common concern. The core principle in CMI's work is that the region's underlying challenges can only be solved if all the relevant actors are genuinely included in developing and implementing locally-owned and sustainable solutions, including traditionally marginalised groups such as women and youth. CMI's added value is in its ability to serve as an honest broker to facilitate and support unofficial dialogue together with local and regional actors, including on longer-term issues related to establishing inclusive national visions, responsive governance models and stable regional security architecture. Despite continuing change in the political and security environment, we believe it is possible for peacemaking processes to contribute to more stable regional relations and more equitable social contracts across national contexts.

In 2025, CMI's operating environment in the MENA region continued to be challenging, amidst continued escalatory conflict trends. Nevertheless, CMI contributed to increasing the political agency of civilian actors such as political parties, with a particular focus on women and youth. Moreover, CMI provided informal regional dialogue spaces in contexts of insufficient regional cooperation frameworks, such as in the Gulf and Maghreb-Sahel regions, as well as process design support to the efforts of the EU in reviving a political process for the Arab-Israeli conflict.

Key activities in 2025 included:

- Strengthening cooperation among political parties in Libya.
- Supporting regional and Europe–Maghreb–Sahel dialogue.
- Supporting dialogue for unity in Palestine.
- Establishing the Women's Advisory Council for Middle East Peace (WAC) to enable women's meaningful engagement in EU efforts on the Middle East peace process (MEPP).
- Strengthening trust among political stakeholders and supporting an inclusive peace process in Yemen.



READ MORE Strengthening young Palestinian women's roles in conflict resolution and political life
<https://cmi.fi/2025/08/21/strengthening-young-palestinian-womens-roles-in-conflict-resolution-and-political-life/>

Asia

Asia stands as a geographically vast and culturally diverse region, whose economic and political prominence on the global stage continues to grow. While the region is witnessing rapid economic and societal change, parts of the region remain affected by conflicts marked by complex societal and political dynamics. CMI's engagement in the region is shaped by this diversity and context-specific conditions.

In much of Asia, CMI operates in contexts where formal political and transition processes are constrained or evolving. For instance, in Afghanistan, international engagement continues to focus on pragmatic approaches centred primarily on humanitarian needs, basic stability, and technical forms of dialogue. In Myanmar, regional and international actors, particularly within ASEAN, continue to engage in efforts in response to the country's ongoing political and humanitarian crisis, reflecting a commitment to seeking pathways towards de-escalation and inclusive approaches. Within these environments, CMI has been able to deepen and expand its work with national actors and to enhance connections to regional and international networks. This has enabled continued support for conflict-sensitive initiatives and dialogue-oriented approaches adapted to local and regional realities.

CMI also accelerated its work on peacemaking policies and capacities in the broader region. Firstly, CMI increasingly made its expertise available to ASEAN, whose role in shaping regional responses to conflict is continuously evolving. Secondly, CMI continued its engagement with Chinese experts and officials, contributing to shared learning, policy reflection and a deeper understanding of perspectives and approaches to mediation as China's role is expanding through its growing mediation diplomacy.

Key activities in 2025 included:

- Training on conflict analysis and resolution for ASEAN secretariat, affiliated entities, and Member States.
- Supporting confidence-building measures and inclusive peace efforts in Myanmar.
- Supporting inclusive and regionally grounded peace efforts in Afghanistan.
- Supporting regional peace structures and inclusive peacemaking capacities in Asia.



READ MORE Training on conflict analysis and conflict resolution for ASEAN Secretariat
<https://cmi.fi/2025/12/03/training-on-conflict-analysis-and-conflict-resolution-for-asean-secretariat/>



READ MORE Regional leaders urge stronger cooperation in Southeast Asia and globally
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Global

In 2025, CMI strengthened connectivity across regions and mediation ecosystems by convening and facilitating exchanges among peacemaking actors from Asia, the Middle East, Sub-Saharan Africa, and Europe, enabling cross-regional learning and coordination that would otherwise remain limited or ad hoc.

Key activities in 2025 included:

- Co-organising an informal peace mediation forum in Beijing, with dialogues on European and Chinese approaches to peacemaking, on the role of independent actors and the importance of inclusion.
- Facilitating dialogues on regional actors' increasing role in mediation, transboundary/water dialogues, and pathways to cooperation in the MENA region.
- Contributing to inter-regional Nordic-Central Asia exchange on regional cooperation models and areas.



READ MORE Peacemaking in a fragmented world: why building bridges matters more than ever
<https://cmi.fi/2025/06/02/peacemaking-in-a-fragmented-world-why-building-bridges-matters-more-than-ever/>

CMI's contributions to multilateral affairs and peacemaking *policies*

In the shifting global order, peacemaking efforts are increasingly fragmented and less anchored in multilateral frameworks. CMI continues to contribute to more effective, inclusive, and collaborative peacemaking by deeper exchanges across the broadening mediation landscape, as well as stronger links between policy, practice, and institutional frameworks.

Supporting multilateral peacemaking

CMI works closely with multilateral organisations involved in peacemaking at both the field and institutional levels. We provide independent, expert, solution-oriented advisory support to multilateral frameworks and actors, and we support the meaningful participation of civil society in multilateral peacemaking processes and initiatives, all with a view to advancing peace processes around the world. We contribute to shaping peace mediation priorities, actions and policymaking of major regional and international actors and we harness long-term partnerships with a variety of multilateral actors

Key activities in 2025 included:

- Conducting several peacemaking policy exchanges with EU, its member states, the UN, think tanks and peers, alongside public events and smaller discussions on the need, and how, to ensure continued multilateral engagement in comprehensive peacemaking.
- Co-organising the annual CMI Brussels High-Level Dialogue with two EU Member States, including the Polish Presidency of the Council of the EU and the Spanish Ministry of Foreign Affairs on Peacemaking Efforts and Shrinking Diplomatic Space, deliberating on where and what is dialogue in the evolving EU Common Foreign and Security Policy.
- Co-chairing, together with the (then) UN Peacebuilding Support Office (PBSO), the third iteration of the CSO-UN Dialogue on Peacebuilding, aimed at advancing a more strategic and operational partnership between the UN and civil society across the peacebuilding spectrum.

Enhancing peacemaking policy and practice

CMI's policy and practice efforts are rooted in the lessons learned from CMI's experience in different contexts and thematic areas, the legacy of President Martti Ahtisaari, and CMI's extensive international partnerships and networks with peers, think tanks, state actors and increasingly also with academia. CMI's support has contributed to peacemaking policies and practices of key international and regional conflict prevention and resolution actors, supporting key actors in navigating and adapting to the complex and rapidly shifting geopolitical context.

Key activities in 2025 included:

- Developing and advancing more than 30 policy proposals, including explicit policy recommendations, draft action plans or guidelines, policy briefs, formal discussion points, outcome documents, or substantive written inputs into ongoing policy processes.
- Facilitating the exchange of relevant knowledge and good practices for use by national, regional and international actors, among other key stakeholders, on at least 35 occasions.



READ MORE The 2025 CSO-UN Dialogue on Peacebuilding: from regional insights to global action
<https://cmi.fi/2026/01/20/the-2025-cso-un-dialogue-on-peacebuilding-from-regional-insights-to-global-action/>



READ MORE Peacemaking Efforts and Shrinking Diplomatic Space: Where and what is Dialogue in the EU's Common Foreign and Security Policy
<https://cmi.fi/2025/02/13/peacemaking-efforts-and-shrinking-diplomatic-space-where-and-what-is-dialogue-in-the-eus-common-foreign-and-security-policy/>

Strategic partnerships and *funding*

We carry out long-term peacemaking in challenging conflict areas, which requires both stability and the ability to react quickly when situations change. To support this, we receive core funding from Finland, Sweden, and Ireland, complemented by project-based contributions from the European Union and other governmental partners.

Having a broad mix of funders helps us keep our work sustainable and protects our independence. These partnerships make it possible for us to continue and expand our impact around the world.

Private Funding

Private funding plays a crucial role in enabling us to respond swiftly to emerging conflicts and maintain our operational independence. CMI's private fundraising strategy rests on three key pillars: individual donors, corporate partnerships, and foundations in Finland and abroad. Our efforts focus on building strategic partnerships with private sector actors that align with our mission, while also actively and systematically identifying potential supporters in Finland and internationally to help sustain and expand our work.

Martti Ahtisaari Peace Fund



The Martti Ahtisaari Peace Fund is an endowment created to secure the long-term future of our peace mediation work. The fund is supported by both public and private donors, including a 10-million-euro contribution from the Finnish Parliament in 2024–2025, and will be steadily built and replenished in the coming years to strengthen the organisation's financial resilience and independence. The fund is invested conservatively to generate steady returns, allowing us to respond quickly to conflicts and continue President Ahtisaari's legacy of resolving conflicts through dialogue.

Partners and donors

Aktia
Amua
Cocoa
Dittmar & Indrenius
Elenia
Esmes
Kaski Creative Agency
Konecranes
Kusinkapital
Mellakka Helsinki
N2 Creative
Reversec
Trainers House
United Imaginations

Institutional donors

Government of Finland
Government of Sweden
Government of Ireland
Government of the United Kingdom
Government of Germany
Government of The Netherlands
Government of Norway
European Commission
Rockefeller Brothers Fund
Peace Nexus Foundation



Our people



Photo: Maria Hossain Santto

Personnel

At the end of 2025 CMI had 94 employees, representing a wide range of nationalities across several continents. Of these, 83 were based in Helsinki and 11 in Brussels. Throughout the year, CMI also collaborated with consultants, both long- and short-term, with around 100 engaged at any given time. Compared to the previous year, the overall number of employees increased in line with the organisation's funding and programme growth.

Governance

CMI's highest decision-making body is the Board of Directors. The Board ensures that the Foundation fulfils its purpose in its operations. The Board also supports and supervises the organisation and makes sure that the Foundation is managed appropriately and in accordance with applicable legislation and the Foundation's by-laws. The Board is also responsible for ensuring that accounting and financial oversight of the Foundation are appropriately organised.

CMI's Chief Executive Officer, appointed by the Board, is responsible for the overall leadership and day-to-day management of the Foundation, the execution of CMI's mission and the implementation of CMI's strategy. The Leadership Team and the Deputy CEO support the CEO in the management of the organisation and institutional decision-making.

Leadership Team 2025



Janne Taalas
Chief Executive Officer



Hanna Klinge
Deputy CEO



Oskari Eronen
Chief Programme Officer

Board as of 18 June 2025

Mabel van Oranje, a globally recognised entrepreneur for social change with over 30 years of experience advancing equality, justice, and human rights, was elected as a new Board member following Christoph Vitzthum stepping down from CMI's Board as of 18 June 2025.



Marko Ahtisaari
Chair of the Board
Chief Marketing Officer, ICEYE



Veera Heinonen
Vice Chair
Director, Democracy and Participation, Sitra



Kari Lautjärvi
Lagman



Aleksi Neuvonen
Research Director, Demos



Mabel van Oranje
Social Change Entrepreneur and
Human Rights Activist



Kai Sauer
Ambassador of Finland to Germany



READ MORE about our people on our website through the link
<https://cmi.fi/about-us/who-we-are/>

Finance overview

The financial year in review

In 2025, CMI's total income was €17.5m, which is a slight increase of 3% compared 2024 (€17.1m). The EU, Finland, and Sweden continued as our largest institutional donors, with our partnership with the Finnish Ministry of Foreign Affairs remaining central to our work.

2025 marked the final year of our 2022–2025 programme with the Finnish MFA, and a new programme for 2026–2029 was confirmed at the end of the year.

CMI's total costs in 2025 amounted to €17.5m, remaining at the same level as in previous year. CMI's net result was slightly positive with a surplus of €13k.

Funding breakdown in 2025:

- European Union: €6.7m (38% of total)
- Finnish MFA: €6.4m (36% of total funding). 73% of the Finnish funding was received under the programme funding instrument covering the period 2022–2025.
- Sweden: €1.4m (8% of total)
- Other governments: €2.2m (13% of total)

Use of funding

Programmatic work at CMI is organised into geographic and thematic teams. In financial terms, the Eurasia and Sub-Saharan Africa portfolios accounted for the largest share of our project funding in 2025. The funding for the

Thematic portfolio increased notably compared to previous year (€1.3m vs. €0.6m). Project volumes in the other regions remained stable compared to previous year, while also the programme support costs stayed at the previous year's level.

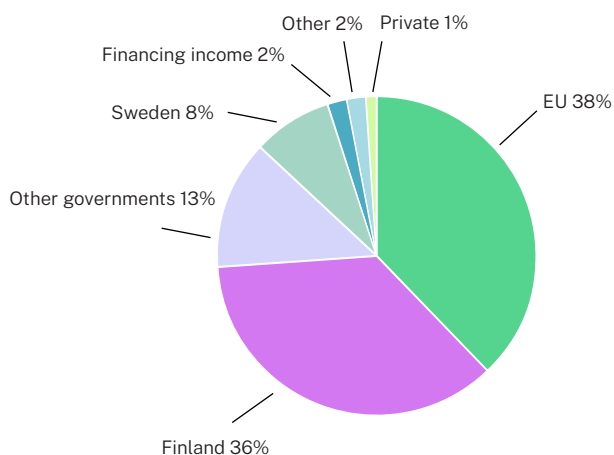
Breakdown of the use of funding in 2025:

- Sub-Saharan Africa: €4.3m (24% of total funding)
- Eurasia: €4.1m (24%)
- Middle East and North Africa: €2.6m (15%)
- Programme support: €1.9m (11%)
- Administration: €1.4m (8%)
- Thematic projects: €1.3m (7%)
- Asia: €1.2 m (7%)
- Global: €0,5m (3%)

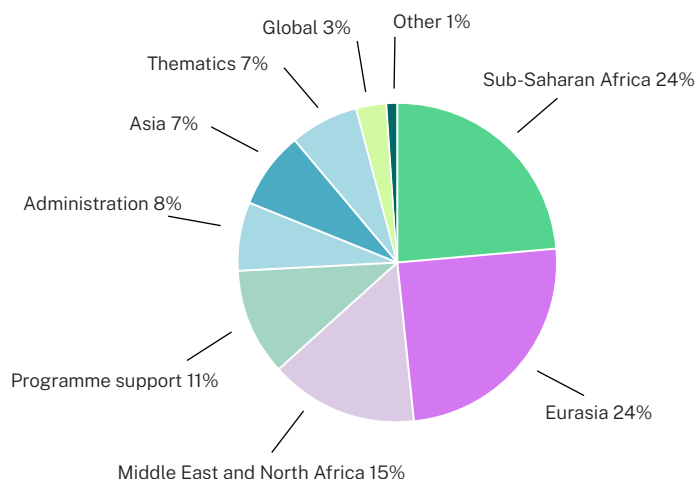
Cost structure

In 2025, the largest expenditure category was personnel costs at €5.2m, remaining at the same level as in 2024. The next significant cost item was consultancy fees at €3.6m, reflecting a 7% increase from 2024. Travel expenses amounted to €3.7m, which is at the same level as in 2024. Subcontracting costs for partner organisations remained at the same level as in 2024, amounting to €1.8m, as most of the EU funded projects implemented together with partner organisations continued in 2025.

Funding sources 2025



Use of funding 2025



Balance sheet

ASSETS	2025	2024
NON-CURRENT ASSETS		
Tangible assets		
Machinery and equipment	46,213	61,618
Total tangible assets	46,213	61,618
TOTAL NON-CURRENT ASSETS	46,213	61,618
CURRENT ASSETS		
Current receivables		
Project income receivables	848,715	417,241
Other current receivables	230,381	255,058
Total current receivables	1,079,096	672,299
Financial securities		
Other securities	17,779,042	10,440,090
Total financial securities	17,779,042	10,440,090
Cash and cash equivalents	426,563	1,804,959
TOTAL CURRENT ASSETS	19,284,701	12,917,347
TOTAL ASSETS	19,330,914	12,978,965

EQUITY AND LIABILITIES	2025	2024
EQUITY		
Equity capital	50,000	50,000
Restricted reserves	10,240,012	5,069,213
Other reserves	1,531,405	1,031,405
Retained earnings	136,100	104,814
Surplus (deficit) for the financial year	12,507	531,286
TOTAL EQUITY	11,970,023	6,786,717
LIABILITIES		
Current liabilities		
Prepayments received	4,176,865	3,524,016
Accounts payable	1,238,841	960,045
Other short term liabilities	1,945,186	1,708,187
Other current liabilities	7,360,891	6,192,248
TOTAL LIABILITIES	7,360,891	6,192,248
TOTAL EQUITY AND LIABILITIES	19,330,914	12,978,965

Income statement

INCOME	2025	2024
Public funding	16,958,407	16,321,268
Private fundraising	170,908	282,179
Other income	377,545	465,297
TOTAL INCOME	17,506,859	17,068,744
EXPENSES	2025	2024
Personnel costs	5,632,480	4,998,797
Depreciation	15,404	20,539
Other expenses	11,846,468	11,518,122
TOTAL EXPENSES	17,494,353	16,537,458
SURPLUS / DEFICIT	12,507	531,286



<https://cmi.fi/donate/>

The Martti Ahtisaari Peace Fund was established in December 2022 to safeguard CMI's peace mediation work.

Through the Peace Fund, we can act swiftly, operate independently, and respond to the demands of the ever-changing conflict situations.



CMI MARTTI AHTISAARI
PEACE FOUNDATION