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## COMMUNICATION ON ENGAGEMENT

Crisis Management Initiative (CMI)

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### Period covered by this Communication on Engagement

April 2018 - July 2020

### Part I. Statement of Continued Support by the Chief Executive or Equivalent

06/07/2020

*To our stakeholders:*

*I am pleased to confirm that Crisis Management Initiative reaffirms its support to the United Nations Global Compact and its Ten Principles in the areas of Human Rights, Labour, Environment and Anti-Corruption. This is our Communication on Engagement with the United Nations Global Compact. We welcome feedback on its contents.*

*In this Communication of Engagement, we describe the actions that our organization has taken to support the UN Global Compact and its Principles as suggested for an organization like ours. We also commit to sharing this information with our stakeholders using our primary channels of communication.*

*Sincerely yours,*

A handwritten signature in black ink, appearing to read 'H. Klinge', written in a cursive style.

*Ms. Hanna Klinge  
Acting Executive Director*

## Part II. Description of Actions

The Crisis Management Initiative (CMI) is an independent Finnish organization that works to prevent and resolve violent conflicts through informal dialogue and mediation. Nobel Peace Prize laureate and former President of Finland Martti Ahtisaari founded CMI in 2000. Since then, our organization has grown to become one of the leaders in its field. CMI has ongoing commitments in the Middle East and North Africa, Sub-Saharan Africa, Eurasia and Asia.

The starting point for all of CMI's work is human dignity, which rests on the legacy of Martti Ahtisaari's lifelong work in peace mediation. The key principles of our work are honest brokerage, local ownership, inclusiveness, and complementarity. Our vision is based on the conviction that all violent conflicts can be resolved if there is the political will and skill to do so. Conflict resolution is always the most cost-efficient option to bring violent conflicts to an end; it can bring great dividends on a very modest financial investment. Peace and stability are vital for social development and wellbeing, and for the economic growth and international trade and investments that secure these social goods. By working in partnership with CMI, companies in the private sector can more effectively meet their global responsibilities.

CMI's work is well-aligned with UN Sustainable Development Goals: SDG 16 (Promote just, peaceful and inclusive societies, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) as well as SDG 5 (Achieve gender equality and empower all women and girls). CMI's programmatic objectives fully address SDG 16 and contribute to its realisation: promoting peaceful and inclusive societies. Conflict prevention and resolution directly contribute to the reduction of violence and related deaths (Target 16.1). Our work strongly supports efforts to ensure inclusive, participatory and representative decision-making (Target 16.7) and to develop effective, accountable and transparent institutions (Target 16.6.). This is achieved through, for instance, by enhancing the inclusivity and representativeness of peace processes and increasing the capacities of central actors. It also contributes to more democratically functioning political institutions and enabling an environment for civil society to function. Indirectly, but nonetheless significantly, CMI's programme supports the broader realisation of representative and inclusive institutions (Targets 16.7 and 16.6), promoting rule of law (Target 16.3) and reducing corruption (Targets 16.5). In the longer term, successful peace processes, again, are a prerequisite for several other targets of SDG 16.

### Human Rights

CMI's work is based on the broad consensus that human rights violations are both the consequences and causes of violent conflicts. In line with SDG 16, CMI seeks the reduction of inequalities through providing opportunities of political participation and influence for the variety of actors needed for sustainable peace, while also strengthening ownership and agency of local stakeholders. Hence, CMI can strengthen the voices from the civil society, marginalised groups, youth and women in national- or regional-level processes through building and supporting platforms, promoting dialogue or ensuring due capacities required for wider participation.

CMI's internal capacities on human rights-based work are consolidated through, for instance, training and recruitment. Human rights and inequalities are integrated into the context and conflict analysis conducted in CMI's projects. Similarly, results of CMI's work are assessed through a human rights lens at the wider programme-level, along with collecting lessons learnt on CMI's overall human rights based approach.

## **Women's Participation**

Enhancing women's meaningful participation and gender equality is a priority for CMI. This prioritization stems from the recognition that the integration of the Women in Peacemaking thematic across CMI's programme is an essential way to advance the organization's mission to prevent and resolve violent political conflict. Our work in this regard directly contributes to two SDG 5 targets: ending all forms of discrimination against women and girls everywhere (Target 5.1) and ensuring women's full and effective participation in decision-making in political, economic and public life (Target 5.5). Furthermore, women's participation in peace processes strengthens their position in societal and political systems and contributes to the prevention of discrimination in the longer term.

CMI supports women from diverse social and political backgrounds in conflict-affected countries to come together and build consensus on the issues that matter to them, and to advance these priorities in conflict resolution processes. Another way CMI advances inclusivity in conflict resolution is by promoting gender-sensitive mediation. CMI works with women mediator networks, which play a role in promoting inclusive conflict resolution practices and mobilising support to women in ongoing peace processes.

In 2018–2019, CMI conducted an internal Women in Peacemaking baseline study as part of efforts to advance this programmatic priority. The study provided a clearer picture of the status of the integration of the thematic in CMI's work, and related needs and ideas, along with a concrete action plan. The follow-up actions include, among other things, further capacity-building for staff on gender-sensitive conflict analysis.

## **Labour**

In the past two years, CMI has taken steps to enhance the wellbeing of employees. A biannual staff wellbeing survey was conducted in 2018. The overall result matched the internally set target while also indicating a need for development in the areas of recovery, work-life balance, as well as internal communications. As a tool to address these issues, CMI launched a staff wellbeing programme with Hints Performance, and an anonymous monthly staff satisfaction/stress level survey to ensure quick feedback to the leadership on staff wellbeing. The monthly results are shared with all staff and feedback reviewed regularly by management. In 2020, supervisor training has been conducted alongside other initiatives to further the development of processes and ways of working that support employee wellbeing.

Equal treatment has always been one of CMI's main principles. In 2018 and 2019, CMI conducted an internal equal treatment and sexual harassment survey to get feedback on these areas and to develop our guidelines and practices further. A workshop on sexual harassment was organised linked to the updating of the guidelines. Based on feedback from the staff on equal treatment, CMI launched a new performance review process to better ensure a structured, standardised and transparent assessment of roles and remuneration.

## **Anti-Corruption**

CMI promotes transparency, accountability and honest practices in all financial and administrative matters. CMI maintains a zero-tolerance approach towards all forms of corruption and abides by the anticorruption and ethical conduct practices and applicable laws in the countries in which we operate. All financial processes are electronic, and all costs are controlled. Anti-corruption is part of our integrated risk management system. Online training on anti-corruption is part of our induction programme for new staff members.

## Environment

The negative impact of climate change is experienced particularly strongly in the vulnerable societies where CMI engages in its work. While climate change does not intrinsically cause conflict, in regions which face or risk violent conflict, not only does climate change compound conflict dynamics when its effects interact with other roots causes of conflict, but it adds another layer to the difficulties of populations in the regions to prepare for or react to the impacts of the environmental changes. Lack of structured channels amid civil society actors or their links to the national or regional decision-making structures may similarly hinder agreeing on due adaptation or mitigation measures. Hence, conflict-prone or affected societies face particular challenges when it comes to agreeing and implementing such measures. The Covid-19 crisis adds another layer to the conflict dynamics and threatens to make conflict countries even more fragile.

In this regard, CMI's work has an important indirect positive effect by strengthening the resilience of conflict-prone or affected societies to adapt to changing climate conditions. CMI's main avenue of supporting the conflict-prone or affected societies is through its expertise on informal dialogue and mediation. Hence, while not targeting climate change directly, CMI's work has a valuable indirect effect in helping to build the stable basis which enables forward-looking climate change mitigation.

As an example of actions related to environment, in 2019, CMI continued strengthening its internal staff capacities on climate resilience through organising two programmatic and one operational discussion on the links between climate change and conflict, and CMI's commitment to mitigating its emissions. CMI's Ahtisaari Days<sup>1</sup> global education material package for teachers focused in 2019 on climate change and conflicts, feeding into improved awareness on the current topic and providing tools for education purposes – these efforts were also consolidated through a social media campaign on the theme.

Face to face meetings are key for trust building in peace mediation and dialogue. Prior to the Covid-19 pandemic, CMI was already using online tools and used to virtual communication with our staff, partners, stakeholders and peers, but Covid-19 has been a trigger towards exploring new and broader ways of working by utilising virtual working formats and tools. The future of mediation is likely to involve the increasing integration of technology to support inclusivity and intensity of processes through improved connectivity. In particular, multi-track peace processes are likely to increasingly operate in a 'blended reality' where online and offline elements are systematically deployed. Based on our track record, and Finland's role as a global hub for mediation, CMI seeks to be a pioneer in this effort through integrating technology to enhance the efficiency of peace processes.

In 2019, CMI made a public commitment as part of a Finnish initiative called Society's Commitment to Sustainable Development<sup>2</sup>, which contributes to the implementation of the UN 2030 Agenda for Sustainable Development. CMI continues to work towards minimizing its energy and paper consumption and choosing certified environment-friendly, fair trade or otherwise ethically produced products and services. Moreover, CMI's active promotion of the efficient use of remote working practices and video conferences, reduces the need to travel.

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<sup>1</sup> The Ahtisaari Days are held throughout Finland every year, with the aim of bringing conflict resolution to every school. CMI invites teachers and students to take practical steps to promote peace. The materials are suitable for use with many different subjects at middle-school (junior high) and high school level. <http://ahtisaari.paiva.fi/en/#making-peace>

<sup>2</sup> <https://sitoumus2050.fi/en/selaa-sitoumuksia#//details/281686>

## Part III. Measurement of Outcomes

Below are listed some measurable outcomes of our actions:

### **Women's Participation**

Since 2018, a Gender Marker tool has been a part of CMI's Planning, Monitoring & Evaluation toolkit – a tool designed as a part of the conducted Women in Peacemaking baseline study. The Gender Marker exercise seeks to prompt deliberate reflection on gender in CMI's projects on four key dimensions: conflict analysis, results and objectives, activities, and monitoring and evaluation.

During 2018–2019, there has been steady progress in the integration of gender considerations across CMI's programme. This is reflected in the Gender Marker tool scores, CMI's participant data as well as project reporting. Overall, for instance, the average number of women participants in CMI's activities in 2019 was 41% – an increase of 2% from 2018.

### **Labour**

As a response to the 2018 biannual staff wellbeing survey, an anonymous monthly staff satisfaction/stress level survey has been conducted since 2019 to ensure quick feedback to the leadership on staff wellbeing. The quantitative monthly results are shared with all staff and feedback reviewed regularly by management. As per the surveys, both job satisfaction and stress levels have been steady without big variation. The management is prepared to take action if there were signs of negative trends.

### **Anti-Corruption**

Anti-corruption is part of our integrated risk management system. All risks are considered through various criteria, including probability, severity, and economic impact assessments per each project three times a year. Based on the findings from the Overall Programme Risk Report, the overall corruption risk level is assessed as low even though CMI works in many contexts where standards and practices vary.

CMI's projects are regularly audited according to donors' requirements. Other organisations continue to benchmark practices and policies of CMI, due to the good remarks CMI has received from many different audits.

### **Environment**

For the past decade CMI has developed and deployed concrete tools for the needs of practical peace mediation and applied and tested their functionality in selected CMI projects. In the face of the COVID-19 pandemic CMI has made notable steps in mainstreaming digital tools and platforms replacing face-to-face meetings that would require travel. While the adoption of these new ways of working cannot replace the need for travel in many cases, CMI is still determined to develop these alternative approaches further in the future.

CMI has taken steps towards reducing the relative carbon footprint of flights. For example, direct flight connections that reduce the number of polluting stopovers are favored, as well as airlines operating low-emission aircraft, when possible. Data on CMI's flight volumes is gathered and we are working towards the compensation of the emissions resulting from flying.

CMI has also managed to increase the sustainability of its day-to-day procurement and office practices. As practical examples, traditional newspaper and magazine subscriptions have been changed to electronic versions and coffee, tea and related supplies are purchased underlining sustainable values. The same values and principles are considered in IT equipment purchases, as for example the mouse mats CMI is using are made from recycled bottles. As the most recent action, we tendered our cleaning service provider, and one key deciding factor was their environment-friendly policy. Serving vegetarian or otherwise climate-friendly food is the preferred option at events or meetings organized in the headquarters.

Outcomes of CMI's actions focusing on environment link to the public commitment made by CMI in 2019 as a part of the Finnish initiative, Society's Commitment to Sustainable Development.