

# Analysis of Training Needs for Peacebuilding and Conflicttransformation in Germany

## ARCA - Country Report Germany

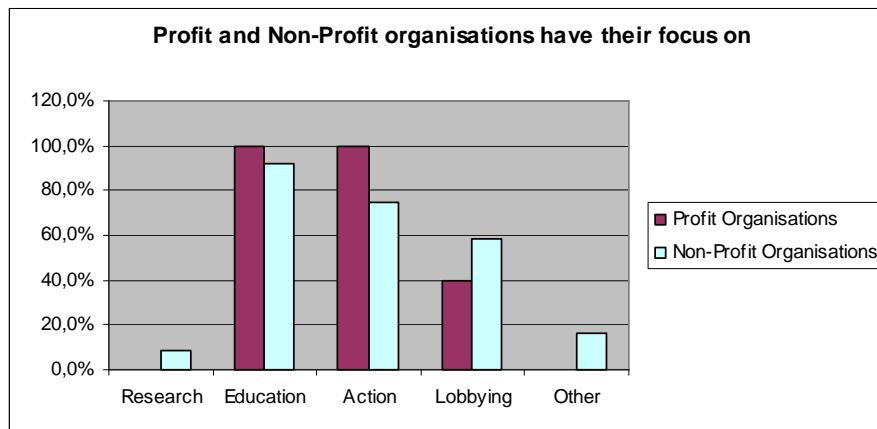
### The Respondents

From 78 questionnaires sent out, 27 organisations responded. Most of them (19) checked to be an NGO, while the other 8 respondents did not made a choice between NGO or GO. They answered to be profit- (5), welfare (2) or non-profit (1) organisations, so no governmental organisations are included in the survey.

As it was possible to choose several options additionally 10 organisations considered themselves to be welfare-organisations, 5 profit and 12 non-profit organisations and 1 academic organisation.

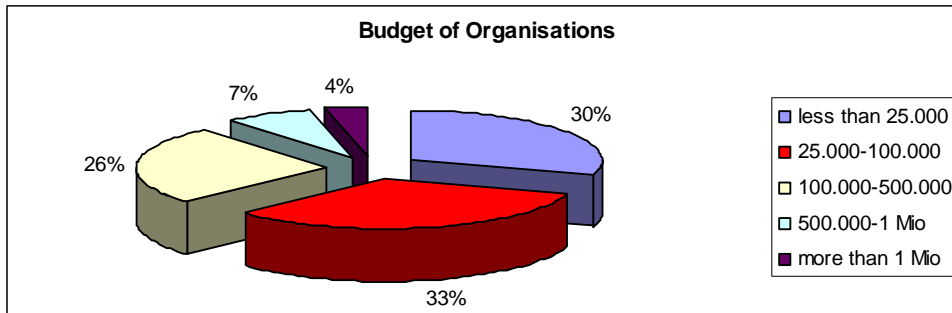
Only 3 organisations described themselves as internationally orientated, while another 4 considered themselves to be national. The other 20 organisations (74%) should be considered local or federal state level organisations This is no surprise as the German educational system is federal. Most finances, rules etc. are linked to the federal state.

About 90% of all respondents had their focus on Education, a considerable amount was also doing “Action” (meditating, negotiating etc.) and Lobbying/Advocacy (63% and 58%), while only one organisation was focusing on Research. It should be noted that all (5=100%) profit organisations were active both in education and action and still 40% doing lobbying.<sup>1</sup> Non-Profit Organisations might need for their activities more the public and political support.



Most respondents must be considered very small (30%: budget up to 25.000 €) or small (33%: 25.-100.000 €) organisations. Another 26% had a yearly budget of 100-500.000, while only 3 respondents answered to have a higher budget (7% 500.000 – 1 million, 4% higher than 1 million) Only one profit organisation (20%) had a budget of 100-500.000, the other being either small (40%) or very small (40%), allowing the assumption that it is still hard to make profits with conflict transformation services.

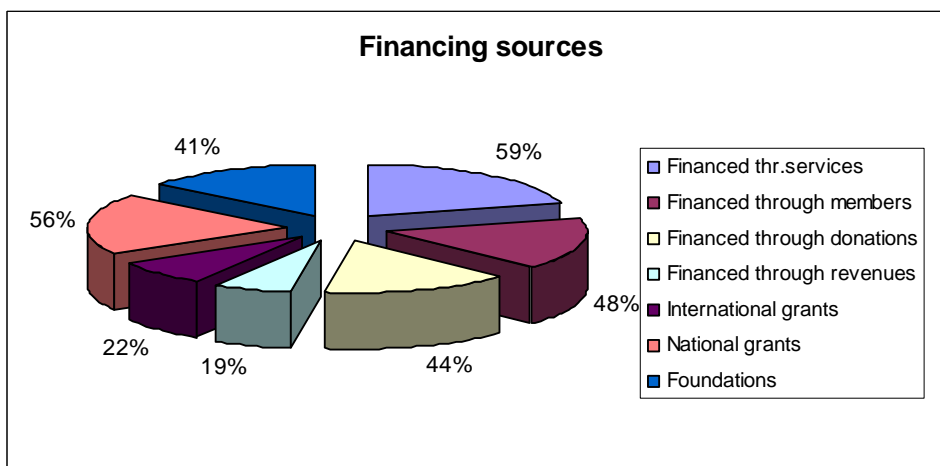
<sup>1</sup>The unexpected high rating of profit organisations for lobbying, especially since only one of the profit respondents may be considered big (budget over 100.000) may be due to the historic development of conflict-training organisations in Germany, since many of them have their roots in political movements.



Taken into account that no government organisations answered, these results indicate that the survey may likely include a representative sample of German educational NGOs.

All but three profit organisations base their finances on a mix of various sources. Therefore we may assume that no single source is sufficient to finance “typical” conflict (training) organisations in Germany. Unfortunately we did not ask the respondents to weigh the importance of the different sources therefore it is hard to estimate what kind of mix is really representative, but the results give a good indication on the availability of sources for conflict- and peacebuilding organisations.

Financing sources	Nr.
Financed through services	16
National grants	15
Financed through members	13
Financed through donations	12
Foundations	11
International grants	6
corporate revenues	5



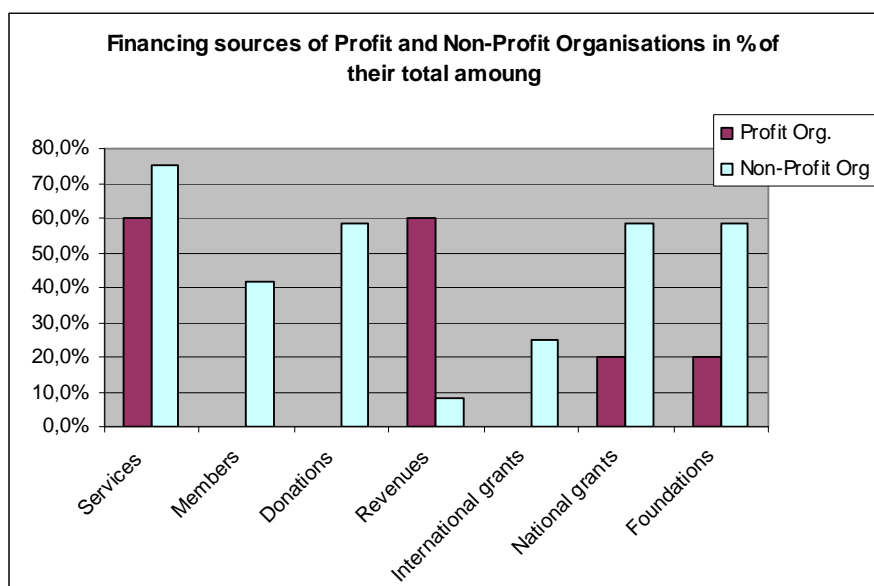
For example: The high results for Services (59%) may be interpreted as a readiness of participants to pay for educational programs, but we do not know whether the service fees are sufficient to finance the course etc. This seems unlikely, if we take a more detailed look to the differences between Profit and Non-Profit organisations (see graphic on the next page). Only 60% of all profit organisations rely on service fees, as opposed to 75% of the non-profit organisations.<sup>2</sup> National grants are, also for smaller organisations, “easy” to receive. Due to the federal system, which rules out major financing of educational activities of the German government, many of these grants are given on local or federal level. A high number of organisations is financed by Membership fees (48%), donations (44%) or foundations (41%), indicating that the field is still very much relying on the support of the

<sup>2</sup> Not all organisations answered to be either profit, or non-profit organisations therefore the percentages do not fit.

population, while neither government funding and service fees seem to be sufficient enough to finance most of the organisations.

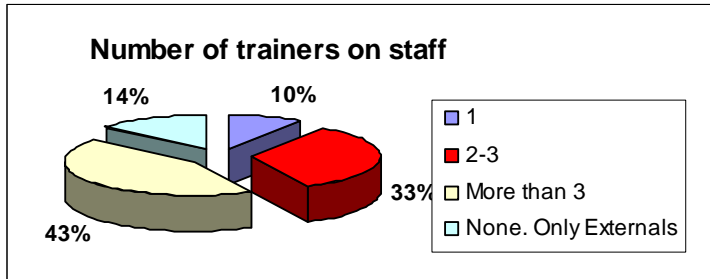
It should be noted that corporate revenues (incomes besides services) are of very small importance to the field (19%). If the profit organisations are taken out, only 9% of the respondents have access to corporate revenues.

Profit organisations are relying almost only on service fees and corporate revenues, with only one of the respondents being able to raise money from a national grant or a foundation. Non-Profit organisations have a much more equally mix of financing sources.



The sample showed some significant correlations between the size of the organisation and its source of income. The smaller organisations rely most heavily on service fees, while these are of less importance to the big and very big organisations. On the other hand government finances as international grants and even national grants are of little importance to smaller organisations. Or most likely they are better available for big organisations which seem to be more credible in the opinion the financiers.

Source of income	Size budget (€)		
	0-25.000	25. -100.000	Over 100.000
<b>Services</b>	100,0%	77,8%	10,0%
<b>National grants</b>	37,5%	22,2%	80,0%
<b>Members</b>	37,5%	44,4%	60,0%
<b>Donations</b>	50,0%	44,4%	40,0%
<b>Foundations</b>	37,5%	33,3%	60,0%
<b>International grants</b>	12,5%	0,0%	50,0%
<b>Revenues</b>	25,0%	11,1%	20,0%



Number of Trainers		% (N: 21)
None. Only Externals	3	14%
1	2	10%
2-3	7	33%
More than 3	9	43%
no selection	6	
Total (N)	27	

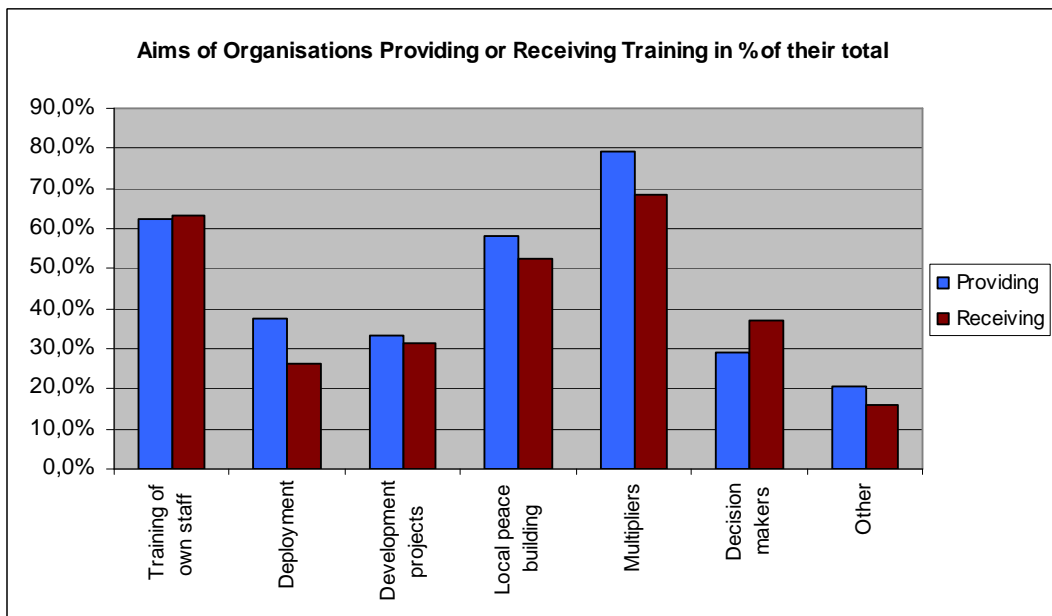
We also wanted to know how many trainers are in the staff of the training organisations. Most of them (43%) have even more than three trainers staffed, while only three organisations (14%) are working only with external trainers. Taken the small size of the organisations we should assume therefore a relevant influence of the trainers on the organisations, which should positively influence the quality of the training programs.

On the other side the importance of trainers implies that most organisations (52%) have no assisting staff in their organisations at all, and only one organisation has four to six assisting staff.

Number of Assistance	(N:27)	
No assistance	14	52%
1-3	12	44%
4-6	1	4%

## Profile of training programs

We asked the organisations whether they provide trainings and/or whether they participate in trainings of other organisations (receive trainings). Non surprisingly all respondents are either doing one or the other, a considerable amount being active in both directions. Surprisingly the profiles of provided and received trainings do not differ significantly, only the percentages of the latter are sometimes slightly lower.



Most training programmes orientate at multipliers (provided 79% / received 68%), followed by own staff (63%/63%), local peace building (58%/53%), Deployment for Interventions (38%/26%), Development Projects (33%/31%) and Decision makers (29%/37%). “Others” include trainings for youth, other project partners or social workers.

<b>Aims of the Organisations Providing and Receiving Training</b>	Providing % of total	Receiving % of total
Multipliers	79,2%	68,4%
Training of own staff	62,5%	63,2%
Local peace building	58,3%	52,6%
Deployment for Interventions	37,5%	26,3%
Development projects	33,3%	31,6%
Decision makers	29,2%	36,8%
Other	20,8%	15,8%

These rates do not correlate significantly to the types of organisations with the exception of training for decision makers. These are a clear domain of the profit organisations with 60% of all profit organisations offering training for decision makers as opposed to only 27% of all NGOs and even 9% of the non-profit organisations.

The most important topics for training programmes are Mediation/Facilitation, Peace Building, Intercultural Communication, Team Cooperation, Training for Trainers and Conflict Analysis, while topics like Interreligious Dialogue, Safety and Security, Human Rights, Rehabilitation, Community Development, Sustainability, Press and Public and Election Observation are of lesser interest. Besides some topics being more global and therefore more likely to be chosen as opposed to specialised topics like election observation, it is also noteworthy that global topics who are not specifically related to conflict-transformation like “Human Rights” or “Sustainability” are unlikely to be chosen neither to be provided nor to be received. Conflict organisations seem to concentrate on conflict-topics and neither offer broader topics, nor are they interested to be trained in other topics. One explanation for this may be the concentration on training for trainers, multipliers and own staff, who need to know the core competencies of the organisation.

<b>Topics of training of the Organisations Providing and Receiving Training</b>	Providing % of total	Receiving % of total
Mediation, Facilitation	83,3%	73,7%
Peace Building	70,8%	57,9%
Intercultural Communication	70,8%	63,2%
Team Cooperation	70,8%	63,2%
Training for Trainers	66,7%	57,9%
Conflict Analysis	62,5%	52,6%
Personal Power	62,5%	47,4%
Nonviolent Actions	58,3%	47,4%
Crisis Prevention	54,2%	47,4%
Reconciliation	50,0%	52,6%
Political Participation	37,5%	31,6%
Project Management	33,3%	26,3%
Regional conflicts	29,2%	26,3%
Gender Aspects	29,2%	15,8%
Stress Management	29,2%	26,3%
Conflict Mapping	25,0%	10,5%
Other	25,0%	31,6%
Interreligious Dialogue	20,8%	10,5%
Safety and Security	16,7%	15,8%
Human Rights	16,7%	15,8%
Rehabilitation	16,7%	15,8%
Community Development	16,7%	15,8%
Sustainability	16,7%	10,5%
Press and Public	16,7%	5,3%
Election Observation	8,3%	5,3%

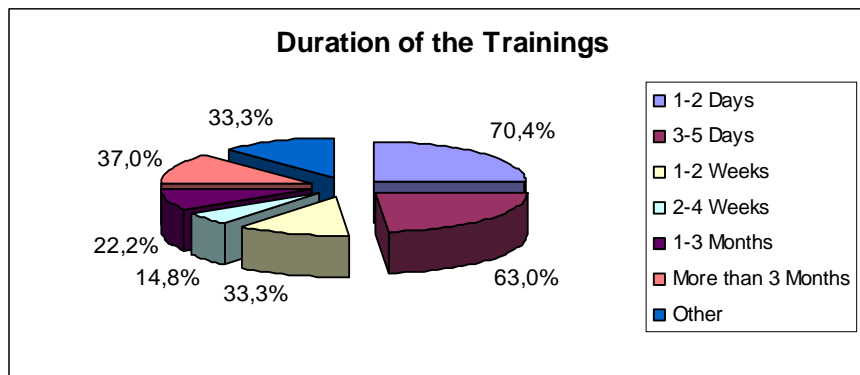
The very low rating for Presswork and Public Relation may be an explanation for the low profile of peace- and conflict-transformation organisations in the public media. Donors and NGOs should consider to increase their efforts in this field to valorise conflict-transformation projects more efficiently in the future.

One organisations gave here a very clear suggestion for improvement of the quality: “*To imply the media, especially the daily press and the television*”

The organisations use a great variety of methods for their trainings. Only the use of simulations (31%) and E-learning (4%) is limited to a smaller number of organisations. The number of answers is too little to find significant correlations between the used methods and the topics of trainings. But for example looking to all topics the rate of Team Work is always very even with the rate of Lecture and Presentation. It seems as if the topic of trainings doesn't have significant influence on the used methods, which may imply that trainers mainly use the methods they know regardless of the topic or vice versa that they only provide trainings for topics which fit their methodology. This would support the assumption that the organisations in the field are specialised and concentrate only on their specialisation.

Methods	
Group/Team Work	100%
Lecture/Presentation	96%
Role Play	92%
Exercise based	88%
Group Outputs	85%
Case Studies	65%
Best Practices	58%
Simulations	31%
E-learning	4%

Most trainings are organised off-site (20 organisations) with the participants housed together (15 organisations). Only three organisations (13%) provide trainings where participants are not living together. As 70% of the organisations offer trainings of just 1-2 days (see below), the very low number of non-housed seminars may indicate that the group-dynamics within the participants is seen as an important resource to conflict-transformation trainings. This might also be an explanation why e-learning plays virtually no role as a training method.



Most organisations offer short (3-5 days: 63%) and very short (1-2 days 70%) trainings, Trainings of one to four weeks are especially rare, while a relevant number of organisations offer courses for one to three months (22%) or even longer (37%). It should be noted that these training courses are mainly offered by small organisations (budget 25-100.000 €). All of these organisations offer such courses with a duration of one or more months, as do more than 50% of the very small organisations, while only two organisations (27%) with a budget of 100-500.000 € and none (0%) of the bigger organisations offer such courses. Taken into account that also 60% of the profit organisations offer such courses, we may assume that long training courses are a niche for smaller and specialised organisations. If such courses fail to take place these organisations may run into deep trouble due to their small size and narrow specialisation.

Non surprisingly organisations which aim at decision makers offer mainly short trainings, while organisations which aim at deployment or development work offer many longtime courses.

The role of Alumni networks are of little importance to the respondents. Only 7% answered to be a member in such and only 26% of all organisations provided an alumni-network for their participants.

Judging from the lists of materials provided by the respondents, we may conclude that almost every training organisations has developed own materials for their workshops and trainings and are developing new materials to fit the interests of new groups and topics.

Many of them have also published their materials.

One organisations gave a concrete suggestions to materials: *“It would be helpful if the Nonviolent Communication (whereas the attitude not only the method alone is deciding) based on Marshall Rosenberg would be an essential part of the training on the mentioned field”*

Other materials mentioded are: von Rosenberg, Lederach, Glasl, Besemer, Quan, Working with Conflict / RTC, material of the FBF ( Fränkisches Bildungswerks für Frieden), the KURVE WUSTROW and the LE CUN du Larzac - Millau - Demokratie lernen - Zivilcourage zeigen!

At the end of the report is added a longer list provided by a respondent\*

## Quality of training programs

The overwhelming majority of organisations who provide (82%) and who receive (75%) trainings consider the quality of trainings in conflict transformation as being good or even excellent, while no one (0%/0%) considers them to be of poor quality. This good result fits with the high representation of qualified trainers in the staff of the organisations and the high number of publications and importance of own development of material and methods mentioned above.



Quality by Organisations Providing and Receiving in % of their total		
	Providing	Receiving
Excellent	11%	17%
Good	71%	59%
Satisfactory	18%	25%
Poor	0%	0%

	Providing (N:16)	Receiving (N:13)
Soft skills	94%	92%
Behavioral skills	94%	92%
Prof. competencies	63%	62%

The ongoing quarrel which kind of skills are more important for the deployment or recruitment for peacebuilding personell was not answered by the study. Most respondents answered that social skills AND behavioral skills AND professional competencies are all important. Alone professional

competencies, described as “i.e. knowledge about conflict transformation” was less supported by one third of the respondents.

Some additional suggestions for other skills were given by the respondents:

- *“More character formation and long-term supervision”*
- *“The education would be qualitatively enriched if we would concentrate more on the character formation”*
- *“People who work on the field of peaceful conflict management should support each other a lot more and stay in empathic contact. The possibility of Nonviolent Communication could be promoted even more. In the schoolings and advanced trainings we should rather focus how people can deal with private inner conflicts. This would have an broad effect on the projects and the field of activity.”*

The majority of the respondents (56%) are also satisfied with the balance of theory and practise in the trainings, while a relevant number of organisations, all providing and receiving trainings, pledges for more practical input (39%). Only one respondent (6%) argued that more theory would be needed.

In the space for additional suggestions how to improve the quality of the trainings some comments has been given to this topic:

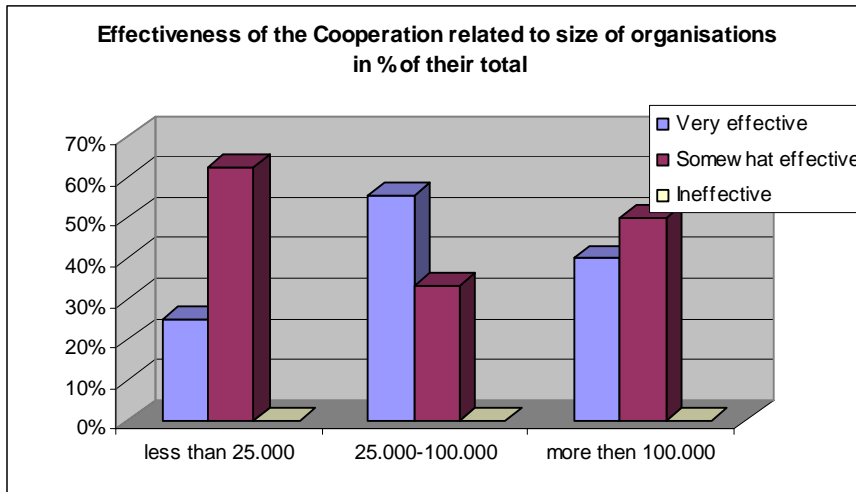
- *“More opportunities for safe early practice in forms of apprenticeships/ internships etc”*
- *“More training on details of the practical implementation, on the other hand on the strategy development concerning the efficiency (see results of Reflecting on peace-practices projekt / Cambridge, New York State)”*
- *Generally we should consider more often the analysis of concrete practice experiences. A stronger focus on the practice.*

## Cooperation of organisations

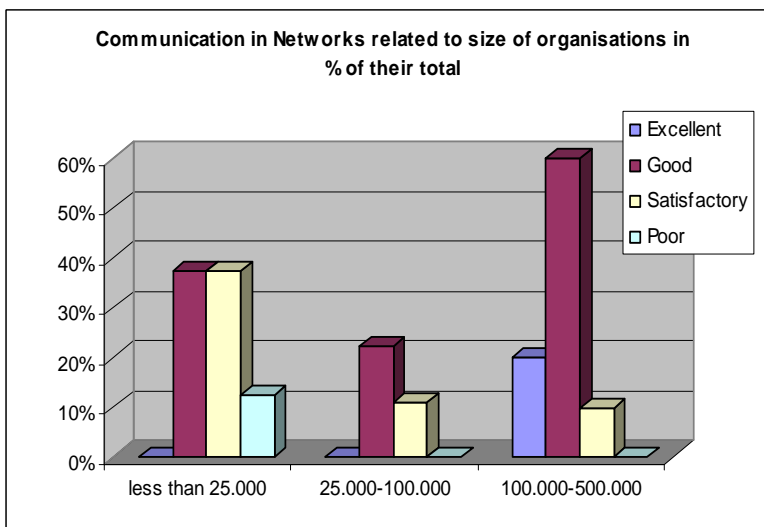
A total of 17 organisations (63%) said that they had frequently cooperated with other partner-organisations in 2005, while 7 organisations (26%) said they have had infrequent cooperations (no selection: 3 organisations/11%). The quality of the cooperation was considered as very effective by 11 organisations and still somehow effective by 13 organisations, while no one answered that the cooperation had been ineffective.

The role of cooperation and the satisfaction with the cooperation seems to depend on the size of the organisation. Very small organisations seem not to be very enthusiastic about cooperations, while the small organisations are most satisfied with their cooperations.

Effectiveness of the Cooperation related to size of organisations in % of their total			
	Very effective	Somewhat effective	In-effective
less than 25.000 €	25%	63%	0%
25.000-100.000 €	56%	33%	0%
More than 100.000	40%	50%	0%



19 Organisations (70%) are part in an international or national network of organisations of their own kind. Once more size seems to be the strongest indicator. While 90% of the bigger organisations with a budget of 100.000 € or more and 89% of the very small organisations are part of a network, this is true only for one third (33%) of the small organisations with a budget between 25 and 100 thousand Euros.



It should be noted that not every network seems to work to the satisfaction of its members. Only 11% of the network members consider the communication in their networks as excellent, 58% as good, 26% as satisfactory and 5% as poor. As seen in the table and graphic once more the small and very small organisations are less likely to be satisfied with their networks. Of the very small organisations

	Excellent	Good	Satisfactory	Poor
less than 25.000	0%	38%	38%	13%
25.000-100.000	0%	22%	11%	0%
More than 100.000	20%	60%	10%	0%

even a majority (51%) judges the communication in their networks as just satisfactory or poor (38% good), while 80% of the bigger organisations considers it to be good or excellent.

We assume that the smaller organisations are member in other networks than the bigger organisations. The smaller ones might have more local or regional networks and the tasks and offers of the networks are different. For example regional networks make lobby work towards local authorities and big national networks more on national governmental level. The survey shows also in the comparison with aims of the training with the satisfaction of the networks

that training organisations focussing on local level are not so satisfied (56% excellent or good, whereas 68% by trainings for own staff and for decisionsmaker). The bigger organisations are more likely to invest sufficient resources (womanpower, travelcosts etc.) in their networks and the networks might be more important to realise their work (for example international projects).

It is an open question whether the small organisations with budget 25.000-100.000 can fulfill their tasks better in direct cooperation with partners than in networks– they rate the effectiveness of cooperation better than the others – or the existing networks cannot meet with the needs of these organisations.

## Evaluation

No organisation (0%) answered that they would not evaluate their trainings. 18 organisations answered that they would evaluate. Seven (29%) of the organisations who provide trainings did not answer the question and we may assume that evaluation is of lesser importance to them. All responding organisations said that they use questionnaires to evaluate their seminars. Another 50% uses interviews, 11% performance indicators and still 22% stated that they also used “other” more systematic evaluation and monitoring methods.

\* see forthcoming article on training approaches and resources in the Berghof Handbook for Conflict Transformation by Beatrix Schmelzle ([www.berghof-handbook.net](http://www.berghof-handbook.net)); includes reference section of workbooks and manuals, among others: Besser, Ralf 2004. Transfer. Damit Seminare Früchte tragen. Strategien, Übungen und Methoden, die eine konkrete Umsetzung in die Praxis sichern. 3rd, revised Edition. Weinheim: Beltz. Centar za nenasilnu akciju (CNA) / Nenad Vukosavljevic 2000. Nenasilje? Prirucnik za treninge iz nenasilne razrade konflikata – za rad sa odraslima. Sarajevo: CNA. Available for download at [http://www.nenasilie.org/can\\_e.htm](http://www.nenasilie.org/can_e.htm) in Bosnian, Croatian, Serbian, Albanian, Macedonian. Faller, Kurt, Wilfried Krentke and Maria Wackmann 1996. Konflikte selber Lösen. Ein Trainingshandbuch für Mediation und Konfliktmanagement in Schule und Jugendarbeit. Mühlheim: Verlag an der Ruhr. Federal Department of Foreign Affairs DFA - Swiss Expert Pool for Civilian Peacebuilding 2005. Resource Handbook. Glasl, Friedrich 1999. Confronting Conflict. A first-aid kit for handling conflict. Hawthorne Press (UK). Glasl, Friedrich 2004. Konfliktmanagement: Ein Handbuch für Führungskräfte, Beraterinnen und Berater. (Revised edition.) Bern: Freies Geistleben. Hope, Anne and Sally Timmel 1984. Training for Transformation – a Handbook for community workers. Gweru (Zimbabwe): Mambo Press. Available in French and Spanish. International Alert (consultant editor Ian Doucet) 1996. Resource Pack for Conflict Transformation. London: International Alert. Available in English and French. Kaner, Sam et al. 1996. Facilitator’s Guide to Participatory Decision-Making. Gabriola Island (Canada): New Society Publishers. Kraybill, Ronald 2001. Peace Skills. Manual for Community Mediators. San Francisco: Jossey-Bass. Rees, Fran 1998. The Facilitator Excellence Handbook. Helping People work creatively and productively together. San Francisco: Jossey-Bass/Pfeiffer. Responding to Conflict 2000. Working with Conflict. Skills and Strategies for Action. London: Zed Books. Stone, Douglas, Bruce Patton and Sheila Heen 1999. Difficult Conversations. How to Discuss what matters most. New York: Viking Penguin. Verein für Friedenspädagogik, Tübingen e.V. Literature and various manuals available for download at [www.friedenspaedagogik.de/service/literatur/lit\\_kon/in\\_kon.htm](http://www.friedenspaedagogik.de/service/literatur/lit_kon/in_kon.htm) and [www.friedenspaedagogik.de/service/literatur/in\\_lit.htm](http://www.friedenspaedagogik.de/service/literatur/in_lit.htm).