

skills  abroad

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Akademie
für Internationale
Zusammenarbeit (AIZ)

„CONFLICT, FRAGILITY, VIOLENCE“

Country Analyses
of the Academy for International Cooperation

prepare – connect – support

TRAINING-
MATERIALS

As a federal enterprise, GIZ supports the German government in achieving its goals in international cooperation for sustainable development.

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Foreword

More than half of the partner countries of the German international cooperation are affected by conflict, fragility and violence (CFV) - and this number has been constantly on the rise. More than 70% of the participants at the Academy for International Cooperation (AIZ) are sent to fragile states with an increased or acute potential for escalation. International cooperation in fragile countries is thus increasingly becoming the norm for many expatriates. The BMZ has reacted to this development in that AIZ trainings are increasingly focused on the issues of conflict, fragility, and violence.

The special emphasis on CFV in the country analyses of the Skills4Abroad program is not only evident in the special emphasis on the topic of the KFG in the country analyses of the preparation abroad is not only evident by the specific enquiry about the topic in the evaluations by the participants, but also by the increased support for the country analysis trainers in this regard by the AIZ. The CFV Toolbox presented here represents a valuable tool that enables trainers to work on and reflect various international contexts together with the participants.

The following tools are intended to raise awareness regarding conflict prevention among those working in the field of German international cooperation and to support them in their work with partners on the ground by incorporating peacebuilding approaches in line with the BMZ's Development for Peace and Security Strategy. In this way, AIZ is not only responding to the BMZ's requirements, but also to the frequently expressed wishes and needs of the sending organisations.

This is in line with the Sustainable Development Goals - SDGs, the goals of the 2030 Agenda:

depending on the context of work, each SDG is relevant here, but primarily SDG 1, no poverty; SDG 10, less inequality; SDG 16, peace, justice and strong institutions; and SDG 17, partnerships to achieve the goals.

In 2023, we have thoroughly revised the toolbox that has been widely used since 2016, by also taking into account numerous feedbacks from the trainers. Among other things, tools were combined, text passages were made more concise and a clearer layout was applied. In addition, the application possibilities for digital trainings were expanded.



None of the tools are mandatory. However, we would appreciate it if these established tools would also be used in the future. Please choose the tools that you think are appropriate for your country and the given situation. You are free to decide when and how to apply these tools. The tools are by no means to be used rigidly, but can be flexibly modified and supplemented according to your needs. The same applies to the information materials used, some of which we can supply from the AIZ (PöK, EIU reports, BTI reports, Munzinger archive - country reports), but which you can also complement with your own material. To see at which point in the trainer's guide course concept you could potentially apply these tools please refer to the end of this document. There you will also find resources for delving deeper into these topics.

We wish you a lot of fun and good luck with the successful application of the following tools in your country analysis.

Your Country Analysis Team

Tool 1 Destabilising vs. Stabilising Factors



In Brief

The exercise establishes a basis for accessing the topic of "conflict, fragility, violence" in the respective country of assignment.

Objective/Purpose

The objective and purpose of the exercise is to provide an initial access to country information in the field of "conflict, fragility, violence". The acquired information often forms the basis for German projects in the context of international cooperation.



Time

Approx. 30 min processing time (e.g. self-study time) + 45 min joint elaboration/ reflection.



Material (for non-digital use)

- Text printout and highlighter
- Flipchart if necessary
- Information on how to work with this toolbox can be obtained from various sources. The following recommendations can be obtained from the MIA or downloaded from the GIZ internal network:
 - [Political Economy Brief Analyses](#) (PöK) of the BMZ/GIGA (for internal use only, no dissemination!)
 - [Country reports of the Bertelsmann Foundation](#)
 - [Munzinger reports](#)
 - [Economist Intelligent Unit](#)
 - Other quality-checked sources of information (see list of sources on p. 25 for possible information material).



Steps

1. Depending on your field of work or your interests, please select at least 3 main topics from the table below and carefully read the information in the material provided to you. Mark the elements that you **consider as stabilising for the country, e.g. green**, and the **destabilising elements red** in the text.
2. Write 2-3 keywords per selected topic in the corresponding boxes of the following table or alternatively work on a flipchart or with pinboard cards.
3. Discuss and complete your table entries in the group:
 - Which key topics are particularly relevant to your field of work? How do these relate to each other?
 - Which aspects need to be addressed in addition to these?
4. Place or hang your results clearly visible on the table or on the wall in order to use them as a guide when working on the following tools.

**Benefits**

The benefits lie in having collaboratively designed an **overview** of project-relevant aspects of "conflict, fragility, and violence" for your country of assignment. You can use this visualisation throughout the course of the training and **refer back** to certain aspects in subsequent discussions.

Useful links

See list of references (p. 25)

Please note: the following links can be obtained via the MIA or accessed via the GIZ-

[Political Economy Brief Analyses](#) [de.]

[Country reports of the Bertelsmann Foundation](#)

[Munzinger reports](#) [de.]

[Economist Intelligent Unit](#)

Stabilising Factors (2-3 keywords per topic)	Main topic (choose min. 3)	Destabilising Factors (2-3 keywords per topic)
	Poverty/sustainability	
	Human rights	
	Democracy/rule of law	
	Capacity/transparency	
	Community of states	
	Forces of reform/blockage	

	Power/resources	
	Legitimacy/functionality	
	Escalation/conflict	
	Armed groups/victims of violence	
	Causes/dynamics of violence	
	Civil conflict transformation	
	Peacebuilding/security needs	

Tool 2 Stakeholder Map & Onion Model of Interests



In Brief

This exercise is designed to identify and visually represent **relevant stakeholders** involved in a conflict, their mutual relationships within the country of your assignments, as well as their (shared) **interests**. The selection of actors can be refined depending on the thematic field (e.g. labour sector).

Objective/Purpose

The aim and purpose of the exercise is to gain a better understanding of the conflict structure in your country of assignment, to better understand different interests and needs, and to gain a deeper understanding of the position of your own organisation in this overall framework. This will give you a better insight into different cooperation partners in your working context and help you identify potential mutual links that could help promote a peaceful reconciliation of interests or joint cooperation.



Time

Approx. 1,5 - 2hrs. working time.



Material (for non-digital use)

- Results from Tool 1
- Pin board/ flipchart/ poster
- Thick markers



Steps

1. Select a conflict topic from the table in Tool 1 and determine the time/space of the conflict you want to look at. Write both on a rectangular card that you place in the middle of your whiteboard; draw a zigzag line on this card.
2. Now identify which actors are the main drivers of conflict and write their names on round cards, which can be of different sizes depending on the actor's power resources.
3. Draw three circles around each of the round cards; these symbolise the interests of the respective actor (= onion of interests). You can write down **needs** in the inner circle, **interests** in the middle circle and **positions** in the outer circle. Pin these cards to the end of the zigzag line.
4. Identify other important actors whose names you write on round cards, add the "onion of interests", and place them on the pin board according to their relationship to the main conflict actors.
5. Connect each of the new cards with a suitable line corresponding to their relationship (see legend) with already placed actors.

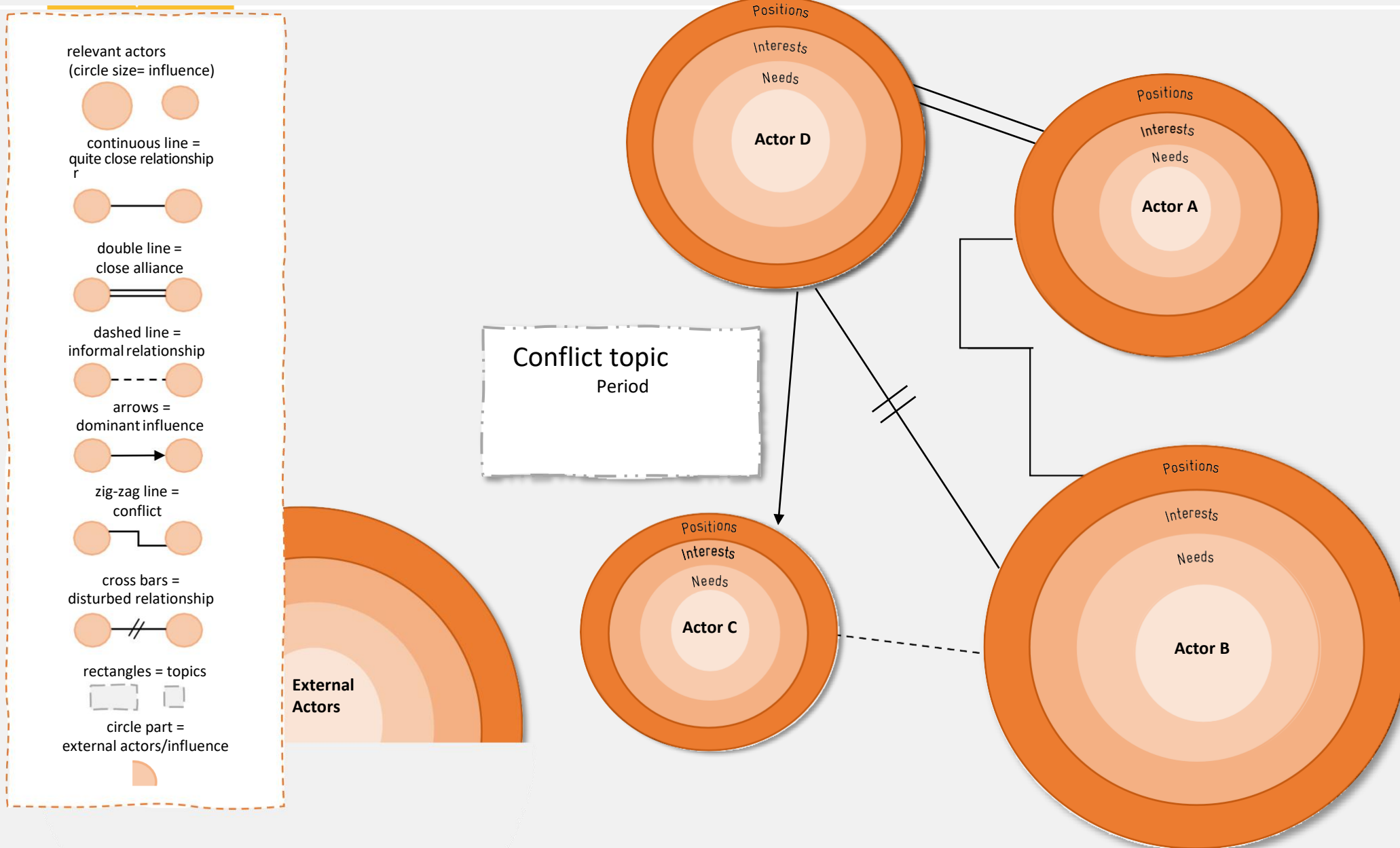
6. Complete the map of stakeholders in this way and underline with a **green pencil** those actors who could act as peace brokers. Finally, please place your own organisation in the structure.
7. Reflect in your group: Does your map show the main lines of conflict? Is there anything that needs to be added (see legend)? Has the map become too complex and should something be removed? If necessary, replace your cards and hang the finished map on the wall so that it is clearly visible.

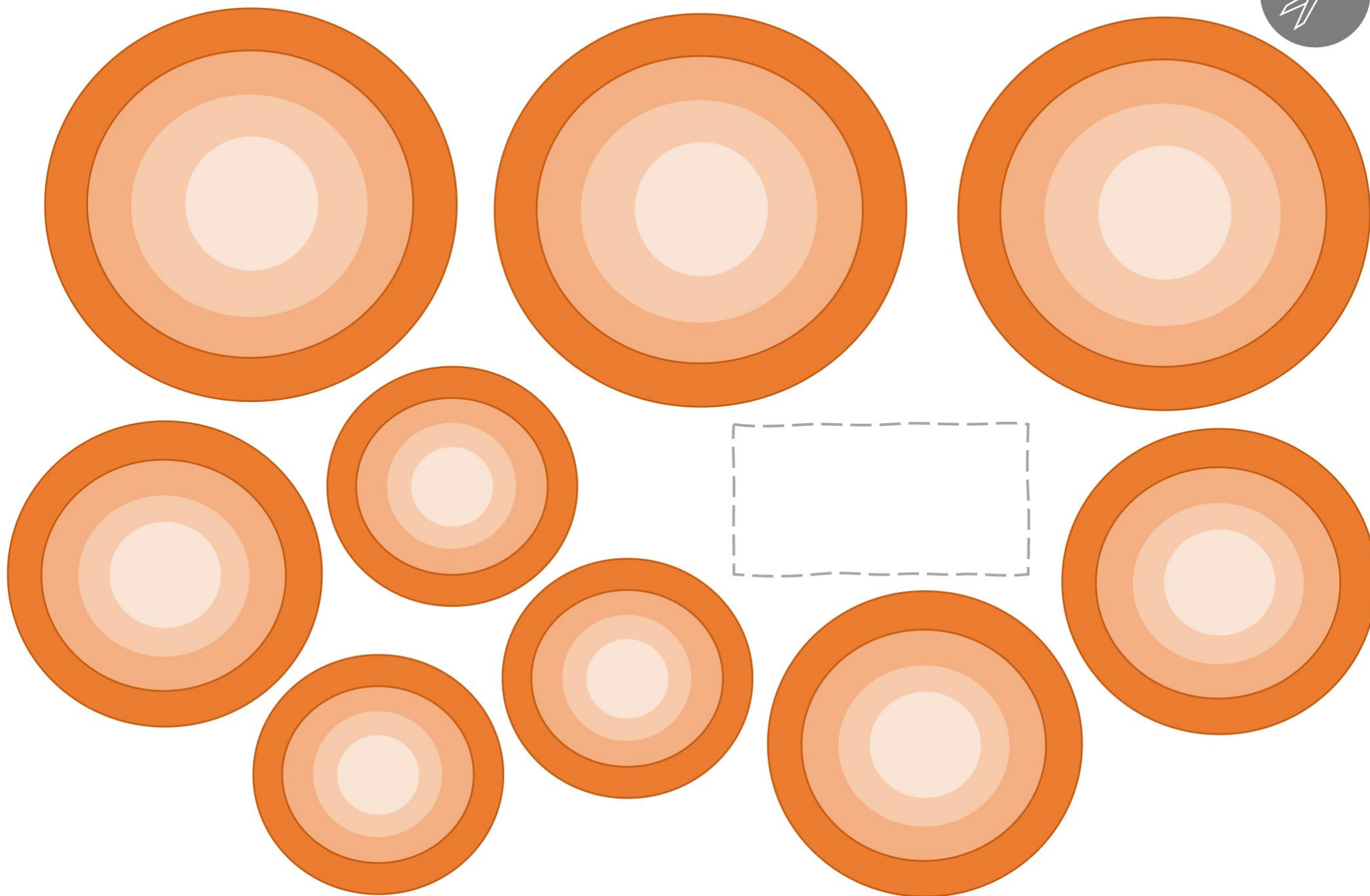
**Benefits**

The benefit is to have established and reflected on a stakeholder map which includes the most important conflict actors and their interests within your country of assignment. You can use this as a starting point to see who you could likely cooperate with in your own field of work.

Useful Links

[MIA – Media and Information Portal - giz.de](#) [Tool Risks](#)





Tool 3 Conflict Tree & Potential Tree



In Brief

This exercise serves to analyse conflict situations or core problems, mapping them to possible causes and immediate effects. In addition, possible potentials and problem-solving approaches will be looked at.

Objective/Purpose

The aim and purpose of the exercise is to directly link core problems and their causes and to describe complex interrelationships as well as identifying initial approaches for working on the ground.



Time

Approx. 1.5 hours working time



Materials (for analogue working)

- Felt-tip pens
- Flipchart
- Information on how to work with this toolbox can be obtained from various sources. The following recommendations can be obtained from the MIA or downloaded from the GIZ internal network:
 - [Brief Political Economy Analyses](#) [de.] of the BMZ/GIGA (for internal use only).
 - [Country reports of the Bertelsmann Foundation](#)
 - [Munzinger reports](#)
 - [Economist Intelligent Unit](#)
 - Other quality-checked sources of information (see list of sources on ➤ 25 for possible information material).



Steps

1. Draw the shape of a tree with roots on a flipchart. Then choose a key problem or a concrete conflict issue from the table in Tool 1 (sectoral/thematic if applicable) that could have a negative impact on your working context (hypotheses are also possible). Write this aspect as a keyword on the trunk of the tree.
2. In the group (alternatively in pairs) reflect on the possible causes of this core problem and label the roots with the corresponding keywords.
3. Then reflect in the group (or in pairs) on the immediate effects of this core problem and write the corresponding keywords in the canopy of the tree.
4. Draw a second tree next to the first tree and write a possible solution for the core problem of the first tree in its trunk (shift the perspective from problem focus to solution focus). Now proceed in the same way as above by writing possible means for a problem solution in the roots or positive results of the solution approach in the canopy.

5. Hang the finished diagram on the wall and reflect in the group: Which possible solutions could be best supported in your work?
(please emphasise) How would this have to be done to have a sustainable impact?

**Benefit**

The benefit is to have created an initial problem analysis of the cause-effect structure for your work context, from which you can work out possible approaches for your own conflict-sensitive or peacebuilding work planning with the help of the Solution Tree.

Useful Links

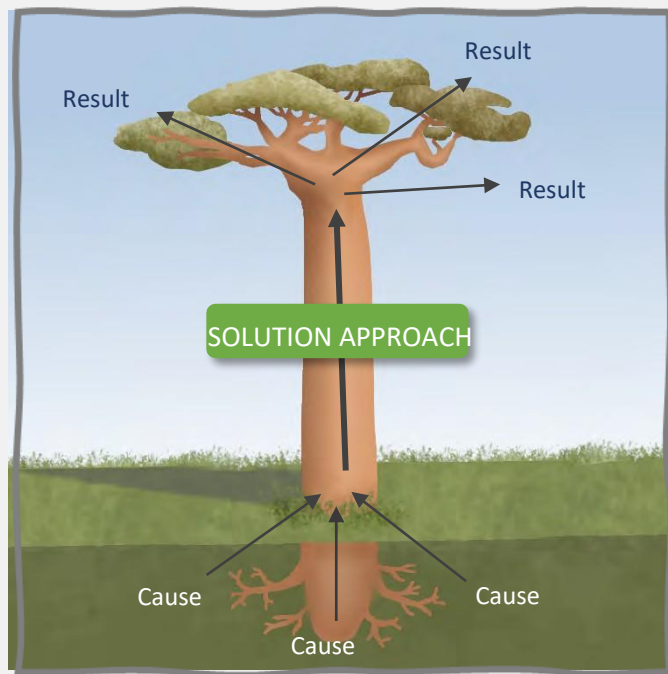
Please note: the following links can be obtained via MIA or accessed via GIZ's intranet:

[Brief Political Economy Analyses](#) [de.]

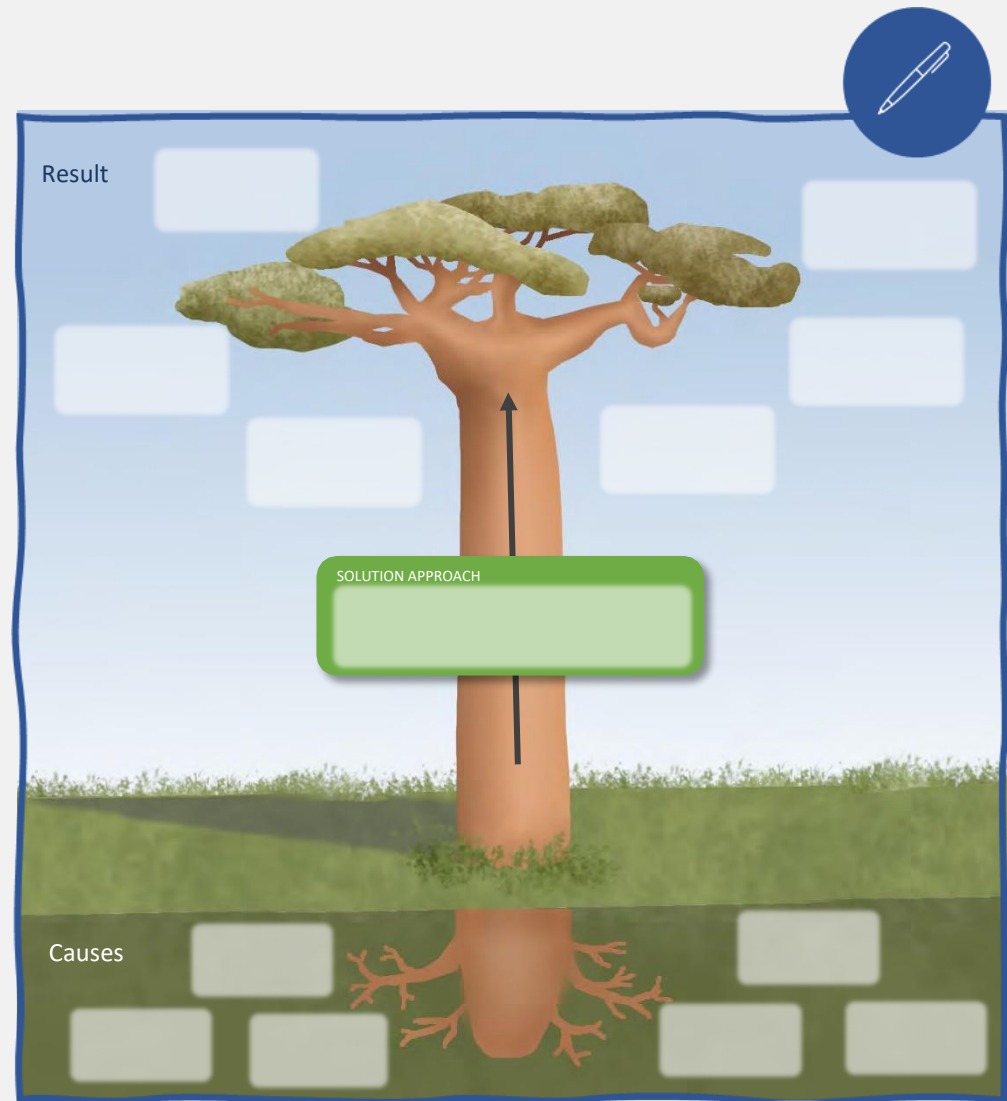
[Country Reports of the Bertelsmann Foundation](#)

[Munzinger Reports](#) [de.]

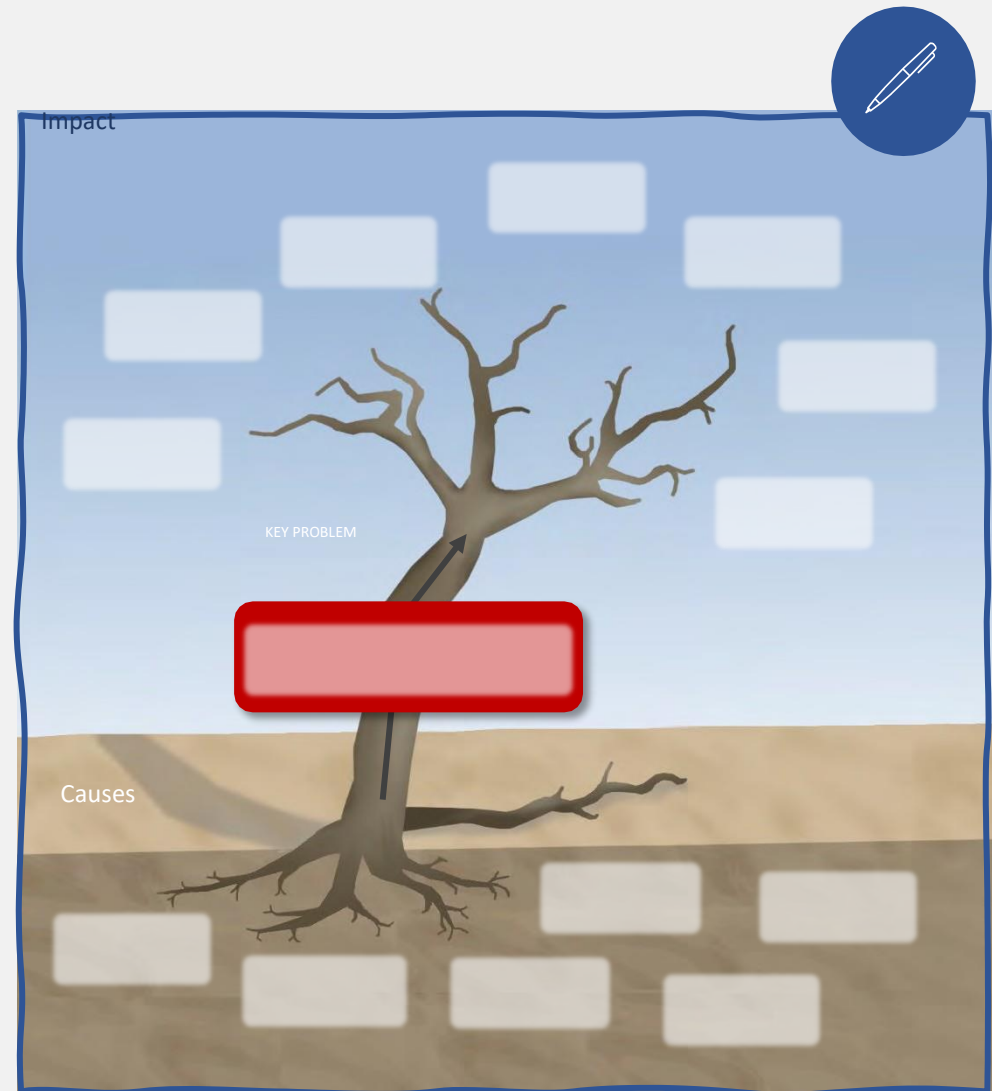
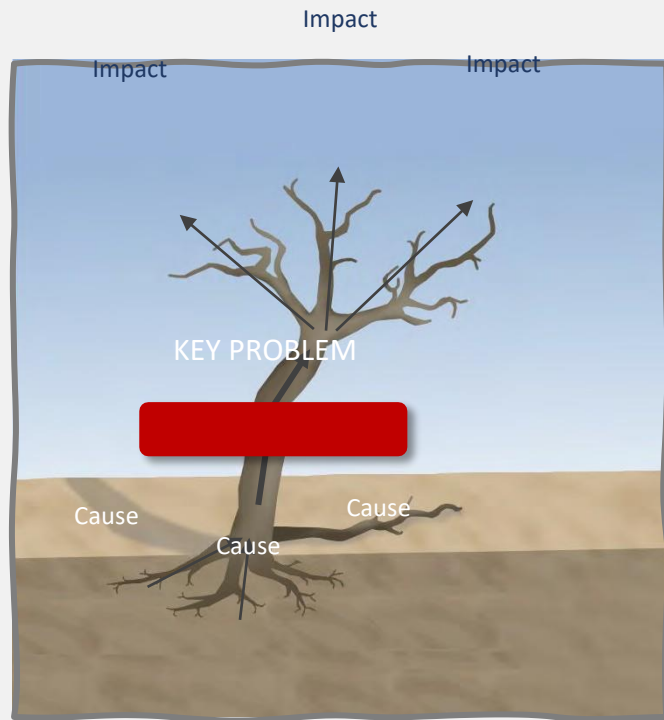
[Economist Intelligent Unit](#)



Potential Tree



Conflict Tree



Extra Tool: Personal Situation Update



In Brief

This (optional) tool rounds off the topic of "Conflict, Fragility, Violence" for the country of assignment. It offers participants the opportunity to get in touch with experts in the country of assignment (e.g. project leader or assignment officer) and to get a further perspective on the country through a virtual conversation, as well as receiving more in-depth information.

Objective/Purpose

The aim and purpose of the exercise is to get up-to-date information for the project work in the country of assignment, for which there are still open questions. This should be done by directly contacting your project leader (or another person) on site. The direct exchange with colleagues on site thus establishes the connection to the country of assignment during the preparation. Depicting the situation with the help of a map and transferring relevant information onto it contributes to an initial orientation on the site.



Time

Total time required 75 min. 15 minutes collecting daily updated information (group exercise) 30 minutes digital conversation (via BigBlueButton or MS teams) 30 minutes reflection/entries on maps.



Material

- Felt tip pens
- Flipchart
- Printouts for maps (e.g. national, regional, local)
- Laptop (if necessary with headset and webcam)
- Stable internet connection
- Virtual meeting room: MS teams or a BigBlueButton room



Steps

1. Collect current questions: Which areas do I need to know for the project work? What is the current situation there, etc.?
2. As a participant, make contact with your project leader or another person who can provide information and arrange a time for a virtual conversation in advance (parallel participant conversations are possible). Make sure that a PC and internet connection are available before the appointment.
3. Before the arranged time, make sure that the PC and internet connection are working and conduct the interview independently for about 20 minutes using your questionnaire (please ensure confidentiality for all participants).
4. Take notes of the information received during the interview and/or draw it directly on the map printouts.

5. Reflect on the content of the discussion in the group after the meeting: Did everyone in the group understand the same thing? What has now become more understandable? What further information needs to be obtained on site (e.g. in medical or safety briefings)?

**Benefits**

The benefit consists in getting answers to current questions about the local working and living situation and in establishing direct contacts at the place of work. In this way, the participants receive the information they are still lacking and can follow this up directly in subsequent discussions on site.

Useful Links

Pre-order of map material:

[MIA – Media and Information Portal - giz.de](#) [Tool Risks](#)

Annex Trainer's guide: Which tools can go where?

Work on the thematic fields

Content guide	Recommendation on procedure and use of tools
Country overview	
General information about the country	Tool 1 : Destabilising Factors vs. Stabilising Factors elaborate and discuss
Historical, Political, Socio-Economic & Ecological Context	
Important historical phases, historical perception, historical impact	Tool 2 : Stakeholder Map & Onion Model of Interests
Social framework conditions	Tool 2 : Map of Actors & Onion Tool 3 : Conflict Tree & Potential Tree
Economic and ecological framework conditions	Tool 1 : Destabilising Factors vs. Stabilising Factors elaborate and discuss
Political framework conditions	Tool 2 : Map of Actors and Onion of Interests
Legal system and administrative structure	Tool 2 : Map of Actors and Onion of Interests
Education and healthcare	/
Values, Norms & Behaviours	
Worldviews, religion and religiosity	/
The question of identity(ies)	/
Globalisation & change values/behaviour	/
Relevant groups of people	Tool 2 : Map of Actors and Onion of Interests
Key interculturally significant work and everyday situations	Tool 2 : Map of Actors and Onion of Interests
Culturally conditioned tensions and areas of tension	Tool 3 : Conflict Tree & Potential Tree
Behaviour in crisis and threat situations	Extra Tool : Preparatory only, does not replace safety training Risk Tool
Cultural expressions	/
Images/perceptions towards foreigners in the destination country	/
Development problems and perspectives	
Development problems, opportunities & strategies	Tool 1 : Destabilising Factors vs. Stabilising Factors elaborate and discuss
Contribution of German International Cooperation	Tool 3 : Conflict Tree & Potential Tree
Everyday questions	
All other topics	Establish relationship with CFV; use black box in learning landscape (if not done in other courses).

Other resources

What does "fragile state" mean?

[Fragile Statehood | BMZ](#) [de.]

[Guidelines of the Federal Government](#)

[European Union](#)

[BMZ | Agenda 2030](#) [de.]

[Justice Truth Dignity](#)

Tools to measure fragility

[Fragile States Index | The Fund for Peace](#)

[Compare your country by OECD](#)

"Fragile statehood - a challenge for development policy".

"Preventing Crises, Managing Conflicts, Promoting Peace".

The new European consensus on development "Our World, Our Dignity, Our Future".

Sustainable Development Goals (e.g., SDG 16)

Transitional Justice

References

- | | |
|------------------------------|--|
| BMZ | 2030 Agenda (Foreword, SDGs) |
| BMZ/GIGA: | Political Economy Brief Analyses, 2015 (Tool 1) |
| Bertelsmann-Stiftung: | The Transformation Index, 2022 (Tool 1) |
| Munzinger: | Munzinger Online/ Countries - International Handbook, 2023 |
| Economist Intelligence Unit: | (Tool 1) Country reports, 2023 (Tool 1) |
| GIZ/FLICT: | Introduction to Conflict Transformation, 2008 (Tool 2) |
| Miall et al.: | Contemporary Conflict Resolution, 2005 (Tool 2) |
| GIZ/Methodfinder: | Conflict Analysis, 2005 (Tool 3) |
| GIZ | AIZ Guidelines for Trainers, 2016 (Annex) |