



CRISP develops projects and facilitates trainings dealing with conflict transformation and civic education. We contribute to peaceful conflict resolution with our work in post-war areas. That is why we support critical democratic forces, which initiate, support and encourage a peaceful conflict transformation in society. In this process, our guiding principle is to adjust our projects to local needs.

## ANNUAL REPORT 2016

# CONTENT

<b>Foreword</b>	<b>3</b>
<b>Who we are</b>	<b>4</b>
<b>Projects</b>	
Peaceful Dialogue in Kyrgyzstan – Countering Religious Extremism	5
Simulation Game Development: Flight and Migration in Europe	6
Peace + Conflict Consultant	7
Social Leader Forum	8
Simulating Caucasus	9
<b>Activities</b>	
Simulation Game: US-Presidential Elections	10
SiMigration for the Friedrich-Ebert Foundation Bonn	11
Simulation Game: Strength and Weaknesses of Federalism	12
Training: Conflict Simulation for the Full Time Course Peace and Conflict Work	13
Simulation Game Workshop: Transolvía	14
Simulation Game: SiMigration for International Parliamentary Scholars	15
SiMigration in Kryzysowa	16
Simulation Game: Briberia – Fighting Corruption	17
Simulation Game: Quo Vadis Ukraine?	18
Dialogue Facilitation – Anti-Discrimination Workshop in a facility for unaccompanied minor refugees	19
Simulation Game: Fighting Right Wing Populism in Europe	20
Simulation Game: SiMigration for the “Bildungswerk” of the Heinrich Böll Foundation	21
Dialogue Facilitation : More secure wind sport activities on the former airfield Tempelhof	22
ToT: Increasing Accountability of Local Politicians through Simulation Games	23
US-Elections – Who will be the next president?	24
US-Elections – Who will be the next president?	25
<b>Internal</b>	
Florian Dunkel	26
Andreas Muckenfuß	27
Julie Jankovic	28
Oliver Wiechmann	29
Assistants	30
Corporate Design	31
Statement on Guidelines for civil conflict management and peacebuilding	32
<b>Financial Report</b>	<b>34</b>
<b>Imprint</b>	<b>36</b>

Dear readers,

hereby we'd kindly like to invite you to get deeper insights regarding our activities and projects in 2016 and to our work in general.

Over the last years our regional and global networks were constantly growing and so we managed to do both, enlarge the outreach of our activities and start new projects in new regions with new target groups. Furthermore, we were asked several times to design tailor-made simulation games on various topics.

In 2016, we paid special attention to our new engagement in Morocco, as well as to our engagement in the (post)conflict-areas, namely Ukraine, South Caucasus and Kyrgyzstan. In Morocco, in cooperation with the Böll-Foundation, we developed a simulation game aiming to better understand local structures of accountability.

Since 2014, we are running a project-series called Peace+Conflict Consultant, in the South Caucasus and in Ukraine. We train local trainers in methods and techniques of conflict transformation and they use it during the local implementation phases. In 2016, this project reached approximately 800 participants, including a workshop-series in the Eastern parts of Ukraine.

Unfortunately, the rural areas of Kyrgyzstan are still one of the main target-areas for recruiting of so-called Islamic State. We built a network of local facilitators, who are implementing different workshop formats in their hometowns, aiming to prevent people from joining extremist movements.

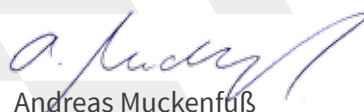
For the Federal Office of the German-Education-Platform VHS – Volkshochschulverband, we developed a simulation game on Migration into the European Union. We hope it will be implemented frequently and that many of the participants will start to understand more about global interdependencies. The issue of Migration did also play a major role in many other workshops and seminars we organized in Germany. We hope to be able to further contribute to a successful integration process through our work in the next years.

We hope you will enjoy this annual report. Whenever you have an idea, how our work is fitting with yours, or how our activities could be linked with others, please let us know. For further information, do not hesitate to get in touch with us.

Sincerely,



Florian Dunkel



Andreas Muckenfuß

# WHO WE ARE

CRISP is based in Berlin. Since 2007 we have been working in the fields of civic education and civil conflict management. Through our projects we aim to promote a critical transnational democratic culture, in which different groups can engage in constructive dialogue to solve conflicts. We facilitate seminars and trainings dealing with conflict transformation and political participation.

With our work in post-conflict areas we contribute to peaceful conflict resolution. That is why we support critical democratic forces, which initiate, support and encourage a peaceful conflict transformation in society. In this process, our guiding principle is to adjust our projects to local needs.

To achieve these objectives we mainly rely on the method of simulation gaming. We have developed an expertise in the simulation game methodology over the last years. We have developed different types of simulation games for different target groups and on various topics.

Our activities are targeting mainly young civil society activists interested in experience-based learning. With the use of simulation games enriched by role-play elements CRISP aims for a self organizing, holistic, and highly hands-on learning culture.

The permanent goal of our activities is mainly focused on the development of a strong, active civil society and a non-violent management of conflicts.

Currently, our focus regions are the Western Balkans, South and North Caucasus, the Middle East, and since 2014 also Ukraine.

However, CRISP also acts as a platform for other projects, supporting the ideas and approaches of our partners and members, as well as looking out for new project proposals

## CONTACT

If you are interested in our method or in one of our projects, please don't hesitate to get in touch with us.

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+49 30 63 41 33 76

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### FACEBOOK

[www.facebook.com/crisp](http://www.facebook.com/crisp)

## PEACEFUL DIALOGUE IN KYRGYZSTAN – COUNTERING RELIGIOUS EXTREMISM

### DESCRIPTION

The project was designed to increase awareness of religious extremism and to develop and implement preventive measures in Kyrgyzstan. Furthermore, it aimed at strengthening the links between civil society and the public sector in the prevention of religious radicalization. The main target group were young community members from Chui, Issyk-Kul, Osh, Jalalabad and Talas region of Kyrgyzstan.

### ACTIVITIES/OUTCOME

The starting point was a training of trainers during which 20 multipliers were enabled to facilitate workshops on preventing radicalization. In a second step, workshops were run in the target regions. The participants of the local workshops then developed their own local prevention initiatives. Additionally, three roundtables were held, functioning as a link between civil society actors and responsible government structures and law enforcement bodies.

### ACHIEVEMENTS/IMPACT

The capacity building aspect contributed to the professional and personal growth of the youth workers, who increased their ability to create spaces for critical reflection among their target groups. The young people in the workshops and local initiatives increased their understanding of religious extremism and got aware on mechanisms, which can lead to a radicalization. By this, it is assumed that it will become more difficult for recruiters to win them for radical and violent interpretations of Islam. The dialogue with state actors led to an increased trust from the governmental side in civil society activities in this field and we were glad to see that initial cooperation between the multipliers and state agencies were also set up.



#### TOPIC

Prevention of Religious Extremism

#### LOCATION

Kyrgyzstan

#### PROJECT COORDINATOR

Oliver Wiechmann

#### DURATION

01.03. until 31.12.2016

#### NO. OF BENEFICIARIES

978

#### BUDGET

88.416,81 €

#### PARTNERS

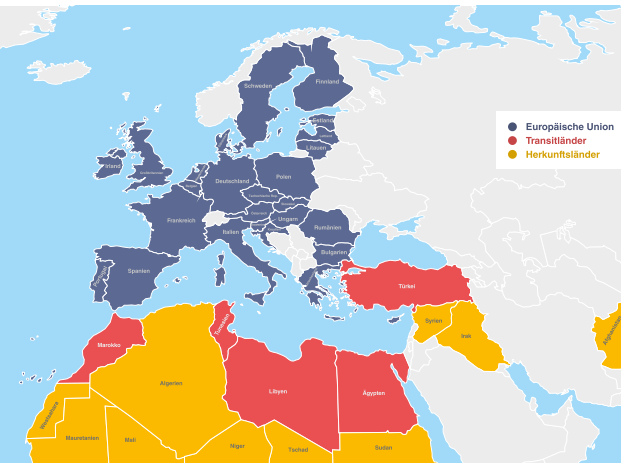
Analytical Centre 'Religion, Law and Policy', Spiritual Administration of Muslims of Kyrgyzstan, State Agency of youth, sports and physical culture

#### DONORS

IFA ZIVIK, Federal Foreign Office

# PROJECTS

## SIMULATION GAME DEVELOPMENT: FLIGHT AND MIGRATION IN EUROPE



### TOPIC

Civic Education

### LOCATION

Bonn, Germany

### PROJECT COORDINATOR

Andreas Muckenfuß

### DURATION

01.09. until 16.12.2016

### PARTNERS

Deutscher Volkshochschulverband - VHS

### DESCRIPTION

One of the biggest learning-platforms in Germany approached us and ordered a simulation game on the topic of migration in the context of the European Union. As the topic is top priority on the political agenda, circumstances are changing fast and thus it was quite a challenge to create a simulation game that deals with the upcoming developments. Therefore, we decided to choose a semi-realistic scenario and tried to anticipate political processes and subsequent questions regarding the topic.

### ACTIVITIES/OUTCOME

The simulation game lasts one day and can be played by 12 up to 24 participants. The information given in the scenario and in the role-profiles is based on actual statistics and their predicted future developments, as well as on the real political positions of the actors represented in the simulation game. The institutional setting on EU-Level in contrast had to be simplified. The scenario describes the setting of a fictitious EU-Summit, during which representatives of the European Union approve new guidelines regarding border controls, rules and procedures for asylum-seeker, a possible distribution of migrants among member-states and many many more. Furthermore, the perspectives of those states used for transit and the states of origin are also represented.

### ACHIEVEMENTS/IMPACT

After taking part in the simulation game, the participants increased their knowledge about migration, as well as about the different positions of the EU-Member-States. Moreover, push and pull factors for migration will be understood in detail. Due to the evaluation modules, the participants will also discuss delicate questions, such as who has a legal or moral right to enter the EU and how the laws and procedures could be adjusted among the member-states and according to the needs of the EU-Population, as well as to the needs of migrants.

## PEACE + CONFLICT CONSULTANT

### DESCRIPTION

The project's objective is to increase the quality and the quantity of activities aiming for conflict transformation in the target countries. Quality here refers to increasing skills of the participants to use techniques of conflict management. Quantity refers to the underlying concept of empowering local key actors (multipliers) of conflict transformation, so they can pass on their knowledge and motivation to others and this way increase the number of people that join efforts of conflict transformation. Through their participation, these key actors will gain competencies that enable them to run their own local workshops for young peacebuilders.

### ACTIVITIES/OUTCOME

First, the multipliers participated in Training-of-Trainers (ToT) activities, as a continuation of the previous ToT-Modules in 2015, before they started the implementation phases. Due to the inputs they got from the ToTs they became capable of analyzing, designing and conducting their individual and local activities for peaceful conflict transformation. Out of these workshops, they develop together with their participants local peace initiatives that have a very local, but at the same time a very broad impact. During the implementation phase the multipliers managed to reach more than 800 beneficiaries.

### ACHIEVEMENTS/IMPACT

Due to the needs driven approach of this project all local activities were different regarding the topic (conflict), the methods applied and the target group. Generally spoken, the project contributed significantly to show people that they can actually bring change and further increased the visibility and acceptance of non-violent conflict resolution on the long run.



#### TOPIC

Conflict Transformation

#### LOCATION

Armenia, Azerbaijan, Georgia, Moldova, Russia and Ukraine

#### PROJECT COORDINATOR

Andreas Muckenfuß

#### DURATION

01.07. until 31.12.2016

#### NO. OF BENEFICIARIES

821

#### BUDGET

48,665,98 EUR

#### PARTNERS

ifa – Institut für Auslandsbeziehungen (Germany), ISKRA (Ukraine), CDC – Creative Development Center (Georgia)

#### DONORS

German Federal Foreign Office

# PROJECTS

## SOCIAL LEADER FORUM



### TOPIC

Cross-sector cooperation,  
social entrepreneurship

### LOCATION

Armenia, Azerbaijan, Georgia,  
Russia, Turkey

### PROJECT COORDINATOR

Oliver Wiechmann

### DURATION

01.08. until 31.12.2016

### NO. OF BENEFICIARIES

420

### BUDGET

41.132, 00 EUR

### PARTNERS

Creative Development Centre

### DONORS

Erasmus+, Black Sea Trust

### DESCRIPTION

The Social Leader Forum aimed at exploring innovative ways of tackling the problem of employability of disadvantaged groups of societies. For this it brought together representatives of civil society, business and public sector to explore the potential of a cross-sector cooperation and the use of business models in NGO work.

### ACTIVITIES/OUTCOME

A kick-off meeting was held in Tbilisi in September, during which the participants got to know each other and reflected on the topic of cross-sector cooperation and social entrepreneurship. Furthermore, five innovative pilot models were developed, which were then implemented in the participating countries and commonly evaluated at a meeting in Istanbul in December.

### ACHIEVEMENTS/IMPACT

The developed initiatives covered a wide range of approaches, reaching from a social fashion show over job training for handicapped people to an event for young people on how to use their creative talent to get a first work experience. They attracted big attention in their environment and successfully managed to connect the different societal sectors. Furthermore, an international network was established with people from the participating countries committed to the inclusion of vulnerable groups in the job market.



## SIMULATING CAUCASUS

### DESCRIPTION

The proposed project aimed to pass on the method of simulation gaming to local trainers from the Northern Caucasus, Krasnodar and Adygeya. Due to their participation, the facilitators learned: 1) how to implement the method on regional level and develop new scenarios in regional teams and 2) how to train the local activists in civic participation by using the method. Together with the participants of the local simulation games, the local facilitators started to form an interregional network of trainers/activists fostering active citizenship and exchange non-formal education methods. During the final activity – The Festival – they came together, in order to exchange their different methodological approaches and discuss further cooperation.

### ACTIVITIES/OUTCOME

In total 5 new simulation games on conflicts/topics of the participant's everyday-life were developed, tested and adjusted. 12 simulation games were organized by the local facilitators in 7 different Republics, with more than 180 local participants. In total 5 Local Workshops were conducted and more than 70 participants were reached. During the Networking-Meeting and the Festival the project gave space to 50 participants, to exchange their methods, their approaches and their future goals.

### ACHIEVEMENTS/IMPACT

Since we started to use the method in the Northern Caucasus, we have received great feedback, which let us to increase our engagement there. Today several local trainers command the method and know how design, as well as to implement simulation games. Connecting these local trainers with others from the field of non-formal-education makes a significant contribution to the possibility to join forces among civil society actors. This, considering their work-environment in Russia, is of special importance.



#### TOPIC

Conflict Transformation

#### LOCATION

Northern Caucasus

#### PROJECT COORDINATOR

Andreas Muckenfuß

#### DURATION

01.01. until 31.08.2016

#### NO. OF BENEFICIARIES

300

#### BUDGET

50.400,00EUR

#### PARTNERS

Center for Network Initiatives' Support NGO (Stavropol, Russia), Club GIPP (Cherkess, Russia)

#### DONORS

Black Sea Trust

# ACTIVITIES

## SIMULATION GAME: US-PRESIDENTIAL ELECTIONS



### TOPIC

Civic Education

### LOCATION

Bonn, Germany

### NO. OF BENEFICIARIES

22

### PARTNERS

Friedrich Ebert Foundation  
(Bonn, Germany)

### CONTACT

Andreas Muckenfuß

### DESCRIPTION

Only a few days before the actual elections took place we simulated the election process, together with high school-students. They very much enjoyed the change of perspective and we were deeply impressed by political skills these young people already show.

The simulation game focused on the functioning of the election campaign preceding of the US-Presidential Elections. At the center of debate there were questions concerning migration, climate change, terrorism, as well as family policy and economy.

In order to become nominated as the party's official candidate the participants had to rally for votes and win primaries in different states. Therefore, good coordination with the campaign advisors, the party leadership and a cunning handling of the media were required. In addition, good financial preparation and moving campaign speeches are indispensable.

### OUTCOME

The most crucial mechanisms of the US-elections were imparted to the participants. They not only got to know the peculiarities of the US-electoral law (primaries, caucuses, Super-PACs etc.) but also got involved with current political issues that play a role in the elections. In addition, the simulation game dealt with the general dynamics of election campaigns in the US. Apart from these specific issues, charisma, money, and momentum play a central role.

It even became clear why even outsider candidates quite often got the chance of becoming a presidential candidate. During the evaluation, the pros and cons of the US-model were discussed.

## SIMULATOIN GAME: *SIMIGRATION*

### DESCRIPTION

The Friedrich-Ebert Foundation invited us to implement our Simulation Game SIMigration for a group of young people in Bonn, who are currently doing a one year long volunteer service in Germany.

The first part of the game focused on the complex and difficult debates around a common European migration policy. For this the participants went into the roles of head of states of the EU, civil society organization and transit states to negotiate a new European wide migration framework. The second part focused on how to integrate refugees into the German society. Being citizens of the fictional German municipality “Taberlingen”, the participants developed measures for a successful integration, while also having to deal with actors who are heavily critical about migration.

### OUTCOME

The participants developed in rather short time a very complex and nuanced understanding about the main challenges in finding a common agreement for a European migration policy.

They also learned about the interconnections between the European and local level and how they influence each other. Furthermore, they got an insight in the German regulation concerning asylum and refugee status and could think about effective measures on how to integrate refugees in local communities.



#### TOPIC

European Migration Policy

#### LOCATION

Bonn, Germany

#### NO. OF BENEFICIARIES

20

#### PARTNERS

Friedrich-Ebert Foundation  
(Bonn, Germany)

#### CONTACT

Oliver Wiechmann

# ACTIVITIES

## SIMULATION GAME: STRENGTH AND WEAKNESSES OF FEDERALISM



### TOPIC

Democratic Principles

### LOCATION

St. Petersburg, Russia

### NO. OF BENEFICIARIES

25

### PARTNERS

German Foreign Ministry,  
Konrad Adenauer Foundation  
Russia

### CONTACT

Florian Dunkel

### DESCRIPTION

In the framework of the “German Week” we conducted a workshop in the great city of St. Petersburg on the topic of federalism. The participants discussed challenges and opportunities of federal political structures and linked it to the current situation in their country. They elaborated how federal structures could help to increase the accountability of the political system in Russia. They also talked about challenges when it comes to put such structures into practice in the current political context.

The workshop included a training of trainers in the method of simulation gaming, which included a critical discussion about the potentials in using the method in Russia. We would like to thank the participants for the constructive and critical contributions, our partners for their support, and the German Embassy for the invitation.

### OUTCOME

The participants acquired firsthand experience and theoretical knowledge about the method of simulation gaming, and are now enabled to conduct their own simulation games in their contexts.

Additionally they got deeper insights in the challenges and potentials of different political systems. They reflected on adequate forms of power sharing and decision making processes in their countries, and thought about ways and paths to put them into practice in the future.

## TRAINING: CONFLICT SIMULATION FOR THE FULL TIME COURSE PEACE AND CONFLICT WORK

### DESCRIPTION

For the third and fourth time the Academy for Conflict Transformation in the Forum Civil Peace Service invited CRISP to conduct a conflict simulation as part of the Full-Time Course in Peace and Conflict Work. During four days the participants had the chance to review, apply and experience what they had learnt in the previous weeks of their course.

Our simulation game “Kodori” which is all about the different dynamics of a secession conflict, provided the perfect base to reflect different tools addressed during the course like Conflict Analysis, Stress Management and Designing Peace Projects.

The dynamics were intense and even days after the simulation there was still a great need to discuss and understand what had actually happened. Many thanks to all participants and the ForumZFD for this opportunity and the inspiring time.

### OUTCOME

During the simulation the participants made a hands-on experience of a conflict dynamic and negotiation setting. Some participants actively tried out and applied tools and approaches they had learned throughout the course. The simulation game brought up some issues they will face in the field (like e.g. the role of hidden agendas, civil society and the difficulties of facilitation discussions with opposing interest groups) and made the respective topics more tangible.

This course segment is especially designed in order to provide the participants with a dynamic environment to test the tools and individual skills they acquired during the course. It therefore is the last step in the full time course of the Academy, as it shows to the participants clearly what they already learned and what is still to be done for them.



#### TOPIC

Conflict Transformation

#### LOCATION

Königswinter, Germany

#### NO. OF BENEFICIARIES

12

#### PARTNERS

Academy for Conflict Transformation in the Forum Civil Peace Service

#### CONTACT

Florian Dunkel

# ACTIVITIES

## SIMULATION GAME WORKSHOP: TRANSOLVIA



### TOPIC

Civic Education

### LOCATION

Berlin, Germany

### NO. OF BENEFICIARIES

25, from 15 different countries

### PARTNERS

ifa – Institute for Foreign Relations (Germany)

### CONTACT

Andreas Muckenfuß

### DESCRIPTION

In the course of the CrossCulture-Program of the Institute for Foreign Relations, we implemented a simulation game, in order to contribute to the overall goals of the Program. Due to their participation in the simulation game workshop the 25 participants from 15 different countries got to know each other and a basis for further cooperation, in the frames of the alumni-network has been created.

In order to create a fruitful exchange among the participants we chose the simulation game Transolvía. This simulation game focuses on the role of civil society as a crucial element of vivid democracies. Especially during transition phases, civil society actors play an important role in promoting democratic principles and a value-system based on universal human rights. However, many times civil society actors struggle in cooperating among themselves and staying independent from national governments or international donors. Thus, the main question is: what are the potentials and what are the limits of civil society?

### OUTCOME

The simulation game was perceived as very beneficial to start an open exchange among the participants regarding the civil society in their respective home-countries. The simulation game is based on many facts and figures, as they do exist in reality, therefore the participants could easily relate. This facilitated the subsequent discussions to the extent that the participants could explain their domestic problems and issues by using examples of Transolvía.

Also for us it was interesting to listen to all the different perspectives on what civil society could and should do. Many thanks to all participants that were so actively participating and openly sharing their opinions – thanks to you it became a memorable day.

## **SIMULATION GAME: SIMIGRATION FOR INTERNATIONAL PARLIAMENTARY SCHOLARS**

### **DESCRIPTION**

As part of the International Parliament Scholarship program of the German Federal Parliament, we implemented our simulation game SiMigration for Arabic fellows of the exchange program. The participants had to develop ideas and solutions, how lasting integration can succeed in a German municipality. Thereby, the participants had the chance to simulate a vigilante group as well as the right-wing populist party AfD and revealed in a charming way their crude argumentation. We want to thank our cooperation partner al\_Sharq and the participants for this great day in the Schorfheide! Another important part of the workshop was to analyze the current EU migration policies and their impact on local societies both in Germany and in countries of origin of the refugees. Also we provided insights in the current laws on migration in Germany.

### **OUTCOME**

The participants received a better understanding of the current situation concerning the integration process of refugees in Germany. They learned through firsthand experience what difficulties and challenges this process brings to local communities in Germany. They also developed concrete ideas on how the potentials of a successful integration process can be developed more efficiently. They also received a better understanding on how different levels (International, European, National and Local) are interconnected, and that only comprehensive approaches will help to manage the current situation.



#### **TOPIC**

Migration

#### **LOCATION**

Schorfheide, Germany

#### **NO. OF BENEFICIARIES**

24

#### **PARTNERS**

Al Sharq, German Federal Parliament

#### **CONTACT**

Florian Dunkel

# ACTIVITIES

## SIMULATOIN GAME: *SIMIGRATION IN KRYZYSOWA*



### TOPIC

European Migration Policy

### LOCATION

Kryzysowa, Poland

### NO. OF BENEFICIARIES

40

### PARTNERS

Kreisau Initiative

### CONTACT

Oliver Wiechmann

### DESCRIPTION

In the framework of the Youth Exchange “Together for Europe” we implemented our simulation game SIMigration, which deals with the challenges of a common European Migration Policy and the consequences it has on local communities who need to integrate the migrants.

In the first part of the game, the participants tried to negotiate a new European wide policy framework from various positions, such as EU member states, transit countries and civil society groups. In the second part, they went into the roles of citizens of a Mediterranean island, which had to find a way of dealing with the refugee crisis on a local level.

### OUTCOME

40 school students from 4 countries learned in an interactive way about the complex discussions around a common European Migration Policy. They furthermore got a better understanding of the conflicts and different interest groups in local communities who are dealing with the refugees and could think about effective measures to integrate them.



## SIMULATION GAME: *BRIBANIA – FIGHTING CORRUPTION*

### DESCRIPTION

Our partner MitOst e.V. organized a study visit for their Egyptian partner organization and CRISP e.V. was invited to contribute to the program for one day by playing a simulation game with the participants. The topic of the simulation game was 'Fighting Corruption'. After a brief introduction of our organization and our work, the game was introduced.

The participants got into their roles quickly and spent the day negotiating and discussing a potential Anti-Corruption Strategy. In the evaluation, we shared experiences and perspectives made during the game and discussed the method of Simulation Gaming. It was a day full of fun and learning for all.

### OUTCOME

A delegation of 10 representatives of the Egyptian NGO El Sadat Association for Social Development and Welfare came to Berlin for a study visit. The Association's aim is to empower the underprivileged and marginalized citizens in Egypt with a focus on women, youth and children. The topic of the study visit in Berlin was 'Youth Participation'.

The goal of the one-day activity was to introduce the method of Simulation Gaming by directly applying it with the participants. Furthermore, the activity was a great opportunity to broaden and strengthen our networks and create synergies among different organizations in and outside of Germany.



#### TOPIC

Civic Education

#### LOCATION

Berlin, Germany

#### NO. OF BENEFICIARIES

10

#### PARTNERS

MitOst (Berlin, Germany)

#### CONTACT

Andreas Muckenfuß

# ACTIVITIES

## SIMULATION GAME: *QUO VADIS UKRAINE?*



### TOPIC

Conflict Transformation

### LOCATION

Berlin, Germany

### NO. OF BENEFICIARIES

25

### PARTNERS

MitOst (Berlin, Germany)

### CONTACT

Andreas Muckenfuß

### DESCRIPTION

During the Ukraine-Lab, organized by our partners from MitOst, we conducted a simulation game on the status of Ukraine. Together with participants of the Ukraine-Lab, who had diverse backgrounds, we simulated a possible future development.

The simulation game simulated the upcoming twelve months. The participants slipped into the roles of key actors of the conflict. These actors correspond to the real ones, dispose of the same resources, and have the same objectives. During the simulation game, the participants tried to identify the different interests and arrange them, in order to eventually create a roadmap that describes a possible future scenario for Ukraine.

### OUTCOME

The simulation game not only clarified the interests and objectives of the different actors in Ukraine, but also made the conflict dynamics come alive. By playing their roles, the participants could discover new aspects of the conflict and thus gather new ideas on conflict resolution.

During evaluation, the course of the simulation was analyzed and the decisive factors for de-escalation were determined. Based on those results the participants then created a vision of a possible future Ukraine.

## DIALOGUE FACILITATION – ANTI-DISCRIMINATION WORKSHOP IN A FACILITY FOR UNACCOMPANIED MINOR REFUGEES

### DESCRIPTION

During the last years many unaccompanied minors arrived to Germany from different countries. Fleeing from unbearable living conditions they try to build up new life's here. As a first stage upon their arrival they are accommodated in facilities, where they share small rooms with young people from different countries, and wait till a decision about their future is taken by the authorities. Although in many cases the employees of such facilities try their best, to adequately take care about the needs and traumata of the young people, their resources are limited. The fact, that in those facilities young refugees from very different cultures and educational backgrounds live together in a very small place is further tensioning the situation. In order to reduce the conflicts between the young people, CRISP was invited to facilitate a dialogue process, within one of those facilities. During a series of three workshops, we brought together 45 participants from different African countries, Syria, Afghanistan and Russia. By different non-verbal methods we tried to make them understand the perspectives of the other side, and develop rules and guidelines to create a more respectful atmosphere in the facility.

### OUTCOME:

The most crucial outcome was that the participants started to understand the perspectives of the other side. By dealing with the question of how they perceive themselves and how they are perceived by other, they realized, that in the end, they all share similar visions and dreams for their future in Germany. This helped them to realize, that it is not the other refugees, who are to blame for their current situation. Through this change of perspective we hope, that we could lay a base for a more respectful living together in the facility. Also we established some guiding principles together with them, how they can deal with situations of conflict on an individual level. By this we hope to have a more sustainable impact on the situation.



### TOPIC

Integration

### LOCATION

Berlin, Germany

### NO. OF BENEFICIARIES

45

### PARTNERS

Johanniter-Unfall-Hilfe e. V.

### CONTACT

Florian Dunkel

# ACTIVITIES

## SIMULATION GAME: *FIGHTING RIGHT WING POPULISM IN EUROPE*



### TOPIC

Democratic Principles

### LOCATION

Würzburg, Germany

### NO. OF BENEFICIARIES

25

### PARTNERS

Heinrich-Böll-Foundation

### CONTACT

Florian Dunkel

### DESCRIPTION

In recent years, Europe has been experiencing a rise in the number and prominence of right-wing parties and movements. Albeit manifesting itself in various forms in different national contexts, today almost all countries in Europe are experiencing this phenomenon, at different levels of intensity.

The aim of this workshop for scholarship holders of the Heinrich-Böll-Fundations was to understand the characteristics and sources of right wing populism. Our simulation game “Vulkania” then provided an ideal platform to discuss the efficiency of different measures to fight this phenomenon both on a local but also a European level.

### OUTCOME

The participants acquired first-hand and personal experience of the functioning of right-wing populist parties as a participant in a simulation game. They got a better understanding on how the presence of right-wing populist parties influences the political system and the political culture in a certain country. In this sense, the simulation game showed how, even when they are not in government and represent relatively small groups within the political spectrum, right-wing populist parties can still dominate the political debate, imposing their own vision of society, which other parties cannot ignore and are obliged to react to. The participants experienced the difficulties of devising strategies for countering the discourse and actions of right-wing populist parties, and the easiness with which these can define certain issues ‘in their terms’ and force other political actors to respond to these accordingly.

In this term they also understood the potential of spillover effects from often small but strongly motivated political parties that focus on one or a small number of issues to mainstream politics, and the space for maneuver this flexibility the agenda offers to right-wing populist parties.

## **SIMULATION GAME: SIMIGRATION FOR THE “BILDUNGSWERK” OF THE HEINRICH BÖLL FOUNDATION**

### **DESCRIPTION**

The issue on how to deal with the current refugee crisis is still very urgent in Germany and beyond. To tackle this issue with participants from different parts of society, we conducted our simulation game “SiMigration” in Berlin. In cooperation with the local unit of the Heinrich Böll Foundation, this implementation focused on how to integrate the refugees into the German society. In the course of the simulation game, the participants had to come up with a roadmap on how to make the fictitious German municipality “Taberlingen” ready for this process. Here they also had to face voices of resentments and rejection, and find ways to deal with them.

Another important part of the workshop was to analyze the current EU migration policies and their impact on local societies both in Germany and in countries of origin of the refugees. Also we provided insights in the current laws on migration in Germany.

### **OUTCOME**

The participants received a better understanding of the complexity of the topic in terms of push and pull factors. They understood how different levels (International, European, National and Local) are interconnected, and that only comprehensive approaches will help to manage the current situation. Besides that the participants also gathered ideas, what they personally could do to support the integration process of refugees into the German society.



### **TOPIC**

Migration

### **LOCATION**

Berlin, Germany

### **NO. OF BENEFICIARIES**

16

### **PARTNERS**

Heinrich-Böll-Foundation

### **CONTACT**

Florian Dunkel

# ACTIVITIES

## DIALOGUE FACILITATION : MORE SECURE WIND SPORT ACTIVITIES ON THE FORMER AIRFIELD TEMPELHOF



### TOPIC

Urban Development

### LOCATION

Berlin, Germany

### NO. OF BENEFICIARIES

30

### PARTNERS

Grün Berlin GmbH

### CONTACT

Florian Dunkel

### DESCRIPTION

After the successful referendum, which prevented the construction of buildings on the former airfield of Tempelhof, many intense discussions about how the area should be used in the future have been going on. With its size of more than 360 ha, the airfield is one of the biggest inner-city parks in the world, making any discussion a city wide issue. In this framework it was decided, that in a one-year process the citizens of Berlin, in cooperation with the administration, should come up with a development plan, providing guidelines for the future of the airfield. The development plan should define spaces for different needs and uses on the airfield, ranging from recreation, to history and from sport to nature conservation. CRISP was part of this process, being responsible for dealing with conflicts which might occur during the negotiations and consult those persons responsible for the process. Eventually in 2016, the development plan was accepted by all stakeholders involved and was put to law the Berlin parliament. Following the activities regarding the development plan, we got involved in the facilitation of a central conflict on the former airfield of Tempelhof: How can the need for space of wind sports be harmonized with the need for safety of other visitors of the airfield?

### OUTCOME

The result of our facilitation process was a comprehensive safety concept to which all sides could relate to in the end. It is still in practice and enables a reconciliation of interests between the requirements of the wind sports and the interests of other visitors, by defining zones of active wind sporting and areas which are reserved for other leisure activities. By this the unique character of the field as a space where different needs and interest can coexist peacefully was kept.

## TRAINING OF TRAINERS: INCREASING ACCOUNTABILITY OF LOCAL POLITICIANS THROUGH SIMULATION GAMES

### DESCRIPTION

The question of how to hold politicians accountable is crucial when it comes to establishing a democratic culture. In Morocco like in many transition countries, the political practice often doesn't match the written law. Power-sharing, rule of law and transparent decision making processes exist on paper, but the citizens' lack of awareness and knowledge about their rights, nepotism, the absence of effective prosecution and a weak civil society prevent them from coming into effect.

That's why together with the local organization „racines“ and the Heinrich Böll Foundation we conducted a Training of Trainers on our newly developed Simulation Game “Jbeil El-Shams”. The Game tackles the issue of how to make local politicians more accountable. Therefore the participants take over the roles of different local stakeholders and have to come up with solutions to urgent matters of the municipality. The simulation game was then conducted in six municipalities in Morocco by our local trainers.

### OUTCOME

We raised the participants' awareness about their rights when it comes to local decision making processes in Morocco. By helping to understand how local politics work and identify the duties of local politicians the simulation game helped to effectively control them and thus leads to more transparency. During the evaluation we also reflected on why democratic rules are often not put into practice in Morocco and what could be individual entry points to change this. We developed strategies for civil society actors in order to effectively address the needs of the local population. Doing so, we also strengthened the commitment to get involved into political processes, which is then again a key condition to sustainably implement a system of checks and balances.



#### TOPIC

Accountability

#### LOCATION

Chefchaouen, Morocco

#### NO. OF BENEFICIARIES

14 local trainers

#### PARTNERS

Heinrich-Böll-Foundation  
(Rabat, Morocco)

#### CONTACT

Florian Dunkel

# ACTIVITIES

## SIMULATION GAME: *WHO WILL BE THE NEXT PRESIDENT?*



### TOPIC

Civic Education

### LOCATION

Bonn, Germany

### NO. OF BENEFICIARIES

22

### PARTNERS

Friedrich Ebert Foundation  
(Bonn, Germany)

### CONTACT

Andreas Muckenfuß

### DESCRIPTION

The simulation focuses on the functioning of the election campaign preceding of the US-Presidential Elections. The situation in the USA is characterized by an increasing political apathy and insecurity on the part of the electorate. At the center of debate there are questions concerning migration, climate change, terrorism, as well as family policy and economy.

In order to become nominated as the party's official candidate the participants have to rally for votes and win primaries in different states. Therefore, good coordination with the campaign advisors, the party leadership and a cunning handling of the media are required. In addition, good financial preparation and moving campaign speeches are indispensable.

### OUTCOME

The most crucial mechanisms of the US-elections were imparted to the participants. They not only got to know the peculiarities of the US-electoral law (primaries, caucuses, Super-PACs etc.) but also got involved with current political issues that play a role in the elections.

In addition, due to their participation in the simulation deals, the participants understood the general dynamics of election campaigns in the US. Furthermore, they could test their soft-skills by managing their respective party and by debating the crucial topics of the campaign.

Also specific issues such as charisma, money, and momentum play a central role in the simulation game. This way it became clear why even outsider candidates quite often get the chance of becoming a presidential candidate. During the evaluation we critically discussed the pros and cons of the US-Democratic-System.



## SIMULATION GAME: WHO WILL BE THE NEXT PRESIDENT?

### DESCRIPTION

During a summer school of the German Konrad Adenauer Foundation, we simulated the election campaign in the USA together with high school-students. They very much enjoyed the change of perspective and we were deeply impressed by political skills these young people already show.

The simulation game focused on the functioning of the election campaign preceding of the US-Presidential Elections. At the center of debate there were questions concerning migration, climate change, terrorism, as well as family policy and economy. In order to become nominated as the party's official candidate the participants had to rally for votes and win primaries in different states.

Therefore, good coordination with the campaign advisors, the party leadership and a cunning handling of the media were required. In addition, good financial preparation and moving campaign speeches are indispensable.

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Also specific issues such as charisma, money, and momentum play a central role in the simulation game. This way it became clear why even outsider candidates quite often get the chance of becoming a presidential candidate.



#### TOPIC

Civic Education

#### LOCATION

Malente, Germany

#### NO. OF BENEFICIARIES

19

#### PARTNERS

Konrad Adenauer Foundation  
(Bonn, Germany)

#### CONTACT

Florian Dunkel

# INTERNAL



**STAFF-MEMBER**  
**FLORIAN DUNKEL**  
**DIRECTOR**

## SHORT BIO

Florian was born in the central German town of Eschwege, but soon moved to the Wedding district of Berlin, where he spent most of his youth. He also lived near the North Sea for a few years and in 2000, he spent the year in Greece in the European Voluntary Service working at the Environmental Center in Kalamata.

He finished secondary school in the German town of Göttingen, and then returned to Berlin in 2003, where he has lived ever since. Since then he has completed community service work in psychiatry, finished his studies in political science, and founded CRISP.

Since 2004 when Florian first participated in „Das Krisenenspiel“ at the Freie Universität Berlin, simulation Gaming has been an integral part of his life.

## PERSONAL FOCUS

Civil Society Development, Civic Participation, Conflict Management

## REGIONAL FOCUS

East- and Southeast Europe, Morocco, Kenya

## LANGUAGE SKILLS

English, French, Greek (a bit)



STAFF-MEMBER  
**ANDREAS  
MUCKENFUSS**  
DIRECTOR

## SHORT BIO

Andreas was born and raised in the little town of Bad Urach in the heart of the Swabian Alb. After finishing secondary school, he went to Chile in order to do a social service at the Fundación Cristo Vive. This was a formative period of his life and he was encouraged to work independently. When he came back to Germany, he began his studies in Public Administration at the University of Potsdam, and made Kreuzberg/Neukölln the center of his life. His final thesis was entitled Fighting Corruption in Post-Conflict-Countries - Kosovo.

The method of simulation gaming caught his attention already in school. At university, he participated in the krisenspiel and subsequently joined the student's group. There he met Florian and together with others, they frequently co-organized simulation games at Freie Universität Berlin.

During that time, he became one of the driving forces in adjusting the simulation game method to other circumstances and needs. Consequently, he was one of the founding members of CRISP and is one of its directors until today.

## PERSONAL FOCUS

Geopolitics, Peace & Conflict, Anti-Corruption-Policies, Organized Crime

## REGIONAL FOCUS

Middle East (Egypt), Caucasus, South-America and others

## LANGUAGE SKILLS

German (mother-tongue), English (fluent), Spanish (fluent), Portuguese (a bit)



**STAFF-MEMBER**

**JULIE JANKOVIC**

**PROJECT COORDINATOR**

## **SHORT BIO**

Julie Jankovic feels at home in many places in the world. She was born and grew up in southern Germany, studied, worked and lived in Eastern Germany, Northern France, Rwanda and Lebanon among others. Her new adopted home is Berlin.

She has been working for different organizations in the realm of international cooperation since 2008. Her main experience as a project coordinator, trainer and advisor lies in the fields of youth work, conflict transformation and peace education. Crossborder activities have been her focus over the years. Working with people from different social and cultural backgrounds as well as dealing with transformation processes inspires and motivates her immensely, which is what brought her to CRISP.

Julie Jankovic is working as a project assistant with CRISP since November 2015 and supports the team in managing and implementing different projects and simulation games.



STAFF-MEMBER

**OLIVER  
WIECHMANN**

PROJECT COORDINATOR

Since April 2016 we have another new colleague. Before Oliver Wiechmann joined our team, he was living in Armenia and gained deep insights into the conflict-settings in the South Caucasus. Furthermore, he gathered tremendous experience in the field of non-formal education with different target groups. These qualifications make him perfectly fitting to CRISP and we are extremely grateful for his outstanding contributions in 2016.

## **SHORT BIO**

Oliver has a scientific background in sociology and educational science and has been active in the NGO field since 2007. He has extensive experience in the development and implementation of educational projects of different scales, being a professional trainer and project manager for several years.

Apart from Germany, he had been living in Chile, Vietnam and for several years in Armenia, therefore developing a strong interest in the cooperation with the Eastern Partnership countries. In his work he likes to focus on the connection between theory and practice, being convinced that both spheres can have mutual benefits from each other.

Within CRISP, he is working as project coordinator and trainer since 2016, contributing with his rich experience to the development and implementation of new programmes and simulation games.

# INTERNAL

## ASSISTANTS



January – March

**JULIANE ITTA**



April – June

**JOHANNA  
KLEFFMANN**



July - September

**ANNA SEIB**



October - December

**KETEVAN  
MURUSIDZE**



November- December

**KATERYNA TSUD**

By offering an internship, we hope to give young professionals or students the possibility of gaining deeper insight into the work of an international NGO. During the internship, we focus on the interests, the existing knowledge and talents of the assistant and thus receive great input. Further, we try as good as possible to offer the assistants tasks in the course of our projects that allow them to look behind the curtains of project management and to gain experience-based knowledge.

At this point, we want to thank all our assistants of 2016, who contributed tremendously to the implementation of our projects and to the organization in general. All of the assistants shaped our organization and became reliable and highly committed colleagues during their internships.

## STATEMENT ON GUIDELINES FOR CIVIL CONFLICT MANAGEMENT AND PEACEBUILDING

Over the last years, CRISP tried to get more involved in the discourse about the future of the field of peacebuilding and conflict transformation. Therefore we became members of the “Platform for Conflict Transformation” and visited several conferences, and roundtables related to the field.

As the German government announced in the middle of 2016, that they would develop new guidelines for civil conflict management and peacebuilding, we tried to make our opinions being heard in the process. We developed a critical statement sharing our experiences with the challenges and shortcomings of funding strategies by governmental agencies and ministries.

One of the baseline arguments was that the process of professionalization in the field of peacebuilding concerning both academia, and agencies who carry out activities on the ground in many cases didn't go along with a more professional and strategic involvement on the donor level.

We delivered this statement to all relevant actors involved in the process, from Members of Parliaments to the staff of the German Foreign Ministry. Although the feedback in general was positive, it remains unclear if there was any impact, as the guidelines are still under construction. Probably only small steps will be taken, but we will continue our involvement in the process, as the general structures in the field are one of the main determinants for its success.

### INTRODUCTION

As a leading organization in civilian conflict management, we have been cooperating with the Foreign Office of the Federal Republic of Germany directly or via the zivik support program. This opinion is based on our experience in the application, implementation and evaluation of projects as well as on the feedbacks of our local partner organizations. In the forthcoming development of new guidelines on civilian crisis management and peace promotion, we are particularly concerned with how these can be implemented. From our point of view, this perspective must already be included in the preparation of the guidelines in order to ensure effective implementation.

A central element of the influence on local civilian conflict management is the field of project promotion. The establishment of the action plan „Civilian Crisis Prevention, Conflict Resolution and Peace Consolidation“ as well as the restructuring of the Foreign Office became important milestones on this way. The Foreign Office in particular has been playing an increasingly important role since then. From our point of view, however, it came to friction loss on the stage of practical implementation.

One of the reasons for that is, to our mind, a further ambiguous role assignment of the Foreign Office in the institutional structure of civilian conflict management in Germany. The process of guideline formation should react on this and create more clarity and planning security for the on-the-spot work, as this ultimately constitutes the core of the civilian peace promotion of the Federal Republic of Germany.

# INTERNAL

## INITIAL POSITION

In recent years, the Federal foreign office has gradually become a promotional institution in the area of civilian conflict management. Exactly through the Eastern Partnership Program and its funding volume the Federal Foreign Office has become an important donor, setting standards and defining what is happening on the spot. Also within the funding program zivik, which draws its funds from the budget of the Federal Foreign Office, the funding decision is decisively dependent on the opinion of the Foreign Office.

However, Federal Foreign Office is just inadequately prepared for the complex task of evaluating project applications, accompanying the implementation and assessing their impact. On the one hand, the employees are confronted with a high workload, on the other hand, they often lack the experience and qualification for adequate implementation of the above-mentioned tasks and the high staff turnover is not helpful either.

Here we see a contradiction: While the actors in the field increasingly professionalize themselves, and the strategic development of the area is progressing, the project promotion in the running operation is accomplished rather incidentally.

This is even more problematic than that the staff is not able to work out concrete project assessment scheme, promotion priorities, guidelines and clear country strategies. Much remains therefore dependent on the individual decision of the respective employee.

This lack of clarity makes it more difficult for potential recipients to plan strategically and work sustainably that is essential in the field of conflict management. The short-term nature of the projects, long processing times for the approval of follow-up projects and unclear priorities influence the impact of the funded projects. This results in the communication problems with local partner organizations. It becomes difficult to inform them on why some projects get financial support and others not. In the worst case, it leads to a loss of trust and credibility where the Federal Foreign Office has been investing a lot. Eventually, it undermines the foundation of civilian conflict management.

## CLARIFICATION OF ROLES

First of all, a self-reflection is needed, which is combined with a clear definition of roles, on how the Federal Foreign Office positions itself in the field of civilian conflict management and, in particular, what the added value the Federal Foreign Office creates through its growing role as a donor. Since certain skills and experiences have already been developed, this process should be carried out self-critically and effectively.

## FUNDING PRIORITIES IN CIVILIAN CONFLICT MANAGEMENT

Regardless of its role as a donor, the Federal Foreign Office should formulate general priorities and criteria for funding and promotion in civilian conflict management. This needs to be done on the basis of the Foreign Office's resources and expertise. In this regard, it is essential that a role of the civilian conflict management projects is clearly defined in a respective country strategy. Eventually, it should be transparently communicated to external audiences.

## QUALIFICATION OF EMPLOYEES

In addition to the transparent strategic orientation and the roles' clarification, an appropriate training of the Federal Foreign Office employees responsible for project support is necessary.



The professionalization of the field requires a professionalization of the respective bodies on the part of the donors as well. This is also relevant if the Foreign Office does not act as a donor directly, but reserves the decision-making power of project funding, as in the case of the zivik Programme.

## **CONCENTRATION OF EXPERTISE**

A possible option would be a consistent transfer of all project funding to the zivik Funding Programme (including Eastern Partnership), accompanied by a substantial setup of relevant human resources. The basis for a unified strategy and smooth cooperation would be clear funding guidelines, a transparent evaluation system and the aforementioned country strategies for civilian conflict management. This may take into account the fact that the Federal Foreign Office remains to be the last instance decision-maker.

If the double structure of the Federal Foreign Office and zivik were to remain, according to a second option, a competent body in the Foreign Office would be created which is responsible for the processing of applications. The tasks of such a body would include bringing together the recommendations of the country departments and examining them in accordance with the overall strategy on the guidelines basis. It could be, for example, positioned in the S-Department.

# FINANCIAL REPORT

## FINANCIAL OVERVIEW – NET INCOME DETERMINATION 2016

### A. IDEAL FIELD OF ACTIVITY

#### Income

membership-fees	1.558,00 EUR
donations	50,00 EUR
project grants	292.406,55 EUR
project coordination & trainings	35.951,26 EUR
European Volunteer Service (Erasmus+) + CrossCultureInternship (IfA)	2.060,00 EUR
reimbursement travel-costs and catering	2.580,92 EUR
other:	0,00 EUR
<b>sum:</b>	<b>334.606,73 EUR</b>

#### Expenditures

payment of project coordination to other institutions	-18.981,84 EUR
travel costs, accommodation etc., including project related costs	-66.335,93 EUR
(other) projects related costs	-52.457,07 EUR
project related salaries, honoraries	-80.942,59 EUR
project related costs for administration, including accounting	-10.678,48 EUR
back-payment project grants	-43.139,50 EUR
acquirements	-1.551,19 EUR
personnel costs (office)	-68.412,46 EUR
europaean volunteer programm	-3.900,00 EUR
office rent	-4.440,72 EUR
electricity costs	-662,27 EUR
telephone & internet etc.	-1.018,73 EUR
stationery	-963,39 EUR
postage and packing	-229,63 EUR
insurances	-372,47 EUR
software	-79,95 EUR
catering costs	-773,74 EUR
bank charges	-420,31 EUR
others	-844,38 EUR
<b>sum:</b>	<b>-356.204,65 EUR</b>

# FINANCIAL REPORT

## B. TRUST ADMINISTRATION

### Income

interests	12,93 EUR
<b>sum:</b>	<b>12,93 EUR</b>

### Expenditures

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<b>sum:</b>	<b>0,00 EUR</b>

## C. SPECIAL PURPOSE OPERATIONS

### Income

<b>sum:</b>	<b>0,00 EUR</b>
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### Expenditures

VAT payment for 2015	-1.913,72 EUR
others (allowance)	0,00 EUR
<b>sum:</b>	<b>-1.913,72 EUR</b>

## D. ECONOMIC BUSINESS ACTIVITIES

### Income

<b>sum:</b>	<b>0,00 EUR</b>
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### Expenditures

<b>sum:</b>	<b>0,00 EUR</b>
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## TOTAL ACCOUNTING

<b>Total Income 2016</b>	<b>334.619,66 EUR</b>
<b>Total Expenditures 2016</b>	<b>-358.118,37 EUR</b>
<b>Total Surplus 2016</b>	<b>-23.498,71 EUR</b>

# IMPRINT

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## Picture credits

CRISP e.V.

