



# Measuring the Impact of Negotiation Training

A Look at Mercy Corps' Experience

*Presented by: Leslie Wingender, Peacebuilding Advisor*

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# OVERVIEW

- **Brief background**
- **Presentation of the revised tools**
- **Preliminary results**
- **Challenges/Limitations in uptake, collecting data and analysis**
- **Lessons Learned so far**
- **Questions and Discussion**



## BACKGROUND



- Mercy Corps' created M&E tools in our Iraq program
- Nice to know vs. need to know
- Stripped down to key components of the tools and created 2.0 version

- Started testing in Iraq, Jordan, Lebanon, Myanmar, Nigeria, and Pakistan\*
- Mercy Corps is part of the Negotiation/Mediation Working Group testing that is collaboratively testing the tools



*\*Not all countries listed were able to fully test these tools*

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## TOOLS: PARTICIPANT SURVEY

Key measurement concepts:

- Change in expertise and confidence in negotiation skills
- Perceived conflict types vs. actual conflicts being resolved by participants

C. CONFLICT MANAGEMENT KNOWLEDGE AND CAPACITY	
1. Please circle your current level of expertise in negotiation, (1 being no expertise and 10 being a high level of expertise.)	1 2 3 4 5 6 7 8 9 10
2. Please circle your current level of confidence when you seek to resolve conflict (with 1 being no confidence and 10 being a high level of confidence)	1 2 3 4 5 6 7 8 9 10
D. GENERAL CONFLICT CONTEXT	
3. Are there tensions/conflicts in your community?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4. If there are tensions/conflicts in your community, what are they related to?  <i>Please check (✓) all that apply</i>	<input type="checkbox"/> Natural Resources (e.g. land/water) <input type="checkbox"/> Economic (e.g. jobs/employment) <input type="checkbox"/> Governance (e.g. services, schools, hospitals) <input type="checkbox"/> Ethnic/Religious (e.g. tribal, sectarian, ethnic) <input type="checkbox"/> Other: _____
5. Please evaluate the current level of security in your governorate on a scale from 1 to 10 (1 is the least secure, 10 is the most secure)	1 2 3 4 5 6 7 8 9 10



## TOOLS: DISPUTE DATABASE

Dispute Details						Early Warning			Agreement Length					Agreement Impact							
Disputant 1	Disputant 1 Ethnic Group/Religion/Group	Disputant 2	Disputant 2 Ethnic Group/Religion/Group	Primary Dispute Type	Secondary Dispute Type	EWER System	EWER Monitor	Date of EWER Report	Dispute Resolved?	Agreement Start	Agreement End	Status	Length in Days	Contribution	Incident Type	Economic Impact of Incidents	Incidents Before	Incidents After	Male Beneficiaries	Female Beneficiaries	

Key measurement concepts:

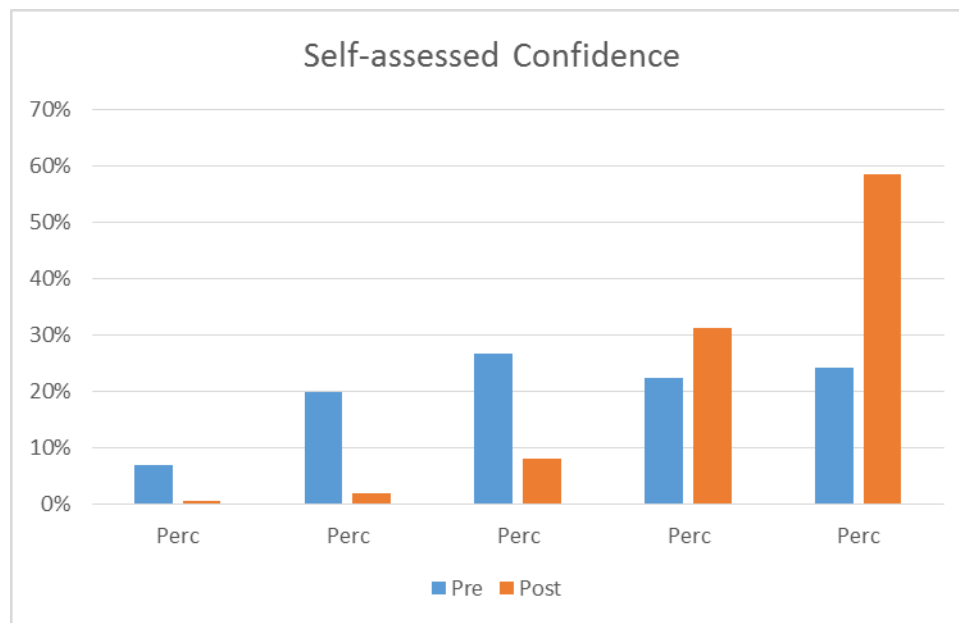
- Identity (religion, ethnicity, sex, nationality, caste, etc.) of disputants
- Location of dispute and link to Early Warning System
- # of disputes resolved
- Complexity of disputes (# of parties involved and identities)
- Sustainability of negotiated agreements (length of agreement, financial contribution)



# Measuring the Impact of Negotiation Training

## SOME PRELIMINARY RESULTS\*\*

Nigeria:  
Pre-Post Participant Survey data



**Self-assessed Confidence Level**

Period	Rating=1		Rating=2		Rating=3		Rating=4		Rating=5		Total
	Freq	Perc	Freq	Perc	Freq	Perc	Freq	Perc	Freq	Perc	
Pre	14	7%	40	20%	54	27%	45	22%	49	24%	202
Post	1	0%	4	2%	16	8%	63	31%	118	58%	202
<b>Total</b>	<b>15</b>	<b>4%</b>	<b>44</b>	<b>11%</b>	<b>70</b>	<b>17%</b>	<b>108</b>	<b>27%</b>	<b>167</b>	<b>41%</b>	<b>404</b>

\*\*This is an iterative and non-linear process; results are not final

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# SOME PRELIMINARY RESULTS\*\*

Nigeria:

Pre-Post Participant Survey data

Dispute attempts										
	Natural Resources		Economic		Governance		Ethnic/Religious		Domestic	
Frequencies: Main Dispute and Attempt	92	83%	25	74%	12	50%	68	67%	0	0%
Frequencies: Attempt NOT Main Dispute	19	17%	9	26%	12	50%	33	33%	24	100%
Frequencies: Dispute Resolution Attempts	111	100%	34	100%	24	100%	101	100%	24	100%

Jordan:

Pre-Post Participant Survey data

**Still to be determined:** How representative is this information and what do we want to do with it?

Dispute type									
	Natural Resources		Economic		Governance		Ethnic/Religious		
Frequencies: Main Dispute and Attempt	10	71%	10	40%	20	74%	11	92%	
Frequencies: Main Dispute NOT Attempt	4	29%	15	60%	7	26%	1	8%	
Frequencies: Main Dispute Types	14	100%	25	100%	27	100%	12	100%	



\*\*This is an iterative and non-linear process; results are not final

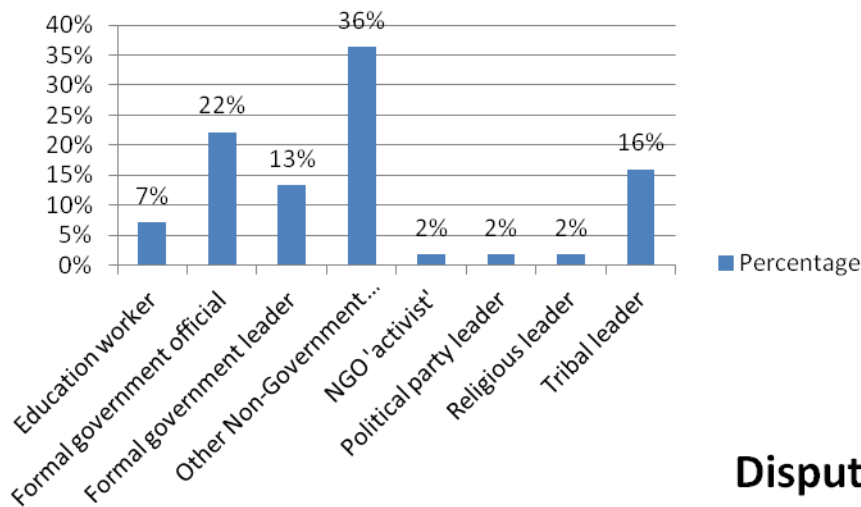
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## SOME PRELIMINARY RESULTS\*\*

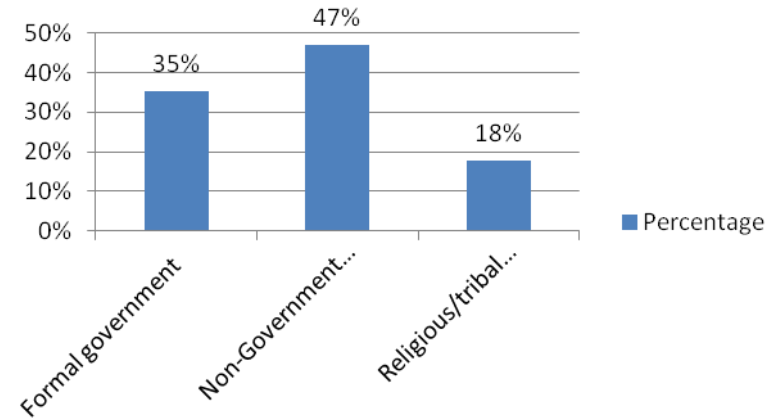
Iraq: Dispute Database data

Examples of data analysis

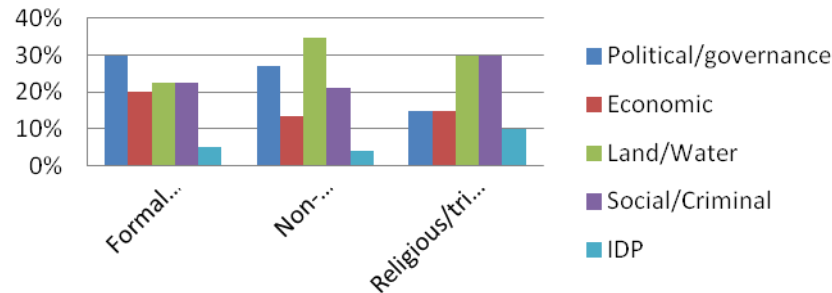
### Leader Type



### Leader Type (narrow)



### Dispute by Leader





# CHALLENGES/LIMITATIONS

## Uptake:

- Staff turn over; lose momentum and contact for M&E work
- Time constraints for the field team

## Adapting the tools/Analyzing the data:

- Main challenge is defining well the conflict categories/descriptions that are country appropriate but concise and “analyzable”
- How to collect information so we can analysis it critically; still learning what are the key measurement points to collect

## Bigger Picture

- Are the tools appropriate for all Mercy Corps’ programs with a negotiation component?



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## LESSONS LEARNED SO FAR

- Applicability of the tools: One key question we have is whether these tools are applicable for all our negotiation programs.
  - Our goal is to clarify when these tools are useful and in what sort of program interventions
- How to adapt tools to country context: create clear guidelines
- Considerations of time spent collecting data and results we can show: we need to make judgment calls on when it's best to use the tools
- Gaps in the measurement of impact:
  - » What other ways are there to measure impact? Community surveys? Comparison groups?
  - » How do we best measure the impact of community level dispute resolution and how realistic is it to measure?



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## QUESTIONS?

### CONTACT

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