

Final Report
on
**Impact and Sustainability Assessment:
Elections BRIDGE Program in Nepal
(2008-2012)**

Submitted by

Lily Thapa
Kapil Neupane

Edited By

Ellen Shustik

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Acronyms

AEC	Australian Electoral Commission
BRIDGE	Building Resources In Democracy, Governance and Elections
CSO(s)	Civil Society Organization (s)
DEO(s)	District Election Office/Officer (s)
ECN	Election Commission of Nepal
EEIC	Electoral Education and Information Center
ESP	Electoral Support Project
GoN	Government of Nepal
IDEA	Institute for Democracy and Electoral Assistance
IFES	International Foundation for Electoral Systems
LDTA	Local Development Training Academy
MIS	Management Information System
NPTF	Nepal Peace Trust Fund
TITI	Training Institute for Technical Instructions
TtF	Train the Facilitator
UNDP	United Nations Development Programme
UNEAD	United Nations Electoral Assistance Division

Executive Summary

The Building Resources in Democracy, Governance and Elections (BRIDGE) curriculum was developed in 1999 by a team of experienced democracy professionals from around the world. This modular professional development program was designed with a view to building the capacity of electoral administrators and other relevant stakeholders to hold elections. The Elections BRIDGE program was introduced in Nepal by the Election Commission of Nepal (ECN) in 2008, in partnership with the United Nations Development Program (UNDP), the International Foundation for Electoral Systems (IFES), and the International Institute for Democracy and Electoral Assistance (IDEA).

In 2012, with the program having been implemented for over four years, a decision was made by program partners to conduct an assessment of both the impact and sustainability of Elections BRIDGE in Nepal. Overall, the comprehensive study determined that the Elections BRIDGE program is both effective in its implementation and relevant in terms of the local context and the ECN's priorities. Moreover, the program is focused on the different aspects of the capacity development component of the elections process, which are not commonly available in other capacity development programs in Nepal.

The most significant finding of this modular training process, which focuses on interactive and participatory approaches, was the participants' adoption of the learning and their ability to apply these new skills, not just in elections-related activities but also in their daily work procedures. Another positive aspect of the Elections BRIDGE program is the scope to customize the training modules as per the local context and needs. While some initiatives have taken place to customize 10 modules that have benefitted 1,047 participants, further investment is required to customize the remaining modules and to develop the training and reading materials in local languages; this would ultimately contribute to the program's sustainability in Nepal. Furthermore, it was observed that the quality, available infrastructure of the Electoral Education and Information Center (EEIC), within the ECN's premises, should be utilized more efficiently, to address the concern of the cost effectiveness of the program.

As one of the major components of the program, the accreditation of the Elections BRIDGE facilitators was determined to be implemented effectively within the timeframe: as of December 2012, 43 facilitators have received semi-accreditation (Level 4); 19 facilitators are fully-accredited (Level 3); and one facilitator has attained the level of Accrediting Facilitator (Level 2). Moreover, the Train the Facilitator (TtF) element of the program appears to be highly popular and effectual both within the ECN and among other participating stakeholders. However, to ensure the sustainability of the program, the ECN and its Elections BRIDGE Partners should further develop and apply participant selection criteria¹ and mobilization guidelines. For example, staff from district-level electoral offices and Government of Nepal (GoN) training institutes could be more vigorously recruited as program participants.

¹ Participant selection criteria were developed, and participants were selected on that basis for the TtF program.

It was also observed that the ECN could more adeptly address the retention issue of its trained human resources. There is also a need to further develop and operationalize the Management Information System (MIS) and the mechanism to monitor the facilitators of the Elections BRIDGE process within the ECN. Overall, however, the Elections BRIDGE program in Nepal is successful in terms of the cooperation between the facilitators, the ECN and its partner international agencies. This report's recommendations, with respect to the different aspects of the program such as its objectives, funding, ownership, localization and institutionalization, would further strengthen and increase the impact and sustainability of the Elections BRIDGE program in Nepal.

1. Background on BRIDGE

In December 1999, a group of prominent international electoral experts met in Canberra, Australia to discuss the structure and content of a capacity-building program for electoral administrators. They were asked to reflect on what they had wished they had known, with the benefit of hindsight, when starting to work on their first elections. The knowledge that this large international team of experienced democracy professionals identified and the expertise they shared formed the basis for what became the BRIDGE curriculum – arguably the world's most comprehensive curriculum in electoral processes. The five BRIDGE Partners include: the Australian Electoral Commission (AEC); International IDEA; IFES; UNDP; and the United Nations Electoral Assistance Division (UNEAD). This program has been ongoing with the support of the various cooperating partners for over 10 years.

BRIDGE is a modular professional development program designed to build capacity for holding elections. The BRIDGE elections curriculum is comprehensive, representing the most ambitious attempt to cover the spectrum of electoral processes and their effective administration. The curriculum includes major sections on: stakeholders in the electoral process; coverage of cross cutting issues (such as gender, integrity and access); and in-depth exploration of complex issues relating to institutional culture, credibility and ethics.

The objectives of BRIDGE are to:

- Enhance the skills and confidence of stakeholders in the electoral process;
- Increase the awareness of tools and resources available/necessary to build and maintain a sustainable electoral culture;
- Develop a support network for stakeholders in electoral processes and encourage a culture of sharing information and experiences; and
- Promote internationally accepted principles of democracy and good electoral practice.

2. Background on Elections BRIDGE Nepal

In Nepal, the Elections BRIDGE program started in 2008 as a partnership between the ECN, the UNDP Electoral Support Project (ESP), IFES and IDEA². Since its inception, over 50 Elections BRIDGE trainings have been conducted across the country for approximately 1,150 participants, including both modular courses and TtF courses³. The extensive Elections BRIDGE training program is conducted through 24 modules on various aspects of

² The ECN is the lead institution for the implementation of Elections BRIDGE in Nepal, and organizes events with the technical and financial support of UNDP/ESP, IFES and IDEA. The BRIDGE Coordination Committee (BCC), under the chairmanship of a Joint Secretary and comprising of representatives from UNDP/ESP, IFES and IDEA, meets biannually to propose activities and approve an annual work plan. The BRIDGE Working Group (BWG) of representatives from the ECN, UNDP/ESP, IFES and IDEA assists the BCC. IDEA representatives work as BRIDGE Focal Points (BFP) and coordinate all BRIDGE activities in Nepal. In terms of financial support, UNDP/ESP has provided approximately USD 400,000 (57 percent), followed by IFES with approximately USD 200,000 (28 percent), and IDEA with approximately USD 90,000 (13 percent) and ECN USD 12,000 (2 percent). The ECN contributes in kind towards participants' travel, accommodation and food costs.

³ The TtF courses in 2008, 2011 and 2012 were conducted for approximately 60 participants in total.

the election process⁴, with the aim of building a solid foundation of understanding internationally-accepted principles and practices associated with election administration. The teaching and training methodology of BRIDGE is designed to encourage the complete engagement and participation of the trainees and thus enable them to share their skills, knowledge and experiences in an open and accepting environment.

The Elections BRIDGE course is comprised of two foundation modules, entitled “*Introduction to Electoral Administration*” and “*Strategic and Financial Planning*”, as well as 22 additional modules under the three themes of electoral architecture, electoral operations, and working with electoral stakeholders (*see Table 1 below*). The ECN adapted the modules in its training program after recognizing and mapping out the Elections BRIDGE program and its relevance for the perceived needs of the ECN. Elections BRIDGE modules are specifically designed for diverse stakeholders and their specific issues related to elections, such as political parties and their mechanisms for recruiting voters, candidates and electoral staff and for targeting women, youth, minorities or marginalized groups including Madhesis, Dalits, Janajatis or the elderly.

The course is entirely activity-based, flexible and adaptable to local contexts. The thematic modules are helpful in terms of the ECN being able to adjust the program based on varying election-related subjects; generate facilitators and modules; maintain a voter list with photographs; and establish information centers. The ECN has gained international credibility for its impartial role during elections, and has consequently been able to establish collaborative relationships with several international agencies and obtain substantial technical support.

Table 1: Thematic Modules

A. Electoral Architecture	<ol style="list-style-type: none"> 1. Boundary Delimitation 2. Electoral Management Design 3. Electoral Systems 4. Electoral Technology 5. Legal Framework 6. Political Financing
B. Electoral Operations	<ol style="list-style-type: none"> 7. Electoral Security 8. Electoral Training 9. External Voting 10. Polling, Counting and Results 11. Post-election Activities 12. Pre-election Activities 13. Voter Registration

⁴ In Nepal, trainings have been conducted on 10 modules, including foundation module “Introduction to Electoral Administration” and nine thematic modules (Electoral Systems, Electoral Training, Pre-election Activities, Voter Registration, Electoral Contestants, Electoral Dispute Resolution, Electoral Observation, Gender and Elections, and Media and Elections). *See Annex I.*

C. Working with Electoral Stakeholders	14. Access to Electoral Processes 15. Civic Education 16. Electoral Assistance 17. Electoral Contestants 18. Electoral Dispute Resolution 19. Electoral Observation 20. Gender and Elections 21. Media and Elections 22. Voter Information
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3. Objectives of the Assignment

The Elections BRIDGE program has been implemented in Nepal since 2008 and continues to enjoy strong support from within the ECN, Elections BRIDGE Partners and other relevant stakeholders. However, the continuation of the program needs to be grounded in a solid understanding of the impact of Elections BRIDGE to date, and its potential sustainability by its beneficiary, the ECN. This evaluation, as proposed by UNDP/ESP's Terms of Reference (*see Annex II*), will assist in this regard.⁵

Following its implementation for over four years across the country with a wide range of stakeholders, the Elections BRIDGE Partners believed an evaluation was needed to: assess the impact of the program's activities; identify its achievements and challenges; and determine how to sustain its activities moving forward. The overall objectives of the evaluation were to:

- Assess the performance and impact of Elections BRIDGE Nepal against its intended objectives;
- Assess the effectiveness of ensuring key underpinning values including local ownership, empowerment, inclusiveness and participation; and
- Assess and provide recommendations on strengthening national ownership and sustainability of the program.

4. Methodology

Under the overall supervision of UNDP/ESP, and in close coordination with the Elections BRIDGE Partners' Evaluation Committee⁶ and the Elections BRIDGE Office, the external evaluators carried out the following activities for the completion of the evaluation:

4.1. Document Review

⁵ The November 2009 report's observations and recommendations served as a benchmark for the further evaluation of the Election BRIDGE program until September 2012. This report deals only with Elections BRIDGE and its related modules; there are other BRIDGE programs that this report does not cover, such as the Democracy and Governance BRIDGE (DG BRIDGE) course that was trialed in Nepal in 2011 with World Bank and IFES support (and not ECN support).

⁶ The BRIDGE Partners' Evaluation Committee consisted of one representative from each Partner to assist with the evaluation.

The evaluators carried out a comprehensive study of Nepal's Elections BRIDGE program, including its conceptualization, planning, and implementation, and specifically its objectives, activities, outputs, results and impact. They also performed a desk review of key Elections BRIDGE activities since the program's inception. This review covered all Elections BRIDGE-related documents, including a 2009 Elections BRIDGE evaluation, work plans, handbooks, reports and documentation (*see Annex III*).

4.2. Key Informant Interviews

In order to conduct Key Informant Interviews (KII), the team consulted with both national and international facilitators who have been part of the Elections BRIDGE program's implementation over the years (*see Annex IV*), including the preparation of the evaluation questionnaire (*see Annex V*). The team also held discussions with various stakeholders, both within and outside the ECN, who have been participants in the Elections BRIDGE courses.

More specifically, the team consulted with the Acting Chief Election Commissioner, the Former Chief Election Commissioner and a regular Commissioner during the evaluation process, as well as eight fully-accredited facilitators and three semi-accredited facilitators. The evaluators also held an interaction with a group of Elections BRIDGE modular training participants. The 23 interviews in total were conducted either in person or through phone calls and emails.

4.3. Focus Group Discussion

In consideration of the time availability of the Elections BRIDGE training participants, a focus group discussion was conducted during the third TtF workshop in order to gain first-hand information on the program. The main focus of the discussion was the quality and competency of the accredited facilitators and the relevancy of the Elections BRIDGE program in Nepal.

4.4. Field Visits

As part of the evaluation, the team visited three District Election Offices (DEOs) in Mahotarri, Dhanusa and Nuwakot districts. During the field visits, two semi-accredited facilitators and two modular training participants were interviewed, as well as DEO staff to ensure validation of the information provided by the training participants.

4.5. Meetings with Elections BRIDGE Program Staff

The evaluation team held a series of meetings with staff linked to the program at the Elections BRIDGE Partners and implementing agencies (*see Annex IV*), including: Mr. Alan Wall from IFES; Ms. Leena Rikkila Tamang and Mr. Shanti Ram Bimali from IDEA; and Mr. Andres Del Castillo, Ms. Najia Hashemee and Mr. Kundan Das Shrestha from UNDP/ESP. During these meetings, the evaluators sought input for the development of tools, questionnaires and information for the evaluation of the Elections BRIDGE program.

5. Framework of the Impact Assessment

The team followed a framework⁷ for the impact assessment of the Elections BRIDGE training program that is often used by different organizations to assess the impact of their projects (see *Annex V*). This framework can be used to assess the impact at both the individual and organizational levels by examining the following areas: Effectiveness, Efficiency, Relevance, and Sustainability.

a) ***Effectiveness***

- Achievements of the initiative, tabulated against the original plan/design and indicators; conduct checks to determine if the original plan/design was appropriate;
- A qualitative assessment of how well the initiative was managed and how management affected positively/negatively the achievement of outcomes;
- The understanding of the election process in totality and the interconnectedness of the different phases of the process; and
- The impact in planning and implementation and working of individual and organizational levels with regards to: gender issues, the working strategy of the ECN and its staff, and other stakeholders.

b) ***Efficiency***

- Results of cost-benefit analysis⁸; and
- Value for money to determine whether the initiative represented a balance between costs and effectiveness, in terms of either cost per unit of input or cost per unit of output.

c) ***Relevance***

- Appropriateness of the initial objectives and broad programming logic in the local context and ECN strategy;
- Clarity and realism of the objectives and their performance indicators;
- Appropriateness of the management and institutional arrangements in relation to the ECN's capacity, structure and resources; and
- Time factor in regard to the timeliness of the trainings.

d) ***Sustainability***

- Any assessment possible, as evidence-based as possible, on the likely impact of the initiative, which refers to the long-term changes resulting from the initiative, both positive/negative as well as planned/unplanned; and

⁷ Civic Education Development Project (CEDP) Evaluation Guidelines 2009.

⁸ Please see *Appendix I: Financial Analysis of Elections BRIDGE Trainings in Nepal*.

- The funding assurance and the institutionalization of the Elections BRIDGE program.

6. Major Findings and Analysis of Elections BRIDGE Program (2008-2012)

With a view to analyzing the effectiveness, efficiency, relevance and ultimate sustainability of the Elections BRIDGE program in Nepal, the team examined several aspects of the program, including personnel, materials, cost, stakeholders, international facilitators, gender and social inclusion, possibilities for partnership, and the sustainability of the program. The key findings are listed below:

6.1. Effectiveness

- Through the use of a participatory methodology, the Elections BRIDGE program in Nepal is unique and effective in its approach. Both the methodology and curriculum are geared towards adult learning, with a shift from lecture-based techniques to more participatory-based activities.

"I am now more confident after becoming a BRIDGE Facilitator. I have been delivering many trainings at the Staff College and have been incorporating BRIDGE's interesting techniques and methodology in other trainings as well. BRIDGE is more than just a tool to develop capacities for delivering trainings, such as presentation and training design skills; the Ttf is a very effective tool to help develop self-confidence and to know oneself better."

-- Female BRIDGE TtF and Staff College Facilitator
- This approach has enhanced the awareness and insight of participants towards their working methods, as they increasingly practice participatory approaches in their decision-making processes. This was perceived based on interactions with ECN staff and interviews with facilitators and their colleagues, whereby they claimed to have greater recall of the information and therefore increased capacity and retention.
- By offering trainings on different aspects of the election process rarely covered by other trainings in Nepal, the program offers a firm basis in educating participants on international elections standards.
- The content of Elections BRIDGE provides participants with an in-depth knowledge on election issues and has improved their skills of facilitation and presentation. As a result, ECN staff participants demonstrated increased confidence and enhanced performance in their work due to their new facilitation skills. This not only affects their professional development and capacity but also increases the ECN's strength in conducting free and fair elections in a professional manner.
- The Elections BRIDGE program also covers the diverse issues of gender and minorities in the election process so that participating ECN staff and other relevant stakeholders increase their understanding of meaningful representation and inclusion.
- The content of the Elections BRIDGE training is gender responsive in nature, with gender a cross-cutting theme of several modules and a separate and entire training devoted to 'Gender and Elections'.
- Moreover, efforts have been made by the Elections BRIDGE Office/program/local DEOs to ensure female participation, with interviewed DEOs stating that they have kept up

their efforts to guarantee female participation reaches approximately 50 percent in district-level programs.

- By localizing the training modules and materials, workshops were more trainee-friendly and applicable to localized needs and requirements. However, not all Elections BRIDGE training modules are customized to the Nepali context.
- Overall, the training program ran smoothly, demonstrating the effectiveness of the coordination between the ECN and Elections BRIDGE partner organizations, such as UNDP, IFES and IDEA. No major challenges were revealed in terms of the decision-making process for trainings and their feasibility and relevance.

Challenges to Effectiveness:

- If dissemination of the information taught through the Elections BRIDGE program to a greater audience of relevant stakeholders is a priority, clear policies and procedures are lacking, as the program does not have formal requirements or demands of its non-ECN participants or mandatory conditions to apply their learned techniques.
- While the selection criteria for the 2011 and 2012⁹ TtFs were developed and agreed upon by all Elections BRIDGE Partners, the ECN followed the established criteria in 2011 but did not fully implement them in 2012, leading to inconsistency in the application of selection criteria.
- ECN staff participation in the Elections BRIDGE program is not being fully maximized, and there continues to be a limited participation of women in the training program overall¹⁰.

6.2. Efficiency

- The TtF element of the Elections BRIDGE program results in its relative costliness (compared to other professional development training programs), primarily due to the involvement of international facilitators, which is necessary to ensure the maintenance of international standards during the TtF.

"Even for my personal study, being a BRIDGE Facilitator supported my studies, especially with the in-depth knowledge of the electoral system and democratic practices, which I was able to share during my course with my professor and friends. I believe the BRIDGE training program should be extended beyond the central and regional levels to the grassroots level so that even grassroots people can benefit from this wonderful electoral package."

-- District Election Officer

- While more costly training venues were selected for the TtF, which as an intensive training requires the full and uninterrupted participation of the trainees, venues for

⁹ The selection criteria for the 2012 TtF were determined at a planning meeting in November 2012.

¹⁰ When Elections BRIDGE trainings are conducted for ECN staff, the gender ratios reflect those from the relevant section of the ECN; therefore higher female participation would require a more gender-inclusive ECN.

other modular trainings were chosen as the most cost-effective based on criteria such as sufficient accommodation and training facilities.¹¹

- While the Elections BRIDGE modules are required to be facilitated by accredited facilitators, all program activities apart from the TtF used local facilitators. International facilitators were only used when local ones were not available and no other alternative was accessible.
- Participating ECN staff display a positive attitude towards the Elections BRIDGE program and are willing to participate in as many modules as possible, which justifies the ECN's investment and support for Elections BRIDGE activities in Nepal.
- The management of the trainings in terms of their timing and regularity, as well as the participation of target groups, is appropriate and effective. Based on interviews, there appears to be a wide understanding among ECN staff and partners that the Elections BRIDGE program is successful in giving opportunities to the ECN and relevant stakeholders.

Challenges to Efficiency:

- Available, quality infrastructure within the premises of the ECN at the EEIC is not being fully utilized, as it is difficult to have full-day participation of some of the major electoral stakeholders (senior political party representatives, media) if the workshops are organized at the EEIC; however, this would help reduce the cost of the program (if expenses were kept solely to participants in the trainings and the ECN could guarantee that for Elections BRIDGE workshops held at the EEIC, ECN staff participants would not be interrupted by their regular work).
- The program has to bear the high cost for the mobilization of international facilitators, primarily at the TtFs to ensure international standards are met, or other modular programs where local expertise has to be developed.¹²
- With respect to program delivery, challenges were observed in terms of the mobilization of locally-trained facilitators and other training participants, sometimes due to a lack of availability.
- By not being able to organize all of the Elections BRIDGE modules concurrently, some modules were repeated due to popularity and demand, while others were not conducted due to a lack of interest or resources¹³. While interviewees stated that they want more modules to be implemented, both funding and human resources are lacking in order to expand the number of Elections BRIDGE sessions that cover both new ECN staff and existing staff, as well as other external institutions and civil society organizations (CSOs).

¹¹ Based on the financial analysis of the Elections BRIDGE program, there is a decreasing trend in the cost of modular trainings over time.

¹² When local accrediting facilitators (international level) have been used (i.e. from IDEA), it has been at low cost to the Elections BRIDGE program.

¹³ The need for translation of the other modules into Nepali and the ability to customize these modules are both highly resource-intensive tasks. In terms of striking a balance between the modules, there is a challenge with new management staff continuously coming into the ECN through the civil service rotation policy, which requires continuing basic electoral management training through the Elections BRIDGE program.

6.3. Relevance

- As there are limited capacity-development opportunities available in Nepal, the Elections BRIDGE program contributes to narrowing that gap¹⁴ and increases both individual professional and organizational development.
- The Elections BRIDGE training program is also highly relevant to Nepal's context, as it has prioritized and contributed to the ECN's capacity-development strategy and specifically addresses the ECN's elections program.
- Elections BRIDGE trainings are specialized on the electoral system and effectively target those who are involved in the elections business or are interested in working in this area. The content of Elections BRIDGE responds to the needs of the trainees both in terms of knowledge gained and the development of skills and experiences at the individual level.
- The selection criteria and process have been developed to ensure relevance in the selection of trainees and targeted groups. The program attracts a wide range of participants from government agencies, CSOs, the media, political parties and various relevant authorities. Furthermore, an effort in gender balance through gender documentation within the ECN's training program, was applied.
- Investment in Elections BRIDGE training activities for ECN district office staff have a pro-democratic effect, as the trained human resources can deliver effective services and a flow of information to the public on voter registration and the conduct of elections.
- This training program is also relevant to the present context in Nepal, as it demonstrates the straightforward cooperation and coordination between the ECN as an independent constitutional body and international donor agencies.

"I used to 'teach' during trainings, but after partaking in the TtF last year, I now feel very content to use the participatory methodology which is very effective in imparting knowledge. BRIDGE is very helpful in changing the perspective of an individual."

-- ECN Senior Officer

Challenges to Relevance:

- The Elections BRIDGE program still needs to be addressed specifically in the ECN's strategy, both in programmatic and financial respects.
- Occasionally, the selection criteria and process to ensure relevant trainees and targeted groups are not followed exactly. A well-executed action plan could ensure that various relevant stakeholders with key positions are selected to deliver training programs.
- There could be a wider dissemination or sharing of training modules and the formal accreditation process among relevant stakeholders and interest groups, as the program is still only taught to a limited audience.

¹⁴ Both the ECN and the Elections BRIDGE working group determine gaps in staff capacity and conduct modules to address those needs.

6.4. Sustainability

6.4.1. Sustainability/Institutionalization of the Program

- The Elections BRIDGE program was found to be instrumental in developing and maintaining the ECN's relationships with other relevant stakeholders (such as government training centers and CSOs), through their regular participation in program activities, which enhanced communication and overall coordination.
- The ECN's implementation of the Elections BRIDGE program in collaboration with various international agencies has also increased its international cooperation and credibility.
- At the organizational level, the content of the Elections BRIDGE program has been placed under the ECN's policy level for its strategic management and leadership. The program has taken an important place within the ECN's overall strategy and policy, and Elections BRIDGE modules have been valued as they provide new types of trainings and techniques for learning election-related subjects.
- Moreover, Elections BRIDGE facilitators who are trained within the ECN have been mobilized effectively, and this motivated group is the backbone of the training program and will ensure its continuation in a sustainable manner.
- To encourage sustainability, the ECN has invited staff from other training institutes such as the Staff College, the Local Development Training Academy (LDTA) and the Training Institute for Technical Instructions (TITI) to participate in the Elections BRIDGE program, which has created positive interest through their continued availability and participation and through the application of their knowledge and skills in their regular trainings of their institutions.
- To further institutionalize the program, the ECN has already started to develop and adapt the Elections BRIDGE curriculum into the educational curriculum, in coordination with the Ministry of Education. This is being done with a view to enhancing the internalization process while meeting young adult learning needs.
- The EEIC working policy clearly determines that Elections BRIDGE training modules shall be conducted at the EEIC (*see Box I*). The ECN's contribution of USD 12,000 for 2011 and 2012 (USD 6,000 each year) and its current allocation of USD 70,000 for 2013

"The BRIDGE training was really interesting and fruitful. We learned about basic election principles, analysis of elections through a gender perspective, and different difficulties faced by women during the elections that occur by the natural biological cycle of pregnancy or harassment by the booth volunteers. We now appreciate the importance of the ECN and the tough job they carry out, along with the prominent role of the government to ensure a safe and secure election environment.

Immediately after the training, we started using our learned BRIDGE techniques in trainings conducted by our organization, and we received positive feedback from the participants. They have requested the continuation of the BRIDGE program in any form, as it is a one-of-a-kind training that could be incorporated in other trainings to make them more interesting and worthwhile."

-- Two Participants in a 'Gender and Elections' training from Women for Human Rights (Single Women's Group)

provides a strong indication that the ECN has gradually internalized Elections BRIDGE activities within the ECN/EEIC.¹⁵

Box 1: EEIC Working Policy

In addition to various training programs conducted by the Election Commission, national, regional and international-level BRIDGE (Building Resources in Democracy, Governance and Election) trainings shall be organized. (Chapter 2: Working Policies, Section 7, Sub-Section 5)

Conduct of trainings: The center shall conduct various training programs approved by the Election Commission along with BRIDGE trainings which are of national, regional and international standards. (Chapter 2: Working Policies, Chapter 2, Section 9)

To implement national, regional and international BRIDGE trainings which are related to elections and also approved by the commission by preparing a work plan. (Chapter 2: Working Policies, Section 9, Sub-Section E)

6.4.2. Sustainability of the Impact

- According to interviews conducted, the popularity of the training program also motivated ECN staff to further partake in the TtF and other modular trainings. In so doing, they became more capable to carry out their duties as the trainings sharpened their knowledge and skills. Participants then applied their new knowledge and capacity to exercise more participatory methods in their designated work and other training programs, such as activities among DEOs, creating a multiplier effect.
- Since the end of 2008, there has been a collaborative effort to upgrade the electoral-related knowledge and skills of staff members working mostly in the districts by organizing trainings and workshops based on Elections BRIDGE modules. These participants have altered their working methods to make the dissemination of information on the election process smoother at the district level.
- Other program participants, including representatives from CSOs, journalists and politicians, have applied their adopted knowledge in their daily work as well. For example, trainees from a single women's group shared their learning with their district-level branches to advocate for the active participation of widows in the election process.
- Within the ECN, the EEIC has been updating and providing information on the electoral process and election management, and Elections BRIDGE plays a prominent role in supporting activities that the EEIC is undertaking. The EEIC's adoption of Elections

¹⁵ Please see *Appendix I: Financial Contribution of Elections BRIDGE Partners*

BRIDGE could minimize the retention challenges of staff with Elections BRIDGE facilitator training, and prevent the loss of trained human resources.

Challenges to Sustainability:

- The ECN has not yet allocated a sufficient budget for the Elections BRIDGE program. Should the program's operating funds be withdrawn by international donors, there are concerns about the sustainability of the Elections BRIDGE program.
- The process to upgrade semi-accredited facilitators to fully-accredited has yet to be operated effectively in the absence of a concrete plan. The provision of training for the full accreditation of semi-accredited facilitators is not conducted on a regular basis. With only one accrediting-level facilitator in Nepal, there is limited local capacity for monitoring and mentoring the 43 semi-accredited facilitators.
- Overall, there is a core concern with the retention and mobilization of the trained facilitators¹⁶, as Elections BRIDGE implementers have yet to develop a clear policy, and participating facilitators from other sectors and civil society have their own priorities. Non-ECN fully-accredited facilitators¹⁷ appear disinterested in facilitating the program to offer local-level training due to remuneration issues. Furthermore, mobilization also depends on the willingness of other institutions to release their staff which occurs on an ad-hoc basis.
- It was not possible to check whether facilitators implemented their trainings in their working practices, as post-training tutorials/follow-up meetings were not offered.

7. Recommendations

The following key recommendations are drawn from the completion of the impact analysis of the Elections BRIDGE program, and with a view to its sustainability through customization, localization and institutionalization. Strengthening the national ownership and sustainability of the program could be ensured by complying with parameters such as capacity development, the mobilization of trained human resources, and the institutionalization and monitoring of the Elections BRIDGE program.

7.1. Capacity Development

7.1.1. Training the Facilitators

- There is a strong need to develop more fully-accredited and accrediting-level facilitators for the customization and sustainability of the Elections BRIDGE

¹⁶ Many key informants raised their concern regarding the retention issue of facilitators, due to government provisions, as a challenge for sustainability. After interviewing the few personnel engaged in this program since its inception, it was revealed that retention is not preventable if the person is a civil servant, and that Elections BRIDGE training or other launched programs should consider this issue and have a plan to deal with it during the planning and implementation phases.

¹⁷ In Nepal, there are 10 ECN fully-accredited facilitators, seven non-ECN fully-accredited facilitators, and three Elections BRIDGE Partners, for a total of 20.

program. A plan should be developed to ensure semi-accredited trainers become fully accredited, which would also create the opportunity for capacity development of the different stakeholders.

7.1.2. Selection and Mobilization of Trained Human Resources

- In terms of participant selection¹⁸, a clear strategy needs to be developed to ensure: coverage of different sectors (civil society, government) as well as autonomous training centers; coverage of different districts and regions to contribute to the localization of the program and lower-cost mobilization; gender balance (by including non-ECN women if needed); and a guarantee that trainees will be available to facilitate a minimum number of Elections BRIDGE workshops annually.
- The ECN and the Elections BRIDGE Office need to develop a facilitator mobilization strategy for the effective operation and delivery of the training program. As ECN staff participation in the Elections BRIDGE program is not being maximized, there should be a more active mobilization of Elections BRIDGE facilitators who were transferred from the ECN to other government institutions or those from outside the ECN.

7.1.3. Strengthening the ECN and Related Divisions

- The ECN has a chief role of implementing activities that are both task- and process-oriented when elections are impending. In terms of planning, coordination and capacity enhancement, there are many activities that need to be carried out by DEOs, such as preparing the voter's list, publishing the list in a timely manner, providing electoral/voter education, and organizing polling and counting. These could be enhanced through Elections BRIDGE modular training.
- As DEOs are pillars of the ECN, it is important to give immediate attention to developing the capacity of all DEO staff members, and not solely the Officers, with respect to professional and technical skills for the electoral process. This would provide momentum to an otherwise occasional work cycle that has resulted in restiveness among ECN district staff.
- The coordination between the ECN's training and administrative sections, which deal with human resources and information dissemination, needs to be improved through enhanced communication, information-sharing activities and inter-sectional meetings.

¹⁸ While selecting facilitators, position should not be considered. Facilitators are specialist trainers and their titles should not matter. Orientation on this issue for senior staff could be required.

7.1.4. Gender Responsive Training and Reporting

- Proper ratio identification of gender representation in the Elections BRIDGE program should regularly be conducted.¹⁹ Female participation in the Elections BRIDGE training program, gender integration in the modules and gender responsiveness could be included in participants' selection criteria, using the following indicators:
 - The total number of female facilitators should be analyzed within the total number of Elections BRIDGE facilitators; and
 - The number of officer-level facilitators from the ECN and outside the ECN should be identified.

7.2. Institutionalization of Elections BRIDGE Program

- The following indicators that depict the customization/localization of the Elections BRIDGE program need to be followed to best institutionalize the program:
 - Merge Elections BRIDGE with the EEIC, as the ECN's training unit;
 - The ECN's annual plan should include a budget for the operation of Elections BRIDGE; and
 - Elections BRIDGE training programs should be operated at both the central and local levels by ECN-allocated staff Elections BRIDGE facilitators, and a plan and budget are needed to bring in Elections BRIDGE facilitators from outside the ECN.²⁰

7.2.1. Adoption of Elections BRIDGE program by ECN as a training program on electoral management

- Considering the strong need for and the achievements of Elections BRIDGE to date, the ECN should develop and institutionalize Elections BRIDGE as its regular program, based on identified budget and resource needs. A combination of Elections BRIDGE activities and other professional development programs would result in a higher performance among ECN staff.

¹⁹ While analyzing all of the training conducted from 2008 to September 2012, it was revealed that out of a total of 1,047 participants at 51 trainings, 825 were male and 222 were female. This figure translates to 19 percent female participation, ranging from five percent (2010) to 36 percent (2011) on a yearly basis. With respect to fully-accredited Nepali female facilitators, the number increased from one in 2008 to five by July 2011; the number increased from four in 2008 to 19 in 2012 for semi-accredited facilitators. Out of 48 events, 32 events had less than 50 percent of women's participation and six events had no female participation. Events such as the workshop on gender and elections (2010), the training on political parties and elections (2011), the BRIDGE tutorial (2010), the training on gender and elections (2011), the workshop on gender and social inclusion for TITI staff (2012), the workshop on electoral dispute resolution and electoral observation (2012), and the tutorial on gender and elections for women's group and ECN staff (2012) had women's participation of 50 percent or more.

²⁰ ECN-allocated Elections BRIDGE facilitators may not be sufficient, in which case other available facilitators from around the country could provide additional support.

- The ECN has been and should continue to be the top priority for Elections BRIDGE Partners. However, if other institutions want more Elections BRIDGE modules, they should organize and fund these additional workshops in coordination with Elections BRIDGE Partners to ensure quality assurance and using non-ECN Elections BRIDGE facilitators as much as possible.

7.2.2. Electoral teachings through educational curriculum

- The ECN should continue to develop and adapt Elections BRIDGE content for incorporation into the educational curriculum, in coordination with the Ministry of Education. This approach would encourage students to learn about electoral behavior from the course curriculum, which would in turn foster a wider and deeper understanding of the electoral process in citizens from a younger age.

7.2.3. Customization and translation of training curriculum according to the local context

- In order to customize all Elections BRIDGE modules as per the ECN's priorities, local needs and the legal and political context, the ECN should provide the funds for the program to accomplish this task. The customization of the curriculum is required to integrate the Elections BRIDGE essence with the general public and institutions associated with elections both directly and indirectly.
- With respect to the longer-term success of the program, an increase in the number of customized modules in the Nepali language could be used for future trainings.

7.3. Host Institution

7.3.1. EEIC as the institutional host of Elections BRIDGE

- It is recommended that the EEIC be mobilized as a host for the Elections BRIDGE program, as it was observed to offer useful infrastructure and a feasible means to become the stable operating body for the program²¹. This would also provide an institutional basis for Elections BRIDGE in the longer-term.
- Action is required to ensure the capacity of the EEIC to fully implement the program (both modular trainings and the intensive 10-day TtF program), including the maintenance, development and regular upgrading of human resources and other facilities, as well as a separate code of conduct for the smooth operation of Elections BRIDGE and other training courses within the EEIC.

7.3.2. Phase-wise handover of the Elections BRIDGE program to ECN/EEIC

- The mechanism for the adoption of the Elections BRIDGE program by the ECN should take place in manageable steps.²²
- Likewise, as the EEIC is not at the stage to fully adopt and operate the program, Elections BRIDGE should be introduced on a staggered basis. Until the EEIC is

²¹ The average cost for participants and daily cost of training per participant could be further lowered through the use of the EEIC training hall for central-level training programs.

²² Please see *Appendix II: Framework of Phase-wise Adoption of Elections BRIDGE Program*.

further strengthened and fully capable of owning the program in terms of its decision-making and human resource capacities, donor and partner organizations should continue their support. Through a detailed coordination plan, the EEIC and partner organizations could share the responsibilities and cost of the program until the EEIC can fully implement the program itself.²³

- EEIC should immediately implement its mandate by incorporating Elections BRIDGE into its regular program.

7.4. Monitoring and Evaluation

7.4.1. Monitoring of the Elections BRIDGE training program

- Monitoring is crucial in tracking a program's ongoing procedures and their implementation. While the ECN has a monitoring plan, this does not include the Elections BRIDGE program as it has been implemented as a single and separate project²⁴. While biannual monitoring of the ECN's accredited facilitators is in place, this should be expanded to include other facilitators and the participants as well.
- An institutionalization of Elections BRIDGE monitoring within the ECN is required, rather than rely on its partners' individual, specific and donor-required monitoring plans²⁵. The monitoring of the Elections BRIDGE program should be done with quality control mechanisms, including the inspection of methodology, the customization of the curriculum, and the efficiency of trainers, training codes and conduct.

7.4.2. Need of monitoring and evaluation framework

- A detailed monitoring and evaluation framework with a clear mechanism and regularly-assessed measurable indicators²⁶ is needed, along with an information management system to keep updated on the operation of the training program. Partnership on this should be extended to academic and training institutes, CSOs, and public and private companies. The framework should consider examining participant needs, the satisfaction of these needs, effectiveness, as well as result-level monitoring and impact evaluation.
- Given the number of Elections BRIDGE workshops conducted by the ECN to date, and the growing interest of the implementing partners to continue the program, the ECN needs to develop and operationalize the impact monitoring mechanism. It is recommended that the same monitoring tools used by the BRIDGE program globally are applied in Nepal.

²³ The ECN would be able to make the maximum utilization of the EEIC's infrastructure for the training sessions, while other costs could be undertaken by partner organizations.

²⁴ However, while the ECN might not do this, other Elections BRIDGE partners/funders do. For example, all IFES-funded Elections BRIDGE workshops have an integrated evaluation of short-term knowledge transfer.

²⁵ For example, IFES conducts a six-monthly evaluation of a sample of Elections BRIDGE participants from the ECN to assess how they are including Elections BRIDGE learning in their work, as part of the IFES monitoring and evaluation plan, with results publicly available.

²⁶ Please see *Appendix III: BRIDGE Monitoring and Evaluation System Overview* for a model framework that could be adapted and applied to the Elections BRIDGE program in Nepal.

8. Conclusion

On the basis of this comprehensive assessment, the evaluating team deems the Elections BRIDGE program in Nepal as successful overall. This is particularly with respect to the cooperation between the ECN and its partner international agencies in the implementation of the program, as well as the resulting impacts on the effectiveness of the facilitators in learning and imparting new skills. However, the customization and institutionalization of the program need to be further strengthened to ensure the program becomes more independent and sustainable. Moreover, principle concerns related to the funding, ownership and incorporation of the Elections BRIDGE training program as an annual program of the ECN should be resolved. This report has made recommendations on how these areas could be determined.

For the ECN to take full ownership of the Elections BRIDGE program and ensure its sustainability, several issues need further discussion and clarification in the immediate-term. Questions regarding the program's administration, location, strategy, financial support and quality assurance, as well as the roles of the Elections BRIDGE Office and Partners, need to be addressed. While the ECN has initiated the process of providing remuneration to the facilitators, it needs to further enhance the performance of its core staff to increase the capacity of the ECN to take formal ownership of the program. The ECN should also start bearing greater administrative costs of the program, such as the development and printing of training manuals, and the travel and accommodation required for the trainings. This gradual process of minimizing donor dependency and increasing local ownership of the Elections BRIDGE program, along with the other proposed recommendations from this impact assessment, would foster the program's sustainability in the long-term.

ANNEX I: Elections BRIDGE Program Modules Conducted in Nepal (2008-2012)

Year/S. No		Module/Activities	No. of Events	Male	Female	Total
2008	1	Train the Facilitator (TtF), Australia	1	2	1	3
	2	BRIDGE Showcase	1	14	1	15
	3	Train the Facilitators (TtF), Nepal	1	17	4	21
2009	4	Electoral Administration and Voter Registration	4	80	2	82
	5	Electoral Systems	3	49	14	63
	6	Pre-election Activities and Electoral Training	4	79	2	81
	7	Electoral Justice (EDR)	1	20	2	22
	8	Train the Facilitators (TtF), South Africa	1	2	0	2
2010	9	Workshop on Gender & Elections	1	14	8	22
	10	Workshop on Electoral Justice (EDR)	1	28	1	29
	11	Workshop on Electoral Dispute Resolution	1	29	2	31
	12	Introduction to Electoral Administration and Management training	1	23	0	23
2011	13	BRIDGE Tutorial (Voter Information Module)	2	31	7	38
	14	Training on Political Parties and Elections	1	10	8	18
	15	Train the Facilitator (TtF)	1	4	16	20
	16	BRIDGE Tutorial (Introduction and Electoral Management)	2	29	15	44
	17	Training on Electoral Administration and Management	1	23	0	23
	18	Train the Facilitator (TtF) (Sharada Pd. Trital and Komal Pd. Dhamala)	1	2	0	2
	19	Training on Gender and Elections – Pilot	1	7	17	24
	20	Gender and Elections, Lahan	1	17	8	25
	21	Gender and Elections, Pokhara	1	18	6	24
	22	Gender and Elections, Dhulikhel	1	16	10	26
	23	Gender and Elections, Dadeldhura	1	11	11	22
2011	24	BRIDGE Introduction to the EEIC, Lalitpur	1	11	5	16
	25	Gender and Elections, Surket	1	14	6	20
2012	26	BRIDGE Tutorial Orientation Training for ECN Support Staff (25-26 Jan 2012)	2	41	7	48
	27	Workshop on Gender and Social Inclusion for TITI Staff (8-10 February, 2012)	1	12	9	21

	28	Training on Electoral Managemet for District Election office staff, Far-western Region, Dhangadi (23-26 Feb. 2012)	1	18	0	18
	29	Training on Electoral Managemet for District Election office staff, mid-western Region, Nepalgunj (28 Feb -2 March 2012)	1	20	2	22
2012	30	Training on Electoral Managemet for District Election office staff, Central Region, Dhulikhel (11-14 March, 2012)	1	23	2	25
	31	Training on Electoral Managemet for District Election office staff, western Region, Pokhara (16-19 March, 2012)	1	20	2	22
	32	Training on Electoral Administration and Management for New Officers, Dhulikhel (20-24 March, 2012)	1	14	2	16
	33	Training on Electoral Managemet for District Election office staff, Estern Region, Biratnagar (25-28 March, 2012)	1	24	3	27
	34	Training on Electoral Managemet for District Election office staff, Central Region, Birgunj (27-30 March, 2012)	1	22	2	24
	35	Workshop on Electoral Dispute Resolution & Electoral Observation, Janakpur (10-12 April, 2012)	1	10	8	18
	36	Tutorial on Gender and Election for ECN Staff (1 June 2012)	1	10	7	17
	37	Training on Gender and Election for Women's group at Gokarna Resort((12-14 June 2012)	1	7	14	21
	38	Training on Gender and Election for Media at Nagarkot (27-29 July 2012)	1	15	6	21
	39	Training on Gender and Election for Media at Dhangadhi (7-9 October 2012)	1	21	4	25
	40	Training the Facilitator (TtF) at Park Village (23 Nov. - 4 Dec 2012)	1	13	8	21
		Total	51	825	222	1047

ANNEX II: Terms of References (ToR)



UNITED NATIONS DEVELOPMENT PROGRAMME

TERMS OF REFERENCE

I. Position Information

Title: **National Consultants for Evaluation of the Impact of the Elections BRIDGE Curriculum in Nepal**

No of position : 2 (one male, one female)

Department/Unit: UNDP Electoral Support Project (ESP)

Reports to : Project Manager of UNDP/ ESP

Duty Station : Kathmandu

Expected Places of Travel (if applicable):

Duration of Assignment: The duration of the assignment is for 25 days between October to December 2012

☐ partial

☐ intermittent:

☒ full time/office based: During the preparation period, the national consultant shall be based in the Election Commission, Nepal (ECN) office working together with its officials and the BRIDGE team. The ESP administration shall provide her/him with logistic support as per the related activities in producing the outputs envisaged under this contract

COA:

ACCOUNT	OP. UNIT	FUND	DEPT.	PROJECT	Activity	IMPL. AGENT	DONOR
71305	NPL	30000	42201	00060672	29	001981	0551

Budget:

PROVISION OF SUPPORT SERVICES:

Office space Yes ☒ No ☐

Equipment (laptop etc) Yes ☒ No ☐

Secretarial Services Yes ☒ No ☐

Signature of the Budget Owner: Kundan Das Shrestha, Deputy Project Manager, ESP

II. Background Information

A. Introduction

BRIDGE (short for Building Resources in Democracy, Governance and Elections) has been in existence for more than 10 years, built around a modular professional development programme on elections. BRIDGE Nepal began in 2008 as a partnership between the Election Commission of Nepal, UNDP's

Electoral Support Project, IFES and IDEA. The partners carry out an extensive BRIDGE program in Nepal which enjoys significant support of ECN and other stakeholders that take part in BRIDGE activities. At a meeting of the BRIDGE partners held in early 2012 and it was agreed that a joint evaluation of the program be undertaken to assess the impact and issues of sustainability. This note presents the terms of reference to be used in evaluating the BRIDGE program in Nepal.

B. Background

In December 1999, a group of prominent electoral experts from around the world met in Canberra, Australia to discuss the potential structure and content of a short capacity-building program for electoral administrators. They were asked to reflect on everything, which, with the benefit of hindsight, they wished they had known when starting work on their first election. The knowledge they identified formed the basis for what has become the BRIDGE (Building Resources in Democracy, Governance and Elections) curriculum – arguably the world’s most comprehensive curriculum in electoral processes.

The BRIDGE partners in Nepal are:

- Election Commission of Nepal (ECN)
- United Nations Development Programme (UNDP)
- International Foundation for Electoral Systems (IFES)
- International Institute of Democracy and Electoral Assistance (International IDEA) – founding partner

The BRIDGE elections curriculum is comprehensive, representing the most ambitious attempt to cover the spectrum of electoral processes and their effective administration ever undertaken. Written by a large international team of experienced democracy professionals associated with the partner organizations, the BRIDGE curriculum includes major sections on stakeholders in the electoral process, coverage of cross cutting issues (such as gender, integrity and access), and in-depth exploration of complex issues relating to institutional culture, credibility and ethics.

The objectives of BRIDGE are:

- to enhance the skills and confidence of stakeholders in the electoral process
- to increase the awareness of tools and resources available/necessary to build and maintain a sustainable electoral culture
- to develop a support network for stakeholders in electoral processes and encourage a culture of sharing information and experiences
- to promote internationally accepted principles of democracy and good electoral practice.

Since its inception in Nepal in 2008, several BRIDGE trainings have been conducted across the country with roughly 1,000 participants taking part. These totals include of modular courses as well as Training of Facilitator courses; the latter having catered to approximately [38] participants. After a year of implementation, an assessment was carried out in 2009 providing recommendations on enhancing national ownership and sustainability. This report should serve as a benchmark for the current assessment.

III. Objectives of Assignment

Rationale

The elections BRIDGE program has been implemented for more than 4 years and continues to enjoy strong support from within ECN and its stakeholders. The continuation of the program needs to be grounded in a solid understanding of the impact of BRIDGE to date and sustainability of the program by its beneficiary, the ECN. This evaluation, as proposed by these terms of reference, will assist in this regard.

Objectives

After more than 4 years across the country with a large and wide ranging group of stakeholders, the BRIDGE partners believe it is time to evaluate the impact of its activities; identify the achievements and challenges of BRIDGE; and determine how to sustain its activities moving forward. The overall objectives of the evaluation are to:

- Assess the performance and impact of BRIDGE Nepal against its intended objectives;
- Assess effectiveness of ensuring key underpinning values including local ownership, empowerment, inclusiveness, and participation; and
- Assess and provide recommendations on strengthening national ownership and sustainability of the program.

Methodology, Outputs, and Timeline

Under the overall supervision of UNDP, ESP, and close coordination with the BRIDGE Partners' Evaluation Committee (*proposed that one representative from each Partner be nominated to assist the evaluation*) and the BRIDGE Office, the Contractor will do the following in completion of the evaluation:

1. Carry out a comprehensive study of the Nepal elections BRIDGE program: its conceptualization, planning, and implementation, and specifically its objectives, activities, outputs, results and impact.
2. Carry out a desk review of key BRIDGE activities since its inception; the review should also cover all BRIDGE related documents including a 2009 BRIDGE evaluation, work plans, handbooks, reports and documentation.
3. Consult with individuals/small groups of program staff linked to the program at the BRIDGE Partners and implementing agencies.
4. Consult with national and international facilitators who have been part of the BRIDGE implementation over the years including in the preparation of evaluation questionnaire
5. Consult with various stakeholders, both within and outside ECN, who have been participants in the BRIDGE courses
6. Use any other approaches, sources and persons that will assist the development of the desired outputs.

Outputs

In execution of these outputs, the incumbent is expected to execute the following tasks:

1. Prepare a methodological framework for the evaluation
2. Lead all the team and conduct detailed analysis
3. Prepare the first draft
4. Present the initial findings and consolidate comments and feedback to the first draft
5. Prepare the second draft
6. Consolidate comments and feedback to the second draft
7. Prepare the final draft
8. Present the final text and final editorial work

Timeline

The following is the proposed timeline for conducting the evaluation:

Task	Days	Dates
Development of methodology/inception report	2	
Preparatory and analytical work (desk review of relevant documentation and other information)	4	
Interviews/consultations/workshop with stakeholders, partners	10	

	and other relevant players (including field level stakeholders)			
	Prepare and present initial findings of the assessment (one week for input from BRIDGE partners on initial findings)	4		
	Report Writing (one week for input from BRIDGE partners on draft report)	3		
	Incorporation of comments and submission of final report	2		
IV. Scope of work and Deliverables				
<p>The mission will be required to conduct a thorough evaluation of the conceptualization, implementation and impact of BRIDGE election activities in Nepal at the level of individuals, institution and the broader elections sector. The evaluation team has the following principal tasks:</p> <ol style="list-style-type: none"> 1. Assess the performance and impact of BRIDGE activities, curricula and implementation in the professionalization of election administration and management in Nepal; 2. Assess the lasting change brought about by the program, at central, regional and districts across the country and across the range of participating stakeholders including CSOs, media, political parties, government and ECN; 3. Assess the relevance and effectiveness of the modules used and approaches for the achievement of BRIDGE objectives; 4. Assess performance of BRIDGE in terms of its effectiveness, efficiency, and timeliness; 5. Assess strategies and relevance of implementation arrangements; identify advantages, bottlenecks and lessons learnt with regard to the management arrangements; 6. Analyze underlying factors beyond BRIDGE partners that affect the achievement of objectives; 7. Analyze extent of national ownership and sustainability and provide recommendations on future of BRIDGE in Nepal; 8. Analyze how key underpinning values, including local ownership and empowerment, sustainability, cooperation, participation, inclusiveness, transparency, commitment to ethical behavior, flexibility, non prescriptive approaches, rigorous and comprehensive content and commitment to democracy have been addressed in the implementation of BRIDGE activities; 9. Assess implementation strategies developed by BRIDGE Partners in their various areas of work, whether regional or country-level; 10. Advice and recommendations on the best strategies to align BRIDGE with ECN's strategic plan and implementation activities; and 11. Advice and recommendations on possible future strategic areas to explore for BRIDGE Partners inclusive of materials, methodology, content and structure of BRIDGE 				
V. Recruitment Qualifications				
Education:	An advanced degree in Political Science, International Development, or other related field.			
Experience:	<ul style="list-style-type: none"> • Minimum 10 years of experience working in the area of Democratic Governance, majority of which must be in electoral assistance including programming, formulation, management and advice on electoral assistance activities and capacity development initiatives • Good knowledge of crosscutting democratic governance issues, such as gender mainstreaming, capacity development and aid effectiveness. • Extensive experience in monitoring and evaluation a must; experience in programming in an international organization an asset. • Excellent oral and written communication skills. • Familiarity and/or experience with BRIDGE implementation 			

	<ul style="list-style-type: none"> • Demonstrated experience in adult learning and institutional capacity building.
Language Requirements:	<ul style="list-style-type: none"> • Excellent command of English and Nepali
VI. OTHER SELECTION CRITERIA	
<p>Suitable evaluators should have the following competencies:</p> <ul style="list-style-type: none"> • Excellent organizational and time management skills; • Excellent leadership skills including dealing with people of multi-disciplinary backgrounds to deliver quality products in high stress or short deadline situations; • Strong interpersonal skills, ability to work on own initiative and work as part of the team; • Excellent written and English communication skills with a demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues; and • Ability to communicate in person and writing with a wide range of stakeholders, including senior government officials, intergovernmental organizations, election management bodies, donors and civil society, and ability to work collaboratively on-line and via e-mail. 	

ANNEX III: List of Reviewed Documents

- Electoral Support Project Institutional Strengthening and Professional Development Support for the Election Commission of Nepal, DOCUMENT REVISION NO. 2 January 12, 2012
- Report on Training Need Assessment of the Election Commission of Nepal (ECN), Kantipath, Kathmandu, Prepared by: Human Resource Development Centre (HURDEC) Pvt. Ltd
- Assessment Report on the Sustainability, Localisation and Institutionalisation of BRIDGE in Nepal, Election Commission of Nepal/UNDP ESDP/IFES/International IDEA, Brian Latham, International BRIDGE Facilitator, December 2009
- Preparing completion reports for AusAID - Interim Guidelines
- Report on Mid-term Evaluation of Five Year Strategic Plan (2009-2013) of Election Commission, Nepal (ECN), Prepared by: Hari Prasad, UNDP/Electoral Support Project (ESP), November 2011

ANNEX IV: List of Interviewed Key Informants

Election Commission of Nepal

1. Mr. Neel Kantha Uprety, Chief Election Commissioner
2. Mr. Dolakh Bahadur Gurung, Election Commissioner, ECN
3. Dr. Ayodhee Prasad Yadav, Election Commissioner, ECN
4. Mr. Madhu Prasad Regmi, Joint Secretary, ECN
5. Mr. Komal Prasad Dhamala, Under Secretary, ECN
6. Ms. Shanta Nepal, District Election Officer, Lalitpur
7. Ms. Pinky Ray, District Election Officer, Mahotari
8. Mr. Krishna Chapagain, ECN Officer Nuwakot
9. Mr. Sabin Raj Dhakal, District Election Officer Nuwakot
10. Mr. Janaki Karna, District Election Officer, Dhanusa

Elections BRIDGE Partners

11. Mr. Andres Del Castillo, CTA/Project Manager, UNDP/ESP
12. Mr. Kundan Das Shrestha, Deputy Project Manager, UNDP/ESP
13. Ms. Najia Hashemee, Technical Advisor, UNDP/ESP
14. Ms. Nikila Shrestha, EEIC Coordinator, UNDP/ESP
15. Mr. Alan Wall, IFES Country Director Nepal
16. Ms. Radhika Regmi, BRIDGE facilitator
17. Ms. Leena RikkilaTamang, IDEA Head of Mission in Nepal
18. Mr. Shanti Ram Bimali, BRIDGE Focal Person, Nepal

BRIDGE Facilitators

19. Mr. Sharada Prasad Trital, BRIDGE Accredited facilitator (Regional Administrator)
20. Mr. Shyam Sundar Sharma, BRIDGE facilitator (Former Joint Secretary ECN)
21. Ms. Upasana Rana, Program Coordinator at WHR single women group
22. Ms. Rajin Rayamajhi, Legal Officer at WHR single women group
23. Ms. Sushma Manadhar, Facilitator at Staff College and BRIDGE facilitator

ANNEX V: Evaluation of the Impact of the Elections BRIDGE Curriculum in Nepal Questionnaire for the Elections BRIDGE Module Participants

Dear Participants,

The Elections BRIDGE program has been implemented for more than 4 years and continues to enjoy strong support from within ECN and its stakeholders. The continuation of the program needs to be grounded in a solid understanding of the impact of BRIDGE to date and sustainability of the program by its beneficiary, the ECN. This evaluation, as proposed by these terms of reference, will assist in this regard.

After more than 4 years across the country with a large and wide ranging group of stakeholders, the BRIDGE partners believe it is time to evaluate the impact of its activities; identify the achievements and challenges of BRIDGE; and determine how to sustain its activities moving forward. The overall objectives of the evaluation are to:

Assess the performance and impact of BRIDGE Nepal against its intended objectives; Assess effectiveness of ensuring key underpinning values including local ownership, empowerment, inclusiveness, and participation; and Assess and provide recommendations on strengthening national ownership and sustainability of the program.

In this process the project has selected two external consultants to conduct the Impact of the Election BRIDGE Curriculum in Nepal, if you could spare your busy time to respond and provide valuable suggestion to make BRIDGE sustainable in Nepal.

Name Designation

(Now).....

Duty Station (Now)

TtF Participated: DatePlace

Your Status: Fully Accredited Not Fully Accredited

Contact Details: E-mail:

Mobile No.: Office

1. To what extent has BRIDGE TtF improved your performance in each area below?

Performance Area	Not Applicable	Not at All	Very Little	To Some Extent	To a very Great Extent
Knowledge	1	2	3	4	5
Skills	1	2	3	4	5
Attitude	1	2	3	4	5

If you have rated 3, 4 or 5 in question 1 and 2 please provide examples of improved performance of Knowledge, skills and attitude)

.....

.....

If you have rated 1 or 2 in please list down the causes/region for not applicable to you

.....

.....

Any observation and comments: (if any)

.....

.....

2. To what extent have BRIDGE Modules improved your performance in each area below?

Performance Area	Not Applicable	Not at All	Very Little	To Some Extent	To a very Great Extent
Knowledge	1	2	3	4	5
Skills	1	2	3	4	5
Attitude	1	2	3	4	5

If you have rated 3, 4 or 5 in question 1 and 2 please provide examples of improved performance of Knowledge, skills and attitude)

.....

.....

If you have rated 1 or 2 in please list down the causes/region for not applicable to you

.....

.....

Any observation and comments: (if any)

.....

.....

3. To what extent have you applied the learning of BRIDGE Modules at your works?
Please provide your rating for each of the BRIDGE modules separately)

Performance Area	Not Applicable	Not at All	Very Little	To Some Extent	To a very Great Extent
..... Electoral Administration and Voter Registration	1	2	3	4	5
..... Pre-Election Activities and Electoral Training	1	2	3	4	5
..... Electoral Administration and Management	1	2	3	4	5
..... Train the Facilitator (TtF)	1	2	3	4	5
..... Gender and Election	1	2	3	4	5

Please list down the outcomes/achievements you were able to achieve from the application of learning from the BRIDGE modules.

.....

.....

.....

Any observation and comments: (if any)

.....

.....

4. Are you professionally involved as a BRIDGE Facilitator? if yes, please explain in details

.....

.....

If not, could you explain in details (why you are not involved)

.....

.....

.....

5. Could you provide your valuable suggestions/inputs on following areas?

- a. How to make BRIDGE Sustainable in Nepal?

.....

.....

.....

- b. What approaches and strategies should be taken to localize the BRIDGE in Nepal?

.....

.....

.....

- c. Do have any suggestions about the BRIDGE Facilitator Accreditation process Nepal?

.....

.....

Thank you for your kind cooperation.

ANNEX VI: Checklist for Discussion

Impact Assessment of Elections BRIDGE (E-BRIDGE)

The review will use a strengths-based approach of enquiry. The focus will be on seeking areas of the program and its implementation that have worked well. Building on the successes, we are seeking aspects that can be further improved and strengthened.

The focus of this review and therefore the questions that will be asked for each of the key sections include:

- relevance
- effectiveness
- efficiency
- sustainability
- inclusion and gender
- analysis and learning

General:

- What are the "inputs" of the Project
- Request for the initiative (from whom, when and why)
- Context and rationale - e.g. features of the sector, known opportunities or constraints, relevant activity by other bodies, programming logic and rationale
- Preparation arrangements (timing and method, including participation, of key steps, curriculum development, modules, cost expenditure e.g. design)
- Are we able to achieve the learning objectives
- Do you think that the "Participants" are able to apply the "Learning" of the training into their working place, relevance to the local context, importance of different stakeholders from different background such as CSOs, media, political parties, etc.
- Do you see any "Anticipated Changes" in the work place ,at local, regional and central level , professionalism of election administration and management in Nepal

The objectives of BRIDGE are:

- to enhance the skills and confidence of stakeholders in the electoral process;
- to increase the awareness of tools and resources available/necessary to build and maintain a sustainable electoral culture;
- to develop a support network for stakeholders in electoral processes and encourage a culture of sharing information and experiences; and
- to promote internationally accepted principles of democracy and good electoral practice.

Effectiveness

- How effective the overall training program
 - Modules of the training and relevance to fulfill BRIDGE objectives
 - Training duration
 - Overall investment on the training program resulted in desired impact or not?
 - Timing appropriateness of the training , pre-during and post election phase
 - Management aspects (venue, bookings, correspondence with facilitators and participants etc.)
- Effectiveness of the "Facilitator"
 - Training delivery

- Quality of the Facilitators
- Inputs from the international "Facilitators" (Availability, Cost effective and Languages)
- Ownership by the EC
- Participants mix (Inclusiveness, coverage – geographic, sector)
- Effectiveness to the overall capacity development program of EC
 - Achievements of the initiative, tabulated against the original plan/design and indicators. Explain any deviations (positive or negative), and note any necessary future action. Results should be sex-disaggregated whenever possible.
 - A qualitative assessment of how well the initiative was managed and how management impacted (positively or negatively) on achievement of outcomes.

Include discussion of factors such as:

1. Risk management by different parties (delivery organization, counterpart etc)
2. Sourcing and management of technical assistance
3. Monitoring by different parties and appropriate management monitoring by different parties and appropriate management decisions taken in response to emerging issues
4. Joint Management Committee supervision of the initiative, level of ownership, and capacity to provide bilateral support and guidance
5. Coordination with other activity by the partner government or other donors
6. Partner government fulfillment of responsibilities in the MoU including staffing and other resources, support from officials, etc
7. Overall management by the delivery organizations
9. Involvement of recipients/beneficiaries throughout the life of the initiative
10. Maintenance of impartiality for specific groups, political parties, communities by BRIDGE program
11. The tools adopted to address specific needs of different community, groups, gender during the electoral process

Efficiency

- Results of cost-benefit analysis /cost effectiveness (qualitative comparison of costs and benefits)
- Value for money - did the initiative represent the least-cost solution, in terms of either cost per unit of input or cost per unit of output.

Relevance

- Do you think that the E-BRIDGE is relevance in Nepali context
- The overall process of the Facilitator development process
- The content are relevance in the context of our election process
- Appropriateness of the initiative objectives and broad programming logic
- Clarity and realism of the objectives and their performance indicators - modality, delivery organization, and financing arrangement

- Appropriateness of the management and institutional arrangements, including the MoU between the partners
- Discussion should cover issues such as the clarity and division of responsibilities, costs and risks.
- Implementation strategies adopted by the partner organizations relevant for BRIDGE training program and smoothening electoral process
- ECN's strategic plan and implementation activities with BRIDGE program

Sustainability

- Facilitators (in-house and external)
- Training Program
 - Integrating as a regular program
 - Home for the localizing
- Funding
 - Allocating budget (internal)
 - Possibility of external funding
- Any assessment possible, as evidence-based as possible, on the likely impact of the initiative.
- Impact refers to the long term changes resulting from the initiative: positive and negative, planned and unplanned. This must include consideration of factors such as
 1. Improved quality of the performance
 2. Gender equality
 3. Partnership and the promotion of regional stability and cooperation
 4. Long term development of the capacity of people, organizations and the state
- Any assessment possible, as evidence-based as possible, on the sustainability of any financial, technical, organizational, institutional or other changes and benefits brought about by the initiative.
- Examples of local efforts to understand and appreciate the BRIDGE program
- Assessing few risk factors that could hamper the BRIDGE program and its operation

Lessons learned

Overall conclusions

List of Appendices

Appendix I: Financial Contribution of Elections BRIDGE Partners in Organizing Elections
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APPENDIX I: Financial Contribution of Elections BRIDGE Partners in Organizing Elections BRIDGE Activities in Nepal

Developing human resources is one of the key issues in any organization. Unlike other business organizations, the Election Commission of Nepal (ECN) has invested a huge amount of money in human resource development. It conducts various internal training programs, as well as donor-funded specialized development programs like the Building Resources in Democracy, Governance and Elections (BRIDGE) professional development program on elections. The ECN introduced Elections BRIDGE training programs in 2008 with the support of international partners such as the United Nations Development Programme's Electoral Support Project (UNDP/ESP), the International Foundation for Electoral Systems (IFES), and the Institute for Democracy and Electoral Assistance (IDEA).

In Nepal, Elections BRIDGE trainings have been conducted on 10 modules, including foundation module "Introduction to Electoral Administration" and nine thematic modules: Electoral Systems, Electoral Training, Pre-election Activities, Voter Registration, Electoral Contestants, Electoral Dispute Resolution, Electoral Observation, Gender and Elections, and Media and Elections.

To date, more than USD 700,000 has been spent on the Elections BRIDGE program in Nepal. In terms of financial support, UNDP/ESP gives the highest contribution or over USD 400,000 (57 percent), followed by IFES with approximately USD 200,000 (28 percent), IDEA with approximately USD 93,000 (13 percent) and the ECN with USD 12,000 (2 percent). (*See Table 1*). In 2011 and 2012, the ECN's contribution was in kind, particularly with regards to providing resource persons and participants along with their travel and accommodation costs. The ECN's current allocation of USD 70,000 for 2013 provides a strong indication that the ECN has gradually internalized Elections BRIDGE activities within the ECN/EEIC.

Table 1: Total Financing of Elections BRIDGE Training Program in Nepal (2008 – 2012)²⁷

S. N.	Year/Org	2008	2009	2010	2011	2012	Total	% by Org
1	UNDP/ESP	32,108	174,978	9,232	116,429	71,536	404,283	57
2	IFES	18,000	42,000	15,000	48,740	77,450	201,190	28
3	IDEA	-	16,250	32,028	17,366	27,524	93,167	13
	ECN	-	-	-	6,000	6,000	12,000	2
4	Total	50,108	233,228	56,260	188,538	182,510	710,640	100
	% by Year	7	33	8	26	26	100	

Based on the activities conducted by the ECN and its district offices, there has been a substantial improvement in election activities in Nepal. The ECN has reached all districts of the country; the voter's list collection with biometric data is underway as a continuous activity; and electoral education for various stakeholders has been organized on a regular basis.

The various Elections BRIDGE modules conducted by the ECN and in regional clusters demonstrate that the ECN is capable of conducting free and fair elections. From 2008 to 2012, a total of 51 events were organized and a total of 1,148 (926 male and 222 female) participants graduated from different modules of Elections BRIDGE in Nepal. Most of the participants are high-level ECN staff and elections stakeholders like media people, security personnel, employees of civil society organizations, and institutional training organizations. (See Table 2).

Table 2: Number of Trained Participants in Elections BRIDGE Training Program in Nepal (2008 – 2012)

S. N.	Year/Org	2008	2009	2010	2011	2012	Total	% by Org
1	No of Events	3	13	5	14	16	51	%
2	No. of participants: Male	33	230	195	193	275	926	81
3	No. of participants: Female	6	20	11	109	76	222	19
	Total Participants	39	250	206	302	351	1,148	100

Analysis Concept and Methodology

Financial analysis is used to assess the economic performance of an investment in projects; in this case, the Elections BRIDGE training modules are projects activities. It examines the stream of costs and benefits related to the project activities. Analysis can be ex-post, i.e. after the training activities have been implemented and all benefits have been realized; or ex-ante, i.e. when an investment is only conceptualized and has not yet been initiated; or in between, when implementation has begun or been completed but full benefit streams are yet to be realized and some costs may yet be born.

²⁷ The table do not inclue Elections BRIDGE Office opération cost and its staff rémunérations.

The financial analysis of these Elections BRIDGE activities falls into the latter category, as investment in Elections BRIDGE activities such as Train the Facilitator (TtF) and other modules has been made and several participants of the TtF have begun to work as Facilitators in different capacities. However, investment returns are yet to be fully realized and benefit streams of future costs and benefits are yet to be estimated. Since the impact of the training activities cannot be estimated in terms of monetary value, it is the reflection of organizational performance and individual capacity to work with confidence. Therefore, the availability of trained human resources to conduct free and fair elections and the readiness of the ECN to conduct timely elections with few hurdles are the impact of Elections BRIDGE activities in Nepal.

The main evaluation tool for this analysis, as agreed in the framework of the impact study, were the results of cost benefit analysis and value for money in terms of either cost per unit of input or cost per unit of output. In the absence of benefit streams, the C/B Ratio has not been calculated. From input, one could assess the training activities in terms of least-costly possibilities, and the average or daily cost of participants could be calculated depending upon venues, the use of national and international resource persons, and the type of training activities such as TtF, modular Elections BRIDGE trainings, workshops, tutorials and orientation sessions.

For this purpose, some selected Elections BRIDGE training activities' average cost and per day per participant costs have been calculated and analyzed against their objectives and usefulness. (See *Tables 3 and 4*).

Table 3: Average and Daily Cost for Participants of TtF in 2012

No.	Type of Elections BRIDGE Trainings	Year	No of Events	No of Days	No. of Participants	Total Cost US \$	Average Cost US \$	Per day /Participant Cost US \$
1	Train the Facilitator (TtF)	2012	1	13	21	58,500	2,786	214

The TtF conducted in 2012 was the most expensive program compared to other Elections BRIDGE activities. The average cost of participants was nearly USD 2,800 and the daily cost was more than USD 200 per participant. As the TtF is an extensive training program with far-reaching impact, the cost can be justified. Participants learn new facilitation skills and can contribute in meeting their organizations' objectives. The confidence witnessed in some participants after participating in the TtF does not only contribute to his/her professional development, but also to the ECN's strength and confidence in conducting timely elections in a professional manner. Participants can contribute in the long-term to their organization and to society at large. Therefore, it is recommended to increase the contribution to the implementation of the TtF by the host organization.

In modular Elections BRIDGE training programs, there is a decreasing trend in costing over time. In 2009, the daily cost for an individual participant was USD 170; in 2001, the daily cost for an

individual participant was reduced to USD 120; and in 2012, it was USD 100. The decreasing trend was due to the use of national resource persons in more recent modular training programs. Currently, with a strong number of available Elections BRIDGE facilitators in the country, there could be further cost reduction if planned accordingly. As these modular trainings are issue-based and can cater to the specific needs of the various sections of society, it is recommended to continue them in the future.

Table 4: Average and Daily Cost for Participants of Selected Modular Elections BRIDGE Activities

No.	Type of Elections BRIDGE Trainings	Year	No of Events	No of Days	No. of Participants	Total Cost US \$	Average Cost US \$	Per day / Participant Cost US \$
1	Modular Elections BRIDGE Trainings	2009	4	3	82	42,000	512	171
		2011	2	3	41	14,850	362	121
		2012	6	4	154	61,800	401	100
2	Workshops	2010	1	3	22	6,000	273	91
		2011	1	3	23	7,673	334	111
3	Tutorials	2011	4	½	82	1,140	14	14
		2012	1	½	17	150	9	9
4	Orientation Sessions	2011	2	3	48	7,500	156	52
		Total	21		531	237,663		

Workshops are also important activities in Elections BRIDGE training and are relatively less expensive and can be organized in less time considering the urgency of issues. They also offer the opportunity for various stakeholders who work on the same issues and whose support is required to share their ideas. Normally workshop costs are less; ECN workshops conducted in 2009 cost USD 90 daily per participant versus over USD 100 in 2012.

Elections BRIDGE tutorials are also useful and successful tools in disseminating information on specific subjects to specific groups. They can be organized in small groups and avoid unnecessary participation. Following these activities, participants use their own forum to disseminate information en masse. It is therefore recommended to conduct tutorials on a regular basis. In 2012, the cost of a tutorial was less than USD 10 per participant.

Orientation sessions are also key when new initiatives or action plans for the organizations are prepared. There were two orientations of 3 days each in 2011, which cost USD 52 per day per participant on average.

APPENDIX II: Framework of Phase-wise Adoption of Elections BRIDGE Program

Activity	Frequency	Support required	Responsible	Support to be received from
a. Administrative support for Elections BRIDGE program	Throughout first two years	<ul style="list-style-type: none"> • Maintenance • Insurance • Inventory management • Filing and documentation • Planning and coordination 	ECN/EEIC	ECN/EEIC and BRIDGE Partners
b. Enhancing technical aspects related to election BRIDGE	Quarterly for a year	<ul style="list-style-type: none"> • Handling and upgrading of the training equipment at EEIC 	ECN/EEIC, technical experts	ECN/EEIC and BRIDGE Partners
c. Enhancing the HR capacity within ECN	As per the needs identification of the staff	<ul style="list-style-type: none"> • Orientation to the new entrants and staff in ECN • Facilitation and presentation skills among DEOs • Exposure visits for BRIDGE facilitators, including staff, in election cycle management • Organize and participate in policy forums on management of BRIDGE program within ECN and operations • Strategic management of BRIDGE Train the Facilitators 	ECN/EEIC	ECN/EEIC and BRIDGE Partners

d. Legal capacity development	Two times a year for the first two years	<ul style="list-style-type: none"> • Training to resolve electoral disputes • Seminar to understand different legal aspects related to elections e.g. registration of political parties 	ECN/EEIC, legal experts	ECN/EEIC, Network organizations of ECN working with legal aspects
e. Financial aspects of training costs, facilitator costs	As per the need	<ul style="list-style-type: none"> • Cost of food and accommodation, venue, stationary • Remuneration to the local and international facilitators • Remuneration for guest speakers • Incidental expenses of participants 	ECN/EEIC	ECN/EEIC and BRIDGE Partners
f. Gender mainstreaming		<ul style="list-style-type: none"> • Gender and elections training • Training on gender analysis and gender audit • Training on gender sensitive systems or processes (planning, implementation, monitoring, evaluation, HRM) 	ECN/EEIC	ECN/EEIC

g. Networking and capacity building of local stakeholders		<ul style="list-style-type: none"> • Training on various elements of the electoral cycle to political parties, civil society, security forces, school teachers, Nepal Government staff, journalists, political representatives, observers and other relevant actors • Conduct joint programs related to elections and electoral issues • Advocacy for the incorporation of BRIDGE modules in the curriculum 	ECN/EEIC	ECN/EEIC, network organizations of ECN
h. Monitoring and evaluation	Frequently	<ul style="list-style-type: none"> • Establishment of regular monitoring mechanism • Impact assessment of the activities and trainings 	ECN/EEIC and BRIDGE partners monitoring Evaluation by external evaluators	ECN/EEIC and BRIDGE Partners

APPENDIX III: BRIDGE Monitoring and Evaluation System Overview

International IDEA

May 2012

Background

The IDEA BRIDGE Africa project has a monitoring and evaluation component that is designed to evaluate the actual impact of the BRIDGE training when participants get back home to their organizations.

Professional development opportunities, such as attending a BRIDGE course do not come about very often for most of us. And remembering that currently there is no tertiary degree or diploma in electoral administration, which is the reason why BRIDGE was developed. BRIDGE is therefore considered the world's leading curriculum on electoral processes and by attending BRIDGE participants are investing in their professional development.

This comprehensive system for evaluating the results of BRIDGE training will help participants to get the most out of their participation at BRIDGE courses.

The system has been designed with simplicity in mind. Its purpose is to find an effective and time-efficient way of measuring the impact of the trainings – without creating an overly detailed and burdensome system for the project managers or the project donors.

Below are outlines the key elements in the M&E system.

1. Baseline Motivation

The purpose of the Baseline Motivation (BM) is to get participants thinking in advance about their attendance at the course and about what results they hope to achieve from it. In addition the BM will give facilitators an opportunity to see what participant expectations are and to tailor the course to meet them.

The BM has three sections.

- Section 1: Needs to be met by the BRIDGE training course
- Section 2: How should the BRIDGE training course meet these needs?
- Section 3: Expected Impact of the BRIDGE Training Course

Before attending the BRIDGE training participants are asked complete the BM prior to the training.

Completion of the Baseline Motivation prior to attending the BRIDGE course is a course requirement. If participants do not complete this task then they will not complete the course and get a course completion certificate. The home organisation will be informed of this.

2. Reintegration Plan

The purpose of the Reintegration Plan (RP) is for participants to design an action oriented plan of how they will use the knowledge and skills acquired during the BRIDGE course when they get back home. The RP will be used to measure the impact of the training after 6 months and 1 year.

Participants are required to do a minimum of 5 actions and maximum of 10 actions in the RPs.

The actions must be realistic and within the power of the participant. So participants should not list actions that they do not have the power to make decisions on.

- For example: A participant who is not a decisions maker should not say “My commission will adopt Biometric Voter Registration”. Rather they could say “I will prepare a proposal for my Commission recommending that we explore the possibility of adopting biometric Voter Registration.” The action of making a proposal or a recommendation to decision makers is the action.

The RP should indicate when the action is likely to take place – short, medium or long-term.

The RP should indicate the likely level of impact – individual (meaning what impact will this action have on the participant himself or herself) or the organizational (how will this action impact the participants department or organization).

If the participant sees and challenges or obstacles then they should be listed – but if not then there is no need to list anything.

At the end of each day of the training participants are allocated some time to fill in the RPs based on the activities of the day. This will allow participants to have the day’s learning fresh in their minds when drafting the RP.

The facilitators monitor the participants RP development. Halfway during the course (for a 5-day course on Wednesday afternoon) facilitators should collect the draft RPs to read and to then give participants feedback the following morning. Most important facilitators need to ensure that the actions are realistic and within the scope of power of the participant. To make things easier the facilitators can divide the group amongst themselves (e.g. 6 participants for each facilitator). Then facilitators can monitor and work with their designated participants on the finalization of the RPs.

The RP template can be worked-on during the class on a paper version. However by the end of the course the RPs should be submitted electronically to the BRIDGE organizers – so that they have a copy to use in future follow-up.

Completion of the Reintegration Plan is course is a course requirement. If participants do not complete this task then they will not complete the course and get a course completion certificate. The home organization will be informed of this.

3. End of Course – Participant Evaluations

This is a quick and easy way to gather data from participants on their experience with the BRIDGE training. Participants report on how useful they found the training, what they learnt during the training etc. This can produce a mix of **quantitative data** and **qualitative data**.

4. Six Month Evaluation

In 6 months time each participant will be contacted again and asked to inform us how they are progressing with the implementation of their Reintegration Plans.

The questions asked are designed to generate a combination of Quantitative and Qualitative data.

Sample Quantitative data

- 75% of participants completed all of their actions in their Reintegrating Plans
- 56% of participants listed impact of their action at the organization level

Sample Qualitative data

What impact has your action had – have there been positive changes since you implemented your action?

- In my department we adopted the new operational planning template that we used in BRIDGE. This has helped us to better plan our work and we found that we were more efficient in our work.

5. One Year Evaluation

In 12 months time each participant will be contacted again and asked to inform us how they are progressing with the implementation of their Reintegration Plans.

As with the 6 month evaluations the questions asked are designed to generate a combination of Quantitative and Qualitative data.

6. End of Project Evaluation

The purpose of the end of course evaluation is for the project organizers/funders to get feedback from participants on the usefulness and results of the project.

A random sample of people who participated in the project will be contacted.