

Evaluation of the Impact of the **bridge** Program in Nepal



Final Evaluation Report 2008-2018

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Evaluation of the Impact of the BRIDGE Program in Nepal

Final Evaluation Report 2008 – 2018

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Table of Contents

1. Executive Summary	5
2. Introduction	10
3. Background to BRIDGE	11
4. Potential Uses of BRIDGE	14
5. Evaluation Methodology	14
6. Limitations of the Study	17
7. Desk Review	18
7.1. Quantitative Data	18
7.2. Qualitative Data	21
8. Findings	25
8.1. BRIDGE Administration	25
8.1.1. Policy Documents	25
8.1.2. Communication and coordination between the BRIDGE partners, the ECN and other Stakeholders ..	28
8.1.3. BRIDGE Logistics and Cost.....	28
8.1.4. Selection	30
8.1.5. Timing of conducting BRIDGE	32
8.1.6. Knowledge Management Mechanisms	33
8.1.7. Customisation and translation of BRIDGE materials.....	33
8.1.8. Who's responsible?	34
8.1.9. Archiving	34
8.1.10. Accessibility of BRIDGE course materials after the training	35
8.1.11. Monitoring and evaluation of BRIDGE Nepal in the long and short term	35
8.1.12. Facilitator follow-up and recording	36
8.2. Findings - Impacts.....	37
8.2.1. General acceptance.....	37
8.2.2. Substantial improvement in the development and implementation of training in the ECN	38
8.2.3. Content uniformity	38
8.2.4. Extensive use of BRIDGE methodology	39
8.2.5. Comprehensiveness.....	39
8.2.6. Significant changes in facilitation style of ECN trainers and resource persons.....	39
8.2.7. Significant contribution to the ECN's Human Resource development	40
8.2.8. Effect on stakeholder relations and management	41
8.2.9. BRIDGE as a personal and leadership development tool	43
8.2.10. Improved presentation and facilitation skills	43
8.2.11. Increased critical thinking and analytical abilities.....	43
8.2.12. BRIDGE beyond ECN	44

9. Conclusion - Lessons Learned and the Sustainability of BRIDGE in Nepal	45
9.1. BRIDGE in Nepal as a success story	45
9.2. Challenges for BRIDGE in Nepal	45
9.3. Sustainability of BRIDGE in Nepal	46
10. Recommendations.....	49
10.1. ECN and the Government of Nepal	49
10.2. BRIDGE Partners represented in Nepal	51
10.3. Both the ECN and BRIDGE Partners in Nepal.....	53
10.4. For the Global BRIDGE Partnership and BRIDGE Office.....	53
Annex 1: Consultant Biographies.....	55
Annex 2: List of Individuals Consulted.....	56
Annex 3: Accreditation Levels in Nepal.....	57
Annex 4: BRIDGE Workshops in Nepal.....	60
Annex 5: BRIDGE Electoral Administration and Management Training for DEOs.....	65
Annex 6: BRIDGE Introduction Module Evaluation Report	69
Annex 7: Financial Contribution of Elections BRIDGE Partners in Organizing Elections BRIDGE Activities in Nepal	71
Annex 8: BRIDGE Evaluation Scorecard	75

1. Executive Summary

Following a joint International IDEA, IFES and UNDP needs assessment mission in 2007, the Election Commission of Nepal (ECN) embarked on what was to become an ambitious, 10-year implementation of the BRIDGE (Building Resources in Democracy, Governance and Elections) professional development course. Nepal and the ECN are unique in the world in that they have had the longest, continuous relationship with BRIDGE and have used it in an effort to build capacity of ECN staff and positive working relationships with numerous electoral stakeholders in Nepal. The following is an evaluation of BRIDGE in Nepal, both to assess its impacts in Nepal, but also to explore ways in which BRIDGE's impacts can be properly assessed wherever it is used.

As the use of BRIDGE in Nepal has been both extensive and long-term, this evaluation is also a timely opportunity to provide the global BRIDGE partnership with information on whether it is providing the necessary guidance to potential users of BRIDGE regarding how to decide what they want BRIDGE to do for them or their programs, how best to evaluate that and how to hand over or conclude the use of BRIDGE in specific country contexts.

The evaluation team understands that the use of BRIDGE will not be appropriate in all circumstances. However, when a decision to use BRIDGE is made, then its use should be optimized in order to provide the best possible service to its recipients and to ensure best possible value for money.

The objectives of this evaluation are therefore:

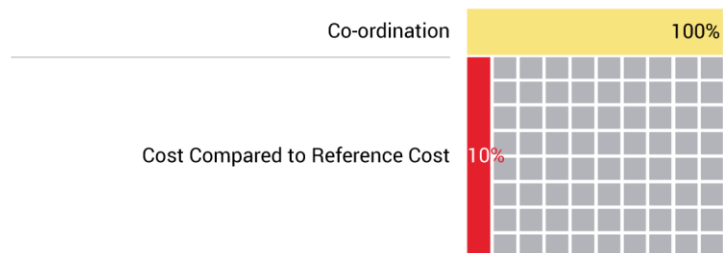
1. To assess
 - a. how BRIDGE has been administered in Nepal by both the BRIDGE partners and the ECN,
 - b. the impacts of BRIDGE in Nepal 2008-18 (both individual and institutional) on the ECN, its stakeholders and the quality of Nepal's electoral management generally,
 - c. the challenges for the effective use of BRIDGE in Nepal, and
 - d. the sustainability of BRIDGE's continued use in Nepal;
2. To provide recommendations for the most effective future use of BRIDGE in Nepal for the ECN and other electoral stakeholders; and
3. To develop a new evaluation approach that can be used to assess BRIDGE wherever it is implemented. This pilot approach is called the "BRIDGE Evaluation Scorecard" (see **Annex 8** for more detailed description) and measures each of the following aspects of Nepal's BRIDGE program:
 - **Conceptualization**
 - **Administration**
 - **Activity**
 - **Effectiveness**
 - **Inclusion**
 - **Ownership**



Conceptulization



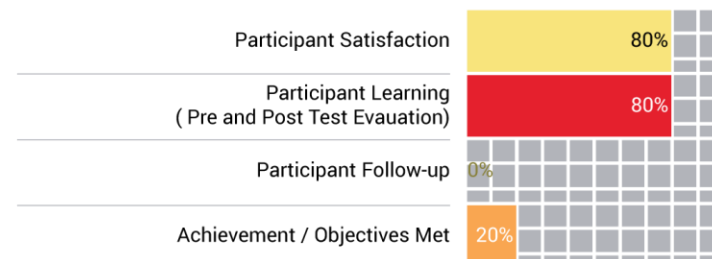
Administration



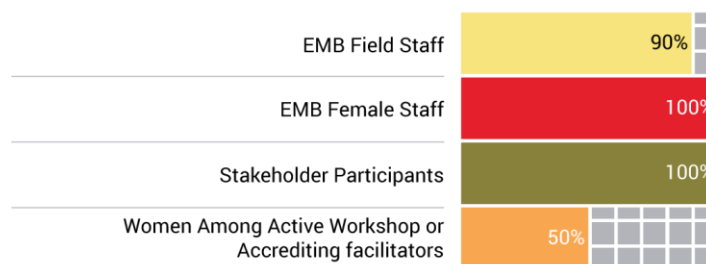
Activity



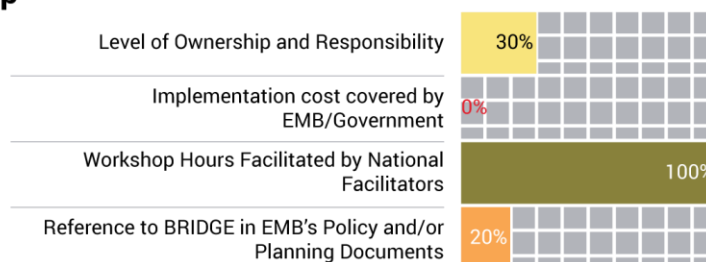
Effectiveness



Inclusion



Ownership



In light of this, the evaluation team identified a number of positive impacts of BRIDGE in Nepal. These included:

- That there is a general acceptance of BRIDGE and that it is valued highly by virtually everyone who has been a facilitator of or a participant in BRIDGE events. Senior ECN management regard it highly as a professional development tool for their staff.
- That BRIDGE has been responsible for substantial improvement in the development and implementation of training in the ECN
- That BRIDGE has significantly contributed to an improvement in the Human Resource capacity of the ECN
- That BRIDGE has improved the quality of the relationships that the ECN has with many of its stakeholders
- That BRIDGE has been a useful leadership and personal development tool for ECN staff and stakeholders, and
- That BRIDGE has had positive and powerful impacts beyond the ECN.

However, despite its positive impacts, the evaluation team identified a number of potential challenges to the continued use of BRIDGE in Nepal. These include:

- BRIDGE Partner project designs could incorporate BRIDGE in a more creative and strategic way to ensure, when it is deemed appropriate, that BRIDGE supports other elements of the design.
- Currently, there is no reference to BRIDGE in ECN documents such as Yearly Work Plans, making it difficult for the ECN to argue the importance of BRIDGE to its overall capacity development strategy.
- A lack of transparent ECN selection policies for facilitators and participants has resulted in unequal access to BRIDGE and to disappointment and confusion from those who have not had the opportunity to attend BRIDGE events.



- A lack of defined Objectives and success indicators for the use of BRIDGE, both in BRIDGE Partner project designs and ECN policy documents, make BRIDGE impacts difficult to measure.
- A lack of ECN consultation, particularly with District staff, regarding what BRIDGE modules are conducted, by whom and for whom may result in people not getting the courses they need.
- A lack of exposure to BRIDGE by some of the newer senior managers in the ECN might make informed decisions about the future use of BRIDGE in Nepal difficult.
- Not enough use is being made of those facilitators transferred from the ECN or of recently retired officers and Civil Society members who are BRIDGE accredited.
- A lack of clear and coherent ECN knowledge management strategies means that:
 - BRIDGE resources are often not as easily accessible as they could be, and
 - Valuable learnings are not shared with staff who have not attended BRIDGE.
- A combination of the high cost of BRIDGE events and no current ECN BRIDGE budget may make it difficult to continue the use of BRIDGE without international assistance.
- The difficulty of retaining staff, an issue that affects the whole of Nepal's civil service, has the potential to reduce the ECN's internal capacity to conduct BRIDGE.
- The absence of a clear path for transition to full (or at least substantial) ECN ownership of BRIDGE will make it difficult for BRIDGE to continue in the ECN without international assistance.
- A lack of long-term evaluation mechanisms of BRIDGE's impact will make it difficult to accurately assess the impact of BRIDGE on the skills, attitudes and work practices of those who attend BRIDGE workshops.

Based on the above, the evaluation team has made a number of recommendations (described in more detail in the recommendations section of the report). Several of the recommendations are directed to the ECN and the Government of Nepal, while others are directed at the BRIDGE Partners represented in Nepal. There are also recommendations to be actioned by both the BRIDGE Partners and the ECN. And finally, there is a recommendation for the global BRIDGE partnership. They include:

For the ECN

1. Moving forward, the ECN will need to consider making a decision about whether it wants to take more ownership of BRIDGE in Nepal and in what form
2. Exploring the concept of cost sharing of BRIDGE with its international partners
3. Developing policy and planning documents which reflect the significant use of BRIDGE by the ECN and their stakeholders
4. Developing clear and transparent policies for who should attend BRIDGE, when and why
5. Making strategic decisions about which BRIDGE Modules will be needed next in the light of lessons learned from the most recent elections and when it would be best to conduct them.
6. Developing strategies to increase the opportunities for the Workshop accreditation of more facilitators (particularly women, external stakeholders and district based



staff) in order to increase the ECN's capacity to conduct BRIDGE events whenever it deems it appropriate and to more audiences.

7. Exploring ways to use recently retired and transferred ECN officers to facilitate BRIDGE modules
8. Developing a core BRIDGE team within the ECN which can customize, translate, plan, prepare, implement, evaluate, follow up and document all elements of BRIDGE.
9. Developing better coordination, mobilization and recording mechanisms for BRIDGE facilitators in Nepal
10. Establishing BRIDGE as a continuous learning process
11. Working with the BRIDGE Partners in Nepal to develop a plan for the customization, updating, translation, and accessibility of BRIDGE materials, and
12. Developing a plan for the decentralization of BRIDGE capability in Nepal.

For the BRIDGE partners represented in Nepal

1. Better incorporating and making more creative use of BRIDGE in future Project Designs
2. Using the BRIDGE Coordinating Committee to raise the issue of whether the ECN wishes to take more ownership of BRIDGE and what form that would take
3. Working towards building the capacity of the ECN to take full ownership of BRIDGE
4. Working with the ECN to develop a core BRIDGE team in the ECN which can customize, translate, plan, prepare, implement, evaluate, follow up and document all elements of BRIDGE in Nepal, and
5. Working with the ECN to develop a plan for the decentralization of BRIDGE capability

For both the BRIDGE Partners represented in Nepal and the ECN:

1. As soon as is practicable after the publishing of this report, the ECN should convene a BRIDGE Coordination Committee meeting at which decisions should be made by the ECN, UNDP/ESP, IFES and IDEA (hereafter referred to as the BRIDGE Partnership in Nepal) to decide:
 - Which recommendations will be adopted
 - The order in which the adopted recommendations will be implemented
 - Who will be responsible for the implementation of each
 - Timelines for the implementation of each
 - Developing indicators for the success of the implementation of each, and
 - Developing mechanisms for communicating the progress and achievement of each recommendation.

For the global BRIDGE Partnership

1. Revisit the BRIDGE Implementation Manual to focus on:
 - Providing guidance for potential users of BRIDGE on how best to develop objectives and success indicators for the use of BRIDGE in their context



- Providing guidance on how best to evaluate the long-term impact of BRIDGE on the skills, attitudes and work-practices of those who participate in BRIDGE workshops
- How to make potential users of BRIDGE more aware of the Implementation Manual and How to make it more relevant and “user-friendly” to them, and
- Addressing the “log jam” in the accreditation process that leaves many TTF Complete facilitators unable to move to Workshop accreditation.

2. Introduction

The ECN is an independent, constitutional body responsible for planning and managing the federal, provincial and local level elections in Nepal. It is also mandated to conduct referenda in matters of national importance.

Currently the ECN has a Secretariat with 733 staff comprising 164 Headquarters staff as well as 569 field staff spread across 75 District Election Offices. At Headquarters level there are 5 Divisions, each with a number of sections:

- Administration Division
 - Administration Section
 - Accounts Section
 - Planning, Monitoring and Inclusion Section
- Election Management Section
 - Voter Registration Section
 - Election Operation Section
 - Electoral Statistics, Geographical Information and Risk Analysis Section
- Legal and Political Party Relations
 - Legal Section
 - Political Party Relations Section
- Information Technology Management
 - Information Technology Operations Section
 - Information System Management Section
- Electoral Education, Training and Foreign Relations
 - Electoral Education, Information and Training Section
 - Research, Study and Foreign Relations Section

The Secretariat is overseen by a Chief Election Commissioner and four other Election Commissioners, all appointed by the President for 6-year terms.

In 2017, the ECN successfully conducted elections for all three tiers of government with minimum external support, demonstrating their capacity to conduct elections independently.



BRIDGE is one of the key components of UNDP electoral assistance worldwide and is an important element of UNDP Nepal's Electoral Support Project (UNDP/ESP) for the capacity building of ECN staff.

Based on the recommendations of the 2007 Joint International IDEA, IFES and UNDP BRIDGE Needs Assessment Mission, the BRIDGE Partnership in Nepal adapted BRIDGE modules to support its capacity building program after examining which elements of BRIDGE were relevant to the ECN's needs. A customized BRIDGE program began in 2008. Each of the BRIDGE Partners in Nepal adopted BRIDGE as an important tool in their respective project designs. The ECN is the lead institution for the implementation of BRIDGE in Nepal, and organizes events with the technical and financial support of the other partners. The BRIDGE Coordination Committee (BCC), chaired by an ECN Under-Secretary and comprising representatives from the BRIDGE Partners in Nepal, meets biannually to propose activities and approve an annual work plan.

Since its inception, 84 BRIDGE workshops (including four Train the Facilitator (TTF) workshops¹) have been conducted across the country for 1882 (545 women, 1337 men) participants. As it has now been 10 years, the BRIDGE partners in Nepal believe it is an appropriate time to conduct a long-term evaluation of the impact of BRIDGE in Nepal.

For this purpose, the UNDP Electoral Support Project contracted two consultants, Dr Prakash Bhattarai, national consultant and evaluation expert, and Ross Attrill, original writer of BRIDGE and manager of the BRIDGE Office 2000-13 (See Annex 1 –Consultant Biographies).

3. Background to 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, in their first elections. The knowledge that this group identified and the expertise they shared formed the basis for what became the BRIDGE curriculum.

BRIDGE is a comprehensive professional development course on electoral administration, representing the most ambitious attempt to cover electoral processes and their effective administration across the Electoral Cycle ever undertaken. Written by a large international team of experienced democracy professionals, it has the potential (if used correctly) to provide professional development and support to all stakeholders in democratic processes. A key feature of BRIDGE is that it uses face-to-face interactive adult-learning methodology.

The BRIDGE partners are:

- The Australian Electoral Commission (AEC)
- International Foundation for Electoral Systems (IFES)
- International Institute of Democracy and Electoral Assistance (International IDEA)
- United Nations Development Program (UNDP)
- United Nations Electoral Assistance Division (UNEAD)

¹ The TtF courses in 2008, 2011, 2012 and 2015 were conducted for 88 participants in total.



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.

The BRIDGE Facilitator Accreditation Process

In an effort to maintain the highest quality learning experiences, the BRIDGE partners insist that one must be accredited as a BRIDGE facilitator in order to be able to plan and implement BRIDGE activities. To do this, one must successfully complete a Train the Facilitator (TTF) workshop.

The criteria for accreditation as a TTF Complete Facilitator are:

- Has attended a BRIDGE module workshop as a participant
- Has attended all 10 days of a BRIDGE TTF workshop
- Has been assessed as satisfactory by the TTF lead facilitator against all the TTF Learning Outcomes

Upon successful completion of the TTF, the TTF Complete facilitator must then undergo assisted field work in order to be authorised by the BRIDGE partners to conduct workshops unassisted.

The criteria for accreditation as a Workshop Facilitator are:

- A minimum of 30 hours supervised customisation, preparation and facilitation of BRIDGE module workshops in the field.
- Facilitation of only modules (and not TTFs) to enable the facilitator to gain experience and confidence in using and modifying BRIDGE curriculum documents, and to become conversant with the content of BRIDGE modules.
- Again, to have been assessed as satisfactory by the supervising Accrediting against all TTF Learning Outcomes.

The number of Workshop accredited BRIDGE facilitators in a particular country is pivotal to that country's ability to conduct BRIDGE activities. However, having a critical mass of facilitators at the Accrediting level is particularly important as it provides that country self-sufficiency in terms of its ability to train and accredit its own facilitators.

The criteria for accreditation as an Accrediting Facilitator are:

- A minimum of 150 hours of customisation, preparation and facilitation of BRIDGE workshops in the field, a minimum of 75% of which are module workshops to enable the facilitator to gain experience and confidence in using and modifying BRIDGE curriculum documents, and to become conversant with the content of BRIDGE modules.



- Lead facilitation in at least one module workshop.
- Provide the BRIDGE Office with reports on BRIDGE activities undertaken
- Support and mentor facilitators with less experience

Version 3 of BRIDGE

The BRIDGE Curriculum is currently being developed in its third version. The first version of BRIDGE consisted of 10 Modules and was presented to the BRIDGE partners in 2002 in Stockholm. The second version of BRIDGE began to be developed several years later and grew to 24 modules. A little over 2 years ago, the BRIDGE partners decided that, because several of these modules had never been used and because a good deal of the resources were becoming outdated, a third Version of BRIDGE should be developed.

All Version 3 modules will be released in stages over the coming two years and will be considered to be “draft” until the BRIDGE community has had time to engage with the materials. All current BRIDGE materials will remain accessible and can be found under Curriculum Version 2 on the BRIDGE website. Currently, Voter Registration, Voter and Civic Education, Strategic Planning and Electoral Systems have been launched.

Version 3 of the BRIDGE curriculum is structured as follows:

Foundation Modules		
Introduction to Electoral Administration		
Strategic Planning for Electoral Management		
Institutional Strengthening and Professional Development		
Architecture Modules	Administration Modules	Participation Modules
Legal Framework and Reform	Electoral Costs and Finances	Disabilities and Elections
Boundary Delimitation	Voter Registration	Voter and Civic Education
Electoral Systems	Electoral Operations and Logistics	Electoral Contestants
Electoral Dispute Resolution	Election Day and Results Management	Media and Elections
		Gender Equality and Elections



The timetable for the phased availability of BRIDGE is:

AVAILABLE NOW	AVAILABLE SOON	AVAILABLE 2019
Strategic Planning for Electoral Management	Inclusion of Disabilities in Elections (<i>July</i>)	Introduction to Electoral Administration
Operational Planning	Gender Equality and Elections (<i>July</i>)	Institutional Strengthening and Professional Development
Voter and Civic Education	Boundary Delimitation (<i>July</i>)	Electoral Contestants
Media and Elections	Electoral Dispute Resolution (<i>October</i>)	Budgeting and Financing of Elections
Electoral Systems	Legal Framework and Reform (<i>October</i>)	Election Day and Results Management
Voter Registration		

4. Potential Uses of BRIDGE

BRIDGE was originally designed to help electoral administrators examine the elements of the Electoral Cycle in order to help them conduct their business in a more efficient and effective way. However, during almost two decades of the implementation of BRIDGE, it has become apparent that one of BRIDGE's strengths is that it is flexible and adaptable to local contexts. BRIDGE modules are specifically designed to meet the needs of the diverse stakeholders in electoral processes and to address their issues related to elections. Some of the many ways BRIDGE has been used around the world include:

- Professional Development for Election Professionals
- Introducing "the new" - Either a new responsibility or a new approach to an existing responsibility
- Building relationships – both at different levels within an EMB (Headquarters and Field staff) or with external stakeholders
- Creating shared understandings – Either within EMB teams or with stakeholders
- Regional Cooperation
- Empowering Stakeholders – e.g. Civil Society Organisations that need more information about and confidence in electoral processes

5. Evaluation Methodology

This evaluation is mostly a qualitative inquiry; however some relevant quantitative information is also included in the report. It is also a summative evaluation focused on exploring the outcomes and impacts of BRIDGE as well as documenting its evolution process in Nepal from 2008 until now. The key principles adopted by the evaluators while conducting this evaluation were that it be:



- Participatory,
- Inclusive,
- Context specific, and
- Reflective.

Essential information related to this evaluation was gathered through:

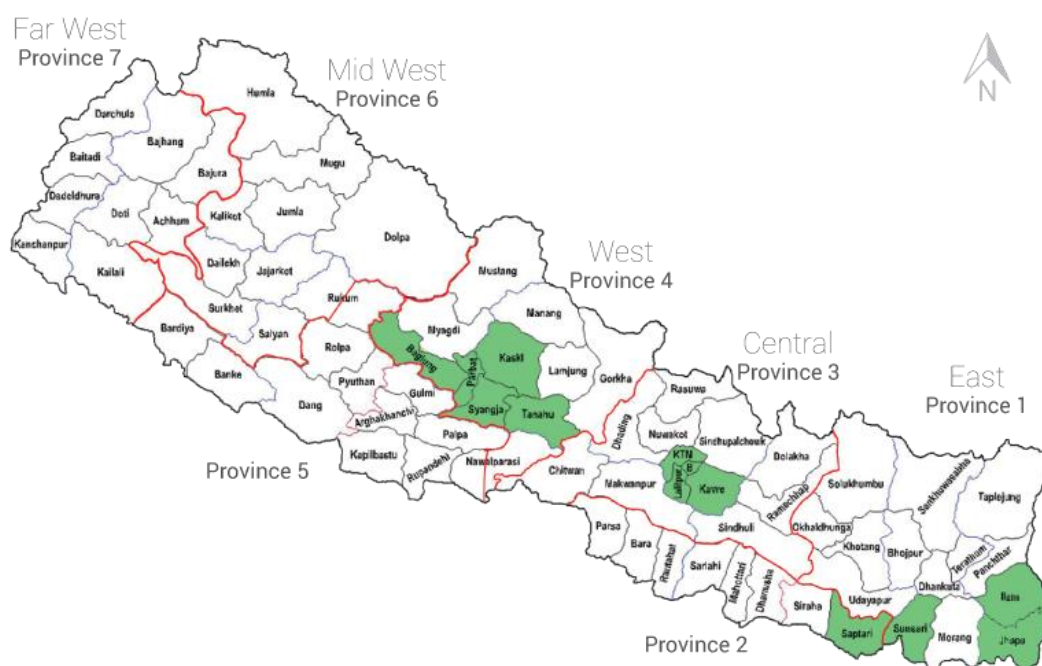
- A Strategic Desk Review² of background literature and numerous project documents,
- Participatory Discussions with Selected Stakeholders including Focus Group Discussions (FGDs), consultative strategic meetings, and in-depth interviews with relevant project officials, partners, and stakeholders representing the BRIDGE Partnership in Nepal and other relevant institutions that are connected to BRIDGE initiatives in Nepal. TTF Complete facilitators, Workshop and Accrediting facilitators, and BRIDGE workshop participants from the ECN, civil society, media, and political parties were also consulted.

Altogether, four FGDs and 17 in-depth interviews were conducted in relation to this evaluation process. Of the four FGDs, two were conducted with District and Regional election officers and the remaining two were conducted with civil society, media, and political parties. Two FGDs, one with ECN officials and another with civil society, media, and political parties, were conducted in Pokhara, Kaski district, with the participation of people from Baglung, Kaski, Parbat, Syangja, and Tanahu districts. The remaining two FGDs, one with ECN officials and another with civil society, media, and political parties, were conducted in Damak, Jhapa district, with the participation of people from Ilam, Jhapa, Saptari and Sunsari districts. All these FGD participants had attended one or more BRIDGE trainings and workshops in the past. The rationale behind selecting two locations and covering at least nine districts was to sample a representative voice in the evaluation report from the Eastern to Western part of Nepal. Likewise, having separate FGDs with ECN and non-ECN interviewees was aimed at getting a comparative perspective on how the knowledge and skills received through BRIDGE were utilized by government and non-governmental officials.

² This task includes the review and analysis of various documents such as BRIDGE project documents and log frames, BRIDGE needs assessment report 2007, BRIDGE evaluation report 2009 and 2012, BRIDGE training and workshop feedback/evaluation reports, Strategic planning document of ECN, Capacity building guideline of ECN, the organogram of ECN, any translated or customized BRIDGE materials, any ECN training documents that have been informed or influenced by the BRIDGE methodology, records of all BRIDGE workshops conducted and the lists of participants and facilitators of each.



Evaluation Districts



Most of the in-depth interviews were conducted in Kathmandu with key stakeholders of BRIDGE. These included two of the current Commissioners (including the current Chief Commissioner), ECN senior management team members, ECN Secretariat staff, a former Chief Election Commissioner, former senior ECN officials, donors supporting BRIDGE, relevant UNDP-ESP staff, relevant officials from IFES and International IDEA, and other stakeholders of the BRIDGE program in Nepal. There was only one in-depth interview conducted with district staff. A complete list of people and institutions consulted during the evaluation process is as follows (see in addition **Annex 2 – FGD and Interview Schedule**);

Institution consulted	Gender		Total Number of People
	Male	Female	
Chief Election Commissioner	1		1
Election Commissioners	1	0	1
Senior Officials at ECN Headquarter	5	0	5
ECN Regional and District Offices	21	0	21
Former election commissioner	1	0	1
Former senior ECN Officials	2	0	2
UNDP-ESP	1	2	3
Former UNDP-ESP staffs	1	0	1
IFES	2	1	3
International IDEA	2	0	2
ESP Donors	0	2	2
Nepal Administrative Staff College (NASC)	2	0	2
Civil society, Media, and Political Party	7	9	16
Total	46	14	60



Employing a descriptive as well as interpretative approach, the data collected was used to develop conclusions and evidence-based recommendations and suggestions for improving BRIDGE planning and implementation in Nepal in the future. Data collected through multiple sources was triangulated to ensure validity. Findings were also informed by cross-referencing qualitative data with observable research. Validation of findings and incorporation of comments and corrections were also facilitated through a presentation of key findings to the Election Working Group in Nepal and by providing the first draft of the Report to BRIDGE Partners and ECN for comment.

6. Limitations of the Study

Although the evaluation team believes this evaluation has met its objectives, this task has also had a number of limitations. This evaluation is an attempt to analyse general observations of BRIDGE's impacts in Nepal, based on the perceptions of respondents and other evidence found during the desk review process. This has not necessarily resulted in a detailed pattern of BRIDGE's impact; rather, it only highlights some broader aspects of its impact in the context of Nepal.

Likewise, the findings of this evaluation are based on the interaction with the limited sample of people consulted during the evaluation process. It should be noted that not all targeted respondents have been interviewed. This was due to their unavailability during the given evaluation period. Time constraints for completing the evaluation also had an impact on reaching some of the potential respondents. Therefore, this evaluation report only represents the voices of those who were available and accessible during the evaluation study period in Kathmandu and other districts where field studies were conducted.

In addition, some respondents may have been reluctant to provide critical comments on BRIDGE administration and implementation in Nepal, which may then have some impact on the quality of data collected from the field.

Lack of an adequate number of female voices, particularly from ECN Headquarters and District offices make this evaluation report less gender representative than the evaluation team would have liked.

Moreover, due to time constraints, the evaluators could not conduct field based interviews and discussions in the Mid-western and Far Western parts of Nepal, which has limited the evaluators' ability to assess BRIDGE's impacts in all parts of the country. However, this limitation has been, in part, mitigated by gathering some useful information from ECN Headquarters staff and BRIDGE project partners' staff with experience in these regions. Likewise, the gathering of useful information from two different parts of Nepal has assisted in collecting some regional perspectives on BRIDGE and the findings were similar in both regions.



7. Desk Review

In the desk review, the evaluation team examined numerous documents providing quantitative data such as numbers of TTFs and workshops conducted, numbers of participants, modules implemented and several types of short-term evaluation strategies employed by BRIDGE implementers in Nepal. There was also an in-depth analysis of numerous ECN policy documents and BRIDGE Partner project designs.

7.1. Quantitative Data

Before an exploration of the documents that provide qualitative assessment of BRIDGE in Nepal, the evaluation team examined the following data:

Accreditation of Nepali Nationals

The numbers of Nepali nationals who have been trained as facilitators are as follows:

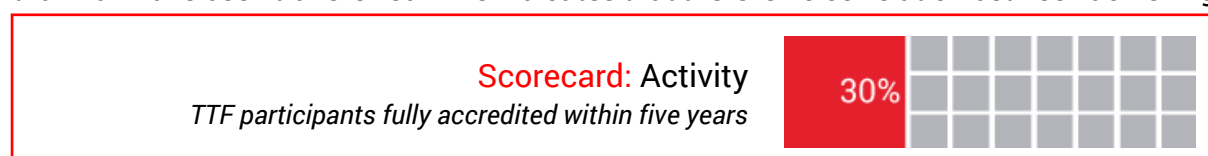
Accreditation Activity	Gender		
	Male	Female	Total
Nepali nationals who have completed a TTF	47	25	72
Workshop Accredited Facilitators	24	8	32
Accrediting Facilitators	2	1	3
TTF Complete Facilitators (not yet fully accredited)	20	17	37
International	8	9	17

Of the 72 who have begun the Facilitator Journey in Nepal:

Those working for the ECN as of April 2018	13 (1 Accrediting, 7 Workshop, 5 TTF Comp)
Those transferred from the ECN, retired or deceased	35 (16 Workshop, 19 TTF Comp.)
Those from other Stakeholders or BRIDGE Partners	21 (2 Accrediting - BRIDGE Partners, 6 Workshop - BRIDGE Partners, 3 Stakeholders, 10 TTF Comp)

This is somewhat concerning as it indicates that the ECN has retained only 27% of its TTF trained staff and, of those who are retained, only about a third have reached Workshop accreditation. Even more concerning is that, of the 56 who have either transferred, retired, are deceased or are from stakeholder groups, only 27 have gained Workshop or Accrediting status. This is not making optimum use of all those who are TTF complete and may have a negative impact on Nepal becoming self-sufficient in terms of its capacity to plan and implement BRIDGE (see **Annex 3** – Accreditation levels in Nepal).

It is also worrying to note that more than two thirds of those ECN staff who attended a TTF have been transferred and, of the 13 who attained Workshop accreditation or above, more than half have been transferred. This indicates that there is no correlation between achieving



BRIDGE accreditation and retention at the ECN. Indeed, this is something the ECN could take up with the Public Service Commission.

BRIDGE Workshops in Nepal

Number of workshops per year:

2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
3	12	4	15	16	2	12	14	8	0

Of the 84 workshops conducted in Nepal, 30 have included external stakeholders including women’s groups, disability advocacy groups, the media, academic institutions, and political parties (see **Annex 4** – BRIDGE Workshops in Nepal, for more detailed data). Apart from the 4 TTFs mentioned above, the following modules (completed, combined or modified) were conducted:

• Training on Pre-election and Electoral Mgmt.	4
• Training on Electoral Administration & Management	21
• Workshop on Electoral Justice (EDR)	4
• Training on Electoral Systems	4
• Training on Gender and Elections	21
• Training on Electoral Security	1
• Training on Media and Elections	2
• Training on Political Parties and Elections	1
• Training on Access to Electoral Process	4
• Training on Political Finance	7
• Training on Civic Education and Voter Information	1
• Training on Strategic and Finance Planning	1
• BRIDGE Introduction to the EEIC	1
• BRIDGE Tutorial on Election Management for HQ staff	7
• TTF Nepal	4
• International TTF	3
• BRIDGE Showcase	1
Total	87

Given the high number of workshops conducted, and therefore the high number of opportunities for people to complete their Workshop accreditation, it is a little concerning that only 35 TTF graduates have been given the opportunity to do so. It is important to note that of the 3633 members of the global BRIDGE Facilitator community, only 1014 are Workshop accredited or above³. This is a very similar percentage to those Workshop accredited or above in Nepal and indicates an issue of “log jamming” in the accreditation process worldwide. Something that needs to be addressed by the Global BRIDGE Partnership.

Given that more than half of those who have attended TTFs in Nepal have transferred or retired, it may have been prudent to increase the number of those afforded the opportunity

³ BRIDGE website Facilitator Section



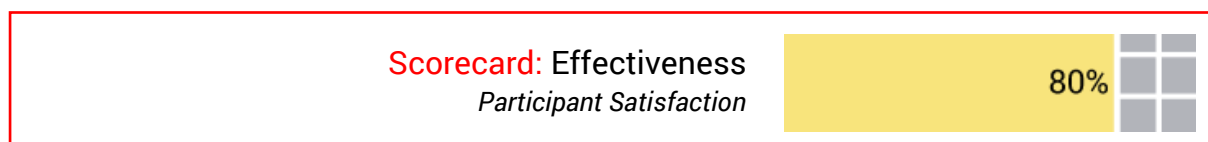
to attain Workshop accreditation in order to assure the ECN had adequate capacity to continue to conduct BRIDGE events if it chooses to.

Of the 83 non-TTF workshops, 30 have been conducted outside of Kathmandu in some 25 different locations across the country. Of the 733 ECN staff at both District and Headquarters level, over 400 have attended at least one workshop. This indicates a high level of participation but still leaves room for including all those yet to participate in a BRIDGE event.



Participant Satisfaction

Although the sample of participant satisfaction data (see **Annexes 5 and 6**) provided to the evaluation team was relatively small, it indicated a very high level of satisfaction. For example, in an Introductory Module supported by UNDP/ESP in June 2015, 19 out of 21 participants indicated that the content was helpful to their daily work (11 “unqualified”, 8 “to some extent”). The professionalism, skill level and flexibility of the facilitators was also rated good, or very good (very good being the highest measure) by 18 of 21 respondents. Similarly, in an Introductory Module in February 2012 supported by IFES for District Election Officers (DEOs), of 20 respondents, more than 70% rated the content good or excellent while 90% rated the methodology good or excellent.



The BRIDGE Partners in Nepal do not use a harmonized evaluation system and scores are not systematically translated into a numerical value that would allow easy comparisons. Therefore, scorecard value for participant satisfaction is an approximate rather than a calculated value.

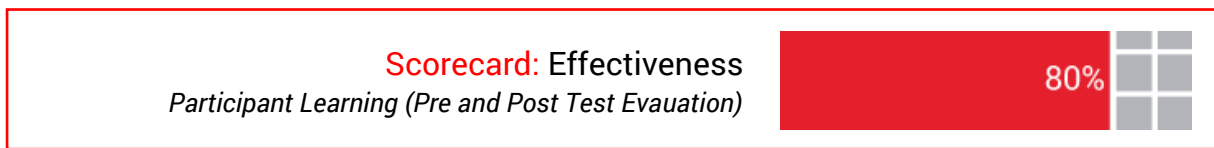
Learning Outcomes – Pre and Post Test Results

Pre- and post-testing data for modules run by UNDP/ESP is not available from before 2015 and from IFES not before 2012. However, the relatively large number of data samples provided indicated that the knowledge transfer in BRIDGE workshops is very effective. The IFES samples indicate that the knowledge increase across 8 events ranged from 32.7% to 64.4%. Usually rising from an initial knowledge of around 20% to 30% and rising to sometimes upwards of 80%.

In a sample of Gender workshops supported by ESP in 2015, the average knowledge increase was 24%, however, the initial subject knowledge of the cohort was relatively high at 40% and rose to 64%.



All of this indicates a considerable knowledge transfer over 3 days.



7.2. Qualitative Data

2007 Needs Assessment Report

In 2007, a needs assessment was funded jointly by UNDP/ESP, IFES and International IDEA. This was one of the first such BRIDGE-focused needs assessments to be conducted anywhere in the world. The aim was to examine the training needs of the ECN and to ascertain:

1. Whether there was interest in the ECN for using BRIDGE, and
2. Which BRIDGE modules would best suit the needs of the ECN at that time.

Initially, there was some scepticism from the senior staff of the ECN as to what BRIDGE was and how it could help the ECN and Nepal. However, a short “showcase” of BRIDGE activities was conducted for the Commissioners, secretary and joint secretaries and there was universal agreement upon its conclusion that BRIDGE would indeed suit the needs and context of the ECN.

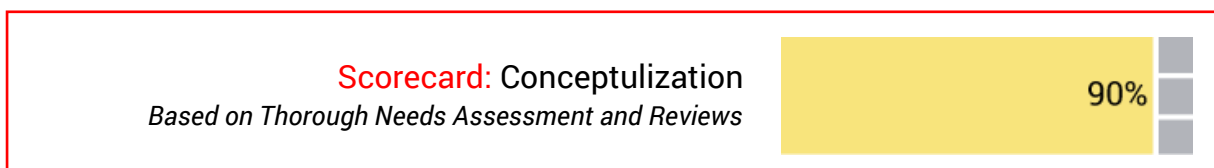
The short term needs of the ECN were identified as:

- A need for a shared understanding of the objectives of the ECN and the general tasks that ECN staff would be engaged in
- The capacity to carry out Voter registration
- The capacity to create an inclusive electoral system for all Nepalese

It was therefore decided that the following BRIDGE Modules would be of most use:

- Introduction to Electoral Administration (utilised for induction training of new staff)
- Voter Registration
- Access to Electoral Processes
- Gender and Elections
- Electoral Management Design

All would require substantial customisation and translation.



Joint 2009 Sustainability, Localisation and Institutionalisation Assessment

In 2009, consultant Brian Latham was engaged by the BRIDGE Partnership in Nepal and delivered a report on the Sustainability, Localisation and Institutionalisation of BRIDGE workshops conducted in Nepal to that point. In that report, Mr Latham concluded that,

“*There is definitely a future for BRIDGE in Nepal, given judicious oversighting and planning. It is already a very successful program, is embraced by the ECN personnel who participate in its workshops and is valued with a passion by the skilled and increasingly experienced group of facilitators who deliver it. There is also great potential to successfully take it to the stakeholders*”⁴.

He also felt that the Electoral Education and Information Centre (EEIC) was the natural home for BRIDGE in the ECN. A place where materials could be customised and translated and where BRIDGE events could be coordinated on a national basis.

Mr Latham also saw great opportunities for using BRIDGE to engage with stakeholders and to have BRIDGE “mainstreamed” in the Nepali Civil Service by having it incorporated in the National Staff College’s curriculum. However, he also identified several risks to the program’s sustainability, localisation and Institutionalisation. These included:

- No ECN budget for BRIDGE
- No coherent transition to full ECN ownership of BRIDGE
- Difficulty retaining trained facilitators and,
- Lack of opportunity for female facilitators.

UNDP/ESP Impact and Sustainability Assessment: 2008-12

In 2012, an assessment was undertaken by Lily Thapa and Kapil Neupane on behalf of UNDP/ESP. They concluded that:

“*The BRIDGE program in Nepal was successful overall. This is particularly true 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.*

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.”⁵

⁴ Assessment Report on the Sustainability, Localisation and Institutionalisation of BRIDGE in Nepal 2009 pp14-15

⁵ Impact and Sustainability Assessment: Elections BRIDGE Program in Nepal (2008-2012) page 22



The recommendations of the assessment were:

1. That more facilitators should be rotated through the accreditation process to ensure that there is a sustainable number of accredited facilitators available at all times. *“The ECN and the Elections BRIDGE Office need to develop a facilitator mobilization strategy for the effective operation and delivery of the training program.”*⁶
2. An increased number of female facilitators is necessary
3. Merge BRIDGE with the EEIC, as the ECN's training unit;
4. The ECN's annual plan should include a budget for the operation of BRIDGE; and
5. BRIDGE training programs should be operated at both the central and local levels by ECN-allocated staff BRIDGE facilitators, and a plan and budget are needed to bring in BRIDGE facilitators from outside the ECN.
6. An increase in the number of customized modules in the Nepali language could be used for future trainings.
7. A phased handover of ownership of BRIDGE to the ECN via the EEIC
8. Better ongoing monitoring and evaluation techniques that should be managed and documented by the ECN.

Some of the above recommendations appear to have been addressed in part.

- There has for instance been a partial merging of BRIDGE with the EEIC, but only in so far as the manager of the EEIC is BRIDGE Accredited, chairs the coordinating committee and keeps some of the translated and customised BRIDGE materials on file.
- There has also been an effort to conduct BRIDGE at the district level
- The evaluation team was also informed that some new translations of BRIDGE have been done using Version 2 materials. However, we were not provided with evidence of this. No translation or customisations of Version 3 materials have been started.
- Some of the BRIDGE partners have used pre- and post-testing and some work place self-evaluations during and after BRIDGE modules, but this has yet to be done in a systematic way and does not seem to have been managed by the ECN.

Much is still to be done to achieve everything recommended in the list above.

The evaluation team could find no information on how this evaluation and its recommendations were communicated to the ECN. Nor could we find any evidence of which recommendations were adopted by the ECN and BRIDGE partners in Nepal and how they were implemented (if indeed they were). It is hoped that the recommendations from the 2018 evaluation will be presented to the BRIDGE Coordinating Committee, that they will be adopted and then systematically implemented.

⁶ Impact and Sustainability Assessment: Elections BRIDGE Program in Nepal (2008-2012) page 18



ECN Strategic and Yearly Work Plans 2015-19

There is mention of training in Pillar 2, Goal 5 of the ECN's current Strategic Plan, (*"Provide at least one training opportunity to every staff member each year"*)⁷ and in Pillar 4, Goal 11 (*"Carry out election-related training in co-ordination with the programs of other agencies"*)⁸. However, there is no specific mention of BRIDGE either in the Strategic Plan itself or in the 2 yearly work plan.

UNDP Electoral Support Project Phase II Project Document

Although BRIDGE is an identified element of Output 1 of this document (Output 1.2 Support with Staff Retention and Professional Development), it does appear to stand alone in the overall structure of the project design. For the most part, the section of the design that covers BRIDGE is a generic use of the BRIDGE description from the BRIDGE website. This section of the design states:

- *"Relevant BRIDGE modules will also include or be specifically designed for other stakeholders", and*
- *"BRIDGE training on Electoral Systems, specifically to include the new electoral system of Nepal, will be provided as part of the curriculum"*⁹

Almost all of the other priority areas in Output 1 are the focus of individual BRIDGE modules. The use of BRIDGE in many of these Output areas would not have been appropriate, but in some it may have been. However BRIDGE has not really been adopted (at least in the project design) as a support mechanism for any of the other areas of the design. BRIDGE could have been used to introduce many of these outputs or could have been customised and translated to provide in depth professional development to ECN staff on some, if not all of the Outputs.

There is also no description of how modules were to be selected, who would be involved in selection, when modules would be conducted and how and by whom they would be customised.

In the table which speaks to specific outputs, there is no connection between the ECN induction training and BRIDGE, even though there is clear evidence that the BRIDGE Introductory Module was the primary source document for the induction curriculum. There is also no specific description of how many Modules are to be conducted and for whom.

All of this is, in many ways, understandable as, at the time the original project was designed, all the possibilities of BRIDGE were not yet clear. However, in the light of what has been learned about BRIDGE in the ensuing 10 years, the evaluation team hopes that any future project design processes will be able to incorporate BRIDGE in a way that makes best use of its potential.

UNDP/ESP Annual Reports 2012-14

In examining the way in which BRIDGE is reported on in a number of Annual Reports, it is clear that there is only reference to how many and which type of BRIDGE events were

⁷ ECN Strategic Plan 2015-19 page 31

⁸ ECN Strategic Plan 2015-19 page 44

⁹ Electoral Support Project Design Phase II page 13



conducted and how many people (disaggregated to male and female participants) attended them. Of course, this information is very useful, but it may also have been useful to evaluate such things as:

- Participant satisfaction
- Knowledge transfer, and
- Long term impact on work practices and the quality of electoral management in Nepal.

Much of this, as with the project design issues discussed above, can be addressed in the future based on the better understandings that now exist regarding BRIDGE's potential uses. This in turn should help those reporting on BRIDGE to develop more appropriate and focused objectives and success indicators for the use of BRIDGE against which to report.

8. Findings

The evaluation team's findings are in two sections. The first section examines how well BRIDGE has been administered in Nepal. The second examines the impacts of BRIDGE both personally and institutionally.

8.1. BRIDGE Administration

8.1.1. Policy Documents

BRIDGE Partners

i. How is BRIDGE reflected in the ESP Phase II project design?

As stated in the Desk Review, the section of the Phase II project design devoted to BRIDGE looks very much like a "stand alone" part of the design. The BRIDGE website states that BRIDGE has been, "*designed to be used as a tool within a broader capacity development framework.*"¹⁰ Certainly, BRIDGE has been included in the project design for this reason (and because it is popular with the ECN and its stakeholders) but it has not been well incorporated in Output 1 or in the project design more generally.

It might have been useful to outline the ways in which BRIDGE could have been utilized to support specific outputs and the project as a whole.



ii. Are there clear objectives for the use of BRIDGE in Nepal in the ESP Phase II project design?

¹⁰ BRIDGE website (Home)



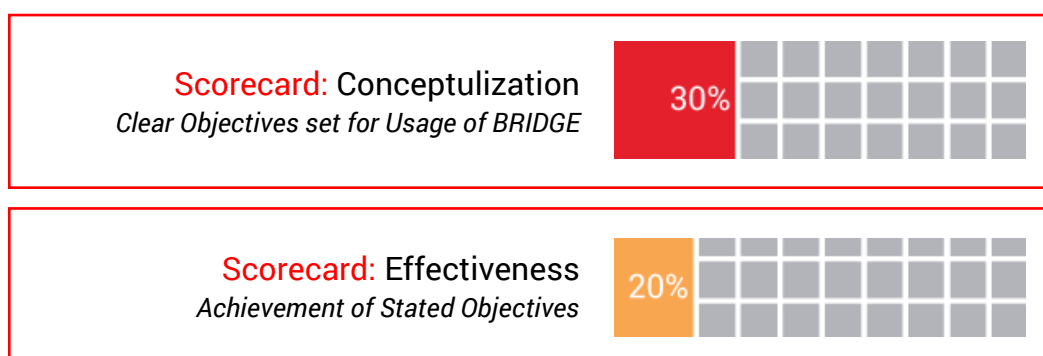
In order to give focus to any evaluation of BRIDGE in Nepal, it is essential that there are clear objectives for the use of BRIDGE reflected in both the project designs of the BRIDGE partners in Nepal and in the strategic and work plans of the ECN. It would also be beneficial if these objectives had attendant indicators to measure to what extent they have been attained.

In the current, ESP Phase II Project Document, BRIDGE appears in Output 1, whose aim is *“Strengthening capacity of the ECN to function as a permanent, independent, credible and professional institution of governance.”*¹¹ Further, the Objectives for Output 1.2 – Support with Staff Retention and Professional Development, are:

- *“Professional skills of officials at all levels of the ECN (as well as numerous stakeholders) are enhanced*
- *A pool of skilled, certified trainers is established and retained at ECN*
- *High quality training materials and a comprehensive curriculum on electoral management are owned by the ECN”*¹²

Although these objectives do not refer directly to BRIDGE they do set the framework for what ESP is trying to achieve with BRIDGE in Nepal.

In section a) of the specific activities, BRIDGE is described in some detail, but there do not appear to have been any objectives designed for its use. The project document states that specific modules (not identified) should be designed for stakeholders such as political parties and media representatives and that the Electoral Systems Module should be conducted for ECN staff. However, there are no other detailed objectives for BRIDGE and nothing to suggest that BRIDGE is connected or incorporated into the other areas of Output 1.



iii. Were there agreed indicators for measuring whether these objectives were met?

The only indicators directly related to BRIDGE are:

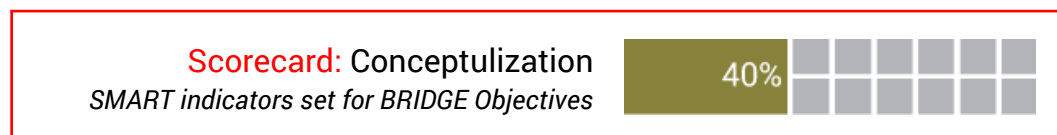
- the number of BRIDGE programs conducted and the number of participants (men and women) in each, and
- the amount of training materials owned by the ECN.

¹¹ Electoral Support Project Design Phase II page 8

¹² Electoral Support Project Design Phase II page 11



These indicators are useful in quantifying the reach of BRIDGE, but they are extremely limited in terms of describing the quality of the impact of BRIDGE in a given context. It would have been more useful and instructive to include as indicators such things as participant satisfaction, knowledge transfer, impact on work practices or impact on attitudes and confidence levels. All of these could have been seen as the objectives for the use of BRIDGE, or, at the very least, indicators for the success of BRIDGE.



Election Commission of Nepal

iv. Is BRIDGE referenced in ECN Policy Documents or Work Plans?

There is no direct reference to BRIDGE in any of the current ECN policy documents or work plans reviewed by the evaluation team. There is mention of training in Pillar 2, Goal 5 of the ECN’s current Strategic Plan (“Provide at least one training opportunity to every staff member each year”)¹³ and in Pillar 4, Goal 11 (“Carry out election-related training in co-ordination with the programs of other agencies”)¹⁴. However, there is no specific mention of BRIDGE either in the Strategic Plan itself or in the 2 yearly work plan.

This is a little concerning given the staff turnover in ECN. If there is to be continuity in the use of BRIDGE in the ECN, then it would be better if it were identified in its policy documents and more importantly, work plans. This would not only ensure continuity of direction despite staff turnover, it would also be a clear signal that the ECN values BRIDGE as part of its capacity building strategy.

It was however heartening to note that, when interviewed, current

Chief Commissioner, Dr. Ayodhee Prasad Yadav stated that:

“The Next strategic planning document may highlight BRIDGE as a core capacity development program of ECN.”

Commissioner Ishwari Prasad Paudel also stated that he believed that:

“Overall, BRIDGE should be a five year long project from now onward.”

This indicates that, at the Commissioner level, there has been thought given to developing a long term BRIDGE policy for the ECN.



¹³ ECN Strategic Plan 2015-19 page 31

¹⁴ ECN Strategic Plan 2015-19 page 44



v. Are there clear Objectives for the use of BRIDGE?

As with the ESP project design, the ECN Strategic Plan makes reference to training (Pillar 4, Goal 11 “*Carry out election-related training in co-ordination with the programs of other agencies*”). But there are no specific objectives for the potential utilization of BRIDGE in Nepal

vi. Were there agreed indicators for measuring whether these indicators were met?

There are no indicators directly related to BRIDGE. The only indicator that could be related indirectly to BRIDGE is that “*all ECN staff should receive at least one training experience each year*”.

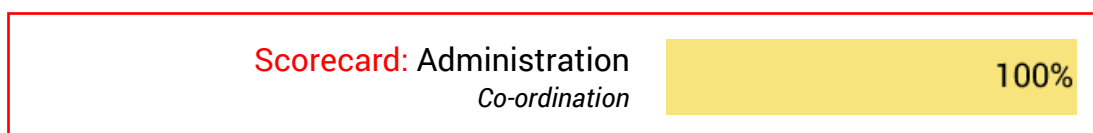
8.1.2. Communication and coordination between the BRIDGE partners, the ECN and other Stakeholders

Since BRIDGE’s introduction to Nepal in 2008, there has been a BRIDGE Coordination Committee which meets twice a year to discuss the potential use of BRIDGE for that year. The Committee is chaired by the ECN and has representation from the three BRIDGE partners currently in Nepal – UNDP/ESP, IFES and International IDEA. The functions of this committee are to discuss:

- BRIDGE Modules that are most relevant to the ECN and its stakeholders at the time
- Timetables for the implementation of BRIDGE events
- Which ECN staff and stakeholders should attend these events
- Which organisation has the funds necessary to fund each event

Responses from all those interviewed who had experience of this committee suggested that it has worked effectively to achieve consensus and has been extremely successful in ensuring the implementation of modules that meet the perceived needs of the ECN and other stakeholders in the electoral processes of Nepal.

As much of the past 18 months have been focused on the operational needs of conducting elections at three levels for the first time in Nepal, the BRIDGE Coordination Committee has had a hiatus during that time. However, all concerned believe that it is important that it reconvene as soon as possible to begin discussion about “*where to next for BRIDGE*” in the light of lessons learned during the election period.



8.1.3. BRIDGE Logistics and Cost

Planning and preparations

Although both the ECN and BRIDGE partners in Nepal play a role in the planning and preparations of each BRIDGE event, several respondents in the interview process described instances where the BRIDGE partner officers had completed much of the preparation of agendas and materials and then passed them on to ECN facilitators



for their use in particular modules. Although it is part of the BRIDGE ethos to help each other, it is important that all BRIDGE facilitators prepare their own resources for the workshops they are responsible for as this is part of the responsibility and learning process of being a BRIDGE facilitator.

Provision of physical facilities available for the training at the central and district level

In numerous accounts from both ECN staff and BRIDGE partners, it appears that in 2008, for security reasons, BRIDGE workshops were only conducted in hotels (4 or 5 star) that offered the required level of safety for participants and facilitators. This set a precedent which has continued (for the most part) to the current time. This of course has cost and sustainability implications for BRIDGE in Nepal.

Currently, the ECN has the Electoral Education and Information Centre (EEIC) which is a more than suitable venue for BRIDGE workshops (indeed it was designed for that very function), particularly for staff and stakeholders in the Kathmandu area and surrounds. However, some ECN HQ and District staff also suggested that government training facilities are available across the country and have the required space and technology (e.g. projectors etc) appropriate for BRIDGE workshops. Using these venues would make BRIDGE workshops a great deal more affordable and enable more workshops to be conducted, especially for District staff and District based stakeholders.

Budget and Cost

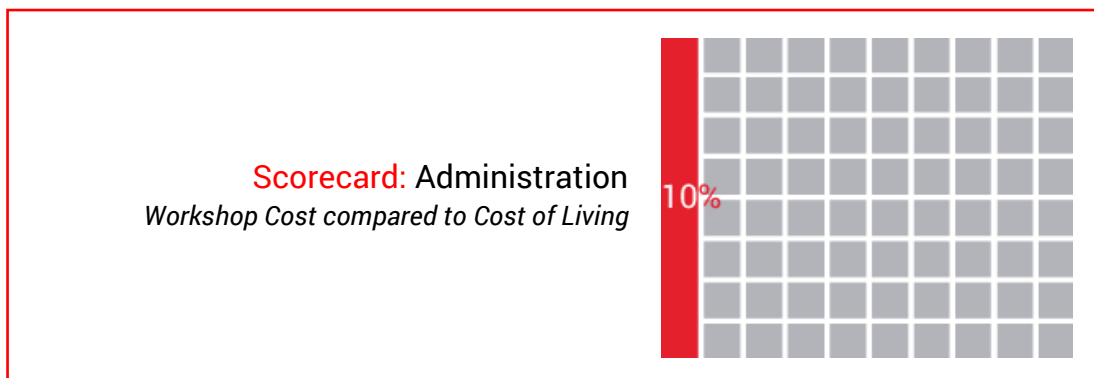
To date, the ECN has never had a BRIDGE budget line, although they do budget for training. UNDP/ESP, in its most recent project design, had a substantial BRIDGE budget line, which it drew upon regularly up until 2016 when the election preparation period began. In a financial document provided to the evaluation team, an examination of the financial contributions of BRIDGE partners 2008-12 (see **Annex 7 – Financial Contributions**), the average cost per participant per day for TTFs was in the order of \$214USD while BRIDGE Workshops cost approximately half that per participant per day

During that period, the induction programs based on the BRIDGE Introductory Module cost approximately \$52USD per participant, per day, which represented a substantial saving on regular modules. A combination of the use of government facilities, half day tutorials and Induction Modules could perhaps make it possible for the ECN to shoulder some of the cost of BRIDGE in Nepal.

Annex 7 shows the costs of four 3-day BRIDGE Workshops supported by ESP in 2016. The combined cost of the four workshops was \$18,942 USD. One hundred participants attended the workshops, meaning that they cost \$189 USD per person. Which equates to \$63 USD per person per day. A considerable reduction from 2012.

However, implementation costs of BRIDGE Workshops remain high, as reflected in the scorecard indicator. The low score is not a reflection of the quality of the BRIDGE programme's administration nor does it necessarily reflect poor value for money. It is above all an indication that the way in which BRIDGE Workshops have been implemented is expensive in relation to the cost of living in Nepal. This represents a challenge for the sustainability of BRIDGE in Nepal.





In a further attempt to reduce costs, a series of half day BRIDGE tutorials (in which BRIDGE Modules were run in segments over a longer period of time) were implemented. These cost approximately \$14USD per participant per day. They appear to have been discontinued, but seemed to offer value for money and could perhaps be reintroduced in the post-election period.

Again, it was pleasing to hear from **Commissioner Ishwari Prasad Paudel** that:

“ The ECN does not want to rely only on development partners, thus cost sharing between the ECN and development partners is necessary for the continuation of BRIDGE in the future. In the initial phase of cost sharing, development partners should contribute its big chunk and ECN needs to contribute a small portion of the total cost.”

The Chief Commissioner agrees, saying that:

“ The ECN does not have its full capacity to invest money on professional development of its staff. A combined effort of the ECN and its development partners is essential to the continuation of BRIDGE in the immediate future.”

It was also interesting to note that Commissioner Ishwari Prasad Paudel stated that:

“ A commitment from the government to spend money for the capacity development of ECN officials will be vital and that the Government of Nepal must be convinced of the importance of BRIDGE to the ECN.”

8.1.4. Selection

Selection of participants (who selects, selection criteria, gender, and inclusivity)

In discussions with key members of the ECN management group, BRIDGE workshop participants and the BRIDGE partners, a number of issues were raised concerning the selection of participants for BRIDGE workshops in Nepal. These included:

- The final decision for the selection of participants for BRIDGE workshops that included ECN participants lay with the ECN, although they were prepared to take advice from the partners. The ECN has also seen the value of BRIDGE being conducted at the District level with some 30 workshops being conducted outside Kathmandu. The ECN has also always been open to participation by external stakeholders and, to date BRIDGE workshops have been attended by



numerous stakeholders. Indeed, several workshops have been exclusively for stakeholder groups. These included workshops on Gender and Inclusion for Training Institute for Technical Instruction (TITI) staff in 2012, a workshop on Gender and Elections for Stakeholders, Gokarna and workshops on Gender and Inclusion for members of the media in Dhangadi and Nagarkot also in 2012 (see **Annexe 4**).

- Within the ECN, BRIDGE has been attended by both Headquarters and Field staff. However, field staff in particular would like to have more access to BRIDGE workshops and are unclear as to how participants are selected for each workshop. They would like to see more consultation, transparency and a more strategic approach to selection of workshop participants.
- Gender imbalance in participants of BRIDGE workshops. To date, 1882 people have participated in BRIDGE workshops in Nepal and only 545 have been women. That equates to only 29% of all participants. When asked about this, the management of the ECN said that this percentage is a reflection of the gender imbalance in Nepal's civil service generally. Indeed, less than 10% of the substantive ECN staff are women. Given that women form a much larger share of BRIDGE participants, the related scorecard indicator is positive. This shows that the gender imbalance is a broader staffing issue to be addressed, not so much an issue of the implementation of BRIDGE.

Selection of facilitators and resource persons

Selection of facilitators of BRIDGE workshops is a much more contentious issue than selection of participants. Some of the more worrying issues are:

- Of the 72 Nepalese who have completed a TTF, only 32 have completed their Workshop Accreditation (8 women and 24 men). Only 3 (1 woman and 2 men) have reached Accrediting status and only one of those is ECN staff. Given there have been 84 Workshops conducted in Nepal (not counting TTFs), the number of Workshop and Accrediting Facilitators should be far higher (as each workshop requires a minimum of two facilitators to be present). There were numerous explanations given for this. Firstly, people felt that those who were Workshop accredited and above wanted to keep the running of BRIDGE to themselves as it was an enjoyable part of their work. Secondly, some felt that it was always the same people conducting workshops as it was an opportunity for them to get allowances for travel and for performing tasks outside their regular duties. Thirdly, it was felt by District staff that they were not given the same opportunities to facilitate as their Headquarters colleagues because they didn't have the opportunity for regular communication with senior ECN management and therefore didn't have the same level of influence. Whatever the reason, clear and transparent selection policies with an emphasis on creating the largest possible pool of high quality facilitators, would overcome all of the above.
- It is also concerning that of the 13 external stakeholders who have participated in TTFs, only 3 have reached Workshop level (2 women, 1 man). This indicates that there is little opportunity for those outside the ECN to complete Workshop accreditation. This may simply be because of the "out of sight, out of mind" effect

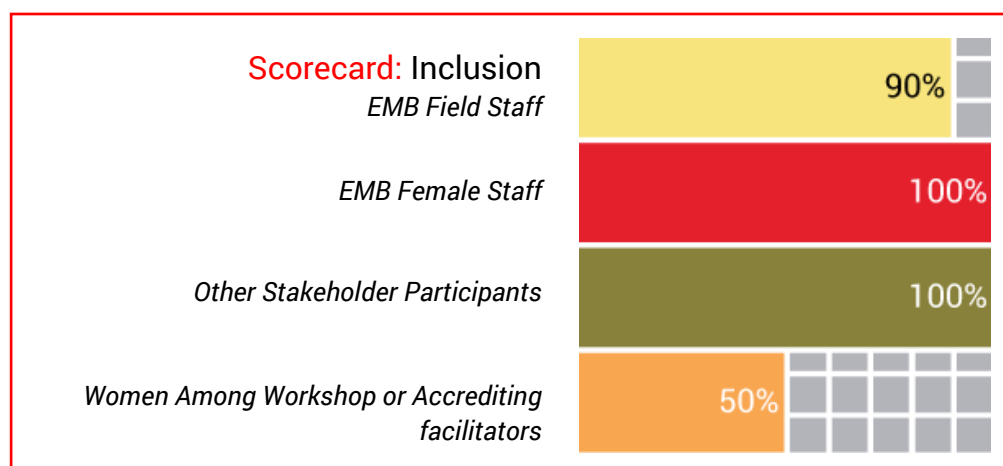


that occurs in most workplaces. However, it was encouraging to hear from the Chief Commissioner that:

“A number of people from CSOs, media, and political parties also received BRIDGE trainings, and their services were not taken up partly due to the fact that non-ECN people are not in the ECN's record.”

This indicates an awareness that a better system of tracking all Nepal's BRIDGE facilitators would be useful.

- There is also a disproportionate number of Workshop level facilitators from Headquarters. Currently there is only one Workshop level facilitator at the District level which indicates that District officers are not getting the same opportunities for accreditation that Headquarters staff are.
- Of those at Workshop level, seven are now retired or transferred, and only once has one of these been asked to be part of a facilitation team. Those in this cohort who we spoke to all indicated they would love to continue facilitating BRIDGE but there seems little opportunity to do so. Again, proper recording of BRIDGE facilitators in Nepal may help overcome this, but the ECN needs to explore the mechanisms for making use of this cohort in the future as they will be more readily available than those transferred to other Ministries.
- As with participant selection, there is an enormous gender imbalance in the selection of facilitators with only 9 of 35 Workshop or Accrediting facilitators being women. And only one of those is currently with the ECN.
- There appears to be no written ECN policy that outlines a strategy for the selection of facilitators for BRIDGE workshops in Nepal. As mentioned above, the evaluation team see this as the first step to the more efficient use of all facilitators in Nepal.



8.1.5. Timing of conducting BRIDGE

BRIDGE is not operational training and should therefore not be conducted in the preparation period of the Electoral Cycle. The Coordination Committee seems to have ensured that BRIDGE workshops have been conducted at a time which suits the timetable of the ECN. Some District officers felt that it would have been better if some of the modules could have been conducted a little closer to the elections so



they did not have time to forget some of the things they have learned. But in the main, the timing seems to have been appropriate.

As the ECN has now entered its post-election phase, it is the perfect opportunity to use lessons learned from the most recent elections to reconvene the Coordination Committee to develop a medium to long-term BRIDGE plan for ECN staff and stakeholders to address any capacity gaps that still exist. The Chief Election Commissioner supports this saying:

“*The post-election phase is the right time to conduct BRIDGE training for the ECN’s central and district level staff. BRIDGE training should be customized to make it suitable to the Nepali context.*”

8.1.6. Knowledge Management Mechanisms

What knowledge needs to be managed?

As with all expansive uses of BRIDGE worldwide, BRIDGE in Nepal requires quite complex and varied documentation and archiving processes in order to manage all of the knowledge created. These include:

- ECN Policy documents that include BRIDGE
 - Strategic and work plans
 - Minutes of Coordination Committee meetings
 - Policy documents concerning selection of modules, participants and facilitators
- Partner project designs (or at least those sections of the design that include BRIDGE)
- Participant lists
- Records of Nepal based facilitators, when and where they have facilitated and their accreditation levels
- Records of modules conducted
- Agendas
- Customised and translated facilitators’ notes and module resources
- Records of evaluations
 - Participant satisfaction evaluations
 - Pre- and post-testing
 - Possible follow-up evaluations that measure changes in work practices and attitudes
 - Analysis documents of all of the above
- Planning and Logistics documents
- Budgets
- A record of costs for each BRIDGE event

8.1.7. Customisation and translation of BRIDGE materials

Although they have been requested, to date, the evaluation team has not seen any translated or customised materials of BRIDGE modules for Nepal. Apparently the initial customised translation was based on Version 1 materials with some Version 2 materials being customised recently. These materials have apparently been housed with the ECN (in the EEIC). The evaluation team was informed that some



materials have been shared with the International BRIDGE Office However, we were unable to find any Nepalese materials on the BRIDGE website.

Thought is now being given to updating, customisation and translation of Nepal specific BRIDGE materials.

Chief Election Commissioner Dr. Ayodhee Prasad Yadav stated that:

“ Along with social studies teachers, BRIDGE training should also be provided to local female social activists and youth and student political leaders, who are potential groups to spread electoral knowledge to the broader community.”

And **Commissioner Ishwari Prasad Paudel** stated that:

“ BRIDGE training on issues around political financing must be conducted for central level political leaders. BRIDGE might also be useful to facilitate dialogue between the ECN and political parties.”

It is hoped that this update will make use of Version 3 materials as they will offer more current resources and a selection of new activities.

All of this will require the Coordination Committee selecting the modules which they feel will need to be conducted in the near future and to customise and translate them to meet the needs of the ECN and their stakeholders. It will also require the allocation of funds and the convening of a customisation and translation team.

8.1.8. Who's responsible?

At present, each of the BRIDGE partners keeps records for the events they have funded and supported and a great deal of effort has gone into consolidating all records to ensure a complete and up-to-date record of all modules conducted, numbers of participants (male and female), facilitators used and facilitator accreditation levels. The partners have also taken responsibility for implementing, recording and analysing the numerous evaluation devices mentioned above. IFES has begun to implement a work place “self-evaluation” follow-up mechanism used to track ECN officials who have participated in BRIDGE modules in order to assess changes in work practices, attitudes and confidence levels. However, it is in its infancy and has not yet been analysed comprehensively. To date, none of this has been the responsibility of the ECN.

The ECN and the BRIDGE partners have, to date, shared the responsibility for the customisation and translation of modules.

8.1.9. Archiving

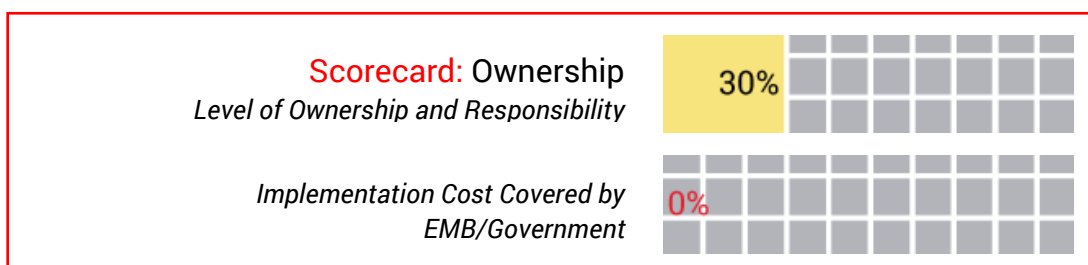
The archiving of all documents to do with the use of BRIDGE in Nepal should be housed in the ECN – preferably in the EEIC. Of course, each BRIDGE partner will have its own documentation processes, but wherever possible, BRIDGE related documents created by the partners (and not sensitive in nature) should be shared with the ECN.



It is concerning that the evaluation team was not able to find any Nepalese materials on the BRIDGE website. It is a rule of the BRIDGE partnership that the BRIDGE Office should be notified of all BRIDGE activities and that all customised and translated BRIDGE materials be shared with the BRIDGE website in order to make it available for those who wish to use it in the future. It is also a rule of the BRIDGE partnership that permission be sought from the partners before translation begins. This can be done on-line through the BRIDGE website. And, as translation in Nepal will be carried out in partnership with the BRIDGE partners, it will simply be a formality which helps the BRIDGE Office keep a record of which BRIDGE materials are translated and by whom.

8.1.10. Accessibility of BRIDGE course materials after the training

Currently, there are various BRIDGE materials kept by a combination of the ECN, the BRIDGE partners in Nepal and the BRIDGE Office. This needs to be better systematised to ensure that all relevant customised and translated BRIDGE materials are available and easily accessible for all accredited BRIDGE facilitators in Nepal.



8.1.11. Monitoring and evaluation of BRIDGE Nepal in the long and short term

Course specific monitoring and evaluation

Currently, all BRIDGE workshops conducted in Nepal ask participants to complete daily participant satisfaction questionnaires that assess satisfaction levels (with the content and methodology used and the quality of the venue and refreshments), what each participant has understood and what they may be confused about. In order to provide the best possible service to all Workshop participants, all BRIDGE facilitators are asked to read and analyse these questionnaires at the end of each day in order to address any confusions participants may have.

Since 2012, IFES has also asked participants to complete pre- and post-tests in order to assess short term knowledge transfer. UNDP/ESP has also been running pre- and post-testing and maintains its own records since 2015. It appears that pre and post testing was done prior to this, but the evaluation team was not able to access data from these tests.

Both the daily participant satisfaction questionnaires and the pre and post tests are collected by the BRIDGE partners for consolidation and analysis. This does not currently appear to be a responsibility of the ECN facilitators.

Mid-term and longer-term monitoring and evaluation mechanisms

Since the 2012 evaluation of the impact of BRIDGE in Nepal, very little systematic, ongoing mid-term and longer-term measuring of the impact of BRIDGE on the work practices, attitudes and confidence levels of BRIDGE workshop participants has



been carried out by the ECN or the BRIDGE partners in Nepal. This is not unusual as, to date, very little, if any mid and long-term evaluation of the impact of BRIDGE has been carried out anywhere. Indeed, the BRIDGE partners in Nepal are to be applauded for making this current evaluation broad enough for the evaluation team to explore this issue.

During the interview process, the evaluation team was provided with considerable anecdotal evidence about how BRIDGE had built confidence, improved work practices and had contributed to development and implementation of improved operational training across the ECN. However, it would be better if there was “hard data” available to prove or disprove these anecdotes.

The impact of BRIDGE in Nepal on the knowledge, skills, confidence and work practices of participants needs to be measured annually or twice-yearly in order to provide evidence of what is working and what is not. This could be achieved by running interviews with BRIDGE participants and their managers in order to ascertain how the quality of their work, their attitude to their work and their confidence levels have changed since participating in BRIDGE. Initially, this could be organised by the BRIDGE partners but should include key ECN counterparts with the aim of eventually handing responsibility for medium and long term monitoring and evaluation of BRIDGE over to the ECN.



8.1.12. Facilitator follow-up and recording

Tracing and tracking of BRIDGE participants and facilitators

As mentioned above, currently the BRIDGE partners collect and consolidate the names and contact details of all participants of BRIDGE workshops in Nepal. They also do the same for all facilitators in Nepal and can track each facilitator from his or her TTF through their accreditation progression. This gives a clear indication of how many men and women have participated in workshops, how many ECN staff and how many stakeholders. It also provides clear evidence of how facilitation duties are shared and how the accreditation process is tracking across all who have completed TTFs (even those retired or transferred, as we were able to interview many in this category). It indicates that Nepali facilitators have made up some or all of the facilitator team of every workshop run to date.

This is definitely something that the ECN should be doing. This combined with a formal ECN policy for the selection of participants and facilitators would ensure that the skills and enthusiasm of all of those who have successfully completed a TTF are being used effectively and efficiently.



Provisions for conducting refresher BRIDGE courses for those TTF Complete facilitators who have not had the opportunity to conduct workshops

As highlighted in the desk review, a great many TTF graduates have still not completed their Workshop Accreditation and very few have attained Accrediting status. In the context of Nepal, this is concerning because of the high number of transfers that occur. Without a larger number of available Workshop or Accrediting facilitators, Nepal may lack the capacity to conduct all of the BRIDGE workshops it wishes to.

As many TTF graduates have been waiting for many months, sometimes, years, for an opportunity to complete Workshop accreditation, it has been suggested by many we interviewed that a refresher program be provided to bring this cohort “up to speed” and to remind them of the skills necessary to be a good BRIDGE facilitator.

8.2. Findings - Impacts

8.2.1. General acceptance

The evaluation team identifies BRIDGE as widely accepted among ECN officials because they believe it enhances electoral management knowledge and skills and builds confidence to manage elections. For almost all ECN officials, from both central and district offices, BRIDGE was considered a great learning experience providing immediately applicable knowledge and skills in their roles as election officials in Nepal.

BRIDGE has been accepted widely also because of its methodology, as it encourages interactive learning and sharing among the participations. It also demonstrates the essence of team work in election management processes. As evidence of this, the former Chief Election Commissioner of Nepal said,

“*When I first heard about BRIDGE and its methodologies, I quickly realized that this is something the ECN should take on board. That’s how BRIDGE came into practice within the ECN.*”

Likewise, a former secretary of the ECN also appreciated BRIDGE as an effective capacity development tool by stating the following;

“*When there was a discussion within ECN whether or not to adopt BRIDGE, we the senior government officials as well as some election commissioners at that time considered BRIDGE as a new type of capacity development method. When we started and ran BRIDGE, many people within and beyond the ECN appreciated it and it has been continued even until now.*”

Most of the people interviewed during the evaluation process expressed that BRIDGE courses had fostered democratic learning processes and encouraged them to engage fully throughout the course. It also contributed to enhancing knowledge, developing skills, and changing attitudes towards the important role elections playing strengthening democracy in the country.

Most of the DEOs interviewed in the field expressed that their confidence to manage elections had significantly increased. Before attending BRIDGE workshops, they had



participated in the election management process without proper understanding of things to be done in the pre-election and election phase. As a result, they made a number of mistakes in the process. After BRIDGE, they believed they were able to participate in election management with increased confidence with very few mistakes.

As claimed by many DEOs, their ability to administer elections in a professional manner improved markedly from one election to another and that they felt that, in part, this was a consequence of them having participated in BRIDGE workshops. They also feel they have gained capacity to conduct multiple elections in such a short period of time, paying close attention to even minor things during the pre-election phase. Many DEOs expressed gratitude to BRIDGE for providing them with such important skills.

8.2.2. Substantial improvement in the development and implementation of training in the ECN

This evaluation identifies a paradigm shift in the ECN's training practices. This has had a direct positive impact on the ECN's operational trainings. As a long running capacity development program within the ECN, one key contribution of BRIDGE identified by participants has been to "modernize" the government run election management trainings, which before 2008 were very ritualistic, teacher centred and demotivating. Some of the BRIDGE elements they referred to were:

- The systematic, step-by-step writing of curriculum documents
- Ensuring that at least some of each training is activity based and allows for group discussion, and
- Allowing time for questions

In this regard, one former election commissioner said,

“ BRIDGE helped the ECN to move from an ancient type of training towards the modern type of training. It is kind of self-actualization training for those who attend it.”

BRIDGE was customized as per ECN needs and a lot of government officers have used it to increase their knowledge in managing various elections from 2008 until the most recent local, provincial and federal elections in 2017.

8.2.3. Content uniformity

Many respondents felt that BRIDGE has enabled the ECN to convey consistent messages to its staff as well as key electoral stakeholders and beneficiaries during election time. One ECN official stated:

“ At the ECN, we have developed capacity to run multiple trainings at a time and BRIDGE gave us the confidence to do that. Just before the provincial and federal election of 2017, the ECN had the responsibility for training 1600 electoral officials and we had to do it in a couple of weeks' time. Training was conducted in eight different places with the mobilization of a large pool of resource persons and materials for all these trainings. The training management skills we learned through BRIDGE helped us to design, implement, and manage these trainings successfully. Because of the confidence we gained through our experience with BRIDGE, we were able to ensure the uniformity of training content in each place.”



8.2.4. Extensive use of BRIDGE methodology

Several senior ECN officials felt that many election management trainings conducted by the ECN both at the district and central level had been positively influenced by BRIDGE methodology. One respondent in this regard said,

“ *We cannot distinguish which training is conducted by the ECN follows BRIDGE and which does not. In fact, all trainings adopt BRIDGE methodologies.”*

DEOs interviewed in the field reflected on BRIDGE and concluded that it promoted interactive learning processes among the participants and made everyone engage throughout the training course. Creating small groups among the training participants provided a safe space for everyone to speak. The limited number of participants in the trainings was completely different to previous practices of having as many participants attend each training event as possible. All of the respondents consulted during the evaluation process expressed that the ECN's election management trainings in the past were very old fashioned; they were often conducted in big halls with larger number of participants than was comfortable. When BRIDGE came into practice it introduced a “different flavour” to training, as it shifted the ECN's training from lecture to participatory method. BRIDGE also made the senior management of the ECN realize the value of participants, as an “important resource” to make the trainings transformative and impact driven.

8.2.5. Comprehensiveness

The comprehensiveness of BRIDGE modules and their curriculum was another crucial factor in realising a paradigm shift in the election management training of the ECN. As per the views of many respondents, prior to 2008, many DEOs had not participated in any comprehensive election management training and whatever was conducted during that time used to involve the dissemination of sections of the electoral law. In contrast, after its introduction, BRIDGE taught election management techniques using a very practical approach. It used an approach that illustrated how all elements of electoral management influenced each other. It provided the technical and practical knowledge to manage pre-election as well as election activities. It also taught them financial management as well as techniques to build relationships with other electoral stakeholders such as media, security agencies, civil society, and government officials deployed for the conducting of election.

8.2.6. Significant changes in facilitation style of ECN trainers and resource persons

Another big shift after embedding BRIDGE into the ECN's training and capacity building program was seen in the delivery style of ECN trainers. Almost all respondents, particularly from the districts agreed that in the past, all election management trainings of ECN staff were conducted with the trainer taking a lead role throughout the session. They saw BRIDGE's practical approach as very effective in transferring and enhancing knowledge among participants. In this regard, one regular BRIDGE facilitator expressed the following, sharing what he believed was his transformation from a conventional trainer to a dynamic facilitator:

“ *In the past, I often used to conduct trainings by just reading what was in the PowerPoint slides. After taking BRIDGE courses, I have adopted participatory teaching methods and made each training participant driven. My style of conducting training has been changed drastically.”*



Many respondents also believe that with the incorporation of its methodologies, content, and approaches in voter education and management programs, BRIDGE remains “alive” within the ECN’s capacity building structure. No other capacity building programs adopted by ECN in the past have been embedded like BRIDGE. One relevant example in this regard is BRIDGE’s influence in producing the recent training materials of the ECN. In the 2017 election period, the ECN produced seven different training manuals with different themes and it respondents believe that they were easier to understand and more user friendly because of the influence of BRIDGE.

Overall, this evaluation finds that the ECN has changed its training and capacity building approaches and strategies over the past years, and BRIDGE has had significant influence on this. It has also been able to change the mindset of ECN officials both at the central and district level and motivated them to conduct trainings in a very practical manner. Its wholehearted acceptance and endorsement by the ECN can be considered as an important step towards its institutionalization.

8.2.7. Significant contribution to the ECN’s Human Resource development

This evaluation reveals that BRIDGE has made a significant contribution to the ECN’s human resource development. Based on the statements of respondents, BRIDGE has played an important role in sharpening their abilities, broadening their perspectives, building confidence, increasing competencies, and changing mindsets. As a former Election Commissioner states,

“ BRIDGE has changed the learning landscape in the ECN.”

BRIDGE has provided a strong knowledge base for the DEOs who have participated in BRIDGE workshops.¹⁵ Respondents believe it has enhanced their voter registration and electoral management competencies. Respondents now feel they are more skilled at building relationships with different electoral stakeholders as well as resolving electoral disputes seen in the pre-election and election phases. ECN officials now feel more able to manage the stress which they have to go through in the pre-election and election phase. As evidence of this, a respondent said,

“ I consider BRIDGE as a course that helped us to understand the things to be done in each stage of the election cycle and how to best carry out those activities in an effective manner.”

This evaluation finds that BRIDGE has significantly contributed to enhancing the quality of election management in Nepal. Everyone interviewed at ECN headquarters and in the districts expressed that BRIDGE courses assisted ECN officials to understand electoral processes better. They now believe they are capable of making thorough election checklists for use on Election Day and in polling stations as well as in counting centres. They also feel they now make better use of voter education and other materials; work better as a team for the success of elections; maintain better relationships with non-ECN stakeholders; reduce electoral disputes; and work

¹⁵ It is found that all DEOs who are holding this position since 2009 onward until now have received at least one BRIDGE course, whereas government officials who joined ECN as DEOs since 2016 onward have received three days induction training conducted following the BRIDGE model.



better with political parties to ensure they follow the election code of conduct. As claimed by ECN officials, BRIDGE also contributed to preparing capable human resources within ECN, who eventually played a very crucial role in the success of three different elections in a short period of time.

Those who have been involved in BRIDGE feel that they make more effective use of election related materials in the polling station, and in minimizing the violation of electoral laws. As claimed by respondents, due to the availability of trained government officers in a number of DEOs, the overall election management in 2017 elections was “quite smooth”. In the past, both the District and Regional Election Offices used to receive many phone calls from polling stations for sorting out even minor problems associated with the election. Because of polling officers’ exposure to BRIDGE, they are now capable of handling and resolving cases by themselves.

“ In 2017 we received very limited phone calls in the most recent election times. Thanks to BRIDGE, as we were able to communicate needed information and messages to all electoral officials deployed in different election booths prior to election day” (Regional Election Officer, Kaski).

Most of the election officials interviewed in the districts expressed a belief that their approach to managing elections has significantly improved over the past years and was much better in the elections of 2017 than in previous elections. For example, they now feel they understand the importance of gender and social inclusion in electoral processes. The BRIDGE course on “Gender, Social Inclusion and Elections” contributed directly to that understanding.

This evaluation team further identifies that BRIDGE courses has been instrumental in making ECN officers aware of the Electoral Cycle and the things that need to be done in different phases of an election.

“ Before BRIDGE, we had never heard about electoral cycle,”

was a common statement from ECN officials working in central and district offices. With BRIDGE, they have now developed the capacity to list activities to be carried out in the pre-election, election and post-election phases. Respondents also believe that an Electoral Cycle consciousness among ECN officials has contributed to enhancing the quality of elections in Nepal.

8.2.8. Effect on stakeholder relations and management

This evaluation identifies that through BRIDGE, ECN officials learned to build better relationships with CSOs, media, security agencies and other electoral stakeholders. The ECN has also learnt to better provide election related information to different stakeholders in a timely manner. Improved communication has also contributed to making other stakeholders aware of issues such as the importance of including all eligible voters, and making the voter registration process user friendly. Respondents believed that people who were trained by the ECN have utilized the knowledge gained in practical ways.

Because of the improved communication and interaction between different stakeholders, there was also a better shared understanding of each group’s



responsibilities in ensuring the election was conducted in a free and fair manner. One ECN official said,

“*In the past, we had the mentality that conducting elections was the sole responsibility of the ECN and there was no need to bother about what other groups thought of our work. However, BRIDGE taught us that it is an extremely important task to take other stakeholders on board in the pre-election as well as the election phase. BRIDGE really helped us to widen our minds.”*

Likewise, another respondent said,

“*Our BRIDGE learning was to hold multi stakeholder interactions before the election date, which contributed to make each other's roles and responsibilities clear, thus the election were conducted in an efficient, and less controversial manner.”*

Respondents believed that improved recognition of the DEOs by other stakeholders has been possible because of BRIDGE. The ECN, in collaboration with its project partners conducted several BRIDGE workshops and trainings where CSOs, media, and political parties were invited. This initiative was very useful in connecting the ECN with different stakeholders in the districts. Many respondents from the districts stated that the ECN, in the past, was the “most neglected” government office in the district. With BRIDGE, they are now more connected to media, CSOs, and political parties. In the pre-election and election phases, DEOs have now received a number of invitations from CSOs to talk about voter education and other election related topics. Media also invites them to talk about elections. Political parties slowly learning the importance of the role of the election office in conducting and managing elections. They now send their senior leaders to meetings convened by the DEO. As one of the respondents said,

“*Because of our exposure to BRIDGE, we are now able to improve our coordination and communication with other electoral stakeholders. It has been very helpful in making people understand about electoral processes and the importance of every single vote for strengthening democracy in the country.”*

There was also a positive sharing from CSOs, media, and political parties that they now have a better relationship and interactions with DEOs.

In addition to its regular training, the ECN has also conducted a number of trainings and workshops for other stakeholders applying the BRIDGE model. Voter education training for social studies teachers was one of them. The curriculum was developed using BRIDGE's step-by-step structure and a good deal of the methodology was activity based. Respondents stated that the school-based voter education program conducted in Baglung, Tanahu, Sunsari, and Saptari districts was quite effective. Transfer of knowledge through this program had household and community level impact. Children who received voter education have asked their parents whether their names are registered in the voters' list or not and whether they have a voter identification card with the picture.

Likewise, election and communication training conducted for media personnel had direct impact on the coverage of election related news in the media. As claimed by ECN officials and District Election Officers, media became so much more



cooperative with the ECN after they participated in BRIDGE media and election training.

8.2.9. BRIDGE as a personal and leadership development tool

This evaluation identifies BRIDGE as a personal and leadership development tool for everyone who attended a BRIDGE workshop. One former ECN official interviewed said.

“ We can see the visible difference among those who participated in BRIDGE and those who did not,”

Almost all respondents stated that BRIDGE really contributed to:

- an increase in self-confidence of election officers;
- capacity being developed to manage different phases of elections;
- learning to work as a team during election time,
- improved stress management, as well as time management.

It was also reported that ECN officials who have gone through BRIDGE are now motivated to do something new while managing elections and to attempt “continuous improvement” while doing so.

“ The ECN’s election management training in the past was very conventional, with BRIDGE the whole landscape has been changed...trained officers have been very outspoken, they now are not afraid of asking questions, and their mindset has been changed. It really contributed to their personal and leadership development,” a former election official expressed.

8.2.10. Improved presentation and facilitation skills

Many respondents appreciate the new-found facilitation skills, they acquired through BRIDGE. One respondent interviewed in the field said,

“ I can feel significant differences in my presentation skills from past to present. I can use this skill even if I go and work in other government agencies.”

Likewise, another respondent said,

“ In the past, I was not confident about speaking in front of public, BRIDGE training helped me to gain confidence to speak in front of public.”

“ I currently work with Ministry of Agriculture and I get a number of invitations for facilitating trainings and workshops organized by the Ministry. I am doing this task confidently. I also draw the attention of participants, and everyone appreciate my presentation and facilitation skills” (Binod Kumar Dahal, former Regional Election Officer, Morang)

8.2.11. Increased critical thinking and analytical abilities

Many who attended BRIDGE believe it has increased their critical thinking and analytical abilities. As evidence of this, one responded said,



“ I now feel capable to analyse whether our local, provincial, and federal elections were of international standard. I'm also confident about the type of knowledge we should be disseminating to different electoral stakeholders particularly in the pre-election and election phases.”

A number of respondents expressed that a different set of skills learnt through BRIDGE can also be applied in other contexts and some of them have already started applying it.

“ While I was in the Ministry of Forest and Soil Conservation, I conducted several trainings related to my ministry. I actively applied BRIDGE skills while conducting those trainings” (Madhu Regmi, former Secretary of ECN).

8.2.12. BRIDGE beyond ECN

This evaluation finds that BRIDGE has been beneficial not only for ECN officials, but also other non-ECN stakeholders. The ECN, in collaboration with its BRIDGE partners has conducted social studies teacher training in 30 districts using BRIDGE methodology. A manual for this training was designed by the BRIDGE working team. The ECN intends to conduct this training in the remaining 46 Districts prior to the next elections.

The ECN and ESP have also developed and conducted electoral education trainings for People with Disabilities. The trainings were conducted using BRIDGE Methodology. Accompanying manuals have been developed for people with hearing and visual impairment.

Civil society, media, and political parties are other non-ECN stakeholders who have benefited from BRIDGE. All these groups have attended several BRIDGE workshops conducted by the ECN and its collaborative partners. Through participation in “Gender, Social Inclusion, and Election” workshops, CSOs working with marginalized groups have had their capacities developed. Political leaders who attended have gained a better understanding regarding how to reach out to women and socially excluded groups and encourage them to register their name in the voters’ list and eventually vote. As claimed by many respondents from non- ECN communities, a smaller number of people from socially excluded groups participated in previous elections. There has been a significant increase in participation of these groups in the most recent elections of 2017.

“ Through BRIDGE, we were informed about the importance of women, Dalit, people living with disabilities and other marginalized groups’ participation in electoral processes and we also learnt about the strategies for ensuring their participation in electoral processes.”

Likewise, another respondent said,

“ In the past, we were not informed about the process for increasing the number of people in the voters’ registration list. However ‘Gender, Social Inclusions and Election’ as well as ‘Voter Education’ training helped us to understand the importance of inclusion of marginalized groups in the electoral process.”



CSOs believe their participation in BRIDGE has also contributed to an increase in the number of voters through voter education programs. For example, in Sunsari district, CSOs after attending the BRIDGE course, trained school teachers on voter education who further trained high school students with the same knowledge. Likewise, a Voter Education program conducted in Ilam, Parbat, Saptari districts was able to motivate young voters to vote.

“ We are able to convince people regarding the importance of the vote. Even people who had never casted their vote, were also encouraged to vote,” one respondent from Parbat district expressed.

As claimed by a number of non-ECN respondents, civil society and media participation in electoral processes has significantly contributed to the successful implementation of codes of conduct.

“ Everyone has contributed from their part to the success of elections in Nepal. Thanks to BRIDGE for bringing us together,” one respondent representing CSO said.

9. Conclusion

Lessons Learned and the Sustainability of BRIDGE in Nepal

From all of the above, the evaluation team agrees that BRIDGE has been both a great success in terms of its usefulness to the ECN and Nepal generally, but that it still faces challenges in terms of its administration and implementation.

9.1. BRIDGE in Nepal as a success story

- BRIDGE is universally valued by participants and facilitators
- The BRIDGE Coordination Committee has proved itself to be an excellent model of coordination between Electoral Management Bodies and the BRIDGE Partners.
- Important to a sense of ECN ownership, the EEIC is chairing coordination committee
- BRIDGE has been used as the basis for the ECN's induction training
- A deep commitment to BRIDGE was demonstrated by past and present Commissioners and Secretaries
- A large number (87) of BRIDGE events have been conducted
- It has proven value in building relationships between the ECN and its stakeholders
- There has been a demonstrated paradigm shift in the ECN's training modality
- There has been both positive personal transformation and institutional change

9.2. Challenges for BRIDGE in Nepal

However, despite its powerful positive impacts, there are a number of potential challenges to the continued use of BRIDGE in Nepal. These include:

- BRIDGE Partner project designs could incorporate BRIDGE in a more creative and strategic way to ensure BRIDGE supports other elements of the design when



- appropriate by introducing new concepts, building relationships and creating opportunities for dialogue
- Currently, there is no reference to BRIDGE in the ECN Strategic Plan or Yearly Work Plans, making it difficult for the ECN to argue the importance of BRIDGE to its overall capacity development strategy.¹⁶
 - A lack of transparent ECN selection policies for facilitators and participants has resulted in unequal access to BRIDGE and to disappointment and confusion from those who have not had the opportunity to attend BRIDGE events
 - A lack of defined objectives for the use of BRIDGE both in Partner project designs and ECN policy documents make BRIDGE impacts difficult to measure
 - A lack of consultation, particularly with district staff, regarding what gets run , by whom and for whom may result in people not getting the BRIDGE modules they need
 - A lack of knowledge of BRIDGE by some of the newer senior managers in the ECN might make informed decisions about the future use of BRIDGE in Nepal difficult
 - Not enough use is being made of those facilitators transferred from the ECN or of recently retired officers and Civil Society members who are BRIDGE accredited
 - A lack of a ECN knowledge management strategies means that:
 - BRIDGE resources are often not as easily accessible as they could be, and
 - valuable learnings are not shared with staff who have yet to attend BRIDGE
 - A combination of the high cost of BRIDGE events and no current ECN BRIDGE budget may make it difficult to continue the use of BRIDGE without International assistance
 - The staff retention issue that affects the whole of Nepal’s civil service has the potential to reduce the ECN’s internal BRIDGE capacity
 - No clear path for transition to full ECN ownership of BRIDGE will make it difficult for BRIDGE to continue in the ECN without international assistance
 - A lack of long-term evaluation mechanisms of BRIDGE’s impact will make it difficult to accurately assess the impact of BRIDGE on the skills, attitudes and work practices of those who attend BRIDGE workshops

9.3. Sustainability of BRIDGE in Nepal

Each of the two previous evaluations of BRIDGE in Nepal focused on the issue of the sustainability of BRIDGE in Nepal and the issue of sustainability remains a focus for this evaluation team. At the 10 year point of BRIDGE’s implementation in Nepal, it is timely to ask: What is the level of acceptance, impact and ownership of BRIDGE in Nepal?

Acceptance

The first and most important question one has to ask when assessing sustainability is, “Do they want it?” In all of the interviews with ECN staff (at both the HQ and district level) and stakeholders there was virtually unanimous agreement that BRIDGE was a useful capacity development tool. Those who had participated in workshops loved both the content and methodology. They felt that the methodology was engaging, respectful

¹⁶ IFES noted that BRIDGE is mentioned in its current MoU with the ECN but that is not reflected in ECN strategic and work plans



and a lot of fun. Most importantly, they feel it is culturally appropriate. And ECN staff felt that BRIDGE had increased their knowledge and particularly increased their confidence in their ability to do the job and engage with stakeholders. Almost all ECN staff said they would take up the opportunity to do more BRIDGE workshops and many (particularly District staff) said they would like to be consulted as to which Modules would best suit their context.

BRIDGE facilitators too, valued BRIDGE highly. All felt that the experience of being trained as facilitators helps their confidence, their presentation skills and their ability to build relationships within the ECN and with stakeholders. They all felt that BRIDGE was a great training and team building tool. All respondents (HQ, District and stakeholders) who had not reached Workshop accreditation wished to do so. And all those at Workshop level looked forward to the opportunity to reach Accrediting status. Even those that had retired or been transferred said they would happily facilitate further workshops if the opportunity arose.

The management and staff of the EEIC team were particularly glowing about BRIDGE. They saw it as an import tool for building a sense of shared vision and goals in the ECN. They also saw it as the best base for the induction training of new ECN staff and as a wonderful way to engage with stakeholders. As many of the team were involved with writing training for the broader ECN, they all felt that BRIDGE was an excellent model for writing and implementing training curriculum. In speaking to the Chief Commissioner and one other Commissioner as well as Joint and Under Secretaries, it is apparent that senior ECN managers saw that BRIDGE could be used strategically in the ECN to address areas where increased capacity was still needed. There is already thought at the senior level as to which modules should be used next.

Impact

The findings above leave no doubt that the impact of BRIDGE in Nepal has been profound. However, there is still room for considerable improvement in the way BRIDGE is utilized in Nepal. The BRIDGE Scorecard indicates the following scores:

- Conceptualization **57/100**
- Administration **26/100**
- Activity **28/100**
- Effectiveness **48/100**
- Inclusion, and **85/100**
- Ownership **38/100**

The relatively low scores for Conceptualization, Activity and Effectiveness can all be explained and remedied quite easily. The Conceptualization score was adversely affected by a lack of clear objectives and measureable indicators in project designs and ECN documents.

With a suspension of BRIDGE for more than a year and a half during the election period, Activity scored low in terms of the raw numbers of EMB participants, as well as when it came to ensuring that all those who were TTF Complete received opportunities to complete their Workshop accreditation. Effectiveness scored well when elements such as participant satisfaction and knowledge transfer were actually measured, but



suffered from the fact that no systematic medium and long-term follow up has yet been carried out with BRIDGE participants in Nepal.

The low score for administration is the result of the high cost of BRIDGE in Nepal. This is not a reflection of the quality of the programme's administration and does not mean that BRIDGE did not deliver value for money. It is primarily a reflection of the high cost of the ways in which BRIDGE was implemented compared to the cost of living. This is an area where more efforts are required so that BRIDGE can be sustained in Nepal without external assistance.

What the scorecard does illustrate is that anecdotal responses are not, of themselves, definitive proof of the success of BRIDGE in a particular context and that a more scientific, evidence-based approach needs to be used in conjunction with respondent statements in order to gain a clear understanding of the success or otherwise of BRIDGE's impacts.

Ownership

The answer to the question of ownership is a little more complicated. The ECN has made steps to house its BRIDGE capability in the EEIC. The head of the EEIC is also the Chair of the Coordinating Committee and is also a skilled BRIDGE facilitator and enthusiastic advocate for BRIDGE. These things indicate some level of structural ownership of BRIDGE in the ECN.

The ECN has also encouraged its officers to participate in BRIDGE workshops and has "institutionalised" the BRIDGE Introductory Module in the induction training offered to all new ECN staff. The ECN has happily allowed its officers to also train as BRIDGE facilitators which means it has taken the first steps towards creating self-sufficiency in planning and implementing BRIDGE in Nepal. It has created the ability to train its own BRIDGE facilitators. All of these are measures of ownership.

However, as has been mentioned above:

- BRIDGE still doesn't appear in any of the key policy documents of the ECN
- There is currently no ECN budget allocation for BRIDGE
- There are still no clear and transparent guidelines for:
 - Selecting modules
 - Selecting participants
 - Selecting facilitation teams
 - Selecting the location for each workshop
- The ECN still hasn't taken complete ownership of:
 - Planning and preparing for BRIDGE events
 - Customisation and translation of modules
 - Conducting, consolidating and analysing long and short term monitoring and evaluation of BRIDGE
 - Documenting and archiving all BRIDGE materials used in Nepal
 - Liaising directly with the international BRIDGE Office.



The ECN needs to build its capacity to take complete ownership of all of the elements of BRIDGE outlined above if BRIDGE is to be truly sustainable in Nepal.

10. Recommendations

Based on the above, the evaluation team makes the following recommendations on the use of BRIDGE in the future in Nepal. These recommendations are for:

- The ECN and the Government of Nepal
- The BRIDGE Partners represented in Nepal,
- The BRIDGE Partners and the ECN combined, and
- The Global BRIDGE Partnership

10.1. ECN and the Government of Nepal

Recommendation 1

Although the ECN has demonstrated a great deal of ownership of BRIDGE by incorporating BRIDGE methodology into much of its operational training, by chairing the BRIDGE Coordinating Committee and by housing its BRIDGE capability in the EEIC, moving forward, the ECN will need to make a decision about whether it wants to take more ownership of BRIDGE in Nepal and what that might look like. It would require answering such questions as:

- How would this happen? Which elements of BRIDGE are most important to Nepal? Does the ECN wish to make use of these in a way that is most useful to Nepal but which may not necessarily be called BRIDGE?
- What support is needed in the transition? How can the international assistance community best help in this transition?
- What conditions are necessary for this to happen?

Recommendation 2

If the ECN wishes to eventually take greater ownership of BRIDGE, it needs to explore the concept of cost sharing of BRIDGE. This would require:

- Working with the Government of Nepal to develop a BRIDGE budget that extends into the post-election period. This is the best and most strategic time to conduct long-term capacity building, but is also when, ironically, electoral funding is often reduced or removed all together
- Exploring ways to reduce the cost of BRIDGE workshops

Recommendation 3

Develop policy and planning documents which reflect the significant use of BRIDGE by the ECN and their stakeholders. This could be achieved by building BRIDGE into strategic documents and work plans. This would also make it easier to seek future funding for BRIDGE from the Government



Recommendation 4

Develop clear and transparent policies for who should attend BRIDGE, when and why. These should be developed to support the objectives of the Strategic Plan and to ensure the most effective and efficient use of BRIDGE in Nepal. They could include strategies for the use of BRIDGE for:

- ECN management – Commissioners, Secretary level
- Senior Officials – Joint and Under Secretary and Sections heads
- District staff
- External Stakeholders
- Other Government Officers who will have election related responsibilities

Recommendation 5

In the light of the lessons learned from the recent elections, develop a medium and long term BRIDGE implementation plan which outlines which modules to use, when best to use them and which stakeholders to target for capacity building initiatives. This should be done by consulting more widely with staff and stakeholders. This would ensure that:

- BRIDGE is used at the time it can be most useful
- The ECN's staff will remain engaged, motivated and inspired throughout the Electoral Cycle

Recommendation 6

If the ECN wishes to continue using BRIDGE officially as BRIDGE, it will need to develop strategies to increase the opportunities for the Workshop accreditation of more facilitators (particularly women, external stakeholders and district based staff) in order to increase the ECN's capacity to conduct BRIDGE events more often and to more audiences (or to use BRIDGE methodologies in alternative ways).

Even if the ECN decides to use the methodology of BRIDGE in its own home-grown series of workshops, it will still need to ensure that the opportunities for conducting workshops are shared more broadly across the ECN and stakeholder groups if it is to maintain the capacity for conducting such workshops in the numbers and at the times they are required

Recommendation 7

Explore ways to use recently retired and transferred officers in the running of BRIDGE workshops in order to maintain their skill level and enthusiasm and to give the ECN more flexibility when developing facilitation teams.

Recommendation 8

Develop a core BRIDGE team within the ECN which can plan, customise, translate, prepare, implement, evaluate, follow up and document all elements of BRIDGE. This will guarantee self-sufficiency and sustainability of BRIDGE in the ECN



Recommendation 9

Develop better documentation, coordination and mobilization mechanisms for BRIDGE facilitators including:

- Preparing a roster of BRIDGE facilitators that will allow better sharing of opportunities and more strategic progression of facilitators through the accreditation process
- Developing clear and transparent policies for who should facilitate BRIDGE workshops and why

Recommendation 10

Establish BRIDGE as a continuous learning process by:

- Running refresher courses for TTF Complete facilitators who have been waiting more than a year for the opportunity to move to Workshop status
- Ensuring that opportunities for attending BRIDGE workshops are universal and that procedures for selecting participants are transparent to allow ECN staff and stakeholders to continue to build on BRIDGE learnings
- Developing a clear, strategic ECN plan for the use of BRIDGE in the future

Recommendation 11

Work with the BRIDGE Partners in Nepal to develop a plan for the customization, updating, translation, and accessibility of BRIDGE Version 3 materials to ensure they:

- Are context specific
- Customized to meet identified needs
- Translated to Nepali, and
- Are easily accessible to all facilitators in Nepal, as well as to the BRIDGE Office (both as soft and hard copies of translated and updated materials)

Recommendation 12

Develop a plan for the decentralization of BRIDGE capability so that BRIDGE can be:

- Run on the basis of local needs
- Provided to the new federal structures at the Provincial and local level
- Shared more effectively with the wider community

10.2. BRIDGE Partners represented in Nepal

Recommendation 1

Better incorporate and make more creative use of BRIDGE in future Project Designs

- This will require that BRIDGE be conceptualised as a tool that has the potential to support all elements of future Project Designs. It should be looked at in terms of its potential uses to the project, and, by extension, the recipient organisations. BRIDGE should no longer be seen as a “stand alone” element of a project design, but rather, for what it was designed – to be a powerful part of a broader capacity development strategy. Perhaps one way to ensure this happens (not just in Nepal, but wherever BRIDGE is used) is to use BRIDGE experts to provide advice and/or training to CTAs in how best to build BRIDGE into project designs helping conceptualise and develop that part of the design.



Recommendation 2

Use the BRIDGE Coordinating Committee to raise the issue of whether the ECN wishes to take more ownership of BRIDGE and what that could look like. Strategies for achieving this are:

- Given that some of the current Commissioners and senior ECN managers have little experience of BRIDGE, it would be prudent to conduct a short, high-level “BRIDGE Showcase” workshop in order to assist them to make decisions about BRIDGE based on a better understanding of what BRIDGE can do.
- Initiating discussions about potential cost sharing arrangements between Partners and the ECN. This could begin with small scale cost sharing including such things as procurement of stationery and printed materials, or providing staff to carry out evaluations, etc
- Initiating discussions about reducing costs including the use of government training facilities instead of hotels or the training of district based facilitators to reduce travel costs.

Recommendation 3

Work towards building the capacity of the ECN to take greater ownership of BRIDGE. This could include:

- Insisting that ECN staff be involved in every aspect of the planning, implementing, and evaluating and documenting of BRIDGE activities from start to finish.
- Mentoring ECN staff in how to use and analyse evaluation tools so they can eventually take charge of that aspect of BRIDGE
- Mentoring ECN staff in the proper documenting of all BRIDGE documents so they can eventually take charge of that aspect of BRIDGE
- Mentoring ECN staff in how to make best use of the international BRIDGE Office and website and how to follow BRIDGE rules regarding uploading of customised and translated materials
- Helping the EEIC become a better planner, preparer and implementer of BRIDGE so it can eventually take charge of those aspects of BRIDGE
- Work with the ECN to develop a roster of all Nepalese BRIDGE facilitators that includes:
 - ECN Headquarters and District staff
 - Recently retired ECN staff
 - Those transferred to other government agencies
 - Facilitators based in other stakeholder groups including training facilities, CSO, etc
 - The accreditation levels of all of the above
 - The number of modules (and the dates) conducted by all of the above

Recommendation 4

Work with the ECN to develop a core BRIDGE team in the ECN which can plan, customise, translate, prepare, implement, evaluate, follow up and document all elements of BRIDGE in Nepal. This team should be large enough to mitigate the impact of transfer of one or more of its team.



Recommendation 5

Work with the ECN to develop a plan for the decentralization of BRIDGE capability so that BRIDGE can be:

- Run on the basis of local needs
- Provide to the new federal structures at the Provincial and local level
- Shared with the wider community at the Provincial and local level

10.3. Both the ECN and BRIDGE Partners in Nepal

Recommendation 1

As soon as is practicable after the publishing of this report, the ECN should convene a BRIDGE Coordination Committee meeting at which decisions should be made by both the ECN and Partners as to:

- which recommendations will be adopted
- the order in which the adopted recommendations will be implemented
- how they will be implemented
- who will be responsible for the implementation of each
- timelines for the implementation of each
- indicators for the success of the implementation of each
- mechanisms for communicating the progress and achieving of each recommendation

10.4. For the Global BRIDGE Partnership and BRIDGE Office

Recommendation 1

Revisit the BRIDGE Implementation Manual to refocus on providing guidance (and accompanying training) on:

- needs assessments
- potential uses of BRIDGE
- how best to develop measurable objectives and success indicators for the use of BRIDGE in a particular context
- how best to evaluate the long-term impact of BRIDGE on the skills, attitudes and work-practices of those who participate in BRIDGE workshops
- how to make potential users of BRIDGE more aware of the Implementation Manual and how to make it more relevant and “user-friendly” to them
- Addressing the “log jam” in the accreditation process that leaves many TTF Complete facilitators unable to move to Workshop accreditation





Annexes

Annex 1: Consultant Biographies

Ross Attrill

Mr Attrill has more than 30 years' experience in teaching and training in Australia and across the globe. As Assistant Director of the International Services Section of the Australian Electoral Commission (AEC), Mr Attrill had extensive expertise in electoral management and capacity building. After joining the AEC in 1996, he spent 5 years managing the Electoral Education Centre in Melbourne and 13 years as the international Co-coordinator of the BRIDGE Project, a comprehensive and innovative course in electoral processes. He has implemented BRIDGE for the AEC, IDEA, IFES and the UN all around the globe, including Afghanistan, Armenia, Georgia, Yemen, Indonesia, Timor Leste, Fiji, Vanuatu, Solomon Islands, PNG, South Africa, Nepal, Bhutan, Australia, Egypt, Zimbabwe and the Philippines. He also spent 6 months as Acting Head of Electoral Processes with International IDEA in 2008-9 and has assisted in the development of curriculum for the European Commission's NEEDS Project for Electoral Observers, the Organisation of American States annual Electoral Conference and in the training packages of the Carter Center.

Mr Attrill left the Australian Electoral Commission in July 2013, and is now working as a consultant in the field of Democracy and Elections. Since leaving the AEC he worked for International IDEA in Bhutan, for UNDP in the Solomon Islands as Training Advisor to the SIEC and briefly as acting Chief Technical Advisor. He has also worked for IFES in Jordan, assisting with the IEC's strategic planning exercise and has worked in Myanmar as IFES's Voter Education advisor to the UEC for the first half of 2015. He has also worked for IFES in Kenya in the lead up to last year's elections as Civic Education advisor.

Dr. Prakash Bhattarai

Dr. Prakash Bhattarai is a practitioner-scholar from Nepal. Dr. Bhattarai holds a PhD in Peace and Conflict Studies from the University of Otago, New Zealand. He also holds master's degrees in Population Studies (Tribhuvan University, Nepal) and in International Peace Studies (University of Notre Dame, USA), and has been a visiting research scholar (April-June 2013) at the Department of Peace and Conflict Research, Uppsala University, Sweden and at Peace Research Institute Frankfurt (PRIF), Germany (May-June 2017).

Dr. Bhattarai has more than 15 years of professional and leadership experience on issues surrounding governance, peacebuilding, development, migration, and youth, and has taken leadership role at Youth Action Nepal, Association of Youth Organizations in Nepal, and Collective Campaign for Peace. He led and coordinated advocacy initiatives working closely with political parties, youth and student organizations, civil society organizations, media, donor agencies, and international organizations. Over the past few years, he has worked as research and evaluation consultant for peacebuilding, security, violence prevention, community mediation, youth, gender, migration, and resilience related projects with his association with various organizations in Nepal and abroad including United Nations Development Programme (UNDP), International Organization for Migration (IOM), Action Against Hunger, Save the Children International, Dan Church Aid (DCA), SaferWorld, Search for Common Ground (SFCG), Catholic Relief Services, The Asia Foundation (TAF), and Alliance for Peace Nepal.



Annex 2: List of Individuals Consulted

SN	Date	Name of Individuals	Organization
1.	2 Mar 2018	Ms. Akim Shrestha, Executive Director	Training Institute for Technical Instruction (TITI)
2.	09 April 2018	Ms. Radhika Regmi Mr. Raj Bahadur Sapkota Mr. Binod Ojha	IFES
3.	09 April 2018	Ms. Deeva Yonzon Lama	UNDP/ESP
4.	09 April 2018	Ms. Nikila Shrestha	UNDP/ESP
5.	10 April 2018	Mr. Vincent da Cruz	UNDP/ESP
6.	10 April 2018	Mr. Antonio Spinelli Mr. Shanti Ram Bimali	
7.	11 April 2018	Mr. Trilochan Pokharel Mr. Rajendra Dhakal	Nepal Administrative Staff College (NASC)
8.	11 April 2018	Mr. Neel Kantha Uprety	Former Chief Election Commissioner
9.	11 April 2018	Mr. Navaraj Dhakal, Joint Secretary	ECN
10.	11 April 2018	Mr. Surya Aryal, Under Secretary Mr. Mahesh Timilsina, Under Secretary Mr. Bisaksen Dhakal, Under Secretary Mr. Hem Raj Aryal, Section Officer	ECN
11.	11 April 2018	Mr. Sharada Prasad Trital	Former Secretary, ECN
12.	12 April 2013	Mr. Madhu Regmi	Former Secretary, ECN
13.		Mr. Mukunda Raj Pandeya	Training and Capacity Development Specialist
14.	13 April 2013	Mr. Binod Dahal, Kathmandu DEO Mr. Umesh Rai, Bhaktapur DEO Mr. Madhukar Pokharel, Kavre DEO	District Election Officers
15.	13 April 2013	Ms. Odile Humblot, Programme	EU
16.	17 April 2018	Ms. Vivian Hilde Opsvik Mr. Raj Kumar Dhungana	Norwegian Embassy
17.	26 April 2018	Dr. Ayodhee Prasad Yadav	Chief Election Commissioner of Nepal
18.	26 April 2018	Mr. Ishwori Prasad Paudel	Election Commissioner of Nepal



Annex 3: Accreditation Levels in Nepal

SN	Country	Enrollment Year	Name	Position
Accrediting Facilitators (available in ECN)				
1	Nepal	2008	Mr. Shanti Ram Bimali	IDEA
2	Nepal	2008	Mr. Surya Prasad Aryal	Under Secretary / ECN
3	Nepal	2011	Ms. Radhika Regmi	IFES
Workshop Accredited (available in ECN)				
1	Nepal	2008	Mr. Ganga Lal Subedi	DEO, Kaski
2	Nepal	2009	Mr. Mahesh Raj Timsina	Under Secretary / ECN
3	Nepal	2011	Ms. Nikila Shrestha	EEIC Coordinator / ESP
4	Nepal	2012	Mr. Kundan Das Shrestha	D P M / ESP
5	Nepal	2012	Mr. Bisaksen Dhakal	Under Secretary / ECN
6	Nepal	2012	Ms. Seeta Samba	DEO, Lalitpur
7	Nepal	2015	Mr. Hem Raj Aryal	Section Officer / ECN
8	Nepal	2015	Mr. Chandra Bahadur Siwakoti	Under Secretary / ECN
9	Nepal	2015	Mr. Yubaraj Guragain	Section Officer / ECN
Workshop Accredited (Transferred)				
1	Australia/Nepal	2008	Mr. Laxman Bhattra	Transferred/Retired
2	Australia/Nepal	2008	Ms. Santa Nepal	Transferred
3	Nepal	2008	Mr. Shambhu Prasad Chalise	Transferred
4	Nepal	2008	Mr. Dilli Raj Belbase	Transferred
5	Nepal	2008	Mr. Krishna Raj Wagle	Transferred
6	Nepal	2008	Mr. Dhurba Prasad Dhakal	Transferred
7	Nepal	2008	Mr. Lok Darshan Pandit	Deceased
8	South Africa/Nepal	2009	Mr. Shyam Sundar Sharma	Transferred/Retired
9	South Africa/Nepal	2011	Mr. Sharada Prasad Trital	Transferred/Retired
10	South Africa/Nepal	2011	Mr. Komal Prasad Dhamala	Transferred



11	Nepal	2011	Mr. Madhu Prasad Regmi	Transferred
12	Nepal	2011	Ms. Salina Joshi	Transferred
13	Nepal	2011	Mr. Bhakta Raj Joshi	Transferred
14	Nepal	2012	Mr. Tole Raj Upadhyaya	Transferred
15	Nepal	2012	Mr. Ram Govinda Aryal	Transferred
16	Nepal	2012	Ms. Nilu Puri Basnyat	Transferred
17	Nepal	2012	Mr. Suraj Sigdel	Transferred
18	Nepal	2015	Mr. Baburam Shrestha	Transferred
19	Nepal	2015	Mr. Eak Narayan Sharma	Transferred
20	Nepal	2015	Mr. Mukunda Raj Pandeya	Training and CD Specialist
Workshop Accredited (Civil Society and Training Institutes)				
1	Nepal	2011	Ms. Shushma Manandhar	NASC
2	Nepal	2011	Ms. Bibha Prajapati	NEOC
3	Nepal	2012	Mr. Shyam Yadav	Civil Society
TTF Complete (available in ECN)				
1	Nepal	2008	Ms. Kusum Bajracharya	Section Officer
2	Nepal	2011	Ms. Dharma Aryal Belbasi	DEO
3	Nepal	2011	Ms. Pinky Rai	DEO
4	Nepal	2012	Mr. Umesh Rai	DEO
5	Nepal	2015	Ms. Puspa Jha	DEO
TTF Complete (Transferred)				
1	Nepal	2008	Ms. Laxmi Devi Homagain	Transferred
2	Nepal	2008	Mr. Dinesh Sagar Bhusal	Transferred
3	Nepal	2008	Ms. Laxmi Pandey	Transferred
4	Nepal	2008	Mr. Sabin Raj Dhakal	Transferred
5	Nepal	2008	Mr. Birendra Bahadur Swar	Transferred
6	Nepal	2008	Mr. Hari Prasad Devkota	Transferred
7	Nepal	2008	Mr. Ishwari Prasad Sharma	Transferred
8	Nepal	2008	Mr. Gyan Raj Subedi	Transferred



9	Nepal	2008	Ms. Hiradevi Paudel	Transferred
10	Nepal	2008	Mr. Dala Nath Aryal	Transferred
11	Nepal	2008	Mr. Bhimkanta Sharma	Transferred
12	Nepal	2008	Mr. Rishi Ram Pangen	Transferred
13	Nepal	2008	Mr. Krishna Prasad Pokharel	Transferred
14	Nepal	2011	Mr. Churamani Panthi	Transferred
15	Nepal	2012	Mr. Abhinandan Sharma	Transferred
16	Nepal	2012	Mr. Binod Kumar Dahal	Transferred
17	Nepal	2012	Mr. Punya Prasad Bhattarai	Transferred
18	Nepal	2012	Mr. Laxmi Prasad Joshi	Transferred
19	Nepal	2012	Mr. Deepak Kumar Thapa	Transferred
20	Nepal	2015	Mr. Bardi Nath Gairhe	Transferred
21	Nepal	2012	Ms. Anita Karki	Transferred
TTF Complete (Civil Society and Training Institutes)				
1	Nepal	2011	Ms. Kalpalata Dahal	NASC
2	Nepal	2011	Ms. Kabita Shah	GEOC
3	Nepal	2011	Ms. Nirmla KC	PRO Public
4	Nepal	2011	Ms. Rekha Shrestha Sharma	Independent
5	Nepal	2011	Ms. Madhavi Katwal	NEMA
6	Nepal	2012	Ms. Meena Bista	Jagaran Nepal
7	Nepal	2012	Ms. Shova Gautam	National Women Security WATCH
8	Nepal	2012	Ms. Manju Kumari	Women Rights Activist
9	Nepal	2012	Ms. Yogmaya Sapkota	Training Mgmt. Officer
10	Nepal	2012	Ms. Akim Shrestha	Training Director



Annex 4: List of BRIDGE Workshops in Nepal

Building Resources in Democracy, Governance and Elections (BRIDGE) Training in Nepal 2008 – 2016

Summary of BRIDGE Activities

Module/Activities	Supported	Date	No. of Training Events	No. of Participants		Total
				Male	Female	
2008						
1. Train the Facilitator (TtF)		08 May	1	2	1	3
2. BRIDGE Showcase		15 Sept.	1	14	1	15
3. Train the Facilitators (TtF)	UNDP/IFES/ IDEA	21 Sept. – 01 Oct.	1	17	4	21
Total			3	33	6	39
2009						
1. Electoral Administration and Voter Registration	IFES	03 – 27 March	4	80	2	82
2. Electoral Systems	UNDP/ESP	03 – 10 July	3	49	14	63
3. Pre-election Activities and Electoral Training	UNDP/ESP	01 – 20 Nov.	4	79	2	81
4. Electoral Justice (EDR)	IDEA	26 – 27 Nov.	1	20	2	22
Total			12	228	20	248
2010						
1. Workshop on Gender & Elections	IFES	29 – 31 March	1	14	8	22
2. Workshop on Electoral Justice (EDR)	IDEA	29 – 30 Sept.	1	28	1	29
3. Workshop on Electoral Dispute Resolution	IDEA	18 Nov.	1	29	2	31
4. Introduction to Electoral Administration and Management Training	UNDP/ESP	15 – 17 Dec.	1	23	0	23
Total			4	94	11	105
2011						
1. BRIDGE Tutorial (Voter Information Module)	IFES	25 Feb. and 4 March	2	31	7	38
2. Training on Political Parties and Elections	IFES	19 – 21 April	1	10	8	18
3. Train the Facilitator (TtF)	IFES	27 June – 08 July	1	4	16	20



4. BRIDGE Tutorial (Introduction and Electoral Management)	IFES	29 July and 05 Aug.	2	29	15	44
5. Training on Electoral Administration and Management	IFES	18 - 20 Aug.	1	23	0	23
6. TTF Event, South Africa		23 Aug. – 01 Sept.	1	2	0	2
7. Training on Gender and Elections - Pilot	IFES	12 – 14 Oct.	1	7	17	24
8. Gender and Elections, Lahan	UNDP/ESP	06 – 09 Nov.	1	17	8	25
9. Gender and Elections, Pokhara	UNDP/ESP	13 – 16 Nov.	1	18	6	24
10. Gender and Elections, Dhulikhel	UNDP/ESP	20 – 23 Nov.	1	16	10	26
11. Gender and Elections, Dadeldhura	UNDP/ESP	04 – 07 Dec.	1	11	11	22
12. BRIDGE Introduction to the EEIC, Lalitpur	UNDP/ESP	11 – 13 Dec.	1	11	5	16
13. Gender and Elections, Surket	UNDP/ESP	20 – 23 Dec.	1	14	6	20
Total			15	193	109	302
2012						
1. Orientation Training for ECN Support Staff (Tutorial)	IFES	26 – 27 Jan.	2	41	7	48
2. Workshop on Gender and Social Inclusion for TITI Staff	ECN/IFES/ESP/TITI	08 – 10 Feb.	1	12	9	21
3. Training on Electoral Management for District Election office staff, Far-western Region, Dhangadi	IFES	23 – 26 Feb.	1	18	0	18
4. Training on Electoral Management for District Election office staff, mid-western Region, Nepalgunj	IFES	28 – 02 March	1	20	2	22
5. Training on Electoral Management for District Election office staff, Central Region, Dhulikhel	IFES	11 – 14 March	1	23	2	25
6. Training on Electoral Management for District Election office staff, western Region, Pokhara	IFES	16 – 19 March	1	20	2	22



7. Training on Electoral Management for District Election office staff, Eastern Region, Biratnagar	IFES	25 – 28 March	1	24	3	27
8. Training on Electoral Management for New Officers, Dhulikhel	IFES	20 – 22 March	1	14	2	16
9. Training on Electoral Management for District Election office staff, Central Region, Birgunj	IFES	27 – 30 March	1	22	2	24
10. Workshop on Electoral Dispute Resolution & Electoral Observation, Janakpur	IDEA	10 – 12 April	1	15	8	23
11. BRIDGE Tutorial	IFES	01 June	1	10	7	17
12. Workshop on Gender and Elections for Stockholders, Gokarna	UNDP/ESP	12 – 14 June	1	7	14	21
13. Workshop on Gender and Elections for Media, Nagarkot	UNDP/ESP	27 – 29 July	1	15	6	21
14. Workshop on Gender and Elections for Media, Dhangadi	UNDP/ESP	07 – 09 Oct.	1	21	4	25
15. Train the Facilitator (TtF)	UNDP/ESP/ IFES	23 Nov. – 04 Dec.	1	13	8	21
Total			16	275	76	351
2013						
1. Workshop on Electoral Administration and Management	IFES	09 – 11 April	1	16	2	18
2. BRIDGE Tutorial for Media	IFES	20 March	1	25	6	31
Total			2	41	8	49
2014						
1. BRIDGE Tutorial for ECN Staff, EEIC	IFES	21 Feb.	1	10	5	15
2. Training on Electoral Administration and Management, Highview Hotel, Dhulikhel	UNDP/ESP	05 – 07 March	1	22	2	24
3. Workshop on Electoral Systems, Annapurna Hotel, Durbarmarg	IFES/IDEA	25 – 28 March	1	21	4	25



4. Training on Gender, Inclusive and Elections, Dharan	UNDP/ESP	05 – 07 May	1	14	9	23
5. Worksho on Electoral Security and Risk Management	ESP/IDEA	26 – 28 May	1	25	0	25
6. Training on Electoral Administration and Managemnt	IFES	01 – 03 June	1	10	11	21
7. Training on Electoral Admin and Management, EEIC	IFES	19 – 21 Oct.	1	18	4	22
8. Workshop on Gender, Inclusion and Elections, Surkhet	IFES	09 – 11 Nov.	1	7	18	25
9. Workshop on Gender, Inclusion and Elections, Baglung	UNDP/ESP	09 – 11 Nov.	1	8	18	26
10. Workhsop on Gender, Inclusion and Elections, Dhulikhel	UNDP/ESP	07 – 09 Dec.	1	9	15	24
11. Workhsop on Gender, Inclusion and Elections, Kailali	UNDP/ESP	07 – 09 Dec.	1	13	11	24
12. Workshop on Access to Electoral Process, Godavari	IFES	17 – 19 Dec.	1	19	5	24
Total			12	176	102	278
2015						
1. Train the Facilitator, Park village, KTM	ESP/IFES	18 – 28 Jan.	1	14	6	20
2. Training on Civic Education and Voter Information, EEIC	UNDP/ESP	16 – 17 March	1	13	11	24
3. Training on Leadership, EEIC	UNDP/ESP	18 – 19 March	1	21	3	24
4. Workshop on Introduction to Electoral Administration	UNDP/ESP	17 – 19 June	1	15	9	24
5. Workshop on Introduction to Electoral Administration	UNDP/ESP	12 – 14 Aug.	1	21	4	25
6. Political Finance, EEIC	IFES	23 – 25 Feb.	1	22	3	25
7. Workshop on Political Finance	IFES	15 – 17 Aug.	1	23	2	25



8. Workshop on Political Finance	IFES	11 – 12 Sept.	1	23	2	25
9. Workshop on Political Finance	IFES	18 – 19 Sept.	1	11	15	26
10. Workshop on Political Finance for NVRF	IFES	06 – 08 Dec.	1	10	12	22
11. Gender, Inclusion and Elections	ESP	06 – 08 Dec.	1	15	10	25
12. Gender, Inclusion and Elections	ESP	08 – 10 Dec.	1	10	15	25
13. Workshop on Access to Electoral Processes	IFES	21 – 23 Dec.	1	13	12	25
14. Gender, Inclusion and Elections	UNDP/ESP	28 – 30 Dec.	1	14	10	24
Total			14	225	114	339
2016						
1. Workshop on political finance, Nepalgunj	IFES	28 – 30 Jan.	1	24	0	24
2. Workshop on Access to Electoral Process, Jhapa	IFES	11 – 13 Feb.	1	9	16	25
3. Workshop on political finance, Chitwan	IFES	31 March – 02 April	1	22	3	25
4. Gender, Social Inclusion and Elections	UNDP/ESP	11 - 13 Feb.	1	11	12	23
5. Gender, Social Inclusion and Elections	UNDP/ESP	25 - 27 May	1	10	15	25
6. Gender, Social Inclusion and Elections	UNDP/ESP	13 -15 Nov.	1	11	15	26
7. BRIDGE Workshop on Introduction to Electoral Administration	UNDP/ESP	31 March – 02 April	1	24	2	26
8. Workshop on Access to Electoral Process, Mustang	IFES	25 – 27 April	1	9	16	25
Total			8	120	79	199
Participation Grand Total 2008 to 2016			87	1387	525	1912



Annex 5: BRIDGE Electoral Administration and Management Training for DEOs

Final Training Evaluation:

Once the Post-test questionnaire was completed, the final course evaluation form was given to the participants to get their overall feelings and feedback about the training. Out of 21 participants, 20 participants recorded their observations and feelings on the evaluation sheet. The following are the summary of the final evaluation.

Content	Excellent	Good	Average	Below Average	Poor	Not filled
Overall content	7	11	1			1
%	33.33	52.38	4.76			4.76
Relevance	7	13				1
%	33.33	61.90				4.76
Length of course	2	6	10	2		1
%	9.52	28.57	47.61	9.52		4.76
Variety of resources	3	12	5			1
%	14.28	57.14	23.80			4.76
New content areas	4	11	5			1
%	19	52.38	23.80			4.76
Facilitation Skill						
Professionalism	9	9	2			1
%	42.85	42.85	9.52			4.76
Knowledgeable	8	10	2			1
%	38	47.61	9.52			4.76
Flexibility	5	10	4			1
%	23.80	47.61	19			4.76
Training Skills	6	13	1			1
%	28.57	61.90	4.76			4.76
Own participation						
Improved knowledge	5	13	2			1
%	23.80	61.90	9.52			4.76
Improved skills	6	9	5			1
%	28.57	42.85	23.80			4.76
New perspectives	5	10	5			1
%	23.80	47.61	23.80			4.76
Sharing experiences	9	10	1			1
%	42.85	47.61	4.76			4.76
Working with colleagues	15	5				1
%	71.42	23.80				4.76



Venue						
Accommodation	9	11				1
%	42.85	52.38				4.76
Conference Venue Comfort	7	13				1
%	33.33	61.90				4.76

Has the course improved your competence in election management?

Yes	Partly	No	Total	Not filled
9	11			1
42.85	52.38			4.76



Workshop on Political Party and Elections for Political Parties Leaders

Dhulikhel

Participants Evaluation Sheet

Once the Post-test questionnaire was completed, the final course evaluation form was given to the participants to get their overall feelings and feedback about the training. Out of 18 participants, 17 participants recorded their observations and feelings on the evaluation sheet. The following are the summary of the final evaluation.

1. Please circle your numbered response for each of the following activities

Topic	Content					Presentation				
	☹		☺		☺	☹		☺		☺
	1	2	3	4	5	1	2	3	4	5
1. Electoral Cycle			1	9	7			1	6	10
2. Guiding Principles of Electoral management			2	6	9			1	8	8
3. Types of EMBs			2	6	9			4	9	4
4. Party/Contestant EMB Relationships			2	7	8			2	8	7
5. Promoting Good Relations and Accountability with Stakeholders			3	7	7			1	8	8
6. Contestants Guiding Principles		1	1	7	8			1	7	8
7. Contestants Principles and Party Law		1	2	8	6		1	1	9	6
8. Party Registration			3	6	8			1	9	7
9. Parties and Elections			1	9	7			4	6	7
10. Electoral Fraud			2	9	7			3	8	7
11. Political Campaigns			3	10	5			2	11	5
12. Complaints and Offences			2	12	4			1	13	4

The following rating scale is designed to measure if the learning outcomes have been achieved, and/or the degree to which the activity was enjoyable and useful:

1 – Not at all; 2 – A little; 3 – Partly; 4 – Mostly; 5 – Completely



2. Learning Outcome was fulfilled or not?

S.N.	Description	Yes	No
1.	Were the learning outcomes for each activity/session made clear?	100%	
2.	Were the learning outcomes met during each activity/session?	100%	

3. What I learnt from the training:

- Relationship between political parties and ECN
- Participatory facilitation skills
- Electoral Management principles
- Electoral Cycle and EMBs
- Guiding Principles
- SWOT
- Contestants Guiding Principles
- Party Registration

4. What I want more of/improvements:

- Electoral experiences from different countries
- Electoral Systems
- Code of Conduct
- International Electoral Standards

5. Where I am confused/need more help:

- Structure and Composition of Election Commission in Federal System
- Electoral Systems and Its types in Federal System

6. Other Comments:

- Group reports should be updated and presented by putting facilitator's view
- More transparency of ECN is required
- More examples should be cited in the presentation

7. Please circle your response:

Venue:	Unsatisfactory	Satisfactory
		100%
Refreshments:	Unsatisfactory	Satisfactory
		100%



BRIDGE Introduction Module on Electoral Administration and Management

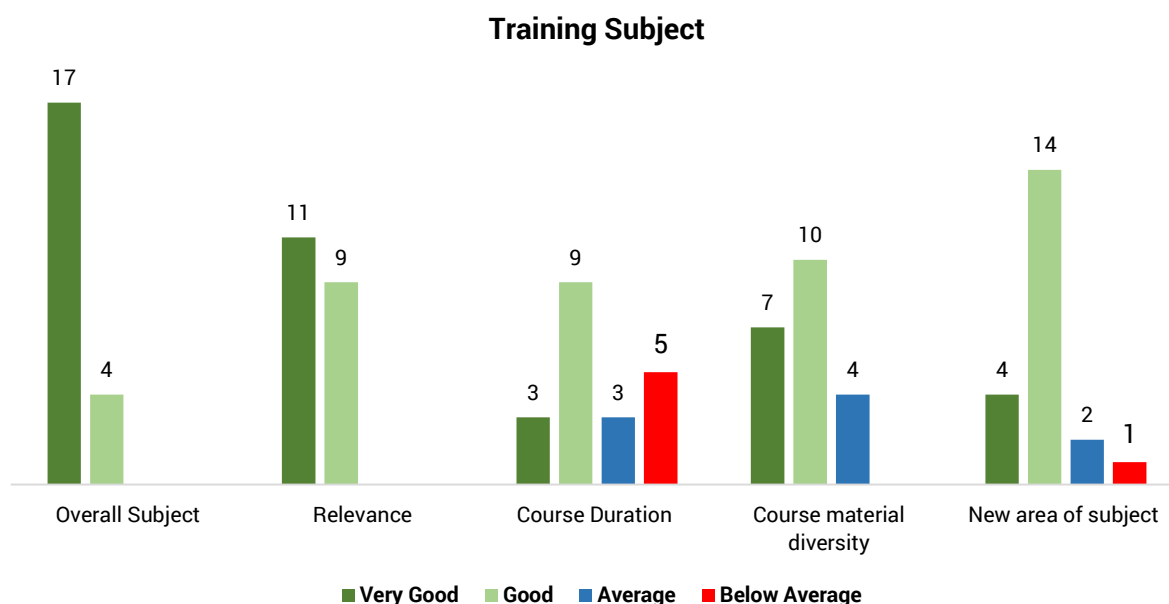
17 – 19 June 2015

Final Evaluation Report

Summary:

- The final evaluation form was filled by **21** participants.
- Overall, majority of the participants have rated the training as ‘very good’ and ‘good’ in terms of its subject matter, facilitation skills, their own participation and training venue.
- Few areas in which more than two participants have rated as ‘average’ or below include the course duration, materials’ diversity, facilitators’ knowledge, improvement in participant’s skills, their experience sharing and the training venue.
- Out of 19 participants who answered the question regarding whether the training was helpful in their capacity enhancement, 11 have answered ‘yes’ and 8 have answered ‘to some extent’.
- Although very few participants have filled out the open ended questions, some of the important topics learnt during the course as mentioned by some of the participants include BRIDGE, Electoral System, Election Laws, Election Cycle, Legal Framework, Guiding Principles of Elections, EMBs and cross cutting issues.
- Most of the participants have reported that ‘Voter Registration’ was a topic in which they already had knowledge before attending the course.

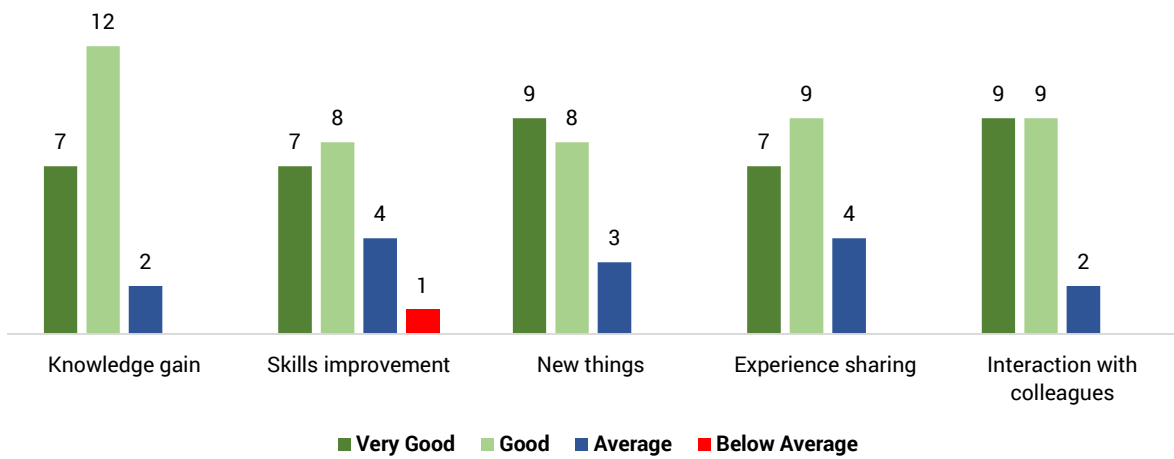
Rating by Participants:



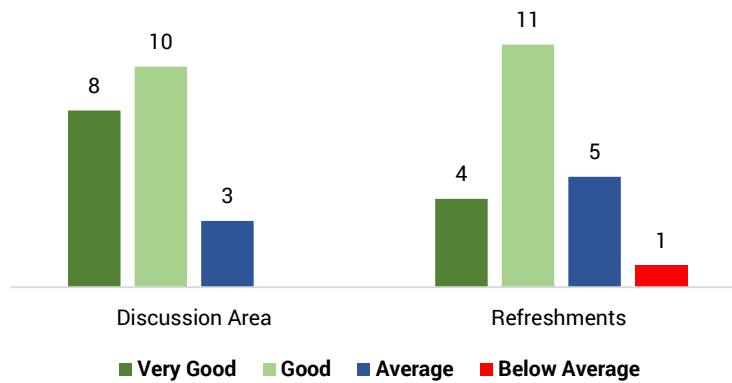
Facilitation Skills



Own Participation



Training Venue



Annex 7: 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 7). 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)¹⁷

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
	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.

¹⁷ The table do not include Elections BRIDGE Office operation cost and its staff rémunérations.



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. 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 2011, 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.

Annex 7: Costing of the 2016 BRIDGE Workshops

Summary of BRIDGE Activities for 2016

Module/Activities	Supported	Date	No. of Training Events	No. of Participants		Total	Cost USD
				Male	Female		
2016							
1. Gender, Social Inclusion and Elections, Sindhuli	UNDP/ESP	11 – 13 Feb	1	11	12	23	4512.13
2. Gender, Social Inclusion and Elections, Doti	UNDP/ESP	25 – 27 April	1	10	15	25	3463.37
3. Gender, Social Inclusion and Elections, Janakpur	UNDP/ESP	13 – 15 Nov	1	11	15	26	4686.45
4. BRIDGE Workshop on Introduction to Electoral Administration, Dhulikhel	UNDP/ESP	31 March – 02 April	1	24	2	26	6280.50



Annex 8: BRIDGE Evaluation Scorecard

This document sets out the background to the BRIDGE Evaluation Scorecard calculations used for the evaluation of the 2008-2018 BRIDGE program impact in Nepal. It is suggested that any future evaluation of long-term BRIDGE programs include the same elements.

The scorecard covers the six dimensions of conceptualization, administration, activity, effectiveness, inclusion and ownership. These are treated separately and no overall score for a country program is calculated. Some dimensions may be more important in some contexts than in others. However all should be considered.

Each of the six dimensions is calculated using between two and four individual indicators. These indicators are weighted according to their relative importance to obtain one score for each dimension. There are 20 indicators in total. Most are calculated using objective data that should be collected in the process of implementing a BRIDGE programme. Some indicators depend on more subjective attribution of marks.

Scores for each indicator and for each dimension are expressed in percent where 0 percent is the worst possible score and 100 percent is the best possible score. If at any point in the calculation a value below 0 percent or above 100 percent is reached, the score for that particular value is set to 0 percent or 100 percent respectively.

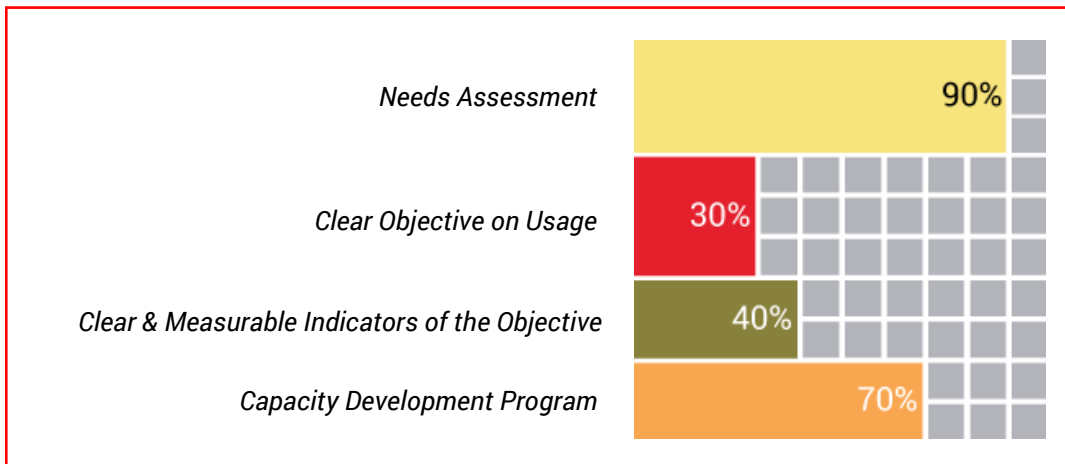
All figures are based on the 60 months preceding the date of the evaluation. A spreadsheet was also developed to facilitate the calculation.

Conceptualization

The quality of the conceptualization is calculated using four indicators. For each of these four indicators, full marks (100%) would be given if the answer is an unqualified “yes” and zero marks (0%) if it is an unqualified “no”. If the answer is “partially”, half marks (50%) can be given. If the evaluator has evidence for more precise marks (such as 25%, 75%, 90%), such marks may be given as well. The relative contribution of each of the four indicators to the overall mark for conceptualization (their weightage) is shown in brackets in percent.

1. Programme Basis: Whether the BRIDGE programme is effectively based on a thorough needs assessment and/or regular reviews (30%)
2. Clear Objectives: Whether they were defined for the use of BRIDGE (30%)
3. SMART indicators: Whether such indicators were set for the achievement of those objectives (20%)
4. Programme Integration: Whether BRIDGE was designed as part of a comprehensive capacity development program (20%)

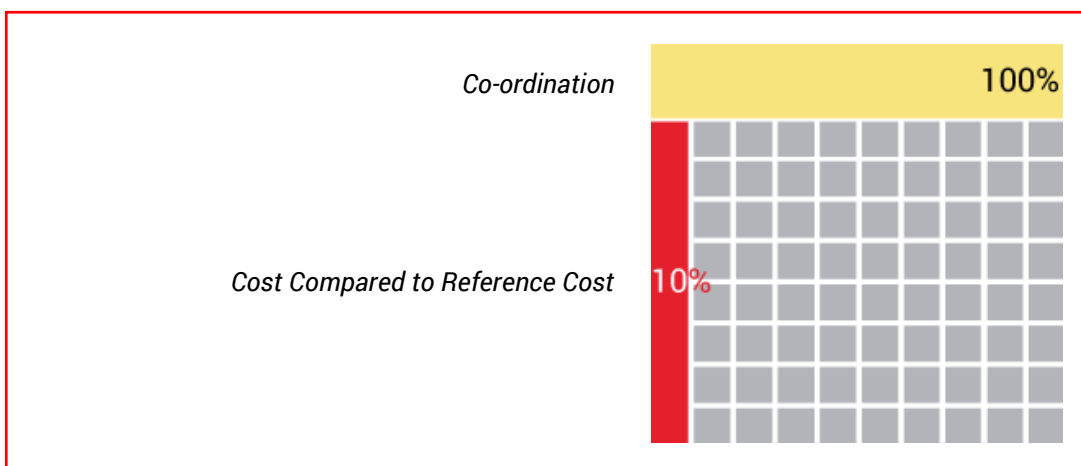




Administration

The quality of the programme administration is measured through two indicators. They are both calculated on the basis of objective data. Where such data was not collected, they are calculated by only taking into account the BRIDGE workshops for which such data is available.

5. Co-ordination: What percentage of BRIDGE workshops were conducted in line with a common plan established by recipient organizations and all BRIDGE Partners (20%).
6. Cost: This indicator compares the workshops cost (per participant, per day) with the daily subsistence allowance (DSA) established by the International Civil Service Commission (ICSC) for the same location. If the workshop cost exceeds the allowance, the indicator will be 0%. A workshop that does not involve any cost, will obtain full marks (100%). A workshop that costs 25 percent of the ICSC DSA per person per day, will obtain a mark of 75%. (The weightage of this indicator in the overall calculation of the marks for Administration is 80%)



Activity

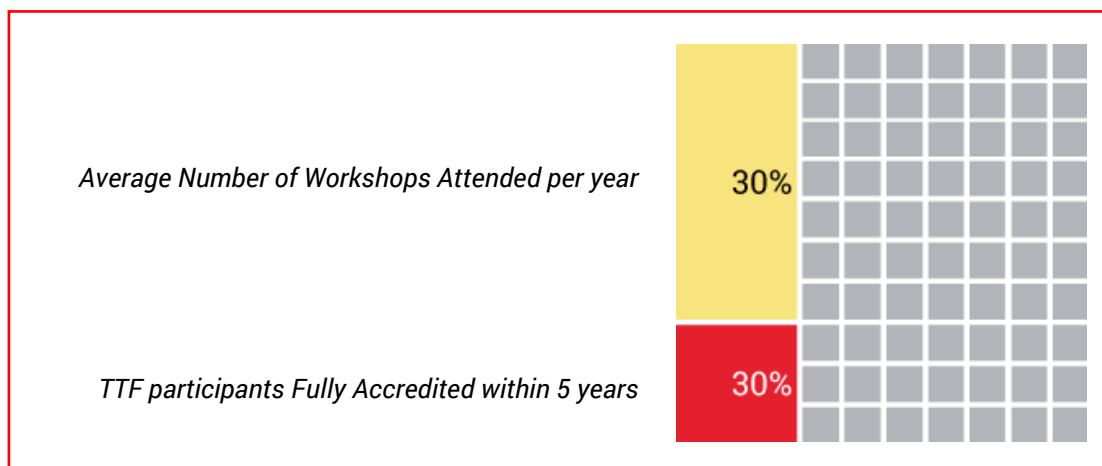
The level of activity of a programme is established using two indicators. They are calculated on the basis of objective data.

7. Coverage: The average number of workshops attended by substantive EMB staff members per year. This is calculated as the total number of EMS substantive staff workshop participants in past 60 months, divided by average number of substantive



staff positions over past 60 months, divided by 5. Full marks of 100% are obtained if, on average, each substantive EMB staff member takes part in one or more BRIDGE workshops a year. (This indicator counts for 70% of the activity rating).

8. Accreditation: The percentage of TTF participants fully accredited from TTFs in the past five years. For this indicator, the citizenship of TTF participants is determinant, not the location of the workshop. This means that the calculation includes the country's citizenship who participate in a TTF abroad but excludes other country's citizens who participate in a TTF in the country, (30%).



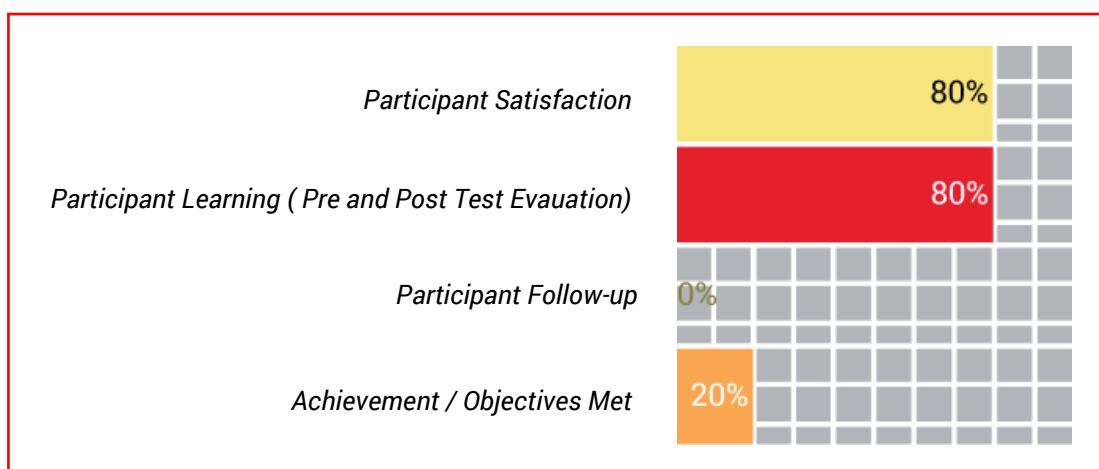
Effectiveness

The effectiveness of a programme is measured using four indicators, equally weighted at 25%. The first is the subjective participant perception, but forms objective data as far as the scorecard is concerned. The next two are calculated on the basis of objective data and the last involves evaluator judgement and interpretation.

9. Satisfaction: This is taken from the participant post-workshop evaluations and should be available for each workshop as these evaluations are part of the BRIDGE methodology. All scores need to be transposed into percentages by giving 0% to the lowest possible mark and 100% to the highest mark and translating every score in between into the corresponding percentage. This is calculated by using, for each participant, either overall satisfaction (if asked) or an average of the scores across all dimensions rated by the participant. It is then averaged across all participants of an event to obtain one score for each event. The final score is obtained by averaging the scores for all the events within the past 60 months. Participants or whole events for which no scores are available are left out of the calculation.
10. Learning: This is taken from (pre- and post-test evaluations) and calculated as percent increase of knowledge from before to after the workshop. For example, if knowledge before was $k_b=40\%$ and after $k_a=60\%$, the increase is of 50% i.e. $(k_a - k_b)/k_b$, and - not 20%, which would be the result of $k_b - k_a$. This is calculated for each participant. Any score that exceeds 100% is set to 100%. Only then is the average for each event calculated. The final score is the average across all events within the past 60 months. Participants or events for which no scores are available are left out of the calculation. BRIDGE does not require pre- and post-tests. However, if no such tests were conducted in the past five years at all, the overall score is 0%.



11. Follow-up: BRIDGE does not include a methodology for following up on workshops. Ideally, workshop participants make follow-up plans and this indicator measures what percentage of the plans have been implemented effectively and on time. However, other measures of medium and long-term participant follow-up in the workplace focusing on levels of improvement in the skills, confidence, attitude and work practices of participants assessed by participants and their managers can be used. Values should be given in percent and averages calculated for participants, individual workshops and the programme. Any individual value exceeding 100% should be capped to 100%. Where there is no effective follow-up system in place at all, the overall value should be 0%.
12. Objectives met: This largely depends on the objectives set. If indicators allow to calculate the level of achievement, this should be translated into percentages and used here. Otherwise evaluators can rate the level of achievement of the original program objectives themselves.



Inclusion

How inclusive the implementation of a programme has been is calculated by comparing the share of relevant groups among workshop participants against their share in the population from which the participants are drawn. If the share of a specific group among the population from which participants are drawn is low, the indicator may have a positive value that hides larger issues. For example, if there are very few women among the EMB staff and an equally low number of women among workshop participants, the indicator will show top marks (100%). This is because the real issue is recruiting women into the EMB, not with the BRIDGE programme implementation.

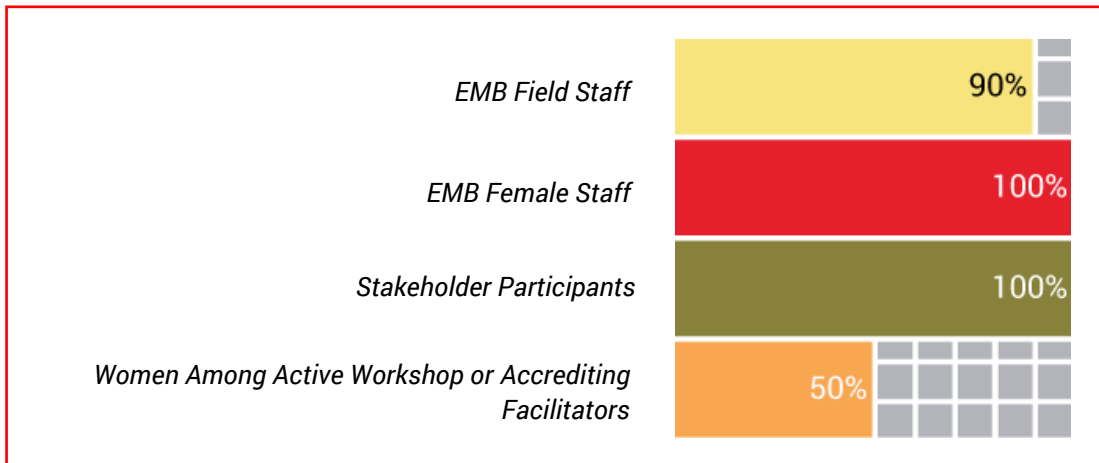
Which groups are relevant will vary considerably from country to country and it is recommended to identify them as part of the BRIDGE programme conception and adapt the indicators accordingly.

For Nepal, the groups are women and EMB field staff. The target for other stakeholder inclusion was not set. The four indicators are weighted equally at 25%

13. Field Staff Participation: Share of substantive EMB *field* staff members among substantive EMB staff participants year divided by the proportion of substantive EMB field staff among total substantive EMB staff.



14. Women Staff Participation: Share of substantive female EMB staff members among substantive EMB staff participants divided by the proportion of substantive female EMB staff among total substantive EMB staff.
15. Stakeholder Participation: Share of stakeholder participants among total number of participants divided by set target percentage. If not target percentage is set, divided by one third as default target.
16. Women Facilitators: Share of women among active, Workshop or Accrediting Facilitators divided the default target of 50%.



Ownership

The level of national ownership for a BRIDGE programme is rated using four indicators, each weighted at 25%. The first and last depend on evaluator ratings, the other two are calculated using workshop data. The data are not collected as a rule, so this needs to be set up.

Responsibility: Here the responsibility of the national counterparts for six elements in the implementation of BRIDGE workshops is rated. This applies to all workshops conducted in the past 60 months. The six elements are

- planning,
- development,
- preparation,
- implementation,
- evaluation, and
- documentation of the program

17. The ratings for each range from “no responsibility” (0%) to “full responsibility” (100%). Evaluators can simply set 50% for “partial responsibility” or give more precise marks where they have evidence. The six marks are averaged for the indicator.
18. Cost-sharing: For this indicator, the share of national counterpart (EMB or government) financial contribution to the organization as part of the total cost of each workshop is calculated. This includes the value of staff time by facilitators and support staff but; does not include the value of staff time of participants. This share is then averaged across all workshops in the past 60 months. Workshops for which no data is available are excluded from the calculation.
19. National Facilitation: This shows the percentage of workshops facilitated by national facilitators.



20. Integration in Strategy: This is a score reflecting the reference to BRIDGE in the EMB's policy and/or planning documents, with 100% for full integration and 0% for no integration at all and intermediate values as appropriate. Where the EMB has no strategic or planning documents, the value will be 0%.

