



# Electoral Support Project (ESP)



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## DRAFT TERMS OF REFERENCE

### Evaluation of the Impact of the Elections BRIDGE Curriculum in Nepal

#### A. Introduction

BRIDGE (short for Building Resources in Democracy, Governance and Elections) has been in existence for more than 10 years, built around a modular professional development programme on elections. BRIDGE Nepal began in 2008 as a partnership between the Election Commission of Nepal, UNDP's Electoral Support Project, IFES and IDEA. The partners carry out an extensive BRIDGE programme in Nepal which enjoys significant support of ECN and other stakeholders that take part in BRIDGE activities. At a meeting of the BRIDGE partners held on [insert date] it was agreed that a joint evaluation of the programme be undertaken to assess the impact and issues of sustainability. This note presents the terms of reference to be used in evaluating the BRIDGE programme in Nepal.

#### B. Background

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

The BRIDGE partners in Nepal are:

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

The BRIDGE elections curriculum is comprehensive, representing the most ambitious attempt to cover the spectrum of electoral processes and their effective administration ever undertaken. Written by a large international team of experienced democracy professionals associated with the partner

organisations, the BRIDGE curriculum includes major sections on stakeholders in the electoral process, coverage of cross cutting issues (such as gender, integrity and access), and in-depth exploration of complex issues relating to institutional culture, credibility and ethics.

The objectives of BRIDGE are:

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

Since its inception in Nepal in 2008, more than [number of trainings] BRIDGE trainings have been conducted across the country with roughly 1,000 participants taking part. These totals include modular courses as well as Training of Facilitator courses; the latter having catered to approximately [38] participants.

After a year of implementation, an assessment was carried out in 2009 providing recommendations on enhancing national ownership and sustainability. This report should serve as a benchmark for the current assessment.

## **C. Rationale and Objectives**

### **Rationale**

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

### **Objectives**

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

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

#### **D. Scope of this evaluation**

The mission will be required to conduct a thorough evaluation of the conceptualization, implementation and impact of BRIDGE election activities in Nepal at the level of individuals, institution and the broader elections sector. The evaluation team has the following principal tasks:

1. Assess the performance and impact of BRIDGE activities, curricula and implementation in the professionalization of election administration and management in Nepal;
2. Assess the lasting change brought about by the programme, at central, regional and districts across the country and across the range of participating stakeholders including CSOs, media, political parties, government and ECN;
3. Assess the relevance and effectiveness of the modules used and approaches for the achievement of BRIDGE objectives;
4. Assess performance of BRIDGE in terms of its effectiveness, efficiency, and timeliness;
5. Assess strategies and relevance of implementation arrangements; identify advantages, bottlenecks and lessons learnt with regard to the management arrangements;
6. Analyze underlying factors beyond BRIDGE partners that affect the achievement of objectives;
7. Analyze extent of national ownership and sustainability and provide recommendations on future of BRIDGE in Nepal;
8. Analyse how key underpinning values, including local ownership and empowerment, sustainability, cooperation, participation, inclusiveness, transparency, commitment to ethical behaviour, flexibility, non prescriptive approaches, rigorous and comprehensive content and commitment to democracy have been addressed in the implementation of BRIDGE activities;
9. Assess implementation strategies developed by BRIDGE Partners in their various areas of work, whether regional or country-level;
10. Advice and recommendations on the best strategies to align BRIDGE with ECN's strategic plan and implementation activities; and
11. Advice and recommendations on possible future strategic areas to explore for BRIDGE Partners inclusive of materials, methodology, content and structure of BRIDGE

#### **E. Evaluation Criteria**

##### **Competencies of the evaluators**

The BRIDGE evaluation team will be composed of two national evaluators (one male, one female) for 25 days. Suitable evaluators should have the following competencies:

- Excellent organizational and time management skills;
- Excellent leadership skills including dealing with people of multi-disciplinary backgrounds to deliver quality products in high stress or

- short deadline situations;
- Strong interpersonal skills, ability to work on own initiative and work as part of the team;
- Excellent written and English communication skills with a demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues; and
- Ability to communicate in person and writing with a wide range of stakeholders, including senior government officials, intergovernmental organisations, election management bodies, donors and civil society, and ability to work collaboratively on-line and via e-mail.

### Recruitment qualifications

The following recruitment qualifications are sought:

Education:	An advanced degree in Political Science, International Development, or other related field.
Experience:	<ul style="list-style-type: none"> <li>• Minimum 10 years of experience working in the area of Democratic Governance, majority of which must be in electoral assistance including programming, formulation, management and advice on electoral assistance activities and capacity development initiatives</li> <li>• Good knowledge of crosscutting democratic governance issues, such as gender mainstreaming, capacity development and aid effectiveness.</li> <li>• Extensive experience in monitoring and evaluation a must; experience in programming in an international organisation an asset.</li> <li>• Excellent oral and written communication skills.</li> <li>• Familiarity and/or experience with BRIDGE implementation</li> <li>• Demonstrated experience in adult learning and institutional capacity building.</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Excellent command of English and Nepali</li> </ul>

### F. Methodology, Outputs, Budget, and Timeline

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

- Carry out a comprehensive study of the Nepal elections BRIDGE programme: its conceptualisation, planning, and implementation, and specifically its objectives, activities, outputs, results and impact.
- Carry out a desk review of key BRIDGE activities since its inception; the review should also cover all BRIDGE related documents including a 2009

BRIDGE evaluation, workplans, handbooks, reports and documentation.

- Consult with individuals/small groups of programme staff linked to the programme at the BRIDGE Partners and implementing agencies.
- Consult with national and international facilitators who have been part of the BRIDGE implementation over the years including in the preparation of evaluation questionnaire
- Consult with various stakeholders, both within and outside ECN, who have been participants in the BRIDGE courses
- Use any other approaches, sources and persons that will assist the development of the desired outputs.

### Outputs

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

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

### Timeline

The evaluation will be carried out between 17 September – 02 November 2012. The following is the proposed timeline for conducting the evaluation:

Task	Days	Dates
Development of methodology/inception report	2	9/17-9/18
Preparatory and analytical work (desk review of relevant documentation and other information)	4	9/19-9/22
Interviews/consultations/workshop with stakeholders, partners and other relevant players (including field level stakeholders)	10	9/23-10/2
Prepare and present initial findings of the assessment	4	10/3-10/08
(one week for input from BRIDGE partners on initial findings)		
Report Writing	3	10/22-10/24
(one week for input from BRIDGE partners on draft report)		
Incorporation of comments and submission of final report	2	11/1-11/2