BRIDGE In Africa

The BRIDGE Facilitator Bulletins are certainly giving us food for thought. Skye Christensen (Edition 4) rummaged around in the BRIDGE closet and found some skeletons. Edition 5 released some interesting statistics about BRIDGE over the years. Read together, questions emerge and I thought I would give them some critical reflection, in particular as they apply to Africa.

Since I attended the first BRIDGE TTF (Training of Facilitator Course) way back in 2002 I have marvelled at how the programme has grown and the network of people that have developed as a small community around it. I've seen amazing things being done with BRIDGE in places like Armenia, Jordan, Afghanistan, Malawi and Belgium. I've been heartened by emails from colleagues who proudly announced that they have received full accreditation in places like Haiti, Sudan, Congo (Kinshasa) and I have seen some of them go on to become accrediting facilitators.

In looking at the statistics (dated to December 2011) it is amazing to see how the trend-line of BRIDGE courses around the world has just gone up and up and up by the year. Clearly, more BRIDGE courses are being offered around the world, meaning there is a demand and also that people are coming to realise the benefit of capacity building in elections. A cynical view might say that BRIDGE is sufficient of a "brand" today that it becomes easy to put it into a proposal for development aid.

Luckily, I am not that much of a cynic. However, with BRIDGE becoming so well used around the world I asked myself: "If I wanted to become a BRIDGE facilitator today, where could I go?" The statistics tell us that Africa is the worst place to go if you want accreditation. In Africa, only one in every seven persons attending TTF gets accredited. Compare this with the global average of one in every three persons. If you want to get your accreditation quickly, the best place to go is actually in the Central American/Caribbean region (where the ratio is 1:1, but have had the fewest courses run).

This is puzzling, as the major donors around the world have traditionally spent their elections money in Africa over the last decade or more. Somehow this is reflected, as Africa, with 121 BRIDGE courses, has seen the most efforts on BRIDGE capacity building overall. Afghanistan, Indonesia, East Timor and Nepal have anchored Asia into 2nd place with 113 courses. In Asia however, every second participant of a TTF has become accredited over time. So, what has happened in Africa?

If one digs deeper into the figures, a pattern becomes clear. The two most popular types of courses around the world are the Introductory Module (25%) and TTF (12%), combining to make up 37% of all courses ever run across the world. So, the global average for Introductory Modules to TTFs is 2:1 (for every two Introductory Modules there is one TTF). In Africa, the ratio is a bit skewed; in fact it is basically 1:1 (one TTF for every Introductory Module).

BRIDGE rules say that you cannot get full accreditation through a TTF. Full accreditation can only be obtained through facilitating under supervision during a modular course. With as many TTFs compared to modules being run in Africa, the chances of you getting your accreditation shrink compared to the global average. This is despite the fact that modules cost less money to organise than TTFs, depending on the country and the audience.

By Rushdi Nackerdien
Electoral Leadership Institute
So what can we do? Firstly a serious change in strategy is needed. Less TTFs and more module courses are needed. This is starting to happen, as we see more modules on registration, gender, dispute resolution and planning being run in places such as the Portuguese and French-speaking countries. But we need more. Secondly, an increase in delivery points beyond the BRIDGE partners is required and we see this with ACE Regional Centres and projects such as Pro-PALOP/TL. But we need more.

Thirdly, we need more accrediting facilitators. Africa has 48% of the world's semi-accredited facilitators, but only 1% of the world's accrediting/expert facilitators. The number of these accrediting/expert facilitators that can work with less than three months notice is almost zero. So, get your plans out early and get your facilitators early. And if you are doing it in Portuguese or French, consider getting your facilitators even earlier.

Should the BRIDGE rules be relaxed for Africa? I’m not convinced of this argument. The reason we sit with this disproportionate ratio has to do with unintended planning consequences of too many TTFs and fixing it through changing the rules is perhaps short sighted. We will need to focus more on modular courses that address real and felt needs across the African continent, as well as embedding a capacity building culture amongst election management bodies themselves. Let’s become more creative!

So, is this an open invitation to “idle” accrediting/expert facilitators in other parts of the world to come to Africa? Absolutely! We welcome everybody to come and help address this imbalance. Just make sure you leave behind more skilled people when you leave, preferably accrediting or expert facilitators, but workshop facilitators will do.

### Update on DG BRIDGE

On April 11 2012, AEC Indonesia conducted a DG BRIDGE Showcase in Jakarta in cooperation with Indonesia’s National Development Agency (Bappenas) and the Center for Political Studies at the University of Indonesia (Puskapol UI). Around 30 participants from various government agencies, education institutions, and civil society organizations attended the event.

Two DG BRIDGE facilitators, Noel Matthews and Sam Plummer delivered a well prepared presentation that clearly explained how DG BRIDGE assists with promoting and supporting democracy and governance processes through dialogue, learning, and networking, delivered with a method that is flexible, non-traditional, participatory, practical and adjustable to suit specific location and needs. Participants of the Showcase were given a ‘taste’ of the DG BRIDGE methodology in a few simulation and interactive sessions that included Democracy Bingo and Democracy Quotes sessions.

Within this event, AEC Indonesia also briefed the audience regarding a series of DG BRIDGE activities for 2012. The activities will include a Training of Facilitators workshop to be conducted in April, and several contextualization workshops to be followed by a series of Democracy in Our Place (Demokrasi Di Negeri Kita) Workshops in different geographical areas in Indonesia, and – for the first time – a DG Dialogue event in Jakarta.

The Showcase itself was well received, with many participants expressing their interest in becoming involved in DG BRIDGE’s exciting calendar of events for Indonesia in 2012.
The BRIDGE Facilitator Forum!

We got a great response from the special Facilitator-only bulletin sent out in February. Thanks to everyone who confirmed or updated their details and it was fantastic to hear from you all!

One item that came out of the special bulletin was the idea for an online forum for BRIDGE facilitators. We asked whether you would prefer a forum connected to the BRIDGE website, or whether you would like to use a closed Facebook group. The majority of responses were in favour of the website forum, so we have set this up.

It’s still just an initial experiment—we do encourage you to use it and to let us know what is working or not working for you.

You can find the forum here: http://bridge-project.org/forum (you will need to be logged on first—only facilitators have access to most of the boards).

The forum is a great place to:

• Chat with other BRIDGE facilitators
• Ask questions to the BRIDGE community
• Start conversations about BRIDGE issues
• Communicate with the BRIDGE Office!

You can also update your BRIDGE profile, set up your profile photo, send emails to other facilitators using the forum and just keep up with BRIDGE news.

The BRIDGE Office is also considering having an open board that is publically accessible where people can post questions to both the BRIDGE Office and the BRIDGE facilitator community—so you could take a role in responding to queries that come in from around the world about BRIDGE.

As for Facebook, we will continue to maintain the open E BRIDGE Office page (www.facebook.com/EBRIDGEOffice) and hope to see you either there or on the forums (or both!)

A new face in the BRIDGE Office

Hi everybody! I am Ben Patterson, (yes, another Ben! I think I may need a different name) I will be replacing Melanie while she is on leave so I am currently trying to gather as much knowledge as I can.

I enjoy challenging roles and am really looking forward to my time working for the BRIDGE Program, I am lucky to have great people to work with who are showing me how things work and I have learnt a considerable amount since commencing here.

I have a varied work history and have worked in a number of roles both within Government and the community sector in different capacities.

My last role as a Senior Project Officer for the Victorian Aboriginal Community Controlled Health Organisation within their Education and Training Unit was quite a varied role encompassing many areas. I undertook training needs analyses, developed documentation, marketed funding grants and interviewed CEOs while providing support and advice to the member organisations. Within this role I worked closely with the Victorian Department of Health to promote the uptake of Close the Gap funding for training across Victoria.

Previously I have worked for Medicare as a Business Development Officer in their E-Business/Online Claiming area and as a trainer for the Family Assistance Office while Medicare took on some of Centrelink’s responsibilities. I have considerable experience in workplace training and like to support people meeting their goals and achieving what may sometimes seem as unachievable!

I like a very wide range of music, enjoy drawing and painting, reading and travelling.

Contact Ben at: projectoffice@bridge-project.org or ben.patterson@aec.gov.au.
How to measure the impact of BRIDGE trainings –
A sample Monitoring and Evaluation system

One of the common challenges we face as the organisers of BRIDGE training projects is to collect data that records the concrete impact that BRIDGE has on its participants and the organisations that they work in. Those of us who have been involved in BRIDGE for a while know both instinctively and anecdotally of the value of BRIDGE as a capacity building tool – not least because of the positive reviews that we receive from participants. However designing a Monitoring and Evaluation system that can help to provide more systematic data can be a challenge.

Monitoring and Evaluation (M&E) is a common project management term used to describe how a project evaluates the results or impact of the project. In the context of BRIDGE training M&E will help the organisers of BRIDGE track the impact that the BRIDGE training has had on participants.

M&E is a very useful tool for accountability as well. When organising BRIDGE training we always have an obligation to be vigilant on how we use the funds for the training project and what value we get from it. M&E – by tracking impact and results can help to provide very useful information for justifying the investment in BRIDGE.

In 2011 International IDEA developed an M&E system specifically for BRIDGE. It contains the following elements;

1. Needs Assessment - to determine what need/s the training will meet.
2. Baseline survey – to establish what the participants know (and what there gaps are) before the training is held. A baseline survey can be used as a benchmark to measure progress against.
3. End of Training Evaluation. This is a quick and easy way to gather data. Participants report on how useful they found the training, what they learnt during the training etc. This can produce a mix of quantitative data and qualitative data.
4. Reintegration / Action Plan. – This is a tool that helps participants to define their own actions and priorities for how they will use the knowledge acquired during the BRIDGE training when they get back home. This approach has the advantage of allowing flexibility in setting indicators to measure – as each participant has their own unique context. This avoids the organisers from setting generic indicators that may not be applicable to each person.
5. Follow up evaluations - Participants are contacted some time after the training has ended and asked to report on their progress in implementing their reintegration/action plans. Often this is 6 and 12 months after attending the training.

An approach that collects both quantitative data (that can produce statistics e.g. 75 percent of participants reported x) and qualitative data (i.e. narrative information describing a result or impact) is recommended in order to ensure that you have a rich variety of data to report

One of the most important things to remember about an M&E system is that it should be conceptualised before you begin your training – and should be an integral part of your BRIDGE training project plan from the outset.

There are many ways to design an M&E system and you should choose a system that best suits your training project – in terms of your capacity to manage it as well as your capacity to pay for it. Remember that a system should balance the needs of detailed reporting with simplicity which will allow the data to be easily collected and quickly reported.

The templates that IDEA has designed for the BRIDGE M&E system have been shared with the BRIDGE office – so anyone interested in using them please contact the BRIDGE office.
Some more light-hearted moments from recent BRIDGE workshops.
### Upcoming BRIDGE workshops

<table>
<thead>
<tr>
<th>APRIL</th>
<th>MAY</th>
<th>JUNE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>16-18</strong> AusAID funded Civic and Information workshop in Vanuatu</td>
<td><strong>3-4</strong> ACEEE0 funded customised workshop in Austria</td>
<td><strong>4-8</strong> IDEA funded Gender workshop in Ghana</td>
</tr>
<tr>
<td><strong>16-19</strong> AusAID funded customised workshop in Indonesia</td>
<td><strong>7-11</strong> EU funded Registration workshop in East Timor</td>
<td><strong>5-8</strong> AEC funded Introduction workshop in Australia</td>
</tr>
<tr>
<td><strong>23-27</strong> IDEA funded Gender workshop in South Africa</td>
<td><strong>12-18</strong> IDEA Africa TTF workshop in Ethiopia</td>
<td><strong>9-13</strong> EU funded Access and Civic workshop in Sao Tome</td>
</tr>
<tr>
<td><strong>25-27</strong> CEC and IFES/USAID funded Financing Workshop in Moldova</td>
<td><strong>18-28</strong> EU funded Training and Planning workshops in Bissau</td>
<td><strong>11-15</strong> EU funded Registration workshop in Mozambique</td>
</tr>
<tr>
<td><strong>21-24</strong> AusAID funded customised workshop in Indonesia</td>
<td></td>
<td><strong>18-21</strong> AusAID funded customised workshop in Mozambique</td>
</tr>
</tbody>
</table>

---

### Accreditations & Congratulations!

Congratulations to the following facilitators who have been accredited at a different category:

**Workshop:**
- Amadou Macka Diallo (Guinea)
- Vahagn Muradyan (Armenia)
- Maia Jorjikia (Georgia)
- Nino Goquadze (Georgia)
- Pierre Claver Ndayicartiye (Burundi)
- Natia Zarnadze (Georgia)
- Maia Zaridze (Georgia)
- Davit Todria (Georgia)
- Madona Tsintsadze (Georgia)
- Maya Gudadze (Georgia)
- Sheryna Samad (Maldives)
- Ismail Raheem (Maldives)
- Revai Makanje-Aalbaek (Zimbabwe)
- Julie Ballington (South Africa)
- Mouhamet Fall (Senegal)
- Doudou Dia (Senegal)
- Patience Zonge (Zimbabwe)
- Niall McCann (Ireland)
- Bogdan-Mihai Popescu (Romania)
- Raquel Rico-Bernabe (Spain)
- Christopher Morris (Australia)
- Rahim Noor (Indonesia)
- Esmeralda Amora-Ladra (Philippines)

**Accrediting:**
- Ricardo Godinho Gomes (Guinea-Bissau)
- Zefanias Matsimbe (Mozambique)
- Kinley (Bhutan)
- Gordon Marshall (Australia)
- Daniela Capaccio-Lauw (Australia)
- Bassam Alyasri (Australia)
- Katie Ryan (UK)
- Amalia Stepanyan (Armenia)
- Rindai Chipfunde Vava (Zimbabwe)

And welcome to our new semi-accredited facilitators from the following TtFs:
- Abuja, Nigeria (December 2011)
- Phuntsholing, Bhutan (January 2012)
- Melbourne, Australia (January 2012)
- Pretoria, South Africa (February 2012)
- Erbil, Iraq (February 2012)
- Dhaka, Bangladesh (March 2012)
- Tripoli, Libya (March 2012)
- Pretoria, South Africa (March 2012)
Facilitator Profile—Utloile Silaigwana (Sly)

What is your name? My name is Utloile Silaigwana. Everybody calls me Sly.
What organisation do you work for? I work for the Zimbabwe Electoral Commission (ZEC), an Election Management Body in Zimbabwe.
What is your nationality? I am Zimbabwean.
What is your facilitator category? Since September 2011 I am a fully accredited BRIDGE Workshop Facilitator. I was semi-accredited in 2004 in Pretoria, South Africa by Ross Attrill from Australia.

Can you tell us about your work in elections and training?
I started working in elections in February 2002 as a Provincial Elections Officer focusing on civic and voter education for two years. My responsibility included drafting civic and voter education materials, training voter educators, disseminating electoral information in the province and supervising voter educators.

My responsibilities later became broader as I was subsequently appointed to a higher level as the Deputy Director Civic and Voter Education, Public Relations and International Liaison at head office in Harare. I later became Director in the same department and my position then involved planning for civic and voter education programmes for the ten provinces in the country, training civic and voter education coordinators in all the ten provinces, drafting Public relations programmes for stakeholders and liaising with other EMBs in the SADC region especially those in the Electoral Commissions Forum (ECF) of SADC countries.

Currently I am the Deputy Chief Electoral Officer responsible for Operations in the ZEC.

My responsibilities are; formulation of training policies and strategies on the most effective and best practice in the conduct of elections. As a BRIDGE facilitator, I train ZEC staff on Election Administration and capacity building. I also train Election Observers for civic society organisations such as the National Association for the Care of the Handicapped. (NASCOH). I facilitated the training of more than 230 NASCOH participants to date.

Can you tell us about your experience in facilitating BRIDGE? What workshops and where?
Since attending my TtF in Pretoria in 2004, I have been training electoral officers on election administration/management in ZEC. I also trained in election observation at Randburg, South Africa and have been training elections observers for civic society organisations.

In 2008 I also attended the BRIDGE Professional Development workshop in Pretoria, South Africa. I also trained in Elections, Violence and Conflict Prevention in Barcelona, Spain in 2011.

My experience in BRIDGE facilitation is as follows: Modular training for ZEC staff on Introduction to election administration, Standards and principles in election management, electoral systems, voter registration, legal framework and polling counting and results.
I also co-facilitated BRIDGE in Kenya (November 2011) on the Elections and Gender module as well as on the Electoral Cycle in the Democratic Republic of Congo (DRC) (October 2011).

What do you like most about being a BRIDGE facilitator?
Personal development and professional growth by interacting with other professionals within the BRIDGE family. I also like being the BRIDGE ‘AMBASSADOR’ in my country and region. As a BRIDGE Facilitator I also enjoy gaining exposure by facilitating in other countries and discovering various methods of effective learning in the field of elections and democracy.

Tell us about your BRIDGE journey that stands out in your memory.
The BRIDGE Modular Training workshop I co-facilitated with my colleagues; (Koki Muli from Kenya, Julie Ballington from New York and Marie from Sudan) in Naivasha, Kenya , November 2011 was the most enriching. An almost all-female workshop with 98% women participants from different countries in East Africa, Central Africa and Southern Africa with different cultures, backgrounds and election experiences. The workshop was held at the famous Great Rift Valley that starts in Israel, across Kenya to Mozambique! The valley itself is spectacular! Participants were very active and contributed in the various learning methods through ice-breakers and energisers.

What are your hobbies and interests outside BRIDGE?
Outside of BRIDGE I enjoy meeting and relaxing with friends, old and new and my family. I also like reading about politics and democracy.

What advice would you have for any new BRIDGE facilitators?
BRIDGE is focused, so be focussed too. Take initiative, be creative and market yourself by being a true ambassador of BRIDGE wherever you are and whatever you do!
**BRIDGE Office News**

### Generic update to Facilitators Notes—ALL MODULES!

Some clean-up work on the curriculum has been done and a minor generic update has been done for **ALL module FNs**. Please ensure you have downloaded the most up to date FNs from the website.

This update clarifies some BRIDGE procedures (e.g. what your responsibilities are before and after a workshop), updates some documents and statistics and we have deleted obsolete material. The stimulus slideshow has also now been removed.

Please make sure you are using the most up to date version of a module when you are out facilitating!

And don’t forget to keep the BRIDGE Office informed about any corrections or update YOU have!

<table>
<thead>
<tr>
<th>Evaluation form again</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thanks to everyone who has taken the time to complete the draft Facilitator Evaluation Form on the website following their workshop. We ask that facilitators continue to use the current online form and provide us feedback and we will look at how the form is working over the next few months.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module updates</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Gender and Elections module has been <strong>updated</strong> with new activities. The BRIDGE Partners approved the update, completed by IDEA, this month and the updated materials have now been uploaded to the website for facilitators to download. Awaiting editing and review by the BRIDGE Office and the Partners are the following modules:</td>
</tr>
<tr>
<td>• <strong>Voter Registration</strong> (new activities, case studies, multimedia, thanks to IDEA)</td>
</tr>
<tr>
<td>• <strong>Gender and Elections</strong> (a second update with new agendas, thanks to UNDP)</td>
</tr>
<tr>
<td>• <strong>Media &amp; Elections</strong> (a restructure and overhaul, thanks to IDEA)</td>
</tr>
<tr>
<td>• <strong>Electoral Dispute Resolution</strong> (a restructure and overhaul, again thanks to IDEA)</td>
</tr>
</tbody>
</table>

### Module updates

<table>
<thead>
<tr>
<th>BRIDGE Partner update</th>
</tr>
</thead>
<tbody>
<tr>
<td>The BRIDGE Partners have been communicating recently about a number of issues. A teleconference between partners was held on 2 April 2012 and a face to face Partner Committee Meeting (PCM) is planned for July this year in Melbourne, Australia. If possible, this may include a BRIDGE practitioners meeting to get input from experienced and active BRIDGE facilitators and implementers in the field.</td>
</tr>
</tbody>
</table>

The last PCM was held in Budapest in June 2011, alongside the ACEEEO 20th anniversary celebrations. The partners have been discussing the recommendations that came out of this meeting, such as a partner evaluation on the impact of E BRIDGE and partner support to the BRIDGE Office, as well as current discussion points such as the accreditation process for BRIDGE facilitators.

The BRIDGE Office will be seeking input from BRIDGE facilitators in the field about some of these issues, particularly accreditation, so please feel free to contact us if you have any comments, suggestions or improvements. The BRIDGE Office is also working with the partners to create some tools to clarify the process, such as generic Terms of Reference for the different categories of facilitator and clearer guidelines to the accreditation process and the responsibilities of a BRIDGE facilitator.

Terms of Reference have also been drafted for the delivery of the evaluation of E BRIDGE, and more information about this will be available as it progresses.