REPORT

on the Implementation of the Central Electoral Commission and Center for Continuous Electoral Training Strategic Plans

Evaluation period: 2016 - 2019

Chisinau, 2020

Content

INTRODUCTION

This Report evaluates the degree of implementation of the CEC and CICDE Strategic Plans for the period of 2016 - 2019. The main purpose of monitoring the activity of these institutions is to assess the conformity of the activities carried out by the CEC and CICDE with their development strategies in order to increase the responsibility of these institutions and streamline their procedures. The objectives of the monitoring mission are analysis of the Strategic Plans, examination of the annual action plans, observance of the sessions, synthesis of the information obtained and its dissemination. Mention should be made that the 2016-2019 Strategic Plan of the CEC was approved by the CEC Decision no. 4341 of December 8, 2015, and the 2016-2029 Strategic Plan of CICDE under the CEC – by the CEC Decision no. 4497 of February 9, 2016.

To obtain a detailed and objective picture of the activities carried out by the CEC and CICDE, the Promo-LEX Association examined their activity reports, the information available on institutional sites and other information sources (mass media, social networks) and sent requests for access to information to these two institutions. Additionally, the authors of the Report have taken into account the experience of other missions of civic monitoring of the activity of electoral bodies concerned.

The Promo-LEX Association is a non-governmental, non-profit and apolitical organization that pursues public benefit and operates in accordance with the legislation in force in the Republic of Moldova. The mission of the Promo-LEX Association is to contribute to the development of democracy in the Republic of Moldova, by promoting and defending human rights, monitoring democratic processes and strengthening civil society. In order to implement its statutory provisions, in the period of August 2016 – March 2021, the Promo-LEX Association, with the financial support of the United States Agency for International Development (USAID), has been implementing the "Democracy, Transparency and Responsibility" Program. One of the objectives of the Program is to monitor the work of the Central Electoral Commission (CEC) and the Center for Continuous Electoral Training (CICDE), by analyzing the degree of implementation of the Institutions' Strategic Development Plans. We consider that monitoring the activity of electoral authorities by the civil society organizations is necessary and beneficial in virtue of their general mission to improve the quality of electoral processes in the Republic of Moldova and to empower the actors involved.

MONITORING METHODOLOGY

In order to achieve its objectives, the Promo-LEX Association has resorted to 3 methods of collecting information: document analysis, session monitoring and request for access to information.

Document analysis has been used to collect and systematize the information provided in the documents in order to establish consistency between the planned actions and their implementation, including conformity of these actions with the provisions of normative acts. Evaluators used the following documents / sources:

- Strategic Plan of the CEC for 2016 - 2019;
- Strategic Plan of the CICDE for 2016 - 2019;
- Strategic Plan of the CEC for 2020 - 2023;
- Strategic Plan of the CICDE for 2020 - 2023;
- activity reports of the CEC drafted in the period of 2017 - 2020 (5 activity reports, including the summary report on the implementation of the Strategic Plan for 2016 - 2019);
- activity reports of the CICDE drafted in the period of 2017 - 2020 (4 activity reports);
- online information sources (www.cec.md, www.cicde.md, social networks, media etc.).

Monitoring of CEC's sessions has been carried out both through direct participation and on-line follow-up of the sessions, held by the CEC, analysis of the session minutes (accessible on institutional website) and analysis of the CEC Activity Report for 2019, comparing it with the activities foreseen in the CEC Strategic Plan for 2016-2019 (hereinafter - CEC SP).

Requests for access to information have been sent to the CEC and CICDE to obtain details and relevant documents for the activities, carried out during the reference period based on activity reports of the institutions and the activity plans approved.

To assess the degree of achievement of the objectives set by the institutions subject to monitoring, the evaluators used the following ratings for the actions / activities undertaken:

- **fulfilled**: attributed to the actions / activities, for which measures taken by the institutions were considered sufficient and relevant;

- **unfulfilled**: attributed to unrealized actions / activities;

- **partially fulfilled**: attributed to actions / activities, for which performance indicators approved by the institutions in the Activity Plan were not fully met;

- **ambiguously worded**: attributed to activities, the results of which were impossible to assess due to ambiguous wording.

SUMMARY

The Promo-LEX Association monitored the implementation of the 2016-2019 Strategic Plans of the CEC and CICDE. Starting with 2017, Promo-LEX has annually prepared a monitoring report on the degree of implementation of the Strategic Plans comparing them with the annual Action/Activity Plans of the institutions[1]. This report presents a generalized evaluation of the level of achievement of the strategic plans of electoral institutions during the four years of implementation (2016 - 2019).

According to the CEC Strategic Plan for 2016 - 2019 (CEC SP), the authority set seven objectives by planning the implementation of 34 of actions*. In the opinion of Promo-LEX, drawn up based on the analysis of documents drafted by the CEC in the reference period, the authority managed to fulfil 38% (13 out of 34) of the total actions planned, and 56% (19 out of 34) of the actions were partially fulfilled. Another 6% (2 of 34) of the actions remained unfulfilled* (see Annex no. 1).

Major achievements in the implementation of the Strategic Plan are:

➢ carrying out a feasibility study on the introduction of e-voting, which found that the current technical conditions allow for the introduction of e-voting, however, it requires essential changes to the legal electoral framework. At the same time, other studies[2] conducted in this regard have revealed that voters' lack of trust for both state institutions and information systems could jeopardize the implementation of this project;

➢ carrying out gender studies after each national election, reflecting disaggregated data on gender of electoral officials, electoral competitors and elected officials, but without conducting a detailed analysis of non-compliance with the gender quota of 40% for both genders and the order of candidates' placement on the list, especially in local elections (at least 1392 of cases recording infringements)[3];

➢ carrying out information campaigns, targeting various groups of voters (women, people with disabilities, citizens residing abroad, etc.). The largest and most extensive information campaigns were conducted in the context of the parliamentary elections of February 24, 2019, which covered the largest groups of voters, compared to other previously conducted information campaigns.

Main shortcomings noted in the implementation of the Strategic Plan are:

➢ failure to launch the pilot e-voting project in the parliamentary elections of 2019. According to Promo-LEX, non-fulfilment of this action is a significant arrear, especially given the current pandemic caused by COVID-19. E-voting could greatly facilitate the voting process for both diaspora and citizens residing on the territory of the Republic of Moldova (especially those isolated at home for various reasons);

➢ failure to timely implement the "Financial Control" module, an action that had been planned for 2017. Consequently, political parties were unable to use the module in their financial reporting for 2019. According to Promo-LEX, given the allocation of state subsidies to political parties, the implementation of "Financial Control" module should have been a priority on the agenda of the CEC, especially considering that it must act as a mechanism to monitor the finances of political parties. We, therefore, consider that delay in the implementation of this module raises concerns about the political will to ensure efficient management and complex control of the financing of political parties and election campaigns;

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[1] Reports on implementation of Strategic Plans of the CEC and CICDE developed by Promo-LEX during 2017 – 2020: for 2016 - https://bit.ly/32n8EjM, for 2017 - https://bit.ly / 2DzTPQE ; for 2018 - https://bit.ly/32bmvKa, for 2019 - https://bit.ly/38TrS1S.
[2] Study: Citizen's perception of information technology tools in terms of the implementation of e-voting - https://bit.ly/2zY7kYE .
[3] Final Report of the Observation Mission for the New Local and General Parliamentary Elections of October 20 (November 3) 2019, pp. 41-42 - https://bit.ly/2zc9IuS.

➢ low accessibility of polling stations. Thus, in the context of the general local elections of October 20, 2019, Promo-LEX noted that 49% of CECE II, 56% of CECE I and 55% of PEBs were not accessible to people with disabilities[4]. In addition, the study "Equal access for all abilities to polling stations", conducted in May 2019, found that out of the total of 612 polling stations assessed, only 6 (1%) are accessible, 174 (28%) – are partially accessible and 432 (71%) – are inaccessible[5];

➢ failure to identify and implement tools to ensure an effective ongoing communication with voters living abroad, as no platform for continuous and mutual communication between the CEC and diaspora has been created;

➢ failure to set up, within the CEC, a new subdivision responsible for supervising and control of the financing of political parties and electoral campaigns. In the opinion of Promo-LEX, nonfulfillment of this action is a significant drawback, which will affect the activity of the CEC since the new subdivision was meant to enhance the management and control of the financing of political parties and election campaigns;

➢ failure to develop practical and methodological guidelines on electoral disputes for the courts.

According to the CICDE Strategic Plan for 2016 - 2019 (CICDE SP), the authority planned to achieve 4 goals, structured into 16 objectives, providing for the fulfillment of 58 activities. ***In the opinion of Promo-LEX, drawn up on the basis of the documents drafted by the CICDE during the reference period, the authority managed to fulfill 42% (24 out of 58) of the total activities planned, another 24% (14 out of 58) being partially fulfilled. 29% (17 out of 58) of the activities remain unfulfilled and 5% (3 out of 58) were ambiguously worded, which made it difficult to come to a decision on the results obtained*** (see Annex no. 2).

Major achievements registered in the implementation of the Strategic Plan are:

➢ analysis and systematic revision of the developed training modules, identifying new target groups that needed training in the electoral field, as well as development and approval of the new training programs for these target groups;

➢ implementation of a comprehensive training program, targeting election officials and other target groups, providing them with training. In this respect, the biggest challenge for CICDE was to ensure the maximum attendance of training seminars by election officials. It should be noted that the most significant consequences of election officials skipping seminars is an increased risk of jeopardizing the proper organization of elections. In this context, Promo-LEX reiterates the recommendation made in previous reports on the need to introduce mandatory certification of election officials;

➢ establishing long-lasting partnerships with national and international institutions. In this context, it should be noted that the CICDE managed to sign eight cooperation agreements with national and international organizations. In the opinion of Promo-LEX, the establishment of collaborative partnerships between the CICDE and other national and international institutions significantly contributes both to increasing the visibility of the institution and to promoting the services provided by it;

➢ carrying out information and educational campaigns for various target groups of voters (young people, women, people with disabilities, minority groups, diaspora). In this respect, the CICDE conducted broad and diverse information campaigns, such as: the "Democracy is learned" campaign, electoral conference "CICDE Open Talks", E-Hub Discussion Platform, "What? Where? When?" intellectual games, voter information hotline, weekend electoral schools, information brochures, promotional buses campaign, etc.

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[4] Final Report of the Observation Mission for the New Local and General Parliamentary Elections of October 20, 2019, p. 24 - https://bit.ly/3ee80bl
[5] The study "Equal access for all abilities to polling stations" - https://bit.ly/2zYWHor

Main shortcomings noted in the implementation of the Strategic Plan are:

➢ no study has been conducted to identify the interests, attitudes, opinions and preferences of different groups of voters regarding their need for training in electoral matters (youth, women, disabled, minority groups, the media, citizens of diaspora). According to Promo-LEX, conducting such a study would allow for the organization and conduct of training seminars on narrow segments;

➢ no new and specific training programs have been developed for trainers, which would include all training courses prepared by the institution, namely, specialized training courses for specific groups and training in parties / campaigns funding;

➢ no effective measures have been taken to create a permanent network of qualified professional trainers, able to provide effective training programs. Thus, we find that despite the systematic recruitment, training and inclusion of new trainers in the database, as well as the increase of trainers' database from 137 in 2016 to 189 in 2019, an insignificant number of trainers (30-38 annually) was involved in the training process;

➢ failure to ensure continuous communication between the CICDE and election officials, local government officials, trainers and partners. This is unfortunate, in particular because the CEC tends to promote its permanent representations in the territory;

➢ failure to conduct a market study, which would enable the CICDE to identify potential international markets for the provision of services and an appropriate training program, as well as to set the price for such services. Thus, we find that although the CICDE has managed to provide training services to various national stakeholders (election officials, political parties, young voters, students, librarians, teachers, etc.), institution's plans to provide services internationally have not been implemented yet;

➢ failure to conduct a study on the participation of people with disabilities in electoral process. However, we appreciate CICDE's effort to increase the inclusion of the disabled by adapting its website to the needs of visually impaired users, as well as developing and publishing electoral materials tailored to the needs of visually impaired voters (e.g. Braille system).

I. STRATEGIC PLAN OF THE CEC FOR 2016 - 2019

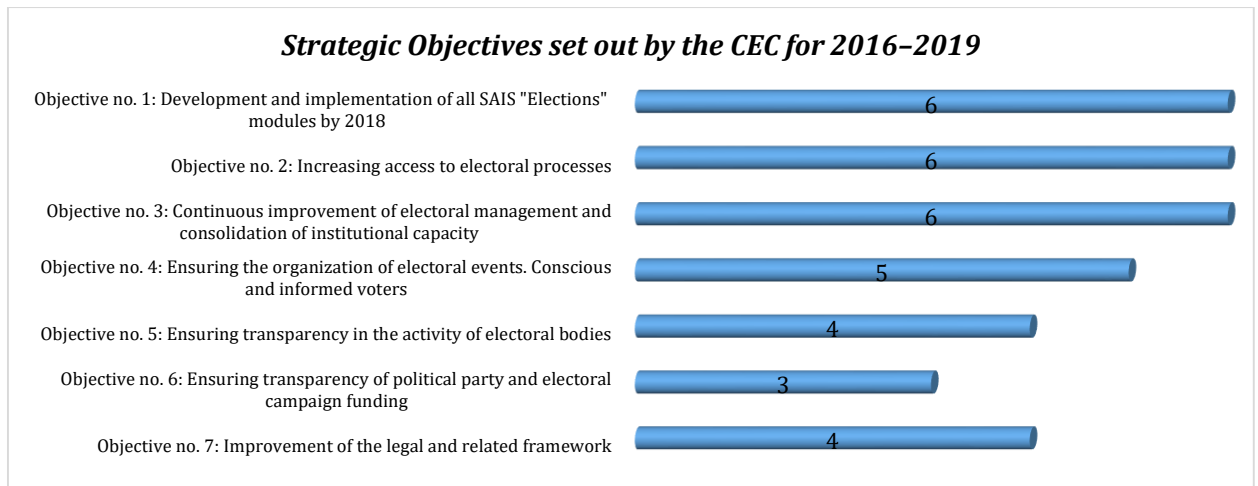## 1.1 Provisions of the CEC Strategic Plan for 2016 - 2019

The CEC Strategic Plan for 2016-2019 was developed by a Working Group, set up in July 2014, made up of 12 people - members of the CEC and officials of the CEC subdivisions. The 2016-2019 Strategic Plan is a continuation of the strategic objectives set up and implemented by the electoral authority under the Strategic Plan implemented in 2012 - 2015.

According to its provisions, for the period of 2016 - 2019, the CEC set up the following strategic development directions to ensure:

a) a modern, efficient and accessible electoral process;
b) credible election results;
c) conscious and informed voters;
d) consolidated institutional capabilities;
e) supervision of political party and electoral campaign funding.

To achieve its vision, the CEC set for the period of 2016-2019 seven objectives (see Chart no. 1) by planning the implementation of 34 of actions. In most cases, no specific deadlines have been set for the fulfillment of the actions, which allowed for their extension for the entire period of implementation of the Strategic Plan (2016 - 2019).

Chart no. 1

Strategic Objectives set out by the CEC for 2016–2019

Objective no. 1: Development and implementation of all SAIS "Elections" modules by 2018	6
Objective no. 2: Increasing access to electoral processes	6
Objective no. 3: Continuous improvement of electoral management and consolidation of institutional capacity	6
Objective no. 4: Ensuring the organization of electoral events. Conscious and informed voters	5
Objective no. 5: Ensuring transparency in the activity of electoral bodies	4
Objective no. 6: Ensuring transparency of political party and electoral campaign funding	3
Objective no. 7: Improvement of the legal and related framework	4

Most actions have been planned based on the first 3 strategic objectives, set out by the authority. Thus, first of all, the CEC sought to enhance the automation of electoral processes through the *development of the SAIS "Elections"* both internally (by developing the modules of the information system) and externally (by ensuring the interconnection with other state registers to automate data processing). The CEC also sought *to increase the accessibility of electoral process* by increasing the inclusion into the electoral process of people with special needs, voters from the diaspora, young voters, as well as by increasing the accessibility of electoral headquarters.

To improve the electoral management and consolidate the institutional capacity of the authority, the CEC aimed at developing human capabilities and ensuring electoral bodies with the necessary logistics and conditions necessary to carry out electoral processes in accordance with the standards of quality and information security.

To ensure *voter information,* the electoral authority planned to conduct information campaigns, trainings and social studies that would contribute to a conscious and informed voting process. At the same time, to ensure the *transparent activity of electoral bodies*, the CEC planned to increase the use

of its website and social networks, to develop collaboration relations both nationally (with public and private institutions, civil society and media outlets) and internationally (with development partners, electoral bodies of other states, international institutions and organizations).

In order to ensure the *transparency of political party and electoral campaign funding*, the CEC has pursued development of training materials for those involved in political party and electoral campaign funding, held seminars and provided appropriate training. The authority also set out to develop mechanisms that would ensure the possibility of public monitoring of political party and election campaign funding.

With reference to the *improvement of the legal and related framework*, the CEC aimed at identifying gaps / deficiencies of electoral legislation, presenting proposals for its improvement.

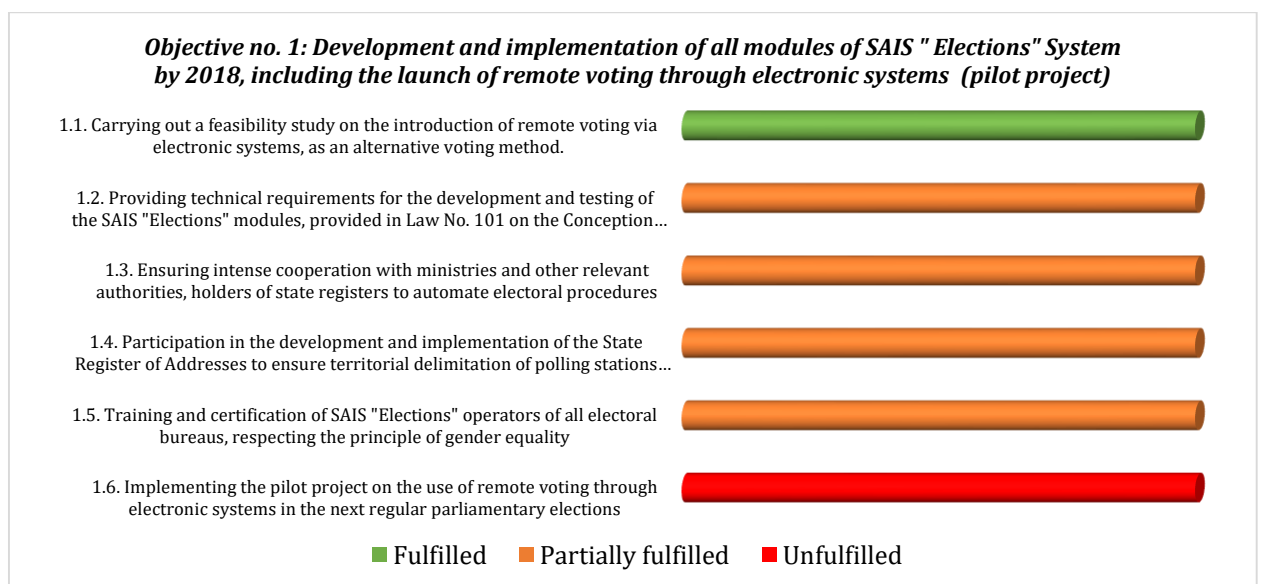## 1.2 Level of implementation of the CEC Strategic Plan for 2016 - 2019

To evaluate the level of implementation of the CEC SP for 2016 - 2019, in addition to the activity reports of the institution and other relevant documents, 3 previous evaluation reports of the CEC's activity[6], developed by Promo-LEX in the period of 2017 – 2020, have been analyzed.

Considering the above, Promo-LEX finds with regard to the implementation of the 7 objectives and, respectively, 34 actions set out in the CEC SP for 2016 - 2019, that the electoral authority registered the following results:

- 13 actions have been fulfilled;
- 19 actions have been partially fulfilled;
- 2 actions have been unfulfilled.

Having analyzed *objective no. 1 - development and implementation of all modules of SAIS " Elections" System by 2018, including the launch of remote voting through electronic systems (pilot project),* we believe that of the six actions planned, the CEC registered the following results: *1 action – fulfilled, 4 actions – partially fulfilled and 1 action - unfulfilled* (see Chart no. 2).

Chart no. 2

Objective no. 1: Development and implementation of all modules of SAIS " Elections" System by 2018, including the launch of remote voting through electronic systems (pilot project)

1.1. Carrying out a feasibility study on the introduction of remote voting via electronic systems, as an alternative voting method.

1.2. Providing technical requirements for the development and testing of the SAIS "Elections" modules, provided in Law No. 101 on the Conception…

1.3. Ensuring intense cooperation with ministries and other relevant authorities, holders of state registers to automate electoral procedures

1.4. Participation in the development and implementation of the State Register of Addresses to ensure territorial delimitation of polling stations…

1.5. Training and certification of SAIS "Elections" operators of all electoral bureaus, respecting the principle of gender equality

1.6. Implementing the pilot project on the use of remote voting through electronic systems in the next regular parliamentary elections

■ Fulfilled ■ Partially fulfilled ■ Unfulfilled

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[6]Report: Implementation of the CEC and CICDE Strategic Plans. 2016 Retrospective - https://bit.ly/3bADYwp
Report: Implementation of the CEC and CICDE Strategic Plans. 2017 Retrospective - https://bit.ly/2Lq20j5
Report: Implementation of the CEC and CICDE Strategic Plans. 2018 Retrospective - https://bit.ly/3fPHW7J

Significant achievements in the implementation of the objective:

➢ a feasibility study on the introduction of remote voting (through electronic systems) as an alternative voting method[7] was carried out in the first semester of 2016. According to it, the current technical conditions favor the introduction of e-voting, requiring essential changes to electoral legal framework. At the same time, other studies[8] conducted in this regard have revealed that voters' lack of trust for both state institutions and information systems can jeopardize the implementation of the project.
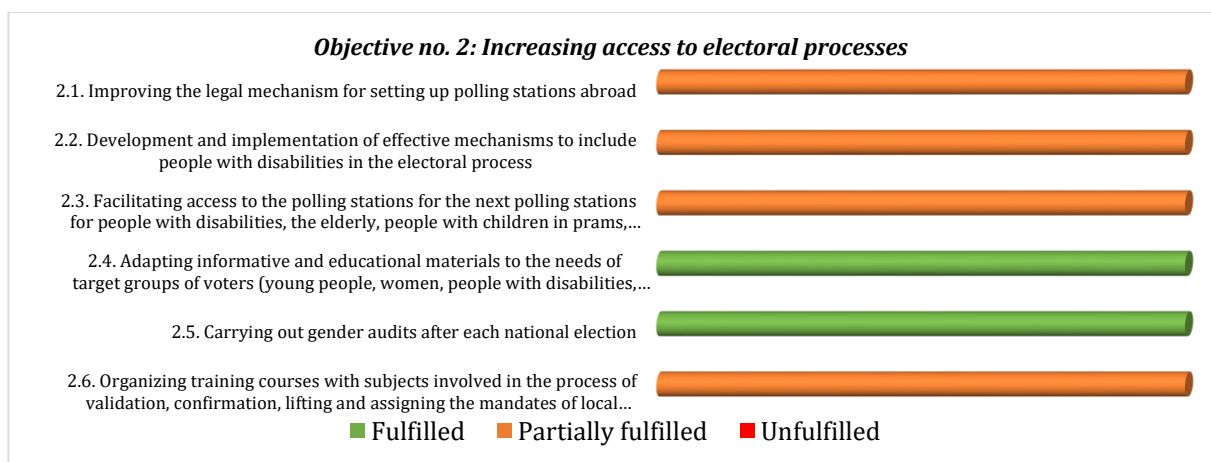
Major arrears in the implementation of the objective:

➢ failure to implement the pilot project on the use of remote voting through electronic systems in the next regular parliamentary elections. The action was taken over in the new Strategic Plan of the authority, its deadline being set for 2022[9]. According to Promo-LEX, the failure to implement this action is a significant arrear, especially considering the current pandemic caused by COVID-19. It should be noted that e-voting would facilitate the voting process for both voting citizens of the diaspora and those residing on the territory of the Republic of Moldova (especially those isolated at home for various reasons);

➢ failure to implement the "Financial Control" module. Thus, although the implementation of this module, which is part of SAIS "Elections", was planned for 2017, it was not implemented in 2019 either. In the opinion of Promo-LEX, given the allocation of state subsidies to political parties, the implementation of "Financial Control" module should have been be a priority on the agenda of the CEC, considering that the authority must have the function of public monitoring of political party finances. Therefore, we consider that delay in the implementation of this module raises concerns about the desire to ensure efficient management and complex control of political party and election campaign funding.

Having analyzed ***objective no. 2 - Increasing the accessibility of electoral processes,*** we believe that of the 6 actions planned, the CEC registered the following results: *2 actions -fulfilled and 4 actions - partially fulfilled* (see Chart no. 3).

Chart no. 3

Objective no. 2: Increasing access to electoral processes

2.1. Improving the legal mechanism for setting up polling stations abroad

2.2. Development and implementation of effective mechanisms to include people with disabilities in the electoral process

2.3. Facilitating access to the polling stations for the next polling stations for people with disabilities, the elderly, people with children in prams,...

2.4. Adapting informative and educational materials to the needs of target groups of voters (young people, women, people with disabilities,...

2.5. Carrying out gender audits after each national election

2.6. Organizing training courses with subjects involved in the process of validation, confirmation, lifting and assigning the mandates of local...

■ Fulfilled ■ Partially fulfilled ■ Unfulfilled

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[7] Feasibility study on e-voting, carried out for the Central Electoral Commission of Moldova - https://bit.ly/3grItgb

[8] Study: Citizen's perception of information technology tools in terms of the implementation of e-voting - https://bit.ly/2zY7kYE.

[9] CEC Strategic Plan for 2020 - 2023 - https://bit.ly/3eaRQze

*Significant achievements in the implementation of the objective*:

➢ adaptation of information and educational materials to the needs of the target groups of voters, including based on the principle of gender equality, by developing various motivational video materials for young voters, the "Voter's Guide", organizing mock electoral processes for young voters, focusing on voting modes etc. In addition, a new version of the authority's webpage has been developed, being adapted for the needs of people with visual impairments;

➢ gender studies have been carried out after each national election, reflecting disaggregated data on gender of electoral officials, electoral competitors and elected officials[10]. Unfortunately, it was found that the respective reports were purely statistical, the electoral authority failing to carry out a detailed analysis of the cases of non-compliance by registered electoral competitors with the mandatory minimum quota of 40% for both genders and the order of placement on lists, especially in local elections (infringements being registered in at least 1392 cases)[11].

Major arrears in the implementation of the objective:

➢ accessibility of polling stations remains low. Thus, in the context of the general local elections of October 20, 2019, Promo-LEX noted that 49% of CECE II, 56% of CECE I and 55% of PEBs were not accessible to people with disabilities[12]. In addition, according to the study "Equal access for all abilities in polling stations", conducted in May 2019, it was found that out of the total of 612 polling stations evaluated, only 6 (1%) are accessible, 174 (28%) are partially accessible and 432 (71%) – are inaccessible[13].

Having analyzed ***objective no. 3 - continuous improvement of electoral management and consolidation of institutional capacity,*** we consider that of the 6 actions planned, the CEC registered the following results: *3 actions - fulfilled and 3 actions – partially fulfilled* (see Chart no. 4).

Chart no. 4

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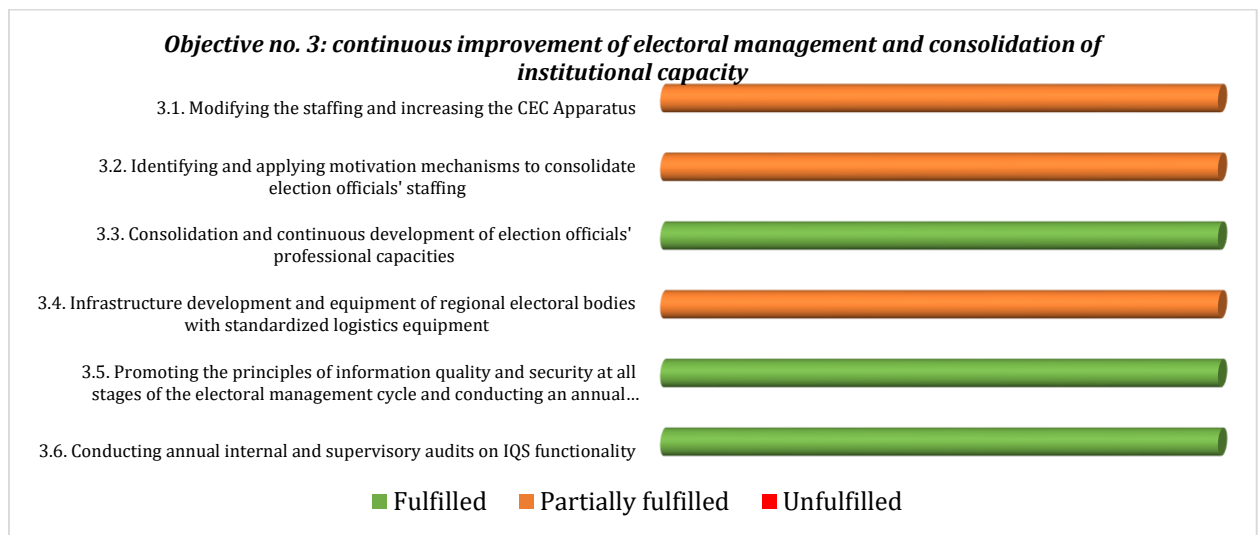
[10] Parliamentary Elections of 2019. Gender Study - https://bit.ly/2WJsGSm .
Local Elections of 2019. Gender Study - https://bit.ly/2TnNpJD/

[11] Final Report of the Observation Mission for the Local General and New Parliamentary Elections of October 20 (November 3) 2019, pp. 41-42 - https://bit.ly/2zc9IuS

[12] Final report of the Observation Mission for the Local Elections and New Parliamentary October 20, 2019, p. 24 - https://bit.ly/3ee80bl

[13] The study "Equal access for all abilities to polling stations" - https://bit.ly/2zYWHor

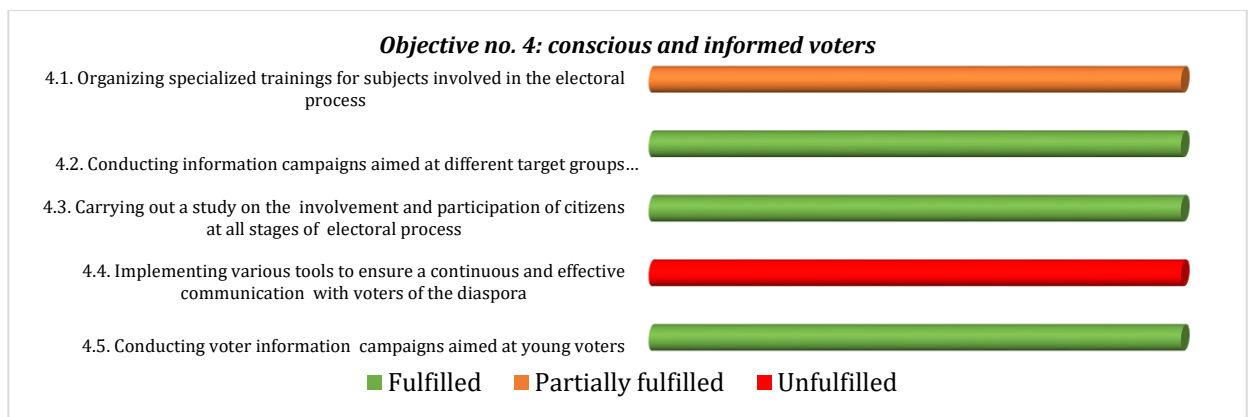*Significant achievements in the implementation of the objective*:

➢ consolidation and continuous development of professional capacities of election officials of the CEC and lower electoral bodies have been ensured (and carried out systematically). However, it should be mentioned that a real challenge in this respect was to ensure the attendance of election officials of the training seminars. Thus, if in the case of the new local elections of 2017 the participation rate of election officials was 69% of the total number of attendees, then in the general local elections of October 20, 2019, the participation rate was of 66% (PEB officials). This tendency represents a threat to the quality of electoral procedures carried out, especially considering the frequent modification of electoral legislation. Therefore, Promo-LEX repeatedly recommends that the CEC, in collaboration with the CICDE, take measures to implement the procedure of mandatory certification of election officials.

Major arrears in the implementation of the objective:

➢ although in 2017, the CEC managed to increase its staffing, in 2019, the electoral authority was not able to establish a new subdivision, responsible for the supervision and control of political party and electoral campaign funding. According to Promo-LEX, this is a significant arrear that will have a major impact on the activity of the CEC, considering that the new subdivision is to ensure the management and control of political party and election campaign funding.

Having analyzed **objective no. 4 - conscious and informed voters,** we found that of the 5 planned actions, the CEC registered the following results: *3 actions - fulfilled, 1 action –partially fulfilled, and respectively, 1 action - unfulfilled* (see Chart no. 5).

Chart no. 5

Objective no. 4: conscious and informed voters

4.1. Organizing specialized trainings for subjects involved in the electoral process

4.2. Conducting information campaigns aimed at different target groups…

4.3. Carrying out a study on the involvement and participation of citizens at all stages of electoral process

4.4. Implementing various tools to ensure a continuous and effective communication with voters of the diaspora

4.5. Conducting voter information campaigns aimed at young voters

■ Fulfilled ■ Partially fulfilled ■ Unfulfilled

Significant achievements in the implementation of the objective:

➢ carrying out information campaigns, aimed at various target groups of voters (women, people with disabilities, citizens residing abroad, etc.). The largest and most extensive information campaigns were conducted in the context of the parliamentary elections of February 24, 2019, which covered the largest groups of voters, compared to other previously held information campaigns. This situation is explained by the fact that first of all, the parliamentary elections represented a national ballot and, secondly, the mixed electoral system was used in it, which was a new phenomenon for the voters.
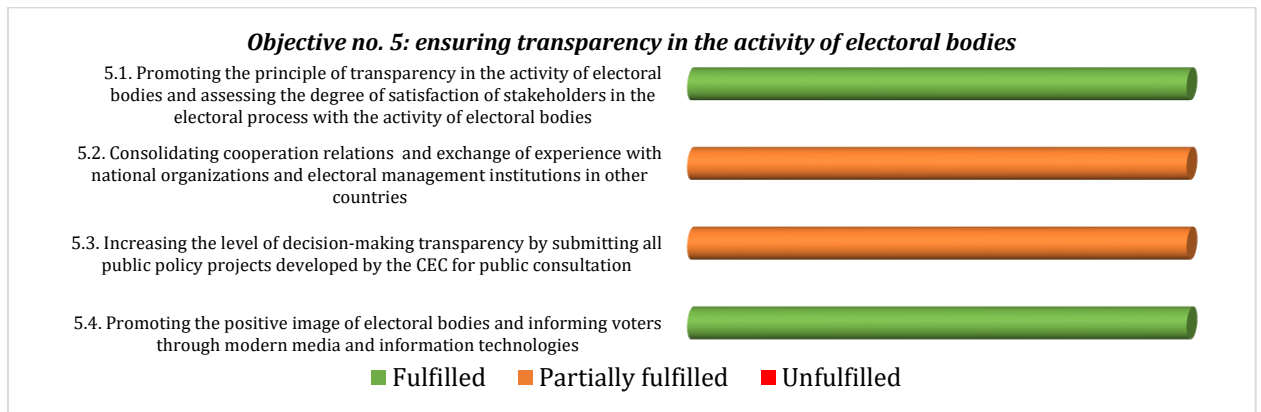
Major arrears in the implementation of the objective:

➢ failure to identify and implement tools to ensure a continuous and efficient communication with voters of diaspora. Thus, the CEC failed to develop and implement effective channels for mutual communication with voters residing abroad. However, it should be noted that during the monitoring

period, the CEC cooperated with Diaspora Relations Office and the Ministry of Foreign Affairs and European Integration to ensure an efficient organization and conduct of elections for citizens residing abroad.

Having analyzed *objective no. 5 - ensuring transparency in the activity of electoral bodies*, we believe that of the 4 actions planned, the CEC registered the following results: *2 actions - fulfilled, and 2 actions - partially fulfilled* (see Chart no. 6).

Chart no. 6

Objective no. 5: ensuring transparency in the activity of electoral bodies

5.1. Promoting the principle of transparency in the activity of electoral bodies and assessing the degree of satisfaction of stakeholders in the electoral process with the activity of electoral bodies

5.2. Consolidating cooperation relations and exchange of experience with national organizations and electoral management institutions in other countries

5.3. Increasing the level of decision-making transparency by submitting all public policy projects developed by the CEC for public consultation

5.4. Promoting the positive image of electoral bodies and informing voters through modern media and information technologies

■ Fulfilled ■ Partially fulfilled ■ Unfulfilled

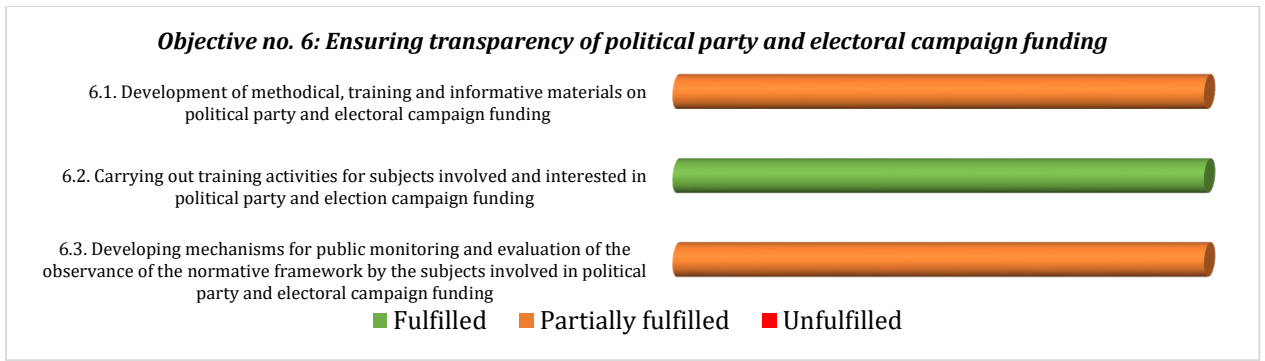*Significant achievements in the implementation of the objective*:

➢ promoting the principle of transparency of electoral administration and assessing the degree of satisfaction of stakeholders in the electoral process with the activity of election bodies. In this context, the CEC developed surveys to assess the level of stakeholders' confidence in electoral bodies, promoted the use of electoral authorities' websites, including those of the lower electoral bodies, etc.

Major arrears in the implementation of the objective:

➢ low decisional transparency with regard to draft public policies developed by the CEC and proposed for public consultation to citizens and stakeholders of the electoral process. Thus, although Promo-LEX has noticed in its monitoring activity the general tendency of the CEC to take into account the provisions of the legislation on transparency of the decision-making process, nevertheless, a nuanced analysis reveals that the situation is rather ambiguous. We remind the reader of the amendments to *the CEC Regulation on the status of observers and their accreditation procedure* dated 2018, when the decision-making transparency was only imitated, as the draft submitted for public consultation had nothing in common with the draft subject to the approval of the CEC. Also, note should be made of the fact that the CEC did not publish the summary of recommendations received (results of public consultations) despite the fact that according to Law no. 239 of 13 November 2008, the authority must publish the summary of the recommendations received prior to the adoption of the publicly consulted document.

Having analyzed *objective no. 6 - ensuring transparency of political party and electoral campaign funding,* we found that of the 3 actions planned, the CEC registered the following results: *1 action - fulfilled and 2 actions - partially fulfilled* (see Chart no. 7).

Chart no. 7

Objective no. 6: Ensuring transparency of political party and electoral campaign funding

6.1. Development of methodical, training and informative materials on political party and electoral campaign funding

6.2. Carrying out training activities for subjects involved and interested in political party and election campaign funding

6.3. Developing mechanisms for public monitoring and evaluation of the observance of the normative framework by the subjects involved in political party and electoral campaign funding

■ Fulfilled   ■ Partially fulfilled   ■ Unfulfilled

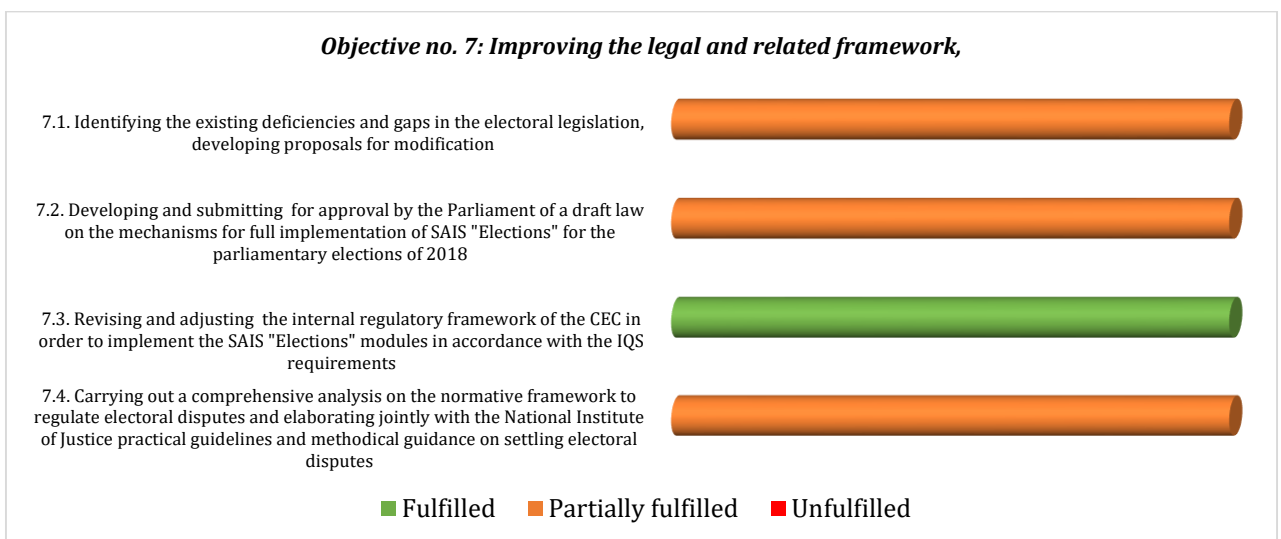*Significant achievements in the implementation of the objective*:

➢ carrying out training activities for the subjects involved and interested in the process of political party and electoral campaign funding. The measures taken by the CEC in this regard have mostly involved systematic training for representatives of political parties (several times per year), targeting financial reporting both during elections and inter-electoral periods (drafting quarterly, semi-annual and annual reports). Independent candidates and representatives of initiative groups received similar training. However, in the opinion of Promo-LEX, such seminars are to be extended to other subjects involved / interested in the monitoring of political party funding (media, civil society, courts, National Anticorruption Center, Court of Accounts, etc.).

Major arrears in the implementation of the objective:

➢ developing mechanisms for public monitoring and the observance of the normative framework by the subjects involved in the financing of political parties and electoral campaigns. It should be noted that CEC announced[14] that public monitoring mechanisms would be provided by the " Financial Control" module, but it had not been implemented in the period of 2016 - 2019 (its partial use starts in 2020).

Having analyzed ***objective no. 7 - improving the legal and related framework,*** we found that of the 4 planned actions, the CEC registered the following results: *1 action - fulfilled, and 3 actions - partially fulfilled* (see Chart no. 8).

Chart no. 8

Objective no. 7: Improving the legal and related framework,

7.1. Identifying the existing deficiencies and gaps in the electoral legislation, developing proposals for modification

7.2. Developing and submitting for approval by the Parliament of a draft law on the mechanisms for full implementation of SAIS "Elections" for the parliamentary elections of 2018

7.3. Revising and adjusting the internal regulatory framework of the CEC in order to implement the SAIS "Elections" modules in accordance with the IQS requirements

7.4. Carrying out a comprehensive analysis on the normative framework to regulate electoral disputes and elaborating jointly with the National Institute of Justice practical guidelines and methodical guidance on settling electoral disputes

■ Fulfilled   ■ Partially fulfilled   ■ Unfulfilled

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[14] Annual activity reports of the CEC developed for the period of 2016 - 2019 - https://bit.ly/3k3iTAm

Significant achievements in the implementation of the objective:

➢ revising and adjusting internal regulatory framework to implement the SAIS "Elections" modules in compliance with the requirements of ISO 27001: 2013 Standards on the Information Security Management System. To ensure it, the electoral authority provided for the adaptation/ development of about 40 internal documents for four consecutive years.

Major arrears in the implementation of the objective:

➢ elaborating jointly with the National Institute of Justice practical guidelines and methodological guidance on settling electoral disputes in courts. In the reference period, the efforts of the CEC limited to the analysis carried out by Promo-LEX[15], as well as to a decision adopted by the SCJ following a roundtable with the participation of CEC representatives, which included recommendations for the examination of electoral cases[16].

1.3 Conclusions

In light of the above, we consider that in the period of 2016 - 2 019, the CEC obtained relatively good results in the implementation of the objectives set out in its Strategic Plan. Thus, we find the following summary results (see Chart no. 9 and Annex. 1):

- 38% of the planned actions have been fulfilled (13 actions);
- 56% of the planned actions have been partially fulfilled (19 actions);
- 6% of the planned actions have been unfulfilled (2 actions).

Chart no. 9

Fulfillment of the actions provided in the CEC Strategic Plan for 2016–2019

■ Fulfilled actions
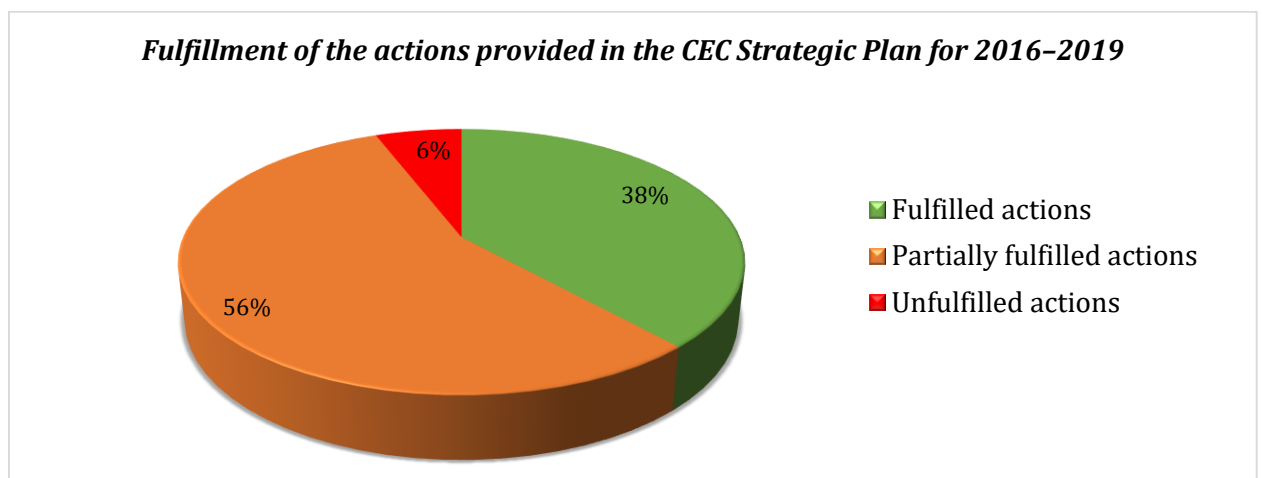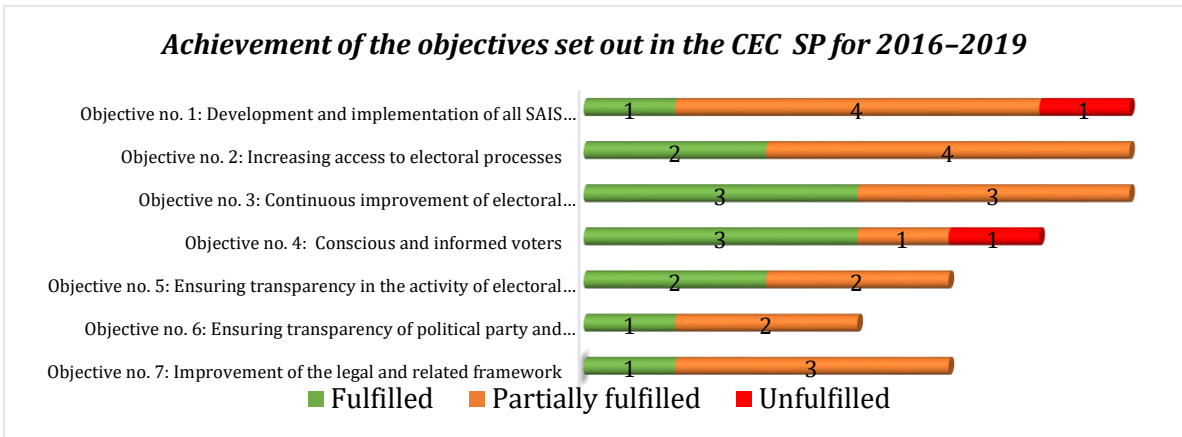■ Partially fulfilled actions
■ Unfulfilled actions

Chart no. 10 reflects the data on the implementation of actions under each objective. Thus, we find that the highest degree of achievement is registered in the case of objective no. 4 - conscious and informed voters, and the lowest – in the case of objective no. 1 - development of SAIS "Elections" modules.

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[15] In 2016, Promo-LEX, with the informational / documentary support provided by the CEC, conducted the study "The practice of electoral litigation in the Republic of Moldova. Parliamentary Elections of November 30, 2014 and General Local Elections of June 14/28, 2015" - https://bit.ly/2C1meik
[16] http://jurisprudenta.csj.md/search_hot_expl.php?id=210

Achievement of the objectives set out in the CEC SP for 2016–2019

Objective no. 1: Development and implementation of all SAIS...: Fulfilled 1, Partially fulfilled 4, Unfulfilled 1

Objective no. 2: Increasing access to electoral processes: Fulfilled 2, Partially fulfilled 4

Objective no. 3: Continuous improvement of electoral...: Fulfilled 3, Partially fulfilled 3

Objective no. 4: Conscious and informed voters: Fulfilled 3, Partially fulfilled 1, Unfulfilled 1

Objective no. 5: Ensuring transparency in the activity of electoral...: Fulfilled 2, Partially fulfilled 2

Objective no. 6: Ensuring transparency of political party and...: Fulfilled 1, Partially fulfilled 2

Objective no. 7: Improvement of the legal and related framework: Fulfilled 1, Partially fulfilled 3

■ Fulfilled   ■ Partially fulfilled   ■ Unfulfilled

II. 2016- 2019 STRATEGIC PLAN OF THE CICDE

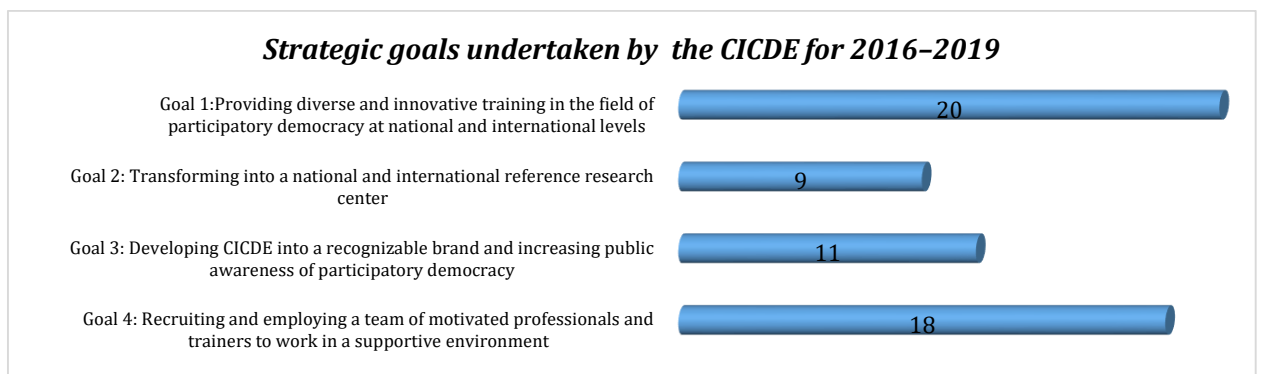## 2.1. Provisions of the 2016-2019 Strategic Plan of the CICDE

2016-2019 SP of the CICDE was the first mid-term strategic planning document of the institution. It was developed with the methodological and consultative support of UNDP Moldova, being based on the following benchmark aspects: priorities of the institutional activity identified and formulated in the period of 2013 - 2015; training needs identified in the reference period; recommendations / requests of the stakeholders identified following a series of interviews; electoral internal and external evaluation reports, etc.

2016-2019 SP of the CICDE was approved by the CEC Decision no. 4497 of 09.02.2016, in the absence of any public consultations. The document focuses on four strategic directions:

   a) improvement, diversification and innovation of training services;
   b) development of research and consulting services;
   c) communication, raising citizen's awareness and promoting the role of the CICDE;
   d) institutional development.

To ensure CICDE's development in the above-mentioned directions, four strategic goals have been approved for the period of 2016-2019 (see Chart no. 11), planning the fulfillment of 58 activities, grouped into 18 objectives

Chart no. 11

Strategic goals undertaken by the CICDE for 2016–2019

Goal 1:Providing diverse and innovative training in the field of participatory democracy at national and international levels	20
Goal 2: Transforming into a national and international reference research center	9
Goal 3: Developing CICDE into a recognizable brand and increasing public awareness of participatory democracy	11
Goal 4: Recruiting and employing a team of motivated professionals and trainers to work in a supportive environment	18

Most activities were planned for *the provision of training in electoral matters* (analyses of the training programs, development of training modules for various target groups and providing appropriate seminars, including alternative training through e-learning platforms both nationally and internationally), as well as for *recruiting and forming of a qualified team of CICDE experts* (restructuring of the institution, formation of a qualified team of professional trainers, ensuring institutional self-financing, in addition to receiving funding from the state budget and from development partners).

To *transform the CICDE into a national and international research center*, the institution planned the development of an electoral research base, development and approval of policies in this regard, creation of institutional library and ensuing it with electoral research materials, as well as development of national and international partnerships.

To *develop the CICDE into a recognizable brand and to increase public awareness of participatory democracy*, the institution planned activities aimed at developing and maintaining collaborative relationships with the media, election officials, representatives and local authorities and development partners, organization and conducting information campaigns for voters and other

subjects involved in electoral process, as well as conducting surveys to identify training needs in electoral field.

2.2 Level of implementation of the CICDE Strategic Plan for 2016 – 2019

In order to evaluate the general level of implementation of the CICDE SP for 2016 - 2019, in addition to the activity reports of the institution and other relevant documents, 3 previous reports developed by Promo-LEX to evaluate the activity of the CICDE[17], have been analyzed. Thus, on the basis of the four goals set forth by the CICDE for 2016 – 2019 that have been structured into 18 objectives and respectively, 58 activities, the institution obtained the following results:

- 24 of the planned activities have been carried out;
- 14 planned activities have been partially carried out;
- 17 planned activities have not been carried out;
- 3 activities have been worded ambiguously, which hindered clear understanding of the objective.

Having analyzed *goal no. 1 - providing diverse and innovative training in the field of participatory democracy at national and international levels*, under which seven objectives and 20 activities have been planned, we find that *12 activities have been fulfilled, 4 activities have been partially fulfilled and another 4 remained unfulfilled* (see Chart no. 12).

Chart no. 12
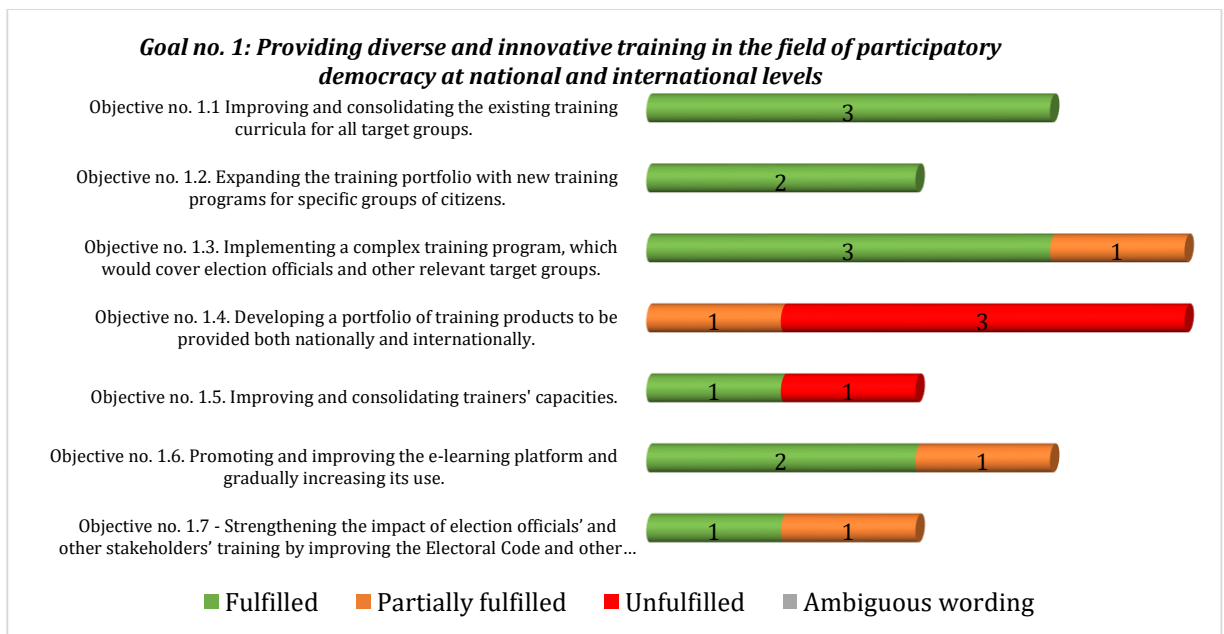
Significant achievements in the implementation of the goal:

➢ improving and consolidating the existing training curricula for all target groups and expanding the training portfolio with new programs. To this end, the institution carried out an analysis and a systematic review of the existing training modules. At the same time, due to the conducted analysis and the feedback received, the institution was able to identify new target groups, requiring training in electoral field, developing and approving new training programs for these target groups;

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[17]Report: Implementation of the CEC and CICDE Strategic Plans. 2016 Retrospective - https://bit.ly/3bADYwp
Report: Implementation of the CEC and CICDE Strategic Plans. 2017 Retrospective - https://bit.ly/2Lq20j5
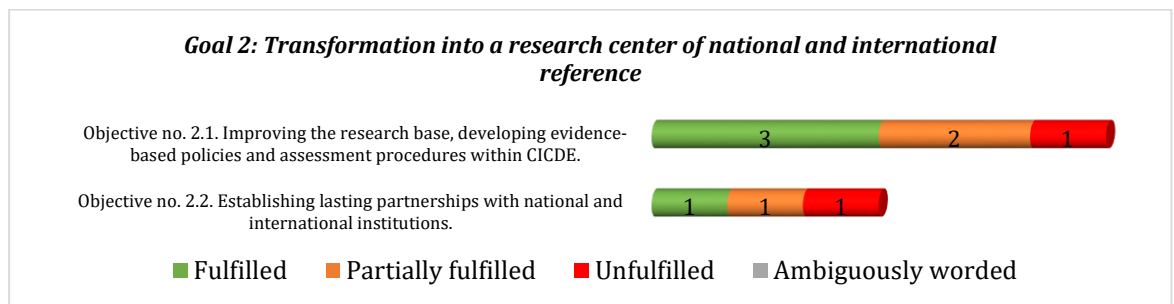Report: Implementation of the CEC and CICDE Strategic Plans. 2018 Retrospective - https://bit.ly/3fPHW7J

➢ implementation of a complex training program, targeting election officials and other groups. It should be noted that the CICDE made significant efforts to train election officials involved in the organization of elections. However, we find that it was a real challenge for the institution to ensure the maximum attendance of these seminars by members of electoral bodies. Mention should be made that low attendance of training seminars by election officials represents an increased risk of jeopardizing the proper organization of elections, and involves financial expenses for a much larger number of election officials than de facto trained that are not recovered. In this context, Promo-LEX reiterates the recommendation made in the previous reports on the need to introduce mandatory certification of election officials.

Major arrears in the implementation of the goal:

➢ failure to develop new and specific training programs for trainers that would include all training courses prepared by the institution, namely, specialized training courses for specific groups and trainings for party/ election campaign funding;
➢ failure to develop a market study to identify potential international markets, as well as an appropriate training program, which would allow CICDE to set its own costs for the provision of services, including internationally. Thus, we find that, although CICDE managed to provide training services to various stakeholders at the national level (election officials, political parties, young voters, students, librarians, teachers, etc.), the institution's plans to provide services internationally have not yet been successfully implemented.

Having analyzed *goal no. 2 - transformation into a research center of national and international relevance,* we found that 2 objectives and 9 activities have been planned, of which *4 activities* have been fulfilled, *3 activities have been partially fulfilled, and 2 remained unfulfilled* (see Chart no. 13).

Chart no. 13

Goal 2: Transformation into a research center of national and international reference

Objective no. 2.1. Improving the research base, developing evidence-based policies and assessment procedures within CICDE. — 3 | 2 | 1

Objective no. 2.2. Establishing lasting partnerships with national and international institutions. — 1 | 1 | 1

■ Fulfilled ■ Partially fulfilled ■ Unfulfilled ■ Ambiguously worded

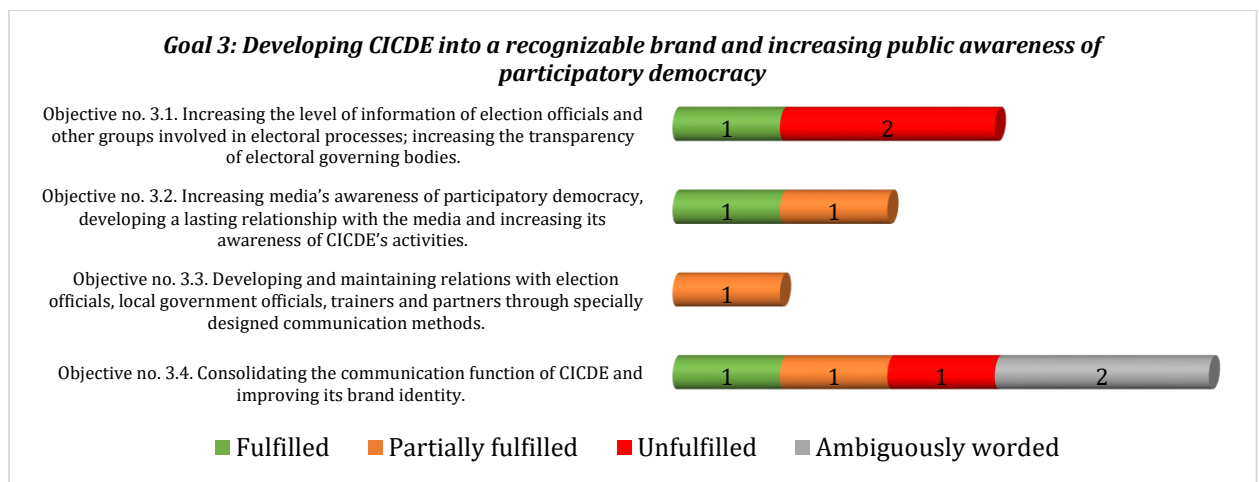*Significant achievements in the implementation of the goal:*

➢ establishing lasting partnerships with national and international institutions. Thus, in the period of 2016-2019, the CICDE managed to conclude eight cooperation agreements with national and international institutions. In addition, along with Romania, Georgia and Lithuania that adhered to the International Association of Women in Electoral Management (WEM-International), the CICDE signed along with them, the founding charter of the organization. In the opinion of Promo-LEX, establishing collaborative partnerships between the CICDE and other national and international institutions contributes significantly to both increasing the visibility of the institution and promoting the services provided by it;
➢ developing the CICDE's library and resources database, including by publishing national and international research reports in electoral field on the institutional website. At the same time, we appreciate the efforts made by the CICDE to increase the youth's interest in electoral matters by implementing various projects aimed at motivating them to get involved into elections. An example is this regard is those five scholarships offered by the institution in 2019 for five young people who made and published research on the importance of participation in elections.

Major arrears in the implementation of the goal:

➢   no   research on   the participation   of   the   disabled in the   electoral   process   has   been   made. However,   we   appreciate   the   effort   CICDE   made   to   increase   the   inclusion   of   people   with disabilities by adapting the website to the needs of visually impaired users, as well as developing and publishing electoral materials tailored to the needs of voters with special needs (for example, in Braille system).

Having   analyzed   **goal no. 3** - **developing   the   CICDE   into   a   recognizable   brand   and   increasing** **public awareness of participatory democracy,** we found that 4 objectives and 11 activities had been planned,   of   which   *3 activities* were   fulfilled*,   3 activities - partially fulfilled, another 3 remained unfulfilled, and 2 activities had been ambiguously worded*,   and   it   was   not   possible   to   evaluate them (see Chart 14).

Chart no. 14

Goal 3: Developing CICDE into a recognizable brand and increasing public awareness of participatory democracy

Significant achievements in the implementation of the goal:

➢   carrying   out   information   and   educational   campaigns   for   various   groups   of   voters   (young people, women, people with disabilities, minority groups, diaspora citizens) in the period of 2016-2019. Thus, the institution displayed involvement and creativity, carrying out a variety of extensive information campaigns, such as: the " Democracy is Learned" campaign, "CICDE Open Talks" electoral conferences, E-Hub discussion platforms, intellectual games "What? Where? When?", voter information   hot-line,   weekend   electoral   schools,   information   brochures,   promotional   buses campaign, etc.;

➢   identifying and developing brand identity products in order to increase the visibility of the institution. Thus, we believe that the development of graphic and material symbol of the CICDE- Archi the   Hedgehog   helps   enhance   brand   identity.   At   the   same   time,   publishing   and   distributing comics "Archi at the polling station" is an attractive way of informing voters about the rules in the polling station.
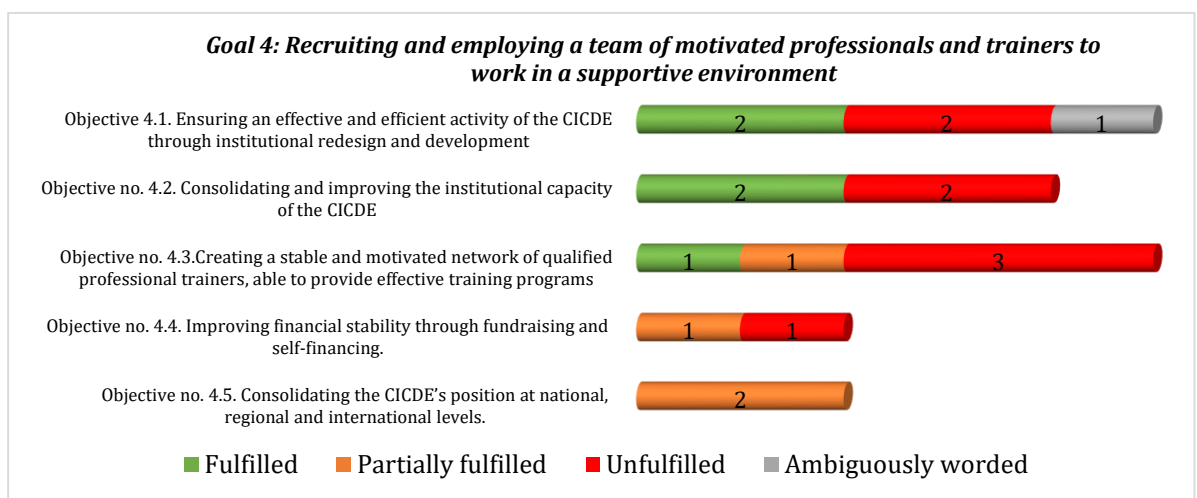
Major arrears in the implementation of the goal:

➢   failure   to   ensure   a   continuous   communication   with   election   and   local   government   officials, trainers and partners. Thus, we find that the communication between the CICDE, on the one hand, and election officials and local administrations, on the other, was largely limited to electoral periods, being neglected in non-electoral periods. Communication Plan of the institution does not contain specific activities in this regard either. The situation is regrettable, in particular considering that the CEC tends to promote its permanent representations in the territory;

➢ failure to carry out a study to identify the training needs, interests, attitudes, opinions and preferences of different groups of voters in the electoral field (youth, women, disabled, minority groups, the media, citizens of diaspora). In the opinion of Promo-LEX, conducting such a study would allow the organization to conduct training seminars on narrow segments. In addition, we believe that there are some target groups, such as diaspora citizens or people with disabilities, whose preferences can be identified only by conducting such a study.

Having analyzed *goal no. 4 - recruiting and employing a team of motivated professionals and trainers to work in a supportive environment,* we found that 5 objectives and 18 activities had been planned, of which *5 activities* were fulfilled, *4 activities – partially fulfilled, 8 activities remained unfulfilled and 1 activity was ambiguously worded* (see Chart no. 15). Therefore, we consider that the objectives set by the CICDE based on the goal no. 4 are characterized by the least degree of achievement.

Chart no. 15

Significant achievements in the implementation of the goal:

➢ approval and implementation of the Staff Capacity Development Plan. Thus, in the period of 2016 - 2019, the representatives of the institution benefited from trainings in various fields, including the profile one. In the opinion of Promo-LEX, systematic training of the staff guarantees the quality of the services provided, it also increases the awareness of the activities carried out by the employees;

➢ development of a *Guide for the newly employed staff*, which offers a detailed introduction of the institution and its activity directions, as well as development of the methodology to assess employees' performances;

➢ increasing the visibility of the CICDE at national, regional and international levels by organizing and participating in numerous national and international events, in which the services provided by the CICDE were promoted.

Major arrears in the implementation of the goal:

➢ failure to undertake measures to recruit staff, as the institution did not provide justifications for the need to employ new staffs, the staff status was not improved to provide for stability. Thus, staffing of the institution remained unchanged;

➢ failure to redesign the CICDE by developing a new organizational structure, with the approval of activity regulations and new job descriptions;

➢ failure to create a stable network of qualified professional trainers able to provide effective training programs. Thus, we find that despite systematic recruiting of trainers, teaching them and

including them in the database of trainers, a small number of trainers (30-38 of trainers annually) is involved in the actual trainings, even if the database of trainers increased from 137 in 2016 to 189 in 2019;

➢ failure to implement an effective procedure for the accreditation of trainers, given that the development plans were not approved, and the implementation of incentive programs to attract professional trainers was not implemented. For the most part, these activities were included in the new Strategic Plan of the Institution for the period of 2020 - 2023.

2.3 Conclusions

In light of the above, we consider that in the period of 2016 - 2 019, the CICDE obtained the following results in the implementation of the activities set out in the Strategic Plan (see Chart no. 16 and Annex no. 2):

- 42% of the planned activities have been entirely fulfilled (24 activities);
- 24% of the planned activities have been partially fulfilled (14 activities);
- 29% of the planned activities have been unfulfilled (17 activities);
- 5% of the activities have been ambiguously worded, which made the objectives unclear (3 activities).

Chart no. 1 6

Fulfillment of the activities provided by the CICDE in its Strategic Plan for 2016–2019

■ Fulfilled activities
■ Partially fulfilled activities
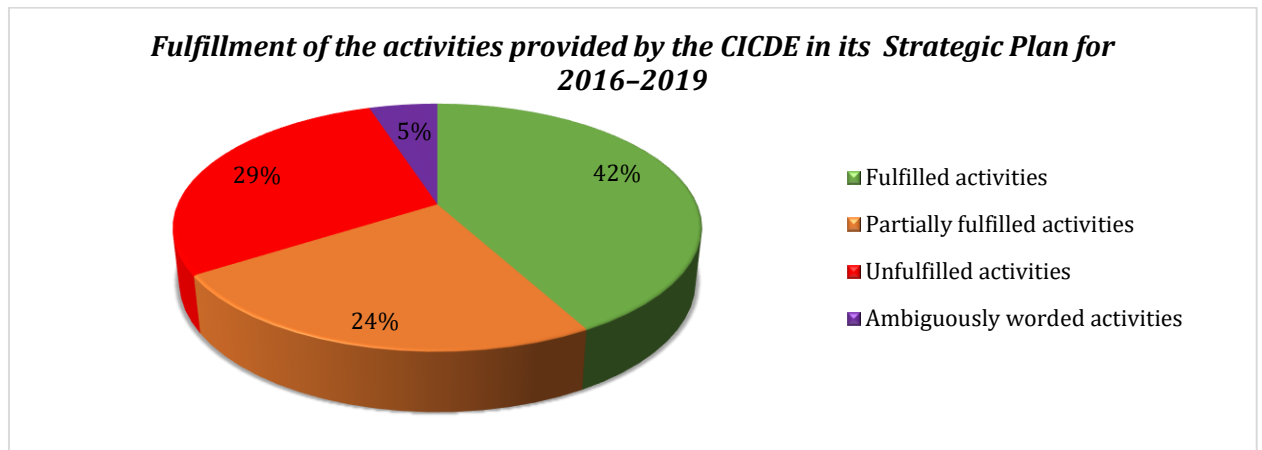■ Unfulfilled activities
■ Ambiguously worded activities

Chart no. 17 presents the data on the accomplishment of activities set for each goal. Thus, we find that goal no. 1 providing for the provision of training services is characterized by the highest level of implementation and goal no. 4 – Consolidating the team of CICDE's professional trainers – by the lowest.

Chart no. 17

Achievement of the activities listed under the goals set out in the CICDE Strategic Plan for 2016–2019

Goal 1:Providing diverse and innovative training in the field of participatory democracy at national and international levels: 12 4 4

Goal 2: Transforming into a national and international reference research center: 4 3 2

Goal 3: Developing the CICDE into a recognizable brand and increasing public awareness of participatory democracy: 3 3 3 2

Goal 4: Recruiting and employing a team of motivated professionals and trainers to work in a supportive environment: 5 4 8 1

■ Fulfilled ■ Partially fulfilled ■ Unfulfilled ■ Ambiguously worded

RECOMMENDATIONS

To the Central Electoral Commission

1. Extending electoral educational and motivational campaigns (voting rules, awareness of participation, conditions and rules of involvement in the electoral process, etc.) for various target groups, including during inter - electoral periods.

2. Expanding the category of subjects trained in political party funding by including representatives of the media, civil society, authorities involved in monitoring the financing of political parties etc.

3. Intensifying efforts to promote the pre-registration procedure. Thus, before electoral period, the promotion is to be carried out at least on a monthly basis, and during the electoral period - on a weekly basis.

4. While developing gender audits, detailed analyses are to be carried out, including of the violations admitted in the registration of electoral competitors by non-compliance with gender quota when nominating candidates and the order of candidates' placement on the lists. Sanctioning lower electoral bodies for non-compliant cases and counteracting their subsequent repetition.

5. Implementing tools to increase the inclusion of people with disabilities (in addition to template envelopes), national minorities and speakers of other languages (other than Romanian).

6. Carrying out detailed analyses of the level of inclusion of disabled people in each election: focusing on voters, election officials, electoral competitors, observers, representatives of electoral competitors, etc.

7. Delegating to the CICDE activities aimed at training election officials and other target groups (except for - CEC officials) and excluding them from the annual activity plans of the institution.

8. Identifying and implementing tools aimed at ensuring communication, information and collaboration with diaspora voters both during elections and during inter-election periods.

9. Reviewing the human resources policy in order to identify the instruments to keep and motivate the institution's employees.

10. Using, among other resources, the monitoring reports, drafted by civil society and journalistic investigations to verify and supervise political party funding.

11. Implementing the procedure to certify SAIS " Elections" operators.

12. Implementing and regulating the mandatory certification of election officials, for example, according to the provisions of Electoral Code of 2011–2014.

To the Center for Continuous Electoral Training

1. Identifying and implementing alternative distance learning mechanisms, with their active promotion.

2. Analyzing the opportunity to organize other types of seminars (in addition to the traditional 2-3-day trainings, with the physical presence of participants) for the media (e.g. webinars) on narrower topics in diverse electoral segments (e.g. party funding before the submission of financial reports, voter lists before updating the data of the SRV, pre-registration before launching campaigns, etc.), which would not require trainees' physical attendance for 2-3 days.

3. Identifying and implementing tools allowing for permanent collaboration with election officials and public administrations across the country.

4. Analyzing the risks and opportunities related to e-learning platform in order to adopt a decision on its subsequent use.
5. Identifying and implementing, in collaboration with the CEC, mechanisms to motivate and retain trainers.
6. Regulating, in collaboration with the CEC, the process of compulsory certification of election officials.

LIST OF ABBREVIATIONS

CEC SP - Strategic Plan of the CEC for 2016 - 2019

CEC - Central Electoral Commission

CICDE - Center for Continuous Electoral Training under the Central Electoral Commission

CICDE SP - Strategic Plan of the CICDE for 2016–2019

SAIS "Elections"- State Automated Information System "Elections"

SRV – State Register of Voters

USAID - United States Agency for International Development

ANNEXES

Annex no. 1 – *Assessment of the objectives set out in the Strategic Plan of the CEC for 2016 - 2019*

Objective set	Action planned	Time frame	Performance status	No.
Objective 1. Development and implementation of all SAIS "Elections" modules by 2018, including the launch of the remote voting pilot project via electronic systems	1.1. Carrying out a feasibility study on the introduction of remote voting via electronic systems, as an alternative voting method	2016-2017	Fulfilled	1
	1.2. Development of technical requirements for the development and testing of the SAIS "Elections" modules, provided in Law no. 101 on the Concept of the State Automated Information System "Elections"	2016-2019	Partially fulfilled	2
	1.3. Intense cooperation with ministries and other relevant authorities, holders of state registers, in order to automate electoral procedures	2016-2019	Partially fulfilled	3
	1.4. Participation in the creation and implementation of the State Register of Addresses to provide for territorial delimitation of polling stations and assignment of voters	2016-2019	Partially executed	4
	1.5. Training and certification of SAIS "Elections" operators from all polling stations, respecting the principle of gender equality	2016-2019	Partially executed	5
	1.6. Conduct of the pilot project on the use of remote voting by electronic means in the next ordinary parliamentary elections	2018	Unfulfilled	6
Objective 2. Increasing the Accessibility of the Electoral Process	2.1. Improvement of the legal mechanism for setting up polling stations abroad	2016-2019	Partially fulfilled	7
	2.2. Development and implementation of effective mechanisms for the inclusion of persons with disabilities in the electoral process, respecting the principle of gender equality	2016-2019	Partially fulfilled	8
	2.3. Facilitating access to polling stations for people with disabilities, the elderly, people with children in prams, for the next parliamentary elections.	2016-2018	Partially fulfilled	9
	2.4. Adaptation of informative and educational materials to the needs of target groups of voters, respecting the principle of gender equality (young people, women, people with disabilities, first-time voters, etc.)	2016-2019	Fulfilled	10
	2.5. Carrying out gender audits after each national election	2018-2019	Fulfilled	11
	2.6. Organization and continuous development of training seminars with subjects involved in the process of validation, confirmation, lifting and assignment of the mandates of local elected officials (courts, secretaries of local councils, State Chancellery, etc.).	2016-2019	Partially fulfilled	12
Objective 3. Continuous Improvement of Electoral Management and Consolidation of Institutional Capacities	3.1. Modification of staffing and increase of the CEC Apparatus	2017-2019	Partially fulfilled	13
	3.2. Identifying and applying motivation mechanisms to consolidate the staffing of electoral officials acting as members of electoral bodies by reducing restrictions on incompatibilities and respecting the principle of gender equality. Establishment of permanent representatives of the CEC in the territory	2016-2017	Partially fulfilled	14
	3.3. Continuous capacity building and capacity development of election officials in terms of gender equality.	2016-2019	Fulfilled	15

	3.4. Development of infrastructure and endowment of regional electoral bodies with standardized logistics equipment	2016-2018	Partially fulfilled	16
	3.5. Promoting the principles of information quality and security at all stages of the electoral management cycle and conducting an annual analysis of the effectiveness and functionality of IQS within the CEC	2016-2019	Fulfilled	17
	3.6. Carrying out annual internal and supervisory audits on the functionality of the Integrated Information Quality and Security Management System (IIQSMS) within the CEC to adapt and obtain international recertification for ISO 27001 and ISO 9001 reference standards	2016-2019	Fulfilled	18
Objective 4. Conscious and informed voters	4.1. Organizing specialized trainings for subjects involved in the electoral process (media, non-governmental organizations, political parties, observers, etc.)	2016-2019	Partially fulfilled	19
	4.2. Conducting information campaigns aimed at different target groups of voters (women, people with disabilities, citizens abroad, etc.)	2016-2019	Fulfilled	20
	4.3. Carrying out a study on the level of involvement and participation of citizens in all stages of the electoral process	2016	Fulfilled	21
	4.4. Implementing various tools to ensure a continuous and effective communication with voters of the diaspora.	2016-2018	Unfulfilled	22
	4.5. Conducting information and voter education campaigns for young voters in all districts (seminars, workshops, round tables, Radio / TV shows, summer schools, etc.)	2016-2018	Fulfilled	2. 3
Objective 5. Ensuring Transparency in the Activity of Electoral Bodies	5.1. Promoting the principle of transparency in the activity of electoral bodies and assessing the degree of satisfaction of stakeholders in the electoral process with the activity of electoral bodies.	2016-2019	Fulfilled	24
	5.2. Consolidating cooperation relations and exchange of experience with national organizations, specializing in human rights and electoral management institutions in other countries to promote the performance of the CEC and take over best practices	2016-2019	Partially fulfilled	25
	5.3. Increasing the level of decision-making transparency by submitting all public policy projects developed by the CEC for public consultation	2016-2019	Partially fulfilled	26
	5.4. Promoting the positive image of electoral bodies and informing voters through modern media and information technologies.	2016-2019	Fulfilled	27
Objective 6. Ensuring Transparency of Political Party and Electoral Campaign Funding	6.1. Development of methodological, training and informative materials on political party and electoral campaign funding.	2016-2019	Partially fulfilled	28
	6.2. Carrying out training activities for subjects involved and interested in political party and election campaign funding.	2016-2019	Fulfilled	29
	6.3. Developing mechanisms for public monitoring and evaluation of the observance of the normative framework by the subjects involved in political party and electoral campaign funding.	2016-2019	Partially fulfilled	30
Objective 7. Improving the Legal and Related Framework	7.1. Identifying the existing deficiencies and gaps in the electoral legislation, developing proposals for modification and submitting them for the parliament's approval.	2016-2019	Partially fulfilled	31

7.2. Developing and submitting for approval by the Parliament of a draft law on the mechanisms for full implementation of SAIS "Elections" for the parliamentary elections of 2018.	2016	Partially fulfilled	32
7.3. Revision and adjustment of the internal regulatory framework of the CEC in order to implement the SAIS "Elections" modules in accordance with the requirements of the ISO 27001: 2013 Standard on the Information Security Management System	2016-2019	Fulfilled	33
7.4. Carrying out a comprehensive analysis on the normative framework to regulate electoral disputes and elaborating jointly with the National Institute of Justice practical guidelines and methodical guidance on settling electoral disputes. Promoting the specialization of magistrates in electoral litigation / the establishment of colleges specialized in examining electoral disputes.	2016	Partially fulfilled	34

Annex no. 2 - Assessment of the goals set out in the Strategic Plan of the *CICDE for 2016 - 2019*

Goal set	*Action planned*	*Time frame*	*Performance status*	*No.*
Goal 1: Providing diverse and innovative training in the field of participatory democracy at national and international levels				
Objective 1.1. Improving and consolidating the existing training curriculum for all target groups.	1.1.1. Carrying out a multilateral analysis of the collected data related to the target groups in order to evaluate the training modules developed by the CICDE.	Quarter I, annually	Fulfilled	1
	1.1.2. Bringing the current training curriculum and existing materials in line with the results of the analysis, with a focus on incomplete training modules.	Quarter II, 2016	Fulfilled	2
	1.1.3. Standardization of all stages related to the processes of development of training programs, methodology, delivery and evaluation of training (including qualitative evaluation)	Quarter III, 2016	Fulfilled	3
Objective 1.2. Expanding the training portfolio with new training programs for specific groups of people	1.2. 1. Identifying new target groups (women, people with disabilities, future voters, novice voters, media, political parties, observers, etc.) to be included in the new training curriculum	Quarter II, 2016	Fulfilled	4
	1.2. 2. Development of new training programs containing training objectives in accordance with the identified problems and needs.	Quarter III, 2016	Fulfilled	5
Objective 1.3. Implementing a complex training program, which would cover election officials and other relevant target groups.	1.3.1. Development of annual training plans, including identified target groups, expected coverage, training programs and planning.	Quarter IV, annually	Fulfilled	6
	1.3.2. Providing new training programs to new target groups (see Activity 1.2.2 above).	Throughout the year	Fulfilled	7
	1.3.3. Training and development, on a permanent basis, of the professional capacities of electoral officials, registrars, operators, including the capacity to integrate gender dimension in activities.	Throughout the year	Partially fulfilled	8
	1.3.4. Organizing specialized training sessions for subjects involved in the electoral process (media, NGOs, political parties, observers, judges, LPA secretaries, prison officials, etc.) with a focus on the involvement of women in the training process.	Throughout the year	Fulfilled	9
Objective 1.4. Developing a portfolio of training products to be provided both nationally and internationally.	1.4.1. Carrying out a market study in order to identify potential international markets for the CICDE to provide training and consultancy products	Quarter IV, 2016	Unfulfilled	10
	1.4.2. Development of a training program in the field of elections, civic education and other topics identified in the market study	Quarter II, 2017	Unfulfilled	11

	1.4.3. Establishing the cost for all services that can be provided by the CICDE and preparing service packages with cost indication	Quarter II, 2017	Unfulfilled	12
	1.4.4. Providing services to national and international beneficiaries.	Throughout the year	Partially fulfilled	13
Objective 1.5. Improving and consolidating the capacities of trainers	1.5.1. Improving the existing general training program for trainers and training materials	Quarter II, 2016	Fulfilled	14
	1.5.2. Development of new and specific training programs for trainers to include all new training courses prepared in Activities 1.2.1. and 1.2.2. (namely, specialized training courses for specific groups and for party / campaign funding)	Quarter III, 2016	Unfulfilled	15
Objective 1.6. Promoting and improving the e-learning platform and gradually increasing its use.	1.6.1 Promoting the e-learning platform in order to encourage the use of e-learning courses.	Quarter II, annually	Partially fulfilled	16
	1.6.2. Developing an e-learning methodology in written form	Quarter III, 2016	Fulfilled	17
	1.6.3. Improving the quality of e-learning courses.	Quarter I, 2017	Fulfilled	18
Objective 1.7. Strengthening the impact of election officials' and other stakeholders' training by improving the Electoral Code and other regulations in the field.	1.7.1. Identifying the gaps and deficiencies in the electoral legislation, developing proposals for its amendment and submitting them to the CEC.	Quarter II, 2017	Partially fulfilled	19
	1.7.2. Participating in a complex analysis of the regulatory framework that regulates electoral disputes and developing, together with the National Institute of Justice, guidelines and methodological principles for the settlement of electoral disputes in court.	Quarter III, 2017	Fulfilled	20
Goal 2: Transforming into a national and international reference research center				
Objective 2.1. Improving the research base, developing evidence-based policies and assessment procedures within the CICDE.	2.1.1 Development of a standardized data collection system	Quarter IV, 2017	Fulfilled	21
	2.1.2. Development and installation of ICT-supported databases	Quarter I, 2018	Unfulfilled	22
	2.1.3. Development of an electronic library containing relevant national and international research reports in the electoral field.	Quarter I, 2018	Fulfilled	2.3
	2.1.4. Improvement of ICT support for online library operation.	Quarter II, 2017	Partially fulfilled	24
	2.1.5. Participation in the implementation of the survey and analysis on the involvement and participation of citizens in all stages of the electoral process.	Quarter I, 2018	Fulfilled	25
	2.1.3. Development and implementation of effective mechanisms to include people with disabilities in the electoral process in compliance with the principle of gender equality.	Quarter III, 2017	Partially fulfilled	26
Objective 2.2. Establishing lasting partnerships with national and international institutions.	2.2.1. Development of a policy for forming partnerships (marketing strategy) with national and international institutions (in connection with objectives 1.4. and 4.4.).	Quarter I, 2017	Unfulfilled	27

	2.2.2. Establishment of lasting partnerships with national and international institutions.	Annually	Fulfilled	28
	2.2.3. Development of a portfolio of programs / projects to be funded by external donors.	Quarter II	Partially fulfilled	29
Goal 3: Developing the CICDE into a recognized brand and increasing public awareness of participatory democracy.				
Objective 3.1. Increasing the level of information of election officials and other groups involved in electoral processes; increasing the transparency of electoral governing bodies.	3.1.1. Conduct of a survey to identify the interests, attitudes, opinions and preferences of different groups of voters (young people, women, people with disabilities, minority groups, the media, diaspora citizens, etc.).	Quarter I, annually	Unfulfilled	30
	3.1.2. Organizing information and educational campaigns targeting various target groups of voters in all districts of the country (young people, women, people with disabilities, minority groups, diaspora citizens, etc.).	Quarter IV, annually	Fulfilled	31
	3.1.3. Participation in promoting the transparency of the activity of electoral bodies.	Quarter I, 2018, 2019	Unfulfilled	32
Objective 3.2. Increasing media's awareness of participatory democracy, developing a lasting relationship with the media and increasing its awareness of CICDE's activities.	3.2.1. Development of a database of national and regional / local media and creating a network of partners.	Quarter I, 2016	Fulfilled	33
	3.2.2. Development of relationships and maintaining regular contacts in order to increase media awareness of participatory democracy and elections, as well as of the role the CICDE has.	Quarter III, 2016	Partially fulfilled	34
Objective 3.3. Developing and maintaining relations with election officials, local government officials, trainers and partners through specially designed communication methods.	3.3.1. Development of a Communication Plan targeting, in particular, electoral officials, local public administration officials, trainers and the partners	Quarter IV, 2016	Partially fulfilled	35
Objective 3.4. Consolidating the communication function of the CICDE and improving its brand identity.	3.4.1. Standardization of methods to identify and select communication tools depending on the target groups and their interests	Quarter I, 2016	Ambiguously worded	36
	3.4.2. Designation of a spokesperson responsible for maintaining regular contacts with the media and becoming the representative "face" of the CICDE	Quarter IV, 2019	Unfulfilled	37
	3.4.3. Introduction of appropriate mechanisms to coordinate with the communication function of the CEC	Quarter II, 2016	Ambiguously worded	38
	3.4.4. Consolidation and improvement of the use of social media and website content in 3 languages.	Quarter IV, 2016	Partially fulfilled	39
	3.4.5. Improvement of brand identity	Quarter III, 2019	Fulfilled	40
Goal 4: Recruiting and employing a team of motivated professionals and trainers to work in a supportive environment				

Objective	Activity	Deadline	Status	
Objective 4.1. Ensuring an effective and efficient work of the CICDE through institutional redesign and development	4.1.1. Development of a new organizational structure and adoption of the Regulation on human resources management with a description of the functions of each subdivision	Quarter II, 2016	Unfulfilled	41
	4.1.2. Review and approval of job descriptions according to the new organizational structure	Quarter III, 2016	Unfulfilled	42
	4.1.3. Development of the methodology for evaluating the staff performance	Quarter IV, 2016	Fulfilled	43
	4.1.4. Introduction of coordination mechanisms to ensure effective systematic coordination with the CEC (related to Activity 3.4.3.)	Quarter II, 2016	Ambiguously worded	44
	4.1.5. Systematizing the archive according to the CICDE nomenclature	Quarter I, 2016	Fulfilled	45
Objective 4.2. Consolidating the institutional capacity of the CICDE	4.2.1. Improving the staff status in favor of its stability.	Quarter II, 2016	Unfulfilled	46
	4.2.2. Elaboration of a staff capacity development plan	Quarter IV, 2016	Fulfilled	47
	4.2.3. Strengthening the CICDE's capacity through staff recruitment	Quarter IV, 2017	Unfulfilled	48
	4.2.4. Development of a training course for newly hired staff	Quarter III, 2017	Fulfilled	49
Objective 4.3. Creating a stable and motivated network of qualified professional trainers, able to provide effective training programs	4.3.1. Standardization and improvement of the process of recruitment and selection of trainers	Quarter II, 2016	Fulfilled	50
	4.3.2. Development and management of the trainer accreditation program.	Quarter II, 2016	Unfulfilled	51
	4.3.3. Elaboration of professional development plans for trainers	Quarter II, 2017	Unfulfilled	52
	4.3.4. Consolidating and expanding the team of professional and qualified trainers	Quarter IV, annually	Partially fulfilled	53
	4.3.5. Elaboration and implementation of a motivation program to attract professional trainers	Quarter II, 2016	Unfulfilled	54
Objective 4.4 Improving financial stability through fundraising and self-financing.	4.4.1. Development of a fundraising program	Quarter I, 2017	Partially fulfilled	55
	4.4.2. Development of a self-financing policy	Quarter I, 2018	Unfulfilled	56
Objective 4.5. Consolidating CICDE's position at national, regional and international levels.	4.5.1. Development of an annual plan for participation in conferences, other events and observation missions at national and international level	Quarter I, annually	Partially fulfilled	57
	4.5.2. Development of an annual plan for the organization of national / international conferences / events hosted by the CICDE in partnership with the CEC	Quarter I, annually	Partially fulfilled	58