



REPORT

2021 Retrospective

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

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INTRODUCERE

The present report has been drafted following the evaluation of the degree of implementation of the CEC sub-actions and the CICDE tasks carried out during 2021 based on the action / activity plans for 2021 and the assessment of the impact produced by the activities that have been totally fulfilled. The document includes, but is not limited to, the activities set out in the strategic plans, which are not included in the CEC action plan and the CICDE activity plan. It also includes sub-actions and tasks not performed or partially performed by the institutions concerned in 2020.

According to the 2021 Action Plan of the CEC, the electoral authority has undertaken the implementation of 22 strategic activities, which include 51 sub-actions. In the opinion of Promo-LEX drafted based on the monitoring methodology, the authority managed to fulfill 31% (16 out of 51) of the total sub-actions planned, and 49% (25 out of 51) of the sub-actions were partially fulfilled. Another 18% (9 out of 51) of the sub-actions, remained unfulfilled and 1 sub-action was considered *désuet*. Regarding the qualitative evaluation of the 3 activities fully performed, in the opinion of the Association, 2 activities (67%) had a medium impact and 1 activity (33%) - a low impact.

The degree of achievement of the goals set. Goal no. 1 aims at impeccable provision of electoral services in accordance with the fundamental values of the Central Election Commission. Quantitatively, we find a sharp decline compared to the previous monitoring period. According to the Promo-LEX Association, of 18 sub-actions 4 (22%) are fulfilled sub-actions, 2 (11%) – are partially fulfilled, 11 (61%) are unfulfilled, and 1 sub-action was considered *désuet*.

According to Promo-LEX estimates, the highest degree of achievement within goal no. 1 was achieved for the strategic activity aimed at increasing the degree of electoral inclusion (66% fulfilled) and for the strategic activity aimed at consolidating the capacities of the CEC to monitor and control political financing (50% fulfilled).

The significant achievements in the process of realizing the goal include increase of both the number of people, who register in advance and the number of electoral officials involved in the organization and conduct of elections abroad; conducting, jointly with civil society, of two events aimed at social inclusion of voters with disabilities; elaboration of methodological norms and development of 17 training activities on financial reports for the representatives of electoral contestants and political parties.

Major arrears that, in the opinion of the Association, have affected the achievement of established goal are the lack of a methodological framework for the activity of Financial Monitoring and Control Department; stopping the automation of polling stations; (non)-inclusion of the anti-use component of administrative resources during the election period in information campaigns; lack of an Electoral Fraud Guide.

Qualitative assessment was not possible, as in 2021, the CEC did not fully carry out any activity.

Goal no. 2 aims at establishing communication channels and cooperation with the key actors in order to consolidate democracy, improve electoral practice and legislation, and strengthen the CEC as a credible, both nationally and internationally, beneficiary-oriented authority.

Quantitatively, it is the goal with the most commitments, including the largest number of sub-actions (19). According to the Promo-LEX Association, of these, 8 (42%) are totally fulfilled sub-actions, 4 (21%) are partially fulfilled, and seven (37%) are unfulfilled.

The highest degree of achievement within goal no. 2 was reached for the strategic activity aimed at active participation in regional and international electoral associations - ACEEEO, A-WEB (100% fulfilled) and for the strategic activity that involved the promotion of electoral journalism (62% fulfilled). In this sense, communication of the authority with other national and international institutions, participation

in international and regional events that allow the exchange of experience and the acquisition of good practices, establishment of new partnerships, as well as the increase of the number of appearances on TV / radio are **significant achievements** under this goal.

At the same time, **major arrears** within this goal are lack of a proactive collaboration with the legislature in the reference period; lack of a partnership with the Audiovisual Council; lack of a consolidated and permanent dialogue with political parties; lack of tangible results in the revitalization of WEM International.

Qualitatively, Promo-LEX considers that only 2 activities were fully performed and could be evaluated. Thus, the strategic activities aimed at active participation in regional and international electoral associations (ACEEEO, A-WEB), as well as the expansion of partnerships with civil society have had a medium impact on the performance of the CEC apparatus and, indirectly, on the quality of electoral process.

Goal no. 3 aims at developing an efficient organization with a positive and clear culture. Regarding the degree of implementation of the sub-actions set out in the action plan, Promo-LEX found that out of 14 sub-actions planned, only 4 (29%) are fully fulfilled, 3 (21%) are partially fulfilled and 7 (50%) are considered as unfulfilled.

The highest degree of achievement within goal no. 3 was reached for the strategic activity of recruiting PEB / CECE members from politicians to professionals (100% fulfilled) and for the strategic activity aimed at creating a culture of continuing education / training throughout the activity, encouraging the adoption of good practices and the exchange of informal experience among CEC members and employees (75% fulfilled).

Significant achievements that can be mentioned under goal no. 3 are keeping records and updating information on revoked / dismissed members of electoral bodies; implementation of the plan for continuous professional development of CEC staff; ensuring working conditions that meet occupational safety and health requirements.

On the other hand, the existence of overlaps of competences and activities between the subdivisions of the CEC and CICDE and the lack of any actions on the prevention and management of image crises are considered **major arrears** of the institution in the monitored period.

Qualitatively, in the opinion of Promo-LEX, the only strategic activity fully performed, namely the recruitment of PEB / CECE members from politicians to professionals, did not produce any impact.

According to the 2021 Activity Plan of CICDE, the institution has undertaken the implementation of 40 strategic activities, which include 47 tasks. According to the opinion of Promo-LEX drafted based on the monitoring methodology, the Center managed to fully perform 92% (43 out of 47) of the total tasks planned, 6% (3 out of 47) of tasks are partially fulfilled, and 2% (1 out of 47) of the tasks remained unfulfilled.

Regarding the **qualitative evaluation**, in the opinion of the Association, 15 strategic activities (42%) had a major impact, 11 strategic activities (30%) - a medium impact, 5 strategic activities (14%) - a low impact, and in the case of 5 strategic activities (14%) it was not possible to assess the impact.

The degree of achievement of the goals set. Goal no. 1 aims at providing services of modernized and continuous education, civic education and research, adapted to the needs of the beneficiaries. Quantitatively, we find a consolidated effort in order to perform the tasks related to the goal compared to the previous monitoring period. According to the Promo-LEX Association, of 33 tasks, 30 (91%) are fully performed and 3 (9%) are partially performed.

Among the **significant achievements** under goal no. 1, we mention the increase of the number of beneficiaries trained through the www.elearning.cicde.md platform; adapting the services offered to the needs of all the communities within the society (children, young people, voters, teachers, librarians,

electoral officials, judges, representatives of political parties, etc.); increasing the number of visitors to the website of CICDE and turning it into an electoral education tool; monitoring of civic training and education activities, elaboration of the offer of CICDE civic training and education programs.

In the opinion of the Association, **major arrears** in this regard include lack of progress on the accreditation of training courses for potential election officials and other categories of beneficiaries, activities whose rating has not changed compared to 2020.

Qualitatively, according to Promo-LEX, out of 23 fully performed activities, 8 (35%) had a major impact, 7 (30%) - a medium impact, 3 activities (13%) - a low impact, and in the case of 5 activities (22%) it was not possible to assess the impact.

Goal no. 2 aims at achieving all the necessary internal measures in order to ensure the capacity of CICDE to carry out the proposed training on civic education and research activities. **From a quantitative point of view**, it is the goal with all the planned strategic activities carried out to its fullest (100%).

Significant achievements under this goal are elaboration and implementation of projects financed from external sources; increase of employees' financial satisfaction; increase of the institution's staff; elaboration of the portfolio of CICDE programs / courses and of the services provided; assessing trainers and updating the Register of trainers.

However, the lack of financial resources that would allow the remuneration of the work for the two additional positions and the low interest of the concerned parties in the CICDE's services provided for a fee are considered to be arrears of the institution for the reference period.

From a qualitative point of view, according to Promo-LEX, of the 7 activities carried out in full, 3 (43%) produced a major impact, 2 activities (28%) had a medium impact, and 2 activities (28%) - a reduced impact.

Goal no. 3 aims at increasing the visibility of the institution and establishing strategic partnerships. Regarding the degree of implementation of the tasks set out in the activity plan, Promo-LEX found that out of 7 tasks planned, 6 (86%) can be considered fulfilled and 1 task (14%) is unfulfilled.

Significant achievements under this goal are considered the increase of the pool of direct beneficiaries of civic and electoral training and education activities; promoting CICDE as a modern and innovative institution through its scale, diversity, geographical area and target beneficiaries of the events / activities carried out; participation in events organized by national and international institutions and ensuring the visibility of the institution; establishing new partnerships.

On the other hand, the existence of overlapping competences and activities between the CICDE and the subdivisions of the CEC is a **major arrear**, its rating has remained unchanged.

Qualitatively, according to Promo-LEX, out of the 6 activities performed in full, 4 (67%) had a major impact and 2 (33%) - a medium impact.

RECOMMENDATIONS

To the Central Election Commission:

1. Analyze the reasons for non-fulfillment or partial fulfillment of the 33 sub-actions qualified as unfulfilled or partially fulfilled and ensure their implementation in the nearest time.
2. Include in the Annual Action Plan all the strategic activities and sub-actions provided for in the 2020-2023 Strategic Plan.
3. Analyze the four unfulfilled sub-actions and the two partially fulfilled sub-actions in 2020 that were not included in the 2021 Action Plan and ensure their inclusion in the following Action Plan for the implementation of the strategic plan.
4. Establish in the Strategic Plan and in the Action Plan measurable indicators, which would allow the assessment of the impact of the activities fully performed.
5. Intensify efforts to ensure the financial sustainability of the institution.
6. Promptly remove the deficiencies in the operation of the „Financial Control” ISS electronic module intended for submission of financial reports by political parties.
7. Change the format of the annexes downloaded from the „Financial Control” module so that they are in process able and reusable formats, for example CSV or Excel formats.
8. Continuously promote the concept of mandatory training and certification of election officials. Create the necessary conditions (sufficient human and financial resources, proposals for amendments to the regulatory framework, etc.) for the implementation of the mechanism in optimal terms.
9. Promo-LEX reiterates the need to integrate people with special needs into post-election assessments and to consult them on their needs in order to fully exercise their right to vote.
10. Consolidate the dialogue with journalists by inviting them to all public events organized by the institution.
11. Identify financial resources and opportunities for external training of CEC staff.
12. Elaborate, at the beginning of each year, an analysis on the problems related to the working conditions and the needs of the employees, identifying the necessary solutions to remedy them and the necessary financial resources.
13. Include in the activity reports the information on the number and type of CEC meetings.
14. Develop a plan with concrete actions on the promotion and development of the WEM-International Association.

To the Center for Continuous Electoral Training:

1. Analyze the reasons for non-fulfillment or partial fulfillment of the six tasks qualified as unfulfilled or partially fulfilled and ensure their implementation in the nearest time.
2. Include in the Annual Activity Plan all strategic activities and tasks foreseen for the respective period in the 2020–2023 Strategic Plan.
3. Establish in the Strategic Plan and Activity Plan measurable indicators, which would allow the assessment of the impact of the activities fully performed.
4. Actively promote alternative distance learning mechanisms.
5. Actively promote the training offers and consultancy services offered by the CICDE.
6. Continue to promote the inclusion of specialized modules on electoral issues in the training program intended for civil servants and other categories of potential election officials.
7. Continue the effort to accredit training courses for potential election officials and other categories of beneficiaries.
8. Ensure the translation of products and materials developed in Russian and English, which will ensure the access of speakers of other languages, their use as a reference by voters, researchers, election officials, representatives of institutions in other states, and increase the visibility of the CICDE.
9. Establish new partnerships with peer institutions abroad and identify financial resources and opportunities that would allow the participation of CICDE trainers in external training activities.
10. Consolidate the dialogue with journalists by inviting them to all public events organized by the institution.

LIST OF ABBREVIATIONS

CEC	Central Electoral Commission
CCET	Centre for Continuous Electoral Training under the Central Electoral Commission
DEC	District Electoral Councils
PEB	Precinct Electoral Bureaus
PSA	Public Services Agency
APA	Academy of Public Administration
NIJ	National Institute of Justice
CoE	Council of Europe
EPE	Early Parliamentary Elections
NLE	New Local Elections
SAISE	State Automated Information System 'Elections'
IQSMS	Information Quality and Security Management System
T	Trimestr
SA	Sub-action
A	Activity
VVC	Valid Vote Cast
MDL	Moldovan Currency
Mil.	Millions

