

**Annex 2 Action plan of the Public Institution 'Centre for Continuous Electoral Training' for the years 2024-2027**

<b>PILLAR 1. PROVISION OF SERVICES</b>						
<b>General Objective 1.1 Provide ongoing training to electoral officials and other electoral stakeholders</b>						
<b>No</b>	<b>Specific Objective</b>	<b>Actions</b>	<b>Monitoring indicators</b>	<b>Timeframe</b>	<b>In charge of implementation</b>	<b>Implementation costs (funding source)</b>
1.1.1	Train electoral officials from lower level electoral bodies and people included in the Registry of Electoral Officials through thematic trainings organised for 30, 000 people by the end of the reporting period*	1.1.1.1. Develop election training plan	Plan developed for each election	Election period	Deputy Director	State Budget
		1.1.1.2. Implement the election training plan	90% of the plan implemented	Election period	Trainers	State Budget
		1.1.1.3. Initial training of trainers	1 training of trainers' seminar held in electoral years	2024 2025 2027	Director Deputy Director	State Budget
		1.1.1.4. Ongoing training of people included in the Registry of Electoral Officials	1 seminar held annually in each II level constituency	Annually	Trainers	State Budget
		1.1.1.5. Explore the possibility of developing a learning content recommendation system on the remote learning platform based on machine learning algorithms	Option analysis document	2025	Deputy Director Trainers (remote training)	State Budget Foreign partners
1.1.2	Certify the electoral training/specialisation of 100% of required people for	1.1.2.1. Develop a package of programs to train the candidates for certification examinations	8 programs included in the basic package	2024	Deputy Director Trainers	State Budget

\* **Baseline (1.1.1):** CICDE trains electoral officials mainly during the election period.

**Final situation (1.1.1):** 30,000 people trained by the end of the reporting period, during the election period and between elections.

	appointment as members of the electoral bodies *	1.1.2.2. Extend the basic package of programs to train the candidates for certification examinations	1 program developed each year	2025-2026	Deputy Director Trainers	State Budget
		1.1.2.3. Provide training to candidates to certification examination on the remote training platform	200 people have completed at least one course from the basic package	Annually	Deputy Director Trainers (remote training)	State Budget
		1.1.2.4. Develop the information system for the certification in the electoral field	System developed	2024 2025	Certification Commission	State Budget
			Pilot system	2025	Certification Commission	
			Functional system	2026	Certification Commission	
1.1.2.5. Conduct the certification process according to the Plan for the organisation and conduct of the certification process of electoral training/specialisation approved by the CEC and the identified needs by the DEC II Chairpersons	Certification examinations held annually in each administrative-territorial district of the II level	Annually	Certification Commission in cooperation with DEC II Chairpersons	State Budget		
1.1.3	Train electoral stakeholders (other than electoral officials) by ensuring at least one training opportunity per election for each category of stakeholders *	1.1.3.1. Develop educational offer for electoral subjects during elections (judges, police officers, electoral contestants, registrars)	Educational offer transmitted to subjects	2024 2025 2027	Deputy Director Trainers (communication)	State Budget

\* **Baseline (1.1.2):** Certification of the first training/specialisation was carried out in 2023. This experience demonstrated the need of developing an information system to oversee this process and to offer a package of courses to prepare the candidates for examination.

**Final situation (1.1.2):** 100% of required people for appointment as members of certified electoral bodies through a high-performance information system.

\* **Baseline (1.1.3):** Training of people involved in the organisation and conduct of elections (other than electoral officials) is one of CICDE priorities, and is based on training programs delivered both online and offline. In non-electoral years 200 people attend courses on the platform. In electoral years - 400

		1.1.3.2. Conduct training for judges, police officers, electoral contestants, registrars	1 training seminar for each subject	2024 2025 2027	Deputy Director Trainers (communication)	State Budget  Development partners
		1.1.3.3. Conduct training on the remote learning platform	10% increase of people trained on the remote learning platform compared to the previous year (electoral/non-electoral)	Annually	Trainers (remote training)	State Budget
<b>General Objective 1.2 Develop the electoral culture</b>						
1.2.1	Promote democratic values among voters and future voters through 30 civic and electoral education activities and two information campaigns every year *	1.2.1.1. Development of a training program for the election of <i>The Local Youth Council</i>	Civic education program developed	2024	Trainers (civic education)	State Budget
			Remote learning course available on the remote learning platform	2025	Trainers (civic education) Trainers (remote training)	
		1.2.1.2. Develop an electoral education program for secondary school pupils	Civic education program developed	2025	Trainers (civic education)	State Budget
		1.2.1.3. Conduct civic and electoral education activities	30 activities each year	Annually	Trainers	State Budget Development partners

**Final situation (1.1.3):** Electoral subjects informed about CICDE opportunities and trained during the elections. 220 people in non-election years, 532 people in election years - beneficiaries of remote learning courses.

\* **Baseline (1.2.1):** CICDE has a various civic and electoral education activities and programs for voters and future voters. At the same time, CICDE constantly receives requests to conduct trainings for new target groups or on new topics.

**Final situation (1.2.1):** CICDE offer enriched with at least 2 new programs and activities on a regular basis.

		1.2.1.4. Conduct voter information campaigns before the elections	2 campaigns	2024 2025	Trainers	State Budget Development partners
		1.2.1.5. Develop and publish civic and electoral education publications	2 publications	2026	Trainers (civic education)	State Budget Development partners
1.2.2	Integrate electoral education into formal education by conducting 3 trainings per year for teachers and providing them with methodological support (products and consultancy) *	1.2.2.1. Develop a training program for methodology specialists from preschool education institutions to implement the methodology of early electoral education	Training program developed	2024	Deputy Director Trainers (civic education)	State Budget
		1.2.2.2. Develop a training program for pre-university teachers to implement the elective course <i>Electoral Education</i>	Training program developed	2025	Deputy Director Trainer (civic education)	State Budget Development partners
		1.2.2.3. Develop a training program to train academics to teach the course <i>Electoral culture in a democratic state</i>	Training program developed	2024	Trainers	State Budget Development partners
		1.2.2.4. Conduct trainings for teachers	3 seminars	Annually	Deputy Director Trainers	State Budget Development partners
<b>General Objective 1.3 Develop the electoral research</b>						
1.3.1	Electoral research more accessible by the	1.3.1.1. Develop the institutional strategy for open science	Strategy developed	2024		State Budget

\* **Baseline (1.2.2):** Teacher trainings are currently facilitated by contracted external trainers.

**Final situation (1.2.2):** Institutionalise teacher trainings on the implementation/teaching of the existing methodology/curriculum.

	implementation of the concept Open science within 3 activities carried out annually *		90% of the annual plans implemented	2025 2026 2027	Trainer (research)	Development partners
		1.3.1.2. Interview general public on electoral issues	Questionnaire developed and implemented Analysis of the results published	Annually		
		1.3.1.3. Present publicly the electoral research products	1 annual event organised	Annually		
		1.3.1.4. Organise the Annual Scientific Conference with international participation	1 conference conducted annually	Annually		
		1.3.1.5. Develop the CICDE library	10% increase of the book fund by the end of the reporting period 100% of books placed in the e-library by the end of the reporting period	2027		
1.3.2	Promote electoral research by developing research products and publishing at least 10 products per year *	1.3.2.1. Implement the Electoral Scholarship Program for Young Researchers	5 studies developed and published	Annually	Trainer (research)	State Budget
		1.3.2.2. Carry out the necessary procedures to obtain the status of type B scientific publication for the Journal of Electoral Analysis, Theory and Research	Journal published twice a year	Biannually		
			Package of documents registered with ANACEC	2027		

\* **Baseline (1.3.1):** CICDE identified the need for a new approach to the way scientific research is carried out and organised, based on cooperation and new ways of knowledge dissemination. CICDE library currently contains 1000 titles.

**Final situation (1.3.1):** Electoral research is approached by CICDE in a strategic and open manner. At the end, CICDE library will contain 1100 titles.

\* **Baseline (1.3.2):** Electoral Digest Journal has appeared twice a year since 2017, but is not peer-reviewed and is not classified as a scientific journal.

**Final situation (1.3.2):** Annual scholarship program. Electoral Digest - a type B scientific publication.

		1.3.2.3. Develop and publish the research products (studies, analytical notes, etc.)	3 products developed and published	Annually		
1.3.3	Enhance the quality of institutional work by setting up the Quality Council by the end of 2024 and by implementing a system of monitoring, evaluation and learning*	1.3.3.1. Develop of the Quality Council Regulation	Quality Council Regulation approved	2024	Trainer (research)	State Budget
		1.3.3.2. Develop the Quality Council's Work Plan	Annual plan developed Internal Quality Assessment Report	2025 2026 2027	Quality Council	
		1.3.3.3. Develop the monitoring, evaluation and learning system	System approved	2024	Quality Council	State Budget Development partners
		1.3.3.4. Implement the monitoring, evaluation and learning system	Monitoring and evaluation tools implemented in the activities of the CICDE	Ongoing	Trainers	
		1.3.3.5. Formulate findings and recommendations	Report developed	Annually	Trainer (research)	

## PILLAR 2. INSTITUTIONAL DEVELOPMENT

### General objective 2.1. Improve the working conditions for employees

\***Baseline (1.3.3):** *CICDE Regulation approved by CEC Decision No 1099/2023 provides in point 18 the establishment of a Quality Council for development and promotion of institutional policies to improve the quality of CICDE activities*

**Final situation (1.3.3):** *The institution is assisted by a Quality Council which develops and promotes quality policies.*

No	Specific Objective	Actions	Monitoring indicators	Timeframe	In charge of implementation	Implementation costs (funding source)
2.1.1	Identify solutions to increase the staffing list by 5 positions until 2027 *	2.1.1.1. Draw up proposals to increase staff limits and staffing list	New staffing list approved Request sent to the Central Electoral Commission	2024	Director Deputy Director Lawyer Trainer (human resources) Senior accountant	State Budget
2.1.2	Identify solutions jointly with CEC and the Ministry of Finance to increase by 30% of employees' remuneration by 2027 *	2.1.2.1. Analyse legal framework on the remuneration	Analysis developed	2024	Director Deputy Director Lawyer Trainer (human resources) Senior accountant	State Budget
		2.1.2.2. Submit requests to the relevant institutions	Requests submitted	2024		
2.1.3	Increase the level of CICDE staff professionalism *	2.1.3.1. Provide annual professional development opportunities	2 development opportunities offered to each employee	Annually	Employees	State Budget Development partners

\* **Baseline (2.1.1):** Following the approval of the Electoral Code No 325/2022, the mandate of the CICDE has been extended and requires additional human resources.

**Final situation (2.1.1):** The limited number of CICDE staff allows the institutional mandate to be fulfilled.

\* **Baseline (2.1.2):** CICDE employees are paid according to Law 270/2018, but their positions are not mentioned in the annexes of the law and are provided in annexes E and H, which do not allow for adequate/proportional and competitive remuneration.

**Final situation (2.1.2):** Solutions for competitive remuneration have been identified and incorporated into requests to policy makers.

\* **Baseline (2.1.3):** Every year CICDE allocates 2% of its budget to professional development.

**Final situation (2.1.3):** CICDE employees constantly benefit from professional development.

2.1.4	Create the necessary infrastructure for CICDE activity by identifying new premises by 2027 *	2.1.4.1. Identify new premises and take the necessary steps to obtain it	Requests sent	2024	Director Lawyer	State Budget  Development partners
		2.1.4.2. Equip and furnish the identified premises according to the specifics of the activity	Premises equipped and furnished	After getting the new premises	Director Lawyer Senior accountant	
<b>General objective 2.2 Promote continuously the CICDE brand</b>						
2.2.1	Increase institutional brand recognition by 10% among the general public by the end of 2027, through systematic promotion of CICDE products and services *	2.2.1.1. Develop and monitor the implementation of the Educational Marketing of CICDE	Strategy approved	2024	Director Trainers (communication)	State Budget Development partners
			Implementation Report developed	2025 2026 2027		
		2.2.1.2. Include activities in the annual plans, which are in line with the marketing strategy	Actions reflected in CICDE annual activity plans	2025 2026 2027	Deputy Director	State Budget
		2.2.1.3. Conduct opinion polls	Opinion polls carried out	2024 2027	Trainers (communication)	State Budget Development partners
Institutional brand awareness increased by 10% compared to the level of 2024	2027					

\* **Baseline (2.1.4):** The offices of the CICDE employees are located on the ground floor of the CEC premises. Most of the activities take place in rented space.

**Final situation (2.1.4):** CICDE has sufficient offices for employees and suitable rooms for training and certification.

\***Baseline (2.2.1):** CICDE does not have a marketing and information strategy on the current level of institutional brand recognition.

**Final situation (2.2.1):** CICDE has a strategic and systematic approach for promoting its products and services and a higher institutional visibility.



2.2.2	Proactive organisational communication through annual participation in 5 national public events or international events *	2.2.2.1. Participate with communications in conferences, round tables and other events in the country and abroad	5 public communications	Annually	Employees	State Budget Development partners
<b>PILLAR 3. MULTILATERAL COOPERATION</b>						
<b>General Objective 3.1 Develop cooperation and partnership relations with relevant national institutions</b>						
No	Specific Objective	Actions	Monitoring indicators	Timeframe	In charge of implementation	Implementation costs (funding source)
3.1.1	Develop cooperation with relevant national institutions by providing electoral expertise and consultancy *	3.1.1.1. Identify possible institutions and target groups that might be interested in CICDE products and services	Contact list of potential beneficiaries	2024	Trainer (research)	State Budget
		3.1.1.2. Develop the draft methodology for the calculation of costs of CICDE services	Draft submitted to the CEC	2024	Lawyer Senior accountant	
		3.1.1.3. Provide electoral expertise and consultancy services	3 services	Annually	Trainers	
3.1.2	Strengthen national partnerships with civil society organisations, educational institutions and public institutions by carrying out 5 activities per	3.1.2.1. Conduct activities under new and existing cooperation agreements	5 activities	Annually	Trainers	State Budget Development partners

\* **Baseline (2.2.2):** To increase visibility, it is necessary to intensify the participation of CICDE in events relevant to its activity

**Final situation (2.2.2):** The vision, mission and objectives of CICDE are constantly and consistently promoted.

\* **Baseline (3.1.1):** At present, CICDE offers consultancy mainly to interested individuals free of charge.

**Final situation (3.1.1):** CICDE provides expertise and consultancy to interested institutions/organisations, including for a fee.

	year under cooperation agreements *					
<b>General objective 3.2 Regionalise the CICDE training activity</b>						
3.2.1.	Develop external partnerships through an annual joint activity with institutions/organisations from other countries, priority given to countries and organisations in the European Union area *	3.2.1.1. Conduct activities in partnership with institutions/organisations from other countries	1 activity	Annually	Trainer (research) Trainers (communication)	State Budget Development partners
3.2.2	Strengthen the position of CICDE at regional level by implementing a regional training program by the end of 2027 *	3.2.2.1. Develop a training program concept of regional interest and assess the logistical needs for its implementation	Concept paper developed Needs identified	2026	Deputy Director Trainers	State Budget
		3.2.2.2. Conduct the regional training	Program implemented	2027	Deputy Director Trainers	State Budget Development partners

\* **Baseline (3.1.2):** Currently, CICDE has signed partnership agreements with 21 institutions.

**Final situation (3.1.2):** CICDE uses in an effective way the existing partnerships and establishes new ones.

\* **Baseline (3.2.1):** Partnership activities with foreign institutions are sporadic.

**Final situation (3.2.1):** CICDE has cooperation relationship with relevant organisations in other countries.

\* **Baseline (3.2.2):** Currently, there is not a specialised training program for organisations in the region.

**Baseline (3.2.2):** CICDE carries out programs for institutions/organisations in the region.