



Public Institution “Centre for Continuous Electoral  
Training”

**STRATEGIC PROGRAM**

for 2024-2027

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## A MESSAGE FROM THE DIRECTOR

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*Dear friends, colleagues and beneficiaries of "Centre for Continuous Electoral Training" Public Institution,*

*We are honoured to present the Centre's Strategic Program for 2024-2027. This document is aligned with the mission, vision and core values of the institution. It takes into account the Centre development level, essence and dynamics of the electoral process and the current socio-political and economic context.*

*The strategic program is structured around three main elements: service delivery, institutional development and multilateral collaboration. These strategic pillars will be strengthened simultaneously, making CICDE more sustainable and relying on a solid foundation for the implementation of its most ambitious plans.*

*This program is not just a technical document or a planning tool, it represents the journey that the CICDE will take over the next four years, expressing the team's aspirations and our vision for the future, which we hope you will share.*

*As an institution specialized in electoral training, with extensive experience in the implementation of civic and electoral education programs, we aim, based on the Strategic Program, to contribute to a stronger democratic, competent and well-informed electoral society in the Republic of Moldova.*

*Democracy is learned!*

*This is our motto. We invite you to join the CICDE team in improving and building excellence in the electoral field.*

*CICDE Director,  
Doina Bordeianu*

## INTRODUCTION

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Strategic planning is an organisational management tool used to help the institution identify its ideal goals/priorities, produce a qualitative change that would improve the institution's performance, mobilise its team to achieve the goals and produce the desired change. Besides, strategic planning allows the team and the institution to clarify their role and contribution to implementing the relevant policies and achieving the country's development goals. It also allows partners to identify tangencies, common objectives, options for collaboration, support and monitoring.

The 2024-2027 Strategic Program of the Centre for Continuous Electoral Training (CICDE) is the outcome of the strategic planning process, carried out at the end of 2023. This is the third such exercise for CICDE, having already developed and implemented the 2016-2019 and 2020-2023 Strategic Plans. Four years ago, the ongoing strategic planning was supported by the Council of Europe, Elections and Civil Participation Department (Directorate General for Democracy). It was carried out on the basis of the innovative URSO (Useful, Relevant, Sustainable and Owned) methodology for electoral cooperation developed by the Institute of the International Sociology in Gorizia (ISIG) <sup>1</sup>.

At the first stage of the strategic planning, the ECA (Electoral Cooperation Assessment) operational variables were evaluated and contextualised, which underpin the GID indicators<sup>2</sup>. It is an assessment tool that simplifies the SWOT<sup>3</sup> analysis and helps to identify variables that positively or negatively impact institutional performance. To ensure accurate assessment and contextualisation, various documents were analysed. These included the electoral and related regulatory framework, activity reports from the CICDE, reports from national observers on the Strategic Plan's implementation, reports from national and international election observers, opinion polls, statistical databases from the Republic of Moldova, and studies/research on relevant topics. Based on the results of the analysis, **the consolidation strategy** was chosen as the main means of action and general framework within which decisions are taken. It is based on reinforcement of the positive indicators, both internal and external, on the assumption that negative indicators will be removed, bypassed or absorbed by positive ones.

At the next stage of the strategic planning, two workshops have been organised: internal, with the employees of CICDE, and general, with the participation of representatives of the Central Electoral Commission (CEC), CICDE and Central Electoral Commission of Gagauzia (CEC Gagauzia). During these workshops, the identified problems were deliberated upon using a cause-and-effect approach. These exercises were concluded with the formulation of three strategic pillars (intervention areas), strategic goals and objectives. To ensure successful implementation of the strategic plan, clear and unambiguous goals and objectives have been formulated. These goals are designed to be measurable and achievable within the four-year timeframe of the strategic program. At the same time, performance indicators have been established which will be used to evaluate the plan and its implementation efforts.

An important step in the strategic planning represents the consultation with all stakeholders. This was done in accordance with the requirements of Law No. 239/2008 on Transparency in Decision Making.

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<sup>1</sup> Useful Relevant Sustainable Owned For electoral co-operation toolkit for strategic planning and prioritisation of electoral co-operation, Council of Europe, July 2020, <https://rm.coe.int/tollkit-urso-english/16809f158d>

<sup>2</sup>The General Indicators Database (GID) contains 300 indicators grouped into 5 dimensions (institutional, administrative, social, human resources, economic) which in turn reflect the internal or external context.

<sup>3</sup>SWOT - SWOT analysis represents a method of assessing the overall state of an organisation so that a strategic plan can be drawn up that takes into account its strengths, eliminates its weaknesses, exploits effectively the opportunities that have arisen and counteracts any threats.

## ABOUT CICDE

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CICDE is a public institution established by the CEC by the Decision No. 1030 of 9 December 2011. The CICDE conducts its activities in accordance with the Constitution of the Republic of Moldova, the Electoral Code and other regulatory documents, the provisions of regulations and instructions approved by the CEC, as well as international treaties ratified by the Republic of Moldova. According to Article 33 of the Electoral Code, the CICDE carries out training, education, research and information activities in the electoral field. The purpose, duties and functions of the CICDE are defined in the Regulation of the Centre for Continuous Electoral Training, approved by CEC Decision No. 1099 of 21 June 2023.

The CICDE began its training activities in September 2013 by providing training sessions for prospective members of electoral bodies. Since then, training sessions have been conducted for election officials appointed to electoral bodies set up for the organisation and conduct of parliamentary (2014, 2019, 2021), presidential (2016, 2020), general local (2015, 2019, 2023), new local (2013-2022), new parliamentary (2020), local referendum (2013, 2014, 2017) and consultative elections (2019). In addition to electoral officials, the CICDE also trained other participants in the electoral process: representatives of political parties, non-governmental organisations, media, courts, police, local public authorities and others. In order to provide quality training services, the CICDE has developed an extensive portfolio of training programs focused on the needs of participants in the electoral process. Training programs are delivered through traditional face-to-face training methods, but also remotely, using the training platform [www.e-learning.cicde.md](http://www.e-learning.cicde.md) and other electronic platforms.

The CICDE plays an important role in the organisation and conduct of elections beyond just providing electoral training, but also through its electoral education and information programs. These programs cover a wide range of activities for different categories of voters and prospective voters, from 5-year-olds (early childhood education) to 65-year-olds (electoral education and information for the elderly). At the forefront of the electoral education and information efforts are activities involving the Center's mascot, ARCI (the CICDE hedgehog), which won the admiration of beneficiaries of all ages.

The CICDE's research efforts not only support the Centre's training and education initiatives, but also contribute to the decision-making process of the CEC. This is achieved through the development of Policy Briefs and the publication of the electoral theory and practice journal 'Electoral Digest'. In addition, the CICDE offers research grants to young researchers who present their work at the annual CICDE scientific conference.

Based on its experience in training electoral officials, and delivering civic and electoral education programs, as well as insights gleaned from relevant studies, CICDE launched and participated in all stages of integrating electoral education into the formal education system of the Republic of Moldova.

The CICDE carries out its work in accordance with the principles declared by the UN, CoE, EU in cooperation with the Central Electoral Commission of the Republic of Moldova, the Ministry of Education and Research of the Republic of Moldova, other public institutions, international organisations from the electoral field and national public associations.

CICDE is run by a Director and a Deputy Director. The Director is appointed for a period of 5 years, based on a public competition organised by the CEC. The core staff of the CICDE consists of other 7 employees: five trainers, the chief accountant and the lawyer. The CICDE trainers coordinate certain areas of the Centre's work: electoral education, research, remote learning, communication, human resources and secretarial works. In addition to the core staff, the CICDE maintains a team of trainers who undergo continuous training and are contracted during the election period when the demand for training sessions offered by the CICDE notably increases.

The financing of the Centre's activity is carried out separately from the budget allocated by the CEC. Other sources of funding are also accepted, as long as they are legally permissible. These include revenue generated from services rendered under contractual agreements, means provided by international organisations such as grants, financial and technical assistance, contributions from external and internal donors, income from copyright, and any other lawful sources of financing. During the implementation period of the Strategic Plan 2020-2023, the funding of the CICDE has increased considerably, reflecting the expansion of the activities implemented by the Centre, but also its ability to attract additional resources (see Annex 1).

## ANALYSIS OF THE SITUATION

### Results of 2020-2023 Strategic Plan implementation

The Strategic Plan for the years 2020-2023 followed the 3-7-21 formula with **three** strategic pillars, **seven** implementation objectives and **twenty-one** main strategic activities. It has provided a framework for the development of the CICDE as a training institution in the electoral field, yielding outcomes recognised both domestically and across the region. The implementation of the Strategic Plan has been affected by global and national external processes, the first being the COVID-19 pandemic in the years 2020-2022. The incorporation of electoral education digitalisation as one of the plan's objectives, because of pandemic-induced demands, has long been a paramount priority for the CICDE. The mandatory certification requirement for people appointed as members of electoral bodies, implemented in the new Electoral Code in December 2022, has posed a significant challenge for the CICDE ahead of the general local elections on 5 November 2023. This affected the plans of the CICDE, creating a new objective, which was not included in the original plan and for which additional human resources had to be allocated. The results of 2020-2023 Strategic Plan implementation are reflected in the table below.

Pillar	Impact	Main achievements
<b>Pillar 1. Modern and quality services</b>	Quality of training, civic education and research services provided by the CICDE to citizens has improved, the Centre's methodological basis considerably developed	<ul style="list-style-type: none"> <li>• The educational offer of CICDE has been continuously enriched, encompassing a diverse array of courses on various subjects, accessible to specific target groups, including through the platform courses.cicde.md.</li> <li>• Digitalisation of training and electoral education programs by upgrading the remote learning platform and using other digital platforms</li> <li>• Creation of the methodological basis to enable the electoral education of for upcoming and young voters within formal education settings(methodology of early electoral education, development and approval of the curriculum for the optional subject 'Electoral Education' for 9th and 10th grade students, formulating the curriculum for the university course 'Electoral Culture in the Democratic State' and securing its approval in three universities nationwide, as well as developing textbooks for both the school subject and university course)</li> <li>• Development and publication of electoral analysis materials in the CICDE Digest Electoral Journal, CICDE Policy Brief, 'Five Research Projects' study collections, materials for CICDE annual scientific conferences</li> </ul>
<b>Pillar 2. Institutional and functional strengthening</b>	The organisational capacities of the CICDE have been strengthened and additional financial sources attracted for CICDE activities	<ul style="list-style-type: none"> <li>• Leveraging human resources to their fullest potential, drafting and approving the Centre's new organisation chart</li> <li>• Development and approval of the new regulations, reviewing the internal documents of the CICDE</li> <li>• Multiple projects and services offered to international and national organisations, ongoing cooperation with the Council of Europe and UNDP Moldova</li> <li>• Obtaining an increase in the remuneration of CICDE staff</li> <li>• Integration of CICDE proposals in the new Electoral Code, approved in December 2022, as well as in other CEC regulatory documents</li> </ul>

<b>Pillar 3 Proactive organisational communication</b>	CICDE has developed multiple strategic partnerships domestically and abroad, has become more visible and known	<ul style="list-style-type: none"> <li>• Updating and modernising the CICDE website</li> <li>• Increasing the number of partnerships with national and international organisations and institutions</li> <li>• Recognition of CICDE professionalism and expertise in the field of electoral training and education at international level</li> </ul>
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The results achieved by the CICDE during the 2020-2023 Strategic Plan implementation will serve as a basis for further development and improvement.

SWOT analysis

SWOT analysis allows to identify and structure the essential content of the current strategic planning. This was carried out by using the electronic ECA tool and has revealed the following SWOT variables (see table below).

	INTERNAL (characteristics of the organisation/system)	EXTERNAL (characteristics of the external environment)
<b>Useful for the achievement of the objectives</b>	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Institutionalised training and electoral education programs</li> <li>• Various methodological tools, including digital</li> <li>• Training programs for different age groups and stakeholders</li> <li>• Minimum budget guaranteed</li> <li>• Effective management (including financial)</li> <li>• Updated internal documents</li> <li>• Changes to the CICDE organisation chart</li> <li>• Qualified, professional and experienced staff</li> <li>• A group of external trainers available</li> <li>• Positive organisational climate</li> <li>• Development opportunities</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• New provisions of the Electoral Code</li> <li>• CICDE recognised brand and good reputation</li> <li>• Uniqueness of the offered services (specialised electoral training)</li> <li>• Governmental strategies and policies, including European integration</li> <li>• International partners’ support</li> <li>• Effective communication with civil society organisations</li> <li>• High penetration rate of internet services</li> <li>• High literacy rate and education level of the population</li> </ul>

<p><b>Harmful for achievement of the objectives</b></p>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Uncompetitive remuneration and understaffing: both permanent and temporary staff</li> <li>• High turnover of permanent and temporary staff</li> <li>• Inefficient communication with CEC and overlapping activities</li> <li>• Limited space for basic activities</li> <li>• Gender imbalance</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Amended regulatory framework before the elections and limited time for the implementation of new legal provisions</li> <li>• Political crisis generated by the continuing war in Ukraine or other external regional or global factors</li> <li>• Economic crisis (inflation, budget deficit)</li> <li>• Reduction of the support from development partners</li> <li>• Low interest of political parties for the CICDE trainings</li> </ul>
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## THE STRATEGIC FOUNDATIONS OF CICDE

The CICDE's **MISSION** is to train, educate, inform and research aimed at empowering citizens to effectively engage in and contribute to electoral processes, increasing the level of electoral knowledge, strengthening the electoral culture and the confidence of the population in democratic processes, and advocating for tolerance and inclusivity throughout the electoral process.

**Our VISION:** CICDE is a modern and flexible institution specialising in the training and certification of electoral participants, a centre of gravity for electoral training initiatives, civic education and electoral research in Moldova and internationally.

### FUNDAMENTAL VALUES

Professionalism, focus on the outcome and innovation	Inclusion, equality and empathy	Integrity, impartiality and transparency
<p>CICDE will offer innovative and creative services, applying best practices in the field of elections and education. All services will be developed and delivered responsibly, following the highest standards and producing the best possible results.</p>	<p>CICDE services will be inclusive and tailored to the needs of all society communities participating in the electoral process. CICDE treats all electoral participants with care and consideration, supporting all of them with dignity and respect.</p>	<p>CICDE will provide its services according to the principles of integrity, honesty, ethics, impartiality and openness towards all electoral participants. CICDE will base its activities on the provisions of the Constitution of the Republic of Moldova, the Electoral Code and other relevant regulatory documents. CICDE will carry out its activities in a transparent and open manner, while encouraging participation in electoral processes, including training and civic education.</p>

## STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

CICDE priorities, general and specific objectives are derived from the analysis of the SWOT variables and CICDE strategic basis identified by the institution. At this stage of CICDE institutional development, the necessary intervention, the recommended course of action, as per the URSO methodology, is the implementation of a consolidation strategy, which is based on strengthening and developing positive internal indicators, while capitalizing on external opportunities for institutional growth. It also involves mitigating external risks and threats and addressing any negative internal factors.

CICDE activities during the implementation period of the current Strategic Plan will follow the 3-7-18 formula, i.e. three priorities/pillars, seven general objectives and eighteen specific objectives.

### Pillar 1. Provision of services

The first strategic pillar of the CICDE focuses on the main services it offers: training, civic education, information and research.

The highest priority of the CICDE is to train the electoral officials. During 2024-2027 period CICDE aims to:

- train more electoral officials through modern training methods based on new technologies, including artificial intelligence;
- establish and implement a transparent, well-designed and user-friendly certification system to ensure a sufficient number of qualified individuals to be appointed as electoral officials in district electoral councils (DECs) or precinct electoral bureaus (PEBs);
- train a larger number of electoral stakeholders who play an important role in the organisation and conduct of elections (representatives of the police, courts, media, local public authorities and others);
- provide initial and ongoing training of trainers in the electoral field.

Civic education and information of voters and prospective voters are important to ensure a high electoral culture of the population, conscious choice of voters, knowledge of rights and obligations in the electoral process, specifics of voting, vote counting and centralisation of election results. During 2024-2027 period, the CICDE will offer a wide range of ongoing civic education and information activities both during and between elections for pupils, students, young people and other eligible citizens. A particular objective for the CICDE is to integrate electoral education into formal education and to train as many teachers as possible in teaching this subject/unit.

The research conducted by CICDE plays a vital role in enhancing ongoing education, training, civic education and information, informed decision-making by integrating insights from needs assessments, data analysis, legal references, and theoretical-practical resources. During 2024-2027 period, CICDE will:

- integrate the research component into the monitoring and evaluation of training, civic education and information programs;
- implement the concept of open science, including through the development of the specialised library and the organisation of scientific events (round tables, conferences, etc.) in the electoral field;
- carry out research aimed at improving the electoral process.

General objectives	Specific objectives
1.1 Provide ongoing training to electoral officials and other electoral stakeholders	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
	1.1.2 Certify the electoral training/specialisation of 100% of required people for appointment as members of the electoral bodies
	1.1.3 Train electoral stakeholders (other than electoral officials) by ensuring at least one training opportunity per election for each category of stakeholders
1.2 Develop the electoral culture	1.2.1 Promote democratic values among voters and future voters through 30 civic education activities

	1.2.2 Integrate electoral education into formal education by conducting two trainings per year for teachers and providing them with methodological support (products and consultancy)
1.3 Develop the electoral research	1.3.1 Electoral research more accessible by the implementation of the concept Open science within 3 activities carried out annually
	1.3.2 Promote electoral research by developing research products and publishing at least 10 products per year
	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

## Pillar 2. Institutional development

CICDE is an institution recognised in the Republic of Moldova and abroad as a leader in electoral training and education. Since its founding in 2011, CICDE has experienced several stages of development, which builds the foundation for delivering high-quality training, education and research services. The institutional development of CICDE in 2024-2027 includes the following:

- Continuous efforts to ensure a favourable salary and good working conditions for the permanent and short-term staff of CICDE;
- Improving the ongoing training, civic education and training, electoral research by providing appropriate premises for the institution's work.
- Promoting the image of CICDE and informing all participants in the electoral process about CICDE as an institution, as well as about its educational offer and the other opportunities offered.

General objectives	Specific objectives
2.1 Improve the working conditions for employees	2.1.1 Identify solutions to increase the staffing list by 5 positions until 2027
	2.1.2 Identify solutions jointly with CEC and the Ministry of Finance to increase by 30% of employees' remuneration by 2027
	2.1.3 Increase the level of CICDE staff professionalism
	2.1.4 Create the necessary infrastructure for CICDE activity by identifying new premises by 2027
2.2 Promote continuously the CICDE brand	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
	2.2.2 Proactive organisational communication through annual participation in 5 national public events or international events

### Pillar 3. Multilateral cooperation

CICDE can increase the efficiency of its work through multilateral collaboration with national and international institutions. During 2024-2027, CICDE aims to enhance the multilateral cooperation by:

- Developing collaboration and partnership relations with educational institutions, non-governmental organisations in the country, electoral authorities or similar centres in other countries and especially in the European Union, in order to conduct joint activities and exchange experience.
- Developing and implementing a regional training program with the participation of relevant European institutions, following the example of electoral training centers of South Korea, India, Mexico.

General objectives	Specific objectives
3.1 Develop cooperation and partnership relations with relevant national institutions	3.1.1 Develop cooperation with relevant national institutions by providing electoral expertise and consultancy
	3.1.2 Strengthen national partnerships with civil society organisations, educational institutions and public institutions by carrying out 5 activities per year under cooperation agreements
3.2 Regionalise the CICDE training activity	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
	3.2.2 Strengthen the position of CICDE at regional level by implementing a regional training program by the end of 2027

## **RISK MANAGEMENT**

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Implementing the Strategic Program can be challenging due to the vulnerable external environment and internal issues. Timely identification and mitigation of risks will have a positive impact on the implementation of the Strategic Program.

There are at least three types of risks that could affect the successful implementation of the Strategic Program:

### **Economic risks**

The dynamically changing external environment will be a major challenge for the implementation of the Strategic Program. The war in neighbouring Ukraine, as well as other emerging military and humanitarian crises could affect the economic situation in the Republic of Moldova, making it impossible to obtain additional Government funding to support the activities included in the Strategic Program. In addition, with a continuously increasing inflation without a corresponding increase in the salaries of CICDE staff could reduce the attractiveness of CICDE positions, making it impossible to hire new staff and retain those currently employed. The constant turbulence in international relations could also influence the funding priorities of international partners that provide electoral assistance to Moldova. In such a case, some of the CICDE activities may be partially or completely stopped.

### **Political risks**

The implementation of the CICDE Strategic Program could be also affected by internal political developments and issues arising from key electoral stakeholders, such as political parties. These might include changes to the country's foreign and development policy priorities, changes to the Electoral Code and other laws or regulations (especially those made in the run-up to elections), unexpected requests or even political pressure.

### **Organizational risks**

This Strategic Program is designed for a four-year period, which goes beyond the term of office of CEC members. Besides, the CICDE managements might change, as well. There is a risk that the Strategic Program will not be taken into account when developing and implementing annual plans and day-to-day activities.

Careful monitoring of the identified risks and timely action by CICDE management can mitigate or even prevent the risks and their impact on the implementation of the Strategic Program. A risk mitigation plan will be developed to reflect the actions that need to be taken by CICDE. These actions could include the following:

- Review the Strategic Program once a year to identify if the strategy and its implementation components need any changes.
- Promote intensively the ideas of the Strategic Program, advocate and communicate strategically with key electoral stakeholders, including political parties, the Parliament and the Government.

## **IMPLEMENTATION, MONITORING, EVALUATION AND REPORTING**

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Implementation of the Strategic Program will start immediately after its approval. The Strategic Program guides the staff of CICDE in the development and approval of the annual activity plans. The annual reporting on their implementation will serve as evidence of progress towards achieving the objectives.

Each December activity plans will be developed to implement this Strategic Program the following year. They will be informed by the implementation progress and gaps.

The annual progress in implementing the Strategic Program will be assessed in the CICDE Annual Report, produced by summarising the activity reports and other relevant information collected during the year by the CICDE member of staff, in charge of monitoring, evaluation and learning. The annual report of CICDE will be submitted to the Central Electoral Commission for approval by the end of March of the following year and will be published on the institution's website.

The CICDE Director may decide to convene occasional meetings to monitor some or all of the priority objectives and activities of the Strategic Program. The Strategic Program may be amended to factor in the progress towards implementation of its aims and objectives assessed at the end of each year of implementation, or at the initiative of the CICDE Director.

Seven months before the expiry of the Strategic Program, the Director will start a new strategic planning process for the next four-year period. The new planning process will be informed by the results of the 2024- 2027 Strategic Program.

## ANNEXES

### Annex 1. CICDE budget for the last 4 years, implemented

Indicators	2020 electoral year	2021 electoral year	2022 non-electoral year	2023 electoral year
Staffing expenditures	831378.06	978835.36	1386685.28	1797389.85
Services	970347.98	999662.43	1455991.82	1315875.15
Fixed assets	146447.35	100868.40	136544.26	513565.97
Current assets and stocks of materials	203890.31	273160.52	436918.18	367795.90
<b>TOTAL</b>	<b>2152063.70</b>	<b>2352526.71</b>	<b>3416139.54</b>	<b>3994626.87</b>

Table 1. CICDE budget for the last 4 years, implemented - core activity, expressed in MDL

Indicators	Early Parliamentary Election of 2020	New Local Elections of 2020	Presidential Elections of 2020	Early Parliamentary Election of 2021	New Local Elections of 2021	New Local Elections of 2022	General Local Elections of 2023
Staffing expenditures	55255.94	38365.74	143397.64	169975.05	163306.46	149295.65	132329.48
Services	72660.10	4950.55	1973957.59	895142.47	42556.89	46447.40	1056674.27
Current assets and stocks of materials	61555.90	4850.00	428952.40	378784.36	52300.00	40937.00	581205.75
<b>TOTAL</b>	<b>189471.94</b>	<b>48166.29</b>	<b>2546307.63</b>	<b>1443901.88</b>	<b>258163.35</b>	<b>236680.05</b>	<b>1770209.50</b>

Table 2. CICDE budget for the last 4 years, implemented - elections, expressed in MDL

Projects/paid services	2020	2021	2022	2023
Educating electoral stakeholders for the presidential elections	846300.00	X	X	X
English - a catalyst for democracy in schools	X	503320.67	X	X
Strengthening democracy in Republic of Moldova through inclusive and transparent elections	X	289327.50	315842.06	1094130.25
<b>TOTAL</b>	<b>846300.00</b>	<b>792648.17</b>	<b>315842.06</b>	<b>1094130.25</b>

Table 3. CICDE budget for the last 4 years, implemented - projects funded by development partners, expressed in MDL