

ANNUAL REPORT of the Public Institution “Centre for Continuous Electoral Training” on the activities conducted in 2025 under the 2024-2027 Strategic Programme

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List of acronyms and definitions

PEB – Precinct Electoral Bureau

CEC – Central Electoral Commission

DEC I - level-one District Electoral Council

DEC II - level-two District Electoral Council

CICDE - Public Institution “Centre for Continuous Electoral Training”

e-learning – distance learning

SVR – State Voter Register

SAISE – State Automated Information System “Elections”

ECIS – Electoral Certification Information System

Executive Summary

In 2025, the activities of the Public Institution “Centre for Continuous Electoral Training” (hereinafter CICDE) were carried out in accordance with the annual activity plan, approved by Central Electoral Commission Decision No. 3401 of 25 February 2025. These activities focused on achieving objectives related to the institution's strategic development priorities and providing training for electoral subjects in the Parliamentary elections and local by-elections.

During the reference year, the CICDE focused on integrating electoral education into formal education, broadening the scope of civic education activities, researching key electoral topics, and strengthening its institutional capacity to train electoral stakeholders through various methods.

In 2025, CICDE's electoral training activities focused on delivering the sessions outlined in the educational programme, aiming to implement the annual plan for the initial and ongoing training of its beneficiaries, as well as preparing electoral stakeholders for the organisation and conduct of parliamentary elections, and organising the certification process for training and specialisation in the electoral field.

The training seminars were delivered in various formats (face-to-face training, webinars, and live conferences on YouTube), tailored to the content of the training modules and to the needs of the beneficiaries. Thus, in 2025, CICDE trained a total of over 21,000 people.

In accordance with Article 33(2) of the Electoral Code No. 325/2022, CICDE organised the certification process for training and specialisation in the electoral field. A total of 9,570 people participated in the exams organised by CICDE during the reference period, with 7,764 of them passing and obtaining a qualification certificate.

Throughout 2025, nearly 9,000 individuals of various ages directly benefited from civic and electoral education activities, which introduced voters and future voters to electoral procedures and encouraged their participation in all stages of the electoral process.

CICDE continued its efforts to promote electoral education within formal education. The training programme for teachers delivering the optional Electoral Education course was completed.

During the reference period, CICDE continued its efforts to implement the research scholarship programme and publish the electoral analysis, theory, and research journal “Electoral Digest”. The fifth CICDE scientific conference, with international participation, was organised to focus on elections and the quality of democracy, as well as the role of political parties in elections.

Of the 46 activities outlined in the CICDE's Annual Plan for 2025, 39 were fully implemented (85%), 6 were partially implemented (13%), and one was not implemented (2%).

The CICDE strategic programme, approved by CEC Decision No. 2374/2024, outlines three strategic pillars and corresponding objectives for the institution for the 2024-2027 period. A fourth pillar was added to the Action Plan for 2025 in order to strengthen the internal management control framework and align the institution's activities with the national and international commitments undertaken by the Republic of Moldova in areas of integrity, transparency, and gender equality. This report provides a brief overview of how the actions planned for 2025 were implemented to achieve the general objectives, in line with the provisions of the annual plan.

PILLAR 1. SERVICE PROVISION

Three general objectives have been set within this pillar, namely: continuous capacity building for electoral officials and other stakeholders with responsibilities in the electoral field,

development of an electoral culture and electoral research. The tasks established under this pillar focus on three main areas of activity: training, civic education, and research. During the reference period, CICDE enhanced its reputation as an institution providing a wide range of services to diverse beneficiary groups in a professional manner, successfully maintaining strong interest from electoral stakeholders.

Significant efforts have been made to train both designated electoral officials (for the parliamentary elections and local by-elections) and other groups requiring capacity building to support activities during the electoral period (local council secretaries, SVR registrars, and law enforcement representatives, etc.).

On 3 July 2025, CICDE approved the Training Plan of the Public Institution “Centre for Continuous Electoral Training” for the parliamentary elections of 28 September 2025. Based on this plan, training activities were conducted for members of electoral authorities and other beneficiary groups.

The training for members of level-two District Electoral Councils (DEC II) was conducted from 2 to 9 August 2025. Fourteen training seminars were organised, attended by 287 members of these electoral bodies. To train members of DEC II, 12 regional training seminars were organised, with only the DEC II chairpersons acting as trainers (excluding the DEC for overseas polling stations and the DEC for polling stations on the left bank of the Nistru River).

Training for members of Precinct Electoral Bureaus (PEB) was conducted in two stages: online and offline. Through 380 in-person seminars, 11,756 electoral officials acquired the skills needed to carry out electoral operations. The Chairperson of DEC II was a member of the mobile training teams that trained PEB members. The training of PEB members abroad, including for absentee voting, took place through 28 webinars on the Zoom platform, with 1187 electoral officials participating.

Other categories of beneficiaries trained for the 2025 parliamentary elections included:

- DEC II operators (100 individuals);
- SAISE operators (3725 individuals);
- Registrars (691 individuals);
- Police officers and carabinieri (375 individuals);
- Secretaries of Local Councils (795 individuals);
- Representatives of electoral contenders (680 views on YouTube);
- 112 Service Operators (73 individuals);
- Media representatives (15 individuals).

For the local by-elections in May and November 2025, CICDE conducted 24 seminars and 4 webinars, training 344 individuals, including members of DEC I, PEB, SAISE operators, and registrars.

In 2025, CICDE initiated evaluation studies of the electoral training activities conducted by the Centre for Continuous Electoral Training, in order to assess the quality and impact of the training delivered. The studies targeted the analysis of preparedness levels, the degree of understanding and application of electoral procedures, as well as identification of difficulties faced by electoral officials in organising and conducting elections. Their results indicate that the training organised by CICDE was appreciated as relevant, well structured and practically oriented, helping to consolidate professional competences and to enhance the ability to manage concrete situations on election day. At the same time, findings of the studies highlight a positive impact of the training on the performance of electoral officials, manifested in compliance with procedures, clarity in performing duties and improved problem-solving capacity. The recommendations

formulated within the studies commissioned by CICDE are key benchmarks for the continuous improvement of training content and methodology, and for underpinning future training plans.

CICDE's educational offerings for 2025 included courses on various topics, available to the public through the platform cursuri.cicde.md. These courses were also shared with stakeholders for registration and participation in training activities.

In 2025, CICDE organised two ToT training seminars to supplement the team of external trainers by including local trainers. A total of 26 individuals participated in the training.

The general public benefited from training through two webinar series organised on the following topics:

- Introduction to elections;
- Accessibility of the electoral process;
- Integrity of the electoral process;
- Electoral systems;
- Gender mainstreaming into electoral processes;
- The role of observers in elections.

The certification process for training and specialisation in the electoral field was conducted in accordance with the provisions of the [Regulation](#) on the certification of training/specialisation in the electoral field, approved by Central Electoral Commission Decision No. 3413/2025, and the [Regulation](#) on the IT resource formed by the Electoral Certification Information System, approved by CICDE Director Order No. 18-a dated 25 March 2025, as amended from time to time. This process was carried out in accordance with the Plan for Organisation and Conduct of the Certification Process, approved by [Decision](#) of the Central Electoral Commission No. 3441 of 17 March 2024 (annex to the Decision, amended by [CEC Decision No. 3907](#) of 03 September 2025).

The organisation of the certification exams was a collaborative effort, with the CEC working closely with the chairpersons of DEC II and CICDE. As a result, between 10 April and 26 September, 563 examinations were organised, of which 218 were conducted in virtual examination rooms (online), and 345 in in-person examination rooms across all level II administrative-territorial units.

A total of 9,570 candidates attended the examinations, of whom 7,764 passed and received the qualification certificate. Across the 2025 certification session, the examinations recorded an average pass rate of 82.3%.

A total of 6,382 individuals were present in the examination rooms of second-level electoral constituencies. Of these, 5,024 successfully obtained their qualification certificates.

Candidates taking certification exams abroad completed the exam online after receiving a link to the application. Thus, 3,188 citizens of the Republic of Moldova living abroad participated in the certification exam, of whom 2,740 obtained the qualification certificates.

The implementation of ECIS entailed a period of adjustment for all stakeholders involved. The system developed by the Centre for Continuous Electoral Training was successfully tested and implemented, its functionalities were highly appreciated, and the benefits of digitalisation — efficient organisation, continuous information and the high-quality conduct of all examinations — were recognised. This is demonstrated by the certification of over 11.4% more people than planned (7,764 versus 6,883) and by the high exam pass rate (82.3%).

The main challenges identified in the 2025 certification session related to candidates' initial adaptation to using ECIS, handling a high volume of requests within a short period of time, and ensuring balanced territorial coverage of the need for certified electoral officials. The experience gained underscored the need to strengthen candidates' preliminary training and to continue digitalising data verification and validation processes.

The certification exams were held even during the electoral period, overlapping with the training of electoral officials. The overlap of the two activities posed a challenge for the CICDE employees and the DEC II chairpersons, necessitating considerable effort to manage both processes.

The electoral education provided by CICDE captures the public's interest, due to the activities and materials developed by the institution. Throughout 2025, CICDE implemented various programmes aimed at diverse groups of beneficiaries, from preschool children to the elderly. The main activities undertaken, which enabled the achievement of the established objectives, include:

- Electoral education activities for preschoolers and primary school students;
- Electoral education activities for high school students and centres of excellence;
- The intellectual electoral-themed game "What? Where? When?";
- Camp for Elected School Representatives;
- Electoral School;
- Drawing contest "VoteART";
- Contest for libraries "Biblio - R.A.F.T electoral";
- Voter information activities for the parliamentary elections;
- Training programme for the election of the Local Youth Council.

Throughout the year, CICDE continued to promote the principles of democratic participation in formal education by developing and delivering training programmes for teachers at the lower and upper secondary, and university levels, as well as by supporting school democracy (Student Councils).

The combined efforts of CICDE and other relevant institutions and organisations have the potential to enhance the electoral awareness among future voters. In this context, the activities conducted in collaboration with the Ministry of Education and Research, as well as the National Youth Agency, are particularly noteworthy.

CICDE's research laboratory accomplishments in 2025 include the awarding of five research scholarships and the completion of five research projects as part of the seventh edition of the scholarship programme for young researchers. Additionally, two editions of the biannual magazine "Electoral Digest" were published, along with informative and analytical notes prepared at the request of various national and international institutions.

The fifth scientific-practical conference organised by CICDE successfully brought together over 50 participants who discussed the elections and the quality of democracy, as well as the role of political parties in elections.

Of the 33 activities established under Pillar 1 - Service Provision, 27 were fully implemented (81.81%), and six were partially implemented (18.18%). The partially completed actions include delivering training and increasing the number of people trained via the distance learning platform, developing the electronic library, monitoring and continuously evaluating the quality and effectiveness of training delivered by external trainers, and preparing an internal quality report following the implementation of the Quality Policy developed by the Quality Council.

The partially completed actions are under implementation, and the degree of completion reflects their complexity and dependence on multiple internal and external CICDE factors, including beneficiary availability.

At the same time, the Action Plan was implemented in an institutional context marked by the organisation of a third consecutive national election and the conduct of an extensive certification process for electoral officials, both of which demanded significant human and logistical resources.

Under these circumstances, CICDE prioritised ensuring the continuity and quality of essential activities for the proper conduct of electoral processes, with complete implementation of ongoing actions scheduled for the next period.

Table 1 shows the extent of action implementation.

Table 1. Implementation of activities included in CICDE's Annual Plan for Pillar 1

PILLAR 1. SERVICE PROVISION			
General Objective 1.1: Continuous capacity building for electoral officials and other stakeholders with responsibilities in the electoral field.			
Number of the strategic action¹	Annual actions	Monitoring indicators	Implementation level
1.1.1.1	Develop the election training plan	<p>Plan developed and approved for the 2025 parliamentary elections</p> <p>Plan developed and approved for the new local elections (spring, autumn)</p>	<p><i>Implemented</i></p> <p>The Training Plan of the Public Institution “Centre for Continuous Electoral Training” for the parliamentary elections of 28 September 2025 was developed and approved by Order of CICDE Director No. 52-a of 03 July 2025.</p> <p>The Training Plan of the Public Institution “Centre for Continuous Electoral Training” for the local by-elections of 18 May 2025 was developed and approved by Order of CICDE Director No. 13-a of 03 March 2025. Due to operational requirements, amendments and addenda were made to the content of the plan.</p> <p>The Training Plan of the Public Institution “Centre for Continuous Electoral Training” for the local by-elections of 16 November 2025 was developed and approved by Order of CICDE Director No. 83-a of 15 September 2025.</p>

¹ Number of the strategic action in the CICDE Action Plan 2024-2027 (Annex 2 to the CICDE Strategic Programme 2024-2027, approved by CEC Decision No. 2374/2024)

1.1.1.2	Implement the election training plan	90% of planned activities implemented	<p><i>Implemented</i></p> <p>The planned training activities were fully implemented, in line with the institutional training plans, differentiated for each type of election.</p> <p>Regarding the estimated number of beneficiaries:</p> <ul style="list-style-type: none"> - for the local by-elections of 18 May 2025 – projections envisaged training 171 electoral actors between 8 April and 15 May 2025; in fact, 149 persons were trained, equating to 87% fulfilment of the training plan; - for the parliamentary elections of 28 September 2025 – plans foresaw training 17,030 electoral actors between 10 July and 27 September 2025; in practice, 21,288 persons were trained, which is 125% of the training plan; - for the local by-elections of 16 November 2025 – plans anticipated training 175 electoral actors between 30 September and 12 November 2025; in fact, 195 persons were trained, equating to 111% of the training plan; <p>Following completion of the training activities, data systematisation enabled the preparation of reports on the training outcomes within the elections:</p> <ul style="list-style-type: none"> • Report on the activities carried out by the Public Institution “Centre for Continuous Electoral Training” during the local by-elections on 18 May 2025 • Report on the activities carried out by the Public Institution “Centre for Continuous Electoral Training”
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			<p>during the parliamentary elections on 28 September 2025</p> <ul style="list-style-type: none"> • Report on the activities carried out by the Public Institution “Centre for Continuous Electoral Training” during the local by-elections on 16 November 2025
1.1.1.3	Select, hire and provide specialised certification of external trainers	Procedure for selection, recruitment and specialised certification of external trainers developed and implemented	<p><i>Implemented</i></p> <p>The procedure for the selection, recruitment and certification of external trainers was developed and approved under the Regulation on selecting, recruiting and certifying electoral trainers, approved by CICDE Director’s Order No. 22-a of 31 March 2025.</p> <p>The procedure thus approved was implemented by organising and conducting the competition to select external trainers.</p> <p>In this context, 28 people were selected, of whom 26 (potential trainers) participated in the initial professional training seminar (training of trainers), carried out between 26 and 29 May 2025. Subsequently, 18 persons were classified at Category N1 and received electoral trainer certificates.</p>
1.1.1.3	Conduct initial training and continuing professional development of external trainers	<p>2 seminars on initial training of trainers held</p> <p>Two development opportunities offered to each active external trainer</p>	<p><i>Implemented</i></p> <p>To provide initial training for external trainers, two introductory vocational training seminars were initially planned to complete the external trainers’ team. Pursuant to the procedures described in the Regulation on the selection, recruitment and certification of electoral trainers, approved by Order No. 22-a of 31 March 2025, 28 individuals were selected, of whom 26,</p>

			<p>prospective electoral trainers, participated in the seminar held from 26–29 May 2025.</p> <p>All trainers involved in training electoral officials were offered development opportunities through the organisation of training-of-trainers (ToT) seminars themed:</p> <ul style="list-style-type: none"> - “Training for members of level-two District Electoral Councils (DEC II)”; - “Training for secretaries/representatives of local public authorities (covering the appointment of members to electoral bodies, the duties of local public authorities in organising and conducting electoral meetings, and the placement of political, pre-electoral and electoral advertising)”; - “Training for members of Precinct Electoral Bureaus (PEB) for the parliamentary elections of 28 September 2025.”
1.1.1.3	Monitor and continuously evaluate the quality and effectiveness of the training provided by external trainers	2 training sessions monitored and evaluated for each external trainer	<p><i>Partially implemented</i></p> <p>In line with the Regulation on the selection, recruitment and certification of electoral trainers, approved by Order No. 22-a of 31 March 2025, a reconfirmation call for trainer status was opened between 4 and 21 July 2025 for graduates of earlier training-of-trainers programmes, in order to obtain the “Electoral trainer” qualification certificate. As a result, 38 trainers submitted reconfirmation dossiers, and their monitoring and evaluation are in progress.</p>

			<p>As part of the training organised for the parliamentary elections, 29 trainers underwent monitoring and assessment of their pedagogical activity, based on the Monitoring and Evaluation Sheet for the teaching activity of the electoral trainer.</p> <p>At the same time, in 2025, the Centre for Continuous Electoral Training (CICDE) contracted a study for the evaluation of electoral training activities delivered for the parliamentary elections of 28 September 2025.</p>
1.1.1.4	Ongoing training of individuals included in the Registry of Election Officials	1 seminar held in each level II constituency	<p><i>Implemented</i></p> <p>Throughout the year, specialised training sessions were organised for persons included in the Registry of Election Officials who had served within lower-tier electoral bodies (DEC II and PEB), based on training needs identified by DEC II chairs at the training-planning stage.</p> <p>Accordingly, 14 training seminars were held for DEC II electoral officials, 12 of which were delivered in regional clusters, each cluster comprising members from 2, 3 or 4 DEC II.</p> <p>A total of 409 training seminars were conducted for members of the PEB, ensuring they were held in every level-two electoral district.</p>
1.1.1.5	Explore the possibility of developing a content recommendation system on the distance learning platform based on machine learning algorithms	Options analysis paper developed	<p><i>Implemented</i></p> <p>Reviewed the options of developing a content recommendation system on the distance learning</p>

			platform based on machine learning algorithms, with the relevant review document developed.
1.1.2.2	Expand the basic package of programmes to prepare candidates for certification exams	1 yearly programme developed	<p><i>Implemented</i></p> <p>A distance learning course “Activity of Precinct Electoral Bureaus abroad” was developed. It is available on the e-learning.cicde.md platform in the “Courses to prepare for the certification exam” category.</p> <p>Additionally, during the reference period, a distance learning course “Activity of Precinct Electoral Bureaus for absentee voting” was developed.</p>
1.1.2.3	Provide training for certification exam candidates through the distance learning platform.	200 individuals have completed at least one course from the basic package	<p><i>Partially implemented</i></p> <p>The courses in the “Courses to prepare for the certification exam” category on the e-learning.cicde.md platform were completed by 66 people in 2025, each obtaining a qualification certificate.</p> <p>Furthermore, the “Video Guide to the Electoral Certification Information System (ECIS)”, in Romanian, recorded 4.7 thousand views, and the subtitled Russian version – 2.8 thousand views.</p>
1.1.2.4	Develop the information system for certification in the electoral field	System tested, implemented and adjusted, as appropriate	<p><i>Implemented</i></p> <p>Every stage of the certification process in the 2025 session was conducted via the Electoral Certification Information System (ECIS).</p> <p>The organisation, administration, operation and updating of ECIS are regulated by the Regulation on the</p>

			<p>information resource formed by the Electoral Certification Information System, approved by Order of the CICDE Director No. 18-a of 25 March 2025, as subsequently amended.</p> <p>Currently, ECIS is fully functional, and all certification-process functionalities are digitalised and operational through the certification platform.</p>
1.1.2.5	<p>Conduct the certification process based on the Plan for organising and conducting the certification process of training/specialisation in the electoral field approved by the CEC, taking into account the needs identified by the DEC II chairpersons and the Ministry of Foreign Affairs</p>	<p>Certification exams conducted in each level-two administrative-territorial unit and online</p>	<p><i>Implemented</i></p> <p>The 2025 certification session was conducted in line with the Plan for organising and conducting certification of training/specialisation in the electoral field in the 2025 session (approved by the Central Electoral Commission through Decision No. 3441 of 17 March 2025 and amended by Decision No. 3907 of 03 September 2025).</p> <p>In total, under the 2025 certification session, 563 examinations were organised between 10 April and 26 September 2025, of which 218 were held in virtual examination rooms (online) and 345 in in-person examination rooms across all level-two administrative-territorial units.</p> <p>9,570 candidates sat the exams, of whom 7,764 passed and obtained the qualification certificate. The average pass rate for the certification examinations in the 2025 session was 82.3%.</p>

1.1.3.1	Develop the educational offer for electoral stakeholders involved in elections (judges, police officers, electoral contenders, registrars)	Educational offer transmitted to stakeholders	<p><i>Implemented</i></p> <p>In accordance with the training plan, the educational offer for the 28 September 2025 elections was developed and sent to potential beneficiaries or partner institutions that delegated individuals for training.</p>
1.1.3.2	Provide training to judges, police officers, electoral contenders, registrars	1 training seminar for each stakeholder	<p><i>Implemented</i></p> <p><u>Police officers.</u> On 11 August 2025, three webinars were conducted on the following topic: “The role of employees of the Ministry of Internal Affairs in the electoral process”. The 270 employees of the territorial subdivisions of the General Police Inspectorate were briefed on the regulatory framework for organising and conducting the parliamentary elections, the police's responsibilities in the electoral process, and the legal provisions regarding contravention and criminal liability for violations of electoral and related legislation.</p> <p><u>Carabinieri.</u> Covering the same topic, between 12 and 22 August 2025, three seminars were conducted at the “CENTRE” Regional Directorate, Chişinău municipality, “NORTH” Regional Directorate, Bălţi, and the “SOUTH” Regional Directorate, Comrat, for 105 carabinieri, following a request to organise these training activities submitted to the Centre for Continuous Electoral Training by the General Inspectorate of Carabinieri.</p> <p>Operators of the Public Institution “Single National Emergency Call Service 112”. The CICDE conducted a training session for 73 operators of the 112 Service, who were interested in the legal framework and their</p>

			<p>responsibilities in handling election-related calls; the typologies of reportable electoral incidents, such as voter bribery, violations at polling stations, organised transportation of voters, or banned electoral advertising; the importance of timing in reporting incidents and the specific rules for the pre-electoral period, the silence day and polling day; the distinction between relevant and unfounded calls, as well as identifying the essential information to pass promptly to the competent authorities.</p> <p><u>Judges.</u> A training course was organised for judges of first-instance courts, the Centre Court of Appeal and the Supreme Court of Justice, as well as prosecutors from Chişinău and 12 other districts, to discuss international standards and the specifics of national legislation on resolving electoral disputes ahead of the 2025 parliamentary elections. This course was organised by the Office of the Council of Europe in Chişinău and the Venice Commission, in partnership with the National Institute of Justice, the Central Electoral Commission and the Centre for Continuous Electoral Training, under the “Improving Electoral Practice in the Republic of Moldova (IEPRM) 2025–2028” project, part of the Council of Europe’s 2025–2028 Action Plan for the Republic of Moldova.</p> <p>Representatives of the electoral contenders. On 25 September 2025, a YouTube conference was organised for representatives of electoral contenders in the Precinct Electoral Bureaus at polling stations. Participants were acquainted with the electoral regulatory framework governing the specific features of</p>
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			<p>holding the parliamentary elections, as well as the full set of rights and obligations of representatives of electoral contenders. The live stream was watched 680 times.</p> <p><u>Registrars.</u> To build the capacity of people in charge of specific operations in the SVR, the CICDE conducted eight in-person training seminars for 183 registrars. Another 508 registrars were trained online (six webinars on Zoom). Altogether, 691 people discussed and analysed the principles for handling voter information in the electoral registers and gained an understanding of the specific features of their activity.</p>
1.1.3.3	Conduct the training on the distance learning platform	10% increase in the number of people trained on the distance learning platform compared to 2024 (election year)	<p><i>Partially implemented</i></p> <p>Remote learning is delivered through asynchronous courses completed by beneficiaries on the e-learning.cicde.md distance learning platform and through webinars with prior registration of beneficiaries on the distance learning platform – cursuri.cicde.md.</p> <p>In 2025, the distance learning platform www.e-learning.cicde.md issued 166 certificates to beneficiaries who completed asynchronous courses and final tests, compared with 610 in 2024.</p> <p>The number of participants in 2025 at CICDE webinars on the cursuri.cicde.md distance learning platform amounted to 116 persons, compared with 313 persons in 2024.</p>

			<p>Additionally, over 2025, four activities under the title “E-hub 2.0” were conducted live on the CICDE Facebook page and later posted on the CICDE YouTube page:</p> <ul style="list-style-type: none"> - 30.04.2025 - “Use of information and communication technologies (ICT) in the electoral processes of some member states of the Council of Europe and the European Union”, guest Misev Vladimir, CoE expert; - 21.05.2025 - “Vote-counting practices in some member states of the Council of Europe and the European Union”, guest Misev Vladimir, CoE expert; - 22.07.2025 - “How is artificial intelligence revolutionising the administration of elections?”, guest Pavel Cabacenco, senior regional electoral adviser; - 16.09.2025 - “The ‘smart’ electoral campaign: regulating the use of AI in elections”, guest Pavel Cabacenco, senior regional electoral adviser.
General Objective 1.2 Building electoral awareness			
1.2.1.1	Develop the distance learning course for the election of the <i>Local Youth Council</i> .	Distance learning course available on the distance learning platform	<p><i>Implemented</i></p> <p>The training programme for the election of the Local Youth Council was updated, and a distance learning course for the election of the Local Youth Council was developed, which is available on the distance learning platform.</p>

			The distance learning course was launched via a live online event, and the launch video has 1.6 thousand views on the Facebook page and 85 views on the YouTube page.
1.2.1.2	Develop an electoral education programme for secondary school students	Civic education programme developed	<i>Implemented</i> A civic education programme was developed for lower-secondary students, entitled "How to make the right choice in a world of rumours and fake news".
1.2.1.3	Carry out civic and electoral education activities	30 activities	<i>Implemented</i> Throughout 2025, individuals of varying ages benefited from civic and electoral education activities, as detailed below: <ul style="list-style-type: none"> - Two intellectual electoral-themed games What? Where? When? (124 participants: 58 boys and 66 girls); - One Camp for Elected School Representatives edition 2025 (28 participants: 7 boys and 21 girls); - One activity as part of the National Assembly of Students from Technical Vocational Education, activity carried out in collaboration with the Ministry of Education and Research and the National Youth Agency (75 students); - One activity for the training and establishment of the National Student Council, carried out in collaboration with the Ministry of Education and

			<p>Research and the National Youth Agency (57 students);</p> <ul style="list-style-type: none"> - One Contest for libraries “Biblio - R.A.F.T electoral”, attended by 24 libraries. 130 activities were carried out as part of the contest (7,295 beneficiaries); - One Electoral Camp for Young People (20 participants: 7 boys and 13 girls); - One painting contest “VotArt Junior” (39 participants: 6 boys and 33 girls); - One competition for developing didactic projects on electoral themes in pre-school institutions (22 members of teaching staff) - Five early electoral education activities (kindergarten) (131 children, of whom 60 girls and 71 boys) - One activity “Elections and Information” (primary level) (32 children, of whom 19 boys and 13 girls); - One electoral practice programme “Participation of National Minorities in Elections” (6 young people); - Eight activities themed “Elections 4D” (235 young women and men); - Two electoral education activities “The Power of Your Vote: electoral education for informed
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			<p>citizens” (over 140 young people from the country and the diaspora);</p> <ul style="list-style-type: none"> - One electoral education activity on the following topics: the importance of voting; the rights and responsibilities of citizens and electoral contenders; activities specific to the electoral period and campaign; principles of organising elections. The session was conducted as part of the Summer School “Youth’s Voice for the Environment” (34 young women and men); - One training session for future nursery teachers, at the “Alexei Mateevici” College. The activity aimed to familiarise the participants (women) with the concept of early electoral education and with the integration of civic culture elements into daily kindergarten activities (23 students); - Two interactive lessons for lower-secondary students themed “Elections – a lesson about civic responsibility” (35 male and female students). - One online quiz themed “Values of Democracy”, conducted on International Human Rights Day (130 people) <p>In total, 30 activities were conducted directly by CICDE, with 1,151 beneficiaries, and 130 activities were conducted by libraries under the “Biblio R.A.F.T” competition, from which 7,295 people benefited.</p>
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1.2.1.4	Conduct information campaigns for voters before elections	1 information campaign	<p><i>Implemented</i></p> <p>Between 25 August and 15 October 2025, the information campaign “Learn with us, Choose for yourself!” was conducted.</p> <p>The campaign aimed to enhance electoral knowledge and promote informed participation in voting, through a series of activities targeting young people, people in detention institutions, military personnel, and other categories of citizens.</p> <p>Campaign activities:</p> <ul style="list-style-type: none"> - Five public lectures in educational institutions and youth centres in Sireți, Strășeni, Hîncești and Chișinău (287 young people); - Two information sessions in penitentiary institutions (65 prisoners); - Five information sessions for military personnel (around 500 participants); - One information session for people with visual impairments (27 beneficiaries); - Participation with an exhibition stand at the Diaspora Congress (11th edition) and at the exhibition “The Evolution of Elections in the Republic of Moldova”. <p>In parallel, CICDE conducted an online social media campaign (Facebook and Instagram), with informative cards for voters about voting conditions, necessary</p>
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			<p>documents, voting at one's place of stay, and certificates for the right to vote.</p> <p>In total, approximately 879 people directly benefited from the campaign's activities.</p>
1.2.2.1	Conduct a contest of educational projects among pre-school teachers	3 new projects added to the portfolio of educational projects for early electoral education activities	<p><i>Implemented</i></p> <p>The competition for didactic projects on electoral themes was carried out in line with the Regulation on the competition for didactic projects with an electoral theme in pre-school educational institutions, approved by the CICDE Director's Order No. 30-a of 7 May 2025. 22 members of teaching staff from 14 level-two administrative-territorial units participated in the competition.</p> <p>The portfolio of educational projects for early electoral education activities was expanded. Eight projects, winners of the competition for educational projects on electoral topics in preschool institutions, were published in the second edition of the Electoral Education Kit.</p>
1.2.2.2	Develop a training programme to build the capacity of pre-university teachers to expand the scope of the elective subject <i>Electoral Education</i>	Training programme developed	<p><i>Partially implemented</i></p> <p>In 2025, the <i>Electoral Education manual</i>—grounded, <i>inter alia</i>, not only in teaching strategies but also in the electoral regulatory framework—was revised and supplemented following legislative amendments (Second edition, revised and supplemented).</p> <p>In 2025, the training activities were delivered using existing educational resources (the manual, curriculum</p>

			<p>and implementation guide for the “Electoral Education” subject).</p> <p>The training programme to enhance the capacity of pre-university teaching staff for wider implementation of the optional “Electoral Education” subject, as a distinct, formal CICDE document, is under development, based on accumulated experience and the results of previous training sessions.</p>
1.2.2.4	Carry out training sessions for teachers	3 seminars	<p><i>Implemented</i></p> <p>For the capacity-building of pre-university teachers to teach Electoral Education, two seminars were initially planned, but due to increased interest among teachers, three three-day training sessions were held, as follows:</p> <p>14–16 March 2025 – 41 participants;</p> <p>21–23 March 2025 – 30 participants;</p> <p>11–13 April 2025 – 17 participants;</p> <p>Additionally, a seminar entitled “Integration of the course ‘Electoral Culture in the Democratic State’ into university programmes” was conducted for university teaching staff on 12–13 July (15 participants).</p>
General Objective 1.3 Development of electoral research			
1.3.1.1	Implement the institutional strategy for open science	Annual plan developed and 90% implemented	<p><i>Implemented</i></p> <p>The 2025–2027 Open Science Strategy was approved by CICDE Director’s Order No. 94-a of 21 October 2025,</p>

			<p>accompanied by an implementation plan that operationalises the agreed strategic directions.</p> <p>During the reporting period, the implementation plan was applied gradually by initiating and delivering the activities scheduled for 2025, in accordance with institutional priorities, forming the basis for continued implementation in the years ahead.</p>
1.3.1.2	Conduct a general public survey on electoral issues	<p>Questionnaire developed and implemented</p> <p>The results analysis published</p>	<p><i>Implemented</i></p> <p>Questionnaire “Participation of Citizens in Electoral Processes in the Republic of Moldova”, developed as part of the CICDE scholarship programme. The results of the questionnaire were published in the study prepared by Adrian Crainic and Rodica Ciobanu: “Electoral absenteeism and its impact on the quality of democracy in the Republic of Moldova: determining factors and solutions to increase civic participation”, Through electoral research towards a qualitative democracy, CICDE 2025, p. 99.</p>
1.3.1.3	Public presentation of research findings in the electoral field.	1 event organised	<p><i>Implemented</i></p> <p>Public presentation of research findings in the electoral field conducted as part of:</p> <ul style="list-style-type: none"> - the Annual Scientific Conference with international participation, organised by CICDE on 14 November 2025; - the round table “Integration into university programmes of the course unit ‘Electoral Culture in the Democratic State’”, organised by CICDE on

			<p>International Day of Elections, 06 February 2025;</p> <ul style="list-style-type: none"> - the exhibition “The Evolution of Elections in the Republic of Moldova”, organised by the CEC, CICDE and IFES at the National Museum of History of Moldova, 1–31 July 2025; - the exhibition stand at the Diaspora Congress, 11th edition.
1.3.1.4	Organise the Annual Scientific Conference with international participation	One conference held	<p><i>Implemented</i></p> <p>The Annual Scientific Conference with international participation, “Quality of Democracy through Electoral Research”, was held on 14 November 2025, with 50 participants.</p>
1.3.1.5	Develop CICDE library	<p>Book stock increased by 25 publications</p> <p>50% of library books placed in the electronic library</p>	<p><i>Partially implemented</i></p> <p>Over the year, the CICDE library’s collection grew by 10 purchased publications and 15 electronic resources stored in the library. At the same time, the electronic library remains under development. At present, it includes 166 resources, representing about 10% of the CICDE library’s total collection.</p>
1.3.2.1	Carry out the electoral fellowships programme for young researchers	Five studies developed and published	<p><i>Implemented</i></p> <p>As part of the fellowships programme, five young researchers conducted five electoral research studies under the guidance of their mentors. The studies were published in the anthology “Through electoral research towards a qualitative democracy”.</p>

1.3.2.2	Edit the Electoral Digest, the journal on electoral analysis, theory and research	Two editions published	<p><i>Implemented</i></p> <p>Electoral Digest XIII, June 2026, developed and published</p> <p>Electoral Digest XIV, December 2026, developed and published</p>
1.3.2.3	Develop and publish the research findings (studies, analytical notes, etc.)	Three findings developed and published	<p><i>Implemented</i></p> <p>Five research studies conducted and published;</p> <p>Within the International IDEA Review of the 2024 Super-Cycle Year of Elections report, CICDE provided data and institutional expertise to the case study on the Republic of Moldova, concerning the fight against discrimination and gender-based violence in the 2024 elections;</p> <p>Article by Gh. Rață, “The vote of the diaspora from the Republic of Moldova and Romania in the 2024–2025 elections”, Electoral Digest, No. XIII, 2025;</p> <p>Analysis of national and international observers’ reports on the activity and training of electoral officials (2024), and the development of recommendations to improve the training of electoral officials in 2025.</p>
1.3.3.1	Create CICDE Quality Council	Nominal composition approved	<p><i>Implemented</i></p> <p>The nominal composition of the Quality Council of the Public Institution “Centre for Continuous Electoral Training” was approved by Order No. 86-a of the CICDE Director, dated 03 October 2025.</p>

1.3.3.2	Implement the Quality Council policy, including quality indicators by activity areas (Quality Council activity plan)	Quality policy implemented Internal quality assessment report	<p><i>Partially implemented</i></p> <p>The Quality Council of the Public Institution “Centre for Continuous Electoral Training” operated in line with the Regulation on the organisation and functioning of the Quality Council of the Public Institution “Centre for Continuous Electoral Training”, which was approved by Order No. 72-a of the CICDE Director, dated 31 December 2024.</p> <p>Pursuant to the conditions and timelines of the Rules on the organisation and functioning of the Quality Council, the Quality Policy of the Public Institution “Centre for Continuous Electoral Training” was approved by CICDE Director’s Order No. 110 of 30 December 2025, and structurally also encompasses quality indicators for each institutional area of activity.</p> <p>The Quality Council shall draw up and present annually information notes on the quality level and the results of the activities evaluated.</p>
1.3.3.4	Implement the monitoring, evaluation, and learning system	Monitoring and evaluation tools applied to CICDE activities	<p><i>Implemented</i></p> <p>The quality management system within CICDE is described in the Centre’s Quality Policy, developed by the Quality Council and approved by CICDE Director’s Order No. 110 of 30 December 2025. The following monitoring and evaluation tools were applied by CICDE during the reporting period:</p> <ul style="list-style-type: none"> - The monitoring and evaluation form for the teaching activity of the electoral trainer, used to monitor and assess the teaching delivered by

			<p>external trainers, was revised and included in Annex 4 to the Regulation on the selection, recruitment and certification of electoral trainers, approved by CICDE Director's Order No. 22-a of 31 March 2025;</p> <ul style="list-style-type: none"> - Evaluation questionnaires for education and training activities; - Feedback submitted in ECIS by candidates for the certification examinations; <p>The system is to be further developed through the implementation of the quality indicators set out in the Quality Policy.</p>
1.3.3.5	Formulate the findings and recommendations	Report developed	<p><i>Implemented</i></p> <p>An analytical report on the training activities for the 2025 elections, setting out conclusions and recommendations.</p>

PILLAR 2. INSTITUTIONAL DEVELOPMENT

This pillar includes 2 main objectives: improving employees' working conditions and ongoing promotion of the CICDE brand.

For this, in 2025, CICDE continued to implement measures to enhance its employees' working conditions. Following Central Electoral Commission (CEC) Decision No. 3376 of 14 February 2025 on approving the staff ceiling, organisational structure and organogram of the Public Institution "Centre for Continuous Electoral Training", the staff establishment was drawn up and approved, accompanied by an explanatory note. Subsequently, after being transmitted to the Central Electoral Commission, the staff establishment was endorsed. As regards the remuneration, submissions were sent to the Central Electoral Commission and the Ministry of Finance. The requests forwarded to the aforementioned entities are under examination (according to the responses received), taking into account that a nationwide job evaluation process is under way and that, subsequently, a new remuneration law for the public sector will be approved.

Particular emphasis was placed on organising and conducting competitions to fill vacant posts. This priority was essential to observe the established work norms for employees, aligning them with the institution's specific conditions and avoiding the overloading of individual employees, especially considering the electoral periods—local by-elections (spring and autumn) and parliamentary elections.

Once the staff establishment was approved and endorsed, several stages of competitions to fill vacant posts were organised (competitions launched and extended). Largely, the absence of candidates and/or their refusal to take up the positions they had applied for are due to a less competitive pay system.

During 2025, only one of the four posts put to competition was filled—electoral trainer (with duties reflecting the certification of training/specialisation in the electoral field).

An important component of institutional development is identity recognition. Starting from this premise, the educational and digital marketing strategy will be finalised and adopted in 2026.

To tap into and showcase CICDE's experience, its employees participated in various events throughout the year, such as conferences and round tables, including presentations covering all areas of expertise offered by CICDE.

CICDE also maintained a strong online presence, with its products accessible through the official website, social media accounts, and YouTube channel. The institution's activities were also highlighted in the national media through news articles and press releases, as well as by inviting CICDE representatives to appear on TV shows.

Of the five activities set for 2025 under Pillar 2 "Institutional Development", four were fully implemented (80%) and one action was not implemented (20%). The non-implemented activity concerns the development and monitoring of the implementation of CICDE educational marketing strategy, for which the necessary expertise has not been identified.

Table 2 shows the extent of action implementation.

Table 2. Implementation of activities included in CICDE's Annual Plan for Pillar 2

PILLAR 2. INSTITUTIONAL DEVELOPMENT		
General Objective 2.1. Improving employees' working conditions		
Implement actions based on the organisational structure, organisational chart and staffing ceiling	Request for approval of staffing limits, organisational structure and organisational chart submitted to the Central Electoral Commission. Staffing table approved and submitted for legal opinion	<i>Implemented</i> Following Central Electoral Commission Decision No. 3376 of 14 February 2025 on approving the staff ceiling, organisational structure and organogram of the Public Institution "Centre for Continuous Electoral Training", the staff establishment was prepared and approved, together with an explanatory note. Once transmitted to the Central Electoral Commission, the staff establishment was endorsed. By CICDE Director's Order No. 20-a of 27 March 2025, the staff establishment of the Public Institution "Centre for Continuous Electoral Training" was brought into force, setting a total of 11 functions/posts.
Identify solutions to improve pay conditions for employees	Requests submitted to the relevant institutions	<i>Implemented</i> Requests were sent to the Central Electoral Commission (superior hierarchical body) and the Ministry of Finance. The submissions related to increasing the reference value for determining employees' salaries, the evaluation of positions within CICDE, with emphasis on amending the pay grid and the hierarchy of functions.

Provide professional development opportunities to CICDE employees	Two development opportunities offered to each employee	<i>Implemented</i> The process of continuous training/professional development was conducted in accordance with the Plan for the continuous training/professional development of staff within the Public Institution “Centre for Continuous Electoral Training” for 2025, approved by Order No. 12-a of 3 March 2025, and beyond this institution — on the electoral strand — on the basis of offers from development partners. CICDE employees had at least two professional development opportunities.
General Objective 2.2. Ongoing promotion of the CICDE brand		
Develop and monitor the implementation of the Educational Marketing Strategy of CICDE.	Strategy approved Implementation report prepared	<i>Not implemented</i>
Participate with presentations in conferences, round table discussions, and other events in the country and abroad.	5 public presentations	<i>Implemented</i> CICDE employees delivered 19 presentations at 11 events, four of which were held abroad.

PILLAR 3. MULTILATERAL COOPERATION

The Centre for Continuous Electoral Training acknowledges the importance of cooperating with international organisations, civil society groups, and public institutions. Partnerships, both long-standing and newly established, help expand outreach to beneficiaries, increase geographical coverage, and improve service quality.

CICDE formalised partnerships with some of these organisations by signing cooperation agreements, under which the following activities were carried out.

- training session for the students of the “Stefan cel Mare” Academy of the Ministry of Internal Affairs;
- study visits for students of the Centre of Excellence in Business Administration;
- information sessions for librarians within the Summer Academy for Librarians;
- activities dedicated to Student Councils;
- a round table with partner universities: Moldova State University, “Stefan cel Mare” Academy of the Ministry of Internal Affairs, and the Cooperative-Commercial University of Moldova;
- partner universities' participation in CICDE's research activities (scholarship competition, annual scientific conference), etc.

CICDE employees offered consultancy services in CICDE's areas of expertise for the benefit of citizens, institutions, and organisations both domestically and internationally:

- research (consulting third parties on developing scientific articles, distance learning courses, bachelor's, master's, and doctoral theses in the electoral field and related areas);
- electoral education (consultancy provided to teachers and librarians for carrying out civic and electoral education activities).

In 2025, CICDE signed a partnership agreement with the Expert Forum Association (EFOR), Romania. As a result, on the occasion of International Human Rights Day, the first civic education activity was carried out together with Expert Forum (EFOR) Romania and the Moldovan Club of Intellectual Games (CMJI). As the national partner in implementing the international essay competition "EU Democracy and Digital Transformation: Challenges and Opportunities for Democratic Processes", organised by the Authority for European Political Parties and European Political Foundations (APPF), CICDE participated in the awards ceremony held at the European Parliament in Brussels.

Concurrently, CICDE's multilateral collaboration was also reflected through the organisation of events of a symbolic and strategic nature, intended to strengthen dialogue between national institutions and external partners. One example is the event "CICDE NEXT – Electoral Culture between Human and Digital", organised to mark 14 years of the institution's activity, which gathered representatives of public authorities, international organisations, civil society and academia. The event provided a framework to reflect on the transformations in the electoral process and the role of inter-institutional cooperation in developing an electoral culture adapted to the digital age.

All three activities planned for 2025 under Pillar 3 “Multilateral Cooperation” have been fully implemented (100%).

Table 3 shows the extent of action implementation.

Table 3: Implementation of activities included in CICDE's Annual Plan for Pillar 3

PILLAR 3. MULTILATERAL COOPERATION			
General Objective 3.1: Building cooperation and partnerships with key national institutions			
3.1.1.3	Provide expert services and electoral consultancy	Three services	<p><i>Implemented</i></p> <p>Analytical notes and opinions were presented at the request of IPRE (on the continuous training and appropriate certification of electoral officials from lower-level electoral bodies), CEC (proposals regarding amendments to internal regulations and the organisation of elections), PROMO-LEX (including the notions of hate speech and incitement to discrimination in training programmes), and CNDDCM (a matrix of statistical indicators concerning persons with disabilities);</p> <p>Consultancy services provided by CICDE employees, covering CICDE's areas of activity, benefiting citizens, institutions, and organisations both within and outside the country.</p>
3.1.2.1	Carry out activities under new or existing cooperation arrangements	Five activities	<p><i>Implemented</i></p> <p>Throughout 2025, under cooperation agreements, CICDE organised and conducted 13 activities:</p> <ul style="list-style-type: none"> - round-table on the theme “Integrating the course unit ‘Electoral Culture in the Democratic State’ into university curricula”, with the participation of partner universities: Moldova State University,

			<p>“Ștefan cel Mare” Academy of the Ministry of Internal Affairs, and the Cooperative-Commercial University of Moldova;</p> <ul style="list-style-type: none"> - two study visits for students of the Centre of Excellence in Business Administration, conducted under the partnership with the Cooperative-Commercial University of Moldova; - one training session entitled “The Role of the MAI Employee in the Electoral Process” for students of the “Ștefan cel Mare” Academy of the Ministry of Internal Affairs, carried out under the cooperation agreement with CICDE; - one training for judges focused on discussing international standards and the specifics of national legislation on the resolution of electoral disputes ahead of the 2025 parliamentary elections in the Republic of Moldova, conducted in partnership with the National Institute of Justice; - two information sessions on electoral processes, electoral rights and the role of the media in an electoral context within the Summer Academy for Librarians, themed “Electoral culture – a core attribute of participatory citizenship”, under the cooperation agreement with the Association of Librarians of the Republic of Moldova; - one training for young people on the electoral process, delivered within the “Youth Voice for the
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			<p>Environment" Summer School organised by the Public Association Eco-Răzeni, on the basis of the cooperation agreement;</p> <ul style="list-style-type: none"> - two activities for Students' Councils (the General Assembly of the National Students' Council and the General Assembly of student representatives from technical vocational education), organised in partnership with the Ministry of Education and Research of the Republic of Moldova and the National Youth Agency; - one practical training activity with female students from the "Alexei Mateevici" College, future pre-school educators, delivered under the cooperation agreement with the "Alexei Mateevici" College; - one interactive activity dedicated to youth engagement in democratic processes, organised for students of Moldova State University, on the basis of the cooperation agreement with USM; - - "Alexei Șciusev" School of Fine Arts (VotArt painting contest); - one electoral quiz dedicated to International Human Rights Day, organised under the cooperation agreement with Expert Forum Romania.
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General Objective 3.2. Regionalisation of CICDE training activity			
3.2.1.1	Carry out activities in partnership with institutions/organisations from other countries, giving priority to European Union countries and organisations	One activity	<p><i>Implemented</i></p> <p>On 22.05.2025, as the national partner, CICDE participated in the awards ceremony of the APPF international essay competition, carried out at the European Parliament in Brussels.</p> <p>On 26.11.2025, CICDE signed a partnership agreement with the Expert Forum Association (RFOR), Bucharest, Romania.</p> <p>On 10.12.2025 CICDE, in partnership with Expert Forum (EFOR) Romania and the Moldovan Club of Intellectual Games (CMJI), organised an online quiz dedicated to International Human Rights Day.</p>

PILLAR 4. STRENGTHENING THE INTERNAL MANAGEMENT CONTROL SYSTEM

A fourth pillar was added to CICDE's Action Plan for 2025 in order to strengthen the internal management control framework and align the institution's activities with the national and international commitments undertaken by the Republic of Moldova in areas of integrity, transparency, and gender equality. While this pillar was not expressly envisaged in CICDE's 2024–2027 initial Strategic Programme, its inclusion reflects the need to align institutional mechanisms with new requirements of governance and public accountability.

The objectives and actions under this pillar reflect the institutional commitments derived from national programmes and strategies as well as from the National Standards for Internal Control in the Public Sector (NSIC).

Within this pillar, CICDE acted in line with the objectives set by the 2024–2028 National Integrity and Anti-Corruption Programme, as well as other relevant public policy documents. Thus, the institution ensured the monitoring and application of measures to foster a climate of institutional integrity, emphasising compliance with the legal regime on gifts, the declaration of conflicts of interest, the prevention of undue influence, and the handling of alerts concerning possible breaches of the law.

Another important dimension of Pillar 4 was to ensure a cross-cutting approach to gender equality and inclusion, according to the Programme for Promoting and Ensuring Equality between Women and Men in the Republic of Moldova for 2023-2027, the National Action Plan for the Republic of Moldova's Accession to the European Union for 2024–2027, and the recommendations formulated under the UN Universal Periodic Review (UPR). In this context, CICDE integrated the gender dimension across its training, information, electoral education and research activities, including through the disaggregation of statistical data and the adaptation of educational content.

The training activities conducted in 2025 included specific topics on promoting women's participation in political and electoral processes, the use of accessible and inclusive tools, and the familiarisation of electoral stakeholders with international gender equality standards. Concurrently, CICDE helped develop young people's competences by organising and coordinating internships for higher education students, strengthening the connection between academia and the electoral field.

All five annual activities planned for 2025 under Pillar 4 "Strengthening the internal management control system", have been fully implemented (100%).

Table 4 shows the extent of action implementation.

Table 4. Implementation of activities included in CICDE's Annual Plan for Pillar 4

PILLAR 4: STRENGTHENING THE INTERNAL MANAGEMENT CONTROL SYSTEM²			
General Objective: Strengthening the climate of institutional integrity through effective and diligent implementation of integrity standards			
Document reference	Annual actions	Monitoring indicators	Implementation level
Specific Objective 1.1 of the National Integrity and Anti-Corruption Programme 2024-2028 and the Action Plan for the implementation of the Programme, approved by Parliamentary Decision No. 442/2023	Monitor and ensure the implementation of measures to foster a climate of institutional integrity with regard to the legal regime of gifts, conflicts of interest, undue influence and warnings of possible illegalities committed	<p>100% of gifts registered in the Gift Register</p> <p>100% of declared conflicts of interest registered in the Register of declarations of conflicts of interest</p> <p>100% of declared cases registered in the Register of improper record-keeping cases</p> <p>100% of reported cases registered in the Register of disclosures of illegalities</p>	<p><i>Implemented</i></p> <p>The climate of institutional integrity is achieved on all dimensions: with regard to the legal regime of gifts, conflicts of interest, undue influence and warnings of possible illegalities committed:</p> <p>The gift registers are published in the Transparency section on CICDE's website;</p> <p>No statements concerning conflicts of interest were submitted or registered;</p> <p>No cases of undue influence were submitted or registered;</p> <p>No disclosures about breaches of the law were submitted or registered.</p>

² The objectives and actions under this pillar reflect the institutional commitments derived from national programmes and strategies as well as from the National Standards for Internal Control in the Public Sector (NSIC)

	Implement measures to prevent corruption in the certification and training process	Requests/information messages sent to stakeholders Number of thematic trainings organised Number of public agents trained	<p><i>Implemented</i></p> <p>Every training programme for electoral officials integrates a session on the integrity of electoral officials;</p> <p>E-learning course: “Assets and funding of political parties”</p> <p>E-learning course: “Misuse of administrative resources in elections”</p> <p>Video posted on CICDE’s YouTube channel “Integrity of electoral officials”</p> <p>Informative message sent to DEC II presidents on avoiding undue influence, during the certification process, from entities entitled to nominate;</p> <p>Eight CICDE staff members trained (100%);</p> <p>One webinar “Integrity of the electoral process”, 08.09.2025 (26 participants);</p>
General Objective: Ensuring institutional commitment to analysis, evaluation and reporting for other national programmes and plans			
Document reference	Annual actions	Monitoring indicators	Implementation level
Specific Objective 5.2 of the Programme for promoting and ensuring equality between men and women in the Republic of Moldova for	Ensure a transdisciplinary approach to gender equality/inclusiveness in election-related information, research and education activities	Gender equality integrated into ongoing programmes	<p><i>Implemented</i></p> <p>In 2025, the distance learning course “Gender equality in elections” was reviewed and updated;</p>

<p>2023-2027³; Cluster 1, Chapter 23, Action 75 of the National Action Plan for the Republic of Moldova’s accession to the EU for 2024-2027⁴; Intervention Areas 23 and 33 of the Set of Measures for the implementation of the recommendations received at the 40th session of the UN UPR Working Group¹¹⁵</p>	<p>Conduct training activities (remote or in-person) with a gender/inclusiveness focus (including familiarisation with accessible tools to promote and encourage women’s participation in political and electoral processes)</p>	<p>30 people trained</p>	<p>CICDE’s educational offer through the platform cursuri.cicde.md includes the course “ Gender mainstreaming into electoral processes”.</p> <p><i>Implemented</i></p> <p>Webinar “Gender mainstreaming into electoral processes”, 25.09.2025 (31 participants);</p> <p>The distance learning course “Gender equality in elections” was completed by 16 people.</p>
<p>Area of intervention 33 from the Set of Measures for implementing the recommendations received during the 40th session of the UN UPR Working Group⁶</p>	<p>Organise and coordinate internships for students of higher education institutions</p>	<p>Two people</p>	<p><i>Implemented</i></p> <p>During the reference year, CICDE was a host institution for students of the Moldova State University who completed internships:</p> <p>1 student – during the period 13.01–23.02.2025;</p> <p>9 students – during the period 12–25.05.2025;</p> <p>5 students – 17–23.06.2025;</p> <p>4 students – 16–21.06.2025.</p>

³ approved by Government Decision No 203/2023

⁴ approved by Government Decision No 829/2023

⁵ approved by National Human Rights Council Decision No. 1 of 04.09.2023

⁶ approved by National Human Rights Council Decision No. 1 of 04.09.2023

			<p>They undertook their initial/undergraduate internships on the basis of an inter-institutional cooperation agreement.</p> <p>Six young women and men participated in the seventh edition of the Electoral Practice Programme organised by CICDE</p>
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Abbreviations

CEC – Central Electoral Commission

DEC II - level-two District Electoral Councils

CICDE - Public Institution “Centre for Continuous Electoral Training”

UPR – Universal Periodic Review

UN – United Nations Organisation

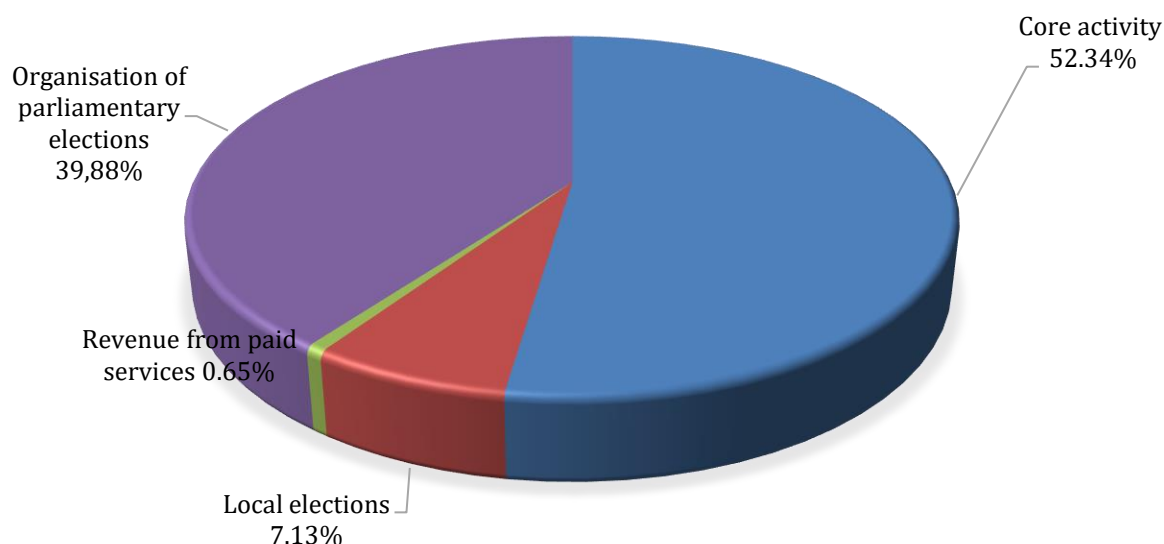
RM – Republic of Moldova

EU – European Union

Implementation of the 2025 Budget by the Centre for Continuous Electoral Training

The budget of the Centre for Continuous Electoral Training for 2025 amounted to MDL 7 733 138 (allocations from the state budget – see diagram No. 1), which is MDL 539 998 more than in 2024.

The components of the CICDE budget for 2025



Expenses for activity 00408 “Main Activity”

The structure of approved and executed expenses for the “Main Activity” category, based on budget classification, is presented in the following table before budget adjustment:

Expenses according to budget classification	Approved expenses, specified 2025	Executed expenses 2025	Unused resources and execution %
Remuneration according to employee lists	1753900.00	1729214.19	31712.93
Mandatory state social security contributions	508500.00	501472.28	
Total personnel expenses	2262400.00	2230687.07	98.60%
Information services	215800.00	215092.80	73694.95
Telecommunications services	13200.00	12963.35	
Rental services	31400.00	31400.00	
Transport services	317600.00	314306.68	
Current repair services	5500.00	3552.00	
Professional training	29200.00	29200.00	

Business trips abroad	101100.00	51081.69	
Banking services	600.00	200.00	
Services not assigned to other items	783300.00	771852.55	
Sick leave benefits	8000.00	2355.98	
Total expenses for services	1505700.00	1432005.05	95.11%
Procurement of tools, equipment, and production inventory.	8850.00	8850.00	17.14
Procurement of intangible assets	35750.00	35732.86	
Total fixed assets	44600.00	44582.86	99.96%
Procurement of food products	11150.00	11150.00	
Procurement of medicines and sanitary supplies	500.00	493.25	
Procurement of educational materials	2000.00	2000.00	
Procurement of household materials and office supplies	30000.00	30000.00	1645.57
Procurement of bedding accessories, clothing, and footwear	21600.00	21600.00	
Procurement of other materials	219650.00	218011.18	
Total current assets and material stocks	284900.00	283254.43	99.42%
TOTAL	4097600.00	3990529.41	97.39%

Of the total current expenses allocated to the maintenance of the Centre for Continuous Electoral Training, 55.21% was spent on personnel salaries and mandatory state social security contributions paid by the employer. A total of MDL 1,729,214.79 was allocated for remuneration, while MDL 501,472.28 was designated for mandatory state social security contributions. The execution in this category reached 98.60%.

The expenses for services amount to MDL 1,505,700.00, representing 36.74% of the total incurred under the "Current expenses" section. In this category, expenses for information and telecommunications services amounted to MDL 228,056.15. These costs covered technical support and maintenance services, public key certification services for electronic signatures, maintenance for the "Statement" module, installation, administration, and configuration of nomenclatures, and maintenance of SI 1C. Additionally, the expenses included Zoom subscription services, internet services, and fixed and mobile telephony services.

In the "Transport services" category, a total of MDL 314,306.68 covers expenses for vehicle insurance and testing, the road usage fee for the CICDE vehicle, and costs associated with travel to various locations for training and civic education activities.

Under the "Current repair services" budget line, the amount of MDL 3,552.00 covers the costs of repairing computers and printers.

Under the "Professional training" budget line, the amount of MDL 29,200.00 covers the costs of professional development for Centre for Continuous Electoral Training employees.

The sum of MDL 51,081.69 for business trips abroad covers the payment of per diem, accommodation and the purchase of plane tickets.

Under the heading "Services not assigned to other items", the amount of MDL 771,852.55 includes the cost of services: photography, production of videos/tutorials, catering, advertising, cleaning, administrative technical support, translation (RO-ENG/ENG-RO, RO-RU/RU-RO), editing, preparation of research papers and their coordination, drafting of scientific articles and their review, training, education, capacity building, moderation, adjudication, etc., including the

compulsory state social insurance contributions paid by the beneficiary/employer for the contracted services.

A total of MDL 44,582.86 was spent on procuring fixed assets throughout the year. This category reflects expenses for the purchase of licences and office chairs.

A total of MDL 283,254.43 was spent throughout the year on procuring circulating material stocks. The following were procured: food products totalling MDL 11,150.00; household supplies and office stationery worth MDL 30,000.00; as well as printed goods, promotional items and drinking water worth MDL 218,011.18; teaching materials were printed, and board games and drinking water were purchased.

Expenses for activity 00063 "Elections for local public authorities"

The structure of approved and executed expenses for organising and conducting the new local elections on 18 May 2025 and 16 November 2025, according to the budget classification, is shown in the following table:

Expenses according to budget classification	Approved and planned expenses for 2025	Executed expenses 2025	Execution (%)	Unused resources
Remuneration according to employee lists	130950.00	70996.99	54.22	59953.01
Mandatory state social security contributions	38000.00	20589.14	54.18	17410.86
Total personnel expenses	168950.00	91586.13	54.21	77363.87
Transport services	24000.00	24000.00	100%	
Services not assigned to other items	17100.00	17028.00	99.58%	72.00
Other expenses based on individual contracts	319720.00	253977.96	79.44%	65742.04
Total expenses for services	360820.00	295005.96	81.76%	65814.04
Procurement of food products	12600.00	12600.00	100%	
Procurement of household materials and office supplies	3500.00	3500.00	100%	
Procurement of other materials	5800.00	5800.00	100%	
Total circulating material stocks	21900.00	21900.00	100%	
TOTAL	551670.00	408492.09	74.05%	143177.91

Of the total personnel expenses, MDL 91,586.13 was allocated for overtime pay and remuneration for work on weekly rest days, including employer contributions.

Other expenses related to individual contracts total MDL 253,977.96. This amount reflects a one-time allowance equivalent to 35% of the average salary (including 29% in social security contributions) during the electoral period according to the Electoral Code No 325/2022, Article 33 (7), in force since 1 January 2023.

Expenses for activity 00062 "Parliamentary Elections"

The structure of approved and executed expenses for organising and conducting the parliamentary elections on 28 September 2025, according to the budget classification, is shown

in the following table:

Expenses according to budget classification	Approved expenses, specified 2025	Executed expenses 2025	Unused resources and execution %
Remuneration according to employee lists	304600.00	216263.81	113919.67
Mandatory state social security contributions	88300.00	62716.52	
Total personnel expenses	392900.00	278980.33	71.01%
Information services	1200.00	1200.00	208847.28
Rental services	12800.00	10000.00	
Transport services	298300.00	216524.00	
Services not assigned to other items	1115000.00	1039170.26	
Other expenses based on individual contracts	409368.00	360926.46	
Total expenses for services	1836668.00	1627820.72	88.63%
Procurement of fuel and lubricants	9700.00	961.37	166759.23
Procurement of food products	30200.00	21487.50	
Procurement of household materials and office supplies	105000.00	104999.30	
Procurement of bedding accessories, clothing, and footwear	10000.00	9960.60	
Procurement of other materials	699400.00	550132.00	
Total fixed assets	854300.00	687540.77	80.48%
TOTAL	3083868.00	2594341.82	84.13%

Of the total personnel expenses, MDL 278,980.33 was allocated for overtime pay and remuneration for work on weekly rest days, including employer contributions.

In the "Transport services" category, the amount of MDL 216,524.00 covered travel expenses incurred for conducting training activities at locations during the parliamentary election period.

Under the heading "Services not assigned to other items", the amount of MDL 1,039,170.26 comprises the cost of catering, translation, technical and logistical support, offline and online training of electoral officials and other stakeholders, support for the voter information hotline and other stakeholders, systematisation of participants' personal files for training, monitoring (sociological study) and production of videographics, as well as payment of the compulsory state social insurance contributions paid by the beneficiary/employer for the contracted services.

Other expenses related to individual contracts amounted to MDL 360,926.46 for a one-time allowance, equivalent to 100% of the basic salary (including 29% social security contributions) during the electoral period, as specified by the regulatory framework.

The transferred funds of MDL 550,132.00 were used for printing educational materials, certificates, handouts, promotional materials, posters and drinking water.