

Attractive and Efficient Public Administration in Moldova

Supporting Moldova's European reform process

Background

Moldova officially became a candidate for EU accession on June 23, 2022. In December 2023, EU leadership decided to initiate negotiations with Moldova, bringing these talks to the forefront of the Moldovan government's agenda. A key focus of these accession negotiations revolves around administrative reform and essential aspects of public finances.

The government has crafted a well-developed strategic framework that holds the potential to structure reform efforts towards EU accession. The development strategy, "European Moldova 2030," aligns national priorities with the Sustainable Development Goals (SDGs) and the EU accession process. This strategy aims to establish an integrated, responsible, efficient, and transparent administration, open to citizen participation and tailored to the needs of the population.

Additionally, the Public Administration Reform Strategy 2023-2030 and the Public Finance Management Strategy (PFM) 2023-2030, underpinned by action plans, as well as the Reform Agenda of the Growth Plan for Moldova 2025-2027 and the Public Administration Reform Roadmap further concretize this goal.

The challenge

Despite these aspirations, Moldova's public administration faces numerous challenges. Both the State Chancellery and the Ministry of Finance are striving to achieve the goals outlined in government strategies, organize professional personnel management, and provide essential administrative services efficiently and in a citizen-oriented manner.

Insufficient human resources exist at both national and local levels, with low efficiency in municipal administration. Civil service management lacks uniformity across all levels, and is

insufficiently performance-oriented, and unable to create attractive working conditions.

Project Objective

The project supports the Moldovan government in strengthening the capacities of its public administration. Key intervention areas are the strengthening of strategic governance capacity in the context of the EU accession process, the improvement of civil service management and the creation of better conditions for the provision of administrative services

Project name	Attractive and Efficient Public Administration in Moldova
Commissioned by	Federal Ministry for Economic Cooperation and Development (BMZ)
Project country	Republic of Moldova
Partners	State Chancellery, Ministry of Finance, National Institute of Public Administration and Management, Public Institution Cadaster of Real Estate, E-Governance Agency
Duration	January 2024 – December 2027

Approach

The project focuses on supporting the implementation of key partner strategies, emphasizing civil service reform and improved administrative services at national and subnational levels. Targeting national partners, it impacts subnational levels through regulatory changes, enhanced coordination, municipal oversight, expanded subnational administration training, and establishment of "Unified Centres for Public Service Provision". The Capacity De-



L. to r.: Workshop on performance indicators – key tools in efficient public sector management. July 2025.

First session of evaluation of functions in the budgetary sector. March 2025

velopment Strategy addresses individual, organizational, and systemic levels, enhancing skills, advising sustainable planning, and promoting strategic governance. Aligned with the human rights approach, it ensures improved access for disadvantaged populations, prioritizing social and economic equality, women's quality, and reducing access barriers.

Strengthening Implementation Capacities

Output 1 aims to enhance the implementation capacities of the State Chancellery and the Ministry of Finance for key strategies and EU accession. Selected activity packages from the implementation plans of the Public Administration and the Public Finance Strategies are collaboratively executed. The collective selection and implementation of activities, along with accompanying advisory services, fortify the monitoring and control capabilities of both partner institutions. Engaging in peer-level exchanges with experts and administrative staff from EU and EU accession countries on topics related to administrative reform, public finances, and EU integration process management, prepares the involved institutions substantively and methodically for EU accession.

Enhancing Human Resource Management

Output 2 seeks to improve human resource management in public administration, in close collaboration with the Civil Service Management Department in the State Chancellery. The project advises on normative foundations for modern personnel management and strengthening the advisory and coordination capacities. This includes supporting the application by HR departments in line ministries and subordinate authorities of updated personnel management guidelines and improving the career and professional development system through the implementation of the elaborated Professional Development Program 2025-2027 and addressing gender disparities in leadership roles.

The focus lies on the introduction of a competency framework and centralised recruitment system, both of which are key conditions for Moldova for the disbursement of EU funds under the Growth Plan and its advancement on the path of EU accession in the framework of the Public Administration Reform Roadmap.

Another important field of work involves the reform of the National Institute for Public Administration and Management. The project seeks to support the diversification of the trainings delivered by building capacities regarding new learning methods and improving the institute's e-learning platform. The areas of intervention include the delivery of a standardized train of trainers' program, the development of new e-learning modules and the adjustment of current trainings. Advice is also provided for a sustainable and strategic development and financing model for trainings of civil servants.

The results promoted in Public Service Output 2 directly contribute to increasing the attractiveness of the public administration as an employer.

Improving Service Delivery to Citizens

Output 3 centres on the modernization of specific public administration services, aiming to optimize and digitize them through a user-centric approach. It systematically considers the needs of women and marginalized populations, prioritizing human rights, gender equality, and inclusion.

At the municipal level, the project facilitates the adoption and expansion of the "Unified Centres for Public Service Provision" (CUPS) concept to additional communities. One of the criteria for establishing CUPS has been the municipality's support for the voluntary amalgamation process, which the project promotes as part of the broader territorial administrative reform. To strengthen cooperation and exchange, the project supports a dedicated platform for pro-amalgamation mayors. At the central level, it works with the Territorial Offices of the State Chancellery by conducting a functional analysis and delivering a Training-of-Trainer's programme to enhance institutional capacity and improve coordination between central and local levels.

As part of Moldova's efforts to digitize and modernize public services, the project supports the redesign of cadastral services provided by the Public Institution "Cadastral of Real Estate". This is done in cooperation with the Agency of Geodesy, Cartography and Cadaster, the Public Services Agency, and the E-Governance Agency. The goal is to reduce bureaucracy, shorten service delivery times, and lower costs by improving processes, integrating systems, and strengthening interoperability.

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