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Perception survey on public procurement reform in the Republic of Moldova

This survey was elaborated within the project "Supporting the public procurement reform in Moldova in the context of EU accession", implemented by IDIS "Viitorul", with the financial support of the European Union.

Data interpreted by Ungureanu Carolina, project manager, IDIS “Viitorul”

September, 2026

Executive summary

The survey provides a stakeholder-based assessment of the direction, perceived progress and implementation conditions of public procurement reform in the Republic of Moldova. The sample is professionally relevant: 88.7% of respondents interact with public procurement frequently or on a daily/almost daily basis. The findings should nevertheless be read as stakeholder perceptions rather than as statistically representative estimates for the country as a whole.

- Awareness of the EU integration dimension is high: 86.7% know at least to some extent that public procurement reform forms part of Moldova's EU integration commitments.
- The strategic relevance of procurement reform is widely recognised: 86.8% consider it important or very important for Moldova's EU accession.
- Progress is recognised but assessed cautiously: 69.9% perceive moderate or significant progress, while only 20.8% describe the progress as significant.
- Digitalisation and professionalisation/certification emerge as the strongest reform priorities, with 86.8% rating each as important or very important; centralisation also receives majority support, but at a lower level (67.9%).
- Stakeholders support measurable and time-bound reform commitments (84.9% see them as contributing to faster implementation), but also identify institutional capacity, indicator quality and resource constraints as major risks.
- There is strong support for maintaining a results-based link between part of EU financial assistance and reform performance after 2028 (79.2%), combined with very high support for broad stakeholder consultation in defining future objectives and conditions.
- A more active role for EU experts is supported by 79.2% of respondents, particularly in effective resource use, transfer of expertise and good practices, and monitoring reform implementation.

Taken together, the survey suggests support for a reform model that is results-oriented but not mechanically target-driven: measurable commitments should be realistic, adequately resourced, complemented by qualitative indicators, developed through meaningful consultation, and supported by technical expertise while preserving national ownership.

1. Methodology and scope

The survey was completed by 53 respondents and combined single-choice, multiple-choice and open-ended questions. It was designed to capture stakeholder perceptions of public procurement reform, its relationship with Moldova's EU integration process, the relevance of three major reform directions, the use of measurable objectives and deadlines, results-based EU financial support after 2028, stakeholder consultation, and the potential added value of stronger EU expert involvement.

The analysis is descriptive. Percentages are calculated against the 53 completed questionnaires. For multiple-response questions, percentages are not mutually exclusive and therefore do not sum to 100%. Open-ended responses were reviewed thematically to identify recurrent issues, areas of convergence and implementation concerns; they are used to contextualise the quantitative findings rather than to generate statistically weighted conclusions.

The survey is stakeholder-oriented and the sample is relatively small and concentrated in Chişinău. Consequently, the results should not be generalised to the entire population of the Republic of Moldova.

They are most appropriately interpreted as an assessment of perceptions among the stakeholders surveyed.

2. Profile of survey respondents

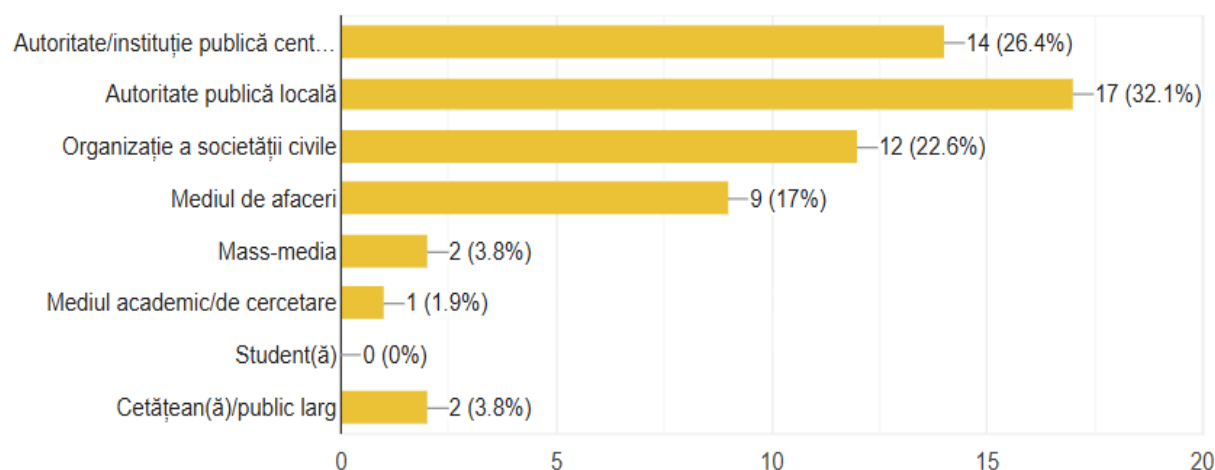
The perception survey was completed by 53 respondents representing a diverse range of stakeholders with direct or relevant exposure to the public procurement system. The composition of the sample provides perspectives from both public institutions and non-governmental actors, as well as respondents from different regions of the country.

In terms of institutional affiliation, 15 respondents identified exclusively as representatives of local public authorities (LPAs), while another 2 indicated affiliation with both a local and a central public authority. 12 respondents identified exclusively with central public authorities/institutions. 10 respondents identified exclusively as civil society organisation (CSO) representatives, with two additional respondents indicating civil society alongside another category. The business community is represented by 8 respondents exclusively, plus 1 respondent reporting a combined civil society/business affiliation. The sample also includes 2 media representatives, 1 representative of academia/research and 1 respondent from the general public. Because some respondents selected more than one affiliation, these categories are not fully mutually exclusive.

19. Din ce categorii faceți parte?

 [Copy chart](#)

53 responses

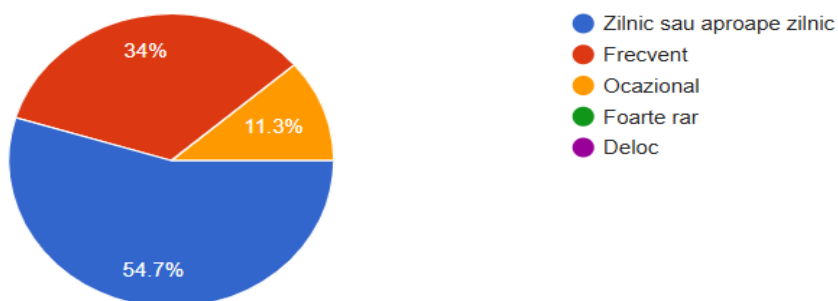


Professional exposure to public procurement is high: 29 respondents (54.7%) interact with the field on a daily or almost daily basis and another 18 (34.0%) interact frequently. Only 6 respondents (11.3%) reported occasional interaction. Overall, 88.7% engage with public procurement frequently or on a daily/almost daily basis.

20. Cât de des interacționați profesional cu domeniul achizițiilor publice?

 [Copy chart](#)

53 responses

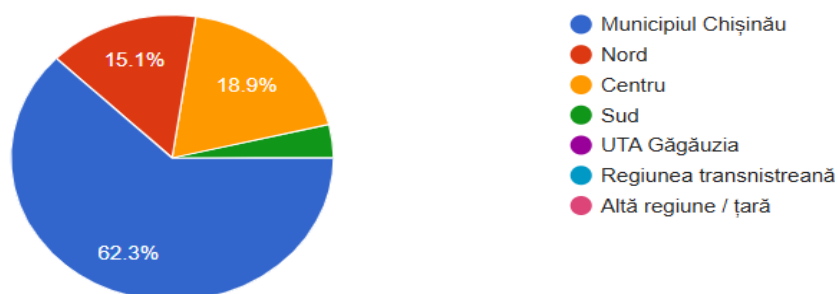


Geographically, 33 respondents (62.3%) indicated that they live or primarily carry out their professional activity in Chișinău municipality, 10 (18.9%) in the Central region, 8 (15.1%) in the Northern region and 2 (3.8%) in the Southern region. The survey therefore includes perspectives from all major regions, but with a clear concentration in the capital.

21. Regiunea în care locuiți sau vă desfășurați în principal activitatea:

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53 responses



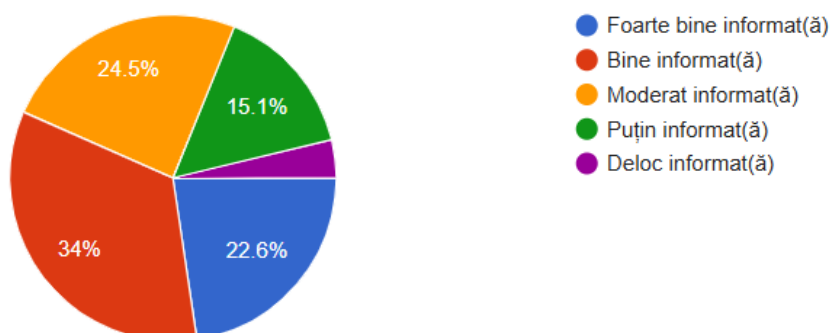
3. Information, awareness and the EU integration dimension

3.1 Current level of information

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1. Cum apreciați nivelul dumneavoastră actual de informare cu privire la reforma achizițiilor publice din Republica Moldova?

53 responses



Respondents generally report a solid level of information about public procurement reform. Thirty of the 53 respondents (56.6%) describe themselves as well informed or very well informed, while 13 (24.5%) consider themselves moderately informed. Ten respondents (18.9%) report being little informed or not informed at all.

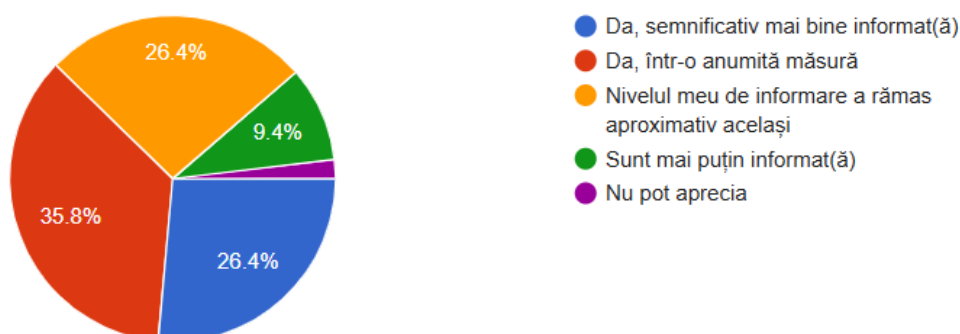
The distribution indicates a reasonably strong information base within the surveyed stakeholder group, but also shows that almost one in five respondents still perceive a meaningful information gap. This supports continued communication that is practical, accessible and tailored to different stakeholder groups.

3.2 Change in information compared with one year earlier

2. Comparativ cu un an în urmă, considerați că în prezent sunteți mai bine informat(ă) despre reforma achizițiilor publice din Republica Moldova?

[Copy chart](#)

53 responses



A majority of respondents perceive an improvement in their level of information compared with one year earlier. Fourteen respondents (26.4%) report being significantly better informed and 19 (35.8%) better informed to some extent. Combined, 62.3% perceive an improvement. Fourteen respondents (26.4%) report no substantial change, 5 (9.4%) feel less informed, and 1 (1.9%) cannot assess the change.

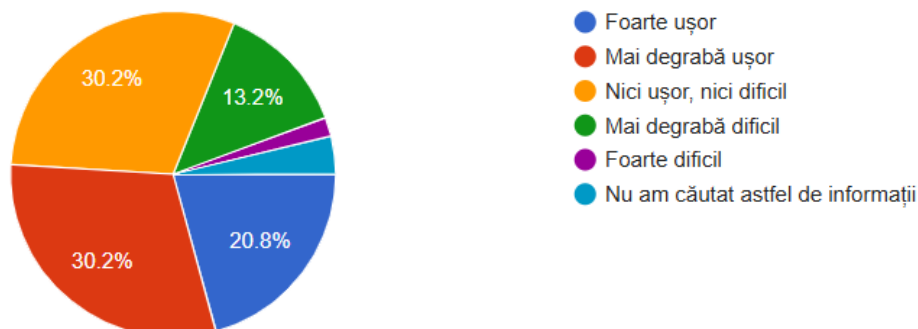
This is a positive perception trend, although the survey design does not allow the improvement to be attributed to any single communication channel, institution or project.

3.3 Accessibility of clear and reliable information

3. Cât de ușor sau dificil vă este să găsiți informații clare și de încredere despre achizițiile publice și reformele din acest domeniu?

[Copy chart](#)

53 responses



Just over half of respondents – 27 of 53 (50.9%) – find clear and reliable information about public procurement and related reforms very easy or rather easy to obtain. Sixteen respondents (30.2%) take a neutral position, while 8 (15.1%) find such information rather difficult or very difficult to obtain; 2 respondents (3.8%) have not searched for such information.

The result suggests that information is accessible for many stakeholders, but not consistently so. The sizeable neutral group and the 15.1% reporting difficulty point to continued scope for improving the clarity, consolidation and user-friendliness of public procurement information.

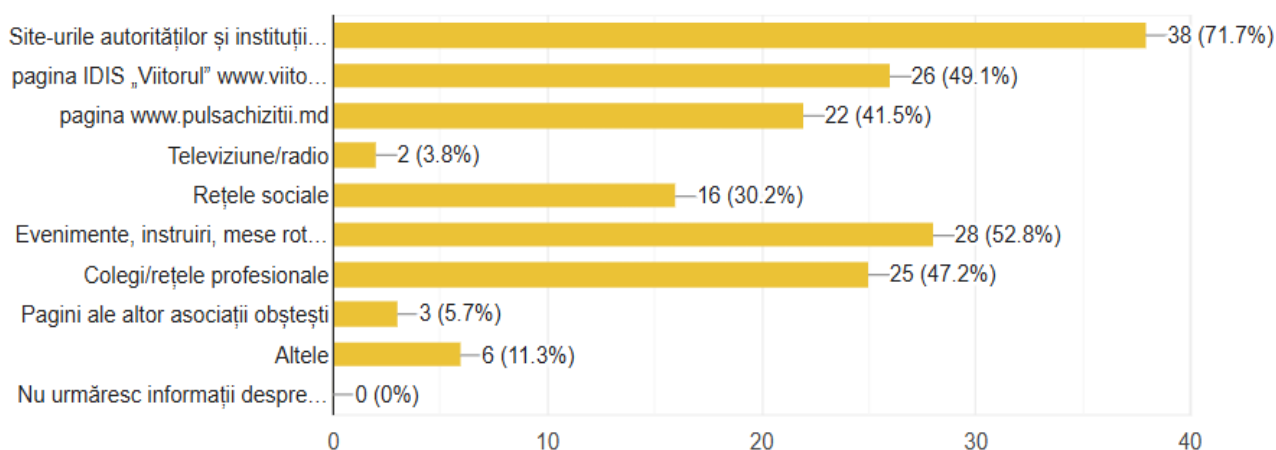
3.4 Main sources of information

4. Din ce surse vă informați, de regulă, despre achizițiile publice și reformele din acest domeniu?

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Puteți selecta mai multe variante.

53 responses



Official public-sector websites are the most frequently used source of information, selected by 38 respondents (71.7%). Events, trainings, roundtables and public debates follow with 28 selections (52.8%). The IDIS “Viitorul” website is used by 26 respondents (49.1%), professional colleagues/networks by 25 (47.2%), and pulsachizitii.md by 22 (41.5%). Social media is used by 16 respondents (30.2%), while other sources are less frequent.

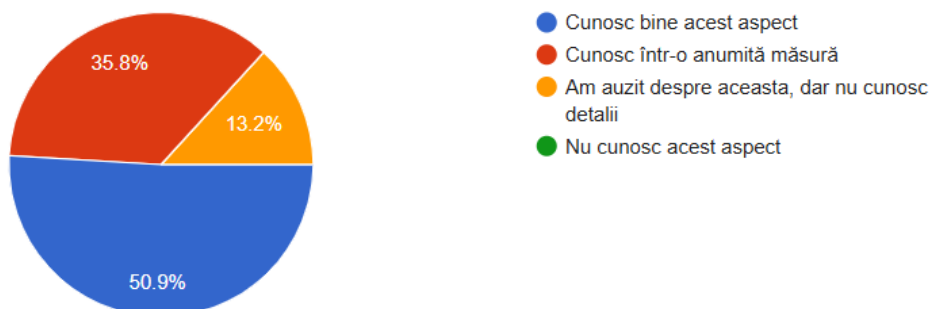
The results show a mixed information ecosystem combining official institutional channels, specialised civil society platforms and direct professional exchange. The substantial use of the IDIS website and pulsachizitii.md indicates that specialised civil society information channels have meaningful reach among surveyed stakeholders; this should be interpreted as evidence of use, not as proof of causal impact on respondents’ knowledge.

3.5 Awareness of public procurement reform as part of Moldova's EU integration commitments

5. În ce măsură cunoașteți faptul că reforma achizițiilor publice face parte din angajamentele Republicii Moldova în procesul de integrare europeană?

[Copy chart](#)

53 responses



The survey results indicate a generally high level of awareness among respondents regarding the link between public procurement reform and the Republic of Moldova's European integration commitments. Of the 53 respondents, 50.9% stated that they are well aware of this aspect, while a further 35.8% reported being aware of it to some extent. Taken together, 86.7% of respondents demonstrate at least some level of awareness that public procurement reform forms part of Moldova's commitments in the EU integration process.

At the same time, 13.2% indicated that they had heard about this connection but were not familiar with the details. Notably, none of the respondents selected the option indicating that they were entirely unaware of this aspect.

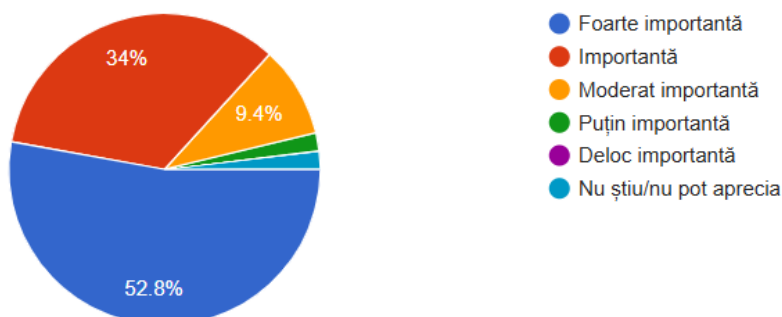
Overall, the findings suggest that the connection between public procurement reform and European integration is well recognised among the surveyed stakeholders. However, the results also reveal a potential knowledge gap: almost half of respondents (49.0%, combining those who know about it only to some extent and those who lack detailed knowledge) do not report a strong understanding of the issue. This suggests that further targeted communication could usefully move beyond general awareness and provide stakeholders with more concrete information on the specific procurement commitments, reform milestones, and expected results linked to Moldova's EU accession process.

3.6 Importance of public procurement reform for Moldova's EU accession

6. Cât de importantă considerați reforma achizițiilor publice pentru procesul de aderare a Republicii Moldova la Uniunea Europeană?

[Copy chart](#)

53 responses



The results demonstrate a very strong recognition of the importance of public procurement reform for the Republic of Moldova's accession to the European Union. More than half of respondents (52.8%) consider the reform very important, while a further 34.0% regard it as important. Taken together, 86.8% of respondents assign a high level of importance to public procurement reform in the EU accession process.

An additional 9.4% consider the reform to be of moderate importance. Only a very small share of respondents view it as of little importance or are unable to assess its importance, while no respondents consider it unimportant at all.

Overall, the findings point to a strong consensus among surveyed stakeholders that public procurement reform is a significant component of Moldova's European integration agenda. The fact that nearly nine out of ten respondents rate the reform as either important or very important suggests broad recognition of its strategic relevance. This provides a favourable basis for continued stakeholder engagement and for advancing reforms related to the transparency, efficiency, professionalisation and digitalisation of the public procurement system.

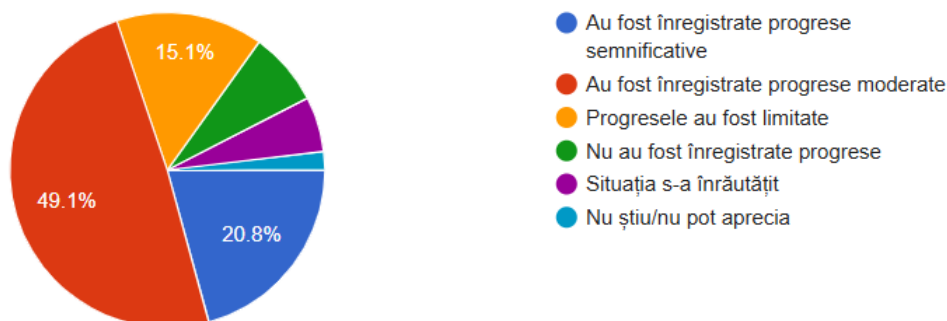
4. Perceptions of reform progress and priorities

4.1 Perceived progress in recent years

7. În opinia dumneavoastră, în ce măsură a progresat Republica Moldova în reformarea sistemului de achiziții publice în ultimii ani?

 [Copy chart](#)

53 responses



The results indicate a predominantly moderate assessment of Moldova's progress in public procurement reform in recent years. Almost half of respondents (49.1%) believe that moderate progress has been achieved, while 20.8% consider the progress to have been significant. Taken together, 69.9% of respondents perceive at least moderate progress, suggesting a broadly positive assessment of the overall direction of reform.

At the same time, 15.1% of respondents consider progress to have been limited. The remaining respondents express more critical views: approximately 7.5% believe that no progress has been made, 5.7% consider that the situation has worsened, and 1.9% are unable to assess the developments.

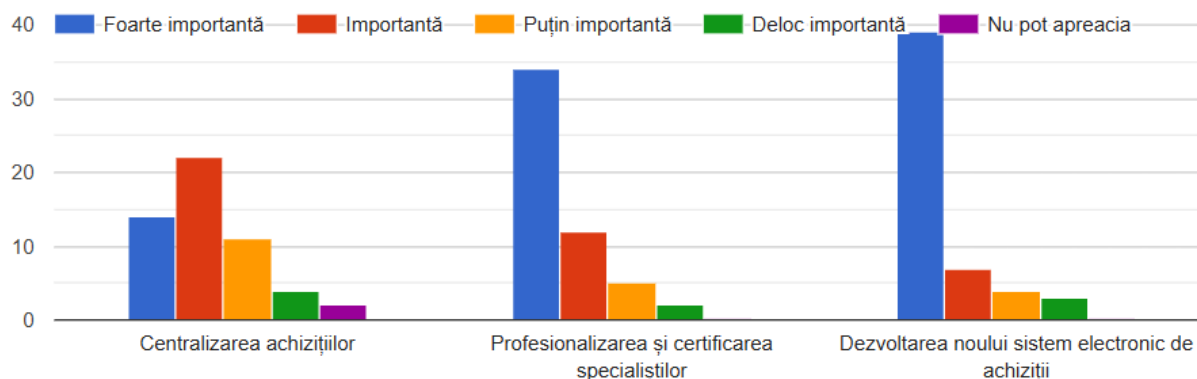
Overall, the findings suggest that stakeholders recognise tangible progress in public procurement reform, but remain cautious about its scale and depth. While approximately seven in ten respondents acknowledge moderate or significant advancement, only around one in five perceive the progress as

significant. Moreover, more than one quarter (28.3%) assess progress as limited, absent, or negative. This points to a continuing gap between the advancement of the reform agenda and stakeholders' perception of its practical results, highlighting the importance of accelerating implementation and ensuring that reforms translate into visible and measurable improvements in the functioning of the public procurement system.

4.2 Importance of the three key reform directions

8. În opinia dumneavoastră, cât de importante sunt aceste trei reforme pentru îmbunătățirea sistemului de achiziții publice din Republica Moldova?

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The results show clear differences in how respondents assess the importance of the three reform areas, while confirming that all three are generally regarded as relevant for improving Moldova's public procurement system.

The development of the new electronic public procurement system emerges as the strongest priority. 39 of the 53 respondents (73.6%) consider this reform very important, while a further 7 respondents (13.2%) rate it as important. Thus, 86.8% assign a high level of importance to the digitalisation of public procurement. This represents the strongest level of support among the three reform areas and indicates high stakeholder expectations regarding the development of a modern electronic procurement system.

The professionalisation and certification of public procurement specialists is also perceived as a major priority. 34 respondents (64.2%) consider it very important, and another 12 (22.6%) consider it important. Combined, 86.8% of respondents therefore attribute high importance to this reform. This suggests broad recognition that improvements in the procurement system depend not only on legislation and digital tools, but also on the professional capacity of those responsible for conducting procurement procedures.

The assessment of centralisation of public procurement is more mixed. 14 respondents (26.4%) consider it very important and 22 (41.5%) consider it important, meaning that 67.9% assign high importance to this reform. At the same time, 11 respondents (20.8%) regard centralisation as only slightly important, while 4 (7.5%) consider it not important. This indicates a noticeably lower level of consensus around centralisation compared with digitalisation and professionalisation.

Overall, the findings reveal a clear hierarchy of stakeholder priorities. Digitalisation and the professionalisation/certification of procurement specialists receive the strongest support, with 86.8% of

respondents rating each as important or very important, whereas centralisation receives a more cautious assessment (67.9%). The results suggest that stakeholders see technology and professional capacity as the most critical drivers of procurement reform, while the perceived added value of centralisation may require further clarification and evidence regarding its practical benefits.

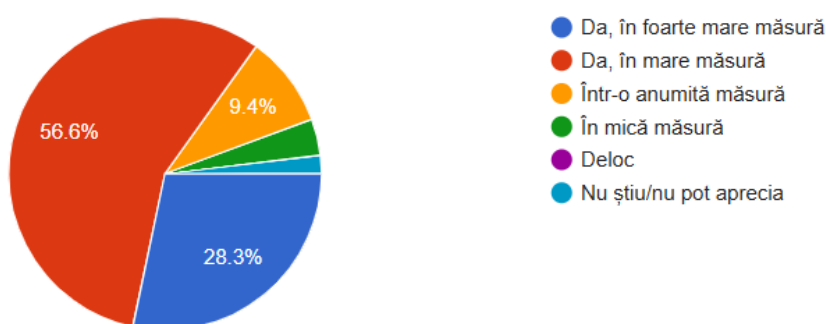
5. Measurable objectives, deadlines and reform management

5.1 Contribution of concrete, measurable and time-bound objectives

9. Considerați că stabilirea unor obiective concrete, măsurabile și cu termene clare, precum cele de mai sus, contribuie la accelerarea implementării reformei achizițiilor publice?

 [Copy chart](#)

53 responses



The results reveal a strong consensus among respondents that clearly defined, measurable and time-bound objectives can contribute to accelerating the implementation of public procurement reform. Of the 53 respondents, 28.3% believe that such objectives contribute to a very great extent, while 56.6% consider that they contribute to a great extent. Combined, 84.9% of respondents express a strong positive assessment of the role of concrete targets and deadlines in driving reform implementation.

A further 9.4% believe that such objectives contribute to some extent. Only a very small proportion of respondents consider that they contribute to a limited extent (3.8%), while 1.9% are unable to assess their contribution. Notably, no respondent considers that concrete, measurable and time-bound objectives do not contribute at all to accelerating reform.

Overall, the findings demonstrate broad stakeholder support for a results-oriented approach to public procurement reform. The fact that almost 85% of respondents see a strong link between clearly defined targets and faster implementation underlines the importance of translating broad reform commitments into specific milestones, measurable indicators, clear responsibilities and realistic deadlines. The results also suggest that stakeholders value accountability and the ability to monitor progress against concrete commitments, particularly in the context of Moldova's EU integration agenda.

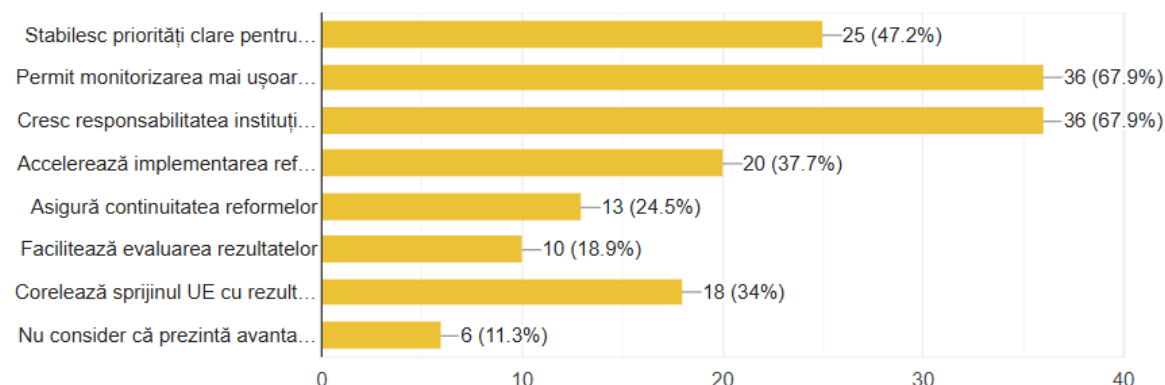
5.2 Main perceived advantages

10. Care considerați că sunt principalele avantaje ale stabilirii unor astfel de obiective și termene?

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Selectați maximum trei variante.

53 responses



The results show that respondents primarily associate the establishment of concrete objectives and clear deadlines with stronger accountability and more effective monitoring of reform implementation. As respondents could select up to three options, the percentages reflect the frequency with which each advantage was selected and should not be interpreted as mutually exclusive shares.

The two most frequently identified advantages were easier monitoring of reform progress and increased institutional accountability, each selected by 36 respondents (67.9%). This indicates that stakeholders see measurable targets and deadlines primarily as mechanisms for strengthening oversight and ensuring that responsible institutions can be held accountable for delivering agreed reform commitments.

The establishment of clear priorities was identified by 25 respondents (47.2%), while 20 respondents (37.7%) considered that concrete objectives and deadlines can accelerate reform implementation. In addition, 18 respondents (34.0%) highlighted their role in linking EU support to achieved results, an especially relevant finding in the context of Moldova's EU integration and the increasing emphasis on results-based reform commitments.

Other perceived benefits include ensuring continuity of reforms (24.5%) and facilitating the evaluation of results (18.9%). At the same time, only 11.3% of respondents indicated that they do not consider such objectives and deadlines to offer advantages.

Overall, the findings reinforce the results of the previous question and demonstrate that stakeholders value concrete and time-bound reform objectives not only as planning instruments, but particularly as tools for accountability and monitoring. The prominence of these two benefits suggests a demand for a reform framework in which commitments are translated into clearly defined milestones, responsible institutions, measurable indicators and deadlines, allowing progress to be systematically tracked and implementation gaps to be identified at an early stage.

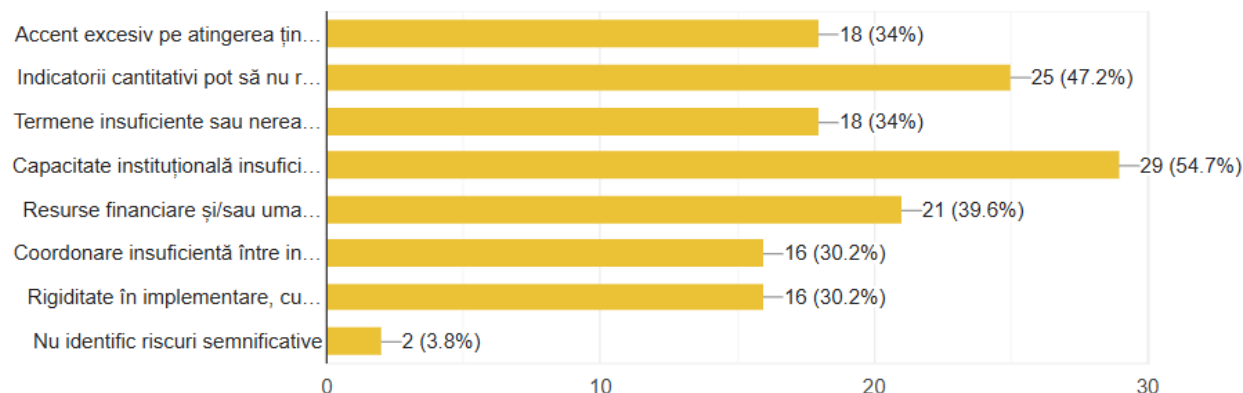
5.3 Main risks and implementation difficulties

11. Ce riscuri sau dificultăți pot apărea atunci când reformele sunt definite prin obiective cantitative și termene fixe?

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Selectați maximum trei variante.

53 responses



While respondents generally recognise the benefits of setting measurable objectives and clear deadlines for public procurement reform, the results also reveal significant concerns about the conditions required for such an approach to work effectively. As respondents could select up to three options, the percentages represent the frequency with which each risk was identified and are not mutually exclusive.

The most frequently identified risk is insufficient institutional capacity, selected by 29 respondents (54.7%). This suggests that more than half of respondents are concerned that ambitious quantitative targets and deadlines may not be achievable unless the institutions responsible for reform implementation have adequate administrative and technical capacity.

The second most frequently cited concern is that quantitative indicators may not fully reflect the quality or actual impact of reforms, identified by 25 respondents (47.2%). This is an important finding, indicating that stakeholders recognise the limitations of assessing reform progress primarily through numerical targets and highlighting the need to complement quantitative indicators with qualitative and outcome-oriented measures.

A lack of financial and/or human resources was identified by 21 respondents (39.6%), further reinforcing the importance of matching reform commitments with adequate implementation resources. Two additional risks – an excessive focus on meeting indicators and insufficient or unrealistic deadlines – were each identified by 18 respondents (34.0%). Meanwhile, insufficient inter-institutional coordination and rigidity in implementation were each selected by 16 respondents (30.2%).

Only 2 respondents (3.8%) indicated that they do not identify any significant risks, demonstrating broad recognition that a target- and deadline-based approach must be carefully designed and managed.

Overall, the findings provide an important qualification to the strong support for measurable objectives identified in the previous questions. Stakeholders appear to support results-based reform management, but not a purely quantitative or rigid approach. The results suggest that measurable targets and deadlines should be accompanied by adequate institutional capacity, sufficient human and financial resources, realistic timelines, effective inter-institutional coordination, and a balanced combination of quantitative

and qualitative indicators. This would help ensure that compliance with formal targets does not become an end in itself, but instead translates into substantive and sustainable improvements in Moldova's public procurement system.

5.4 Thematic analysis of open-ended recommendations on the three reforms (Question 12)

The open-ended responses reinforce the quantitative findings and add important implementation detail. Rather than reproducing individual responses verbatim, the comments can be grouped into several recurrent themes:

- Realistic timelines and institutional capacity. Several respondents call for deadlines and targets to be calibrated to the administrative, human and financial capacity of implementing institutions, with intermediate milestones and scope for adjustment where justified.
- Quality and impact indicators. Respondents repeatedly recommend complementing output-oriented or numerical indicators with measures of quality and practical effect, including competition, single-bid procedures, contract performance, administrative costs, savings, complaints and the effective use of newly acquired professional competencies.
- Centralisation requires careful calibration. Some comments question the feasibility or definition of the 25% centralisation target and call for clarity on the denominator, eligible categories and institutional coverage. Others recommend piloting centralised procurement first for standardised, high-volume categories and paying attention to local needs and SME participation.
- Professionalisation should focus on competence, not certification alone. Responses highlight training quality, practical experience, transparent certification, retention and incentives for qualified procurement staff, including better access to training outside Chişinău.
- Digitalisation and sequencing. Respondents stress the importance of a functional new e-procurement system and realistic implementation timing. A particularly important theme is the interdependence of the three reforms: delays in digitalisation may affect the practical value of professionalisation and the feasibility of centralisation targets.
- Consultation and transparency. Several respondents request earlier and broader consultation with practitioners, contracting authorities, LPAs, business and civil society, as well as more transparent communication around reform design and implementation.

The qualitative responses therefore suggest that stakeholders do not necessarily perceive centralisation, professionalisation and digitalisation as separate processes. Their feasibility is seen as interconnected, and implementation sequencing may be as important as the individual targets themselves.

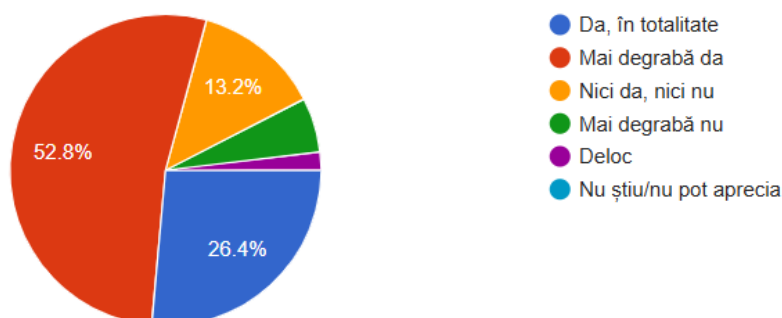
6. Results-based EU Financial support after 2028

6.1 Support for continued reform-based conditionality

13. Considerați oportun ca, după 2028, o parte din sprijinul financiar acordat Republicii Moldova de Uniunea Europeană să continue să fie condiționată de realizarea unor reforme și rezultate concrete, stabilite în prealabil?

 [Copy chart](#)

53 responses



The results indicate strong support for maintaining a results-based conditionality approach to EU financial assistance to the Republic of Moldova beyond 2028. Of the 53 respondents, 26.4% fully support the idea that part of EU financial assistance should continue to be conditional on the achievement of predefined reforms and concrete results, while a further 52.8% tend to support this approach. Taken together, 79.2% of respondents express a positive view of continued reform-based conditionality.

A further 13.2% take a neutral position (“neither yes nor no”). Only a small minority express reservations: 5.7% tend to disagree, while 1.9% are completely opposed. No respondents selected the “do not know/cannot assess” option.

Overall, the findings reveal a clear preference for maintaining a link between at least part of EU financial support and demonstrable reform performance beyond the current programming period. Importantly, the question refers to only a part of EU financial assistance, rather than all support, suggesting support for a balanced approach in which financial incentives are used to encourage the achievement of agreed reforms and results.

Read together with the previous findings, the results also point to an important qualification: respondents support performance-based conditionality, but recognise that it should be based on realistic and meaningful targets, adequate institutional capacity and resources, and indicators that capture the quality and impact of reforms rather than merely formal or quantitative compliance. This suggests support for a results-oriented EU assistance framework that combines clear accountability for reform delivery with sufficient flexibility and implementation support.

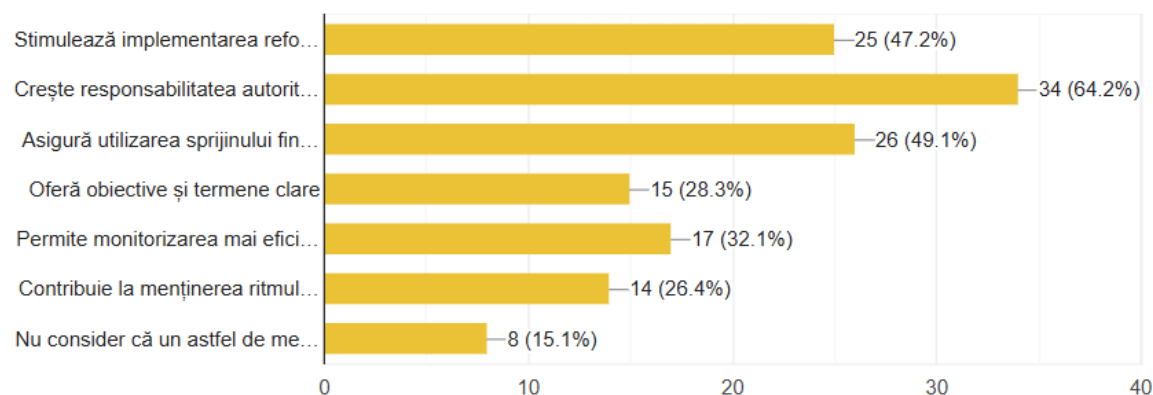
6.2 Perceived advantages of such a mechanism

14. Care considerați că ar fi principalul avantaj al unui astfel de mecanism?

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Selectați maximum trei variante.

53 responses



The results indicate that respondents primarily see a performance-based financial support mechanism as a means of strengthening institutional accountability and improving the effectiveness of EU assistance. As respondents could select up to three options, the percentages reflect the frequency with which each advantage was selected and should not be interpreted as mutually exclusive shares.

The most frequently identified advantage is that such a mechanism would increase the accountability of public authorities, selected by 34 respondents (64.2%). This finding suggests that stakeholders see conditionality not only as a financial instrument, but also as a mechanism for reinforcing institutional responsibility for delivering agreed reforms and results.

The second most frequently cited advantage is ensuring more effective use of EU financial support, selected by 26 respondents (49.1%), closely followed by stimulating the implementation of reforms, identified by 25 respondents (47.2%). Together, these findings indicate that respondents associate performance-based financing with both better use of available resources and stronger incentives for reform delivery.

Other perceived advantages include more effective monitoring of progress (17 respondents; 32.1%), the establishment of clear objectives and deadlines (15; 28.3%), and maintaining the pace of reforms (14; 26.4%).

At the same time, 8 respondents (15.1%) indicated that they do not consider such a mechanism to offer advantages. While this represents a minority, it is a relevant finding and suggests that performance-based conditionality does not enjoy universal support.

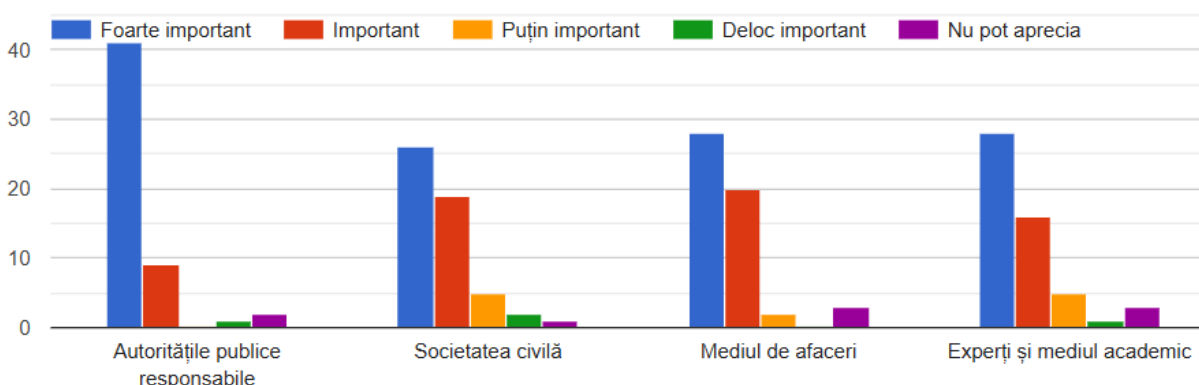
Overall, the results reinforce the findings of Question 13, where 79.2% of respondents supported or tended to support linking part of EU financial assistance after 2028 to predefined reforms and concrete results. Respondents appear to value such a mechanism primarily for its potential to strengthen accountability, ensure more effective use of EU resources, and create stronger incentives for reform implementation. At the same time, the findings from the preceding questions suggest that the effectiveness and legitimacy of such conditionality would depend on realistic targets, transparent

assessment criteria, adequate implementation capacity, and a balanced approach that takes into account both quantitative achievements and the substantive quality of reform outcomes.

6.3 Importance of stakeholder consultation

15. Dacă un astfel de mecanism va fi utilizat și după 2028, cât de important considerați că este ca următorii actori să fie consultați la elaborarea obiectivelor și condițiilor de reformă?

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The results demonstrate very strong support for an inclusive and participatory approach to defining reform objectives and conditions should a performance-based EU financial support mechanism continue beyond 2028. Across all four stakeholder groups, the large majority of respondents consider consultation either very important or important, although the degree of emphasis varies.

The strongest support concerns the involvement of responsible public authorities. 41 of the 53 respondents (77.4%) consider their consultation *very important*, while a further 9 respondents (17.0%) consider it *important*. Thus, 94.4% assign high importance to the involvement of the public institutions directly responsible for reform implementation. This reflects recognition that reform objectives need to be grounded in institutional responsibilities, implementation realities and administrative capacity.

At the same time, respondents attach considerable importance to the participation of actors outside government. Consultation with civil society is considered *very important* by 26 respondents (49.1%) and *important* by 19 (35.8%), giving a combined 84.9%. Similarly, consultation with the business community is rated *very important* by 28 respondents (52.8%) and *important* by 20 (37.7%), resulting in particularly strong combined support of 90.5%. For experts and the academic community, 28 respondents (52.8%) consider consultation *very important* and 16 (30.2%) *important*, representing 83.0% overall.

The findings therefore point to a clear preference for a multi-stakeholder approach to reform design. While public authorities are viewed as indispensable actors, respondents do not see the definition of objectives and conditions as an exclusively governmental process. The particularly high support for involving the business community, alongside civil society and independent experts, suggests that reform conditionality would benefit from incorporating both implementation experience and perspectives from those directly affected by public procurement policies and practices.

Overall, the results suggest that the credibility and effectiveness of any post-2028 performance-based mechanism would be strengthened by structured and meaningful consultation with public authorities, civil society, the business community, and experts/academia when defining reform objectives, indicators and conditions. Such participation could help ensure that targets are not only measurable and ambitious, but also realistic, relevant to practical challenges, and supported by a broader range of stakeholders.

6.4 Thematic analysis of recommendations for future reform objectives and conditions

The open-ended responses to Question 16 converge around several design principles for future reform frameworks:

- Earlier and more meaningful consultation. Respondents call for consultation at the design stage, with sufficient time for analysis and feedback, and stronger involvement of practitioners, LPAs, business, civil society, academia and regional actors.
- Clear, realistic and locally grounded objectives. A recurrent message is that targets should reflect Moldova's implementation realities and available human and financial resources rather than rely on formal or overly ambitious commitments.
- Stronger focus on implementation. Several comments argue that the priority should be effective implementation of already agreed reforms, timely secondary legislation and methodological guidance, and clearer institutional responsibility.
- Better indicators and transparency. Respondents call for measurable, result-oriented indicators, intermediate targets, transparent reporting and mechanisms that make progress visible to stakeholders.
- Capacity development. Training, professional qualification, study visits and stronger support to contracting authorities are repeatedly mentioned as necessary conditions for successful reform.
- Digitalisation, simplification and inter-institutional coordination. Respondents also highlight automation, transparency of processes, simplification of procedures and improved cooperation/data exchange between institutions.

These comments complement the quantitative findings: support for measurable objectives is strongest when those objectives are perceived as realistic, consultative, transparent and matched by implementation capacity.

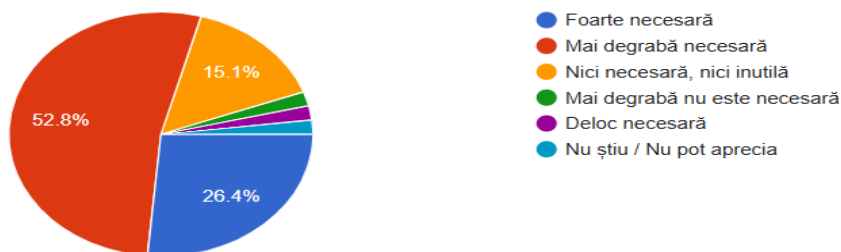
7. Role of EU experts and specialists

7.1 Perceived need for stronger EU expert involvement

17. În opinia dvs., în ce măsură ar fi necesară o implicare mai activă a experților și specialiștilor UE în sprijinirea gestionării și utilizării resurselor alocate Republicii Moldova pentru implementarea proiectelor și reformelor?

 [Copy chart](#)

53 responses



The results indicate strong support for more active involvement of EU experts and specialists in supporting the management and use of resources allocated to the Republic of Moldova for the implementation of projects and reforms. Of the 53 respondents, 26.4% consider such involvement very necessary, while 52.8% regard it as rather necessary. Taken together, 79.2% of respondents express a clear preference for stronger EU expert involvement.

A further 15.1% take a neutral position, considering such involvement neither necessary nor unnecessary. Only a very small proportion express a negative view: 1.9% consider greater involvement rather unnecessary and 1.9% not necessary at all, while another 1.9% are unable to assess the issue.

Overall, the findings point to a clear demand for enhanced EU technical expertise and support, with almost four out of five respondents favouring a more active role for EU experts and specialists. Importantly, this result should not necessarily be interpreted as support for transferring responsibility for the management of EU resources away from Moldovan institutions. Rather, it suggests that stakeholders see value in closer technical cooperation, expertise, guidance and oversight to strengthen institutional capacity and contribute to the effective and results-oriented use of resources.

Read together with the previous findings, the results support a model based on shared responsibility and reinforced partnership: Moldovan authorities would retain ownership and responsibility for reform implementation, while stronger EU expert involvement could provide additional technical expertise, quality assurance and support in addressing implementation challenges. This may be particularly relevant as the scale and complexity of EU-supported reforms and investments increase in the context of Moldova's EU accession process.

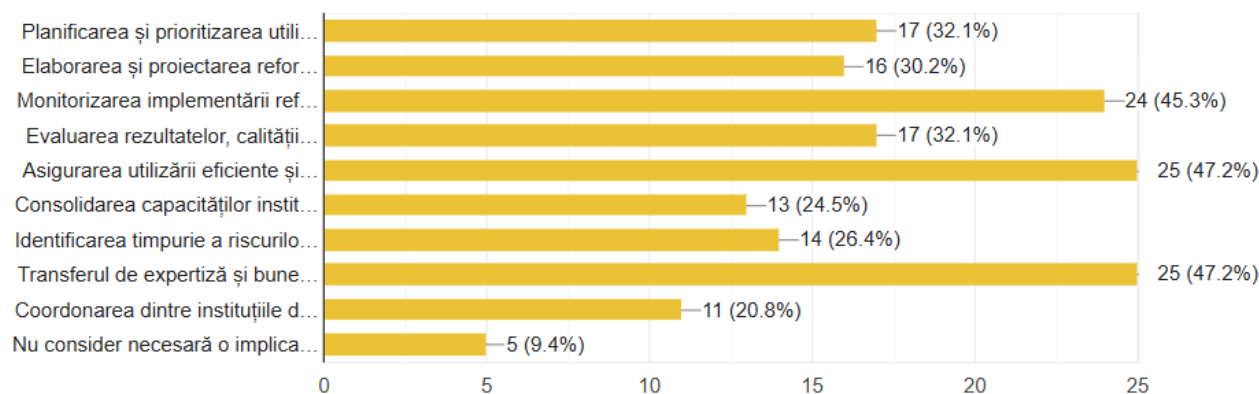
7.2 Areas where EU expertise could add the greatest value

18. În ce domenii considerați că o implicare mai activă a experților și specialiștilor UE ar aduce cea mai mare valoare?

 Copy chart

Selectați maximum trei variante.

53 responses



The results provide a more detailed picture of where respondents believe stronger involvement of EU experts and specialists could add the greatest value to the management of resources and implementation of reforms in the Republic of Moldova. As respondents could select up to three options, the percentages represent the frequency with which each area was selected and are not mutually exclusive.

The two areas receiving the highest level of support are ensuring the efficient and appropriate use of allocated resources and the transfer of expertise and good practices, each selected by 25 respondents (47.2%). Closely following is monitoring the implementation of reforms, identified by 24 respondents (45.3%). These results suggest that stakeholders see the greatest added value of EU experts not primarily in taking over decision-making functions, but in supporting implementation quality, strengthening the effective use of resources, and transferring knowledge and experience to Moldovan institutions.

A second group of priorities relates to upstream planning and downstream assessment. Planning and prioritisation of resource use and evaluation of results, quality and impact were each selected by 17 respondents (32.1%), while development and design of reforms was identified by 16 respondents (30.2%). This indicates that respondents see a potential role for EU expertise across the full reform cycle – from design and resource allocation to implementation, monitoring and evaluation.

Respondents also identified early identification of risks (14 respondents; 26.4%) and strengthening institutional capacities (13; 24.5%) as areas where greater EU involvement could add value. Coordination between institutions received comparatively less emphasis (11; 20.8%).

Only 5 respondents (9.4%) indicated that they do not consider greater involvement of EU experts necessary. This is consistent with the results of Question 17, where 79.2% of respondents considered stronger involvement of EU experts either very necessary or rather necessary.

Overall, the findings suggest that respondents favour a model of EU involvement centred on technical support, knowledge transfer, monitoring and ensuring the effective use of resources, rather than substitution for domestic institutional responsibilities. Particularly noteworthy is the prominence of transfer of expertise and good practices, which points towards a capacity-building dimension: EU involvement is expected not only to improve the immediate implementation of projects and reforms, but also to contribute to strengthening Moldova's own institutional capacity over time.

Taken together, Questions 17 and 18 therefore suggest support for a partnership-based model combining national ownership with reinforced EU technical expertise, monitoring and capacity development, particularly as Moldova manages increasingly significant resources and increasingly complex reform commitments in the context of its EU accession process.

8. Cross-cutting conclusions and policy implications

- Move from output compliance to outcome and impact measurement. Quantitative milestones remain useful, but should be complemented by qualitative indicators that capture competition, efficiency, quality, transparency, implementation and practical effects.
- Retain measurable milestones, but calibrate them to implementation capacity. Targets and deadlines should be realistic, sequenced and supported by intermediate milestones, particularly where reforms are interdependent.
- Treat digitalisation, professionalisation and centralisation as an interconnected reform package. The survey suggests that delays or weaknesses in one area may constrain progress in the others.
- Strengthen implementation capacity and incentives. Human resources, practical training, professional competence, retention and institutional capacity are repeatedly identified as conditions for successful reform delivery.

- Institutionalise meaningful stakeholder consultation. Public authorities, business, civil society, experts and practitioners should be involved early enough to influence the design of objectives, indicators and implementation arrangements.
- Maintain results orientation in EU support while avoiding rigid conditionality. Surveyed stakeholders broadly support linking part of EU assistance to reform performance, provided objectives are realistic, transparent, consultative and sensitive to implementation constraints.
- Use EU expertise to reinforce national ownership. The preferred model is one of technical partnership, knowledge transfer, monitoring support and capacity development, with Moldovan institutions retaining responsibility for decisions and implementation.

9. Overall Assessment

The survey portrays a stakeholder community that is broadly supportive of Moldova's public procurement reform agenda and clearly recognises its relevance to EU accession. At the same time, respondents distinguish between endorsement of reform objectives and confidence in the conditions for implementation. Their responses consistently emphasise institutional capacity, realistic sequencing, quality-oriented indicators, consultation and practical implementation.

The central analytical message is therefore not simply that stakeholders support reform, measurable targets or performance-based EU assistance. Rather, they support a model in which accountability is combined with feasibility, conditionality with participation, and external expertise with national ownership. This balance is likely to be critical for translating formal reform commitments into sustainable improvements in Moldova's public procurement system.