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**THE ROLE OF PUBLIC ADMINISTRATION IN THE DEVELOPMENT  
OF THE BUSINESS ENVIRONMENT IN THE REPUBLIC OF MOLDOVA**

**563.01 – THEORY AND METHODOLOGY OF PUBLIC ADMINISTRATION**

**Abstract of the doctoral thesis in administrative sciences**

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The thesis was executed within the Doctoral School in Administrative Sciences of the Academy of Public Administration.

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The doctoral thesis and the abstract can be consulted in the library of the Academy of Public Administration, as well as on the ANACEC website.

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## CONCEPTUAL REFERENCES OF THE RESEARCH

*The topicality and importance of the investigated topic.* The paper addresses an important issue for the science of public administration - the development of business environment, perceived in terms of the role of the public administration of the Republic of Moldova in this process. Contingent on the result of the assurance by the public administration of this mission, not only the degree of welfare, the satisfaction of the society, but also its level and pace of development depend.

The topicality of the research is partly determined by the lack of energy resources, respectively dependence, the lack of a well-developed infrastructure, which requires the strict, serious and punctual involvement of the public administration in ensuring the necessary conditions for creating, diversifying, developing alternative energy resources, including by ensuring adequate conditions for the development of the business environment in the Republic of Moldova. In other words, the topicality of this thesis arises, first of all, from the permanence of the need that the public administration ensures the basic rights of the population to health, education, protection of property and life, food security, energy, public order, meeting social needs, etc. However, in order to create adequate conditions for the development of the business environment and to improve the activity of the public administration related to the given aspects, so that a deeper understanding for establishing, guiding and applying improvement measures is obtained, theoretical research is needed, which is another pillar of the topicality of the researched topic.

Moreover, the topicality also derives from the need to continuously strengthen the capacities of public administration, of the private and associative sectors, of public-private partnerships in the conditions in which more and more public services end up in the management of the private sector. The importance of the role of public administration in creating the conditions and beneficial environment for business development, the organization and modernization of public services, especially in the transition from a planned economy to a market one, is highlighted.

At the same time, the topicality also emerges from the requirements of European integration of the Republic of Moldova. Thus, an important part of European law reflects the issue of infrastructure, including communication networks, diversification of energy sources, service delivery, including public services. As a result, it is difficult to imagine the European integration of the Republic of Moldova without a well-developed infrastructure and business, without a production of products and goods in line with the existence of public services corresponding to European standards. The responsibilities assumed in order to develop and

strengthen the cooperation on industrial and entrepreneurial policy, tend to improve the business environment for all economic operators, but with special emphasis on small and medium enterprises. Increased cooperation aims to improve the administrative and regulatory framework for both EU and Moldovan enterprises operating in the EU and the Republic of Moldova; it should be based on EU industrial policies and on policies concerning small and medium enterprises (hereinafter SMEs), taking into account internationally recognized principles and practices in this field [1].

***The purpose of the paper*** is the complex research of the role of public administration in business environment development in terms of functions and influencing factors, both from the perspective of public administration authorities and from the perspective of business exponents, in the conditions of reforming and Europeanizing the public administration in the Republic of Moldova for streamlining the activity of elaboration and implementation of policy documents, improvement of the normative framework, organization and provision by the PA of a favorable infrastructure for the development of business, including through the organization and modernization of public services provided to its subjects.

***Research objectives.*** Initiating the process of study, investigation and analysis, the author proposed to examine its theoretical substantiation through the analysis of the functions and responsibilities of public authorities, the factors and the normative framework that influences it; to examine the influence of factors on the development of business environment and the main trends in its development in the Republic of Moldova in terms of public administration reform and European integration.

***Research hypothesis:*** PA contributes to the development of business environment by creating and permanently improving the conditions conducive to its progress if:

- an appropriate institutional and regulatory framework is formed and operates;
- it is permanently in the attention of all PA structures with related functions;
- all opportunities established by internal and external factors, including the process of European integration, are used.

***The scientific novelty of the thesis*** consists in the complex research and analysis of the theoretical aspects related to the role of public administration in the development of the business environment; the approach of the issue of the role of public administration in the development of the business environment through the prism of institutional and regulatory framework and of the influencing factors, in the conditions of public administration reform in the Republic of Moldova, as well as the elaboration of proposals to improve the business environment, including by optimizing, streamlining and developing the provision of public services.

***Formulation of the scientific problem.*** The important scientific problem researched in the thesis consists in the *scientific substantiation* of the role of public administration in organizing, maintaining and modernizing the business environment, ensuring its complex analysis through the institutional and normative framework and the factors with significant influences. This fact has led to the clarification of the role of public administration in ensuring favorable conditions for business development, but also as a service provider, given the increasingly intense involvement of the private sector in infrastructure building and public service management; clarification needed *in order to identify ways for the application* of modern methods in the development and streamlining of the business environment in the Republic of Moldova.

***Synthesis of research methodology.*** The research process was supported mainly by the method of *documentary research*, with the support of which articles and monographs from the country and abroad, sources from international electronic libraries, research and studies on PA activities and on business environment, in particular their interaction, normative acts, documents of the central and local public administration authorities, etc. were studied.

The *analysis method* and *the synthesis method* were also used in the investigation process.

To study the evolution of the interaction of PA and of the business environment, as well as the way in which the approach of administrative skills and responsibilities in the development of the business environment in different periods of time has evolved, the *historical method* was used. In order to identify possibilities for implementing the international practice for the development of the business environment in our country, including in the organization, modernization and development of public services in the Republic of Moldova, the author used *the comparative method*. Thus, the international activity experience of the public administration in the development of the business environment, in particular of Romania, was compared with the national one, in order to identify viable models, applicable in the Republic of Moldova.

Studying the role of both the central public administration (hereinafter CPA) and of the local one in the development of the business environment, areas and sectors of interaction with the business environment, including in creating favorable conditions and providing public services, as well as factors that significantly influence these relations, in order to identify general development trends, *the systemic method* was used. Because both public administration and the business environment are open systems, the influence of factors located outside the PA system (citizens' needs and requirements, the interests of private companies, organizations, associations, including non-governmental, etc.) and of the business environment (political, economic, social,

technological, legal, etc.) were also studied. The mentioned method was used to address the examination and evaluation of the outcome of PA interaction with the business environment on continuous, efficient, and sustainable development, including modernization and development of public services in the Republic of Moldova in the context of public administration reform at both levels.

In order to ensure the study of the real situation of a sector, of some factors and concrete measures with essential impact on improving the business environment in the Republic of Moldova, the author used the *case study method*, thus including in the thesis a study that reflects the specifics of organizing, managing and providing public services in the Public Institution “Public Services Agency” (hereinafter PSA).

In the present scientific investigation, the author also used the *statistical method* both at the stage of data collection and accumulation, capitalizing on various statistical documents, and at the stage of data analysis, various quantitative and comparison procedures, analytical processing, percentage calculation, etc. being applied.

***The theoretical significance of the paper*** consists in studying the fundamental concepts and approaches to ensure the development of the business environment; evolutionary analysis of the role of PA in the process of ensuring the development of the business environment in the country; in identifying the principles but also the influencing factors, problems and causes, general trends of ensuring the development of the business environment in the conditions of market economy and reform, as well as in initiating the conceptualization of the role of PA in the development of the business environment in our country.

**The applicative value of the paper** consists in streamlining activities by creating conditions and a climate conducive to business development, as well as improving the range of services provided to business subjects, likely to meet the needs and requirements of a modern public administration system. The recommendations formulated in the thesis can be used by the central and local public administration authorities of the Republic of Moldova and can contribute to: identifying the possibilities for developing the business environment by analyzing the needs of society, of communities in a territory that can be achieved by the business environment through its involvement (partnerships) and / or by the PA, in accordance with the existing possibilities; streamlining the interaction between public administration authorities and the business environment; strengthening the capacities for setting up and managing new productive sectors, including information and public services. The implementation, maintenance and optimization is based on regulatory proposals, by providing a viable and sustainable regulatory framework for business development, the development of the range of public services provided

to business subjects likely to meet their needs; refining and improving the management of internal managerial control within the development of activities, including the provision of public services offered by the public administration of the Republic of Moldova.

*The contents of the compartments of the thesis* consists of Introduction, three chapters, General Conclusions and Recommendations, Bibliography of 222 titles, 8 annexes, 150 pages of basic text and 5 diagrams.

## CONTENTS OF THE THESIS

The doctoral thesis was executed within the Doctoral School in Administrative Sciences of the Academy of Public Administration. The main theses and results of scientific investigations have found expression in scientific papers presented and discussed in 4 forums - national and international scientific conferences entitled “Theory and practice of public administration”, organized at the Academy of Public Administration (2016, 2017, 2018, 2019), in the quarterly Methodological-Scientific Journal “Public Administration” (no. 3/2018, no. 3/2019), as well as in the Journal of Philosophy, Sociology and Political Sciences of the Institute of Legal, Political and Sociological Research of the Academy of Sciences of the Republic of Moldova.

*Contents of the compartments of the thesis.* The thesis consists of Introduction, three chapters, General Conclusions and Recommendations, Bibliography and Annexes. The topicality and significance of the researched topic, the purpose, the objectives and the research hypothesis, the synthesis of applied methodology, the scientific novelty of the thesis, the scientific problem solved by the contents of the thesis, the theoretical significance of the research, the applicative value of the work, the approval of the results and the summary of thesis compartments are contained in the Introduction of the thesis.

*Chapter One* includes the analysis of scientific materials on the topic of the thesis: articles and monographs published in the country and abroad, the study of the theoretical substantiation of the role of PA in business environment development. Particular attention was paid to the publications during the formation and development of the country as an independent state, especially those related to the interaction of PA with the business environment. The accumulation, examination and study of the literature served as the basis of the comparative analysis of the existing situation in the field. In this regard, the publications and studies of domestic researchers and those in Romania were primarily analyzed, due to the similarity of the administrative systems. The French doctrine has also been studied, in particular its approach to the role of public administration in the delegated management of public services, as well as that of American researchers, in particular risk-based and sustainable development approaches. At the same time, various authors’ studies related to the experience of other states concerning the partnerships between the public administration and the private sector were analyzed.

The study on the role of public administration in the development of the business environment includes a fairly large geographical area, such as the Member States of the European Union (EU), in particular Romania, the United States of America (USA), Russia and the Eastern Partnership countries. Concerns regarding the development of the business environment, the monitoring and measuring of the related performances, as well as the

strengthening of a concept, system, motivational process to increase the level of business environment development are also found in European Commission's research, in the provisions of the laws of European states. Normative acts and methodological materials that regulate the relations of the public administration with the business environment and the way of evaluating the performances in its development have also been explored within the research of the thesis topic.

While carrying out the research, the works of the authors Drucker Peter, Gulik Luther, Urwick Lundall, Teylor Frederick, Fayol Henri, Weber Max, Hobbes Thomas, McGregor Douglas, Ostrom Vincent, Osborne David, Gaebler Ted, Nicolas Henry, Likert Rensis, Argyiris Chris, Emerson Gloria, Denhardt Janet V, Denhardt Robert B, Wilson Woodrow Thomas et al. served as theoretical support, which had a major resultant impact in the elaboration of the present doctoral thesis [2-4].

The analyzes of the Romanian researchers Albu Emanuel, Alexandru Ioan, Cornea Valentina, Dinca Dragoș, Popescu-Slăniceanu Ion, Pop Nicolae Alexandru, Pătru Cătălin Andrei, Macarie Cornelia, Mecu Dragoș, Negulescu Paul, Hîncea Cristina, Florișteanu Elena, Marcovici Mugurel-Alin, Mureșan Marin Dorin et al. [2, 5] also conveyed an important added value to the doctoral thesis, combining the theoretical aspects with the practical ones. We will also emphasize the importance of the works of the CIS authors: Давыдов Юрий, Кутафин Олег, Сурилов Алексей et al., which served as a support in the theoretical-applied substantiation of the thesis [2, 5].

The contributions of the authors Platon Mihai, Balan Oleg, Sîmboteanu Aurel, Șaptefrați Tatiana, Tincu Violeta, Cornea Sergiu, Goriuc Silvia, Erhan Valeriu, Nemerenco Valeriu, Gheorghîța Tamara, Roșcovan Mihai, Oglinda Lilia, Carpovici Grigore, Tornea Ion et al. are relevant to the analyzed topic in the local investigative area [6, 14-16]. They analyze some aspects of the interaction of public administration with the business environment; study the modernization process from the perspective of implementing bilateral commitments with other countries, especially with the European Union; interpret and adjust the domestic legal framework to international practices. These studies, as well as the examined normative framework, particularized the national and epistemological context of the research.

Although the role of the public administration in society, in the elaboration and implementation of policies, in the organization of local public administration, of public services given their vital importance for society, are studied in depth in specialized literature, while the role of public administration in business environment development is perceived unevenly by public authorities and the business environment, but also approached differently in scientific

research by local and foreign authors. The reason is obviously the different historical development of the states, in which the role of the state, of its administration, but also of the business environment has respectively evolved differently, depending on the existence or lack of resources, the existence or absence of a private sector, of a competitive public-private sector, etc. We can also notice that in the specialized literature of Western states these problems have been greatly overcome, emphasis being made on the study of issues related to sustainable and efficient development, especially those concerning the role of public administration in efficient management, continuous modernization, or the use of objectives and performance indicators in assessing institutional capacities and activities, including business development and provision of public services. At the same time, if the authors from other countries, after a long period of application of various ways of managing the business environment, are already studying and developing various ways of modernizing it, the local authors focus their investigations on the issue of institutional and legal basis, focusing on the failures of the public administration authorities in the field of delegated management attested in the process of organization and management of the business environment.

The analysis of the spectrum of scientific publications in the field ascertained the investigation and approach under certain concrete aspects (legal, economic, social, etc.), but also the insufficient complex research on the influence of public administration on the business environment development process, the significant differences in addressing notions and principles related to the business environment, the lack of visions, of complex and clear concepts of its development in the Republic of Moldova, etc.

As a result of examining the visions, approaches, theories and concepts of administration and management, in terms of the role of PA in business environment development, we find that all their structural elements are subject to application in examining the role of PA in business development by adjusting them to the real situation in the Republic of Moldova. At the same time, we emphasize the special importance in the improvement, development and / or modernization of the business environment in the monitoring, reporting, systematization and analysis of the facts exercised within the PA - business environment interaction. The examination of the influencing factors revealed the importance of their influence on the business environment. It is clear that PA cannot seriously influence natural factors (including disasters), but the undertaken actions can greatly reduce the negative effects, including on the business environment. Thus, determining the main directions of research on the role of public administration in the development of the business environment, the main applicable methods were established, considering also necessary to examine how PA can influence and / or

influences these factors, or their components, in order to ensure the development and / or the modernization of the business environment, especially in the Republic of Moldova.

We can also state and conclude that the principles identified by researchers in public administration and public management have importance but also essential applicability in this interaction; the research and knowledge of PA relations with the business environment, which, in our view, could be supplemented with the principle of “dynamic balance of interests” (general with private ones, needs and resources, etc.) in the development of the business environment, applying it to the realities of the Republic of Moldova.

In this chapter, we have examined some visions and approaches of particular significance, in our opinion, and which could have an important implication, not only in training but also in practical application, including studying the experience, the success and mistakes of researchers and public administrations from separate countries or the European Union, as well as their attempts to solve specific problems. Noting an insufficiency of works on the concrete researched topic, we also highlight the viability of the scientific need to divide the facts of values, in order to focus on the facts and factors in the interaction PA - business environment, for the development of the research, the study of the PA role in business environment development, including the provision of public services. Business environment development approaches, based on natural law, processes with well-defined goals and procedures, business efficiency or risk systems, and those based on sustainable development, complement and enrich each other, serving at the same time as a good theoretical basis in the continuous development of society, including of the business environment in the Republic of Moldova [14].

We can also notice that the activity of PA is well elucidated in specialized literature, as well as of the business environment in terms of legal, economic, administrative, social issues, while the problems of the role of PA in business development, the identification of influencing factors, as well as the creation of conditions (infrastructures) favorable to its development, in the conditions of insufficiency or chronic lack of resources, are tangentially reflected [16].

Starting from the fact that the role of public administration in the business environment in the country is less elucidated in national research, we believe that the realization of this doctoral thesis will make an important contribution to knowing the research problem and finding appropriate solutions to solve it. As a result, the research problem, the directions and methods for solving it were formulated, as well as the research objectives were concretized.

*In Chapter Two*, the author analyzes the current situation of the relations between the public administration and the business environment in the Republic of Moldova, including by researching the institutionalization of responsibilities for business environment development, the

implementation and optimization of the regulatory framework, including the creation of favorable conditions (infrastructures), and also the management and provision of public services; he identifies and analyzes the main factors that influence these relations, as well as the main criteria for their classification.

By appearing to ensure living conditions, the state, especially the public administration, exists to ensure the general rights and freedoms, but also to meet the needs of the citizen, which can be achieved primarily by developing the business environment, which is the pillar and the main generator of goods and services, respectively of the income and welfare of society in general, but also by streamlining its own activity. Attaining this goal can only be accomplished by having a strong economy, especially a developed and modernized business environment [1]. The main directions of business environment development, which must and can be influenced by PA, are those that ensure this development, and which in turn can be oriented in at least two main directions:

- maintaining, modernizing and developing the productive sphere of goods and products, including their production outside the country, and,
- maintaining, modernizing and developing the sphere of providing general services, including public services, designed to meet the needs and interests of the country's inhabitants and / or of administrative-territorial units [3].

The mission of orientation and ensuring favorable conditions for the realization of the provisions of these directions is a priority for the public administration. And ensuring the sustainable development of the business environment is inconceivable without taking into account the reality of the country, of the region and of the world in general, necessarily inducing the streamlining of activities and primarily those of public administration authorities, but also those related to the development of business environment.

It is difficult to imagine life in contemporary society without the involvement of public administration in the organization and / or direct or indirect management of ensuring the continuity of business development, especially in the mentioned directions. Thus, both the actions, carried out in these directions, and their research and interaction between public administration authorities with the subjects of the business environment to ensure its development in our country, acquires special importance in identifying and researching the principles, the general and specific factors by which they are influenced in conceptualizing the development of the business environment based on a new approach [1, 3, 6].

In order to ensure the achievement of the proposed purpose and the objectives of researching the role of PA in business development in the Republic of Moldova, in this chapter,

the author elucidated the current situation and researched the competencies and functions of public administration authorities, including central and local, which directly or indirectly, but essentially, influence the development of the business environment in the Republic of Moldova, through the prism of institutional and normative framework but also of the main influencing factors.

A separate subchapter of this chapter was dedicated to the mission and functions of the CPA and institutions, subordinate entities with influences and interactions in the field of business environment. An evolutionary analysis of their mission and functions is performed, which influenced the management, regulation, organization of the business environment in different historical periods, the functions of entities with responsibilities in developing and implementing policy documents, the general organization and regulation of the business environment. The examination of the institutional and functional framework highlighted the main elements of this framework, stating that it is not always in line with the objectives set in the development strategies, or in other words, clear achievable objectives are not always set for business development, including for the structural subdivisions of public administration. Analyzing the institutional framework of the public administration authorities, including of those responsible for business development, as well as the approved Government activity programs, including the Decisions of the Parliament and of the Government of the Republic of Moldova for the period 1991-2011, we find that most of them do not contain explicit provisions, but a tangential, sectorial and / or itemized approach to business issues, without a systemic approach [3].

This concordance is being achieved to some extent by changing the paradigm of development of society, which was outlined and imposed as a task in the National Development Strategy “Moldova 2020” and which came to articulate a cohesive vision of long-term sustainable economic growth, based on a diagnostic study of growth constraints and clearly set goals. Thus, by Law no. 136/2017 on the Government [12], adopted in order to realize the provisions of the mentioned strategy and the Government Activity Program elaborated based on it, the way of organization and functioning of the Government, its fields of activity, competence, structure and legal relations with other public authorities, were specified and established, at the same time, the fields, functions, attributions and powers of the Government were specified [3]. The number of ministries having been reduced from 16 to 9, the Government Regulation was approved by Government Decision no. 610 of 03-07-2018, which also establishes the way of organization and functioning of the Government, as well as the organizational framework of the activity of the Government , as a whole, and of the members of the Government, in particular; the procedure of elaboration and promotion of draft Government acts; the monitoring and

control of the execution of tasks by ministries and other central administrative authorities; the Government's relations with them, as well as with the Parliament, the President of the Republic of Moldova, the National Bank of Moldova, the Court of Accounts and the General Prosecutor's Office. The Government's Activity Program is defined as a basic political act, which determines the main development objectives of the country during the mandate for which the Government was invested, correlated with the strategic priorities deriving from the National Development Strategy and other strategic policy documents, and with the international commitments assumed by the Republic of Moldova, especially with those regarding European integration. The Regulation also specifies the necessary actions for the implementation of the Government's Activity Program by elaborating and approving the Action Plan for its implementation, in order to determine the objectives and strategic directions of state policy and their implementation in the fields of activity for which it is responsible; to present for examination to the Parliament the budgetary-fiscal policy and the draft laws on the state budget, the state social insurance budget and the compulsory health insurance funds, as well as the undertaking of any other actions necessary for the realization of the state policy in the assigned by law fields of activity in the competence of the Government, including related to the development of the business environment [7, 8, 11]. In this respect, the changes, including the paradigm of business development have been materialized and complemented, without substituting the sectorial approach, characteristic of the governance program whose objectives are set for the entire duration of governance, while also requiring the systemic approach of business environment development. Thus, the research of these aspects specified that both the Government and the State Chancellery, by virtue of their prerogatives, attributions and functions, have all the possibilities and levers to influence the development of the business environment in the Republic of Moldova; however this prerogative did not find its reflection in the functions, attributions of these authorities as a separate field or activity.

Analyzing the structure and functions of specialized central public administration bodies in terms of business environment development in the Republic of Moldova, we found that the Ministry of Economy has the mission, according to the Regulation on the organization and functioning of the Ministry of Economy approved by Government Decision No. 690/2009, to ensure the growth of the national economy by: *optimizing the regulatory framework for entrepreneurial activity, establishing the premises for business environment development, technological development and ensuring competitiveness, creating an attractive investment environment*, contributing to the actions of de-monopolizing the internal market and eliminating anti-competitive practices, as well as through international economic cooperation. The Ministry

had in the structure of the central apparatus 32 subdivisions, including the structural subdivision “*General Directorate for Business Environment Development*”, which had responsibilities to deal with the development of the business environment. It included:

- *Entrepreneurship Policy Directorate,*
- *Investment and Competitiveness Policy Directorate,*
- *Directorate for Policy Development for Small and Medium-sized Enterprises and Trade.*

According to the provisions of point 7 of chapter II “Mission, basic functions, attributions and rights of the Ministry” of the mentioned Regulation, the Ministry had attributions, including in:

- *the field of business environment development,*
- *the field of investment and export promotion policies,*
- *the field of regulation by licensing of the entrepreneurial activity,*
- *the field of technological development and competitiveness,*
- *the field of public-private partnership [3, 9].*

With the change of the paradigm related to the institutional framework, having the basic emphasis on *what needs to be done*, in order to realize the development strategy coordinated and financially supported by international bodies in the process of implementing the “Moldova 2020” Strategy, a “new” institutional framework was proposed according to the organizational chart in the wording of Law no. 121/2014. The structural divergences of the CPA between the existing situation and the institutional framework, included in the Development Strategy “Moldova 2020”, imposed measures to reorganize the public administration structures, primarily at the central level, including those with responsibilities in the field of business environment development. The attributions of the Ministry of Economy and Infrastructure were modified as result of these reforms [13]. According to Government Decision no. 690 of 30.08.2017 with its subsequent amendments, the structure of the central apparatus of the Ministry of Economy and Infrastructure consisted of 34 subdivisions, including the “Directorate of Economic Policy and Business Environment”, which had the mission to ensure the growth of the national economy by optimizing the regulatory framework of entrepreneurship, establishing the premises for the business environment and technological development, and ensuring competitiveness, as well as by creating an attractive investment environment. The structure of the Directorate was also modified and consisted of:

- Economic Policy Division,
- Business Regulation and Small and Medium-sized Enterprises (SMEs) Division,

- Economic Modeling and Forecasting Division.

We mention that the mission of the Economic Policy Division is to contribute to the analysis of the situation and issues, as well as to the elaboration of efficient public policies in the fields of attracting investments and promoting export, of analyzing the impact of fiscal, customs and financial policy on the business environment, administration and denationalization of public property, as well as monitoring their implementation process. Thus, the attributions in the field of business environment development were diminished in our vision.

The comparative analysis of the existing and previous structure of the specialized central public administration bodies, in terms of attributions in business environment development in the Republic of Moldova, shows that only in the structure of the central apparatus of the Ministry of Economy, approved by Government Decision no. 690 of 13.11.2009, there were subdivisions that had to expressly concern themselves with the development of the business environment. Moreover, we can state that having the “*General Directorate for Business Development*” within the Ministry of Economy, the Republic of Moldova does not have a concept, a business environment development strategy, a development policy and / or a program, an action plan meant to ensure the development especially of the business environment in the Republic of Moldova. Thus, the analysis of the stated structures and functions denotes that when adopting the respective regulations and norms, the notion of “*business environment*” was approached differently, including of business and international structures, which treat this notion through another structural prism. This vision and approach differ from the ones expressed by the National Confederation of Employers of the Republic of Moldova (NCEM), in whose report “*Major constraints on the business environment in Moldova*”, the business environment is examined in terms of factors and major constraints in its development. Based on the resolution of the International Labor Conference (ILC), unanimously approved in 2007, 17 pillars were established that make up *the key to sustainable enterprise growth* and that constitute the ILC framework for business development that is fully accepted by the NCEM as well. As a result, the differences in the perception are identified and attempts are made to identify their reasons.

The research of the institutional framework also found that the Ministry of Economy has other subordinated administrative authorities, being identified by the author as entities whose activity significantly influences the business environment, as well as, legal entities as founders whose activity has a direct impact on the business environment, such as:

- Organization for Attracting Investments and Promoting Export from Moldova;
- Organization for the Development of Small and Medium Enterprises Sector;
- The Implementation Unit of the World Bank’s project to improve competitiveness;

- Grant Implementation Unit Donated by the Government of Japan;
- Consolidated Unit for the implementation and monitoring of projects in the field of energy.

These structures were created with goals and deadlines determined by the implementation of concrete objectives, and the Organization for the Development of the Small and Medium Enterprises Sector (ODSMES) was created as a public non-commercial institution, working in coordination with the Ministry of Economy and in partnership with other central and local authorities, business associations, business support providers and small and medium-sized enterprises. At the same time, as a result of the examination and analysis of the functions of institutions and entities with influence on the business environment, the lack of responsibilities related to the development of the business environment was found. We also mention that, in the administrative-territorial units of level II, in district councils, no structure is planned to deal with the development of the business environment at local level; in the economic sections of some district councils, there exists the position of economist with attributions in the development of SMEs, while at the local level there are no structures or positions with attributions in the business environment development.

Applying a new approach to the tasks and priorities established by the governing program approved by Parliament Decision no. 88 of 06.08.2021, according to the set objectives, a new structure of the Government was approved, consisting of 13 ministries, as well as subordinate structures that are in the process of restructuring and / or creation, including in order to create the related infrastructure and business environment in the Republic of Moldova [10].

As a result, a positive but insufficient and inefficient dynamics in relation to the measures taken by these structures in the development of the business environment was found; some structural and functional problems of the CPA were identified; structural adjustments to the objectives set and the identification of concrete aspects of responsibility related to ensuring the development of the business environment were proposed. We also noted a development and essential improvement of the normative framework related to the development of the business environment; some dissensions, constraints, and ambiguities were identified and respective recommendations were submitted in order to solve them.

Finally, the main existing ways of influencing the management and regulation of the business environment, in terms of the degree of involvement of the CPA, including in ensuring the concordance of the actions of business development, control, involvement of LPA in this process, were analyzed. In this sense, the responsibilities of the public administration, including local level I and II, the existing normative framework and the current practice of the public administration authorities are analyzed, as well as the current problems they face. As a result of

the analysis of the current situation of relations between public administration and business in the Republic of Moldova, the examination of the institutional framework, of the missions and functions of CPA and LPA, of other institutions and entities with responsibilities and / or influences on business development in the Republic of Moldova, we found that the role of PA in its development, by denying the principles and values of the totalitarian regime and moving to paradigms based on general human values during the state reform, is largely influenced by the efficiency, transparency and quality of fulfilling PA functions, by the process of European integration, including the measures provided in the association agreement with the European Union, which involves promoting many reforms in all spheres of life, different according to levels and complexity, but also by the bilateral commitments made by the Republic of Moldova in agreements with other countries. At the same time, safeguarding the efficiency of the PA activity can be ensured by the compliant and correct implementation and application of the internal managerial control system, as well as by including administrative responsibility for non-application and / or non-compliant application of the Internal Managerial Control (IMC) [5].

Researches of the normative framework related to the business environment, especially of the laws, the decisions of the Parliament, the decisions and dispositions of the Government, acts of other public administration authorities that form the specific framework in which companies operate, highlighted that ensuring a normative framework, favorable to business development, is a continuous process of finding and evaluating problems, of identifying solutions, and of reviewing it. The regulatory reform must also extend to the development of institutional capacities and incentives to encourage the putting into practice of the changes in the regulatory framework with a maximum positive impact on the competitiveness of the private sector [15]. This process should be continued at the level of departmental acts, which mandates the process of regulatory impact analysis, as the core of a more rational system in drafting regulations, in dealing with ambiguous regulations, in reviewing the normative acts for unnecessary procedures and permissive acts. Their adjustment to the information technologies used remains a component part of the role of AP in the development of the business environment.

As a result of elucidating the current situation, the examination of the institutional-functional framework of CPA and LPA, of the functions and competencies of institutions and entities with responsibilities in the field, as well as of the regulatory framework in terms of public administration - business interaction and of the factors influencing the business environment development in the Republic of Moldova, we can summarize the following.

The establishment, but also the constant updating, of the purpose, of the priority directions, of the objectives and of the concrete and clear achievable indicators of the institutions

(entities) responsible for their realization, of the available sources and of the favorable normative framework, necessary for the development of the business environment, but also of the terms and documents confirming the fulfillment of the desiderata are the primary elements of the role of PA in business development, which requires coagulation by developing and approving the concept / strategy for business development in the Republic of Moldova. A concept that would include not only the basic notions and principles, but also the areas, sectors, areas of interference (including the assurance of general rights and freedoms, of economic, financial, and food security, healthcare, etc.), the directions and long-term and medium-term priorities, as well as the concrete results to be accomplished.

Ensuring concordance and directing the concrete functions towards the optimization, efficiency and transparency of the PA activity related to the development of the business environment; creation, maintenance and permanent improvement of the normative framework that influences the development of the business environment; creation and development of favorable infrastructure conditions for the development of the business environment with proactive involvement of LPA, but also of business subjects, to strengthen the capacities of the PA and of the business environment in the Republic of Moldova, is and remains a main element and a primary task of the role of PA.

The continuous changes of the legislation, which characterize the process of reform, modernization and efficiency of the activity of the public administration, in general, and of the development of the business environment in the Republic of Moldova, in particular, were examined and analyzed. As a result of the examinations and analysis of the normative framework, it was found that, although many measures and actions are implemented in a very difficult, and sometimes even in a contradictory way, prospectively a qualitatively new level of development of society, new social, political and economic relations, including in business will be ensured.

Admitting that the process of improving the regulatory framework is a continuous one for identifying and assessing problems, identifying solutions, and reviewing it, the regulatory reform must also extend to the development of institutional capacities and of incentives to encourage full implementation into practice of the changes in the regulatory framework, with a maximum positive impact on the competitiveness of the private sector. This process, being continued at the level of departmental acts, will mandate the process of analyzing the regulatory impact, dealing with ambiguous regulations and reviewing unnecessary acts. At the same time, new normative acts have been adopted regarding the public-private partnership and the concession of public services, the creation and reorganization of public service institutions, normative acts that

separately regulate some public services, such as sanitation or water supply, etc. Obviously, the existing scientific papers do not reflect the latest changes in legislation, so it is necessary to study how changes in legislation affect the role and responsibilities of public administration related to business environment development.

During the research we found that, the government has taken and is taking measures to adjust, update, optimize controls, including by changing the regulatory framework and implementing new programs, among which we can mention the changing emphasis from external control to internal control, which is necessary to be implemented either obligatorily by the entities expressly stipulated in the normative acts, or voluntarily by other entities. There are many arrears in this domain, including related to the obligations assumed within the association agreement. In this contest, we will mention “The program for the development of the internal public financial control for the years 2018-2020” and the “Action plan for its implementation” approved by Government of the Republic of Moldova Decision no. 124 of 02.02.2018, which comes to ensure the execution of the assumed commitment, including through the Association Agreement between the Republic of Moldova and the EU, in order to strengthen the management of public finances based on the principles of good governance. The optimization of the processes, procedures and the timeframe required for an economic agent to launch, conduct and liquidate the business, as well as change of the focus from inspections to counseling, these being done based on the perceived risk principle, would significantly improve the business environment, reducing at the same time unnecessary administrative costs and implicitly ensuring the development of the business environment and the sustainable growth of the economy.

We consider it very important that the attainment of the desiderata for the identified directions, provided by the public administration, be achieved by:

- optimizing and streamlining the work of the PA, the cooperation of the CPA with the LPA, but also with the business environment, through the implementation and proper application of the IMC, ensuring the transparency of all facts, events and actions, including developing the dialogue between PA and business exponents, especially in the process of developing, promoting and implementing policies with fiscal, economic, regulatory and social impact related to the development of the business environment;

- establishing and specifying, in accordance with the paradigm and development goal, along with the institutional and functional framework and the objectives with measurable indicators to be achieved, the standards, the mechanisms and tools necessary for their realization; identifying the processes and procedures used and their continuous improvement; establishing the structural elements of APA activities and actions with major influence on the business environment that

are subject to development policies in these areas, as well as their coordination by a single authority (institution, unit), including the regulatory framework, necessary services provided, sources of funding, costs and results to be attained;

- streamlining policy documents and their implementation, ensuring their monitoring, reporting, evaluation and improvement based on and in accordance with well-developed and approved methodologies, procedures and guidelines, taking into account the good practices of highly developed countries, in particular those related to business environment development;

- assessing the impact of the implementation of programs, policies, measures and / or actions undertaken by the APA for the purpose of developing the business environment on the basis of an evaluation methodology developed at central level and on the basis of previously established measurable objectives and indicators;

- ensuring the concordance between the goals, objectives and priorities to be achieved and the institutional-functional framework (including of the entities with attributions) related to the business environment in the Republic of Moldova, by including concrete indicators, responsibilities, deadlines and confirmation documents in the action plans related to the development of the business environment based on the task to be performed, i.e. what needs to be done;

- specifying LPA functions and responsibilities related to ensuring, but also cooperating with CPA for the development of the business environment, including in the decentralization process, especially the provision of services to business and public utility subjects, for the creation of local infrastructure favorable to the development of this environment, the implementation and application of the one-stop shop, the modernization of applied technologies, the digitization of service delivery, the organization of monitoring, reporting and transparency, in particular.

At the same time, one of the main elements of the role of public administration in creating, maintaining and improving the regulatory framework is the review and permanent adjustment (on the model of the Guillotine) of the regulatory framework for the business environment to ensure its development [3], including by implementing amendments to Law no. 220/2007 contained in annex no. 3 of the doctoral thesis. The creation and development of infrastructure favorable to the development of the business environment should include:

- the creation of a structural unit for organizing, coordinating and ensuring the measures related to the development of the business environment in the Republic of Moldova,
- the creation of networking and provision of resources (energy, utilities, transport, etc.)
- ensuring access to markets, including external ones,

- ensuring favorable conditions for investment, including at the stage of operation and / or decommissioning, to promote competitiveness and exports,
- ensuring the purchasing power and developing the consumer culture of the population.

Another component part of the role of public administration in the development of the business environment is to strengthen the capacities of public administration, but also of business subjects by empowering the staff, strengthening the technical and technological capacities, especially the digitization of processes and / or procedures. LPA should be guided to organize the operation of one-stop shops and multifunctional centers, to evaluate their activity based on cost-efficiency methods and the time used, as well as the continuous improvement of at least the basic elements: cost, quality and time used.

We mention that the methodology developed within the World Bank Project for the modernization of government services by national experts within the eGovernment Agency jointly with ASP, CNAS, CNAM, by other public institutions and with the support of Dutch experts, is in the process of experimental development. After the necessary coordination and subsequent approval, in our view, it could serve as a basis for the framework methodology for evaluating the performance of public institutions in business environment development, establishing for this purpose clear, concrete objectives and measurable indicators, deadlines, responsibilities and the necessary support for this purpose, including legal and financial. Here, we mention the prioritization of setting concrete objectives and indicators in ensuring the conditions and undertaking the measures, PA actions in order to develop the business environment in the Republic of Moldova.

*Chapter three* is dedicated to studying the issue of the role of PA in ensuring the perspectives and opportunities for the development and modernization of the business environment in the Republic of Moldova, in the conditions of public administration reform and market economy, including the mission of public service provider. In this sense, the existing situation is analyzed, the main problems, faced by public administration authorities in identifying and achieving opportunities for the development and modernization of the business environment, are identified. The achievements and perspectives of the process of modernization and streamlining of the business environment in the Republic of Moldova in the context of European integration are analyzed. In this sense, the modification of the role of public administration, as a result of the administrative reforms resulting from the Association Agreement imperatives, is analyzed, so as to identify the success but also the failures in order to develop proposals for improvement [5].

The objectives and the development priorities, especially the economic ones, but not only, supported with necessary resources but also by establishing clearly defined and divided attributions and responsibilities between PAA and the business environment, the lines of monitoring and reporting, the analysis and improvement of the result create the main premises for their realization. This fact, as well as the identification and fulfillment of concrete objectives, indicators, measures and actions with measurable indicators to be achieved, well-structured and correlated with institutions and responsibilities, the deadlines, the necessary legal framework to be adjusted, as well as the necessary resources for each concrete action, is one of the main elements of the role of PA in business development and modernization in the Republic of Moldova [5].

As a result of the research presented in this chapter, related to the examination and analysis of business development opportunities in the Republic of Moldova, we highlight the importance of bilateral agreement clauses that financially and / or technically support the solution of problems, including the constraints in its development. We highlight the role of the actions taken by public administration authorities, based on the systemic approach and sustainable development, and take into account contingent risks, realities and urgent needs in identifying and implementing necessary projects and implementation guides (operational manuals) for each sector, branch, field, project with a special impact on the development of the business environment and the economy of the Republic of Moldova. We note a significant influence on the development of the country, including on the business environment, of the bilateral agreements concluded between Moldova and other countries, especially those aimed at securing and increasing investment in our country, at diversifying and increasing exports, at developing and modernizing the production, preservation and processing base; the one included in the Moldova-EU Association Agreement was especially researched. The provisions of this agreement, consisting of multiple elements, are, in turn, key factors for economic restructuring and modernization, including of the business environment in the Republic of Moldova.

Thus, the elimination of barriers, adjustment to the requirements of the European market and other external markets, and ensuring compliance with these requirements is also an essential element of the role of PA in the development of the business environment, but also of the country's economy as a whole. Moreover, this role is enhanced by ensuring the increased efficiency of the use of financial and technical assistance from the EU and other international partners, who have committed themselves to supporting the Republic of Moldova in promoting the most costly reforms [4]. As a result, the improvement and intensification of the dialogue within the mentioned agreement and other bilateral agreements, in order to efficiently and timely

meet the provisions of these acts, is a primary task, but also a component part of the PA's role in business environment development.

Achieving the main objectives of the association agreement and of the Republic of Moldova's commitments provided in the agreement, but also of the projects supported by partners and financiers, external co-financiers, is a possibility and opportunity to align to EU values and of those of other developed countries, which is also an opportunity for opening and entering into the European market, which has enormous potential and modern technologies.

In this context, the Association Agreement was analyzed in the paper through the prism of its impact on the business environment, improvement of public services, including by connecting and aligning to the European Union rules. Also, the doctoral thesis contains the research results through which the development of the perception by PAA of its role in the development of the business environment, including the role of public service provider, as well as the perception of external users related to those services was undertaken [4].

Finally, we will mention that virtually all commitments and measures provided for in the AA have a direct or indirect influence on the business environment, including political stability and balance, external and internal security, independent justice, economic cooperation, trade, and financial assistance, especially the provisions related to the industrial and entrepreneurial policy, as well as to the relations with the business environment. The cooperation in the development and consolidation of industrial and entrepreneurial policy has a special influence on the development of the business environment in the Republic of Moldova, with a special emphasis on small and medium enterprises, thus improving the business environment for all economic operators (the digitization of activities, reporting included), improving the public services in particular through the application of public-private partnership, one-stop shops and multifunctional centers for providing public services (MCPPS) [5].

*The paper also contains a case study* that reflects the specifics of the organization and management of public services in PSA. The argument in favor of this case study stems, on the one hand, from the significant influence of these services on the business environment, in particular on business registration, licensing and issuance of permissive documents, documentation of property (property, plant and equipment, transportation) and on persons, registration of changes in them, as well as the provision of services, including information, etc.. Because these aspects are less reflected in specialized literature and in the collections of good practices regarding public services, and, on the other hand, because new approaches to public service management are implemented (one-stop shop, multifunctional centers, front office, back office), which also require in-depth research and analysis.

## **GENERAL CONCLUSIONS AND RECOMMENDATIONS**

As the development of humanity, countries, communities, as well as of scientific research increases, the number of approaches in the analysis of general management, administration management, including public administration, increases, too. Of particular importance in researching the improvement, development and / or modernization of the business environment in terms of management, monitoring, reporting, systematization and analysis of activities and facts, is its development based on the principles that characterize the interaction of PA with this environment, in order to know the role of PA in the development of the business environment. The research of visions, theories, conceptions and approaches related to the role of PA in the development of the business environment has elucidated and concretized its main characteristic principles, being supplemented by the author with that of balance in dynamics and that of flexibility.

Following the multi-aspectual and multidimensional examination, based on suggestive information sources and using the main types of scientific research methods, of the role of public administration in the development of the business environment in the Republic of Moldova, we come to the following conclusions:

1. The role of public administration in the development of the business environment has been approached, over the last decades, by a small number of scientific researchers from abroad, and by a much smaller number of researchers from the Republic of Moldova, which has practically led to the lack in the present of some concepts and strategies of perception of this social phenomenon, which conditioned the formulation in the paper of some principles characteristic of it.

2. The institutional administrative framework at central level consists of several institutions, entities and subdivisions that have attributions, mostly, corresponding to the maintenance and / or development of the business environment, while components with attributions in the development of the business environment at local level are practically missing. At the same time, the lack of coordination between the authorities and entities involved in this process is observed throughout the research area.

3. The normative framework on ensuring the decisive role of PA in the development of the business environment has been subjected to multiple changes and adjustments and has largely been improved. At the same time, some ambiguities, uncertainties, even constraints were identified, including those related to the registration procedures and the reporting of business subjects, but also associated to the attributions and responsibilities of LPA authorities concerned with the development of the business environment in Territorial Administrative Units (TAUs).

4. Along with the improvement of the institutional and normative framework, the research also showed the improvement through reengineering and digitalization of some procedures, including adopted at departmental level, especially in the financial-banking field, the provision of public services in the energy field, in agriculture, etc., by concretizing and adjusting them. At the same time, they remain complicated, difficult to understand and realize, involving unfounded time and financial costs, as the results of our research have shown, and they need to be simplified.

5. By virtue of their prerogatives, role, responsibilities and functions, both the Government and the CPA have confirmed that they have all the possibilities and levers to influence the development of the business environment in the Republic of Moldova by adopting multiple sectorial strategies, including SMEs development, concrete programs, plans and projects, but this is not reflected in a unique strategy for the development of the business environment in the country. This could be a strategy, which would include all persons who, as a result of their activity would generate benefits (revenues), including public and private institutions, associations, etc. and which would include the concrete directions, measures and objectives for business environment development, ensuring favorable conditions, including through the creation of infrastructure and utility networks, application of public-private partnerships, establishment of free zones, parks, clusters, and so on.

6. LPA contributes significantly to the development of the business environment based on an organizational and human potential characteristic of the real situation in the TAUs. However, it is the LPA authorities that are those structures that create development infrastructures (Zones of Free Entrepreneurship, Technology Parks, Industrial Parks, clusters, etc.), as well as those that support the business environment (sales markets, resource networks, transport, hygiene, etc. ).

7. At the same time, our proposals for the improvement and further development of the IMC have contributed to the consolidation of capacities and performances that have led to the optimization of procedures and connections with the business environment (see annex no. 4).

8. Establishing significant influence of the commitments of bilateral treaties concluded between the Republic of Moldova and other countries on the development of the country, including of the business environment, especially those aimed at securing and increasing investment in our country, diversifying and increasing exports, developing and modernizing the production, processing and storage base, the special importance of their clauses, related to financial and / or technical support, which create opportunities for development, was highlighted. In order to identify and support business development opportunities in the Republic of Moldova,

we consider it necessary to resume and intensify the dialogue with foreign donors and partners, especially within the Eastern Partnership.

9. The realization of business development opportunities in the Republic of Moldova is organized by the PA through approving programs and action plans, providing facilities, but also by creating implementation units and / or specialized institutions and implementation procedures; nonetheless these procedures do not always ensure clarity and operational correctness in their realization.

10. All the commitments and measures provided in the AA have a direct influence on the business environment, but their realization, their qualitative, efficient and timely implementation is no less important in everyday life. The measures, activities and actions of the PA in achieving the main objectives of the association agreement and of the commitments of the Republic of Moldova provided in the agreement, of the projects supported by partners, financiers, and external co-financiers are a possibility and opportunity to align to EU values and those of other developed countries, but also an opportunity to open up and enter the European market, which has enormous potential and modern technologies. However, the realization of these desiderata must be supported by the concrete, efficient and qualitative actions of the PA.

11. The examination of the PSA's activity confirmed the preparation and implementation of new ways and possibilities for the development of the business environment, which can take into account the interests of all representatives of this field.

12. Finally, the presented material allows us to comment on the compliance of the hypothesis formulated at the beginning of the paper, namely that the PA contributes to the development of the business environment by creating and continuously improving the conditions conducive to its progress.

Based on the findings and in accordance with the conclusions formulated, in order to solve the deficiencies and the identified problems, we consider the following recommendations opportune:

1) to ensure the continuity and to intensify the research on the role of PA in the development of the business environment in the Republic of Moldova, including based on the constituent elements, principles and influencing factors that were described in the paper;

2) to establish a structural unit subordinated to the Government in order to ensure the predictability, planning, monitoring, coordination, analysis and improvement of the business environment, as well as to ensure the concordance of sectorial policies and strategies, of measures and projects, which would connect the actions of CPA and LPA between branches, domains, sectors and even between the projects to be implemented;

3) to maintain and ensure the efficiency of the adjustment process of the normative framework related to the business environment by implementing the amendments, including Law no. 220/2007 presented in annex no. 3;

2) to perform the structural and functional analysis of the subdivisions and entities within the CPA with attributions in the development of the business environment and their adjustment by specifying the functions and responsibilities related to the development of the business environment;

3) to elaborate, approve and implement a business environment development strategy in the Republic of Moldova, which would determine the directions and measures to create favorable conditions for business development, including through public-private partnerships, creation of free zones, parks, clusters, etc.;

4) to specify the attributions of LPA and to adjust them to the current requirements of the business environment development by modifying the normative framework related to our research field;

2) to elaborate and apply the framework methodology for identifying and establishing the objectives and measurable performance indicators, as well as of the framework methodology for evaluating their performances in the development of the business environment;

3) to streamline the relations between PA and the business environment by applying one-stop shops, multifunctional centers, digitization of public services, but also by implementing internal managerial control within all entities with responsibilities and / or influences on business development and ensure its proper application, by including sanctions in the Contravention Code of the Republic of Moldova for non-application and / or non-compliant application of the IMC by operational managers.

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## ADNOTARE

**CARPOVICI Grigore, „Rolul administrației publice în dezvoltarea mediului de afaceri în Republica Moldova”, teză de doctor în științe administrative, specialitatea 563.01 – Teoria, metodologia administrației publice, Chișinău, 2021**

**Structura tezei:** introducere, trei capitole, concluzii și recomandări, bibliografie din 222 titluri, 8 anexe, 150 pagini de text de bază și 5 figuri. Rezultatele obținute sunt publicate în 7 lucrări științifice (3- în reviste de specialitate și 4 - în materiale ale conferințelor științifico-practice).

**Cuvinte-cheie:** administrație publică, autorități ale administrației publice, reforma administrației publice, organizare, gestionare, reglementare, interacțiune, mediul de afaceri, integrare europeană, oportunități, modernizare, eficientizare.

**Scopul lucrării:** elucidarea complexă a rolului administrației publice în dezvoltarea mediului de afaceri în Republica Moldova și determinarea modalităților de fortificare ale acestuia la etapa actuală.

**Obiectivele cercetării:** studierea fundamentării teoretice a rolului administrației publice în dezvoltarea mediului de afaceri; cercetarea rolului administrației publice în dezvoltarea mediului de afaceri prin prisma cadrului instituțional și normativ din Republica Moldova; analiza situației actuale privind raporturile administrației publice și mediul de afaceri, identificarea principalelor factori de influență și oportunități de dezvoltare a mediului de afaceri în Republica Moldova, inclusiv prin prisma integrării europene a acesteia.

**Noutatea și originalitatea științifică:** abordarea multidimensională și multiinterferențială a rolului administrației publice în dezvoltarea mediului de afaceri în Republica Moldova, în baza utilizării unui număr semnificativ de surse de informare și formularea propunerilor concrete privind eficientizarea activității autorităților administrației publice în fortificarea coeziunii dintre întreprinderi, sectorul de producere și societate.

**Problema științifică soluționată:** determinarea modalităților, căilor de influență a administrației publice asupra mediului de afaceri din Republica Moldova și mai ales a celor care pot contribui la dezvoltarea economică a republicii în condițiile continuării cursului de integrare europeană.

**Semnificația teoretică:** precizarea conceptelor și abordărilor fundamentale de asigurare a dezvoltării mediului de afaceri; analiza sub aspect evolutiv a rolului administrației publice în procesul de asigurare a dezvoltării mediului de afaceri; identificarea factorilor de influență și a tendințelor generale de asigurare a dezvoltării mediului de afaceri în condițiile reformării administrației publice și integrării europene.

**Valoarea aplicativă:** recomandările formulate în lucrare pot fi utilizate de autoritățile administrației publice centrale și locale din Republica Moldova în identificarea posibilităților de dezvoltare a mediului de afaceri; materialul expus poate fi utilizat în cercetările ulterioare din domeniul respectiv, folosit în procesul de instruire al studenților și dezvoltare continuă a angajaților din administrația publică.

**Implementarea rezultatelor științifice** a fost realizată prin publicațiile științifice, avizarea unor proiecte de modificări a cadrului normativ, implementarea controlului intern managerial, precum și includerea unor materiale din teză în programele de dezvoltare profesională a angajaților din cadrul IP Agenției Servicii Publice.

## ANNOTATION

**CARPOVICI Grigore, “The role of public administration in the development of the business environment in the Republic of Moldova”, doctoral thesis in administrative sciences, specialty 563.01 – Theory and methodology of public administration, Chisinau, 2021**

**Thesis structure:** Introduction, three chapters, Conclusions and Recommendations, Bibliography of 222 titles, 8 annexes, 150 pages of basic text and 5 figures. The obtained results are published in 7 scientific papers (3 - in specialized journals and 4 - in the proceedings of scientific-practical conferences).

**Keywords:** public administration, public administration authorities, public administration reform, organization, management, regulation, interaction, business environment, European integration, opportunities, modernization, streamlining.

**The purpose of the paper:** to elucidate the complex role of public administration in the development of the business environment in the Republic of Moldova and to determine the ways to strengthen it at the current stage.

**The objectives of the research:** to study the theoretical substantiation of the role of public administration in the development of the business environment; to research the role of public administration in the development of the business environment through the prism of the institutional and normative framework of the Republic of Moldova; to analyze the current situation regarding the relations of the public administration and the business environment; to identify the main influencing factors and the opportunities for the development of the business environment in the Republic of Moldova, including through the prism of its European integration.

**Scientific novelty and originality:** multidimensional and multi-interference approach to the role of public administration in business development in the Republic of Moldova based on the use of a significant number of information sources and formulating concrete proposals to streamline the activity of public administration authorities in strengthening cohesion between enterprises, production and society.

**The scientific problem solved:** determining the modalities, the ways of public administration influence on the business environment in the Republic of Moldova and especially on those that can contribute to the economic development of the Republic in the conditions of continuing the course of European integration.

**Theoretical significance:** specification of the fundamental concepts and approaches to ensure the development of the business environment; evolutionary analysis of the role of public administration in the process of ensuring the development of the business environment; identification of the influencing factors and of the general tendencies to ensure the development of the business environment in the conditions of public administration reform and European integration.

**Applicative value:** the recommendations formulated in the paper can be used by the central and local public administration authorities of the Republic of Moldova in identifying the possibilities for developing the business environment; the presented material can be used in further research in that field; it can be used in the educational process and in professional development courses for public administration employees.

**The implementation of scientific results** was achieved through scientific publications, approval of draft amendments to the regulatory framework, implementation of internal management control, as well as the inclusion of thesis materials in the professional development programs for the employees of the PE Public Service Agency.

## АННОТАЦИЯ

**КАРПОВИЧЬ Григоре, „Роль государственного управления в развитии бизнеса в Молдове”, диссертация на соискание ученой степени кандидата административных наук, специальность 563.01 – Теория, методология государственного управления, город Кишинев, 2021 г.**

**Структура диссертации:** введение, три главы, выводы и рекомендации, библиография из 222 наименований, 8 приложений, 150 страниц основного текста и 5 фигур. Полученные результаты были опубликованы в 7 научных работах (3 - в специализированных журналах и 4 - в материалах научно-практических конференций).

**Ключевые слова:** Государственное управление, органы государственного управления, реформа государственного управления, организация, управление, регулирование, взаимодействие, бизнес-среда, европейская интеграция, модернизация, эффективность.

**Цель исследования:** комплексное изучение и оценка роли государственного управления в развитии деловой среды в Республике Молдова и определение путей ее укрепления на текущем этапе.

**Задачи исследования:** изучение теоретического обоснования роли государственного управления в развитии деловой среды; исследование роли государственного управления в развитии деловой среды через призму институциональной и нормативной базы в Республике Молдова; анализ текущей ситуации во взаимоотношениях государственного управления и бизнес-среды, определение основных факторов влияния и возможностей для развития бизнес-среды в Республике Молдова, в том числе с точки зрения ее европейской интеграции.

**Научная новизна и оригинальность:** многомерный и многосторонний подход к исследованию роли государственного управления в развитии бизнеса в Республике Молдова, основанный на использовании значительного количества источников информации и формулировании конкретных предложений по рационализации деятельности органов государственного управления в укреплении производства и общества.

**Решенная научная проблема:** определение путей, способов воздействия государственного управления на окружающую бизнес-среду в Республике Молдова и особенно на те, которые могут способствовать экономическому развитию республики в условиях продолжения курса европейской интеграции.

**Теоретическая значимость:** исследования заключается в уточнении основных концепций и подходов к обеспечению развития деловой среды; эволюционный анализ роли государственного управления в процессе обеспечения развития деловой среды; определение влияющих факторов и общих тенденций для обеспечения развития бизнес-среды в условиях реформы государственного управления и европейской интеграции.

**Прикладное значение** исследования: сформулированные в работе рекомендации могут быть использованы органами центрального и местного публичного управления Республики Молдова при определении возможностей для развития деловой среды; экспонированный материал может быть использован в дальнейших исследованиях, в учебном процессе студентов и непрерывном развитии сотрудников государственного управления.

**Внедрение научных результатов** было достигнуто за счет научных публикаций, утверждения проектов поправок к нормативной базе и внедрения внутреннего управленческого контроля и включения материалов дипломных работ в программы повышения квалификации сотрудников IP ASP.

**CARPOVICI Grigore**

**THE ROLE OF THE PUBLIC ADMINISTRATION IN THE DEVELOPMENT OF THE  
BUSINESS ENVIRONMENT IN THE REPUBLIC OF MOLDOVA**

**Specialty: 563.01 – Theory and methodology of public administration**

Abstract of the doctoral thesis in administrative sciences

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