

AGENDA

TITLE: STRATEGIC PLANNING FOR SUSTAINABLE EDUCATION POLICIES

DATE AND PLACE: 6-7 MAY 2026, CHISINAU, MOLDOVA

SUMMARY:

The **Strategic Planning for Sustainable Education Policies** seminar is organised by the European Training Foundation (ETF) under the EU-funded programme *Supporting Education Reforms and Skills in the Eastern Partnership* (SER), in cooperation with the Ministry of Education and Research of the Republic of Moldova. The seminar aims to strengthen participants' ability to analyse, design, improve and evaluate strategic policies in education sector. It provides a collaborative environment for peer learning and exchange, enhancing skills in evaluating logical frameworks, developing monitoring systems, and planning for efficient implementation of strategies, including financial programming. With a focus on practical application and teamwork, the programme equips participants with structured analytical tools to improve policymaking and accountability across partner countries.

The workshop programme provides an overview of key components that contribute to the development of coherent and implementable strategies, covering the principles of precise strategic planning. Participants will be introduced to a range of methods used to assess the quality and readiness of existing strategies. The programme will cover document review techniques for examining the coherence and structure of strategic texts, as well as approaches for analysing theories of change and results chains to evaluate the internal logic of strategic interventions. Participants will explore methods for reviewing indicator frameworks, assessing the measurability of results, and analysing the availability and quality of monitoring data. The training will also address financial and costing analysis to understand the feasibility of strategic measures, along with stakeholder analysis to assess roles, interests, and implementation capacities. Additional components include coherence and alignment assessment, benchmarking against relevant standards or comparative practices, application of evaluation criteria, and structured risk analysis. Together, these methods provide a comprehensive foundation for systematically evaluating existing strategies and identifying areas for enhancement.

Learning Objectives

The seminar aims to strengthen participants' analytical and practical capacities in designing, implementing, and evaluating strategies in education. By combining conceptual understanding with

hands-on application, the programme focuses on building strategic frameworks, strengthening the learning outcomes achieved during the first seminar in Yerevan, as well as evaluation of the strategies, costing and planning of their implementation.

- Analysing structure and coherence of existing strategies**
 Participants will strengthen their capacity to analyse existing strategies by examining problem definitions, identifying root causes, and assessing the alignment between strategic objectives and documented challenges. Using tools such as problem-tree analysis, theory-of-change review, and results-chain analysis, they will learn to deconstruct complex policy issues, evaluate the coherence and internal logic of strategic responses, and formulate evidence-informed recommendations to enhance their relevance and effectiveness.
- Evaluating measurability and evidence structures**
 Participants will develop the skills to assess indicator frameworks, judge the quality and availability of monitoring data, and determine whether existing strategies are supported by robust and measurable evidence.
- Assessing financial and implementation feasibility**
 Participants will strengthen their ability to review the costing of strategic measures, analyse resource requirements, and evaluate implementation capacity and stakeholder roles.
- Conduct alignment, benchmarking, and risk assessments**
 Participants will be introduced to methods for examining the coherence of strategies within broader policy frameworks, comparing them with relevant standards or practices, and identifying key risks that may affect implementation.

DAY 1: 06.05. 2026

Time	Sessions
09:00 - 9:30	Registration
9:30 – 10:00	Opening and welcome: ETF & MoES Moldova (tbc) Introduction to the seminar’s agenda - Facilitator
10:00 - 10.30	Policy Analysis and Results Framework– recap An overview of policy analysis and strategic planning, exploring and repeating the key concepts Short presentation – key concepts from the previous workshop (10 minutes) Group discussion (10 minutes) <ul style="list-style-type: none"> What did they consider the most important thing they learned during the previous workshop?

Time	Sessions
	<ul style="list-style-type: none"> • What is their recent experience with policy analysis and developing results frameworks? What did they find most difficult or challenging? • What are their plans for strategic planning? Do they see potential in adopting a results-based management approach? If not, why? <p>Table harvesting (10 minutes)</p> <p>Piotr Stronkowski, HCD Expert, ETF</p>
10:30 – 11:00	<i>Group Picture and Coffee break</i>
11:00-11:50	<p>Country Team Presentations Teams present their home projects, prepared between the workshops. After presentations teams reflect on each other's projects, providing recommendations.</p> <ul style="list-style-type: none"> • 7 minutes for each team – preferable the PPT presentation, including: <ul style="list-style-type: none"> ○ Selection of the topic ○ Problem analysis ○ Results framework ○ Identification of challenges for the material preparation • Group discussion – summary of key lessons learned
11:50 – 13:00	<p>Good, Bad and Ugly: criteria and characteristics of good strategy - Workshop</p> <p>The workshop will focus on identification of characteristics of good and bad strategies. Participants apply multiple lenses to assess strategy quality, identify typical weaknesses in education strategies, distinguish between formal strategy vs real strategy, improve a strategy using practical tools</p> <p>The workshop will be based on the case studies.</p> <p>Participants will work in groups.</p> <ol style="list-style-type: none"> 1. Warm-up (20 min) <ol style="list-style-type: none"> a. Group discussion b. Short introductory presentation 2. Case Analysis – Good vs Bad Strategy (50 min) <ol style="list-style-type: none"> a. Participants receive summaries of two case studies (two strategies) b. Groups assess strategies: <ol style="list-style-type: none"> i. Problem: Is it clearly defined? ii. Choice: what is prioritised? What is NOT? iii. Coherence: do actions reinforce each other? iv. Reality: is this implementable? v. Logic will this lead to results? <p>Facilitated: ETF team</p>
13:00 - 14:00	<i>Networking lunch</i>
14:00 – 17:00	Good, Bad and Ugly: criteria and characteristics of good strategy – Workshop (continuation)

Time	Sessions
	<p>3. Plenary discussion – extraction of criteria (30')</p> <p>Presentation of group work, moderators extract criteria on flipchart</p> <p>4. Deep Dive: Diagnosing Strategy Quality (40')</p> <ul style="list-style-type: none"> a. Short presentation: key failures of the strategy (10 minutes) b. Case study: messy example <ul style="list-style-type: none"> i. Participants identify failures of the strategies c. Apply to Participants' Context (60') <ul style="list-style-type: none"> i. Participants receive example of real strategies ii. Assess their strategies using 5 criteria d. Improve the Strategy (40 min) <ul style="list-style-type: none"> i. Group work: improving strategy using one criteria (e.g. sharpen the problem, reduce priorities, align actions, improve realism) ii. Presentation of group works <p>Coffee served in breakout rooms.</p>
19:00 – 21:00	<i>Networking Dinner in Krikovo tunnels (tbc)</i>

DAY 2: 07.05. 2026

Time	Sessions
09:00 - 09:30	Registration
09:30-09:45	<p>Wrap-Up and Reflections</p> <p>Key takeaways from the day 1 – ETF Team</p>
09:45 - 11:30	<p>Policy perspective: Success factors for efficient implementations</p> <p>Guiding principles for ensuring efficient implementation of the strategy and flexibility of actions without compromising sustainability of policy long term policy vectors.</p> <p>Participants will:</p> <ul style="list-style-type: none"> Understand why strategies fail in implementation Link priorities → actions → resources Identify resource allocation problems Improve implementation design in real strategies <p>Introduction (30')</p> <p>Group discussion – why strategy implementation fail (15')</p> <p>Presentation – main implementation failure (15')</p> <p>Why Strategy fail (60')</p> <p>Group work – participants use case study of well define but purely implemented strategy and identify why it failed</p> <p>Presentations of findits.</p>

Time	Sessions
	ETF team Q&A Session ETF
11:30– 12:00	<i>Coffee break</i>
12:00 – 13:00	From strategy to action Group work: participants analyse example of strategic goal and unpack it to the actions / indicators Facilitated: ETF team
13:00 – 14:00	Networking Lunch
14:00 – 14:45	Strategic management perspective: Allocation of resources and costing Planning of implementation, costing and financial programming. Analysing the cycle of the strategy from management perspective. ETF team
14:45 – 15:45	Country Team Workshop: costing and programming exercise Work on costing of selected priority section from the case strategy. Draft the program section including activity indicators. ETF
15:45-16:10	<i>Coffee break</i>
16:10 – 16:40	Team presentations, reflection and discussion <i>Teams present and reflect on the process of costing and programming, highlighting linkages from both policy design and management perspectives.</i> <i>Facilitated by ETF</i>
16:40 - 17.00	Collective Reflection and Closing Session A plenary reflection on the seminar's insights, lessons, and future collaboration opportunities, concluding with closing remarks. ETF End of the seminar