

Guiding Principles for Effective Strategy Implementation in Education Policy

06-07 May 2026



Funded by
the European Union



This event is part of the

EaP | Eastern Partnership 

Understanding the Root Causes of Implementation Failure

- Structural and Design Weaknesses - inherent structural and design flaws within the education strategy itself.
- Overwhelming Priorities and Vague Objectives - overload delivery systems and hamper clear operational actions.
- Diffused Ownership - Lack of clear ownership and stakeholder engagement
- Resource Constraints and unrealistic assumptions about resources weaken accountability and implementation capacity.
- Need for Flexibility and Adaptation - Rigid policy designs limit adaptation to changing political, economic, or social conditions, reducing effectiveness.



Vision vs. Strategy understanding and stereotypes

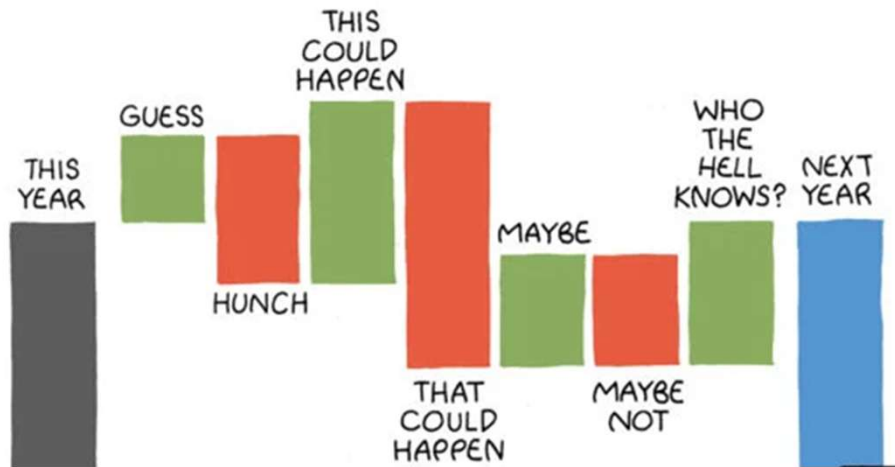


Political ownership

- Turbulence
- Political bias and conflict of interest
- Short-term orientation, quick buys
- Lack of ownership and acknowledgement
- Shift of Priorities
- Stakeholder engagement
- Establishment of the olitical alliances
- Interministerial cooperation
- Sustainability - Anchoring, Spreading, Stretching



Building a Coherent Implementation Chain vs. Wishlist



- Clear Priorities and Actions
Well-defined priorities - measurable actions
- Assigning Responsibility
Identifying lead institutions - accountability and prevention of action duplication or stalling
Vertical vs. horizontal
- Resource Alignment
linkage of resources like budget and staffing to priorities enhances feasibility
- Testing Implementation Links
Identifying weak links such as unfunded actions or mismatched timelines strengthens

Resource Allocation and System Constraints

Resource Constraints

- fiscal limits,
- fragmented funding,
- weak capacity in education resource allocation.

What are resources ?

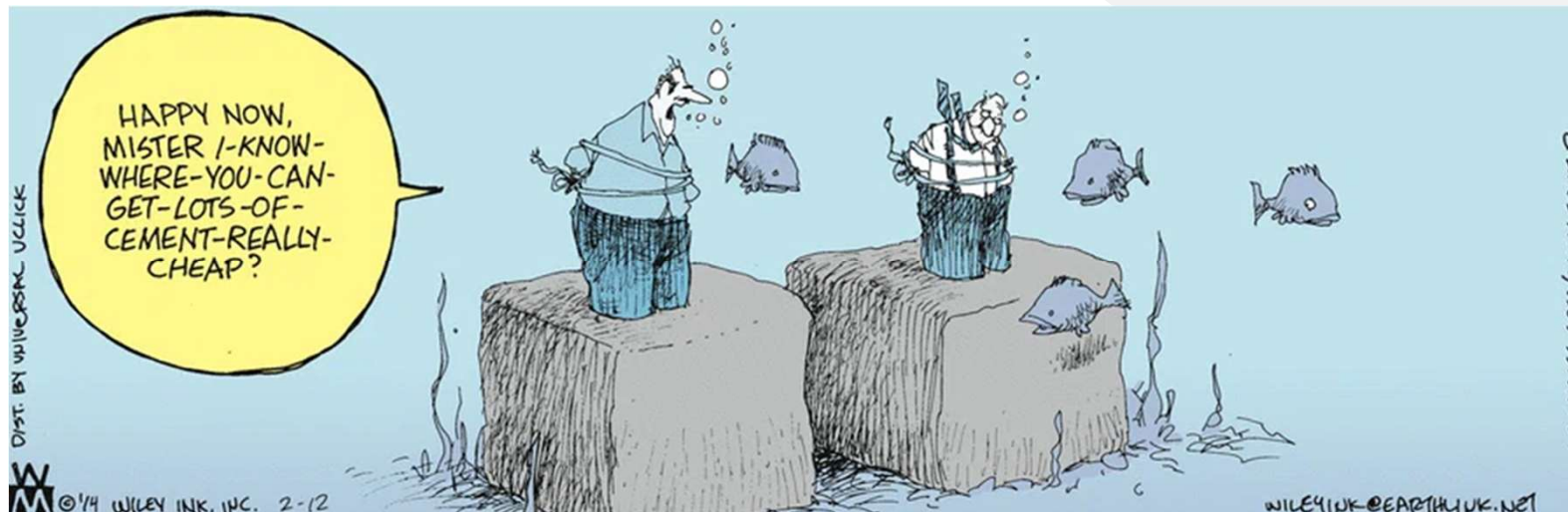
- Analysing Resource Flows,
- Examining how resources flow reveals misalignments,
- unfunded mandates,
- capacity assumptions impacting outcomes.



Resource Allocation and System Constraints

Budgeting

- Techniques of budget allocation and attribution
- Underestimation
- Double counting
- Budget tagging
- KPI programming



Resource Allocation and System Constraints

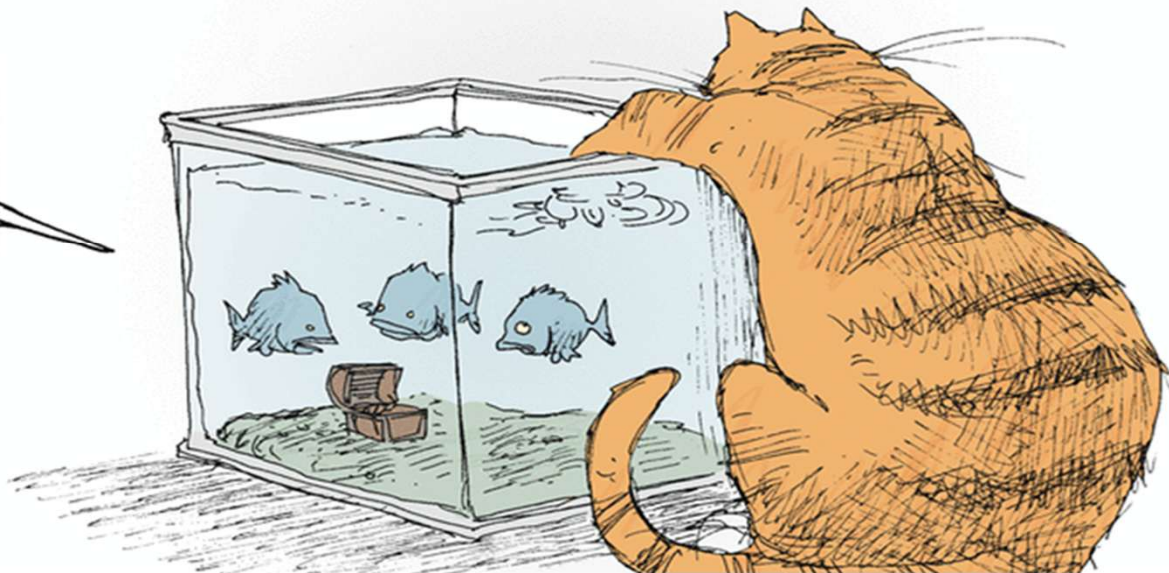
Institutional and Political Dynamics

Leadership, coordination, and political interests shape resource allocation beyond technical budget considerations.

Strategic Resource Alignment

Effective implementation requires aligning ambitions with resources, making choices, and managing constraints proactively.

OK... ON THE
COUNT OF
THREE, WE
EVOLVE INTO
PIRANHA



STRATEGY
VS.
REALITY

Flexibility Without Losing Direction Designing Adaptive Implementation

Balancing Flexibility and Stability

Effective policy implementation requires flexible short-term actions without compromising long-term sustainability and strategic goals.

Modular and Adaptive Strategies

Designing modular actions allows adjustments in sequencing, scale, and delivery to respond to changing conditions effectively.

Designing Adaptive Implementation



COMPARATIVE BASIS (MODELS)

Dimension	Bosnia	Serbia	Morocco
Governance	Fragmented (14 ministries)	Centralised but multi-actor	Centralised but weak execution
Costing	No consolidated model	Partial costing	Large but inefficient
Political drivers	Fragmentation, identity politics	Reform branding	Top-down urgency
Implementation	Highly uneven	Pilot-driven	Capacity gaps

Flexibility Without Losing Direction Designing Adaptive Implementation

Designing Adaptive Implementation

Tools for Adaptive Implementation

Phased planning, scenario analysis, and feedback loops enable ongoing adaptation while maintaining accountability and coherence.

Learning Systems and Data Use (real life)

Continuous learning and regular reviews ensure responsiveness to context and progression toward long-term education goals.

Unrealistic timelines

Lack of ownership

Rigid design (no flexibility)

4. Diagnostic Framework





“Enough with all the strategic planning.
Get out there and kill something.”

**ETF Core team for any
additional information:**

Piotr.Stronkowski@etf.europa.eu
Tamar.Kitiashvili@etf.europa.eu
Janet.Johnson@etf.europa.eu



This event is part of the

EaP | Eastern Partnership 