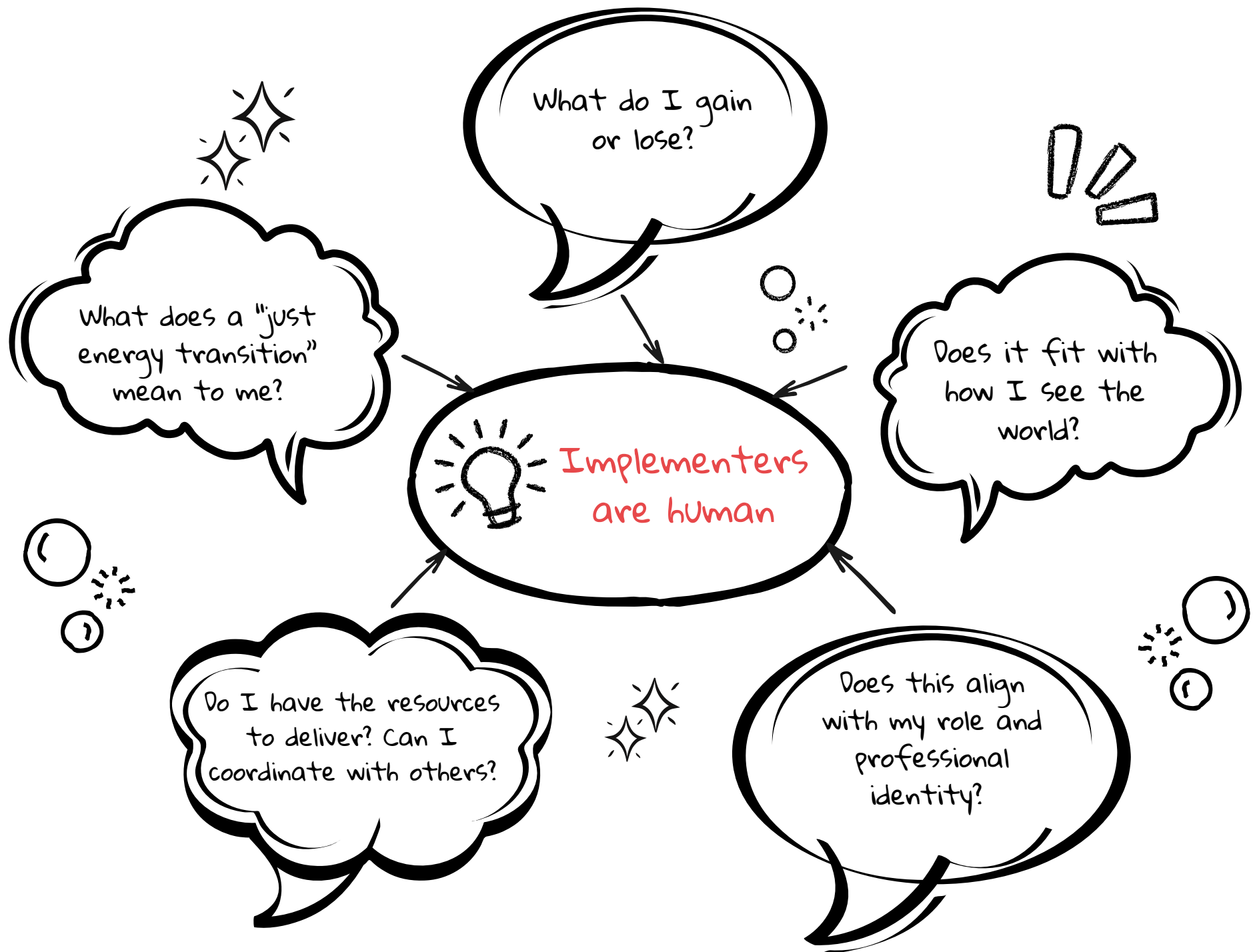




Be Ready for the Mindset Shift

Design for how people navigate trade-offs so the strategy won't drift.

Implementers don't follow a single, coherent logic. They cope with competing demands by prioritizing some objectives, ignoring others, or trying to balance both.

In real life

Local agencies are asked to accelerate deployment and ensure inclusive and meaningful public participation. In practice speed gets prioritized.

Go beyond "political economy" to better grasp the behavioral dimension of public policy implementation.

Invest in Sense-making

Understand the system. Talk about it. Design for it.

When incentives, norms and beliefs are not aligned with stated intentions existing patterns tend to prevail.

In real life

Multilateral development banks often favor large, centralized projects because they align with internal incentives around deal size, speed, and efficiency. Community-led projects are often perceived as less viable.

Create safe spaces where people interpret "just transition" signals together, align priorities, and surface identity threat early.

Don't Skip Change Management

Merge capacity building and change management in one track.

Capacity building alone does not solve implementation challenges that require organizational change.

In real life

Numerous project preparation platforms provide capacity building and technical assistance. The most impactful integrate these services with organizational change management interventions and foster a culture of learning by doing.

Identify and capitalize on change agents and champions. Create feedback loops and foster peer-learning.

Turn discretion into a strength

Discretion is already part of implementation reality

Frontline actors adapt policies to make them workable. This adaptation can be guided and managed to strengthen rather than weaken policy intent.

In real life

In social and energy programs, frontline teams often adjust eligibility criteria or prioritize certain beneficiaries to meet targets under resource constraints. These decisions shape outcomes as much as the original policy design.

Design with the people doing the work and include them in public participation processes.