POLICY TRANSFER AS ALTERNATIVE TO POLICY MAKING LOCALLY IN ARMENIA

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ABBREVIATIONS

CIS – Commonwealth of Independent State

CoE – Council of Europe

EBRD – European Bank for Reconstruction and Development

EU – European Union

ILO – International Labor Organization

IMF – International Monetary Fund

IOM – International Organization for Migration

OSCE – Organization for Security and Cooperation in Europe

UN – United National

WB – World Bank

WHO – World Health Organization

WTO – World Trade Organization

1. INTRODUCTION

After the World War II, the foundation of Bretton Woods (International Monetary Fund (IMF), World Bank(WB)) and United Nations (UN) in 1945, the launch of General Agreement on Tariffs and Trade in 1947, the establishment of European Economic Community in 1957, later on the end of cold war, shifted the world order of development. Those increased global interaction, integration and interdependence in the economic, political, social, technological, cultural fields. The countries started to share more than they used to, to learn and transfer the experiences, lessons learnt for even better development and welfare of their states.

In this world of global localization there is now a high level of interaction on various levels among various subjects. Borders are no longer obstacles for countries, organizations, groups, individuals to share their experiences and learn from each other. Learning is always very positive process but it won't be effective unless it is adjusted to local needs, circumstances and reality. The research will discuss the policy transfer process and will recommend patterns as tools that would guarantee the successful transfer of the policies. The paper will be primarily recommended for the government agencies but can be used by non-governmental actors as well.

2. LITERATURE REVIEW

Over the past thirty years the world has undergone fundamental transformations in becoming more globalised and there has been a growing academic interest in policy transfer over the past two decades. This developed so much as it became a special interest in the International Relations and Comparative Public Policy fields. As such, not only do policy transfer issues enable the examination of political and institutional dynamics within public administrations, but they also appear as a particularly fertile ground in which to observe and analyze the evolutions that are today changing the role of the state in a globalizing world.

The first studies were originally developed in the US as a means to explain the adoption of policy and spread of diffusion throughout this federal system. The social policy field has long tracked the movement of policy and practice from one context to another. Waltman demonstrated the importance of policy transfer played in the development of the American tax system during the civil war. Heclo has shown the role and impact of policy transfer on the development of social policies in Britain and Sweden while more recently Dolowitz demonstrated how the development of the workfare state depended upon programmes,

policies and institutions existing within the United States, Canada and Sweden during the 1980s and 1990s.

Cox has analyzed the role by lesson drawing within the development to Czechoslovakia's and Hungary's post-communist welfare systems. Campbell demonstrated that when the International Monetary Fund attempted to impose neo-liberal economic and social policies on Poland, Hungary and Czechoslovakia the institutional legacies left over from their communist past led to subsentially different outcome. Salazar proved established links between European health care reforms and the lessons they have taught and can teach Latin and South American countries. The resurgence of interest in this field in the 1990s has brought with it a proliferation of labels. Lesson-drawing (Rose), 'policy band-wagoning' (Ikenberry), 'policy borrowing' (Cox) or 'policy shopping' (Freeman) and 'systematically pinching ideas' (Schneider & Ingram) are terms that convey a sense of transfer being a voluntaristic activity. Penetration – or what is also known as 'external inducement' (Ikenberry) and 'direct coercive transfer' (Dolowitz & Marsh) – are terms that convey a compulsion to conform. A new wave of scholarly output bears on "the dissemination of global or sectoral models of management and governance variously maintained by international aid actors and institutions, the expansion of the European integration movement or the systematic comparison process of institutional accomplishments which spreads into the institutional domain" (Darbon).

To sum up, once studied from the perspective of institutional mimicry, it has clearly grown into a full-fledged scientific subject. The policy transfer literature has many similarities with the lesson-drawing literature. The field is still very young and least developed and there is an increasing need for further academic and filed researches on macro and micro levels.

3. **METHODOLOGY**

The research methodology consists of two main parts; data compilation and document analyses.

Data Compilation: The data is compiled from primary and secondary sources. The primary sources included the scientific literature, articles from academic journals, government papers while the secondary sources include the case studies of similar nature, indexes of relevant reports, encyclopedias, statistics and other related relevant information. The primary research method used in his research is the qualitative method, though when necessary some techniques form the quantitative methods are also applied. Since the qualitative method is mainly used, the data was gathered using the less structured research instruments, the findings in some areas of research are more in depth. As one of the objectives of the research was to provide factual and accurate systematic description, the descriptive research was used to provide the data on who, what, when, where and how are the policies transferred. An experience survey approach was used to gain greater insight into a particular problem by questioning knowledgeable

individuals about it. This was done through an informal, free-flowing conversation with the relevant personnel. The respondents were not selected randomly; they were selected based on the relevant experience useful for the research.

Document Analyses: The research is mainly a deskwork hence an accurate work with the documents is crucial for this study. Each document used was analyzed by the following criteria before using it. The critical analysis of the content; internal and external criticism was carried out, who is the author, his background, his aims, the purpose of writing, how long after the even the document was produced etc. The primary sources were analyzed to check if those were deliberate or inadvertent, i.e if the documents were created for practical purposes or it was prepared deliberately to have an influence of a selected target of people. The evidence reflected on the documents were also considered, if those were witting evidence or unwitting evidence, i. e whether the evidence was a like an assumption on it really happened. Finally, all basic information in the documents was double-checked with other sources.

4. BACKGROUND

The development of global (political) communication has significantly internationalized the agendas of nations and increased the volume of interaction among countries, organizations, groups, individuals. Since Armenian independence of 1991, the country started to be fully engaged in international communication joining major international institutions; among those; UN, EBRD, IMF, ILO, WHO (1992), IOM (1993), Euro Atlantic Partnership Council (1994), CoE, OSCE, WTO (2001), European Policy Partnership Agreement (2006). Armenia has opened diplomatic representations in around 80 countries and welcomed about 40 foreign diplomatic missions to the country.

Increased global communication opens up channels and creates opportunities for nations to learn from each other instead of "re-inventing the wheel". The countries, especially developing ones, can now look for the best experiences around globe and transfer policies as an alternative to local policy making. A policy is a plan of action to guide decisions and actions. Policies in short can be understood as political, management, financial, and administrative mechanisms arranged to reach explicit goals. The term may apply to government, private sector organizations and groups, and individuals. Policy planning process includes the identification of different alternatives and choosing among them on the basis of the impact they will have.

Policy transfer is a process in which knowledge about policies, administrative arrangements, institutions and ideas in one political setting (past or present) is used in the development of policies, administrative arrangements, institutions and ideas in another political setting. However, to maximize the effectiveness

of this process, policymakers need to learn to be engaged in a process of learning in a structuralized way, so as to most effectively adjust these 'lessons' to local needs, circumstances and reality.

Policy transfer allows policymakers to:

- to see what options worked and what did not
- to have a broader approach towards issues
- to be effective and efficient in planning and implementing
- to be innovative and creative

Armenian Government's Development Programmes have always highlighted that the country needs to catch up with international developments, to improve international communication, engage itself in even better integration processes in this rapidly changing and downsizing world. In light of Armenia-world communication patterns, various types of exchanges on various levels (programmes, institutions, values, official visits, study tours, workshops, seminars, trainings, etc) have been taking place. However, despite the attempts to import foreign knowledge and experience to Armenia in the context of Armenia's development and further integration into the world few processes have recorded success so far. The failure in proper policymaking is conditioned by several factors: very few state institutions, particularly ministries, have functioning policy planning and policy delivery centers and those existing are too weak to plan and deliver policies properly, people engaged in policy planning and delivery processes are not hired to work based on merit and lack the required knowledge and skills, etc.

Series of failed policies have been worsening the complicated and difficult picture of Armenia's unstable political environment, and became a part of the problem chain which significantly slowed down Armenia's development and affected Armenia's international reputation. As such it is time to consider the policy planning and delivery process more seriously and deeply. It's high time to start working to use its existing and potential global network to devise policies capable of bringing changes to allow Armenia to fully integrate into the international and primarily European community.

Currently, Armenia is trying to be actively engaged in improving its relationship with the European Union as it gradually moves toward economic integration and political cooperation. A joint EU-Armenia Action Plan based on the 'Partnership and Cooperation Agreement' provides a comprehensive and ambitious framework for joint work with Armenia in key areas of reform. As part of this, Armenia has taken an obligation to make serious reforms in political, economic and legal aspects of their existing institutional structures. Parallel to further integration into European community the country also has various cooperation agreements with Asian and Middle Eastern countries; with CIS (Commonwealth of independent Countries), multinationals, intergovernmental organizations, international institutions that

aim to established a mutually beneficial cooperation which are other sources of learning and experience sharing.

5. POLICY MAKING AND POLICY TRANSFER SITUATION

A crucial element of any form of political change is the search for and application of new knowledge and ideas. Policy is the politics translated into actions. The level of political will is crucial for the quality of the policy. Based on the research outcome the policy design and policy transfer are the two main directions to concentrate where serious gaps exist that are obstacle both the normal policy making process as well as policy transfer process.

5.1 Policy making gaps

→ Currently in Armenia most of the state institutions the policy planning and policy delivery centers either have not been established or those that exist are very weak and are not functioning properly. So a policy is planned and applied without any proper discussion, analyses, planning, consulting etc.

→ In spite of the fact that the Civil Service Council is established and the civil servants have to pass exam to be hired to government agencies, there is still some problems in this system. The personnel haired to do the work are not hired by merit. Policy audits as participatory tools to evaluate the efficiency and effectiveness of both the policy interventions and their implementation i.e. to ascertain whether a given policy has actually achieved its intended goals and objectives within the set time frame and resource allocation are not happening.

→ There is no practice of policy succession: building and investing on the achievement. This would definitely keep the whole process sustainable.

→ There is huge lack of transparency so whenever any policy decision is made the citizens are never consulted or even informed properly.

→ There is no broad and inclusive approach in policy making, i,e when a decision made towards certain policy the other agencies that have certain relation to this, as the policies cannot function in isolation, are not properly advised or enough enrolled. Therefore the policy becomes half successful and in some cases even failed. There is very limited interagency policy coordination and cooperation. .

→ There is also very limited number of trainings available for policymakers. Every three years they attend a 10 day course followed by exam.

→ The planning and implementations have been neither effective nor efficient so far. A lot of funds have been spent while the same policy could have been called into action by much lower cost.

→ The policies in most of the time lacked innovation, instead of up to date solutions to offer in most of the cases the old habits went on functioning.

5.2 Policy Transfer gaps

→ Most of the time the transfer agents have been looking for quick fix in the international policy market. Quick fix does not allow searching for and looking for other options but they just take what is available.

→ The international policy market is not widely considered and in most of the cases people contacted just those in respective state institutions whom they knew in person.

→ We have examples when the policy makers selected wrong instrument or instruments. This is mostly due to the fact that the civil servants are not hired by merit but sponsorship therefore are not aware of the filed they have been hired to work. Wrong people in the unknown filed who lack knowledge and skills to do the work.

→ For some of the cases the policies were transferred partially and the most crucial elements have been ignored in transferring but equally important the local peculiarities were ignored in transferring.

→ Some of the problems occurred because of the mixed motives of the policymakers engaging in policy transfer process. The policy designed by numerous and often contradictory motives get even further mutated in the transferred country.

→ Implementation failure was also vivid as even if policy choose carefully with the necessary change agents involved and right type of transfer was done, the local employees responsible for daily running of the policy in action have been least effective in the implementation phase which naturally ruined the whole transfer process.

6. TRANSFER PROCESS

6.1 Policy cycle

The policy making process is a cycle and consists of various stages. The first stage is the agenda or the *problem identification*. This is the stage when a problem is identified and described which requires a

solution. The next phase is the *policy formulation*. In this stage solutions to settle the problem are looked at. Several ways to solve the problem are looked at and the descriptions of the solutions to the identified problem are prepared. In the next phase of *decision making*, all possible solutions are considered and discussed by the people responsible for the process, however one single solution is identified and a decision is made to use that plan of action to tackle the problem. In the 4th *the policy implementation stage*, which is in fact, the longest phase of the policymaking cycle the solution to the identified problem is processed. The final phase is concluded with the *evaluation* of the policy.

6.2 Who should transfer policies: the agents of transfer

The group/s of transfer can be unlimited number but on a general basis they can be divided into several categories below based on the importance of their involvement in transfer process. Those are not exclusively the agents of transfer of certain policies but are the ones overall leading the process, but there are other actors joining in various phases of policy transfer.

→ *Elected/Government officials*; this groups is directly or indirectly involved in policy transfer as either they take part in forming the value directions in the country or they approval is necessary to legitimate the adoption of programmes.

→ *Civil Servants* – their role is more important in implementation phase, however, they are more correctly part and channel of communication between the higher officials. They need to make detail researches and support their supervisors in decision making process.

→ *International governing organizations* (IMB, WB etc) play an increasing role in the spread of ideas around the planet. These organizations are able to influence the local policy making process since they have the power the affect the conditions attached to international loans.

→ *Policy experts/consultants* have a crucial role in policy-making process. Those are the people that have extensive information and experience on certain policy area locally, regional and globally and knowing the local peculiarities can best suggest the most suitable policy options. This group of people have a key role in spreading ideas and programmes and are known as channels between various political systems, countries, groups, etc. Local policy makers heavily rely on the guidance of policy experts/consultants. However there is a small nuance here that if the policy expert is hired internationally he/she should be well informed about the local environment before coming up with any recommendations for policy transfer. The policy expert can present international governmental and international non-governmental originations and speak for changes on behalf of those organizations.

→ *Political parties* are in continuous need of new policy ideas to increase their electorate that is why they are in constant search for new ideas, approaches, policies and they look for other countries experiences and include them in their agendas. Parties, now have gone internationally as well,

and they synchronies their policies and programmes with their fellow parties. Pressure groups' main aim is to have an impact on policy making process. The pressure groups are very well connected internationally, grouped by certain issues, they exchange ideas, draw lessons from each other's experience, come up with agendas and channel those policy proposal through their various governmental channels.

→ *Think tanks* are engaged in research and advocacy and play a great role in the exchange of ideas around the globe. Those are also well connected with national governments so they policy proposals are considered in governments and those become part of policy transfer process.

→ *Corporations* (national/regional/international) are well connected with governments and are involved in lobbying directly or indirectly for certain policies.

→ *Supranational instructions:* like the EU

6.3 The volume of transfer

The policies can be transferred by four main degrees: copying, emulation, mixture, inspiration. When transferring the most crucial element is to deeply research and understand the local environment for the new policy to be transferred. Unless the local needs and circumstances are considered, the policies transferred will be failed. Depending on the situation the degrees of transfer can also vary during the transfer of a single policy phase.

→ *Copying* is a direct and complete transfer of a certain policy without a change. Such types of transfer is very dangerous as in most of the cases the local peculiarities and needs are not considered and most of the time this type of transfer gets failed. It is crucial to deeply considering the local environment in copy degree of transfer. Here mostly the policies, content, goals and programmes are transferred.

→ *Emulation* is called the degree of transfer of the ideas only. This does not consider the transfer of ideational policy, rather gets the idea and builds that up in a local environment. Ideologies are and institutions are mostly transferred by such degree. Mixture involves elements of several different policies or programmes which later built up into one policy.

→ *Mixture*

→ *Inspiration* can be an inspiration for a policy change; however that can go as high as the emulation of policy, where the final outcome bears responsibility or similarity to the original idea. Attitudes and cultural values of certain county can inspire for policy changes in another country

6.4 Types of transfer

There are three types: voluntary policy transfer, mixed type of transfer and coercive transfer.

→ In local, voluntary policymaking process the policy planning is happening without any outside pressure when a person or a group initiates the process without any outside pressure. He/she looks for best international practices to look for new ideas, or draws a lesson from a certain success or considers this is a perfect rationality i.e can maximize the impact of the policy. Such type of transfer is free from any influence and it is up to the policy agent to decide the details and volume of transfer.

→ Mixed type of transfer are happening as the country joins an international convention or agreement and voluntarily gets the obligation to transfer certain policy to have its national system in line with the international requirement. This can be an international pressure or conditionality or an obligation that the country has signed up to change to.

→ The coercive transfer is done through direct imposition of policies again as a result of not fulfilling the international obligation of a certain country.

6.5 Policy transfer marketing

Just transferring the policies are not enough, to have the support of the citizens it is important to circulate the idea among the citizens, get their feedback, add up the idea to ensure the policy meets the needs of people. There are various channels and means for policy transfer marketing, the most used ones are below;

→ *Mass media* is used to share the idea via media which has a broad circle of readers and TV audience. This provides politicians, academics, and general public with considerable information on foreign models and offers the policy transfer agenda.

→ *Internet and Social networks* have nowadays an important role in policy formation. The feedback is most easily received through social media where there is a high participation and involvement.

→ *Publication of Reports and studies* can also illustrate the proposed policy change; those are primary sources of information which demonstrate all details and peculiarities considered, the transfer from one political environment into another one.

→ *Roundtables/Meetings/Visits* to be organized for certain target groups who refer the policy. These meetings are important to talk to people to get them the essence of the proposed change and take their viewpoint on the case.

6.6 Description of the policy transfer cycle

The policy transfer process consists of the following main phases.

1. It starts with the *problem recognition* where a problem is identified and researched, the cases for the problem are recognized, and objectives for the solutions are set.
2. The next phase is a *search for solution* when the options for solutions are searched for, discussed, evaluated, discussed and a final and most suitable policy is decided to transfer.
3. Based on the decision an information *exchange channel* is created where change agents of transferring country get in touch with the responsible person/institution in charge of a certain policy in the origin country, thus a communication network is channeled.
4. In the next *mobilization* phase a team is created to do the actual work for the transfer, job division in the team is set up, contact points are appointed from both side, the details of transferred are discussed. Interaction starts and in the actual process of transfer study visits, meetings, document studies, study of local environment, comparisons are happening.
5. Once this process is set up the transferring country *establishes grounds*, gets the environment ready for the transfer, new legislation, decisions, etc.
6. *Implementation* phase involves the policy in action
7. which is followed by closing *evaluation* cycle where the main objectives are checked against the results achieved after a period.

7. TIPS FOR SUCCESSFUL POLICY TRANSFER

7.1 From where to transfer policies

Though it is generally accepted that some countries are leader and some are borrower in policy transfers, all countries can in any time lead or borrow a policy. There is no single country that can be always looked at but all options should be explored and considered. The more policy options the better the decision. When engaging in policy transfer it is advised to look at three levels of governance; international, national, local.

7.2 What are the main difficulties for transfer

There are certain difficulties connected with the transfer process which should be carefully studied. The policy might be too complex to transfer; the success of the policy in its country of origin might be conditions by various and complex lawyers that might not exist in the country transferred. *Policy complexity* causes certain degree of trouble in transfer process.

→ *The past policies* might still cause certain difficulties both in transfer process as well as once the new policy gets implemented. The past policies should be removed and their consequences should be taken to minimum not to impede the implementation of the transferred policy.

→ *The structural/institutional settings* might complicate the transfer process as the policy in the country of origin might be implemented by such structural/institutional settings which might not be available in the country of transfer. In this case alternatives for such structures should be looked for.

→ For times, the policy might not be just *feasible* to transfer; the ideology might cause problems, the county's technology might not be on the required level to carry out certain policy, or the economic, cultural issues might mutate the content transferred.

→ Two other factors that might cause certain problems in transfer are the language issues, which complicates the communication between the agents

→ and the past relations between the countries, if not very friendly countries, the polices might not be simply welcomed people, even if those perfectly fit.

7.3 Why transfer fails

Some of the transfers fail mostly due to uninformed, incomplete or inappropriate transfers.

→ The borrowing side might have sufficient information about the policy/institution and how it operates in the originating system. The lack of such information can cause to *uninformed transfer* which leads to failure. Therefore it is important to know all details of the system from where the policy is transferred.

→ In spite of the occurred transfer, some of the crucial elements of the policy or institutional structure that leads to the success in the original country might not be transferred or might be untransferable, such *incomplete transfers* lead to failure.

→ Insufficient attention may be paid to the differences between the economic, social, political and ideological contexts in the transforming and borrow systems which can again lead to failure due to the *inappropriate transfer*. All these factors must be considered in policy transfer process.

7.4 Why transfer succeeds

There are a couple of issues that mostly guarantee the success or the transfer. Those are listed below but not limited to.

→ *Local peculiarities* should be considered when transferring the policies, otherwise there might be big problems in transfer .ie it can be educational, economical, environmental, cultural and other issues that unless considered can lead to policy failure. Transfers to an unacquainted environment always fail. The consideration of local settings and need are crucial for any policy transfer.

→ The policy should be transferred *enough flexible* to adjust to local needs if necessary. It is always important to further adjust the policy during the transfer process or in implementation phase and there is need for a room of change.

→ If *government favors the policy*, the transferred one has more opportunities for success as it is most probably a voluntary transfer and government is really interested in making certain changes. Therefore there will be huge advocacy campaign by the government.

→ *Cultural habits* and environment of the country are important for the life of transferred policies. One policy that was excellent in one environment might just not work due to cultural various habits and norms that exist in the society. Therefore is the cultural habits coincide with the nature of the policy transferred there is a high chance for success.

→ The countries with *similar background/history* are likely to develop successful transfers, as they have similar institutions that developed in the common past.

→ *Policy transfer analyses* what worked and what not are extremely important to guarantee the success of the next policy transfer exercises.

8. CONCLUSION

The increased global interaction, integration and interdependence in the economic, political, social, technological, cultural fields crated a condition where the countries started to share more than they used to, to learn and transfer the experiences, lessons learnt for even better development and welfare of their states.

Over the past thirty years the world has undergone fundamental transformations in becoming more globalised and there has been a growing academic interest in the International Relations and Comparative Public Policy fields. The social policy field has long tracked the movement of policy and practice from one context to another. The first studies were originally developed in the US as a means to explain the adoption of policy and spread of diffusion throughout this federal system. Heclo has shown the role and impact of policy transfer on the development of social policies in Britain and Sweden while more recently Dolowitz demonstrated how the development of the workfare state depended upon programmes, policies and institutions existing within the United States, Canada and Sweden during the 1980s and 1990s. Some authors clearly identified the western European influence as well as the influence of major financial institutions in the eastern European countries e.g Hunrary and Czechoslovakia. Academic and field researched are on very actively at the moment. This field is still very young and least developed and there is an increasing need for further academic and filed researches on macro and micro levels.

The research methodology consists of two main parts; data compilation and document analyses. The primary sources included the scientific literature, articles from academic journals, government papers while the secondary sources include the case studies of similar nature, indexes of relevant reports, encyclopedias, statistics and other related relevant information. The primary research method used in his research is the qualitative method, though when necessary some techniques form the quantitative methods are also applied. Each document used was analyzed by the following criteria before using it. The critical analysis of the content; internal and external criticism was carried out, who is the author, his background, his aims, the purpose of writing, how long after the even the document was produced etc.

Armenian Government's Development Programmes have always highlighted that the country needs to catch up with international developments, to improve international communication, engage itself in even better integration processes in this rapidly changing and downsizing world. However, despite the attempts to import foreign knowledge and experience to Armenia in the context of Armenia's development and further integration into the world few processes have recorded success so far.

Because of the following factors:

Policy planning problems

→ Currently in Armenia most of the state institutions the policy planning and policy delivery centers either have not been established or those that exist are very weak and are not functioning properly. So a policy is planned and applied without any proper discussion, analyses, planning, consulting etc.

→ In spite of the fact that the Civil Service Council is established and the civil servants have to pass exam to be hired to government agencies, there is still some problems in this system. The personnel haired to do the work are not hired by merit. There is very limited interagency policy coordination and cooperation. .

→ Policy audits as participatory tools to evaluate the efficiency and effectiveness of both the policy interventions and their implementation i.e. to ascertain whether a given policy has actually achieved its intended goals and objectives within the set time frame and resource allocation are not happening.

→ There is no practice of policy succession: building and investing on the achievement. This would definitely keep the whole process sustainable.

→ There is huge lack of transparency so whenever any policy decision is made the citizens are never consulted or even informed properly.

→ There is no broad and inclusive approach in policy making, i,e when a decision made towards certain policy the other agencies that have certain relation to this, as the policies cannot function

in isolation, are not properly advised or enough enrolled. Therefore the policy becomes half successful and in some cases even failed. There is also very limited number of trainings available for policymakers.

→ The planning and implementations have been neither effective nor efficient so far. A lot of funds have been spent while the same policy could have been called into action by much less lower cost.

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→ We have examples when the policy makers selected wrong instrument or instruments. This is mostly due to the fact that the civil servants are not hired by merit but sponsorship therefore are not aware of the filed they have been hired to work. Wrong people in the unknown filed who lack knowledge and skills to do the work.

→ For some of the cases the policies were transferred partially and the most crucial elements have been ignored in transferring but equally important the local peculiarities were ignored in transferring.

→ Some of the problems occurred because of the mixed motives of the policymakers engaging in policy transfer process. The policy designed by numerous and often contradictory motives get even further mutated in the transferred country.

→ Implementation failure was also vivid as even if policy choose carefully with the necessary changes agents involved and right type of transfer was done, the local employees responsible for daily running of the policy in action have been least effective in the implementation phase which naturally ruined the whole transfer process.

Series of failed policies have been worsening the complicated and difficult picture of Armenia's unstable political environment, and became a part of the problem chain which significantly slowed down Armenia's development and affected Armenia's international reputation. As such it is time to consider the policy planning and delivery process more seriously and deeply. It's high time to start working to use its existing and potential global network to devise policies capable of bringing changes to allow Armenia to fully integrate into the international and primarily European community.

Within the existing political environment it is important to try to learn from the rest of the world for the development in Armenia that would allow to undergo major transformation in many important policy areas. In the transfer process it is crucial to understand the importance of adapting foreign models and that those are in line with the country's interests. Good policies create good political environment which results in good governance and increases the living conditions of people.

The following transfer patterns if followed can improve the policy making and transfer process.

→ Agents of transfer - Elected/Government official, Civil Servants, International governing organizations, Policy experts/consultants, Political parties, Think tanks, Corporations, Supranational instructions

→ The volume of transfer - copying, emulation, mixture, inspiration.

→ Types of transfer- voluntary policy transfer, mixed type of transfer and coercive transfer.

→ Policy transfer marketing - Mass media, Internet and Social networks, Publication of Reports and studies, Roundtables/Meetings/Visits

Description of the policy transfer cycle

It starts with the *problem recognition* where a problem is identified and researched, the cases for the problem are recognized, and objectives for the solutions are set.

The next phase is a *search for solution* when the options for solutions are searched for, discussed, evaluated, discussed and a final and most suitable policy is decided to transfer.

Based on the decision an information *exchange channel* is created where change agents of transferring country get in touch with the responsible person/institution in charge of a certain policy in the origin country, thus a communication network is channeled.

In the next *mobilization* phase a team is created to do the actual work for the transfer, job division in the team is set up, contact points are appointed from both side, the details of transferred are discussed. Interaction starts and in the actual process of transfer study visits, meetings, document studies, study of local environment, comparisons are happening.

Once this process is set up the transferring country *establishes grounds*, gets the environment ready for the transfer, new legislation, decisions, etc.

Implementation phase involves the policy in action which is followed by closing *evaluation* cycle where the main objectives are checked against the results achieved after a period.

Tips for successful transfer

What are the main difficulties for transfer - *The past policies*, t*he structural/institutional settings*, language issues, past relations between the countries, if not very friendly countries, the polices might not be simply welcomed people, even if those perfectly fit. transfer fails due to some of the transfers fail mostly due to uninformed, incomplete or inappropriate transfers.

Why transfer succeeds - *Local peculiarities* should be considered, the policy should be transferred *enough flexible* to adjust to local needs if necessary, *government favors the policy*, c*ultural habits* and environment of the country are important for the life of transferred policies, the countries with *similar background/history* are likely to develop successful transfers, as they have similar institutions that developed in the common past. *Policy transfer analyses* what worked and what not are extremely important to guarantee the success of the next policy transfer exercises.

Based on the research outcome to improve the policy making process it is first and foremost crucial to take the following steps. To do this it is important to look for the best international experiences using the policy transfer techniques described above;

1. **To improve (or set up where does not exist) policy planning and delivery centers in the governmental agencies that would be in charge of the whole process**
2. **To train the policy officers regularly, increase learning opportunities what would definitely increase the policy planning and delivery process much more effective**
3. **To do proper monitoring on the whole process of policy planning and delivery to check the gaps to formulate the lessons learnt and set up a culture of sustainable policy making**
4. **To improve communication with citizens in policy design and delivery processes: regular feedback is crucial for the effectiveness of the policy delivery, promotes a transparency**
5. **To improve the interagency communication in any step of policy making as the government agencies never work in isolation and no single policy survives in isolation**
6. **To make the whole policymaking process efficient, try to plan the same with less resources**
7. **To consider the recommendations above look for the best international experiences before the final decision is make**

Within the existing political environment it is important to try to learn from the rest of the world for the development in Armenia that would allow to undergo major transformation in many important policy areas. In the transfer process it is crucial to understand the importance of adapting foreign models and that those are in line with the country's interests. Good policies create good political environment which results in good governance and increases the living conditions of people. This is the ultimate goal of any government.

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