



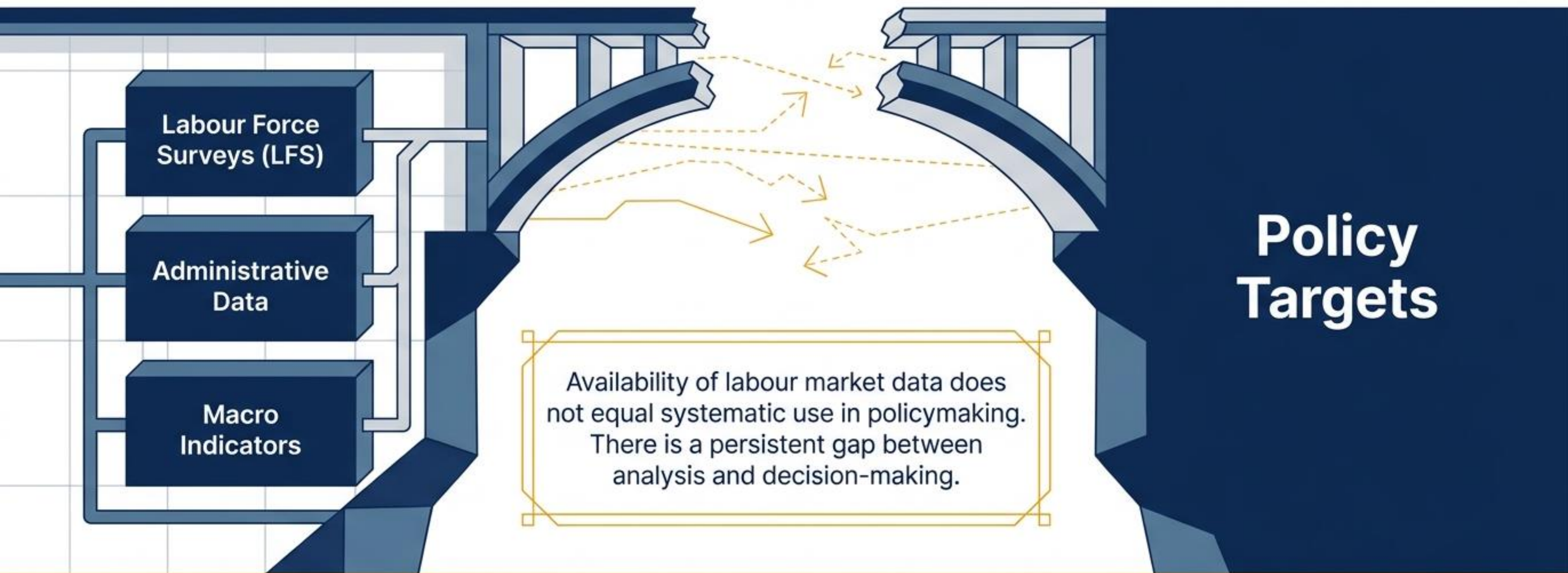
Bridging Evidence and Policy: The Case of Armenia

From Strategy Design to Crisis Response

Ruben Sargsyan

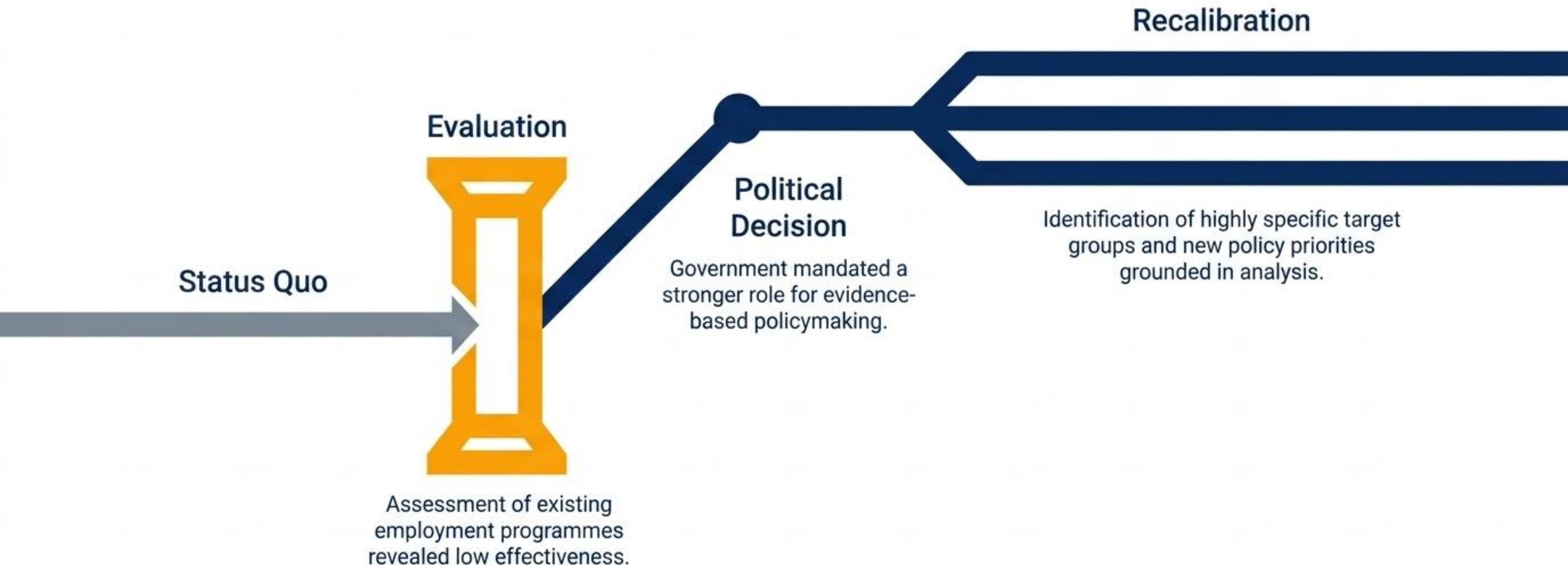
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The Core Challenge: Data Exists, but Translation is Not Automatic



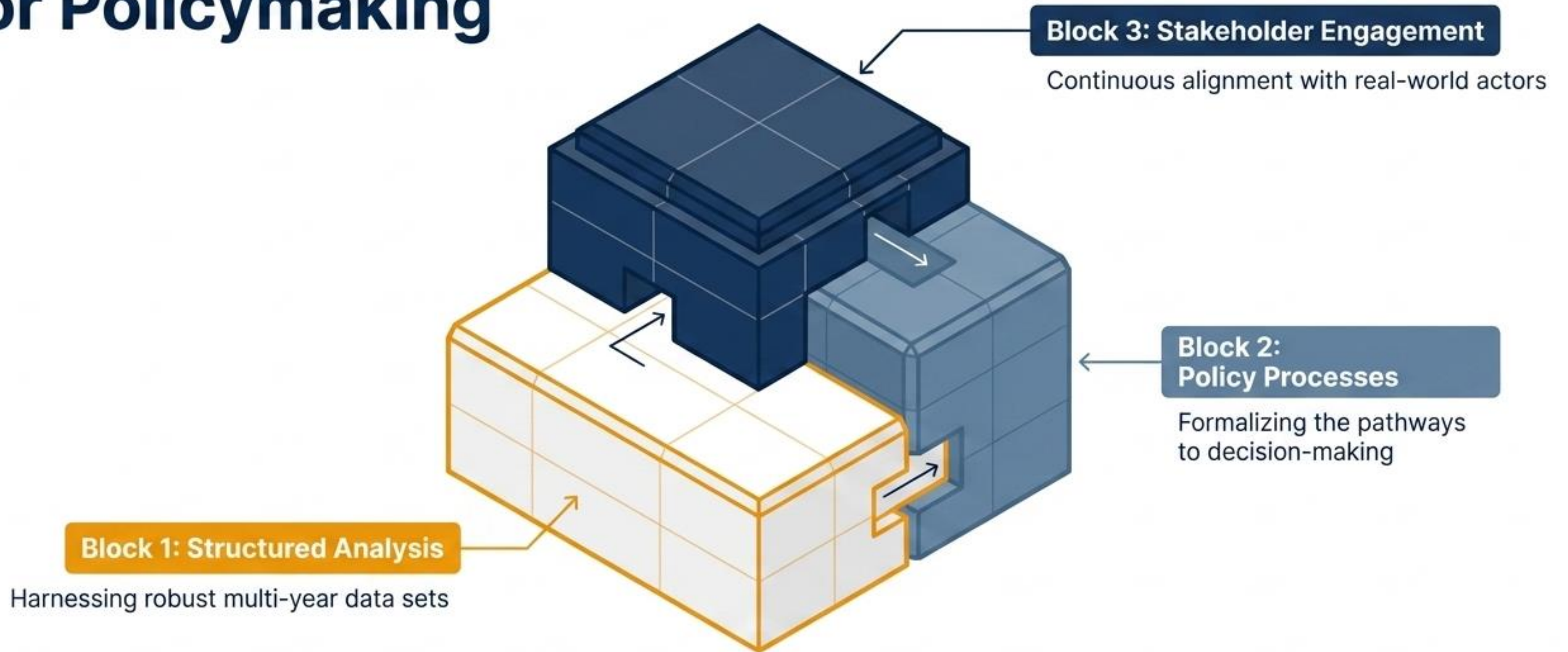
Evidence does not automatically translate into policy.

The Catalyst: Confronting Low Effectiveness



Evidence changed the direction of policy.

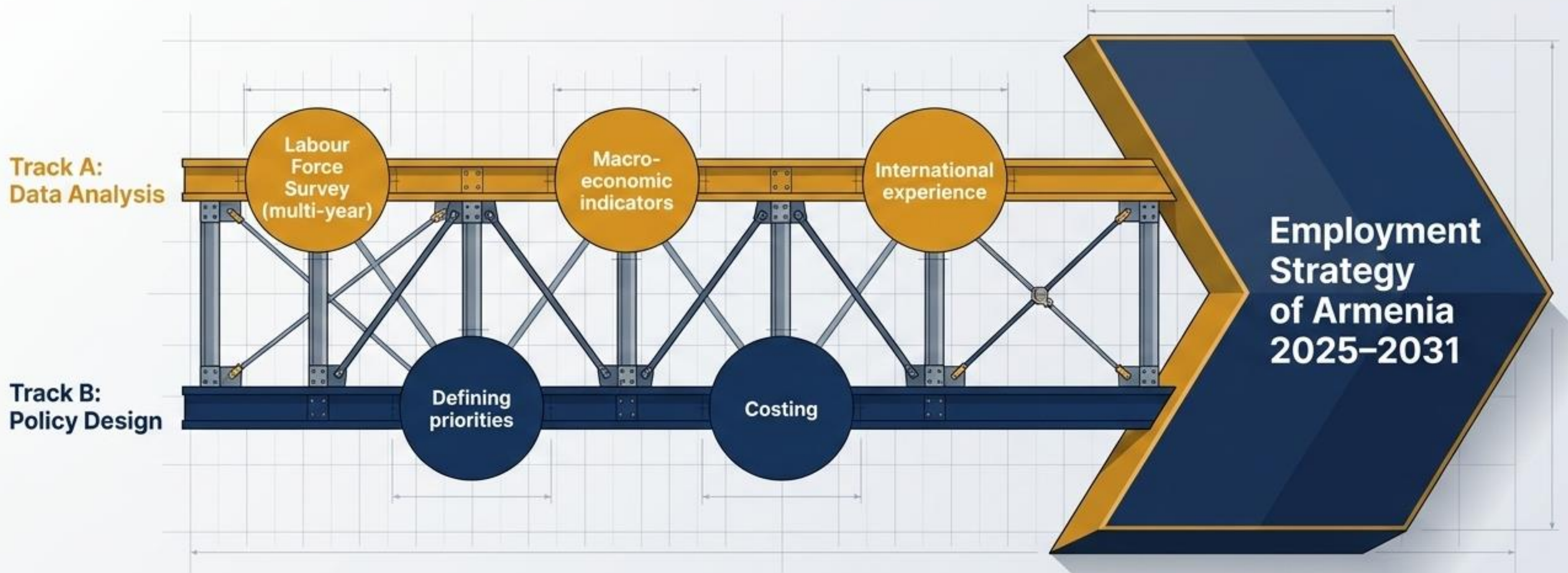
An Evolving Architecture for Policymaking



Evidence use is built through practice, not predefined systems.

Strategy Design Demands Concurrent Tracks

A 3-year methodical process integrating concurrent data analysis and policy costing.



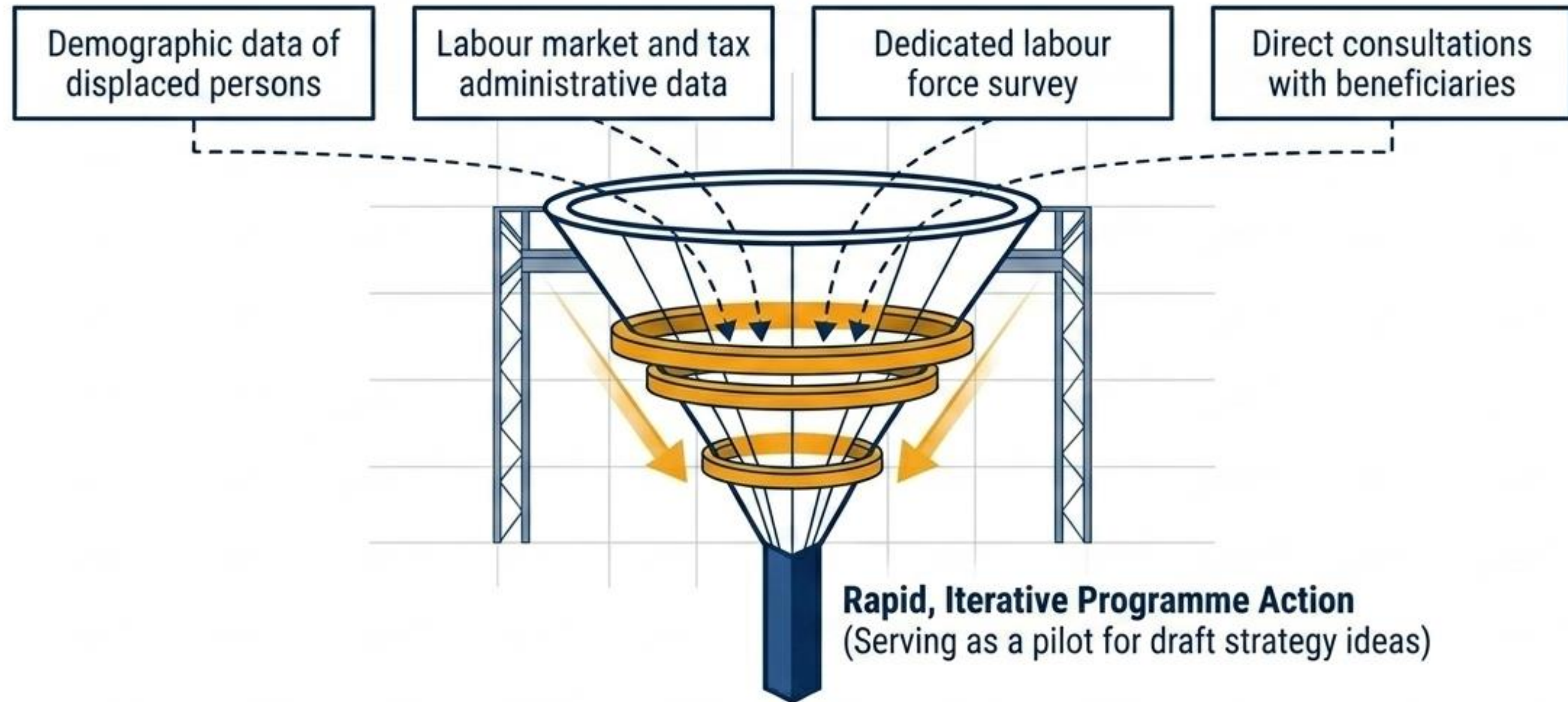
Validating Evidence Through Ecosystem Engagement



Policy directions are grounded equally in quantitative analysis and multilateral consultation.

Crisis Response: Building Evidence in Real Time

Context: Economic integration of forcibly displaced persons requiring rapid decision-making.



Strategy provides the framework; the crisis dictates the pace.

Two Modes of Evidence-Based Policymaking

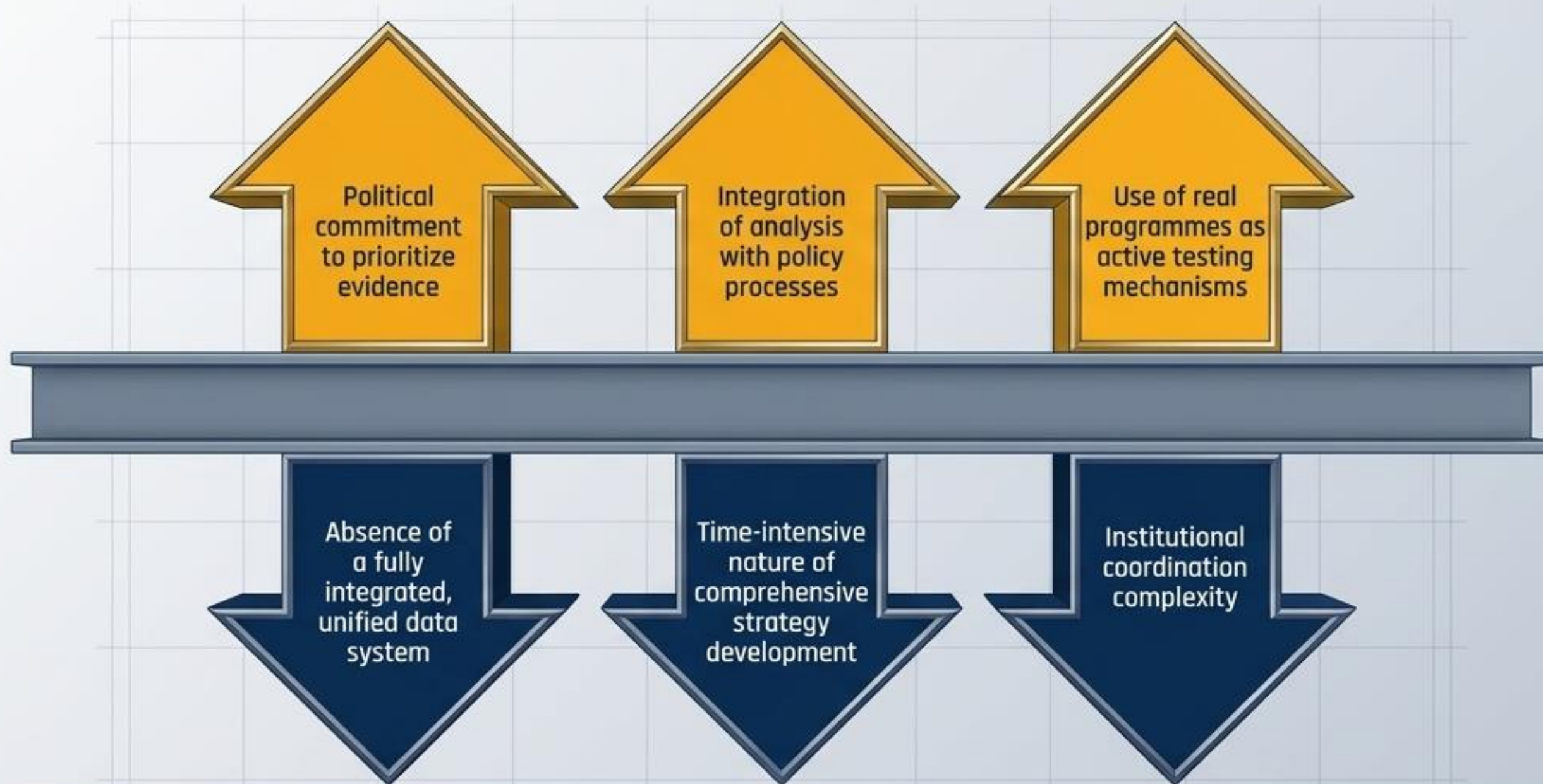
	Structured Strategy (Employment Strategy 2025–2031)	Adaptive Programme (Displaced Persons Crisis Response)
Timeframe	■ 3-year methodical process	■ Immediate, rapid deployment
Data Availability	■ Multi-year, historical data sets	■ Incomplete, built iteratively in real-time
Primary Method	■ Parallel tracks of analysis and design	■ Real-time synthesis and continuous monitoring
Primary Goal	■ Define long-term priorities and costing	■ Rapid economic integration and targeted pilot measures

The Policy Feedback Loop



Strategy informs action — action generates evidence — evidence refines policy.

Enablers vs. Frictions in Real-World Governance



Decisions often must be taken under uncertainty with incomplete evidence.

Key Takeaways: Breaking the Linear Illusion

- Evidence-based policymaking is not a linear process; it is highly iterative.
- Strategy and implementation are fundamentally interconnected.



Evidence is not only an input to policy — it is also its outcome.



Policy is not a linear process - it is an iterative system

Thank You

Questions & Discussion