



TRAINING & DEVELOPMENT WORKSHOP PROGRAM

Sixth Session

Richard Giragosian

29 November 2024

Governance, Decision-Making and Leadership in Armenia

- Mapping power centers
- From political evolution to revolution
- The “Velvet Revolution”
- Public policy and the decision-making process

Mapping Power Centers

- Political power centers
 - Strongman leadership; one man, one party
 - Power exchange & pyramid structure
- Weakened institutions & flawed process
- Business & politics; conflict commerce
- Informal power centers (diaspora, church)

Leadership Legacies



A Tale of Three Presidents

Last of the Mohicans

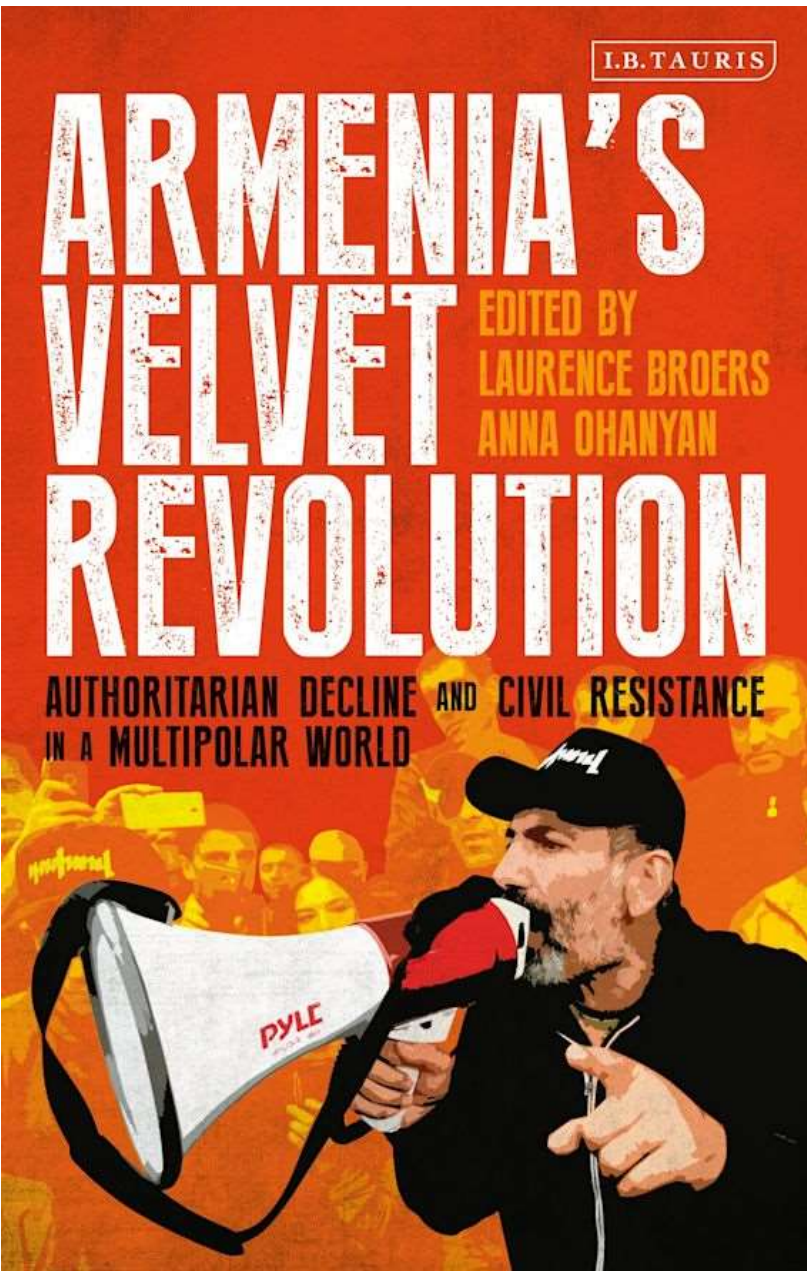


Tired leaders, faded appeal

Power & Stability

- Coming to Power
 - Source & origins of position
- Holding power
 - Governance or rule
- Leaving power
 - Peaceful transition & acceptance

Armenia's "Velvet Revolution"



Origins & Sources of Power

- Popular election
 - Legitimacy & loyalty
- Coup d'etat
 - Sustained fear & coercion
- Inheritance & legacy
 - Patronage & promotion

Civil Contract



Leader
Secretary
Founded

Nikol Pashinyan
Suren Papikyan
December 2013 (as NGO)
May 2015 (as political party)

One Party, One Man



ՔԱՂԱՔԱՅԻԱԿԱՆ
ՊԱՅՄԱՆԱԳԻՐ
ԿՈՒՍԱԿՑՈՒԹՅՈՒՆ



ՎԵՑԵՐՈՐԴ
ՀԱՄԱԺՂՈՎ

ՎԵՑԵՐՈՐԴ
ՀԱՄԱԺՂՈՎ

ՎԵՑԵՐՈՐԴ
ՀԱՄԱԺՂՈՎ

ՎԵՑԵՐՈՐԴ
ՀԱՄԱԺՂՈՎ

ՎԵՑԵՐՈՐԴ
ՀԱՄԱԺՂՈՎ

Party, Movement or Club?



Civil Contract

Electoral Performance

April 2017

	Percentage of Votes	Seats
<i>Yelk</i> (“Exit”) bloc	7.78	5

December 2018

	Percentage of Votes	Seats
<i>My Step</i> alliance	70.43	82

June 2021

	Percentage of Votes	Seats
<i>Civil Contract</i>	53.95	71

Positive & Negative Factions Within the Pashinyan Camp

Positive

Idealists

Influential loyalists

The base

Men on a mission

Negative

Opportunistic wing

Business & politics

Power players

Other Factions & Fractions Within the Pashinyan Camp

Competent & capable

The technocrats

Useful utility players

Defectors and Defeated

The Process of Public Policy & Decision-Making

- Public policy process flawed
 - Impulsive & individual
 - Institutional weakness & timidity
- Governance model deficient
 - Incomplete & erratic implementation
 - Systemic failures linger unaddressed