



Forum of Federations

The Global Network on Federalism and Devolved Governance



# ANNUAL REPORT 2023 2024



The Forum of Federations, the global network on federalism and multilevel governance, supports better governance through learning among practitioners and experts.

Active on six continents, it runs programs in over 20 countries, including established federations and countries transitioning to devolved and decentralized forms of governance.

The following partner countries are members of the Forum: Australia, Brazil, Canada, Ethiopia, India, Germany, Mexico, Nigeria, Pakistan and Switzerland.



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# ACRONYMS

**AYCSOND: ALLIANCE OF YOUTH CSOS FOR NATIONAL DIALOGUE (ETHIOPIA)**

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**CAD: CANADIAN DOLLAR**

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**CIFE: CENTRE INTERNATIONAL DE FORMATION EUROPÉENNE (FRANCE)**

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**CODE: CULTURE OF DIALOGUE IN ETHIOPIA PROJECT**

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**CSO: CIVIL SOCIETY ORGANIZATION**

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**DE: DESTINY ETHIOPIA**

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**COVID-19: CORONAVIRUS DISEASE 2019**

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**CSO: CIVIL SOCIETY ORGANIZATION**

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**EMC: ETHIOPIAN MEDIA COUNCIL**

---

**ENA: ECOLE NATIONALE D'ADMINISTRATION (TUNISIA)**

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**EPPJC: ETHIOPIAN POLITICAL PARTIES JOINT COUNCIL**

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**EURAC: EURAC RESEARCH INSTITUTE FOR COMPARATIVE FEDERALISM AND GOVERNANCE (ITALY)**

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**FIAP: FEMINIST INTERNATIONAL ASSISTANCE POLICY (CANADA)**

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**GAC: GLOBAL AFFAIRS CANADA**

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**GE: GENDER EQUALITY**

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**IGR: INTERGOVERNMENTAL RELATIONS**

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**IPEA: INSTITUTO DE PESQUISA ECONÔMICA APLICADA (BRAZIL)**

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**IPPA: INTERNATIONAL PUBLIC POLICY ASSOCIATION**

---

**KP: KHYBER PAKHTUNKHWA (PAKISTAN)**

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**LET: LEAGUE OF TUNISIAN WOMEN VOTERS**

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**LGE&RDD: LOCAL GOVERNMENT, ELECTIONS AND RURAL DEVELOPMENT DEPARTMENT (PAKISTAN)**

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**LEGITIMULT: LEGITIMATE CRISIS MANAGEMENT AND MULTILEVEL GOVERNANCE**

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**MENA: MIDDLE EAST AND NORTH AFRICA**

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**MOP: MINISTRY OF PEACE (ETHIOPIA)**

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**NGO: NON-GOVERNMENTAL ORGANIZATION**

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**SAF: SECRETARIAT OF FEDERATIVE AFFAIRS (BRAZIL)**

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**TOT: TRAINING OF TRAINERS**

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**UNIFESP: UNIVERSIDADE FEDERAL DE SÃO PAULO (BRAZIL)**

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**YOLOGO: YOUTH IN LOCAL GOVERNANCE NETWORK (PAKISTAN)**

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## MESSAGE FROM THE FORUM



**Hans Altherr**  
*Chairman*



**Rupak Chattopadhyay**  
*President and CEO*



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It has been another busy and highly productive year for the Forum of Federations. Events in 2023-24 have taken place in an increasingly uncertain global political climate, with governments in federal and multilevel countries around the world facing challenges associated with post COVID-19 economic recovery, international conflict, climate change, and persistent inequality. In this context, the Forum's work to create and mobilize cutting edge comparative knowledge on federal and multilevel governance, enhance the capacity of the decision makers shaping governance systems, and support implementation processes is ever more relevant as the challenges become increasingly acute.

The Forum has continued to address critical enduring, evolving and emerging governance topics through its thematic research programs. This year we published the authoritative comparative handbooks on the evergreen subjects of fiscal federalism and local government in federations. Another key product this year, the Forum's volume on climate governance in federations, provides perspectives on how governments in federal countries are approaching perhaps the key governance challenge of the next decade: adapting to and mitigating the effects of climate change. And alongside these three substantive texts, the Forum has produced a range of papers, podcasts, briefs and videos on a wide range of topics, all free to access for anyone with an interest in governance practice.

As the first year under the Forum's 2023-28 strategic plan, an eneficial period to plan future activity and refine the organization's approach to its mission. Looking to the future, this year the Forum's thematic program on digitization of public administration in federations has developed key insights on the nexus between governance and technology, which we look forward to sharing in 2025. Other projects which began development this year are similarly forward looking: federalism and housing, and artificial intelligence in federations.

In its Country and Regional programs, the Forum has remained engaged in supporting stakeholders in Ethiopia to come together to discuss the future of the governance system and how to manage conflict peacefully in the country. The Forum's Myanmar program continues to support stakeholders in the country to work toward a better future, despite the ongoing challenges they face. In Pakistan, the Forum has begun implementing an innovative, and exciting new program focusing on building youth engagement in local governance through the YoLoGo network.

With the conclusion of the MENA women's leadership project, this year provided an opportunity to reflect on and celebrate the lessons, impacts and achievements of this long-term regional initiative. Sharing the experiences of the program's work in Tunisia, Morocco and Jordan with senior politicians and members of the diplomatic community, and civil society leaders at the Forum's marquee event in Ottawa was one of the highlights of the year. The program leaves behind an important legacy, just one part of which is the invaluable learning on gender inclusive governance which will continue to inform the Forum's work in other parts of the world.

We express our thanks and gratitude to all of our partner governments for their ongoing support, without which the Forum's work would not be possible. We also like to thank the Forum's staff worldwide for their continued dedication and hard work, the results of which are detailed in this report.

## THE FORUM THANKS THE FOLLOWING 10 COUNTRY PARTNERS FOR THEIR SUPPORT:



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## THE FORUM ALSO THANKS THE FOLLOWING FUNDERS FOR SUPPORTING ITS WORK:



**Brazil:**  
Presidency of the Republic



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

**Swiss Agency for Development  
and Cooperation SDC**



**Ethiopia:**  
House of Federation



Global Affairs  
Canada    Affaires mondiales  
Canada

### **Canada:**

Global Affairs Canada



Federal Ministry  
of the Interior, Building  
and Community

### **Germany:**

Federal Ministry of the Interior  
and Community

Secrétariat aux  
relations canadiennes  
**Québec**

### **Quebec:**

Secrétariat du Québec aux relations  
canadiennes, GoQ



An Roinn Gnóthaí Eachtracha  
agus Trádála  
Department of Foreign Affairs  
and Trade

### **Ireland:**

Department of Foreign Affairs



**Germany:**  
Deutsche Gesellschaft für Internationale  
Zusammenarbeit



**United States:**  
USAID Office of Transition Initiatives







# Forum of Federations

The Global Network on Federalism and Devolved Governance

## BOARD OF DIRECTORS

### **Hans Altherr**

Chairman

Former President of the Senate of Switzerland

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Vice-Chair

Entrepreneur and Community Activist, Canada

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State Minister of Foreign Affairs of Ethiopia

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### **Julius Ihonvbere**

Majority Leader of the House of Representatives, Nigeria

### **Murilo Vieira Komniski**

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### **Carsten Sieling**

Member of the Bremen State Parliament, former President of the Senate and Mayor of Bremen, Germany

## FORUM STAFF

### HEADQUARTERS - OTTAWA

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President and CEO

**Charles Cloutier**

Chief Operating Officer

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Vice President and Senior Director

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Vice President

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Senior Director

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Senior Director

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Senior Program Manager

**Olakunle Adeniran**

Manager, Results Based Management

**Driss Boutakhoust**

Finance Officer and Accountant

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Senior Project Officer

**Elizabeth Lisa Nganwa**

Project Officer

**Fauziah Pruner**

Finance Officer

**Chris Randall**

Network Manager

**Laurene Garneau**

Gender Equality and Social Inclusion  
Advisor

**Soumaya Marhnouj**

Communications Officer

**Jamie Thomas**

Program Officer

**Wasifa Farin**

Program Officer

## FIELD STAFF

### BRAZIL

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Mendes

Country Director

### ETHIOPIA

**Yakob Bekele**

Senior Program Manager

**Negusu Akilu**

Coordinator, Support to National  
Dialogue Project

**Medhanit Teklu Dibaba**

Administration and Financial Officer

**Wondwossen Sintayehu**

Deputy Coordinator, Support to  
National Dialogue Project

**Mesfin Getachew**

Deputy Coordinator, Support to  
National Dialogue Project

**Fikirte Debebe**

Office Attendant

**Endale Girma**

Facilitator

### INDIA

**Vikas Kumar**

Senior Program Manager

### JORDAN

**Tala Khrais**

Country Director

**Stephanie Alramadneh**

Project Officer - RBM

**Alina Kiswani**

Project Assistant – Admin & Finance

## MOROCCO

**Hayat Lahbaili**  
Country Director

**Younes EL Allaoui**  
Project Officer and Results-Based  
Management

**Fatima-Zohra Bouazzaoui**  
Program Assistant

## MYANMAR

Due to security concerns the  
Forum's Myanmar office staff  
will not be identified.

## NEPAL

**Sagar Manandhar**  
Senior Program Manager

## PAKISTAN

**Abbru Haider**  
Program Officer

**Ammara Manzoor**  
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**Azairah Mortel**  
Program Assistant

**Erwin Bulang**  
Program Assistant

**Fatima Dianne T. Alih**  
Program Assistant

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Regional Director, MENA

**Ikram Mechlaoui**  
Project Manager

**Inès Dhifallah**  
Project Officer and Results-Based  
Management

## YEMEN

**Muaamar Batawil**  
Senior Advisor

## SENIOR ADVISORS

- George Anderson
- Sujit Choudhry
- Fatima Guerreiro
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- Sabine Kropp
- Neophytos Loizides
- David Parks
- Rekha Saxena
- Franklin Leslie Seidle
- Sandeep Shastri
- Enid Slack
- Jason Tabarias

## INTERNS/SUMMER STUDENTS

- Aracelly Denise Granja
- Shaoni Chakraborty

## RESEARCH GRANT RECIPIENTS

- Silvana Gomes

## DIRECTED RESEARCH COURSE

- Natalia Valero
- Zhihan Li



A woman with long braids, wearing a white shirt with black polka dots, stands in front of a wall with faint, illegible text. The image is overlaid with a semi-transparent olive green layer. On the left, a large, light-colored geometric shape, resembling a stylized 'K' or a series of overlapping triangles, is visible. In the bottom right corner, there is a small, dark, stylized geometric shape. The overall composition is modern and abstract.

# WHO WE ARE AND WHAT WE DO

## WHO WE ARE

*The Forum is a “think-and-do” organization with an unparalleled network of experts and partners producing authoritative comparative policy research as the basis for supporting the practice of federal and multilevel governance.*



## OUR VISION

Empower people in established and emerging federal and multilevel countries.

## OUR MISSION

To strengthen democratic, inclusive, and gender-responsive governance through knowledge creation and mobilization, capacity development, and support to inclusive policy implementation processes.

## THE FORUM ADVANTAGE

The Forum plays a unique role as the only international NGO specializing in federal and multilevel governance. As a hybrid “think and do” organization, it performs a number of different roles in the pursuit of its mission, operating as:

- **A networking platform, bringing together experts and officials from established and emerging federal and multilevel countries;**
- **A think-tank, developing knowledge and knowhow on a wide range of topics related to federalism and multilevel governance;**
- **A change facilitator, providing expertise and implementing programs to support federal and multilevel governance development and reform processes.**

The Forum supports agents of change to develop solutions to governance challenges, offering innovative expertise on processes and practices of inclusive multilevel governance based on in-house expertise, cutting edge comparative research, and a unique network of experts in federalism and multilevel governance from around the globe. Adopting a non-hierarchical approach based on the principle of “learning from each other”, it convenes experts of diverse professional backgrounds from established and emerging federal and multilevel countries to explore and advise on the use of multilevel governance as a tool for developing better societies. It assists stakeholders to apply knowledge and develop the institutions and mechanisms necessary to strengthen governance systems in federal and multilevel countries.

## OUR IMPACT

The Forum's work focuses on the development, mobilization and application of practical comparative knowledge on federal and decentralized governance. Through a suite of innovative, expert-led programs, Forum activity is designed to achieve impact in three interdependent and mutually reinforcing functional areas:

- **Creating, developing and mobilizing knowledge on federal and multilevel government**
- **Enhancing the capacity of agents of change to participate in federal and multilevel governance systems and processes**
- **Supporting implementation of federal and multilevel governance creation, development and reform processes.**



## THE FORUM IN ACTION

In 2023-24, the Forum:

- Created cutting edge comparative practical knowledge on a range of contemporary topics of federal and multilevel governance, including local government, climate governance, fiscal federalism, language policy, social welfare, and housing policy, and mobilized this knowledge through knowledge sharing events as well as a suite of freely available books, papers, podcasts, videos, and blogs.
- Enhanced the capacity of senior officials and politicians from Brazil and the Philippines to make informed decisions about the development of their governance systems through facilitating learning exchanges with counterparts in Australia and Canada.
- Supported the development and implementation of Brazil's Council of Federation, through providing specialist international comparative expertise on the functioning of intergovernmental relations in other jurisdictions and convening meetings to exchange experience with senior officials.
- Provided support in the form of pre-election knowledge, skills and leadership training for 21 female candidates for the December 2023 Tunisian local elections, nine of whom were successfully elected to public office.
- Fostered democratic engagement of youth in Pakistan through the creation of a youth and local governance network, raising awareness of the opportunities and entry points for enhancing the participation of youth in public policy decision making.

# THEMATIC PROGRAMS 2023-24



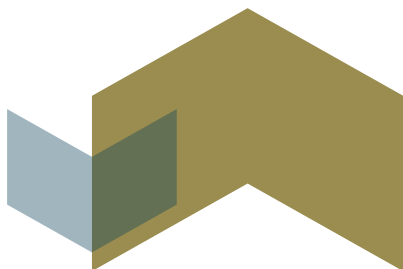


## THEMATIC PROGRAMS 2023-24

Forum Thematic Programs focus on the creation, development and mobilization of knowledge on federal and multilevel governance systems. The knowledge products and learning activities deriving from thematic programs aim to provide agents of change with comparative practical insights on federal and multilevel governance, with a focus on what works and why and on what does not work and why when it comes to implementing governance solutions to contemporary challenges.

This year was particularly productive for Thematic Program knowledge creation, with the publication of three comparative volumes on critical issues in federal and multilevel governance. The knowledge generated was shared through a variety of online and in-person events with senior officials, academics and members of civil society, while a new Thematic Program on the digitalization of public administration explored a highly pertinent emergent issue in multilevel governance. A survey of citations of Forum knowledge products in 2023-24 indicates the contribution of Thematic Program knowledge to research in the field of multilevel governance.

Thematic Programs also supported key policy implementation processes this year, specifically in supporting Brazil in the creation of its new peak intergovernmental relations body – the Council of Federation. In facilitating knowledge exchange between Brazilian practitioners and counterparts in Australia and Canada, the Forum provided invaluable learning to inform Brazilian officials in the design of the Council, supporting the translation of knowledge into practice.



### In 2023-24:

**Forum research was cited in  
159 books, papers and  
theses in 138 journals and  
publication libraries**

**9 learning activities  
were implemented**

**3 books, 2 papers,  
and 3 podcasts were  
produced**



## KNOWLEDGE CREATION AND MOBILIZATION

### Digitalization of Public Administration in Federal Systems

This joint project of the Forum and the Centre on Governance at the University of Ottawa examines what unique challenges and opportunities the digitalization of public administration provides for federal systems of governance. In federal countries, the division of powers and responsibilities between tiers of government adds important nuances to digitalization efforts, which often require cross-jurisdictional joint action to implement digital services. The project partners convened an author's workshop in Ottawa, Canada in April 2023 that brought together experts from Australia, Austria, Brazil, Canada, Germany, India, Mexico, Spain, Switzerland, and the United States who will contribute case studies for the volume *The Digitalization of Administration in Federal Systems*. The volume will also draw comparative conclusions and lessons on the dynamics of digitalization of public administration in multilevel governance systems. A series of articles highlighting key topics of discussion at the workshop was published on the Forum blog.

### Federalism and Climate Change

#### ***Climate Governance and Federalism: A Forum of Federations Comparative Policy Analysis***

The Forum's program on climate change and federal governance culminated with the publication of the comparative volume *Climate Change Governance and Federalism: A Forum of Federations Comparative Policy Analysis* in May 2023 by Cambridge University Press. The open access volume aims to increase comparative knowledge and understanding of climate governance and policies in federal and decentralized countries and provide critical insights on the challenges in policy development, innovation, and implementation. The volume features 14 case studies, including Australia, Brazil, Canada, China, Ethiopia, European Union, Germany, India, Indonesia, Mexico, South Africa, Spain, Switzerland, and the United States. Funding for the Climate Change program was provided by the Government of Quebec.



#### ***Climate Change Podcasts***

The Forum also produced a two-part podcast series on climate change and federal governance, focusing on the federalism dynamics of tackling climate change, and the role and interrelationship between different levels of government in the design and implementation of adaptation and mitigation policies. The two episodes were published in May and July 2023 respectively.

### The Forum of Federations Handbook on Local Government in Federal Systems

In March 2024 the Forum published the comparative volume *The Forum of Federations Handbook on Local Government in Federal Systems* with Palgrave Macmillan. The open access volume examines the role of local government in 16 federal or federal-type countries - Argentina, Australia, Austria, Brazil, Canada, Ethiopia, Germany, India, Italy, Mexico, Nepal, Nigeria, South Africa, Spain, Switzerland, and the United States - while exploring the dynamics between various orders of government. Bringing together authors from across the globe, the volume seeks to broaden and update current understandings around local government issues within the 16 federal or federal-type countries. The book aims to identify extrapolatory lessons from the comparative analysis to inform practice in established as well as emerging federal countries.



## The Forum of Federations Handbook on Fiscal Federalism

In July 2023 the Forum published *The Forum of Federations Handbook of Fiscal Federalism* with Palgrave Macmillan. The open access book examines the range of fiscal institutions used in 11 different federal or federal-type countries, considers their rationale and effectiveness, and explores their interrelationship with federalism. Focusing on Australia, Brazil, Canada, Ethiopia, Germany, India, Italy, South Africa, Spain, Switzerland, and the United States, the contributors explore how federal countries are confronting the traditional challenges of conflicts over division of fiscal powers while also coping with the ongoing challenges of globalization and citizen empowerment that arise from the information revolution. The volume considers how relationships and roles in different orders of government are being reshaped, and shows how local solutions inspired by global principles help strengthen government accountability and improve citizens' quality of life.

## Language Policy

In 2022-2023, the Forum completed its Language Policy and Federal/Decentralized Governance program, which examined public administration of language policy in federal countries. It produced a series of 11 papers written by country subject experts, plus an overview paper with general observations and lessons learned from country case studies. With the aim of further disseminating the findings of the project to interested audiences, in 2023-2024 the Forum produced a two-part podcast series on Language Policy, with the first episode published in March 2024. The podcast is of utility to practitioners in a range of government departments and agencies in countries where linguistic diversity is a major issue, as well as for academic experts, students and journalists. The second episode of the series will be published in summer 2024.

## Fragility, Peace and Federalism

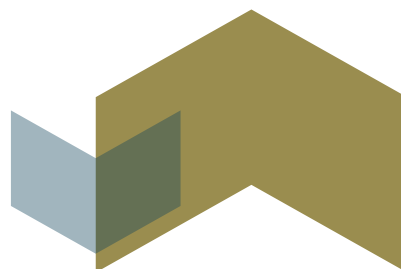
On 18-19 January 2024, the Forum participated in an author's workshop at the Centre international de formation européenne (CIFE) in Nice, France. The Forum will contribute a research article on the relationship between federalism, peacebuilding and transitional justice to a special issue of the CIFE journal *L'Europe en formation* (Journal of Studies on European Integration and Federalism) focusing on federalism and the challenges of the 21st Century, to be published in fall/winter 2024.

## Federalism and Social Welfare

In June 2023, the Forum participated in the International Public Policy Association (IPPA) Conference in Toronto, Canada. At the conference, the Forum presented its initial research on Federalism and Social Welfare, focusing on Childcare, (Un)Employment Benefits and Long-Term Care to members of the international academic community.

## Legitimate Crisis Management and Multilevel Governance

The Forum continues to contribute as an associated partner organization in the ongoing Legitimate Crisis Management and Multilevel Governance (LEGITIMULT) project. The project is funded by the European Union and brings together a large consortium of research institutions and is jointly led by EURAC Research and the Institute of Federalism in Fribourg. In 2023-24, the Forum provided communications and general operations support to the project, participated in the annual general assembly, and worked closely with partners to advance the knowledge mobilization function of the project through the development of an online learning course designed to disseminate the project findings.



## CAPACITY ENHANCEMENT

### High-Level Roundtable: Crisis Management in Federal Democracies

Issues such as natural disasters, climate change, terrorism, mass migration, and secessionist movements have or may become increasingly salient to national discussions and pose challenges for governments at all levels. In this context, the Forum and the Centre for Democracy Studies Aarau organized a roundtable on 8 May 2023 in Aarau, Switzerland to discuss what impact these crises have on democratic political systems, and how democracies have reacted in terms of crisis management. The event also shared lessons and experiences with the aim of inspiring discussion about what works and what does not work in the area of crisis management. Forum Board members from Brazil, Ethiopia and Germany shared their countries' experiences with Swiss experts and practitioners.

### Webinar: Emerging Federal States - Can Collapse Be Avoided?

Both the increase in the number of federal countries in recent decades and the subsequent interest that has followed raises questions concerning the emergence of federations, the functioning of nascent federal arrangements, and how to strengthen the process of federalization. To address these questions, on 21 June 2023, the Forum moderated a webinar to discuss the comparative findings of *Emerging Federal Structures in the Post-Cold War Era*, authored by Sabine Kropp and Soeren Keil. The discussion explored the relevance of the book findings both for future research and the design and implementation of federal structures.

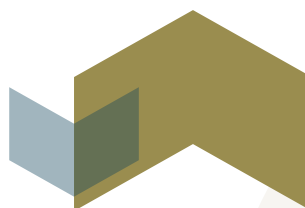
### Seminar: Federalism and Democracy in an Era of Emergencies

The Getulio Vargas Foundation, Unifesp, and Freie Universität Berlin, with the support of the Forum and other institutions, organized the International Seminar on Federalism and Democracy in an Era of Emergencies in Sao Paulo, Brazil, in July 2023. Distinguished researchers from various countries and Brazilian scholars discussed the current challenges of federalism in topics such as democracy, intergovernmental relations, and decentralization.

The seminar provided a space for reflection on the role of governments in federative coordination. The seminar proceedings will be published by Appris Editora in summer 2024.

### Milestone Event: Building Women's Leadership for Governance Roles - Canada's Contributions through FIAP and Pathways for the Future

On 5 December 2023, the Forum organized an event to discuss the important contributions made by Canada's FIAP through the Forum's work around the world in building women's leadership, and how this can be leveraged to address the pressing issues of the future, including climate change. The event brought together beneficiaries from the Forum's pioneering Empowering Women for Leadership Roles in the Middle East and North Africa Region (Jordan, Morocco, and Tunisia) program, initiated in 2016, on a panel to discuss this timely topic. The programs most significant change report has demonstrated that Canada's investments in supporting Women's Leadership has had a significant impact. The panelists discussed this impact on empowering women in governance and public policy roles. The event was organized in partnership with the Embassies of Ethiopia, Jordan, Morocco and Tunisia and was moderated by the Hon. Mona Fortier, former President of the Treasury Board of Canada. The Hon. Karina Gould, Leader of the Government in the Canadian House of Commons, made a keynote address. Invitees included the Ottawa diplomatic community, members of diaspora groups, public servants and members of the Canadian NGO community.



### **Roundtable: Federalism and Climate Change**

Since 2021 the Forum has collaborated with the EURAC Research Institute for Comparative Federalism and Governance in organizing roundtable discussions as part of the EURAC's Winter School on Federalism. This year the roundtable focused on the theme of "Federalism and Climate Change," and was held on 8 February 2024 in Innsbruck, Austria. The event examined the role that federal and decentralized governance structures can play in creating conditions in which climate change can be addressed effectively. It explored how different levels of government responsible for addressing (either directly or indirectly) aspects of climate protection can collaborate with one another to achieve global climate targets, and how policymaking and implementation in fields related to climate protection can be regulated in a way that is consistent with the international objectives.

### **Conference: "Navigating the Crisis of Climate Change in Himalayan Regions of India: The Role of Cooperative Federalism"**

The Forum and Konrad-Adenauer-Stiftung India Office organized this two-day conference, on 6 and 7 March, 2024. The conference critically examined the imperative of reassessing governance strategies amidst the escalating climate crisis in the Northern Himalayan Regions of India, with a specific emphasis on the highly vulnerable regions of Jammu and Kashmir, and Uttarakhand and Himachal. The conference explored the impacts of climate crisis a number of areas, with local governance being the focal point of discussions. The purpose was to examine solutions tailored to local circumstances and the dynamic nature of the region. The event brought together experts, policymakers, and scholars from Europe and various parts of India.

### **Study Visit: Bangsamoro Delegation Visit to Ottawa**

On 31 October 2023 the Forum hosted members of the Bangsamoro Transition Authority-Parliament of the Bangsamoro Autonomous Region in Muslim Mindanao, Philippines. The delegation learned about Canadian federalism and the work of the Forum around the world and discussed how the Forum could contribute its comparative expertise to capacity building of the Transition Authority.

### **Event: Exploring the Economic Benefits of Power Devolution – The Potential for Sri Lanka**

On 14 September 2023, the Forum participated in an event organized by NextGenSL in Colombo, Sri Lanka, in collaboration with the Canadian High Commission in Sri Lanka. At the event, the Forum explored the economic benefits of the devolution of power with a diverse audience of young social and political activists, journalists and civil society representatives all seeking to understand the political and economic advantages of decentralization. The Forum drew on comparative experiences of various decentralized and devolved countries, including Indonesia, Scotland and South Africa, to analyze different approaches to fiscal decentralization and the potential benefits.





# IMPACT

## Supporting Policy Implementation - Brazilian Intergovernmental Relations and the Council of Federation

The commitment to cooperative federalism has been evident in Brazil since the Forum first started working in the country in 2000, when it assisted the Brazilian government in organizing an international conference on Cooperative Federalism. In 2003, this commitment was reinforced with the creation of Secretariat of Federative Affairs (SAF) within the Presidency, established to coordinate actions of the federal government with constituent units. The Forum initiated a partnership with the Secretariat, which became the focal point for Forum work in the country. Since its creation, the Forum has been supporting SAF and other Brazilian partners through providing comparative expertise in numerous areas of federal governance, with an emphasis on intergovernmental relations, cooperation, and coordination. As Brazil is a three-tier federation, with all three levels of government – the federal, state and municipal - constitutionally recognized, well-functioning coordination and cooperation is imperative for effective governance and service delivery. This is no small task considering the size of the country, and its diversity including regional inequalities.

In April 2023, a new peak intergovernmental mechanism, the Council of Federation was created, which brings together all three levels of government and aims to foster dialogue, negotiation, and collaboration. The Council seeks to address critical issues related to Brazilian federalism and facilitate agreements and political commitments among representatives of the executive powers. The Forum has been recognized by the Brazilian government for its contribution over many years to the creation and structuring of this important intergovernmental mechanism, which works towards fostering of federative dialogue in Brazil. In 2023-24 the Forum supported the work of the Council of Federation through the following activities:

## Online Workshop: Intergovernmental Relations in Canada - Fostering Dialogue and Sharing Experiences

On 19 July 2023, the Forum convened an online dialogue between high-level Brazilian officials from the Council of Federation, Brazilian researchers, and representatives of the Canadian Privy Council Office to discuss how intergovernmental relations are structured in Canada as well as the type and functioning of mechanisms of intergovernmental cooperation and coordination. Additionally, the structures and protocols of First Ministers meetings, namely agenda setting, negotiation processes and ways of reaching agreements on different policy issues, were identified as points of interest.



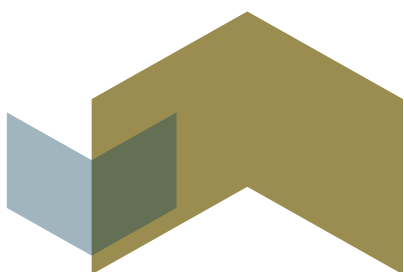


### **Online Workshop: Intergovernmental Relations in Australia - Introduction to Australian Federalism**

On 18 October 2023, the Forum organized an online pre-briefing on Australian federalism for officials of the Council of Federation in advance of a study visit to Australia. This included an overview of federalism in Australia, covering: federal responsibilities and structures (legal, federal, state and local); fiscal arrangements and federal tensions; National Cabinet and collaborative policymaking; and an overview of select issues in Australian federal policy and service delivery.

### **Study Visit: Facilitating Cross Continent Learning and Capacity Enhancement**

A delegation composed of the Council of Federation members, representatives of the Secretariat of Institutional Relations of the Presidency of Brazil, IPEA researchers and local governance practitioners visited Australia from 13-17 November 2023. The delegation travelled to Melbourne, Canberra, and Sydney, making visits to local, state, and federal governments. This enabled the exchange of information and experiences between delegation members and Australian officials. The focus of the mission was to learn and understand the governance structure and functioning of the National Cabinet (Australia's central intergovernmental council), which brings together the Prime Minister, representing the Commonwealth, and the Premiers of the Australian states and territories. This mission resulted in recommendations for the functioning of the Council of Federation and some highly relevant lessons learned for improving intergovernmental relations in Brazil.







# COUNTRY & REGIONAL PROGRAMS

Country & Regional Programs support policy development, and/or reform of governance systems in established and emerging federal and multilevel countries, drawing on and applying the Forum's store of comparative knowledge. Wide ranging in terms of thematic focus, Country/Regional programs typically involve capacity enhancement, the provision of technical expertise, and the facilitation of dialogue processes.



## TOWARD A CULTURE OF DIALOGUE IN ETHIOPIA

August 2023 – January 2024

This project, *Culture of Dialogue in Ethiopia (CODE)*, is part of a continuous series of initiatives conducted in partnership with the local group, Destiny Ethiopia (DE), since late 2019. Throughout 2023-24 Ethiopia faced multiple political and security crises. Although the Cessation of Hostilities Agreement (November 2022) ended the all-out war in Tigray and nearby locations, political violence and significant insurgencies have continued in many corners of the country, most notably in the populous regions of Oromia and Amhara. There are significant official initiatives to deal with the conflicts and the underlying major “national questions”, most notably the much-delayed National Dialogue as well as a Transitional Justice Initiative. Alongside support for the National dialogue process this project also aims to address needs for sustaining political change in the longer term – problems widely perceived as having roots in the lack of a “culture of dialogue” in national politics.

This project’s main objectives were twofold. The first was to continue to enhance the capacities of key stakeholder groups (women, youth, media, political parties, faith leaders, among others) to directly participate in and influence the ongoing official National Dialogue. The second was to develop a long-term, stakeholder-based initiative that could be established to work on the longer-term, more structural problems of political conflict in Ethiopia.

### Impact

In 2023-24 the project achieved the following results:

- **Enhanced planning achieved by the Ethiopia National Dialogue Commission members and staff for conducting a successful national dialogue.**
- **Five key constituency groups were facilitated to collate and validate their aggregated agenda preferences for the national dialogue, which were formally submitted to the National Dialogue Commission: (1) political parties, (2) women politicians, (3) Ethiopian historians, (4) religious leaders, and (5) media.**

- **A comprehensive project plan was developed through systemic consultations and participatory processes with stakeholders for establishing a permanent entity to support the development of a Culture of Dialogue in Ethiopia. The vision is for a three-year project that will lead at to the establishment of a permanent national entity capable of and committed to promoting dialogue for resolving major national governance issues. The project is to be overseen by a consortium of initial partners, all of whom are significant stakeholders for changing the national culture of dialogue.**

A total of 215 officials, political and civil society leaders participated in the various events implemented this year, including 32% female participation. The post-event evaluations largely pointed to the need for more such events about dialogue for more leaders, including the governing party. Of particular interest was how dialogue concepts, principles and practices could be linked to longstanding and unresolved governance issues that are seminal to state building and nation building, and to reducing the fragility of the Ethiopian state.

The full CODE project, which is anticipated to begin implementation in early 2025, will deliver a range of activities to support the ongoing process of building a culture of dialogue. This will include providing certified dialogue training and establish communities of practice and leadership networks to enhance dialogue on major governance issues.

# STRENGTHENING FEDERAL GOVERNANCE TO SUPPORT PEACE & DEMOCRACY IN ETHIOPIA'S SOMALI REGION

November 2023 – September 2024



Since its inception, the Ethiopian federal system has been a source of contention throughout the country. The Somali region is Ethiopia's second largest by area and Somalis make up the third largest population group. As a relatively underdeveloped part of Ethiopia's "periphery," this mainly pastoralist region suffers from severe poverty, chronic drought and flooding, persistent migration crises, and numerous conflicts both internally and along its borders. The vision and detailed management of the federal system are salient in the Ethiopia Somali region, over issues like the place of Somalia/Somalis within the wider nation of Ethiopia, ownership of resources, rights of non-Somalis, the exercise of autonomy vis-a-vis the centre, sharing power and inclusive politics within the region, and relations with neighbours, including border issues.

This one-year project aims to strengthen capacity for federal governance that promotes sustainable peace, democracy and development in Ethiopia's Somali region, with a strategy that employs two pillars. The first entails deep and inclusive training-dialogue among 100 leaders from across the political and social spectrum in the Somali region on how federal governance is or could be relevant to their grievances, needs, and aspirations, and thereby contribute to peace and development.

The second pillar will comprise a pilot initiative on how to manage conflict sensitive issues through the federal practice of conflict sensitive intergovernmental relations. Once the intergovernmental policy issue is selected through consultations, a working group of state plus some federal and local officials will work with project experts to develop a "roadmap" for a conflict sensitive IGR framework for this policy issue. Stakeholders, including non-state actors, will be involved in developing, verifying and eventually implementing the road map, thereby demonstrating the effectiveness of open, inclusive and responsive, conflict-sensitive approaches to federal governance. This will result in a practical guideline for conflict sensitive IGR for the Somali region with applicability to other regions of Ethiopia.

At the end of this reporting period, initial consultations and other preparatory work was undertaken, paving the way for the main activity implementation in the first half of 2024/25.

# DELIBERATING THE FUTURE OF FEDERALISM IN ETHIOPIA

February 2023 – August 2023

It is widely understood that underlying the root causes and solutions to conflicts in Ethiopia are longstanding issues of the design and implementation of federalism in the country. While federalism is not a panacea, most of the conflicts manifest and coalesce around identity groups and their respective conflicts over power and resources – i.e., classic federal governance problems. This project therefore aimed to provide a systematic diagnosis of the “federalism problematique” in Ethiopia. In addition to various technical, constitutional, policy and institutional solutions to the conflicts over federalism, which are still not well understood among political elites, the project also recognized that getting leaders to productively discuss, develop, agree and fully commit to solutions must go beyond traditional knowledge-based training and traditional debates.

The project utilized a mix federal governance knowledge with various conflict resolution, dialogue and leadership methods and skills to comprehensively diagnose and build mutual understanding about the deepest underlying causes of conflicts and the barriers to consensus building. The project first developed the skills of expert-facilitators to design and lead the dialogue, which was then delivered to 100 influential actors in the politics of federalism in Ethiopia, including from political parties, media, academia and civil society. A discussion paper was produced detailing what the participants in the dialogue consider the key challenges for the future of federalism in Ethiopia.

## Impact

- 10 governance experts received training on dialogue process design, context analytical tools, and facilitation, and how these could be applied to the federalism debates in Ethiopia.
- A series of three two-day dialogue workshops were conducted with 100 political leaders.
- A final report - “Deliberating on Federalism in Ethiopia: Identifying Major Contentious Issues” - was published and widely disseminated. The report discusses results of the dialogues around:
  - Legitimacy of the state and federal system
  - Design of federalism in Ethiopia
  - Federal political culture
  - Practice of federalism
  - Federalism and conflict in Ethiopia
- The report also sets out suggested next steps to build on this dialogue and further the process of understanding and consensus about the future of federalism reform and implementation in Ethiopia.



## EMPOWERING WOMEN FOR LEADERSHIP ROLES IN THE MENA REGION

April 2016 – March 2024

In the three project countries (Tunisia, Morocco and Jordan), issues of gender inequalities, lack of inclusiveness in governance processes, and low participation and representation of women in leadership and decision-making roles persist.

The *Empowering Women for Leadership Roles in the MENA Region* project aims to address these issues by working to empower women and enhance inclusivity in governance. In focusing on inclusive governance and gender equality, the project contributes to more just societies where women are represented in influential decision-making processes.

In working to increase women's capacity to participate in leadership roles, the project has strengthened the skills of current and future leaders, which in turn has enabled them to influence gender equality policy and promote women's transformational leadership. This has been achieved through the building of advocacy skills to influence policies, raising gender equality awareness, and supporting partners in institutional reforms and strategy implementation.

Additionally, training sessions have been conducted to support women, particularly in electoral processes, and initiatives have been established to raise awareness of these issues among teenagers. The Forum has also trained key ministerial actors to align gender-sensitive budgets with climate change considerations. Beneficiaries of these initiatives include elected women, civil servants, council members, young leaders, civil society organizations, gender-equality allies, governmental institutions, and the general public.



### 2023-24 Context

In 2023-24 all three countries faced challenges and contextual changes. In Jordan, the project operated amidst preparations for the parliamentary elections. In this context, the project emphasized engagement with local-level decision-makers in Maan and Aqaba. Notable challenges included the need to address low female political participation, despite legislative reforms promoting gender equality. The project aimed to empower women for pivotal roles, focusing on gender-sensitive budgeting and enhancing political participation.

In Morocco, the government pledged to expand social protections and provide housing and financial support to needy families, thereby improving the living conditions of women and their children. In the context of a reform of the Family Code in 2022, accompanied by other measures including the creation of a National Committee and the adoption of the Government's strategic framework for equality, the project has continued to advance gender inclusive leadership initiatives.

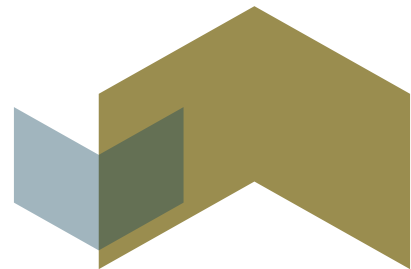
Throughout 2023-24, Tunisia faced numerous challenges which disproportionately affected women. The removal of provisions regarding gender parity in electoral law marked a notable regression in the progress toward gender equality, leading to reduced female participation in decision-making roles.





Deteriorating socio-economic conditions, characterized by rising unemployment, inflation, and entrenched cultural biases, further hindered women's effective engagement in governance. In addition to these challenges, all three countries have faced unprecedented environmental stressors attributed to climate change including droughts, water stress, and rising temperatures.

In response to these contextual conditions, in 2023-24 the Forum adopted a multidimensional approach to align its initiatives to each national context, aiming to mitigate the adverse effects of these challenges on women.



## KNOWLEDGE CREATION & MOBILIZATION

### JORDAN

In Jordan, project research has focused on gender-responsive smart cities, intermunicipal cooperation, climate action, and gender-sensitive budgeting, and various products, such as reports and best practice guidelines have been produced that provide stakeholders with actionable recommendations. This knowledge and subsequent dissemination has been instrumental in equipping local leaders, especially women, with the necessary skills and expertise to address these critical issues through the sharing of best practices and innovative approaches.

### MOROCCO

In 2023-24, the project shared with its partners various audiovisual content produced over the course of the project, including a short film and the explanatory capsules that promote equality and inclusive governance. The project partners disseminated this material to the general public in their respective regions during various awareness-raising activities.

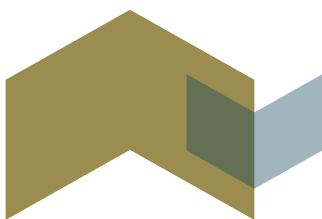
### TUNISIA

In 2023-24, several knowledge products were produced and posted on social media platforms including: a booklet summarizing year seven results of the project, an infographic detailing local election results, and a series of instructional videos, including four interview capsules on the alignment of gender and climate change in budgets.

### REGIONAL

A cross-project country research paper on positive masculinity was developed and disseminated. This paper examined how positive masculinity is both perceived and practiced in the three countries and focused on understanding cultural differences, identifying best practices, and promoting a better understanding of this process among stakeholders.

Additionally, A Mentorship Guide on female leadership, consolidating the experiences and learning from project mentorship activities over the past eight years was developed.







## CAPACITY ENHANCEMENT

### ***JORDAN***

In 2023-24, targeted training was provided to women council members, and election committee members in Jordan. ToT courses were also delivered to the heads of women empowerment units. This training aimed to enhance skills and knowledge in key areas such as inclusive governance, gender-sensitive budgeting, political engagement, gender-responsive electoral processes, addressing violence against women in elections, intermunicipal cooperation, gender-responsive cities, and urban policies. By focusing on these crucial areas, the training empowered women leaders to actively participate in local governance, navigate political systems, and advocate for sustainable practices within their communities, supporting women to assume leadership roles and tackle the diverse challenges faced by women in local communities.

### ***MOROCCO***

In 2023-24 women leaders participated in trainings on gender mainstreaming in public policies and gender-responsive budgeting. At the same time, young leaders were engaged in a mentoring program with influential women, and the 2nd edition of the TAMKINE Academy, which is aimed at strengthening the skills of young people to ensure their involvement in achieving inclusive governance. In addition, awareness-raising caravans were organized to promote awareness of gender issues. Support for gender focal points were established in the various

ministerial departments at the national and regional levels in order to strengthen their capacity to integrate gender perspectives into their policies and programs. Networking activities were also encouraged to foster the exchange of experiences and good practices among actors involved in the promotion of gender equality.

### ***TUNISIA***

To reinforce the capacities of female leaders, in 2023-24 the Forum organized training sessions with its partner organization, the League of Tunisian Women Voters (LET), to support 21 female candidates, of whom 9 secured positions in the 2023 local elections. Through the workshops, participants acquired leadership, communication and advocacy skills, and discovered their rights as candidates during the electoral process. Additionally, in recognizing the role of youth in fostering a sustainable shift in attitudes, the Forum organized two boot camps that empowered youth to actively contribute in their communities while addressing inequality and environmental issues. Furthermore, prompted by the success of its previous work in the area, the Forum's organized an initiation cycle with Ecole Nationale d'Administration (ENA) students, the future administrators of Tunisia. Participants emerged as catalysts for change within their respective circles and later assumed decision-making roles, significantly contributing to the promotion of equality.

## SUPPORTING POLICY IMPLEMENTATION

### JORDAN

The project played a pivotal role in implementing and facilitating stakeholder dialogues on governance, institutional design, and state-building issues. These dialogues have provided a platform for critical discussions by enabling stakeholders to navigate political processes and gain insight into environmental issues. The project provided technical assistance and skills development for managing intergovernmental and power-sharing conflicts, empowering participants to advocate for sustainable practices and navigate complex governance challenges effectively.

### MOROCCO

In 2023-2024, the project supported a range of policy implementation processes enhancing women's empowerment and equality in the country. Activities included:

- Providing technical assistance to the Department of Housing in the establishment of gender focal points in the regions.
- Capacity building of officials of the Ministry of National Planning, Urban Planning, Housing and Urban Policy, in the integration of gender in policies and budgets and of officials in charge of drawing up development plans and public policies at the national and territorial levels.
- Supporting CSOs to participate closely in the reform of the Family Code, thus strengthening their capacity to influence legislative changes and promote equal rights in society.
- Supporting Civil Society Organizations (CSOs) to integrate equality issues into their action plans, in particular the implementation of the project "Sustainable Women and Cities: Improving Access to Water and Resource Management" by the Figuig CSO in partnership with Cities Alliance.



### TUNISIA

In Tunisia project promoted the integration of gender and climate considerations in public policies to institutionalize inclusiveness. Activities were arranged with the Minister of Finance to train key actors within 14 ministries to adopt a gender-sensitive, climate-responsive approach within their budgets and programs. A TOT course was implemented to create a pool of trainers able to mentor peers in other ministries, and an action plan was elaborated and discussed with trainers and ministerial representatives to reinforce their capacity to develop similar plans. As a consequence, 10 ministries integrated gender equality and climate change considerations into their programs.

*"Participating in the project's training sessions has been*

## TESTIMONIALS

*transformative for me. It has significantly boosted my confidence, both personally and professionally. I now feel empowered to voice my opinions during decision-making processes and have expanded my network, connecting with other women leaders in my community. The knowledge gained has deepened my understanding of important topics, enabling me to become a more effective decision-maker in my role."* - **Aida Al Khattab, Council Member in Maan Municipality, Jordan**



*"By gaining a deeper understanding of the mechanisms for promoting gender equality, we become changemakers in the public service, helping to build a future where equality and justice prevail. Through the Forum of Federations, I gained a deeper understanding of the mechanisms and tools that can be put in place to promote gender equality in the public service. This knowledge will be extremely beneficial in my professional career and in my contribution to the advancement of gender equality in our Ministerial Department. In addition, the opportunity to share ideas, experiences and good practices with my fellow officials from various ministerial departments has been invaluable. This training has strengthened the bonds between us and created a community of professionals committed to promoting gender equality".* **Bouchra Benchekroun, Regional Directorate of Housing and Urban Policy – Souss Massa Region. Participant in the training session on gender mainstreaming in public policies organized from 5 to 7 September 2023 in Agadir, Morocco.**

*"I have a friend with whom I always discuss the socio-economic situation and possible ways to improve it. Our vision was limited to traditional concepts, but we have come to believe that gender equality and inclusive governance can play a crucial role in this regard."* – **Karim, ENA student, participant in the sensitization cycle on human rights**

## IMPACT IN NUMBERS

In **2023-24**, a total of **1,990** individuals were trained directly in the project, of which **1102** were mature women, and **569** of those women were young people and future women leaders. In total, 198 men were trained, of which **112** of them were young and future leaders.



# IMPACT STORIES

## JORDAN

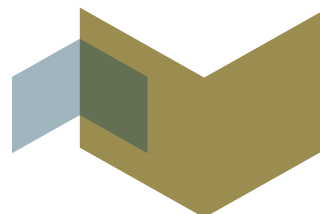
In the bustling town of Al Khalidieh, nestled in Mafrq Governorate in the northeast of Jordan, a remarkable success story began to take shape within the vibrant tapestry of community-driven initiatives and collaborative forums. It was during a pivotal dialogue session between women leaders and women in the rural community, organized by the project in 2019, that the stage was set for a tale of resilience, innovation, and leadership. Among the esteemed attendees was Thoria Al Khalidy, whose unwavering dedication to progress would soon come to define the trajectory of development in the region.

Amidst the gathering of passionate advocates and changemakers, Thoria Al Khalidy the governorate's council member and head of a local NGO, Women of Al Khalidieh Organization, emerged as a beacon of inspiration. Armed with a deep-seated commitment to her community, she seized the opportunity to share her vision for inclusive governance and sustainable development. Despite the myriad challenges facing her town, including limited resources and bureaucratic hurdles, she remained undeterred in her pursuit of meaningful change.

One of Thoria's key successes was a series of innovative projects aimed at addressing development projects in her agriculture-based town, such as compost development, agricultural sustainability, and climate action. Drawing upon her background in management and her extensive experience as a councillor, she outlined actionable strategies that garnered widespread support and enthusiasm from fellow participants. She also participated in the

Forum's Jordan mission to Morocco in November 2024 as part of the regional gathering of council members and youth climate champions, where she discussed her role in climate activities, such as natural-based compost development.

Having met the King during his two visits to Mafrq, most recently in April 2024, Thoria advocated for women's economic and developmental needs and roles for women in Mafrq, even during the difficult times of war, as Mafrq is a border governorate to Iraq and Syria. Her efforts were recognized by the King, who honored her as a women leader. Thoria aims to continue her projects like climate governance and upcycling.



*“Empowering women isn’t just about giving them a voice; it’s about creating platforms where their voices can be heard, and their ideas can shape the future.”*

– Thoria Al Khalidy

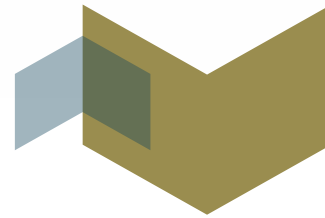
## TUNISIA

Saida Chkir, a project beneficiary from Ariana, Grand-Tunis, stood as a candidate for the Tunisian local elections of December 2023. Mme. Saida received preparation cycle training ahead of the election training from the Forum in partnership with the Ligue des Electricites Tunisiennes (LET).

Saida was elected in the first round of the elections, winning 58.54% of the total votes received by all candidates. She acknowledged the role of the Forum's training to enriching her knowledge and capacities in planning and managing an electoral campaign. Saida drew on the skills developed in the training sessions to elaborate a political message in the media and construct the speech she presented on national TV, and in her door-to-door canvassing that was critical to her success in the election.

Saida now uses the skills she acquired in the regional association to protect the environment and preserve the oceans, as well as in the national agency of environmental protection and the parks director, to lead work sessions, study environmental challenges, and present new ways to fight against water scarcity and propose solutions for the governorate of Ariana.

This success solidifies her role as a capable leader and sets an example for future generations. Her ability to inspire and mobilize others will undoubtedly lead to further advancements in environmental protection and community engagement, promising a more sustainable future.



*“ The LET and Forum team provided us with the appropriate training to overcome challenges and become leaders. Now I have a great ability to bring people together to serve the public interest and improve the current situation . ”*

*- Saida Chkir*



## SUPPORT FOR FEDERALISM AND INCLUSIVE GOVERNANCE

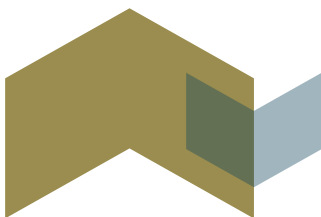
*September 2019 – January 2025*

The February 2021 military coup in Myanmar has significantly worsened the human rights situation in the country. The military and the State Administrative Council have been responsible for grave abuses, including extrajudicial killings, torture, and airstrikes targeting civilians. Human rights defenders, journalists, and independent media face arrest, harassment, and violence due to their work.

Despite this challenging environment, the project has identified key areas to support democratic progress. In 2023-24 programming activity focused on:

- **Gender-sensitive federal policies: Supporting democratic actors develop and implement policies that promote gender equality within a federal democratic framework.**
- **Women's political leadership and participation: Building and enhancing capacity of women leaders, providing technical assistance, and conducting sensitization programs to increase women's and youth's participation in democratic processes.**

While the Forum has continued its work to support pro-democracy actors and women's rights organizations which started a decade ago, security concerns necessitate omitting further details of program activity. This is imperative to protect colleagues and partners operating in a precarious environment. The Forum is committed to transparency, but in this instance, the safety of those involved takes priority.





## SUPPORT TO YOUTH PARTICIPATION AND LOCAL GOVERNANCE IN KHYBER PAKHTUNKHWA AND PUNJAB

September 2022 – September 2024

### Context

Democratic governance in Pakistan is an ongoing process, which must overcome many challenges. One of these challenges is ensuring public participation, as the meaningful engagement and cooperation between citizens and local governance bodies is crucial in the efficacy and implementation of inclusive and effective governance processes. Following the 18th Amendment to the Constitution in 2010, certain administrative powers and legislative responsibilities were devolved from the center to provincial governments who were additionally required to oversee the creation of local government systems within their territories. Despite this initiative, Pakistan continues to experience a democratic deficit concerning citizen participation in and awareness of government initiatives and developments, partially owing to a lack of existing knowledge about the potential of federalism, entry points in decision making processes, and elite capture.

The *Support to Youth Participation and Local Governance in Khyber Pakhtunkhwa and Punjab* aims to strengthen democratic local level governance in Khyber Pakhtunkhwa (KP) and Punjab through improving and enhancing the participation of youth in public policy decision making at the local level.

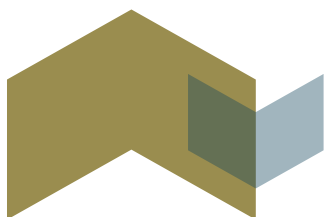
### Youth in Local Governance Network (YoLoGo)

A major component of the program is the development of a Youth in Local Governance Network (YoLoGo), which is designed to strengthen the voice of youth in local government.

As an exclusively youth focused group that works on local governance issues towards youth-led community and development goals in partnership with local governments YoLoGo aims to raise awareness of the role and value of local government among young people, and demonstrate how the challenges faced by young people can be addressed by working in partnership with local governments. In doing so, YoLoGo fulfills several functions:

1. **Capacity Building** enhancing the knowledge and skills of youth to increase their ability to actively engage in local governance processes, emphasizing a behavioral approach to making a tangible positive impact in their communities.
2. **Opportunity Creation** creating opportunities for youth to meaningfully participate in local governance, encouraging their involvement and interest in decision-making processes and community development.
3. **Motivation Improvement** inspiring youth participants to become agents of positive change in their communities through participation in local governance.
4. **Global and Local Youth Networking** enabling young people to network, collaborate, share insights, and collectively address challenges through involvement in local governance.

Ultimately YoLoGo all work together to raise the profile of the impact that Local Governments have in the everyday lives of citizens and communities – driving youth engaged in this key area of multilevel and local governance.



# IMPACT

In 2023-24 the foundational work was undertaken to establish the YoLoGo network and necessary relationships with local government in KP and Punjab. The project further created and began implementation of three initiatives:

- **Reclaiming Public Spaces:** working with local governments to clean, renovate, and restore public parks and other spaces to reclaim these spaces for youth and the wider community.
- **Youth in Climate Action:** working with local governments to undertake campaigns to educate public on climate and take action through activities such as tree planting, recycling and waste disposal.
- **Photo Voice:** using photo exhibition as a medium to educate and depict the work of local governments and YoLoGo advocacy in collaborative community engagements.

Through the YoLoGo Network, the program also organized several awareness raising events focused on enhancing the role that local government plays in everyday lives, focusing on:

- Women's rights, representation and local government: supporting entry points for women to raise their concerns at women specific 'town hall' events.
- Climate action for youth in local government: cleaning, recycling and tree planting campaigns.
- Reclaiming public spaces: working with local governments to reclaim and renovate public spaces, such as sports fields and other community spaces, so that all citizens can safely come together in a shared public areas.

## Impact in Numbers

In 2023-24 the program held a total of 9 Awareness Raising Events and 10 Capacity Building events. To date, 613 youth have participated in these events with 298 women and 315 men.



# IMPACT STORY

## Reclaiming Public Spaces – Sports Event – Building Community Awareness and Empowering Youth in Local Governance

As part of the reclaiming of public spaces component, through the YoLoGo Network, the program transformed Peshawar University Town Club squash court. A substantial renovation was carried out with local government collaboration, paving the way for the relaunch of the squash court and surrounding space as a shared community space.

The opening ceremony included esteemed guests and sporting stars; Secretary Dawood Khan and Special Secretary Muhammad Asif from the Local Government, Elections and Rural Development Department (LGE&RDD), alongside legendary squash star Qamar Zaman, who kicked off the event with a ribbon-cutting ceremony followed by a match between the Zaman and the Secretary.

Aiming to foster community engagement and sustainable development through sports, simultaneous matches were held for squash, badminton, and table tennis, adding to the excitement and supporting inclusivity by arranging a badminton match between girls and boys. With 93 participants, including 40 women and 53 men, the event supported breaking barriers and building inclusivity.

Secretary LGE&RDD, Mr. Dawood Khan, was thrilled at the endeavour and expressed his thanks to all for arranging the event. He stated that these kinds of events not only promote female participation, but also empower youth to engage with the local government and understand its mandate.

The event concluded with Mr. Qamar Zaman's speech, who emphasized the impact of sports on youth stating, that it extends far beyond the field, fostering teamwork, discipline, and a lifelong love for healthy living.



# PUBLICATIONS AND DIGITAL



This year, the Forum continued to mobilize comparative knowledge on key multilevel governance issues through a variety of knowledge products and publications. In a highly productive year, three open access comparative volumes on the topics of climate change, fiscal federalism, and local governance were published, the culmination of multi-year Forum research projects on these critical subjects.

Alongside these comprehensive books, the Forum continued to publish its short form papers this year, including policy papers, conference reports, and the ongoing Occasional Paper series.

The Forum's digital offering expanded further this year, with a range of new videos, blogs and podcasts published on our digital platforms. As a key element of the Forum's knowledge mobilization and public engagement activities, this content aims to provide accessible and relevant information to anyone with an interest in multilevel governance and public policy issues – from senior practitioners, to researchers, civil society leaders and more.



## BOOKS

### Climate Governance And Federalism – A Forum Of Federations Comparative Policy Analysis

**Edited by: Alan Fenna, Sébastien Jodoin & Joana Setzer**

This volume brings together leading experts to explore whether federal or decentralised systems help or hinder efforts to mitigate and adapt to climate change. It reviews the opportunities and challenges federalism offers for the development and implementation of climate mitigation and adaption policies and identifies the conditions that influence the outcomes of climate governance. Including in-depth case studies of fourteen different jurisdictions, this is an essential resource for academics, policymakers, and practitioners interested in climate governance and the best practices for enhancing climate action.

Open Access: <https://www.cambridge.org/core/books/climate-governance-and-federalism/57B23C6D794567611EF5C4813DE683F4>



### The Forum of Federations Handbook of Fiscal Federalism

**Edited by: Jean-François Tremblay**

This open access handbook compares fiscal federalism arrangements in eleven federal/ decentralized countries. Each chapter examines an individual country, laying out its constitutional design as relates to fiscal powers and the division of those powers between levels of government. Specifically, the analyses consider powers of taxation, spending, regulation, and more. Focusing on Australia, Brazil, Canada, Ethiopia, Germany, India, Italy, South Africa, Spain, Switzerland, and the United States, the contributors provide a fascinating account of how federal countries are confronting the traditional challenges of conflicts over division of fiscal powers while also coping with the ongoing challenges of globalization and citizen empowerment that arise from the information revolution.

Open Access: <https://link.springer.com/book/10.1007/978-3-030-97258-5>



## The Forum of Federations Handbook on Local Government in Federal Systems

**Edited by: Nico Steytler**

As the order of government closest to the people, local governments have historically played, and continue to play, a significant role in systems of governance. Local government is an essential component of any democratic society, providing critical services, representation, and accountability to its citizens. By working with other orders of government, local governments can help create thriving, vibrant communities that benefit everyone.

This volume, seeks to continue the work of the Forum of Federations on local government in building on past scholarship and offering key insights that will be of use to both academics and practitioners. Bringing together authors from across the globe, it seeks to broaden and update current understandings around local government issues within 16 federal or federal-type countries.

Open Access: <https://link.springer.com/book/10.1007/978-3-031-41283-7>



## OCCASIONAL PAPERS (OP)

### Strategic and Federative Strategies in Mexico: Coordinated Public Policy in Welfare, Education and Health - Number 68

**Authored by: Joel Mendoza Gomez & Joel Mendoza Ruiz**

The goal of this work is to analyze the Mexican coordinated public policies in welfare, education,

and health. Through the modelling of the general content of the coordinated public policies and the allowed discretion of subnational governments to shape policies in decentralized, centralized and subsidy programs, as well an assessment of the influence of contemporary programs of subnational governments, the analysis aims to explain the strategic and federative tendencies existent in Mexico.



<https://forumfedorg.b-cdn.net/wp-content/uploads/2023/06/OPS-67-Federative-strategies-Mexico-ENG.pdf>

## POLICY PAPERS .....

### The Challenge of Federalism for Canadian Climate Policy

**Authored by: Kathryn Harrison**

Federalism is a complex institution that offers both advantages and disadvantages for climate policy (Fenna, Jodoin and Setzer 2023). On the one hand, it creates opportunities for policy innovation and learning; potential for one order of government to act when the other has not; and opportunities for provinces or states to devise policies tailored to their unique economic or environmental circumstances and citizen preferences. On the other hand, overlapping jurisdiction can yield intergovernmental conflict and, at the limit, a “joint decision trap” in which policymaking grinds to a halt (Sharpf 1988). Left to their own devices, provinces may show little concern about pollutants like greenhouse gases that flow beyond their borders, and may be reluctant to regulate pollution as they engage in competition for investment and jobs. Which of these dynamics prevails depends on the politics of climate policy at a given place and time, and the division of powers in a particular federation.



<https://forumfedorg.b-cdn.net/wp-content/uploads/2023/07/1-The-Challenge-of-Federalism-for-Canadian-Climate-Policy-26june023-2.pdf>

## CONFERENCE REPORTS .....

### Deliberating on Federalism in Ethiopia – Identifying Major Contentious Issues

This report is the outcome of a series of dialogue workshops held in Bishoftu City from July 14–28, 2023, under the theme ‘Deliberating Federalism in Ethiopia’. This series of two-day workshops were attended by a total of ninety carefully selected participants from across Ethiopia, representing federal and regional governments, political parties, civil society organizations, academicians, influential public figures, and governance experts and practitioners. They represented different parts of the country and different viewpoints on the past, current and future of federalism in Ethiopia.

The objective of the workshop series was to run an open, inclusive and genuine dialogue on Ethiopia’s federal system, identify key contentious issues, and suggest ways in which the nation could better work together to resolve the impasses.

<https://forumfedorg.b-cdn.net/wp-content/uploads/2023/10/Workshop-Report- OTI project final.pdf>



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## MULTIMEDIA .....



In 2023-24 ForumFedCast continued as an accessible and engaging source of knowledge, discussion, and analysis on the key issues of federal and multilevel governance. The podcast provides a venue to mobilize comparative

knowledge on pertinent public policy questions and discuss the implications for practice with world-leading experts from the Forum network. This year, the Forum published a podcast mini-series focusing on how federations are tackling climate change, and the challenge and opportunities of federal structures in mitigation and adaptation. Additionally, the Forum published the first episode in a two-part mini-series on language policy in federations, drawing on the Forum's thematic research in this area. The concluding part of which will be published in 2024-25.

### EPISODE 9.1

#### Climate Change and Federalism Part 1: Getting Hot in Here!

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### EPISODE 9.2

#### Climate Change and Federalism Part 2: Governance Going Green?

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### EPISODE 10.1

#### Language Policy and Federalism Part 1: Tongue-Tied or Speaking My Language?



### Forum Blog

This year the Forum blog remained a vibrant platform for content tackling contemporaneous global issues through the lens of federal and multilevel governance. In October-November 2023, a special blog series on digitalization of public administration in federal countries was published. Written by aspiring young scholars who attended the digitization of public administration author's workshop in April 2023, these pieces reflect some of key issues and questions raised at the workshop. The other pieces published on the blog in 2023-24 analysed the opportunities and challenges of a federal governance system in Lebanon, and the effects of the India's federal governance structure on the caste system in the country.

### Website and Social Media

The Forum blog page is a compilation of blog posts written by students and experts that reflect on current affairs within the context of federalism. Written as digestible snapshots in time, these contributions are considered personal views as opposed to comparative research. This page generates a higher amount of organic traffic that was originally expected.





# ANNUAL REPORT



**Forum of Federations**

The Global Network on Federalism and Devolved Governance

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