



Forum of Federations

The Global Network on Federalism and Devolved Governance

Empowered Women Empower Women

Thank you for

ANNUAL REPORT

2022-2023



ACRONYMS

BARMM: BANGSAMORO AUTONOMOUS REGION OF MUSLIM MINDANAO (PHILIPPINES)

BOL: BANGSAMORO ORGANIC LAW

BSDB: BANGSAMORO SUSTAINABLE DEVELOPMENT BOARD

BTA: BANGSAMORO TRANSITION AUTHORITY

COVID-19: CORONAVIRUS DISEASE 2019

CREDIF: CENTER FOR RESEARCH, STUDIES, DOCUMENTATION AND INFORMATION ON WOMEN

CSO: CIVIL SOCIETY ORGANIZATION

DE: DESTINY ETHIOPIA

EMA: ETHIOPIAN MEDIA AUTHORITY

GAC: GLOBAL AFFAIRS CANADA

GE: GENDER EQUALITY

HOF: HOUSE OF FEDERATION (ETHIOPIA'S SECOND CHAMBER OF LEGISLATURE)

IGR : INTERGOVERNMENTAL RELATIONS

JNCW: THE JORDANIAN NATIONAL COMMISSION FOR WOMEN

LEGITIMULT: LEGITIMATE CRISIS MANAGEMENT AND MULTILEVEL GOVERNANCE

MENA: MIDDLE EAST AND NORTH AFRICA

GOPH: THE NATIONAL GOVERNMENT OF PHILIPPINES

OAS: ORGANIZATION OF AMERICAN STATES

ORA: OPEN RESEARCH AREA

OTI: OFFICE OF TRANSITION INITIATIVES

TSP: TRANSFORMATIONAL SCENARIO PLANNING (ETHIOPIA)

USAID: U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

WCM: WOMEN CONSTITUTION-MAKERS

WRO: WOMEN'S RIGHTS ORGANIZATION



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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MESSAGE FROM THE FORUM



Hans Altherr
Chairman



Rupak Chattopadhyay
President and CEO

What an exciting year for the Forum! In a bittersweet moment, the Forum's longstanding chairman, Georg Milbradt, retired. We are eternally grateful for the work, dedication, and expertise he provided to the Forum for over a decade. The Forum's Finance Committee chair and Swiss representative, Hans Altherr, became the new chairman where he continues to bring his many talents and experiences to bear for the Forum.

On the heels of the COVID-19 pandemic, federal governments examined how institutions govern through crises and assessed how they can re-adjust to a changed world. The Forum also seized upon this challenging time as an opportunity to track, observe, and present lessons learned in federal and devolved countries.

The end of the pandemic also coincided with the end of the Forum's 5-year strategic plan. The Forum spent this year developing a new plan that strengthens our mission, improves our work, and sharpens how we present the results we have achieved.

At the core of this new plan is a rebranding strategy to enhance how we communicate the work the Forum already accomplishes. Through this, the Forum aims to emphasize the twin pillars of 'Think and Do' that are at the heart of its work.

Notable achievements in communications in 2022-23 include launching the Forum's LinkedIn page and hitting new records for downloaded content from the Forum's largest Open Access database. This year, practitioners downloaded material from the Forum library over 50,000 times.

The Forum's programming in new and emerging federations continued while, at the same time, efforts were being made to expand to additional regions.

In Ethiopia, the Forum program titled "Strengthening Federal Governance and Pluralism in Ethiopia" continued to train leaders and provide solutions for Ethiopia through federalism. The Forum also expanded work in Ethiopia with programming to help support the National Dialogue Commission on these issues and to facilitate federal election support.

Despite the unstable and unpredictable situation in Myanmar, the Forum continues to operate in the country in support of democratic actors. The MENA project covering Jordan, Morocco, and Tunisia is preparing to conclude a 7-year-long program of success, and this program recently published a volume called "Transformation of Women's Leadership," outlining much of the positive work that has been undertaken.

On the policy side, the Forum and its partners spent much time this year on fragility, peacebuilding, and climate change. These issues are all linked, and harvesting knowledge and best practices on how to tackle these issues is essential. Our programs directly address the multilevel governance priorities of all Forum partner countries, from gender, to fiscal federalism, to intergovernmental relations. The team organized 13 events and produced 20 new knowledge products. Among the knowledge products released was a [*Special Occasional Paper Series on Language Policy in Federal and Devolved Countries*](#) that provided a country-specific look at language policy in 11 countries.

We again thank all our partner governments for standing by the Forum of Federations during the pandemic. We would also like to thank the resilient Forum staff worldwide for their dedication and perseverance through these trying times as we exited the pandemic.

THE FORUM WOULD LIKE TO THANK THE FOLLOWING 10 PARTNER COUNTRIES FOR THEIR SUPPORT



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THE FORUM WOULD ALSO LIKE TO THANK THE FOLLOWING FUNDERS



Brazil:
Presidency of the Republic



European Union:
European Development Fund



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

**Swiss Agency for Development
and Cooperation SDC**



Global Affairs
Canada
Affaires mondiales
Canada

Canada:
Global Affairs Canada



Federal Ministry
of the Interior, Building
and Community

Germany:
Federal Ministry of the Interior,
Building and Community



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



MINISTRY OF
FOREIGN AFFAIRS
Danida

Denmark:
Ministry of Foreign Affairs



Netherlands:
Ministry for Trade and Development
Cooperation



Department
for International
Development

United Kingdom
Department for International
Development



Ethiopia:
House of Federation



UN Women



Forum of Federations

The Global Network on Federalism and Devolved Governance

BOARD OF DIRECTORS

Georg Milbradt

Chairman

Former Minister-President, Free State of Saxony, Germany

Retired in this period

Hans Altherr

Chairman

Former President of the Senate of Switzerland

Appointed June 2022

Salma Siddiqui

Vice-Chair

Entrepreneur and Community Activist, Canada

Christian Paradis

Former Minister of International Development, Canada

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Chairman House of Representatives Committee on
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Miguel Griesbach De Pereira Franco

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Republic, Brazil

Retired in this Period

Murilo Vieira Komniski

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- Kamila Kolodziejczyk
- Camila Gutierrez



► WHO WE ARE AND WHAT WE DO

WHO WE ARE

The Forum is as 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/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.



THE FORUM IN ACTION

The work of the Forum in 2022-2023 has:

- Developed and mobilized cutting-edge comparative knowledge on key thematic issues of federal and multilevel governance, including: COVID-19 and federalism; digitalization of public administration in federal countries; language policy and federalism; climate change and federalism; and the nexus between peace, conflict and federalism.
- Enhanced the capacity of agents of change in Ethiopia, Morocco, Tunisia, Jordan, the Philippines and Pakistan to understand, participate in and shape federal governance development and reform processes.
- Provided invaluable comparative international expertise to support governance implementation processes, including the National Dialogue Commission in Ethiopia, the National Strategy for Women 2020-2025 in Jordan, and the transition to a decentralized regional government in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM).
- Supported advancing gender equality, women's leadership and youth participation in governance through training and awareness-raising activities in Tunisia, Morocco, Jordan, Myanmar and Pakistan.
- Increased access to practical comparative knowledge on federal and multilevel governance by developing a range of new knowledge products in the Forum federalism library.

► POLICY PROGRAMS



POLICY PROGRAMS 2022-23

Forum Policy Programs aim to help people understand how different levels of government work together in countries with federal, decentralized, or devolved systems. They focus on various topics and sectors to help find solutions for governance problems. These programs encourage the development and mobilization of knowledge and their findings are used to inform the Forum's Development Assistance Programs. In 2022-23, the Forum held numerous activities and produced a wide range of knowledge products as part of its Policy Programs.

**23 activities
implemented**

**13 partners involved,
of which 3 were new partner
organizations**

**818 direct beneficiaries
of Policy Program
activities**

The primary beneficiaries of policy program activities in 2022-23 were government officials, parliamentarians, civil society organizations (CSOs), academic experts, and students. Approximately 818 stakeholders benefited from Policy Program activities this year.

21 new knowledge products created

The Forum and its partners created 21 new knowledge products in 2022-23, of which 10 were papers and 11 were other products, including a practical guide to women's role in peacebuilding in the Americas, a video class on the functioning of multilevel governance during COVID-19 pandemic, and a series of blogs on contemporary issues of federalism and multilevel governance. In addition, many of the Forum's Policy Program activities were streamed live online, including some that were streamed in different languages, with recordings of the events subsequently made available for later viewing on YouTube.

The Forum's Policy Programs are grouped into three thematic categories:

- Governance and Service Delivery
- Environment
- Constitutional Issues, Diversity and Inclusion



GOVERNANCE AND SERVICE DELIVERY

COVID-19 and Federalism/Federalism and Emergencies

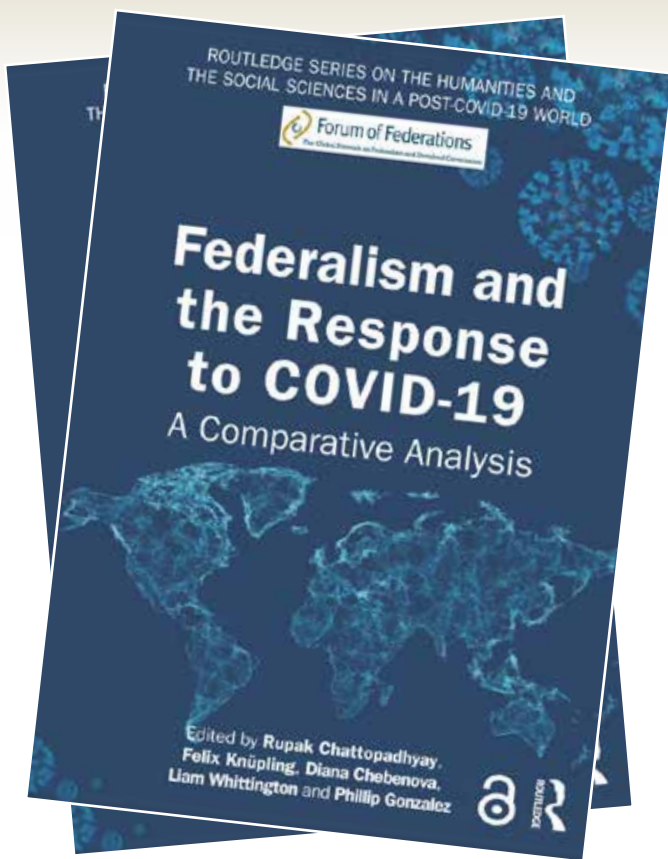
For much of the last few years, the Forum has focused on disseminating knowledge on responding to the COVID-19 pandemic in federal countries. In 2022-2023, the findings of the Forum's research project on the topic, published in *Federalism and Response to COVID-19 – A Comparative Analysis* (2021) - have been communicated through a wide range of products and activities:

- a. For Brazilian audiences, a webinar was organized by the Getulio Vargas Foundation of Brazil, on 27 May 2022. In conjunction with this virtual event, the Foundation published a special issue on the COVID-19 pandemic in the *Cadernos Gestão Pública e Cidadania* (Journal of Public Management and Citizenship).
- b. For the academic community, a roundtable discussion entitled "Federalism and the Response to COVID-19", was organized at the 2022 American Political Science Association conference in Montreal. An engaged audience of academics, students, and researchers attended the event.
- c. For the broader public, the Forum produced a video training module discussing how multilevel governance functioned throughout the COVID-19 pandemic. This video forms part of the training course "Post-pandemic collaborative governance: Strategies and lessons learned for the Global South," developed and implemented by Colabora.Lat, a research initiative of an Argentine think tank Asuntos del Sur. Beneficiaries of the course included government officials, practitioners, and academics. This training module is a new product for the Forum—conceived and produced for the first time in 2022-23.

The Forum is also a partner in the "Legitimate Crisis Management and Multilevel Governance," (LEGITIMULT) project which brings together a large consortium of European research institutions, led by EURAC Research and the Institute of Federalism in Fribourg. The three-year initiative is funded by the European Union with the goal of developing a model of legitimate crisis governance. The Forum is involved in three aspects of the project: translating the results from project to practice, disseminating and communicating data and findings, and managing and coordinating the project.

Digitalization of Public Administration in Federations

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. The project aims to answer a diverse range of important questions, such as: Is federalism an obstacle or a driver of digitalization? Does digitalization lead to centralization? What strategies are being adopted to tackle the challenges of implementing digital policies in multi-level systems? Casting a wide net, the project examines the experiences of 10 countries: Australia, Austria, Brazil, Canada, Germany, India, Mexico, Spain, Switzerland, and the United States. In 2022-23 the project partners developed a template for the comparative volume *The Digitalization of Administration in Federal Systems* and worked on the preparation for the authors conference early in the next financial year.



A variety of research initiatives have been undertaken recently to map out the state of subnational governance institutions, such as the Varieties of Democracy, the De/Centralisation Dataset, or the Local Autonomy Index. The lead researchers came together in this webinar to present their various efforts to capture the state of subnational governance institutions worldwide.

Fiscal Federalism

The manuscript for the *Forum of Federations Handbook of Fiscal Federalism* was completed. The purpose of the book is to examine the range of fiscal institutions used in 11 different federal or federal-type countries, consider their rationale and effectiveness, and explore their interrelationship with federalism. To that end, the book covers the experiences of Australia, Brazil, Canada, Ethiopia, Germany, India, Italy, South Africa, Spain, Switzerland, and the United States.

Intergovernmental Relations/Cooperative Federalism

The Forum participated in the “India Governance Forum: Cooperative Federalism” held virtually on 14 May, 2022. This important dialogue was hosted by the SKOCH Group, a civil society organization that, since 1997, has been India’s leading think tank dealing with socio-economic issues with a focus on inclusive growth. The webinar examined the larger picture of the Indian federation, driving home the need for and significance of reinforcing and strengthening the “cooperative” element in India’s federal structure as the key factor in formulating the fiscal relationship between the central government and states in the Indian economy. The discussion also covered digitalization trends in order to better understand how they will affect services in India.

Local Governments and Metropolitan Regions

The Forum worked on completing the manuscript for the comparative volume *The Forum of Federations Handbook on Local Government in Federal Systems* that will be published with Palgrave Macmillan in 2023. The 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.

As part of its global webinar series on “Elevating the Decentralization Debate,” which seeks to bring together scholars and practitioners on issues related to decentralization, multilevel governance, and localized development, the Local Public Sector Alliance, the Forum, DeLOG and other global partners held the first webinar discussion titled “Local Governance Indicators: The Global State of Knowledge,” on 12 October, 2022.



ENVIRONMENT

Climate Change and Federal Governance

The Forum finalized the manuscript for the comparative volume [*Climate Change Governance and Federalism: A Forum of Federations Comparative Policy Analysis*](#) for its publication later in 2023 by Cambridge University Press. 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. The Climate Change program was funded by the Government of Quebec and will lead to major work in the coming years.

CONSTITUTIONAL ISSUES, DIVERSITY AND INCLUSION

Gender Equality

Based on its seminal study [*Gender Equality and Federalism – Opportunities and Challenges in Multilevel Governance*](#), the Forum continued working with partner institutions to sensitize decision makers and academics about the challenges and opportunities provided by federal systems of governance when addressing gender gaps and enhancing gender equality. These efforts included the following activities:

- a. In collaboration with the EURAC Research Institute for Comparative Federalism and Governance, the Forum organized a roundtable on the theme “Gender Equality and Federalism.” This roundtable explored the dynamics of federal governance and gender equality generally and in the specific context of constitutional/legal frameworks, seeking to better understand how these structures work in practice regarding their capacity to advance or inhibit gender equality initiatives. The roundtable took place on 9 February, 2023, in Innsbruck, Austria.
- b. The Forum also shared the experiences and lessons learned from its 7-year women leadership program in the MENA region at the 4th Women Constitution-Makers’ (WCM) dialogue in The Hague, organized by International IDEA, on 27-28 October, 2022. WCM was established in 2019 as a platform for women engaged in current and past constitution-building and peace processes to share their experiences participating in, influencing, designing, and negotiating in this arena.

Language Policy and Federal/Decentralized Governance

This research project focuses on public administration of language policy in federal countries and consists of a series of 11 papers written by country-specific subject matter experts, plus an overview paper with general observations and lessons learned. The Forum implemented this project with support of the University of Ottawa, Jawaharlal Nehru University, Manuel Giménez Abad Foundation, and EURAC Research.

The Forum and its partners organized two workshops with the aim of discussing and disseminating the project research findings. One workshop was held to discuss the Canadian case. Another workshop – held in a hybrid format on 9 November 2022, in Zaragoza, Spain and co-organized with the Manuel Giménez Abad Foundation – covered language policies of Belgium, Italy and Spain.



Peace Building, Conflict and Federalism

A. Peacebuilding Mediation and Negotiation

In 2022-23, the Forum continued to collaborate with the Organization of American States' (OAS) Department for the Promotion of Peace and Coordination with Subnational Governments, and the University of Kent to implement two key activities:

- On 28-29 April, 2022, the partners held the second annual Café Diplomático peacebuilding negotiation and mediation training workshop for 40 diplomats from OAS member states. This year, the workshop focused on the role of women in peacebuilding in the Americas. The important discussions and engagements fostered by this workshop helped enhance the capacity of participants to utilize mediation and negotiation principles and techniques in support of peace processes.
- To capture and mobilize the knowledge from the April workshop, the Forum and its partners produced [A Guide to Strengthen the Role of Peacebuilding in the Americas – Developing Practical Negotiation Skills and Mediation Networks in the Americas](#). The Guide was launched in a webinar held on 18 October, 2022. During this webinar, a panel of prominent speakers addressed the important benefits that the participation of women has for creating and sustaining peace, as well as the potential value that the creation of an inter-American women mediators' network could have for peacebuilding throughout the hemisphere.

The Forum is also a partner in the INCLUSIVEPEACE Project supported by an Open Research Area (ORA) grant. This project aims to explore the role and impact of the inclusion of citizens' preferences in the peacebuilding processes. The Forum supports the mobilization and dissemination of the knowledge gathered through the project. In 2022-23, the Forum participated in the project's kick off workshop, which was held on 13-14 October, 2022, at Queens University in Kingston, Ontario.

B. Federalism and State Fragility

The Forum engaged experts to undertake research on the Nexus Between State Fragility and Federalism. As part of this effort, the Forum has sought to identify existing gaps in the literature and areas for potential contribution. More broadly, this project explores the relationships that exist between state fragility and federalism, the role of democracy and inclusivity in these contexts, and successes and failures of federal transitions through case studies. The goal of this work is to produce usable knowledge to support practitioners in fragile states that are federal, quasi-federal, or considering federalism.



► DEVELOPMENT ASSISTANCE PROGRAMS



Strengthening Federal Governance and Pluralism in Ethiopia

2023 was the final year of the five-and-a-half-year project titled Strengthening Federal Governance and Pluralism in Ethiopia, funded by Global Affairs Canada (GAC). The program entailed various efforts to strengthen: (1) inter governmental relations (IGR), (2) fiscal federalism, and (3) constitutional awareness. Gender equality was prioritized throughout all activities, outputs, and in all final outcomes. The program was implemented in a time of significant turbulence and instability, and helped illuminate how the conflict has been both a symptom and cause of underlying disputes over the federal system.

Highlights over the life of the project include helping to usher in a new legal framework for IGR in the country, working toward greater understanding of the complexity of federalism debates among leaders across the political spectrum, building capacity and systems for transparency and oversight of fiscal relations, and mainstreaming gender equality in various dimensions of constitutional rights and adjudication.

In 2022-23 more than 250 youth leaders from across the country were trained to facilitate dialogue on governance issues, which they will apply to their home communities and organizations.

In 2022-23 the Forum completed a Gender Audit with the House of Federation. The participatory audit and subsequent action plan deal with findings and recommendations impacting gender equality in the functioning of the Secretariat as well as the constitutional mandates of the House itself, such as representation of women members in the powerful Standing Committees.

Deliberating the Future of Federalism in Ethiopia

This six-month project, which began in 2022-23, is being implemented in collaboration with the Centre for Federalism & Governance Studies at Addis Ababa University. It is funded by the Office of Transition Initiatives (OTI), a branch of USAID. Formally launched in March 2023, the project will produce two outputs by late-2023: (i) a summary of views on Ethiopia's federal governance

challenges, and (ii) recommendations on how to deepen understanding and consensus on federalism in Ethiopia in the short- and long-terms. The project will introduce new techniques to these longstanding and frozen debates, such as conflict analysis and facilitation methods, to frame issues more constructively and inclusively, from the perspectives of practitioners. It will also highlight the barriers to agreement and consensus in Ethiopia that need to be addressed to support the long-term success of federalism. The role of the federal experts will be to explain the options and experiences within the practice and theory of federalism as they may help find solutions.

Support to National Dialogue Commission (Phase 1 and 2)

The Forum implemented two short-term projects with its partner Destiny Ethiopia (DE) through funding from Irish Aid, spanning early-2022 to mid-2023. This partnership stems from the ground-breaking dialogue work on Transformational Scenario Planning (TSP) in 2019-2020 that produced the report, *Destiny Ethiopia: Four Scenarios of Possible Futures*. This process and its follow-up activities were direct precursors to the Ethiopia National Dialogue Commission that was announced by the government in late-2021. In 2022-23 the Forum and Destiny collaborated in strengthening the capacity of key stakeholder groups, many of whom are underserved, to prepare them to effectively participate in the upcoming National Dialogue. The project also provided on-demand, responsive advisory services to the Commission in their preparation for future national dialogues. The project trained organizations representing youth and persons with disabilities on constructive dialogue. This was followed up by trainer-of-trainers for these organizations so that trainees can widen the project's reach to their membership.

Significant work was also undertaken in the media sector. Due to heightened and dangerous tensions between various groups in Ethiopian society, including religious groups, stakeholders including the Ethiopian Media Authority (EMA) requested assistance in finding solutions for the unregulated media sector. As a response, the project undertook a variety of efforts, including facilitating a series of training and confidence-building activities that led to the stakeholders co-developing and adopting

Conflict Sensitive Reporting Guidelines. These are aimed at promoting freedom of speech and self-regulation while at the same time recognizing the responsibility of media to not promote conflict and polarization.

The Impact of Project's Interventions to Strengthen IGR in Ethiopia

Gaps in Ethiopia's practice of intergovernmental relations (IGR) contributed to conflicts between the federal and state governments as well as different segments of this diverse society. Intergovernmental relations lacked understanding and commitment, and there remained a void in terms of legal and institutional frameworks to guide actors. Political leaders and their constituents often had different interpretations of how the federal system should work, and actions perceived as being top-down led to distrust and deepening grievances. These factors contributed considerably to the protests and conflicts that have defined much of Ethiopia's recent political history, including the tenure of Prime Minister Abiy.

Responding to this IGR deficit, the project interventions worked, in a very difficult context, toward establishing



basic tenants of a gender-sensitive, law-based approach to IGR. This work included co-producing Ethiopia-specific guidelines for practitioners on how to develop IGR approaches for conflict-sensitive sectors or issues, and building capacity among federal and state officials, as well as some non-state actors, to better understand the role of IGR as a core part of making the federal system work for managing conflicts and development needs.

"More effective IGR are fundamental to rectifying the challenges and weaknesses witnessed in the implementation

of the federal system, and the new IGR law serves as a key steppingstone for institutionalizing the IGR needed to manage our complex needs." – Hon. Agegnehu Teshager, Speaker of the House of Federation (2023)

Working closely with the House of Federation (which is made up of State government leaders) and the federal Ministry



of Peace, the Forum took a highly consultative approach that aimed at building trust and confidence as much as technical know-how. Belay Wedisha, Deputy Secretary General at the HOF who served as a member of the project's IGR Working Group representing the Benishangul Gumuz Region, noted that: *"The strong opposition toward formal IGR has faded away and is now largely a thing of the past, as the benefits of such arrangements have become increasingly apparent thanks to our work. In fact, many stakeholders are now actively advocating for more comprehensive and inclusive IGR frameworks that can effectively address the complex challenges facing Ethiopia's diverse regions and peoples.... Several IGR forums are currently being established based on the new law."* This bodes well for the development of necessary foundations for further strengthening of IGR and the federal system generally.

The Impact of Federalism Leadership Dialogue

The innovative Federalism Leadership Dialogue initiative was originally included to add some more inclusive elements to the project that, at time of its design in 2017-18, was set to operate under a very closed governance environment controlled by the ruling party. The need for such initiatives became even more evident when the system was opened up after early 2018 as more and more conflicts and crises came to the fore that often involved the design or management of the federal system. The program was highly innovative regarding the joint participation of influencers from across the political spectrum and its use of leadership development ideas and processes to deepen and challenge participants in their understanding of conflicts over federalism.

The program was successful in bringing together political actors and influencers from diverse backgrounds and with a range of ideologies. The process promoted some new understandings and fostered empathy among the participants. The gap in understanding between groups with very different perspectives on Ethiopia's political context was very apparent. For example, some influential actors realized that some of the basic beliefs or "truths" that shape their views on federalism are not shared by others. Some important segments of the political elite have very different views on the "nation-building" experience under Menelik II in the mid-19th century. *"Meeting someone who doesn't acknowledge that Ethiopia existed as a nation before 1855 is a shock for me (emphasis added). This tells me that we have a difficult job ahead of us to conduct the national dialogue. I now understand what it means to stand in someone else's shoes in real life."* -- Andualem Buketo, Participant



Dr. Rahel Bafe, then Secretary General of the Ethiopian Political Parties Joint Council, was among the participants. *"The program shed light on the intricate governance challenges that our country is grappling with."* She also stated that the dialogue format *"woke up participants to the multiple and polarized perspectives, and the deep-rooted divisions within the political elites as well as the society."* It also made it clear that intergroup dialogue is a key to finding common ground and showed us how this might happen over time. *"It showed us how we as leaders in political parties might get through these difficult times to pave the way for a more lasting peace."*

Supporting Inclusive Decentralized Governance in the Philippines



moro", May 31, 2022 @3rd Floor Robinsons Mall Cotabato City and Via Zoom Teleconferencing.

This project's overall goal was to strengthen the capacity of newly formed Bangsamoro Autonomous Region of Muslim Mindanao (BARMM) Bangsamoro Transition Authority (BTA) officials and national government officials to legislate and then implement policies relevant to those powers enshrined to BARMM in the Bangsamoro Organic Law (BOL). This included addressing the sections of the law covering issues of (but not limited to) Bangsamoro identity, Bangsamoro territory, Bangsamoro government, Bangsamoro justice system, Bangsamoro basic rights, Bangsamoro economic, financial, and fiscal framework and provisions. The project also aimed to support the capacity of civil-society leaders to assess, monitor and report on the purpose and effectiveness of those policies.

Activities have focused on engaging actors relevant to the peace process, emerging from that violent conflict, especially elected leaders and government officials from both the national government of Philippines (GoPh) and Bangsamoro Transition Authority in two ways:

- The devolution and coordination of fiscal practices implemented by national and regional government;
- Intergovernmental coordination practices implemented by national and regional government.

The project supported practical and impactful implementation of powers so that BARMM citizens can begin to influence policies affecting their every day lives, to prompt positive local social outcomes for its citizens and in turn consolidate the peace process.



The focus of the project was to present comparative examples of real case studies, relevant to the 7 key intergovernmental bodies and policy areas being deliberated and established between GoPh and BARMM:

- Philippine Congress-Bangsamoro Parliament
- Council of Leaders
- Bangsamoro Sustainable Development Board
- Joint Body for the Zones of Joint Cooperation
- Intergovernmental Energy Board
- Intergovernmental Infrastructure Development Board
- Intergovernmental Fiscal Policy Board

This was designed to help facilitate a better understanding of the relevant practices and implications to the BARMM, which were key issues being deliberated pertinent to the devolution process in Philippines.

By working closely with officials, the Forum's efforts had a substantial impact on governance culture and the development of legislation. For instance, insight and inputs derived from the session on government bodies working to advise development planning at the provincial level were folded into BTA Bill No. 53, establishing the Bangsamoro Sustainable Development Board (BSDB). Input from the Forum supported an awareness of the need to establish this potentially powerful body as an independent institution, free from the potential distortion of politics. It also contributed to the discussion of the need for the formation of BARMM working groups within it to set a clear longer term vision for BARMM and funding to support the independent modeling of proposals for the benefit of all BARMM citizens. The Forum also highlighted the role of NGOs as another of the key measures of this bill to support its independence and functionality. These points were key messages presented directly to those officials overseeing the BSDB prior to these bills and processes being drafted and developed. This project's impact on advancing inclusive and representative government is clear. Moreover, the success of this project demonstrates that similar projects can enable better inclusive and decentralized governance practices.

STATS

11 Events: 390 Participants

- 199 (51%) Female
- 191 (49%) Male

Middle East and North Africa

Empowering Women for Leadership Roles in the MENA region: Jordan, Morocco, and Tunisia

The MENA project, in its 7th and penultimate year of implementation, contributed to the promotion of inclusive governance in the MENA region by increasing women's participation in decision-making structures and strengthening the capacities of both women and men to shape inclusive policies.

Themes related to sustainable development – including climate change in relation to gender equality, human rights, and women's leadership – were incorporated into most of the activities and training events. The regional dimension was prioritized as exchanges between beneficiaries from different countries have proven in previous years to facilitate gender mainstreaming and promote collective understanding, as beneficiaries learn from their colleagues in other countries through peer-to-peer exchanges of views and experiences. The project also began producing several digital supports, most of which showcased existing materials and concepts previously produced within the framework of the project.

The MENA project contributed to a significant increase in the number of women in decision-making positions by seizing several opportunities that arose in the contexts of the project countries, including national and local elections. The actions undertaken by the project have had an impact at the micro level by encouraging women's participation in political and civic life, as well as at the macro level by changing perceptions and contributing to a broader gender agenda focused on legal reforms and mechanisms to enable women's access to decision-making positions. The project also contributed to the institutionalization of a regional network that supports the presence of women in decision-making positions in the civil service.



Women Leaders in Tunisia Demonstrating Change in Ability and Confidence

In Tunisia, the MENA project supported three municipal leaders (two mayors and a councillor) to lead initiatives favoring women's economic and social empowerment. Mrs. Hana Ben Said, former municipal councillor and beneficiary of the project, opened a cultural center to benefit the women in Greater Tunis. The initiative she proposed is intended to help address a wide range of local problems related to the lack of empowerment of women at all levels by creating a multipurpose cultural space.

Following her attendance in a Forum workshop and the dissolution of the municipal councils, Ms. Hana continued to support local women through a Facebook group called "Lellat lehrayria." She organized a series of meetings and sessions to enable women to learn about available sources of funding in order to launch their own projects. She also worked with the delegation and the youth centre to recommend at least 20 women for training on making traditional headgears called "Chachia," which will allow beneficiaries to start their project directly from home. She supported several women in accessing funding to launch their own projects.

The women targeted by Ms. Hana's actions were positively influenced by her leadership and in turn they demonstrated their own transformative leadership. Some of the actions these participants have undertaken include:

- The establishment of a municipal training center for the benefit of women who live in the neighborhoods of Sidi al-Bashir and Bab Bahr to help them receive training in crafts in traditional trades which in turn allows said women to contribute positively to their local economy.
- A MENA participant holding the position of judicial administrator now intends to ensure that the law is enforced so that women obtain their full rights, particularly in matters of inheritance.

Testimony from Tunisia

"At first, I was worried about running a huge municipal festival and I was harassed by some members of the city council. However, the self-confidence that I gained through the training opportunities under this program led me to overcome these obstacles and demonstrate my leadership abilities." Nabouli Randa - Principal of a public college; union representative of the secondary education union; Nabeul

MENA Regional Climate Change Action

This year, the MENA project paid particular attention to the integration of the theme of climate change for the benefit of the future generation of leaders based on two facts:

- Gender equality is a key issue in the fight against climate change;
- The fight against climate change is also an opportunity to promote women's leadership. While women bear the brunt of climate change and lead climate action on the front lines, they are underrepresented in environmental and climate decision-making at all levels.

In response, the MENA project, in partnership with CREDIF, launched the first "green academy" under the slogan: "Women for the Earth," targeting a group of women concerned by climate change.



Following their participation in the program, beneficiaries determined that there was a significant need to invest in raising awareness about the effects of climate change, as well as a desire to integrate a gender approach in the organizations and clubs where they are active.

- May Lakhdhar and Ameni Saidi encouraged their peers to organize a pollution-free day, where they took to the streets with bicycles. After this action, several dozen people joined the movement. After his participation, Ameni Saidi plans to increase the organization of awareness conferences on youth leadership targeting several high schools in Greater Tunis.
- Noufissa Ben Hajjou, a member of the Youth for Youth Association, has set up, through trainings on women's leadership and climate change, a program to strengthen women's capacity to practice climate-smart agriculture to address the challenges of the climate crisis that disproportionately impacts women due to their limited access to agricultural resources, their lack of decision-making power, and weak coping strategies.

Testimonies

Tunisia: *"I chose to join the Ministry of Environment through the Green Academy and, as a lawyer, I am currently working on a bill that concerns climate change".* Msabhi Héla, PhD student, civil servant and civil society activist, Tunis.

Morocco: *"These training sessions on climate change and gender have changed my vision in the sense that it has become essential in my opinion to apply the concepts of inclusive governance and climate leadership in the field of health especially with the impact of climate change on the epidemiology of communicable diseases."* Naji Abderrahmane Chaoui, Medical student, Member of the Moroccan Alliance for Climate and Development.

Sensitization Effort for the National Strategy for Women in Jordan

The Forum and its partner, the Jordanian National Commission for Women (JNCW) organized 13 awareness-raising sessions for 186 women and men on the National Strategy for Women 2020-2025 in all governorates of Jordan, while linking to the concept of transformative leadership in the implementation of this national strategy. Beneficiaries have begun to initiate measures and actions aligned with the strategic objectives of the workshop.

Following an initial awareness session, Mr. Adel Bani Issa, the Mayor of Deir Abu Said in Al Koura district of Irbid governorate, succeeded in persuading the local council to choose three women as sector directors and one as a deputy. He also informed the Forum that more than half of the municipality's current leadership is made up of women leaders.

Other impacts of the sessions with JNCW include the following initiatives undertaken by the beneficiaries:

- An initiative for the creation of Women's Protection, Reception and Legal Aid Centres – centres that are currently lacking in many governorates – is in its planning phase. These shelters will offer psychological and medical support while raising awareness about all forms of violence against women and girls.
- Campaigns are being conducted against domestic violence and early marriage.
- A project is being developed to create an electronic platform to promote products made by women who operate small businesses in the governorate.
- Gendered databases are being planned in municipalities.
- The private sector is being encouraged to use natal nurses to support working mothers.
- Government representatives have begun awareness-raising activities on women's sexual and reproductive health in the country.

Testimony from Jordan

"After taking the training, I contacted my human resources department to add measures to strengthen gender equality. These measures include non-discrimination in the publication of job advertisements, the use of pre-established criteria when evaluating applications that take into account gender, and increasing the representation of women in committees and management positions. We also discussed with human resources management a mechanism to ensure career advancement with equal opportunities for employees. I also contacted the PR and Communications Officer to ensure that gender was taken into account in the wording of articles, the content and obtaining permission for the publication of the images on social networks, ensuring that these images did not reinforce gender stereotypes." Nancy Mitwalli, Director of the Equal Opportunities Unit at the Development Bank of Towns and Villages, Amman.

Project Support to Governmental and Non-Governmental Institutions in Morocco

The MENA project in Morocco supported women leaders in the creation of associations for the development of gender equality and women's leadership. Through the project's support, three new associations were created by project beneficiaries:

1. The Forum for Sustainable Development of Women of the Province of Figuig, chaired by Mrs. Fatiha Kaddi,
2. The Forum of Elected Women of the Eastern Region, chaired by Mrs. Nisrine Elkammakh,
3. The Regional Observatory for the Empowerment of Women of Local Authorities of the Souss-Massa Region, chaired by Mrs. Navoma Favoda.

The project has assisted in improving organizational structure and work plans while also providing these organizations with materials, training programs, and guides for the integration of project management into their organizational practices. Integrating project management into organizational practices has allowed these associations to plan better, making them more attractive to funders and more likely to have a positive impact on their target

communities, thereby contributing to gender equality and women's empowerment.

Additionally in Morocco, the Forum contributed to the launch of the "Gender Observatory in the Public Service". This effort was initiated by the Ministry of Digital Transition and Administration Reform. This project aims to provide a decision-making tool for the promotion and institutionalization of a culture of professional equality in public administration.

Testimony from Morocco

"The accompaniment and support of the Forum of Federations pushed me to create the Joint Committee to encourage women to participate in the 2021 elections, and it was a very important participation that then developed into a collective initiative by creating the group of 15 women leaders with a set of ideas aimed at achieving equality between men and women through their political empowerment, economic and social, which eventually led to the creation of the Forum for the Sustainable Development of Figuig Women." Fatiha Kadi, School Bursar, President of the Forum for the Sustainable Development of Women in the province of Figuig.

KEY STATS

- A total of 77 activities were conducted as part of the project, directly engaging a total of 1205 (894 women and 311 men) beneficiaries. An additional 255,516 individuals were reached through social media.
- 83.5% of 310 established women leaders trained demonstrated their ability to strengthen mechanisms for institutionalizing equality and participating in decision-making processes.
- 83.5% of 94 future leaders have stated improved confidence in their ability to progress to higher leadership roles
- 13 CSOs and institutions have integrated gender equality, leadership and inclusive governance components in their programs.

Support for Federalism and Inclusive Governance

The Forum is delivering an effective multi-year program to facilitate federalism and inclusive governance in Myanmar, supported by Global Affairs Canada.

The project continues to succeed remarkably in a post-coup context. The project team re-grouped, forged and developed key relationships, and continues to exploit the project's international experts and resources. As a result, the project team has taken forward a major program of work both directly and through key partnerships supporting democracy, women's rights, and inclusive federal governance in Myanmar. Throughout this effort, the project team maintains and continues to advance and apply the fundamental principles of Canada's Feminist International Assistance Policy.

The project's delivery methods changed to reflect the new post-coup situation, and those delivery methods have matured across 2022-23. Even though a substantial amount of work is still conducted online, the Forum has implemented significant pieces of work in-person.

Political Empowerment in Myanmar Through CSO Training on Gender Equality and Federalism

In 2022-23 the Forum developed and implemented a federalism and gender equality capacity enhancement program for key CSO stakeholders in Myanmar. Delivered on behalf of UNWomen, the Political Empowerment in Myanmar Through CSO Training in Gender and Federalism program increased understanding among leaders of women's rights organizations (WROs) and women-led organization (WLOs) of gender equality dynamics as they relate to federal forms of governance. Through various innovative online training and knowledge transfer activities, the project further developed the capacity of a select groups of CSO leaders to deliver training in gender equality and federalism to communities of practice in Myanmar. Using the Forum's previous work on gender equality and federalism as a foundation, the program highlighted the opportunities and challenges for advancing gender equality in federal systems, as well as entry points for supporting gender equality measures in an inclusive, federal Myanmar. Enhancing the capacity of approximately 300 WRO and WLO leaders, the initiative was highly successful and paves the way for deepening the Forum's work in gender equality and federalism in Myanmar in the future.



► PUBLICATIONS AND MULTIMEDIA

This year, the Forum released several new publications. Of particular note, the Forum concluded its 13-part series titled “Language Policy in Federal and Devolved Countries,” providing a country-specific look at language policy in 11 countries. These case countries often have multiple spoken and/or official languages which can heighten existing ethno-territorial conflicts when these languages are not represented in the country’s policies. Each paper examines the dynamics of language policy and federal governance within the historic, political and social context of the respective federations.

The Forum’s MENA team also partnered with a diverse range of organizations to produce a variety of key publications that reflect the importance of gender empowerment, political participation, and leadership of women in the region.

Furthermore, in 2022-23 the Forum was pleased to introduce a series of policy briefs that were produced with the generous financial support of Global Affairs Canada and developed by the Forum through the “Supporting Decentralized and Inclusive Governance in the Philippines” Program.

SPECIAL SERIES: LANGUAGE POLICY IN FEDERAL AND DEVOLVED COUNTRIES

The [Special Occasional Paper Series on Language Policy in Federal and Devolved Countries](#) provides a country-specific look at language policy in 11 different countries.

Language is a highly significant marker of individual and collective identities. It often provides an impulse for national or community affirmation and claims to self-government. Provisions to recognize and accommodate linguistic differences can be particularly salient in federations, many of which have highly diverse populations. Indeed, in quite a few cases, linguistic diversity was a key reason why federalism was central to a country's founding framework or the result of its constitutional evolution.

Several federal countries have designated more than one language as official (or national) languages in the federal constitution and/or legislation. In turn, the constituent units (states, provinces, etc.) may accord a similar status to one or more languages. The different designations are not merely symbolic; they usually require or lead to policies, programs, and other measures to govern language use. In some non-federal states where more than one language is spoken, a measure of authority over language policy has sometimes been devolved to regional governments (or the equivalent).

Language rules, including for service provision, are frequently an important dimension of policy sectors that are exclusively or largely the responsibility of constituent unit governments. One such sector is education. In various countries, there are calls for teaching to be given not only in officially recognized languages but also in others that are spoken by minorities that are fearful about the future of their languages. Indigenous peoples in particular have concerns about the viability of their languages, many of which have a long history of suppression.

This special project was implemented with the support of the following institutions:



Jawaharlal Nehru University
Public university in New Delhi, India



The Belgian Linguistic Compromise: Between Old Battles and New Challenges: Number 55

Authored by: Patricia Popelier, Sébastien Van Drooghenbroeck



Linguistic Diversity in Switzerland: Going Beyond Territorial Accommodation: Number 57

Authored by: Eva Maria Belser, Simon Mazidi



Canada's Language Policies: Well-Established, but Still Room for Improvement: Number 56

Les politiques linguistiques du Canada sont bien établies mais susceptibles d'amélioration: Numéro 56

Authored by / Rédigé par:
Linda Cardinal, Miranda Huron



Language Policy and Federalism in Independent India: Number 587

Authored by: Abhimanyu Sharma, Asha Sarangi



**Language Realities and Policies in Italy:
Multifaceted, Multilevel, Asymmetric:
Number 59**

Authored by: Elisabeth Alber



**Sociolinguistic Policies and their Contestation
in Bosnia and Herzegovina: Number 61**

Authored by: Jasmin Hasić, Maja Savić-Bojanić



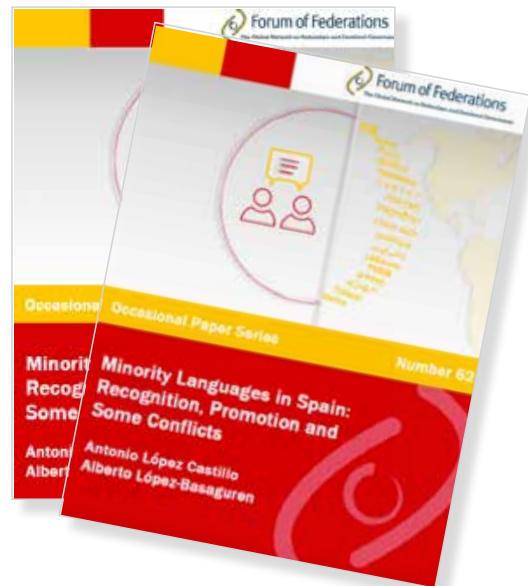
**Language Policy in Federal Ethiopia: Too
Much or Too Little?: Number 60**

Authored by: Yonatan T. Fessha



**Minority Languages in Spain: Recognition,
Promotion and Some Conflicts: Number 62**

**Authored by: Alberto López-Basaguren,
Antonio López Castillo**



Language, Nation and State in Federal Pakistan: Number 64

Authored by: Asma Faiz



Language Policy in Federal and Devolved Countries: Recognition, Inclusion and Current Issues: Number 66

Authored by: F. Leslie Seidle



The Politics of Language in Post-Apartheid South Africa: Number 63

Authored by: Michelle Maziwisa



OTHER OCCASIONAL PAPERS

The Coming Federal Divide in America: Progressives strike back?: Number 65

Authored by: Amit Gupta



WORKSHOP REPORTS

THE FUTURE OF THE SECURITY AND MILITARY SITUATION IN YEMEN: LEARNING FROM INTERNATIONAL EXPERIENCES

Yemen's military and security future remains in doubt. This is particularly true following former President Abd Rabbo Mansour Hadi's delegation of presidential powers to an eight-person Presidential Leadership Council (PLC). In order to gain a deeper understanding of the military and security situation in Yemen, this report serves to summarize key findings from a one-day expert and practitioner workshop convened by the Forum of Federations titled "The Future of the Security and Military Situation in Yemen: Learning from International Experiences." This workshop sought to build on two previous Forum reports by Dr. Amit Gupta on the subject of "Reintegrating Warring Yemeni Forces: Lessons from Other Cases" as well as "The Integration of the UAR Armed Forces: Tentative Lessons for Yemen."



FIND IT HERE:

Arabic Version: <https://forumfed.org/document/المستقبل-الوضع-الأمني-و-العسكري-في-اليمن/>

A GUIDE TO STRENGTHEN THE ROLE OF WOMEN IN PEACEBUILDING: DEVELOPING PRACTICAL NEGOTIATION SKILLS AND MEDIATION NETWORKS IN THE AMERICAS

Authored by: Ayşe Betül Çelik, Jamie Thomas, Liam Whittington, Magdalena Talamas, Natalia Melgarejo, Neophytos Loizides

Negotiating peace agreements and successfully managing crises to prevent escalation into violence is no easy task and requires a range of skills. The annual Café Diplomático High-Level Training in Mediation and Negotiation (Café Diplomático) is a unique training experience providing capacity building to the OAS member states in the field of conflict management. An innovative training course combining cutting-edge negotiation and mediation theory, thematic subject matter expertise, and interactive simulations, Café Diplomático aims to better prepare relevant actors for future participation in managing conflict, peace negotiations, and peacebuilding in the Americas. The 2022 Café Diplomático workshop focused on Women in Peace Mediations: A Gender Perspective. This guide compiles the insights and knowledge shared by the expert practitioners, as well as that which emerged from the workshop discussions, as a regional contribution to addressing gender challenges and advancing the inclusion of women at all levels of peacebuilding processes in the Americas.



FIND IT HERE: <https://forumfed.org/document/a-guide-to-strengthen-the-role-of-women-in-peacebuilding-developing-practical-negotiation-skills-and-mediation-networks-in-the-americas/>

FOR A MEANINGFUL AND EFFECTIVE POLITICAL PARTICIPATION OF WOMEN

Authored by: Salwa Hamrouni

It is an important moment in the Middle East and North Africa (MENA) for the empowerment of women in leadership roles. If seized upon, there is a significant opportunity for equality, inclusion, and participatory democracy can be advanced in the region. This report examines the current historical trend towards parity of men and women in electoral politics and the civil service, the legal framework in which the trends are occurring, and the role of civil society in supporting women's efforts to reach decision-making positions. The report is based on a series of engagements under a program sponsored by the Forum of Federations titled "Empowering Women for Leadership Roles in the Middle East and North African Region (Jordan, Morocco and Tunisia)."



FIND IT HERE: <https://forumfed.org.b-cdn.net/wp-content/uploads/2022/10/English-VF26.9.2022-updated-Rapport-forum-participation.pdf>

COORDINATE DEVELOPMENT PLANNING: EXPERIENCES FROM SOUTH AFRICA AND OBSERVATIONS FOR NEPAL

Authored by: Reuben Baatjies

This knowledge product focuses on the cooperative governance system in South Africa, mainly around fostering coherence and integration in development planning. It includes the background and comparative observation of coordinated development planning and experience from South Africa and how IGR (especially province and local governments) have an important role to play in planning and implementing development works. It also highlights how IGR in Nepal can play a role in aligning the planning instruments and target interventions in coordinated development planning.

FIND IT HERE: <https://forumfed.org/document/coordinate-development-planning-experiences-from-south-africa-and-observations-for-nepal/>

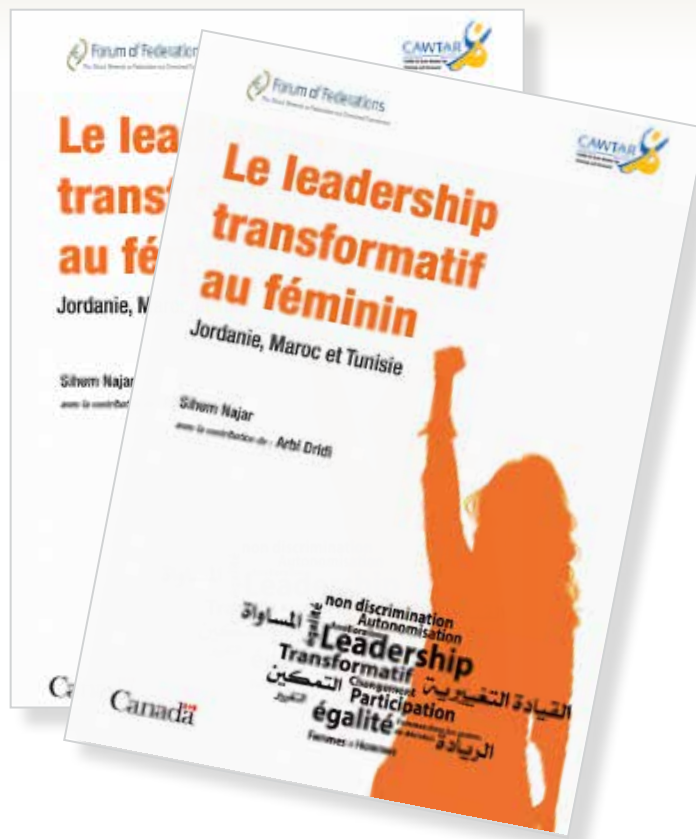


LE LEADERSHIP TRANSFORMATIF AU FÉMININ: LES FEMMES INFLUENTES DANS LES RÉGIONS INTÉRIEURES DE LA JORDANIE, DU MAROC ET DE LA TUNISIE

Authored by: Sihem Najar avec la contribution de Arbi Dridi

Le concept d'autonomisation des femmes s'est enrichi de celui du «genre» ce qui a permis de mieux saisir les rapports différentiels de genre ainsi que la dichotomie structurelle des sociétés et d'éclairer combien le statut des femmes était lié à la question du pouvoir dominant masculin à privilèges exclusifs. Le travail réalisé par les études féministes et par les associations des droits des femmes, a poussé les pays à faire des efforts pour une meilleure institutionnalisation des droits des femmes, en mettant en place des programmes et des mécanismes spécifiques, tels les quotas, les sièges réservés et autres outils de discrimination positive permettant à un plus grand nombre de femmes de se trouver dans des postes de décision au cœur d'un «pouvoir» qui serait désormais à partager.

Ces mécanismes bien qu'utiles révèlent en fait une vision quelque peu mécaniste de la gouvernance. Les études et recherches sur le terrain - y compris celles menées par le CAWTAR- ont bien démontré qu'il n'y a pas de lien obligé entre le fait d'occuper un poste de décision et celui d'avoir le pouvoir de décision. La question d'un leadership des femmes distincte de celui des hommes, ou encore d'un leadership au féminin et la signification d'être «un leader» sont venues en contrepoints à ces constats de décalage. Aussi les propositions de travailler sur le paramètre de transformation et plus précisément sur le leadership transformatif pour l'avancée de la cause des femmes et pour un développement durable menés notamment par OXFAM et par AFFAIRES MONDIALES CANADA, ont nourri la réflexion sur le processus de transformation et sur les résultats du changement ouvrant ainsi de nouveaux horizons à l'avancée des femmes. L'étude régionale qu'a entreprise le CAWTAR avec ses partenaires pour mieux comprendre l'essence du leadership transformatif au féminin, s'inscrit dans cette nouvelle approche novatrice.



FIND IT HERE:

<https://forumfedorg.b-cdn.net/wp-content/uploads/2022/07/rapport-regional.pdf>

FOR MEANINGFUL AND EFFECTIVE POLITICAL PARTICIPATION OF WOMEN: THE EXPERIENCES OF JORDAN, TUNISIA AND MOROCCO

Authored by: سلوى الحمروني



التصوت من خلال المنظمة الي أسساها الولايات المتحدة الامركية

لتطالب بحق النساء المساواة Meri Mangakahia و سنة 1893 تلمت من خلال إقرار حقهن التصوت نيوزلاندا معتمدة بالأساس ع دور النساء انتاج الوات حيا 1

عد ذلك اثبتت ل التجارب المقارنة ان تمكن النساء شل عاملا أساسيا لقبولهن موقع القرار

وأى هذا التقرر إطار مشروع رادة وتمكن المرأة منطقة الشرق الأوسط وشمال إفريقيا الأردن والمغرب وتوس الذي يتبناه منتدى الفدراليات وهو مشروع يدوم سبع سنوات من 2016 إ 2023 بتمول من طرف احومة الكندية و دف ا تمكن المرأة لأدوار قيادية هذه البلدان والتا إ عزز المساواة بن اجنسن وحقوق الإنسان

FIND IT HERE:

<https://forumfedorg.b-cdn.net/wp-content/uploads/2022/07/VF-19.04.2022-Rapport-forum-participation-pol-corrige-19-avril.pdf>

POLICY BRIEFS

These Policy Briefs were produced with the generous financial support of Global Affairs Canada through the “Supporting Decentralized and Inclusive Governance in the Philippines” Program.

Diversity and Inclusion in Shared Governance

Authored by: F. Leslie Seidle



Comparative Practices in Fiscal Management Between Governments: Experiences for the Philippines

Authored by: Sandra Leon



Intergovernmental Relations Bodies and the Bangsamoro Autonomous Region in Muslim Mindanao

Authored by: Johanna Schnabel



Intergovernmental Fiscal Relations in the Philippines: Perspectives from South Africa

Authored by: Jaap de Visser, Shireen de Visser



Local Government and Intergovernmental Relations: Experiences from South Africa and Observations for the Philippines

Authored by: Jaap de Visser, Shireen de Visser



ForumFedCast in 2022-2023



This year, ForumFedCast continued to provide an accessible and engaging source of knowledge, discussion, and analysis on issues of federal and multilevel governance with contributions from world leading experts in federal and multilevel governance. In 2022-23, the production team focused on the future evolution of the podcast, aspiring to make the show more interactive, and undertaking pre-production work for episodes on climate change, language policy, and digitalization, which will be released in the summer-winter 2023.



FORUM ONLINE

The Forum has spent recent years developing an effective online infrastructure that delivers federalism and governance content to everyone in the digital ecosystem. As a result of these efforts, millions of users around the world have visited Forum platforms, downloading our books, papers and reports, and watching our videos.

In previous annual reports, the Forum's total visitor metrics have been highlighted. But this year, the Forum's major achievement relates to the world's largest Open Access Federalism library. Our Open Access online library hit a new download record! 555 individual publications were downloaded a total of over 47,000 times. See below to understand what the broader federalism and governance community are reading!

FEDERALISM LIBRARY - TOP 40 DOWNLOADS



	Cover	Publication	# of Downloads
1		Federalism in Pakistan	2,189
2		Financement des collectivités territoriales et mécanismes de péréquation Number 18	1,564
3		Green Federalism Experiences and Practices	1,006
4		Federalism and the Response to COVID-19	967
5		Developing and Implementing Multilingual Policy in a Federal Nepal: Opportunities and Challenges	906
6		Canada's Language Policies: Well-Established, but Still Room for Improvement: Number 56	801
7		2021-2022 Annual Report	722
8		Digitalization of Public Administration in Federal Countries: Challenges, Opportunities, and a Look Ahead: Number 53	721
9		Почему распалась Югославия	672
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YOUTUBE

The Forum Youtube page receives the most engagement from researchers, students, practitioners and the Forum Expert audiences. The most effective use of this platform is its ability to host (and archive) live online events. YouTube is also an effective tool for hosting and sharing more evergreen content on federalism.

THE FORUM BLOG

The Forum blog provides a venue for new, emerging and established authors to publish articles reflecting on present-day issues and current affairs within the context of federalism. Written as digestible snapshots in time, these contributions are analytical, evidenced-backed short form pieces highlighting the dynamics of federalism within a changing contemporary world. The blog generates a higher amount of organic traffic that was originally expected.

EMAIL/NEWSLETTER

The Forum continues to bolster its suite of communications platforms and tools by developing a professional email service and newsletter to strengthen the Forum’s brand, reach a vast network with all the latest Forum content, and keep our diverse audiences up to date on Forum events. The new newsletter has proven popular, especially in terms of its engagement with experts, donors, professors, post-graduate students, and participants. This platform disseminates products/ events/news directly into the inbox of our primary audience. Perhaps most importantly, in using this tool, the Forum does not rely on algorithms to engage with its stakeholders. This allows the Forum to connect reliably with our key audiences. This tool provides the most comprehensive information about who reads, downloads, and consumes disseminated Forum content. Currently, there are a total of **942** subscribers to the newsletter, and the Forum is tracking a **25.6%** average open rate. By way of comparison, the industry standard open rate for emails from similar organizations is **19%**.



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