EVALUATION OF THE WORLD FORUM FOR DEMOCRACY

"Democracy is in crisis, and the only solution to it is more democracy"

— *Interviewee*

EVALUATION REPORT | **2017**

COUNCIL OF EUROPE

CONSEIL DE L'EUROPE

EVALUATION OF THE WORLD FORUM FOR DEMOCRACY

EXECUTIVE SUMMARY

The World Forum for Democracy intends to bring together political decision-makers and civil society in order to debate solutions to key challenges for democracies worldwide. The Forum identifies democracy innovations at grassroots level and encourages their replication in order to strengthen the foundations of democratic societies. It thus aims at contributing to the evolution of democracy towards more participatory and inclusive structures and institutions.

This evaluation was conducted after five editions of the Forum in order to take stock of achievements, assess operational arrangements, and identify lessons for future editions of the Forum. The purpose of the evaluation is to contribute in particular to on-going reflections among the organizers regarding a future strategy, positioning and management of the Forum. The evaluation assessed the Forum against the criteria of effectiveness, efficiency, impact and added value. The data collection methods used by the evaluation include a document review, the observation of the Forum, semi-structured interviews with the organisers, partners and participants of the Forum as well as an online survey among Forum participants.

Based on evaluation findings, the evaluation draws the following key conclusions with regard to the evaluation questions:

The management and governance arrangements of the Forum are partially efficient. Overall the Forum is well organized. Strong points are the creative touch and the artistic elements of the Forum as well as the successful mainstreaming of transversal issues such as the youth and gender dimensions. On the other hand, more attention should be given to the follow-up on the Forum. The OFF Programme is a good complement to the IN Programme although linkages between the two parts should be strengthened. The Forum's governance structures have been created to support the organizing team with decision making and intellectual input but have turned out to be less effective and efficient than expected. In particular the Scientific Council has not been able to find its role in the organization of the Forum.

The Forum is effective by giving some inputs for democratic initiatives implemented by its participants. The speeches, discussions and initiatives presented at the Forum are generally of high quality and the Forum attracts a large and diverse group of participants. At the Forum, these participants learn about innovative concepts that advance democracy. Furthermore, they become more motivated to contribute to the strengthening of democracy and create networks with other participants. In this way they are prepared to take action, either by replicating initiatives about which they learned at the Forum or by creating their own activities. Through their engagement participants strengthen democracy and contribute to the participation and engagement of citizens including specific social groups such as youth and women in democratic

processes. Forum ideas snowball through dissemination by Forum participants and social media.

The Forum adds value to the Council of Europe and the international discussion on democracy. The Forum is a unique undertaking that has a more ambitious objective and scope than democracy events organised by other actors. It helps the Council to be at the cutting edge vis-à-vis the latest democracy trends. On the other hand, the Council lacks a systemic approach to feeding the Forum results into the organisation's decision-making mechanisms. The Forum does not significantly increase the organisation's visibility in traditional media but among its participants the Forum raises some interest in the work of the Council of Europe.

Overall, the strategic positioning of the Forum makes sense. The concept of an innovation forum serves the purpose of inspiring participants to implement democracy initiatives well. Furthermore, the world scope of the Forum is correctly chosen. The Forum is organised with limited human and financial resources but there seems to be room for increasing its budget.

The evaluation makes the following recommendations with a view to improve the Forum's effectiveness and efficiency:

Stage	Recommendation
General	• Further efforts should be made to raise the visibility of the Forum; • Additional partnerships with other organisations should be developed to strengthen the Forum's resource base and influence;
Preparation	• The linkages between the IN and the OFF Programme should be strengthened; • The governance structures of the Forum should be streamlined by dismantling the Scientific Council; • Political leverage should be used to encourage more high-level participants to attend the Forum;
Implementation	• Measures should be taken to facilitate participants' access to the Council's premises;
Follow-Up	• Further efforts should be made to ensure a transfer of the Forum's messages to political decision makers; • The connection between the Forum and the Council of Europe's other work should be strengthened; and • More focus should be put on making democracy initiatives happen.

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LIST OF ACRONYMS

CDPPE	Steering Committee for Educational Policy and Practice
CIVICUS	World Alliance for Citizen Participation
CoE	Council of Europe
DGII	Directorate General of Democracy
DIO	Directorate of Internal Oversight
EU	European Union
FRA	European Union Agency for Fundamental Rights
GR-DEM	Rapporteur Group on Democracy
HQ	Headquarters
IDEA	International Institute for Democracy and Electoral Assistance
INGO	International Non-Governmental Organisation(s)
LGBT	Lesbian Gay Bisexual Transgender
MCDY	Movement for Cooperation and Development of Youth
MTV	Music Television
NGO	Non-Governmental Organisation
PACE	Parliamentary Assembly of the Council of Europe
SWFD	Steering Group of the World Forum for Democracy
TED	Technology Entertainment Design
UN	United Nations
UNDP	United Nations Development Programme
WFD	World Forum for Democracy
WOUGNET	Women of Uganda Network

1. EVALUATION APPROACH

1.1 Background

The World Forum for Democracy was established in 2012 as a platform for political decision-makers and civil society to debate solutions to key challenges for democracies worldwide. By identifying and analysing experimental initiatives and practices, the Forum intends to highlight and encourage democracy innovations at the grassroots and their transfer on a systemic level in order to strengthen the foundations of democratic societies. The Forum thus aims at contributing to the evolution of democracy towards more participatory and inclusive structures and institutions. The ultimate goal of the World Forum for Democracy is to enable citizens to assert their place in political decision-making. The theory of change below illustrates the Forum's objectives and the way in which they are expected to be achieved (see Figure 1).

Figure 1: World Forum for Democracy Theory of Change

| 1. Global democracy challenge identified | 2. Innovative initiatives & ideas identified & crirtically assessed by participants with diverse expertise and origins | 3. General responses formulated based on Forum debates | 4. Participants undertake action inspired by Forum ideas & contacts and inspire others | 5. Forum ideas snowball (via media and outreach actions) to produce change responding to the democracy challenge under 1 |

Source: Own design based on Council of Europe (2015): Orientations and prospects, SWFD (2015) 2.

The Forum results are also meant to feed the 'democracy agenda' of the Council of Europe and other international organisations. Each year the Forum addresses a different topic (see **Table 1**).

Table 1: Topics of the Forum

Year	Topic
2012	Bridging the gap – democracy between old models and new realities
2013	Re-writing democracy: Connecting institutions and citizens in the digital age
2014	From participation to influence: Can youth revitalize democracy?
2015	Freedom vs. control: For a democratic response
2016	Democracy and equality – does education matter?

The Forum is a product of a partnership between the Council of Europe, the Government of France, the Grand Est Region and the City of Strasbourg.

1.2 Evaluation Rationale and Purpose

The evaluation of the Forum was included in the work plan of the Directorate of Internal Oversight (DIO) following a suggestion by the Directorate General for Democracy.

After five editions of the Forum it is time to take stock of achievements and assess operational arrangements in order to learn lessons for future editions of the Forum. The purpose of the evaluation is to contribute in particular to on-going reflections among the organizers regarding a future strategy, positioning and management of the Forum.

The main stakeholders of the evaluation include the Forum's Steering Group, the Council of Europe's Directorate General for Democracy and the Private Office of the Council of Europe.

1.3 Evaluation Scope

The evaluation covers the Forum since its first edition in 2012. It focuses on the Forum's IN Programme, while the OFF Programme is assessed only in relation to its contribution to the IN Programme. The quality of satellite events and the Participatory Democracy Incubator[1] are not evaluated.

1.4 Evaluation Objectives, Criteria and Questions

The objectives of the evaluation are the following:

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[1] See section 2.2.5 for more information regarding the Participatory Democracy Incubator.

1. To identify opportunities for increasing the Forum's effectiveness, added value and impact in order to maximize its potential to contribute to an evolution of democracy towards more participatory and inclusive structures.

2. To identify opportunities for increasing the efficiency of the Forum in order to contribute to an effective usage of limited resources.

The evaluation assesses the Forum against the evaluation criteria of efficiency, effectiveness, impact and added value. Effectiveness relates to the uptake of Forum results by Council of Europe external and internal participants, while impact relates to changes that were produced by external Forum participants in promoting democracy and disseminating innovative initiatives as a result of the Forum. **Table 2** provides an overview over the evaluation questions and their relationship to the evaluation criteria and objectives.

Table 2: Evaluation Criteria and Questions

Objectives	Criteria	Questions
1	Effectiveness	To what extent is the Forum achieving its objectives?
	Impact	What has been the impact of the Forum?
	Added Value	What are the advantages and disadvantages of the Forum in comparison with other initiatives that follow similar purposes?
2	Efficiency	To what extent are the management and governance arrangements of the Forum efficient?

1.5 Evaluation Methodology

The evaluation was carried out by two Evaluators from the DIO under the overall supervision of the Head of the Evaluation Division. The evaluation process followed the Council of Europe's evaluation guidelines[2] and a gender-sensitive methodology was applied. The sections below describe the methods used for the evaluation and their limitations.

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[2] Directorate of Internal Oversight (2014), Evaluation Guidelines.

1.5.1   Document Review

The evaluation team reviewed relevant documentation, including:

- Documents related to the concept and origin of the Forum;
- Assessments and statistics related to the effectiveness of previous editions of the Forum;
- Final reports of previous editions of the Forum, reports of satellite and other side events;
- Minutes of meetings of the bodies that are part of the governance and management structures of the Forum;
- Webpage of the Forum; and
- Communication materials (press releases, Forum Newsletter, Wiki page, etc).

1.5.2   Semi-Structured Interviews

The evaluation team conducted semi-structured interviews with the following stakeholder groups:

- World Forum for Democracy Secretariat and DGII senior management
- Members of the Intra-Secretariat Taskforce and other managers and staff of the Council of Europe
- Members of the Steering Group
- Members of the Scientific Council
- A sample of participants and speakers of the Forum editions 2012-2015

A purposive sampling procedure was used for identifying Forum participants and speakers to be contacted for an interview. The aim was to speak to a diverse range of persons from different backgrounds in order to learn about different opinions. Sampling criteria included gender, year of participation in the Forum, role in the Forum (speaker vs. attendee), geographic region of residence, and sector of work (e.g. government, civil society, etc.). The list of interviewees is available in Annex 2.

Interviews were carried out face-to-face in Strasbourg as well as by phone/Skype. They followed an interview guide (available in Annex 3 and Annex 4) and a protocol was drafted for each interview. Interview data was analysed systematically with the help of an analytical grid.

1.5.3   Online Survey

An online survey was conducted among participants of the Forum editions 2012-2015 with the purpose of assessing their satisfaction with the Forum and how they had benefited from it. More importantly, the survey was also used to measure the impact that the Forum had in terms of influencing their work and actions in the area of democracy.

The invitation to fill in the survey was sent to around 4 000 former participants of the Forum. The survey was available in English and French. The response rate of 10% is in line with what can be expected from an online survey of this kind.

Survey data was disaggregated by gender, age and other characteristics of participants whenever appropriate. The survey is available in Annex 5.

1.5.4   Observation

The evaluation team attended the 2016 edition of the Forum as well as relevant meetings of the management and governance structures in order to observe the proceedings.

1.5.5   Limitations

The sampling for semi-structured interviews with Forum participants and especially the invitation to complete the online survey were done based on the participant lists received from the Secretariat of the World Forum for Democracy. The representativeness of feedback received from participants is limited by the fact that these lists are incomplete. They include the persons who have registered for the Forum through the online registration system. However, not all of these registered individuals actually attended the Forum. Moreover, many persons attended the Forum without going through this registration process. As a result, there is sometimes a significant discrepancy between the number of persons on the lists and the reported number of Forum participants.

Furthermore, there is a self-selection bias in the responses received on the survey (and probably this is similar for the semi-structured interviews). 58% of survey respondents had an active role in the Forum (as speakers, lab presenters, discussants, moderators, or rapporteurs), which is a percentage much larger than the actual percentage among the Forum participants. This means that their views are overrepresented in the survey results.

An assessment of the representativeness of survey responses with regard to the age and geographic distribution was not possible because some participant lists did not include these data. It might be expected, though, that younger, less high-level participants are more likely to fill the survey and/or be available for an interview for the evaluation than older participants who are further advanced in their careers and might have less time available.

There are no limitations with regard to gender as the gender balance of survey responses is almost identical with the one of the participant lists.

2. FINDINGS

2.1 Efficiency

To what extent are the management and governance arrangements of the Forum efficient?

2.1.1 Steering Group

Finding 1: The Steering Group is an important mechanism for including partners as well as the quadrilogue in the decision making processes related to the Forum but its effectiveness and efficiency are diminished by heterogeneous backgrounds, interests and frequent absences.

The Steering Group[3] was established with a view to involve the partners as well as the quadrilogue and European Parliament in the conceptualization of the Forum. The relevance of this governing body was confirmed by many stakeholders.

However, the Group has not been working in a very effective and efficient manner although members have noted some improvements over time. As one interviewee puts it, "obvious benefits of democratic decision-making are outweighed by bureaucratic processes." Representatives of some partners changed frequently and not all elected persons have shown substantial interest in the activities of the Group. Moreover, a number of Steering Group members have voiced their concerns about lengthy debates without conclusions (e.g. in relation to Forum themes and titles) as a result of strong positions and opposing views among the partners. Such disagreements delayed important decisions, put pressure on the time schedule for the organizers and thereby had a negative effect on the overall quality of the Forum. As a consequence, decisions were sometimes taken through other channels outside the framework of the Steering Group, leading to frustration among some of the partners.

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[3] The Steering Group is the governing body of the Forum and consists of representatives of the four partners (the Council, France, Grand Est, and Strasbourg), the chair of GR-DEM, as well as two members each of the Parliamentary Assembly, the Congress of Local and Regional Authorities, the INGO Conference, and the European Parliament. The Schools of Political Studies are not represented although they account for a large proportion of the Forum's audience.

2.1.2 Scientific Council

Finding 2: The Scientific Council has not found its role in the governance system of the Forum and its costs outweigh its benefits.

The Scientific Council comprises seven recognized personalities (such as academics, parliamentarians, journalists) that were suggested by the Steering Group members to advise the Steering Group on items such as the Forum's theme, format, programme, and speakers.

The Scientific Council was created with the idea of providing independent intellectual resources to the Steering Group in order to compensate for the absence of a think tank within the Council of Europe. However, until present the Scientific Council has not been able to significantly contribute to the conceptualization of the Forum as its suggestions are often not followed by the Steering Group. An example is the Scientific Council's repeated proposal to organise a Forum on the theme of climate change, a topic which does not fall within the area of expertise of the Council of Europe.

Scientific Council members are frustrated by their lack of influence. Some suggest increasing the number of meetings from two to a minimum of three per year in order to be able to provide relevant advice. Others, however, point to the resources that need to be spent on having members travel overseas for each of the three to four hour meetings. The question about a payment of fees for the work of the Scientific Council has also been raised by some members.

Some other stakeholders question the representativeness of the Scientific Council's composition as well as the motivation of some of its members. More importantly it was argued that the Scientific Council has difficulties providing expertise on all relevant subject matters given that the Forum's theme changes every year. However, one stakeholder suggested that the establishment of a truly representative Scientific Council composed of 10 to 20 persons meeting three to four times a year would represent a significant cost factor that would further diminish the already strained budget available for the Forum.

It was also noted that the Council of Europe, while not having a think tank, possesses significant in-house expertise and networks in its focus areas of work. Furthermore, some Steering Group members would prefer to simplify the governance and management structures of the Forum in order to limit the number of opposing views and ease the bureaucratic burden on the organising team.

The evaluation team concludes that the past and potential future added value of the Scientific Council in terms of input into the Forum is very limited and that the structure should therefore be abolished. Whenever external expertise is required for the preparation of a specific Forum theme, it could better be obtained through clearly defined consulting services.

2.1.3 Intra-Secretariat Taskforce

Finding 3: The Intra-Secretariat Taskforce functions well and a stronger role could be given to the service concerned by the Forum's theme.

The Intra-Secretariat Taskforce comprises representatives of different Council of Europe entities who contribute to the preparation of the Forum. Involved interviewees generally see the Taskforce as working well. A key task of the Taskforce is the selection of labs but members also provide other input such as contacts, networks and suggestions on which persons to invite. A few interviewees noted that the criteria for the selection of labs could be explained better and the process be organized in a more efficient way in order to save staff working time.

The Education Department was involved in the activities of the taskforce as well as other cooperation channels related to the organization of the 2016 Forum. However, given that the theme of this Forum edition was on education, a greater involvement in the decision making and organisational processes could have been expected. Cooperation was limited by the fact that the capacities of the Education Department were needed for existing work priorities.

In order to ensure that the Forum fully benefits from the subject matter expertise available in the Council and to ease the workload of the World Forum for Democracy Division, it could be considered to organise future editions of the Forum as a joint team with the respective service concerned. Such organizational arrangements also promise to increase in-house ownership for Forum results and their follow-up.

2.1.4 Resources

Finding 4: The Forum is managed efficiently in the sense that it is organised with limited human and financial resources.

The World Forum for Democracy Secretariat, a division within the Directorate General for Democracy, develops the event programme in line with the guidelines of the Steering Group and makes all practical arrangements for the event.

The Forum is organised by two and a half permanent and one temporary staff members. Numerous interviewees praised the team for the huge amount of work it accomplishes, its enthusiasm, creativity, openness to new ideas, and professionalism. Next year the team will be reinforced by one seconded person.

In terms of financial resources, the IN Programme of the Forum costs around € 1 000 000 annually. The Council of Europe contributes around € 500 000[4] to the annual budget. The French State, the Region Grand Est and the City of Strasbourg have committed their financial

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[4] This figure does not include the costs for the permanent staff who organise the Forum.

contribution under a triennial contract for a total amount of € 516,666 per year. While France and the Grand Est Region jointly transfer € 320 000 to the Council of Europe, the City of Strasbourg directly covers part of the expenditures related to communication and media relations. As far as the OFF Programme is concerned, its financing is covered by a separate budget that is not part of the financial partnership of the triennial contract.

One funding partner wishes to increase the level of consultation and information provided on the budget and expenditure related to the Forum. It was specifically requested by the partner that a larger proportion of the funds allocated to media relations should be spent on international communication rather than on partnerships with local and regional media. The evaluation team considers further discussions among the funding partners about their respective obligations, expectations, and limitations regarding the budget preparation, management and reporting process to be advisable.

2.2 Effectiveness

To what extent is the Forum achieving its objectives?

2.2.1 Organisation and Content of the Forum

Finding 5: Overall, the Forum is well organised and produces high quality content. Some improvements could still be made, for example regarding the formulation of the Forum's theme, the management of participants' access, and the voting procedures for the award.

In order to identify and spread solutions for democracy challenges, the Council of Europe needs to organise a high quality Forum. The participant survey confirms that this is generally the case. 42% of participants fully agree and 44% agree with the statement that they are satisfied with the quality of the Forum's content such as debates, speeches and initiatives presented (see Figure 2).

The survey data also reveals more information regarding satisfaction levels among different groups of participants. Younger participants like the Forum's content better than older ones. On the other hand, there is no difference between women and men, participants living in Europe and outside Europe and participants of different Forum editions.

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Figure 2: Satisfaction with the quality of the Forum's content

A bar chart showing satisfaction levels:
- Fully agree: 42%
- Agree: 44%
- Partially agree: 12%
- Do not agree: 3%
- No opinion: 0%
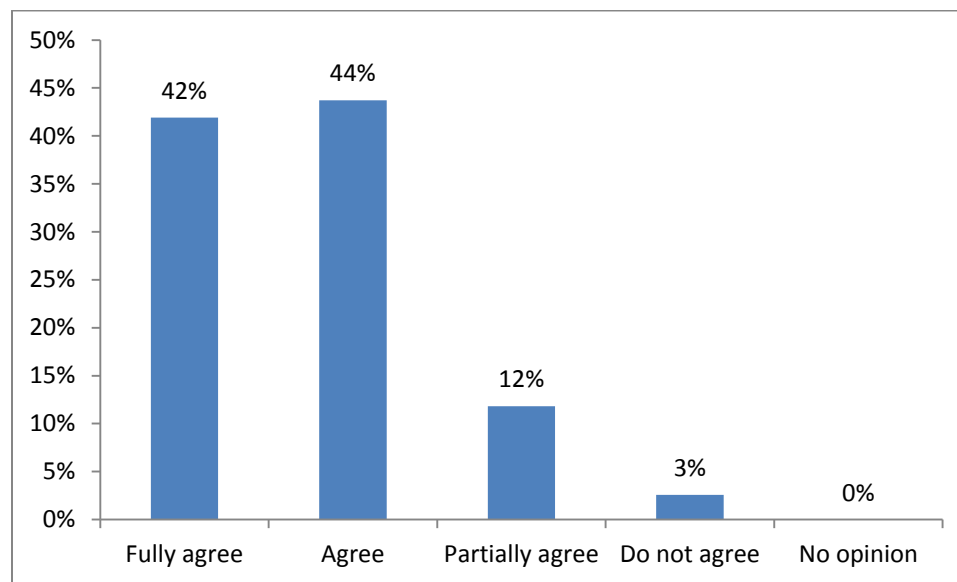
Source: Participant survey

The feedback received on content and organisational aspects of the Forum through qualitative interviews with participants was also quite positive. Strengths identified through these interviews as well as through an observation of the 2016 Forum include the following:

- Relevant and timely Forum themes that are connected to what is in the headlines;

- Interesting and diverse interventions as well as good, creative, innovative, practice-oriented and useful ideas from people with various backgrounds;

- Variety of formats: plenary sessions, labs, lightning talks[5], story telling, etc.;

- Creative and artistic elements (cartoons, art events, pop-up agora, hackathon, unconference, democracy speed dating, etc.) bring energy and fresh ideas to the Forum;

- Very good connection with virtual participants across the world: live streaming of plenary sessions, tweets on video screen during plenary sessions and integration of selected questions into the discussion; and

- A lot of room is given to discussions and participation of the audience (in particular in the last edition of the Forum).

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[5] A lightning talk is a very short and entertaining presentation that lasts only a few minutes.

Despite the generally rather positive feedback, a few elements were also identified that could be improved in the future. These include the following:

- Letters of regret sent in response to unsuccessful lab proposals cause frustration for lack of personal signature and explanation why the respective initiative was not selected;

- The Forum's theme is formulated rather vaguely, weakening the linkage between contributions, discussions and the stated theme as well as the potential for expert discussions and networking among participants[6];

- Access restrictions to Council of Europe premises lead to very long queues of participants at the entrance on the first day of the Forum;

- Not all sessions or labs are of good quality in terms of presentations, moderation and discussions; in some cases the quality of the content is weakened by the prioritization of political considerations over substance (selection of moderators, lab sponsorship, initiatives presented);

- Grass root level initiatives are not always easy to replicate by other actors;

- Identification of concrete conclusions is difficult (and therefore the follow-up – see also section 2.2.5) due to a large number of parallel labs on different initiatives; and

- The transparency and rigour of voting procedures for the Democracy Innovation Award could be improved by increasing the representativeness of the voting process and by guaranteeing equal opportunities for all projects to be selected.

2.2.2 Mainstreaming of Transversal Issues

Finding 6: Transversal issues are successfully mainstreamed into the Forum, in particular as it relates to the youth and gender dimensions.

The Forum has been mainstreaming the youth dimension quite successfully. The 2014 Forum was entirely dedicated to the contribution of youth to democracy and in other Forum editions there have also been lab contributions related to this topic. Furthermore, youth delegations supported by the European Youth Foundation have attended the Forum. After young delegates protested against their rather passive role in earlier Forum editions, they now also actively contribute to the Forum's content as speakers (e.g. story telling), lab rapporteurs and through a joint position prepared in advance with the support of the Youth Department. In the 2016 edition of the Forum, youth representatives have even co-chaired the plenary sessions.

Furthermore, efforts are being made to mainstream gender. Women's rights activists are among the speakers. Moreover, an overall gender balance among speakers is aimed for and the

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[6] Some interviewees noted that networking is easier, the more common professional interests participants have.

40% threshold of any gender's minimum representation has been achieved in some cases. The female to male ratio has been highest in 2016 and 2014 when the topics of the Forum were education and youth, reaching 45% and 43% respectively (see **Figure 3**).

Figure 3: Female/Male Speakers Ratio
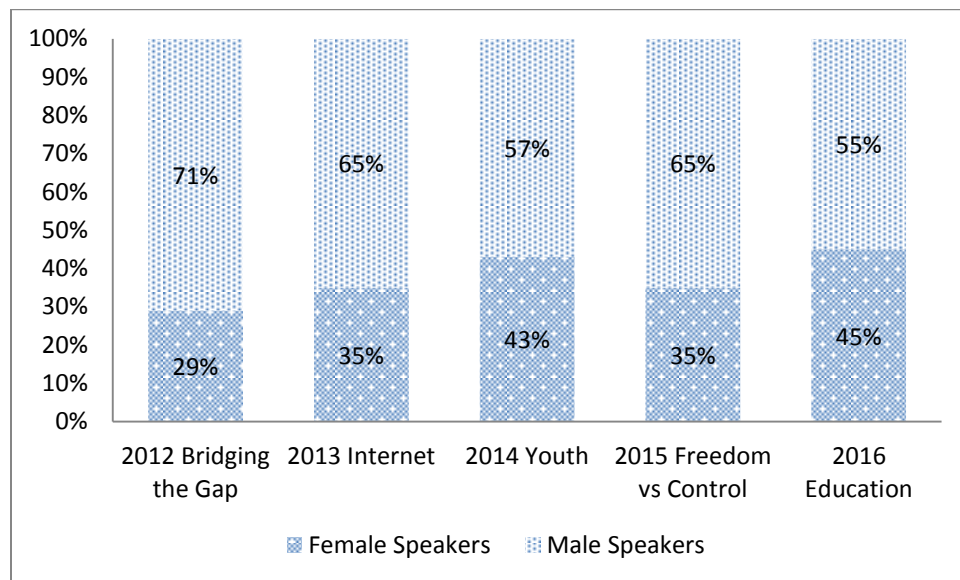
Source: DIO statistics prepared based on speakers lists

The importance of integrating migrants into society has been extensively discussed in the Forum on the topic Freedom vs Control. Other transversal issues such as minorities, disability and LGBT were covered in some of the labs of different Forum editions where representatives of respective NGOs were among the speakers.

2.2.3 The OFF Programme

Finding 7: The OFF Programme complements the IN Programme well but linkages between both programmes could be strengthened.

In addition to the Forum's official programme that takes place in Council of Europe premises, there is also the OFF Programme organised by the City of Strasbourg with the purpose of connecting the Forum with its citizens. It consists of a week full of events such as discussions, performances, film projections, concerts, and expositions. Strasbourg as well as the Region Grand Est also organise one lab each as part of the Forum, which participants of the IN Programme can reach with a shuttle bus.

While an assessment of the quality of the OFF Programme is not within the scope of this evaluation, it should be noted that several interviewees mentioned the existence of the programme as a positive point. The OFF Programme adds value to the Forum in that it is

designed to open the Forum to citizens of the city. Most events are organized in the evening as well as during the weekend and do not require prior registration. They are therefore more accessible than the IN Programme in spite of security constraints.

Efforts are being made to strengthen the linkages between the two parts of the Forum, for example by the City trying to further align its events with the Forum's theme and fostering exchanges. However, these must be strengthened by taking into account the following constraints: (i) the very complex and costly implementation of an interpretation system at several sites in the city, and (ii) communication within the Council of Europe to encourage international participants to debate in city workshops.

Although the two components are dealt with in two separate governance bodies, the City of Strasbourg and the Council of Europe will continue their reflection in favour of enhanced involvement of both partners in each program.

2.2.4   Participation in the Forum

Finding 8: The Forum attracts a large and diverse group of participants. The main factors that motivate them to come to the Forum include the relevance of the Forum's theme, the possibility to discuss their own work with other participants, the opportunity to learn about grassroot level initiatives and the possibility to network.

In order to generate positive change, the Forum needs to attract a large number of relevant participants who can contribute to the debate and be expected to implement initiatives to strengthen democracy after their participation in the event. The number of Forum participants has been ranging from approximately 1400 in 2013 and 2014 to more than 2200 participants in 2016. The gender balance among Forum participants has been in favour of women since 2014 (see Figure 12 in Annex 1).

The Forum is a unique event in that it brings together persons from all kinds of professional backgrounds, such as national, regional and local authorities, NGOs, international organisations, academia, media and youth. The Forum is open for ordinary citizens and puts the Council of Europe in contact with individuals who are not among the organization's typical target groups. A few stakeholders noted that very technical persons such as teachers (for the Forum on Education) or experts in the latest technologies and hackers (for the Forum on Internet) are hardly represented, though, and neither are marginalized people who do not have a voice in society.

> At the Forum I have met outstanding young people motivated to make change happen. With two of them I have founded Movement for Cooperation and Development of Youth (MCDY). This is a Serbia-based youth-led NGO operating with a goal to create an interactive and proactive youth platform useful to young people who want to develop their skills and knowledge needed in order to create positive impact on their society.
>
> MCDY's main goals are: (i) to implement activities which aim to increase the impact of informal education on youth; (ii) to contribute with creative ideas to the development of existing programs of formal education; (iii) to increase the intensity of youth cooperation within Serbia; and (iv) to strengthen cooperation of Serbian youth with peers abroad in the fields that is relevant to youth empowerment.
>
> Our first project WHY YOUTH? has started in September 2016. It aims to discover why young people are marginalized in societies and to empower young people to change their position. We are doing so by teaching over 350 kids soft skills, sharing our networks, and encouraging their cooperation with local and regional authorities in order to create a win-win situation where young people will be able to get support from these bodies and institutions and also affect decisions concerning youth, while at the same time they hear what is being expected from them as citizens and members of the community.
>
> *Mr Stefan Raičević, Director of MCDY and student of law at the University of Belgrade, Serbia*

A difficulty has always been to balance the participation of very high-level people with the grassroot-level elements of the Forum. In 2012 Ban Ki Moon spoke at the Forum, which drew several important personalities to Strasbourg. During the following years the event has become more civil society oriented. Nevertheless, efforts are still being made to attract some well-known keynote speakers (see section 2.3.5) and political decision-makers.

The Forum participants are from more than 100 countries world-wide. This can be considered a remarkable achievement given that the Council of Europe is a regional organisation based in Europe. The Forum's geographic diversity is achieved because many speakers come from non-European countries, the youth delegation is of a very international composition, and there are partnerships with other international/regional organisations.

Nevertheless, most Forum participants are from Europe: 71% of survey respondents lived in a Council of Europe member state and 6% lived elsewhere[7] in Europe when they attended the

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[7] Belarus, Holy Sea and Kosovo (All references to Kosovo, whether the territory, institutions or population, in this text shall be understood in full compliance with United Nation's Security Council Resolution 1244 and without prejudice to the status of Kosovo.

Forum.[8] In particular Eastern Europe is overrepresented due to the participation of several hundred students and staff of the Schools of Political Studies in the Forum that result from budgetary considerations (see chapter 2.5.4). So the Forum can be considered a world forum with a strong bias towards Eastern Europe.

The participant survey helps to assess the factors that are important for people's decision to participate in the Forum (see Figure 4). The most important element in this decision is the relevance of the Forum's theme with almost half of the survey respondents selecting this as one of maximum three responses. Other crucial factors were the possibility to exchange ideas about their own work with other participants, the opportunity to learn about innovative grassroot level initiatives, and the networking aspects. The presence of high-level speakers reached only the sixth position indicating that for participants themselves big names are not that important after all.

Figure 4: What were the three most important factors that motivated you to participate in the Forum?
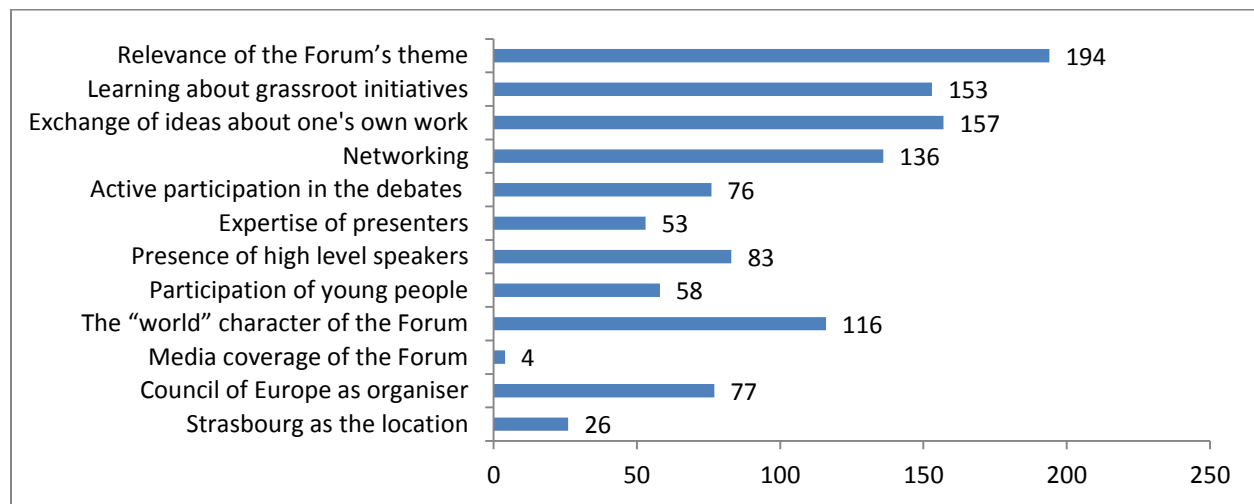
Source: Participant survey

When asked how they had first learned about the Forum, 22% of the participants indicated that a Council of Europe staff member had told them about it (see **Figure 5**). The largest number of participants learned about the Forum through the internet: 13% through the webpage of the Forum, 15% through the webpage of the Council of Europe, and 17% through other online media. It is interesting that a significant group of 15% of participants was told about the Forum by a former participant. The fact that participants recommend the Forum to others can be considered a strong indicator for their appreciation of the event.

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[8] 9% of survey respondents lived in the Council of Europe's neighbourhood, 6% in Africa (other than the neighbourhood), 5% in Asia (other than the neighbourhood), 2% in North America, 1% in Central and South America and one person in Oceania.

Figure 5: I first learned about the Forum from…

Council of Europe staff member — 22%
Former Forum participant — 15%
World Forum for Democracy website — 13%
Council of Europe website — 15%
Other online media — 17%
Traditional media — 4%
Other — 14%
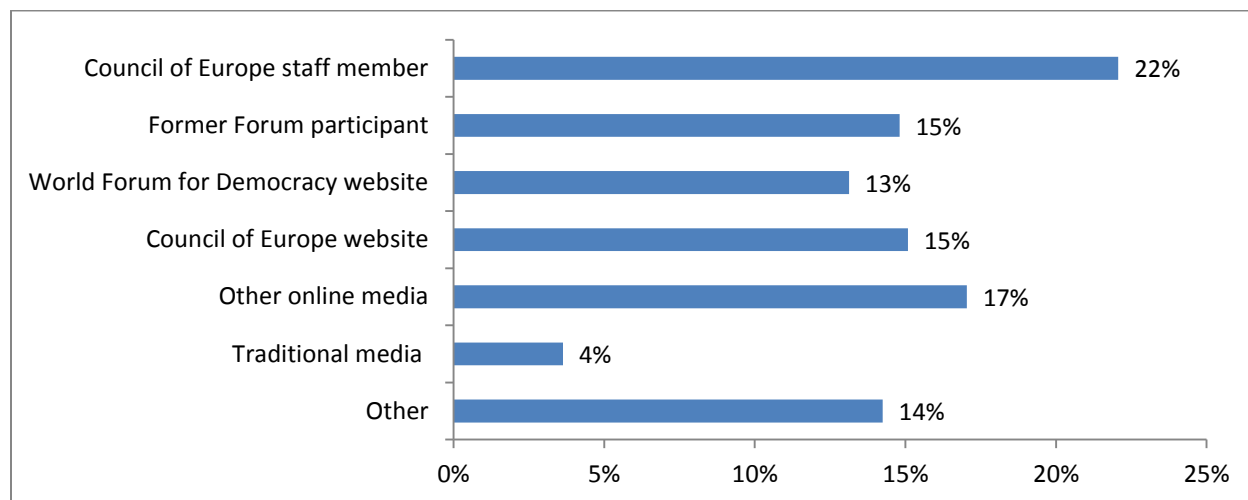
Source: Participant survey

2.2.5 Follow-Up to the Forum

Finding 9: Although a variety of activities are already on-going, more attention needs to be given to the follow-up of the Forum in order to keep the debate on-going and participants involved.

A proper follow-up process is crucial for reaping the full benefits of the Forum. The follow-up activities carried out by the organising team relate to (i) an evaluation of the Forum, (ii) the making available of the Forum's results, as well as (iii) various off-spring events that aim at keeping the debate on-going.

For evaluation purposes, the organising team conducts a satisfaction survey among Forum participants after each Forum edition and also analyses the social media response to the Forum.

Forum results are summarized in a report, which since 2015 also contains conclusions and recommendations that are addressed to and could be used by different stakeholders such as governments and civil society. The 2016 Forum has also produced a range of videos as well as podcasts of the lab discussions and popupagora[9] radio contributions that are available online.

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[9] The Pop-Up Agora aims at reimagining public space as an arena for democratic debate and decision-making. It consists of (i) a movable Agora tent as a gathering space for speeches and debates in an informal setting and (ii) a workshop Pop-Up construction. Sessions were broadcasted during a radio show: popupagora.radio.

> Women are often victims of gender discrimination in Ukraine without even realizing this fact. I focused on the right of women to be elected, which is granted by our laws. Almost all political parties failed to include a minimum of 30% of women in their lists of candidates during the last local elections in 2015. It is very hard to increase the role of woman as a local politician, especially in the rural area where I live. So I tried to do my best to work out the practices, which could raise political representation of women in Volochysk Council, Khmelnytsky Region. After local elections in 2015, more than 30% of the Volochysk Council are women: 13 of 34 councilors. But only six of them represent villages that were united into Volochysk community in the process of decentralisation. I was elected a Secretary of the Council and also a Head of the Equal Opportunities Group which consists of our women councilors. Our goal is to improve the role of women in the political sphere in our united community, to change the public opinion of a woman who can only cook, raise children and has a weaker political voice than a man. We shall keep the public dialogue on gender equality active.
>
> *Ms Alina Koval, Secretary of the Council and Organisation, Volochysk City Council, Khmelnytsky Region, Ukraine*

The off-spring events of the Forum serve the purpose of turning the Forum from an event into a process and to reach out to additional target groups. Since 2015 satellite events have been organised by different institutions throughout Europe under the umbrella of the Forum in order to complement the event in Strasbourg.[10] The Forum is also extended to children: in 2016, about 1000 school children from the Departments of Bas-Rhin and Haut-Rhin took part in the first Forum for children.

Moreover, in 2015 a hackathon[11] was organised for the creation of a participatory democracy incubator, assembling experts on democracy

innovation and political decision-makers. Since then the contributors to the incubator exchange virtually throughout the year and meet once annually in the framework of the Forum with the purpose of inventing and testing transparent, participative and collaborative democracy in the (currently 16) participating cities. For the future, the Forum organisers are considering the idea of holding town hall meetings in cities where a few innovators kick-start discussions locally.

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[10] In 2016, satellite events were held in San Sebastian/Spain, Brussels/Belgium, London/United Kingdom, Muenster/Germany, Budapest/Hungary, Florence/Italy, and Lisbon/Portugal.

[11] The term hackathon usually describes a design sprint-like event, in which computer programmers and others involved in software development collaborate intensively on software projects. The Forum's hackathon on open democracy was a collaborative workshop, during which the 30 participants from diverse backgrounds were invited to think for a few hours of the best ways to support the development of transparent, participative and collaborative democracy.

Despite the efforts spent on follow-up activities, the follow-up to the Forum has still been identified as a weakness by many interviewed stakeholders. The online survey therefore asked former participants what the Council of Europe should do in order to ensure that the Forum's impact continues after the Forum. As illustrated in **Figure 6**, the single most important measure according to Forum participants is the organisation of follow-up events throughout the year (243 responses). This is supportive of the current trend of organising side events such as satellite events and the participatory democracy incubator.

Figure 6: What would be the best ways for the Council of Europe to ensure that the Forum's impact continues after the Forum (three responses possible)?
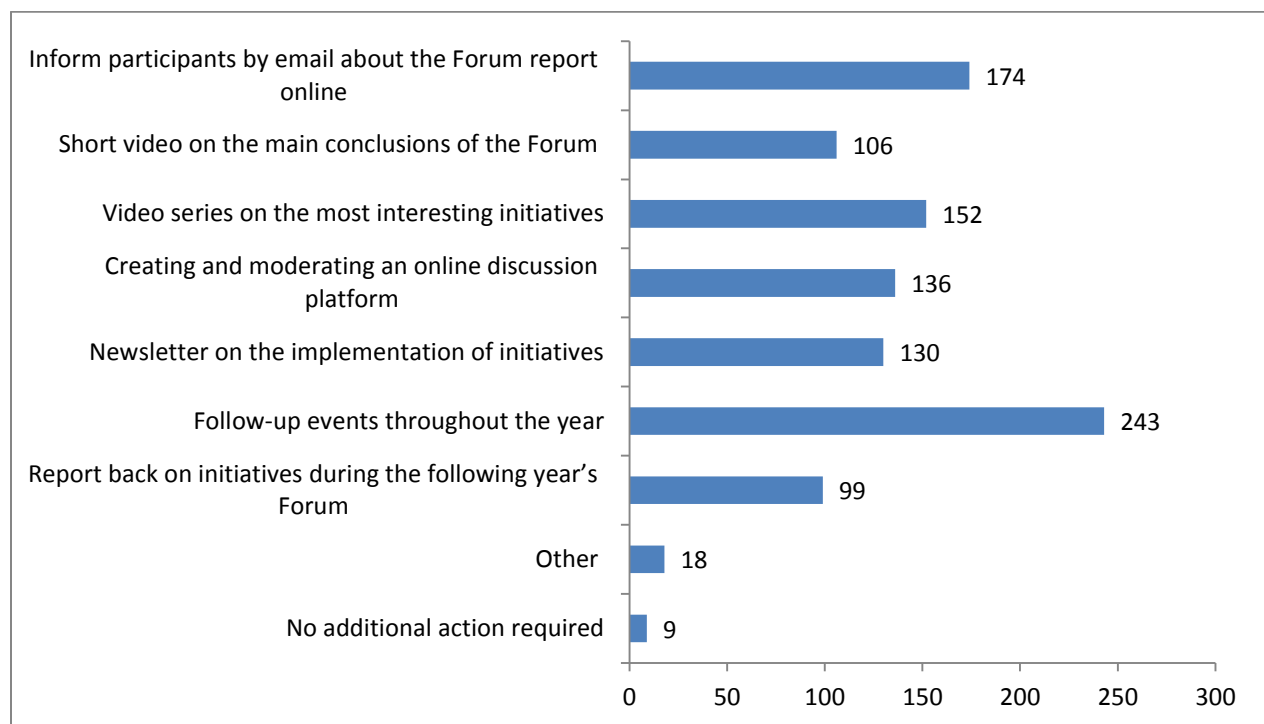
Source: Participant survey

Many interviewed stakeholders were not aware of a Forum report; so it would be worthwhile to inform participants by email about its existence as suggested by 174 survey respondents. Videos on the most interesting initiatives (152 responses) have already been produced in 2016 and are available on Youtube.

The creation and moderation of an online platform for Forum alumni has not only received high scores in the survey (136 responses) but were also often mentioned in qualitative interviews. Such a platform could be used for online discussions with expert input, for Forum alumni to establish contacts among each other (possibly also creating regional or thematic groups), as a support network for the Council of Europe, and as a basis for a mentoring programme for participants who intend to start their own democracy initiatives.

Additional ideas for follow-up activities that were mentioned in qualitative interviews include the creation of policy briefs, the establishment of good practice guidelines, an interactive impact forum on the Forum's webpage, as well as participatory Forum reports in which experts and/or participants could contribute one idea per person to answer two to three pre-defined questions.

2.3   Impact

What has been the impact of the Forum?

2.3.1   Implementation of Democracy Initiatives by Forum Participants

Finding 10: Participants gained knowledge, motivation and networks as a result of their participation in the Forum, which has enabled them to implement democracy initiatives. Some groups of participants are more likely than others to implement initiatives after participating in the Forum.

The overall aim of the Forum is to enable participants to implement initiatives that strengthen democracy. Based on the online survey, almost 54% of respondents indicated that they had started (a) new initiative(s) as a result of their participation in the Forum. This figure is extremely high. One needs to remember that a bias can be expected with regard to the survey respondents in that it can be considered more likely that somebody who has actively used the Forum results responds to a survey than somebody who has not. Furthermore, a more in-depth analysis of qualitative responses to an open-ended survey question about these initiatives reveals that the term "initiative", as interpreted by the survey respondents, does not necessarily relate to a new project but could also just mean that they started to apply new working methods. It should also be noted that – due to the nature of a quantitative survey – it was not possible for the evaluation team to ask probing questions in order to validate whether these initiatives can indeed be attributed to the respondents' participation in the Forum or which exact contribution the Forum made in this regard. Despite these biases, it can be confirmed that the Forum does positively influence the participants to take action.

The Forum enables participants to implement democracy initiatives in three ways. Firstly, they learn about innovative concepts that advance democracy. 31% of survey respondents fully agreed and 47% agreed that they did so as a result of their participation in the Forum (see Figure 13 in Annex 1). A British City Councillor, for example, became aware of new forms of democracy through the 2013 Forum. She understood that in particular young people do not go to the ballot box anymore but express their views in different ways. After her participation in the Forum, her city council organised online petitions on municipal housing and transport

issues.

Secondly, participants become more motivated to contribute to the advancement of democracy. 44% of survey respondents fully agreed and 32% agreed with a related statement in the survey (see Figure 14 in Annex 1). A member of the youth delegation to the 2014 Forum on Youth, for example, was inspired by a lab on civic education and the idea that young people can make a difference. He came back to the Forum in 2016 to present his own initiative that offers

> As a result of presenting my first initiative at the Forum and receiving the Democracy Innovation Award, I was able to package the project into three proposals, for which I have been able to receive funding. Currently I am implementing three initiatives which are using information and communication technologies to improve service delivery. The initiatives are using an SMS platform and social media to deepen the engagement of duty bearers. They target women and youth. They have improved women's participation in governance issues. They have brought women to the forefront to discuss issues of service delivery that affect their communities. In this way service delivery was improved.
>
> *Ms Goretti Zavuga Amuriat, Program Manager, Women of Uganda Network (WOUGNET), Uganda*

civic education training for young leaders in Zimbabwe through the mobile phone software WhatsApp.[12] Another example is a South Korean participant who stated that he "always had an interest in human rights and minority issues but there was a big change after the Forum (…). It was an inspiration." As a result of his participation in the Forum he created a student volunteering group that provides legal counselling for homeless people in South Korea.

Thirdly, participants establish networks with other participants. 72% of survey respondents indicated that they were still in contact on a professional level with one or more of the persons that they met at the Forum. A Moroccan journalist, for example, claimed that he was able to establish thirty to forty contacts with whom he continues to discuss the topics of the Forum.

The results of the participant survey establish strong positive correlations between gains in learning, motivation and networks and the likelihood that participants implement initiatives. Going a step further in the analysis, we can also identify which types of participants were more likely than others to implement democracy initiatives after participating in the Forum. The following observations can be made based on statistical analysis of the survey data:

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[12] His initiative was among three to be shortlisted for the Democracy Innovation Award.

- Participants who were invited by the Council to participate in the Forum and whose travel and accommodation costs were covered by the Council have become more motivated by the Forum and were more likely to implement democracy initiatives than others. This may indicate that the Council's coverage of their costs is a good investment in their motivation and/or that the Council exercises good judgement in its selection of sponsored Forum participants.
- Persons who were already in Strasbourg when they attended the Forum are least likely to implement initiatives. Opening the Forum to "random visitors" from Strasbourg therefore does not significantly contribute to strengthening democracy.
- Men are more likely to establish sustainable networks and to implement democracy initiatives than women. Special measures could be considered to particularly encourage and empower female participants to build networks and take positive action to strengthen democracy.
- Forum participants are most likely to implement democracy initiatives if they are between 31 and 60 years old, probably because being at a working age they have more (institutional, social capital, financial, etc.) resources at their disposal than younger and older participants. A mentoring or coaching programme might offer participants with fewer resources the opportunity to become active.
- Participants who live outside Europe and/or whose work focuses on a geographic area outside Europe are more likely to establish sustainable networks and more likely to implement democracy initiatives than participants who live in Europe and/or whose work focuses on Europe. An explanation for the difference in networking could be that European participants are less likely to establish new contacts because they already know other participants since the European group is overrepresented at the Forum. As for the implementation of initiatives it can be assumed that it is harder to start new activities in well-established democracies where "the market is already quite saturated" than in contexts where democracy is still developing.
- There is no relationship between the likelihood of participants to implement democracy initiatives and their level of involvement in the Forum (i.e. attendee vs. speaker/moderator/rapporteur/etc.), their sector of work (i.e. national, regional or local authority, civil society, etc.), as well as the Forum edition they attended.

Further details regarding this statistical analysis can be found in **Table 8** in Annex 1.

Cases were also reported in which the Forum had a positive effect on initiatives presented in the Forum's labs by creating publicity and momentum. A project that established youth networks in Bangladesh to hold authorities accountable was presented in the 2014 Forum. Following this presentation, a publication called "Democracy Watchdog" was produced and the project started to offer in-person training for young people in addition to the online training provided before. Moreover, there have also been cases, in which grants could be obtained for

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initiatives because it was mentioned in the application that the initiative was presented at the Forum.

> I created two initiatives in my NGO related to the Forum. Since I participated in 2014 as a member of the youth delegation, the first program focuses on young people and their participation in our local society. It is called Mission Europe. We teach youth how to write projects and communicate with local government. We also teach them about the CoE and EU, and work with them on the topics of minorities (such as LGBT and Roma) and violence prevention (among young people, against women and against the LGBT community).
>
> The second program I created is in close relation with my last year's engagement in the Forum. I was one of four Twitter ambassadors of the 2015 Forum and worked on raising its visibility in this social network. Encouraged with the results I made, I created a program in which I work with youth to raise awareness about the possibilities of the internet, as well as on the topic of the safe use of social networks and the internet. Nearly 100 young people participated in these initiatives in the past two years. A relatively high percentage of participants were women (around 50%) as well as members of the LGBT and Roma minority.
>
> *Mr Miroslav Domjesko, Vice-president, Movement for the European Cultural Cooperation, Serbia*

2.3.2 Impact on the State of Democracy

Finding 11: Democracy initiatives implemented by Forum participants contribute to the dissemination of the Forum's values and promote the participation and engagement of citizens in democratic processes, including of persons from specific social groups such as youth and women.

It is not possible for this evaluation to measure the Forum's impact on the state of democracy through the active engagement of Forum participants. Democracy is too big a concept to be easily assessed, Forum participants are too widely spread, and democratic developments depend on a whole range of factors and influences that are beyond the control of individual persons.

However, the data collected through the online survey allows for the identification of some trends regarding the nature of the initiatives that have been implemented by participants after the Forum. As summarised in Table 3, most of the initiatives relate to the dissemination of values promoted by the Forum (65), followed by initiatives aiming at promoting the participation of citizens in democratic processes (36), and capacity building activities (22).

Table 3: Democracy Initiatives Implemented by Forum Participants

Types of Initiatives	# of Initiatives
Initiatives contributing to the dissemination of information and values presented at the Forum;	65
Initiatives promoting participation and engagement of people in governance and democratic processes;	36
Initiatives aimed at building of capacity of a group of people on a specific issue;	22
Initiatives aimed at the promotion of / advocacy for human rights of a specific group of people;	8
Charitable initiatives aiming at improving the life conditions of a group of people.	5
Total	136

Source: Participant survey

Democracy is about the inclusion of all members of society into political decision making. The Forum is in particular aiming at giving a voice to those groups who have traditionally been underrepresented in democratic processes. This objective is reflected in the democracy initiatives implemented by Forum participants. Proportionally to the attention given to the youth dimension by the Forum, the largest number (78) of the initiatives implemented by Forum participants benefit young people. Following these are women (30) and refugees (21), as well as persons with disabilities (17) and religious, ethnic minorities/members of the LGBT community (16).

2.3.3   Snowballing of Forum Ideas

Finding 12: Forum ideas snowball through dissemination by Forum participants and social media.

Based on its theory of change, the Forum intends to create a wider impact through the snowballing of the ideas and initiatives discussed. A first expected dissemination mechanism is through the Forum participants themselves and the participant survey confirms this knowledge transfer. Based on survey results, 38% of participants fully agree and 32% agree with the statement that they promoted the Forum's ideas among their contacts after their participation (see **Figure 7**).

Figure 7: After my participation in the Forum I promoted the Forum's ideas among my contacts.
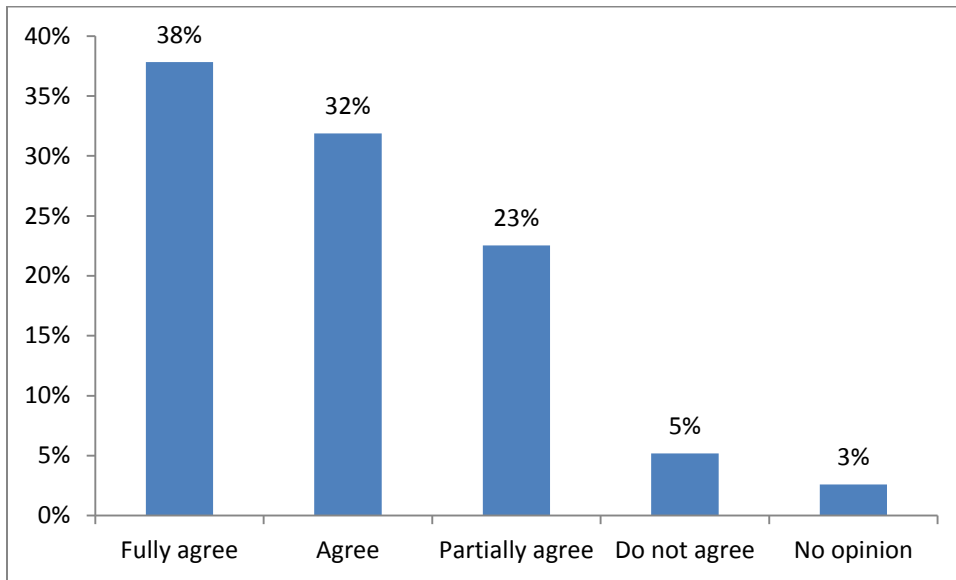
Source: Participant survey

Qualitative interviews provide some examples of how a wider public than the immediate colleagues of participants can receive information about the Forum. Two members of the delegation of the Congress of Local and Regional Authorities, for example, wrote an article on the 2015 Forum that was published in the journal *Europa Kommunal* targeting German cities and municipalities. Furthermore, a researcher at the Catholic University of Central Africa quoted the Council of Europe in her book on exporting democracy at an international level that was published in 2015.

The second intended dissemination mechanism of the Forum's ideas is through online and social media. As mentioned earlier, the Forum is live streamed on the internet and thereby open to virtual participants. The Forum's presence in social media has increased steadily between 2013 and 2015 but has decreased again in 2016 (see **Figure 8**), possibly partly as a result of a technical mishap. Nevertheless, between 2014 and 2016, the Forum was ranked among the top 10% of Twitter users during the days when it was held. The hashtag #CoE-WFD reached 3.2 million unique users in 2016.

Figure 8: Twitter Statistics for the Forum 2013-2016

Twitter Stats	2013	2014	2015	2016
#CoE_WFD	608 contributors 4210 tweets 853 910 unique users reached 7.07 million timeline deliveries	899 contributors 4958 tweets 2.5 million unique users reached 20 million timeline deliveries	1533 contributors 5018 tweets 4.7 million unique users reached 26 million timeline deliveries	655 contributors 2898 tweets 3.2 million unique users reached 17 million timeline deliveries
@WFdemocracy	1560 followers (74% male-26% female)	4434 followers (55%male-45%female) Location: 31%world domination 2200 mentions 900 000 unique users reached 2.8 million timeline deliveries	10 130 followers (65%male-35%female) Location: 36% world domination 1330 mentions 1 579 751 unique users reached 6.8 million timeline deliveries	10404 followers (69%male-31%female) Location: 42%world domination 1891 mentions 2 032 122 unique users reached 5.3 million timeline deliveries
Trends	n/a	Ranked Top 10% of social media users Trending in France Klout score: 54	Ranked Top 10% of social media users Trending in Belgium Trending in New York Klout score: 65	Ranked Top 10% of social media users Trending in France Trending in Belgium Klout score: 62

Source: World Forum for Democracy Secretariat

2.3.4 Usage of Forum Results by the Council of Europe

Finding 13: The Council of Europe uses Forum results to some extent but more systematic linkages between the Forum and other parts of the organisation would be beneficial. The connection between the Forum and member states could also be strengthened.

The Forum is expected to serve the purpose of informing the Council of Europe's agenda in the field of democracy. A positive example for this linkage is the organization's Action Plan on Radicalisation, which was influenced by the Forum on Freedom vs Control. The 2013 Forum identified a need to work more on digital literacy, which has afterwards become an area of work of the Steering Committee for Educational Policy and Practice (CDPPE). Furthermore, some ideas or initiatives that originated in the Council of Europe, such as an education project in Turkey and the concept of schools as safe spaces, have been injected into the Forum for discussion and testing purposes. However, overall it still depends more on individual persons rather than institutional mechanisms whether ideas and results of the Forum are being used by the Council of Europe Secretariat.

This is similar for the Parliamentary Assembly of the Council of Europe (PACE), the Congress and the International Non-Governmental Organisations (INGO) Conference. They contribute to the Forum through sponsoring labs. In its Resolution 2123 (2016)1, the PACE also recommended a

future Forum theme for consideration by the Steering Group.[13] However, the Forum's results are not as such discussed in the bodies' sessions though some traces of the Forum may be found in their work as a result of the participation of their delegations in the Forum. PACE reports, for example, refer to Forum conclusions from the editions on e-democracy[14] and freedom vs. control[15]. Furthermore, the former president of the Congress quoted the Forum's recommendations on e-democracy in one of his speeches on this topic. The Congress also tries to align the theme of its European Local Democracy Week, in which about 100 cities participate every year, to the theme of the Forum. The INGO Conference triggered a Forum discussion on a platform for protecting civil society leaders in order to facilitate a decision-making process in the Committee of Ministers in this regard.

A linkage between the Forum and the Committee of Ministers is provided through the chair of GR-DEM participating in the meetings of the Steering Group. The Committee of Ministers itself discusses democracy issues mostly in relation to human rights but not in a broader sense. An initiative of developing an international Charter on Democracy that was launched in the Forum was later downsized to a catalogue of recommendations related to democracy for Council of Europe internal usage. A few interviewees expressed their belief that the outcomes of the Forum were not suitable for direct usage by the Committee of Ministers but that they could better reach the Committee of Ministers indirectly through an uptake by steering committees and the work of the Council of Europe Secretariat.

The interest of permanent representations in the Forum has increased over time and can at least partially be attributed to the efforts of the former French Ambassador to the Council of Europe. During the 2016 edition of the Forum, several labs were moderated by ambassadors. Nevertheless, the involvement of Council of Europe member states in the Forum could still be strengthened. A good practice that could be replicated by other member states was an invitation by the French Permanent Representation for the Forum's organising team to come to Paris during the preparations for the 2016 Forum in order to learn about France's work in the area of education. Furthermore, it would be very beneficial for the Forum if permanent representations could mobilise high-level speakers and participants from within their government (similar to the Norwegian Prime Minister who spoke at the opening session of the 2016 Forum).

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[13] The PACE recommended to hold a Forum on the theme 'culture and democracy' in order to promote innovative policies and the exchange of good practices in this field.

[14] PACE Committee on Political Affairs and Democracy (2014): Internet and politics: the impact of new information and communication technology on democracy.

[15] PACE Committee on Political Affairs and Democracy (2016): Combating international terrorism while protecting Council of Europe standards and values.

2.3.5 Visibility for the Council of Europe

Finding 14: The Forum has not yet obtained significant visibility in traditional media but among its participants the Forum raises some interest in the work of the Council of Europe.

Among the less explicit objectives of the Forum is the goal to increase the visibility of the Council of Europe (as well as the partners). Despite positive developments in terms of social media uptake of the Forum (see section 2.3.3), the Forum's coverage by traditional media is weak. While the media response to the first edition of the Forum was - with at least 248 pieces – impressive, it has drastically decreased afterwards (see **Figure 9**). The main reason for this is probably that in 2012 several very important persons attended the Forum, including Ban Ki-Moon, while this high level of VIP participation was not maintained in consecutive years. Considerable efforts are being made to arouse public interest (see **Figure 9**) but building a World Forum brand will require a lot of time and resources.

Figure 9: Number of articles on the Forum published in traditional media by year and geographic coverage of media[16]
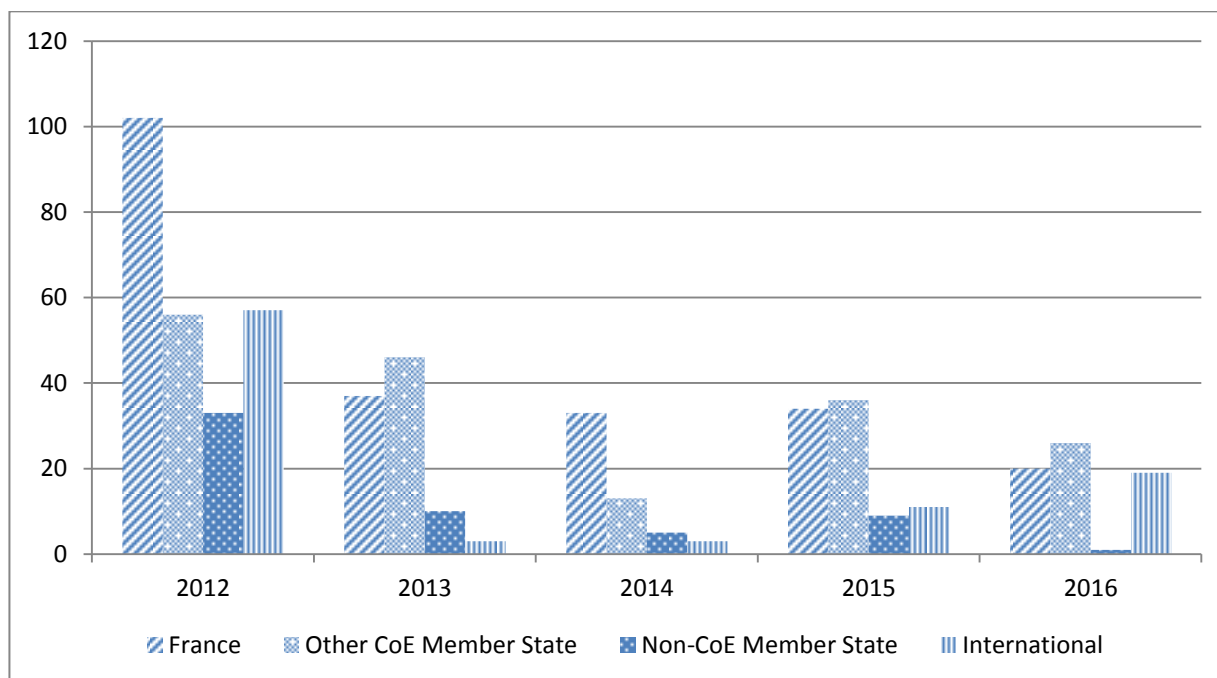
Source: DIO statistics prepared based on Council of Europe Press Reviews

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[16] Non-Council of Europe member states include those in Europe and on other continents. International media are targeting an audience in several countries.

Box 1: Initiatives to attract media attention

- High-level personalities (stars)
- Partnerships with traditional and online media (OpenDemocracy, MTV, Le Monde, Courrier International, Dernières nouvelles d'Alsace, France Culture, etc.)
- Round-table for journalists from Europe and the world
- Announcing of results of research studies (FRA report on mass surveillance and Pudist Research Centre's report on democracy and civil liberties)
- Co-organisation of the annual high-level meeting of Inter-Regional Dialogue on Democracy (International Institute for Democracy and Electoral Assistance (IDEA); not very successful)
- Award ceremonies of the Reporters without Borders Award and the Democratic Engagement Award of the Region Grand Est (OFF Programme)

Source: Semi-structured interviews, document review

It should be noted, however, that the Forum does have a positive effect on its participants' interest in the Council's general work. Based on the survey, 35% of participants fully agree and 30% agree with the statement that they followed the Council of Europe's work more closely since their participation in the Forum (see **Figure 10**). One participant who was interviewed gave the example of following Court cases after the Forum.

Figure 10: Since my participation in the Forum I follow the work of the Council of Europe more closely than before.

Source: Participant survey

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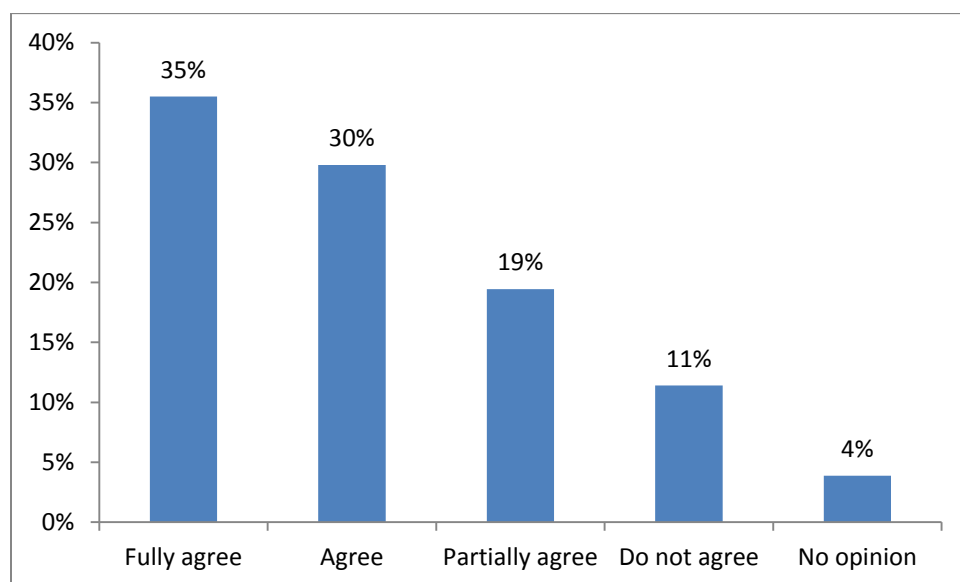
2.4 Added Value

What are the advantages and disadvantages of the Forum in comparison with other initiatives that follow similar purposes?

Finding 15: The Forum has a unique position within the field of democracy since there is no other event with a similar objective and scope.

In the area of democracy there are numerous initiatives organized by different types of actors. They are summarized in Figure 11. Examples of events organized by international organisations include the Annual Democracy Forum organised by the Institute for Democracy and Electoral Assistance, the Oslo Governance Forum organised by UNDP's Democratic Governance Group and partners, as well as side events to the UN General Assembly for government officials and civil society caucuses. Civil society conferences are for example the assemblies of the World Movement for Democracy, the Forum on Citizen Participation organized by CIVICUS, and conferences organised by the Eastern Europe Studies Centre. The Bali Democracy Forum organised by the Indonesian government as an intergovernmental forum for Asia is an example for an event organised by a national government. Academic conferences include the World Congress of Political Science organized by the International Political Science Association, the Democracy conference of Arizona University, as well as the Global Forum on Modern Direct Democracy organised by a consortium of partners, mostly from civil society. Foundations hold events such as the European Forum for Democracy and Solidarity organised by the social democratic parties and political foundations from EU countries. Furthermore, the famous series of Technology Entertainment Design (TED) talks sometimes also touches upon the theme of democracy. Examples of media discussion days include the Athens Democracy Forum organised by the New York Times with partners, the Journées de l'observateur organised by Le Nouvel Observateur, and the Forum de Mulhouse organised by Libération.

Figure 11: Types of initiatives organized by different actors in the field of democracy

Source: DIO classification based on online research and semi-structured interviews

In comparison with those initiatives mentioned, the World Forum for Democracy still has a unique position in that it is the largest such event which brings together and creates linkages between different stakeholder groups including politicians, civil society, academia, media, and youth. Table 4 shows advantages and disadvantages of the World Forum for Democracy in comparison with other events organised in the field of democracy.

Table 4: Advantages and disadvantages of the World Forum for Democracy in comparison with other events organised in the field of democracy

Advantages	Disadvantages
• **Innovative, creative and evocative in comparison with standard events organised by international and intergovernmental organisations;** • **More legitimacy, credibility and leverage than civil society events due to the Council of Europe being an international organisation;**	• Innovation and creativity limited by the intergovernmental character of the Council of Europe; • Policy making and programmatic follow-up after the Forum is limited; • Lower media coverage than events that bring together the "political elite";

Advantages	Disadvantages
• **Larger in terms of number of speakers and participants than most events organised at national level or by academia or civil society;** • **Global and diverse participation in comparison with national level events;** • **Less elitist and more open and inclusive than events that bring together high level people; and** • **Supported by local partners (French Government, Region Grand-Est, City of Strasbourg).**	• No decision-making function; • Truly global nature of the Forum is hampered by bias towards Eastern Europe and visa difficulties for participants from many countries; • Online dissemination of results to a wider public is more difficult than for conferences of the TED talk format.

Source: Semi-structured interviews, online research

2.5 Strategic Positioning of the Forum

2.5.1 Purpose, Ambition and Target Group of the Forum

Finding 16: The current Forum concept of a laboratory for democracy serves its purpose and the Council of Europe as an organisation well.

When the World Forum for Democracy was created, the idea was to give birth to a "Davos for Democracy": an annual rendez-vous for the Who's Who in democracy that is comparable with the World Economic Forum in Davos, Switzerland.[17] A Davos-like forum would be a very high-level gathering of political leaders and other participants, at which political and theoretical discussions take place and statements are made. The 2012 World Forum for Democracy was conceptualized based on this model.

However, in terms of magnitude and visibility, the World Forum for Democracy cannot be compared to Davos. Expectations in this regard are unrealistic given the resources available for the World Forum for Democracy. While the World Economic Forum is an international organisation of 600 staff that has an annual budget of 40 to 50 million Euros[18] and exists since 1971, the World Forum for Democracy is only five years old and managed by 3.3 staff with a non-staff budget of about 1 million Euros.

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[17] Examples of other large international forums on various topics include the World Social Forum for civil society organizations, the Re:publica on digital culture, or the European Development Days organized by the European Union.

[18] The budget was estimated by a Council of Europe staff interviewed.

Deviating from the 2012 World Forum for Democracy model, subsequent editions of the Forum have been conceptualized more like a think tank or a laboratory for democracy in which practices are exchanged and initiatives are tested. The intended target group is a mixture of political decision makers and civil society. The participation and involvement of high-level personalities remains highly desirable though not an aim per se.

The current Forum concept suits the overall purpose of finding solutions to democracy problems well. It adds value to the Council of Europe in several ways:

> Since the Forum last year touched on the questions of information security this served as a motivation for me personally and for the NGOs I work with to hold a series of training sessions for the representatives of civil society and local activists. The heads of civil society organisations were trained on recognizing hate speech and fighting it, recognizing propaganda, critical thinking and peace building while youth and students participated in trainings on consumption of information from social networks, responsible posting and recognition of photo and video fakes in social networks. According to the participants who were trained, the gained knowledge allowed them to have a more responsible attitude to consumption and dissemination of information, as well as to become more demanding with respect to the activities of local governments. In this way we believe that the local community will request that the government provides information in a timely, transparent and comprehensive manner.
>
> *Ms Olga Slavina, Senior Lecturer, PhD, Political Science Department, Oles Honchar Dnipropetrovsk National University, Ukraine*

- It looks for concrete and practical solutions and its approach is geared towards the "post-democracy" era in which we live, which has gone beyond traditional forms of representative democracy;
- Learning from innovative democracy practitioners from all over the world enables the Council of Europe to identify and anticipate trends in democracy, and thereby to slowly establish a leadership position in this domain that might one day become comparable to the one it has nowadays in the field of human rights;
- By bringing together members from the quadrilogue, it has the capacity to transfer innovation from the least structured and most innovative part of the organization (the youth and NGO sector) to the most structured one (the Committee of Ministers); as one interviewee put it, the Forum has the ability to "inject new ideas, new concepts, new people, new networks and themes into the more structured CoE operations";
- The Forum is not an intergovernmental event in which diplomatic language is used: things can be said that cannot be expressed in most other Council of Europe events;

- It is a unique event within the Council of Europe's product portfolio and uses a different but complementary approach from many other Council of Europe activities in that it is constructive and showcases positive examples instead of applying a strategy of shaming and blaming; and
- The identification of good practices and making them available for member states is an important element of the mandate of the Council of Europe.

2.5.2 World Forum vs Europe Forum

Finding 17: The world scope of the Forum is more appropriate than a Europe focus because solutions to democracy problems need to be sought world-wide.

The evaluation also assessed the question of whether the Forum should remain a world forum or be focused on Europe instead. **Table 5** summarizes the advantages of the two scenarios that were identified through semi-structured interviews with stakeholders.

Table 5: Advantages of a world forum vs a European forum

World Forum	European Forum
• **Access to a diversity of experiences and multitude of perspectives and knowledge: looking at the bigger picture;**	• The Council of Europe has more legitimacy to organise a European forum than a world forum;
• **More visibility;**	• Europe faces a lot of challenges, which need to be addressed and some experiences from other parts of the world are not relevant or need adaptation/translation;
• **More relevance since democratic trends and developments impacting Europe are often of a global nature;**	
• **A feeling that "the world is watching" might have positive effects on the respect for democracy (and human rights) in Council of Europe member states;**	• Participation in the Forum will always be skewed towards Europe, particularly towards Eastern Europe due to the participants from the Schools of Political Studies; and
• **Ability to demonstrate to the world the linkage between democracy, human rights and the rule of law;**	• A focus on Europe would be less resource intensive.
• **Stronger connection with the world's agreed agenda, namely the Sustainable Development Goals;**	
• **The scope is in line with other activities that the Council of Europe has world-wide; the organisation also has a multiplier function and spreads its values**	

World Forum	European Forum
beyond Europe; • **Less likely to be associated with EU activities in the perception of the general public than if it was called a Europe Forum;** • **For 'branding' purposes, it would be important to keep the world scope and name rather than turning it into a European forum;** • **Other countries in the world are not necessarily less advanced in their democratic development than Council of Europe member states so that a lot can be learned from their experiences; and** • **Participants appreciate the "world" character, which motivated 116 survey respondents to attend the Forum (see Figure 4).**	

Source: Semi-structured interviews and participant survey

When looking at the different arguments that were brought up in favour of a world forum and a Europe forum, the evaluation team considers that the world scope is chosen correctly, in particular because Europe is not "an island" but is constantly interacting with other regions of the world. It seems appropriate to seek global solutions to global trends and problems.

2.5.3 Frequency of the Forum

Finding 18: Good arguments can be made for an annual as well as a biennial frequency of the Forum.

Another specific question that this evaluation set out to answer is whether the Forum should better be conceptualized as an annual or a biennial event. Table 6 summarizes the advantages of the two scenarios that were identified through semi-structured interviews with stakeholders.

Table 6: Advantages of organizing the Forum as an annual vs. a biennial event

Annual Event	Biennial Event
• **Higher notoriety, visibility and stability of the Forum;** • **Alignment with annual budgetary**	• More time for proper preparation (including the identification of the most pertinent issues and questions, as well as

Annual Event	Biennial Event
processes as unspent funds usually cannot be carried forward to the subsequent year; • **Easier to create a momentum with the Forum;** • **Easier to find themes that are timely and in the headlines; and** • **Some participants are very interested in the Forum and would like to attend every year.**	the selection of relevant speakers) improves the quality of the Forum's content; • More time for the Council to "digest" Forum results and feed them into its work programme; • More appropriate for the resources available: more reasonable workload for staff members who organise the Forum; • Easier to identify new topics without risking to run out of ideas; • More likely to be able to attract very high-level people whose agendas are blocked a year in advance; • More time for following up on the Forum to ensure the implementation of ideas and initiatives generated as well as to measure results; and • Creates room for additional smaller events at decentralized level between two editions of the Form that could add continuity and turn the Forum more into a process.

Source: Semi-structured interviews

Given the various arguments provided for each of the two scenarios and the different positions expressed by the funding partners, the evaluation team is unable to make a clear recommendation on the ideal frequency of the Forum.

2.5.4 Budget Arrangements

Finding 19: Financial resources are limited but there seems to be room for increasing the Forum's budget.

As mentioned earlier, currently the budget of the Forum is provided by the Council of Europe, the Government of France, the Region Grand-Est and (in the form of an in-kind donation, namely the OFF Programme) the City of Strasbourg. So far, additional fundraising efforts have been minimal. It might be possible to mobilise further resources (in terms of funds but possibly

also visibility and influence) through partnerships with other Council of Europe member states or donors, other organisations or foundations.

The biggest chunk of the budget is spent on the travel and accommodation of speakers and other participants. A large percentage of the Council of Europe's contribution is dedicated to the participation of the Schools of Political Studies,[19] which leaves only limited overall flexibility in the management of the budget. Furthermore, very high-level keynote speakers sometimes request high fees and other special treatment that makes their participation costly. Based on an interview with a member of the organising team, in total between 500 and 600 persons are usually covered by the Forum's budget each year. Among the respondents of the participant survey, 58% were sponsored by the Council, 20% covered their own expenses, 8% were sent by their employer and 10% already lived in Strasbourg (see **Figure 15** in Annex 1).

25% of those survey respondents who did not cover their own expenses would nevertheless have participated in the Forum if they had had to pay for themselves. 40% would not have done so and 35% responded "Don't know". The evaluation team suggests that all future participants, whether or not their travel and accommodation costs are covered by the Council of Europe, could pay a moderate fee when registering for the Forum. Making participants contribute financially does not only increase the amount of resources available for the Forum but also (i) creates an economic price and thereby value for the event among participants, (ii) increases the prestige of the Forum in the perception of the public, (iii) allows for a natural selection of a genuinely interested audience, and (iv) minimises "fake" registrations of participants who do not attend the Forum, thereby facilitating the issuing of badges for access to the Council of Europe premises and helping to reduce the queues at the entrance. A sponsorship or fee waiver element could be built into the system in order to allow also persons who have very limited financial resources on their own to participate in the Forum.

2.5.5   Location

Finding 20: All potential locations for the Forum have advantages and disadvantages so that it is not possible for the evaluation team to make a recommendation in this regard.

There are several logistical issues related to the organization of the Forum in Council of Europe premises. Firstly, with 2000 participants, the absorption capacity of the hemicycle has been reached and no further expansion of the Forum is possible. Secondly, security measures applied to Council of Europe premises cause access difficulties for external participants. Thirdly, Strasbourg is internationally not easily accessible and nationals from many developing countries face visa issues when intending to travel to France.

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[19] The World Forum for Democracy originally emanated from the Forum for the Future of Democracy and the Summer Academy of the Schools.

These constraints raise the question about what could be the best location for the Forum. Possible alternatives would be the following:

- European Parliament: The building has the capacity to accommodate the Forum's audience but the Council of Europe would lose visibility.

- Conference centre in Strasbourg: Access to the building can be managed better but the rent would be very expensive.

- Mulhouse: Geographically close to Strasbourg and easier to reach for international participants.

- Rotating location in cities that are members of the Intercultural Cites Network: stronger linkage of the Forum results with local political leaders and decision-makers of cities where citizen participation is promoted and which are possibly more easily accessible than Strasbourg but loss of the support by the current partners.

- Rotating location in capitals of Council of Europe member states: closer connection of the Forum with member states and the Committee of Ministers but shift in the Forum's nature towards more of an intergovernmental event.

The evaluation team is not in a position to recommend any best solution for the Forum's location based on the evidence available.

3. CONCLUSIONS

The management and governance arrangements of the Forum are partially efficient. Overall the Forum is well organized, which is already an achievement in itself given the size and frequency of the event in comparison with the human and financial resources available for its implementation. Organisational highlights are the creative touch and the artistic elements of the Forum as well as the successful mainstreaming of transversal issues such as the youth and gender dimensions. On the other hand, more attention should be given to the follow-up, turning the Forum from a one-time event into a process, in order to further promote the usage of Forum results. Satellite events are a step into the right direction and the OFF Programme is a good complement to the IN Programme although linkages between the two parts should be strengthened. The governance structures for the Forum have been created to support the organizing team with decision making and intellectual input but have turned out to be less effective and efficient than expected. In particular the Scientific Council has not been able to find its role in the organization of the Forum.

The Forum is effective by giving some inputs for democratic initiatives implemented by its participants. The speeches, discussions and initiatives presented at the Forum are generally of high quality and the Forum attracts a large and diverse group of participants. These participants learn about innovative concepts that advance democracy. They also become more motivated to contribute to the strengthening of democracy as a result of their participation. Furthermore, the Forum allows them to create networks with other participants. In this way they are prepared to take action, either by replicating initiatives about which they learned at the Forum or by creating their own activities. Through their engagement participants strengthen democracy and contribute to the participation and engagement of citizens including specific social groups such as youth and women in democratic processes.

The Forum adds value to the Council of Europe and the international community of democracy practitioners. Being conceptualized as an innovative laboratory for democracy that aims at identifying solutions for addressing democracy challenges, it is a unique undertaking that has a more ambitious objective and scope than democracy events organised by other actors. The Forum creates a debate between participants from all over the world and from various professional backgrounds although participation of high level political decision-makers falls short of expectations. It helps the Council to be at the cutting edge vis-à-vis the latest democracy trends and thereby to solidify its position in this domain. On the other hand, the Forum does not significantly increase the organisation's visibility since coverage by traditional media has been disappointing. Visibility would be important for developing an international leadership position in the democracy field. Furthermore, the Council lacks a systemic approach

to feeding the Forum results into its decision-making mechanisms such as the intergovernmental steering committees which have standard-setting functions.

Overall, the strategic positioning of the Forum makes sense. The concept of an innovation forum serves the purpose of inspiring participants to implement democracy initiatives well. Furthermore, the world scope of the Forum is correctly chosen. It is more appropriate than a Europe focus because solutions to democracy problems need to be sought world-wide. The Forum is organised with limited human and financial resources but there seems to be room for increasing its budget through additional partnerships. Good arguments can be made for an annual as well as a biennial frequency of the Forum. It might be worthwhile to further reflect on the best location for the Forum.

4. RECOMMENDATIONS

In view of the findings and conclusions of this evaluation, the DIO makes the following recommendations to the Steering Group/Secretariat of the Forum as well as the Private Office and French Permanent Representation (see **Table 7**). The recommendations are presented in order of importance.

Table 7: Recommendations (in order of priority)

#	Recommendation	Implementation Modalities	Responsible
1.	Increase efforts to raise the visibility of the Forum.	This could entail a re-allocation of additional resources to the media coverage of the Forum. Furthermore, the Forum could be planned around visits of important personalities (e.g. the Pope or the Dalai Lama).	Steering Group/Secretariat of the Forum
2.	Use political leverage available to encourage high-level participants to attend the Forum.		Private Office and French Permanent Representation
3.	Reflect further on ways of transferring the Forum's messages to political decision makers.	This could be done through organising the Forum immediately before or after other high-level events such as the Conference of Presidents of Parliaments. High-level political leaders could also be invited for a specific session at the end of the Forum, in which they could benefit from the Forum's conclusions and react to those. Furthermore, the Incubator for Participatory Democracy might be expanded.	Steering Group/Secretariat of the Forum

#	Recommendation	Implementation Modalities	Responsible
4.	Put more focus on making democracy initiatives happen.	This can be done by organising follow-up events to keep Forum alumni engaged or by facilitating continued dialogue among participants through the establishment and management of an online community. Online engagement tools such as Nationbuilder and Bang The Table's Engagement HQ could be used. The platform could also include a mentoring or coaching programme for participants who would like to start their own democracy initiatives. A grant scheme for funding initiatives might also be an option.	Steering Group/Secretariat of the Forum
5.	Strengthen the connection between the Forum and the Council of Europe's other work.	This could be done by (i) systematically feeding Forum results and in particular recommendations addressed to the Council and its member states into relevant steering committees, (ii) contributing more to the Secretary General's report on the State of Democracy, Human Rights and the Rule of Law in Europe, and/or thematic action plans of the Council of Europe, and (iii) presenting democracy trends identified by the Forum to the Senior Management Group.	Steering Group/Secretariat of the Forum
6.	Streamline the governance structures of the Forum by dismantling the Scientific Council.		Steering Group/Secretariat of the Forum
7.	Further develop partnerships with other organisations with the aim of strengthening the resource base of the Forum, as well as its visibility and influence.	Potential partners could be governments of Council of Europe member states, the Open Democracy Initiative, UNDP, renowned academic institutions, foundations, leading traditional media outlets, or members of the Intercultural Cities Network.	Steering Group/Secretariat of the Forum
8.	Take measures to reduce	The first day of the Forum could start	Steering

#	Recommendation	Implementation Modalities	Responsible
	the long queues in front of the Council of Europe building and to entertain participants while they are waiting.	before the opening session with special activities for members of the Schools of Political Studies and members of the youth delegation, etc., with a networking café or other informal events that will make some of the participants enter the building before the opening. The Forum could also begin already in front of the building, e.g. through art performances and other forms of entertainment or engagement of participants waiting for their entry into the building.	Group/Secretariat of the Forum
9.	Strengthen the linkages between the IN and the OFF Programme.	Establish the Steering Group as the governance structure for the IN and the OFF Programme as a first step.	Steering Group/Secretariat of the Forum

In addition to these recommendations the evaluation team has also identified some opportunities for improvement. The DIO will not follow up on their implementation. They include the following:

General

1. Consider cooperation with TED and strengthen the format of lightning talks to facilitate wider dissemination of key ideas of the Forum.

2. Strengthen the connection between the Forum and the Sustainable Development Goals to ensure that the Forum contributes to the agreed world agenda.

During the preparation of the Forum

3. Improve the communication about the Forum's budget decisions among the Forum partners.
4. Issue more personal and friendly letters of regret for unsuccessful lab applicants.

5. Introduce a moderate registration fee for all Forum participants in order to increase the perceived value of the Forum among those, to minimize false registrations, and to generate some extra funds for the Forum.

6. Request registered persons to reconfirm their participation a few weeks prior to the Forum in order to minimize false registrations.

7. Formally request participants whose costs are covered by the Council to publish an article/blog/contribution on the Forum after their return in order to create further snowball effects and visibility.

8. Pre-select lab proposals for relevance before submitting them for discussion to the intra-secretariat taskforce and further explain the identified selection criteria.

9. Consider organising future Forum editions as a joint team together with the respective service concerned to increase in-house ownership for Forum results and their follow-up.

10. Consider starting a homestay initiative to establish connections between Forum participants and the population of Strasbourg and to save resources spent on hotel accommodation.

11. Consult other Council of Europe entities regarding the selection of the Forum's theme.

During the implementation of the Forum

12. Focus more efforts on the quality of the labs and other sessions by offering targeted capacity building opportunities to moderators, presenters and discussants prior to their intervention in the Forum (e.g. through an expansion of the current practice of working lunches).

13. Increase transparency of the voting procedures for the Democracy Innovation Award to avoid frustration among lab presenters.

14. Provide more publicity for the IN Programme through the OFF Programme and for the OFF Programme in the IN Programme.

ANNEX 1: SURVEY RESULTS

Figure 12: Proportion of Female and Male Forum Participants
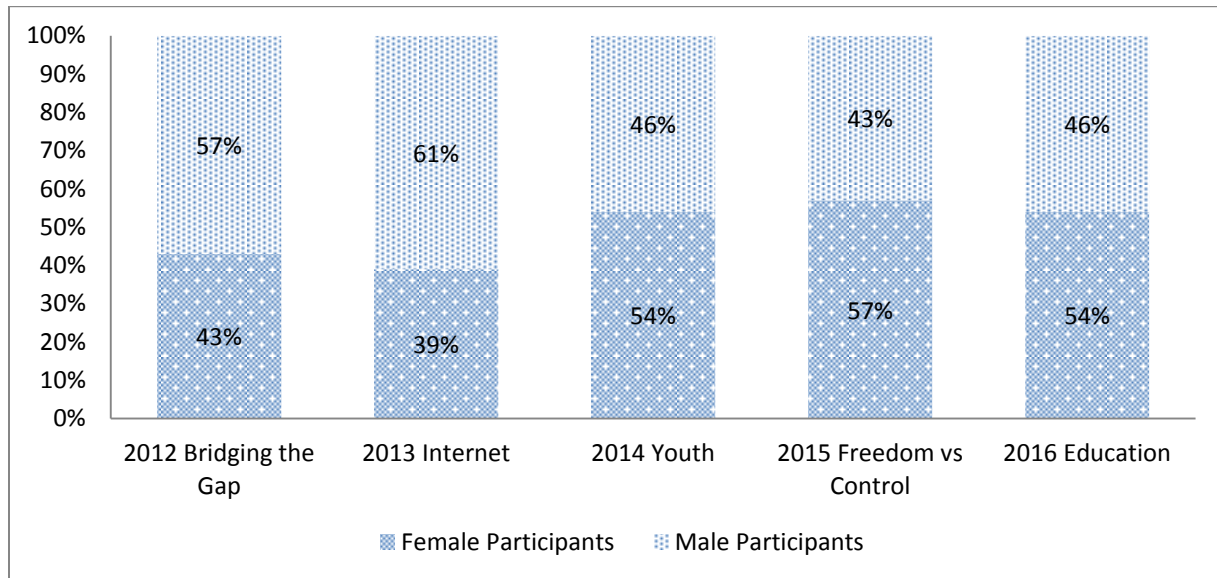
Source: 2012-2015: DIO calculations based on participant lists

Figure 13: Through my participation in the Forum I learned about innovative concepts that advance democracy.
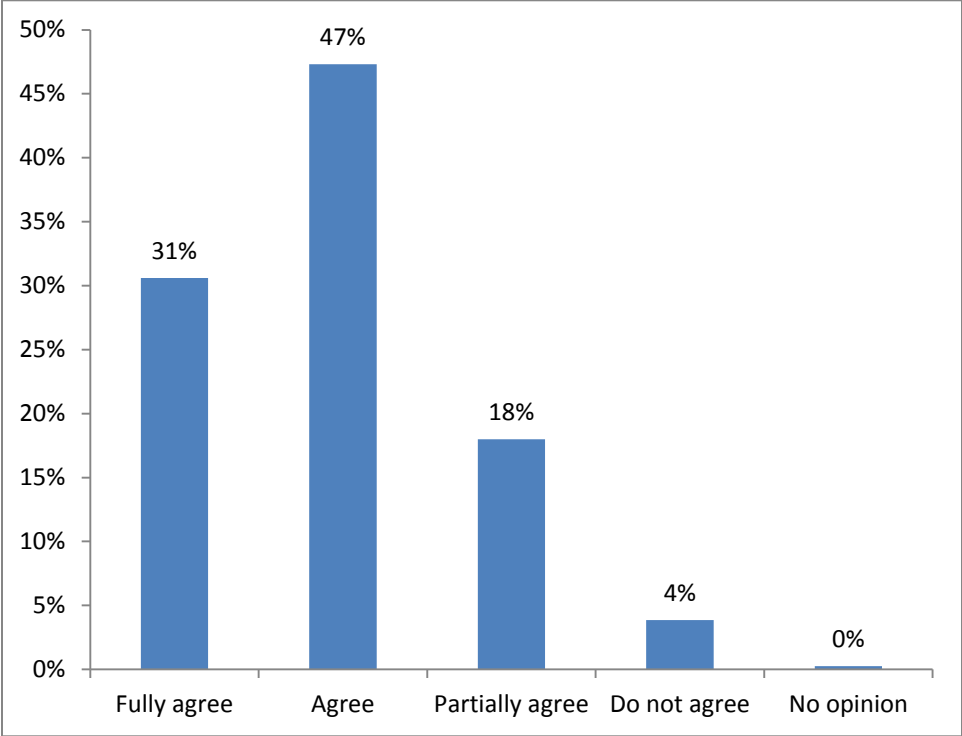
Source: Participant survey

Figure 14: Through my participation in the Forum I became more motivated to contribute to the advancement of democracy.
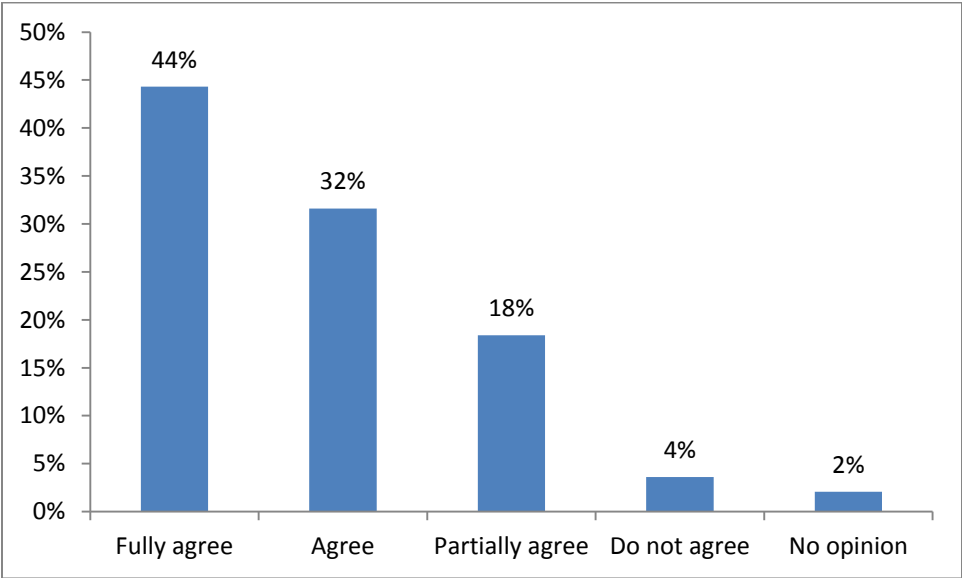
Source: Participant survey

Figure 15: Who covered your travel and accommodation expenses?
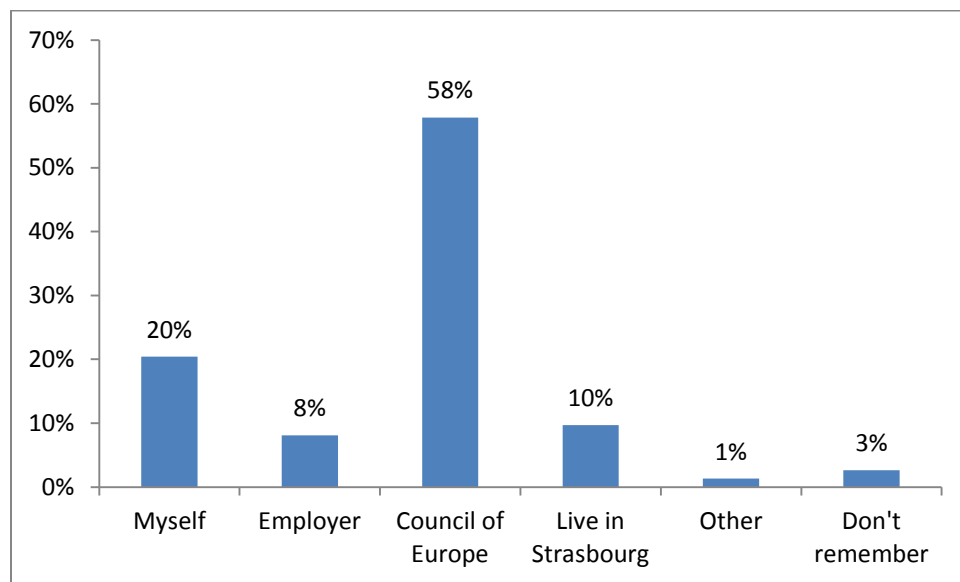
Source: Participant survey

Table 8: Statistical Analysis of Likelihood to Implement Democracy Initiatives as well as Motivation, Learning and Network in Relation to Demographics

Variable	Results of Statistical Analysis
Influence of CoE on Participation	• Participants who were invited to come to the Forum by the Council of Europe, for example as speakers, through the Schools of Political Studies network, as youth delegates, etc. (58%) are more likely to implement initiatives than those who come on their own initiative or are sent by their employers (45%). • Moreover, participants whose travel and accommodation costs were covered by the Council of Europe (61%) are the ones most likely to implement initiatives. Following them are participants who paid themselves (49%), participants whose costs were covered by their employers (48%) and finally participants who had no costs because they lived in Strasbourg (25%). • Participants whose travel and accommodation costs were covered by the Council are most likely to have a gain in motivation. Second are participants who covered their own costs followed by participants who were sent by their employer and finally participants who were anyways in Strasbourg.

Variable	Results of Statistical Analysis
Gender	- Men (60%) are more likely to implement initiatives than women (47%). - Men (79%) are more likely to establish sustainable networks than women (64%). - There are no differences between women and men with regard to gains in learning and motivation.
Age	- Forum participants who are between 31 and 45 years old are the ones most likely to implement initiatives (61%), followed by those who are between 46 and 60 years old (57%). Those participants who are 30 years old and younger are still likely to implement initiatives (50%), while participants who are older than 60 years are less likely (29%). - There is no relationship between a participant's age and her/his gains in learning and networks. - The relationship between age and motivation is almost statistically significant with younger participants tending to gain more motivation than older participants.
Geography	- Participants who lived in non-European countries when they attended the Forum were more likely to implement initiatives (69%) than participants who lived in Europe (48%). Furthermore, they were more likely to establish networks (79%) than participants who lived in Europe (68%). There is no difference with regard to gains in learning and motivation. - Similarly, participants whose work focuses on non-European countries (61%) are more likely to implement initiatives than participants whose work focuses on Europe (49%). They are also more likely to establish sustainable networks (76%) than participants whose work focuses on Europe (60%).
Year	- The year in which a participant attended the Forum did not influence the likelihood that (s)he implemented an initiative at a statistically significant level. - There is no relationship between the year in which a participant attended the Forum and his/her gain in learning, motivation and networks.
Sector of Work	The probability of a participant implementing initiatives is not influenced by her/his sector of work (e.g. national/regional/local authority, NGO, academia, etc.).
Level of Involvement in the Forum	There is no difference between the likelihood of a simple attendee implementing initiatives and the likelihood of a participant with a more active role in the Forum (e.g. speaker, lab presenter, discussant, moderator, rapporteur, etc.) implementing initiatives.

ANNEX 2: LIST OF INTERVIEWEES

The following persons were interviewed regarding any or all of the Forum editions 2012 to 2016.

Name	Title	Organization	Function in WFD	Country (of Participants)
Mr. Markus Adelsbach	Adviser, Private Office of the Secretary General and the Deputy Secretary General	Council of Europe		
Mr. Samiuddin Ahmed	Head of Research and Development	Action Aid Bangladesh	WFD Presenter in 2014	Bangladesh
Ms. Irina Alexieva	Executive Director	Bulgarian School of Politics "Dimitry Panitza"	Member of the Scientific Council	
Mr. Nicolae Arnaut	Financial Management Consultant	Ministry of Health	WFD Participant in 2012-13	Moldova
Mr. Emir Azzouza	Lawyer	Barreau de Boumerdes	WFD Participant in 2015	Algeria
Mr. Julian Barlen	Project manager and co-founder of "Stork Heinar", Member of the Parliament of Mecklenburg-Western Pomerania	Stork Heinar, Endstation Rechts	WFD Presenter in 2014	Germany
Ms. Yaël Boussidan	Directrice Adjointe du Cabinet	City of Strasbourg	Partner	
Ms. Pélagie Chantal Belomo Essono	Lecturer/Researcher	Université catholique d'Afrique centrale	Participant in 2012	Cameroon
Ms. Yulia Berezovskaya	Chief Executive Officer	Grani.ru (media)	WFD Presenter in 2015	Russia
Mr. Sjur Bergan	Head of Education Department	Council of Europe		
Ms. Claude Bernard	World Forum for Democracy Division	Council of Europe	Organizer	
Mr. Denis Bribosia	Secretariat of the Committee of Ministers	Council of Europe		
Ms. Andrée Buchmann	Councilor of Région Grand-Est	Région Grand-Est	Member of the Steering Committee	
Ms. Jocelyne Caballero	Ambassador of France	Government of France	Partner	

Name	Title	Organization	Function in WFD	Country (of Participants)
Ms. Eléa Casanova	Chargée de mission Europe et Affaires Européennes, Direction Europe et International	Région Grand-Est	Partner	
Ms. Despina Chatzivassilio	Head of Political Affairs Department, Secretariat of the Parliamentary Assembly	Council of Europe		
Mr. Luis Jose Consuegra	Programme Officer-Relationship Development, Prospection and Inter-Regional Dialogue, External Relations and Governance Support	International IDEA	WFD Participant in 2015	Sweden
Mr. Gunther de Schepper	Directorate of Policy Planning, Schools of Political Studies, Policy Advisor	Council of Europe		
Mr. Stefano Dominioni	Partial Agreement Cultural Routes	Council of Europe		
Mr. Ahmed Driss	Director	Tunisian School of Politics	WFD Discussant in 2013-14-15	Tunisia
Mr. Mostafa El Bied	Journalist		Member of the Scientific Council	Belgium
Mr. Roberto Fasino	Head of Culture, Social and Sustainable Development Department, Secretariat of the Parliamentary Assembly	Council of Europe		
Mr. Eladio Fernandez Galiano	Head of Democratic Initiatives Department	Council of Europe		
Ms. Raylena Fields	Student in Peace Studies/Veteran Journalist		WFD Participant in 2012	USA
Mr. François Friederich	Head of Elections Division	Council of Europe		
Ms. Orsolya Gancsos	External relations / Thematic priorities, Secretariat of the Congress of Local and Regional Authorities	Council of Europe		

Name	Title	Organization	Function in WFD	Country (of Participants)
Ms. Angela Garabagiu	Secretariat of the Parliamentary Assembly, Office of the Secretary General of the Assembly / Secretariat of the Bureau of the Assembly	Council of Europe		
Mr. Andreas Gross	National Councilor, President of the Council for Democratic Elections and Chair of the Socialist Group		Member of the Scientific Council	
Ms. Irena Guidikova	World Forum for Democracy, Head of Division	Council of Europe	Organizer	
Ms. Jutta Guetzkow	Head of Good Governance Division (former Head of Civil Society Division)	Council of Europe		
Ms. Tanja Hannemann	Directrice (relations européennes et internationales)	City of Strasbourg	Partner	
Ms. Astrid Helle	Ambassador of Norway		Member of the Steering Committee	
Mr. Lee Hibbard	Internet Policy Coordinator, Media and Internet Governance	Council of Europe		
Mr. Josef Huber	Head of the Pestalozzi Programme	Council of Europe		
Ms. Emna Jeblaoui	Scholar in Tunisian University and Programme Manager	School of Political Studies of Tunisia	WFD Participant in 2012	Tunisia
Mr. Matthew Johnson	Director of the Directorate of Democratic Citizenship and Participation	Council of Europe		
Mr. Christophe Kieffer	Directeur de Cabinet	Région Grand-Est	Partner	
Ms. Yuliya Kochneva	Directorate of Policy Planning, Schools of Political Studies, Project Officer	Council of Europe		
Ms. Angelika Kordfelder	Mayor of Rheine		WFD Participant in 2015	Germany
Ms. Stefania Kruger	Steering Committee for Educational Policy and Practice (CDPPE), Education Department	Council of Europe		

Name	Title	Organization	Function in WFD	Country (of Participants)
Ms. Alexandra Léon	Conseillère du Maire (relations européennes et internationales)	City of Strasbourg	Partner	
Mr. Thomas Leszke	Project Manager	AEGEE Election Observation	WFD Participant in 2015 and 2016	Germany
Ms. Amelia Loye	Managing Director, Engagement Specialist	Engage2 (with New Democracy Foundation)	WFD Participant in 2014	Australia
Ms. Claudia Luciani	Director, Directorate of Democratic Governance	Council of Europe		
Mr. Moses Machipisa	Programmes Officer: Elearning Content Development	Higher Life Foundation	WFD Participant in 2014 and Presenter in 2016	Zimbabwe
Ms. Snezana Markovic	Director General of Directorate General of Democracy	Council of Europe		
Mr. Olivier Martin	Directeur des Relations Européennes et Internationales	Région Grand-Est	Partner	
Ms. Kathrin Merkle	Head of Culture and Democracy Division	Council of Europe		
Mr. Kyoungsic Min		Asia Youth Association for Humanity and Diversity		South Korea
Mr. Michal Mlcousek	President	Time for Words	WFD Discussant in 2013	Slovakia
Ms. Tina Mulcahy	Executive Director, European Youth Centre Strasbourg	Council of Europe		
Mr. Uwe Muller	Political Advisor, DPA	Council of Europe		
Mr. Jonathan O'Dea	Parliamentarian	NSW Parliament	WFD Participant in 2012	Australia
Ms. Yulia Pererva	Competences and Qualifications, Education Policy Division	Council of Europe		
Mr. Michael Remmert	Directorate of Policy Planning, Schools of Political Studies, Head of Division	Council of Europe		
Ms. Anna Rurka	President of the INGO Conference	Council of Europe		
Mr. Martin Schaffner	Professor	University of Basel	Member of the Scientific Council	
Mr. Ephrem Zewdu Shaul	Researcher	Ethiopian Association	WFD Participant in 2015	Ethiopia

Name	Title	Organization	Function in WFD	Country (of Participants)
Ms. Minnie Salao	Project Manager	Friedrich Naumann Foundation for Freedom	WFD Participant in 2013	Philippines
Mr. Santiago Siri	Author	Partido de la Red	WFD Participant in 2014	Argentina
Ms. Tracey Simpson-Laing	Councilor, Member of the Congress of Local and Regional Authorities of the CoE	City of York	WFD Discussant in 2013-14	United Kingdom
Ms. Estelle Steiner	Spokesperson/Media Officer/Head of Media Assistance Unit			
Ms. Hala Sulaiman	Marketing Communications Manager	Tamkeen	WFD Participant in 2013	Bahrain
Mr. Patrick Titiun	Head of Private Office, Office of the President of the Court	Council of Europe		
Ms. Antonella Valmorbida	Secretary General	ALDA (European Association for Local Democracy)	WFD Participant in 2012	Italy
Ms. Rabea Willers	World Forum for Democracy Division	Council of Europe	Organizer	
Ms. Anne Pelagie Yotchou Tzeudjom	Coordinator	Cefap-Ladies Circle	WFD Participant in 2012	Cameroon

ANNEX 3: INTERVIEW GUIDE FOR GOVERNANCE AND MANAGEMENT STRUCTURES

Date:	
Name(s) and function(s) of interviewee(s):	
Location:	
Evaluation phase:	Inception/data collection
In-person/phone interview:	
Interview by:	
In confidence/quotable:	

Introduction

- Thank you for your time!

- My name is Rica Terbeck and I work as Evaluator in the Council of Europe's Directorate of Internal Oversight.

- The Directorate of Internal Oversight has included an evaluation of the World Forum in its work plan following a suggestion of the Directorate General of Democracy.

- The purpose of the evaluation is to take stock of achievements and assess the operational arrangements in order to learn lessons for future editions of the Forum.

- In the framework of this evaluation we are going to interview a wide range of stakeholders including members of the steering committee, the scientific council, the intra-secretariat taskforce and Forum participants.

- The evaluation will be conducted by two evaluators of the Directorate of Internal Oversight. This is an independent evaluation and there is no management linkage between the Directorate General of Democracy and the DIO.

- Your contributions to the evaluation will be treated confidentially and data will be reported in an anonymous form.

Involvement

Could you please briefly introduce yourself and explain since when and in what way you have been involved with the Forum?

Management and Governance Arrangements

How do you see the management arrangements of the Forum? What is working well, what is not working well? What could be improved?

- Steering Committee
- Scientific Council
- Taskforce
- Coordination of core and fringe programme

Based on your observations, have gender and other cross cutting issues been mainstreamed in the preparation of the Forum? In what way?

Achievement of Objectives

How do you see the purpose of the Forum? Do you think the Forum achieves its objectives?

- Quality of outputs
- Relevance of outputs
- Innovativeness of methods and outputs
- Relevance, diversity and quantity of speakers and participants

Do you think anything with regard to the conceptualization and organisation of the Forum should be changed to further improve the effectiveness of the Forum?

- Scope of the event: the Forum as an annual event, biannual event or something else?
- Composition of the budget
- World focus vs Europe focus
- Target audience

Usage of Forum Results (for CoE staff)

Has your entity made use of Forum results or are you planning to do so? Is there any way of enhancing usage of Forum results?

Impact

Have you noticed any changes when using the ideas and concepts of the Forum?

- Positive

- Negative

- Gender equality

Comparison with Other Initiatives

Are you aware of other international initiatives with similar purposes like the Forum? Where do you see the advantages and disadvantages of the Forum in comparison with these initiatives?

Recommendations

Do you have any recommendations on what can be improved?

ANNEX 4: INTERVIEW GUIDE FOR FORUM PARTICIPANTS AND SPEAKERS

Date:	
Name(s) and function(s) of interviewee(s):	
Location:	
Evaluation phase:	Inception/data collection
In-person/phone interview:	
Interview by:	
In confidence/quotable:	

Introduction

- Thank you for your time!

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- The evaluation will be conducted by two evaluators of the Directorate of Internal Oversight. This is an <u>independent evaluation</u> and there is no management linkage between the Directorate General of Democracy and the DIO.

- Your contributions to the evaluation will be treated <u>confidentially</u> and data will be reported in an anonymous form.

Involvement

Could you please briefly introduce yourself and explain when and in which way you have participated in the Forum?

Management and Governance Arrangements

How do you see the organisation of the Forum? What is working well, what is not working well? What could be improved?

Effectiveness and Impact

In one sentence, what is the main purpose of the Forum in your view?

Why did you decide to participate in the Forum and to what extent have your expectations been met? In what way have you benefited from the Forum?

Have you made use of any Forum results or are you planning to do so? Have you further disseminated any Forum results?

Do you think anything with regard to the conceptualization and organisation of the Forum should be changed to further improve the effectiveness of the Forum and enhance usage of Forum results?

- Scope of the event: the Forum as an annual event, biannual event or something else?
- World focus vs Europe focus
- Target audience

Have you noticed any changes when using the ideas and concepts of the Forum?

- Contribution to democracy
- Contribution to gender equality
- Negative results

Comparison with Other Initiatives

Are you aware of other international initiatives with similar purposes like the Forum? Where do you see the advantages and disadvantages of the Forum in comparison with these initiatives?

Recommendations

Do you have any recommendations on what can be improved?

ANNEX 5: SURVEY OF FORUM PARTICIPANTS AND SPEAKERS

1. Based on whose initiative or invitation did you participate in the Forum?
   a. On my own initiative without official invitation
   b. Sent by my employer
   c. In the framework of the Schools of Political Studies
   d. Invited by the Council of Europe
   e. Invited by the Government of the French Republic, the Region Grand Est, or the City of Strasbourg
   f. Other. Please specify: _____

2. What were the <u>three</u> most important factors that motivated you to participate in the Forum?
   a. The relevance of the Forum's theme
   b. The possibility to learn about innovative grassroot level democracy initiatives in different countries
   c. The possibility to exchange ideas and views on my own work with other participants
   d. The possibility to meet other participants and widen my network
   e. The possibility for active participation in the debates
   f. The subject matter expertise of presenters
   g. The presence of high level speakers that are well known
   h. The participation of young people
   i. The "world" character of the Forum (i.e. geographic diversity of participants and speakers)
   j. The media coverage of the Forum
   k. The Council of Europe as organiser of the Forum
   l. Strasbourg as the location of the Forum
   m. Other. Please specify:_____

3. Please indicate to what degree you agree with the following statements:

		Fully agree	Agree	Partially agree	Do not agree	No opinion
3.1	I was satisfied with the quality of the Forum's content (initiatives presented, debates, speeches, etc.).					
3.2	Through my participation in the Forum I learned about innovative concepts that advance democracy.					
3.3	Through my participation in the Forum I learned about concepts that advance the participation of specific groups such as young people, minorities, migrants, persons with disabilities, women, etc. in democratic processes.					
3.4	Through my participation in the Forum I became more motivated to contribute to the advancement of democracy.					
3.5	The topic of the Forum was relevant to my own work.					
3.6	My participation in the Forum allowed me to progress with my own work.					
3.7	After my participation in the Forum I promoted the Forum's ideas among my contacts.					
3.8	Since my participation in the Forum I follow the work of the Council of Europe more closely than before.					

4. Please answer the following questions.

		YES	NO
4.1	Have you started (a) new initiative(s) to strengthen democracy as a result of your participation in the Forum?		
4.2	Are you still in contact on a professional level with one or more of the persons that you met at the Forum?		
4.3	Have you cooperated with one or more persons you met at the Forum on a joint democracy initiative afterwards?		

If questions 4.1 and 4.3 are both answered with no, move to question 8.

5. Please describe the initiative(s) that you have taken as a result of your participation in the Forum indicating how they strengthened democracy.

_____
_____
_____
_____
_____

6. Has/have your initiative(s) contributed to the participation of specific groups such as young people, minorities, migrants, persons with disabilities, women, etc. in democratic processes? If so, please describe how:

_____
_____
_____
_____
_____

7. Would you be willing to provide further information regarding this/these initiative(s) through a phone/Skype interview? If yes, kindly provide your email address: _____

8. In your opinion, what would be the best ways for the Council of Europe to ensure that the Forum's impact continues after the Forum? *Please select three answers.*
   a. Inform participants by email about the availability of the summary report on the Forum debates and conclusions online
   b. Produce a short video on the main conclusions of the Forum
   c. Produce a video series on the most interesting initiatives presented at the Forum (similar to "TED talks")
   d. Facilitate discussions among participants after the event by creating and moderating an online discussion platform
   e. Regularly issue a newsletter with information on the implementation of initiatives presented at the Forum
   f. Organise follow-up events throughout the year
   g. Report back on initiatives presented at the Forum during the following year's Forum
   h. Other. Please specify:

   _____
   _____
   i. No additional action required

9. In which year(s) have you participated in the Forum? *Please select all that apply.*
   a. 2012
   b. 2013
   c. 2014
   d. 2015

10. Where did you live when you attended the Forum?
    a. In a Council of Europe member state
    b. In Europe, non-Council of Europe member (Belarus, Holy See, Kosovo[20])
    c. In the Council of Europe's neighbourhood (Algeria, Egypt, Israel, Jordan, Kazakhstan, Kyrgyzstan, Lebanon, Libya, Morocco, Palestine[21], Tajikistan, Tunisia, Turkmenistan, Uzbekistan)
    d. In Africa (other than neighbouring states mentioned above)
    e. In Asia (other than neighbouring states mentioned above)
    f. In Central or South America
    g. In North America
    h. In Oceania

11. Please specify on which geographic areas your professional activities focused when you attended the Forum. In case you were retired, which geographic areas did your most recent professional activities focus on? *Please select all that apply.*
    a. Council of Europe member states
    b. Europe, non-Council of Europe members (Belarus, Holy See, Kosovo[22])
    c. Council of Europe's neighbourhood (Algeria, Egypt, Israel, Jordan, Kazakhstan, Kyrgyzstan, Lebanon, Libya, Morocco, Palestine[23], Tajikistan, Tunisia, Turkmenistan, Uzbekistan)
    d. Africa (other than neighbouring states mentioned above)
    e. Asia (other than neighbouring states mentioned above)
    f. Central or South America
    g. North America
    h. Oceania

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[20] All references to Kosovo, whether the territory, institutions or population, in this text shall be understood in full compliance with United Nation's Security Council Resolution 1244 and without prejudice to the status of Kosovo.
[21] This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of Council of Europe member states on this issue.
[22] See 1.
[23] See 2.

12. What was your area of work when you attended the Forum? If you were retired, what was the area of work you were involved in before that? *Please select all that apply.*
    a. National authority
    b. Local or regional authority
    c. NGO/third sector
    d. Inter-governmental/international organisation or supranational union
    e. Religious organisation
    f. Media
    g. Academia/research
    h. Justice system
    i. Private sector/business
    j. Other. Please specify:_____

13. What was your age when you attended the Forum?
    a. ≤ 30
    b. 31 – 45
    c. 46 - 60
    d. > 60

14. What is your gender?
    a. Female
    b. Male
    c. Other
    d. Do not want to disclose it

15. In which capacities have you participated in the Forum? *Please select all that apply.*
    a. Attendee
    b. Speaker
    c. Lab presenter
    d. Discussant
    e. Moderator
    f. Rapporteur
    g. Other. Please specify:_____
    h. Don't remember

16. Who covered your travel and accommodation expenses?
    a. Myself
    b. My employer
    c. Council of Europe
    d. I did not have expenses as I live in Strasbourg
    e. Other. Please specify: _____
    f. Don't remember

If the answer is "a", please ignore question 17.

17. Would you have participated in the Forum if you had had to cover your own expenses?
    a. Yes
    b. No
    c. Don't know

18. I first learned about the Forum from…
    a. a Council of Europe staff member
    b. a former Forum participant
    c. the website of the World Forum for Democracy
    d. the Council of Europe website
    e. other online media (e.g. online newspapers, blogs, social media like Facebook or Twitter, etc.)
    f. traditional media (e.g. print media like newspapers and magazines, radio, TV, etc.)
    g. other. Please specify:_____

"At the Forum I have met outstanding young people motivated to make change happen. With two of them I have founded Movement for Cooperation and Development of Youth (MCDY). This is a Serbia-based youth-led NGO operating with a goal to create an interactive and proactive youth platform useful to young people who want to develop their skills and knowledge needed in order to create positive impact on their society."

Mr Stefan Raičević, Director of MCDY and student of law at the University of Belgrade, Serbia

"Since the Forum last year touched on the questions of information security this served as a motivation for me personally and for the NGOs I work with to hold a series of training sessions for the representatives of civil society and local activists on recognizing hate speech and fighting it, recognizing propaganda, critical thinking and peace building. According to the participants who were trained, the gained knowledge allowed them to have a more responsible attitude to consumption and dissemination of information, as well as to become more demanding with respect to the activities of local governments. In this way we believe that the local community will request that the government provides information in a timely, transparent and comprehensive manner."

Ms Olga Slavina, Senior Lecture, PhD, Political Science Department, Oles Honchar Dnipropetrovsk National University, Ukraine

"As a result of presenting my first initiative at the Forum and receiving the Democracy Innovation Award, I was able to package the project into three proposals, for which I have been able to receive funding. Currently I am implementing three initiatives which are using information and communication technologies to improve service delivery. They target women and youth. They have improved women's participation in governance issues. They have brought women to the forefront to discuss issues of service delivery that affect their communities. In this way service delivery was improved."

Ms Goretti Zavuga Amuriat, Program Manager, Women of Uganda Network (WOUGNET), Uganda

www.coe.int

The Council of Europe is the continent's leading human rights organisation. It comprises 47 member states, 28 of which are members of the European Union. All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law. The European Court of Human Rights oversees the implementation of the Convention in the member states.

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