

The Forum of Federations:

An International Network on Federalism



ANNUAL
REPORT

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The Forum of Federations is an independent organization that was initiated in Canada and is supported by many countries and governments.

The Forum is concerned with the contribution federalism makes and can make to the maintenance and construction of democratic societies and governments. It pursues this goal by:

- building international networks fostering the exchange of experience on federal governance,
- enhancing mutual learning and understanding among practitioners of federalism and
- disseminating knowledge and technical advice of interest to existing federations and of benefit to countries seeking to introduce federal elements into their governance structures and constitutions.

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Chief Advocate,
Property Council of Australia
Canberra, Australia



FROM THE CHAIR

As chair of the Forum of Federations, I am pleased to present you the Annual Report for 2004–2005.

I am quite new in the role of chair, having taken over from Bob Rae in February. But I have been a member of the Forum's board almost from the beginning of the organization and have been witness to the Forum's impressive growth and development. I have also witnessed the contribution Bob Rae has made to the Forum and wish to thank him. He was from the beginning the "motor and soul" of the Forum.

The notion of "learning from each other" is something I believe in very strongly. It was the theme of the second International Conference on Federalism in Switzerland, and it is a fundamental value that informs the work of the Forum of Federations. This fundamental value is one reason I value the Forum's work so much and have made a personal commitment to the organization.

The major event for the Forum in the past year was the third International Conference on Federalism in Brussels. I had the pleasure and honour to attend and take part in the conference. It helped advance the process of mutual learning started at Mont Tremblant and continued at the conference that I chaired at St. Gallen, Switzerland, in 2002.

Brussels was also the opportunity for the Forum to showcase some of its excellent products: its two videos, the new edition of the Handbook of Federal Countries, and the first two booklets and first book of the Global Dialogue series. I am especially pleased to see the work of the Global Dialogue come to fruition with this first group of publications.

The Forum has now established clearly that it is *the* place to go for comprehensive, practical, comparative information on federalism. It has developed a growing family of materials, in a variety of formats, which can be of great value to practitioners and researchers alike. The Forum has also proven its value through country-specific programs where experience and "know how" are shared in exchanges between practitioners. This is a remarkable achievement in less than six years.

As well, the Forum has the capacity to undertake a remarkable range of activities around the globe. It has established its credibility as a trusted source of information, expertise, and counsel on many aspects of federal governance.

I am pleased to be working with an organization that has such strength and dynamism and look forward to helping steer it through future challenges.



Arnold Koller
Chair of the Board
Former President of Switzerland

FROM THE PRESIDENT

The Forum of Federations progressed through a year of major transformation in 2004–2005. What had been a Canadian institution with a strong international focus took significant steps toward becoming an international NGO, attracting the support of several federations.

In consultation with potential partners, the Forum developed a Framework Agreement through which countries could commit to support and participate in the Forum's work. The purpose of this initiative was to maintain the Forum as a flexible, action-oriented, non-governmental organization while enlisting the support of a growing number of federal countries.

The Framework Agreement helped to achieve that purpose. Four governments signed the Framework Agreement in 2004–2005:

- Austria,
- Canada,
- Nigeria and
- Switzerland.

Australia has subsequently signed the framework and India is expected to sign by the time of the Strategic Council meeting in June. In addition, Ethiopia has signed a letter of intent to enter into the Framework Agreement.

All countries have agreed to make a common opening contribution either in cash or in kind. As well, virtually all the countries have shown interest in exceeding that basic threshold in a number of ways. For instance:

- India will be hosting the next international conference (in 2007 or early 2008) and is already making a large investment in the preparatory work.
- Switzerland continues to second a Forum vice president in addition to making a generous contribution in cash and in kind.
- Canada continues to provide a large proportion of the total financial support to the Forum, in the form of a fund to be drawn down over a six-year period. Canada contributed 20 million dollars (CDN) to this fund in March 2005.

The internationalization process has implications for the Forum governance. There is now a new advisory body, the Strategic Council, made up of representatives of the partner countries. The Council will provide broad, general policy and orientation guidelines to the Forum. The Board of Directors will continue to manage the Forum, but is being transformed with the nomination of new Board members from countries that have become Partner Governments.

While the initiative to engage international partnerships was a major thrust for the Forum in 2004–2005, the organization remained active on many fronts. The Forum's programs extended to all parts of the world. It deployed a large number of practitioners and experts. Its activities included workshops, conferences, publications and confidential consultations. And it dealt with topics ranging from constitution building in post-conflict situations to fiscal arrangements to public transportation.

As a new era begins for the Forum, it has a strong, co-ordinated repertoire of programs and projects, and is in a good position to build further and achieve greater impact and concrete results. This annual report gives an account of the main achievements of 2004–2005. Overall, it tells the tale of an organization charting new territory as it finds ways to share experiences and best practices in federal governance, promoting mutual learning across borders and cultures.

This will be my final report as president. I agreed to serve in this role in order to secure stronger long-term funding, and to assist in the process of internationalization. Now that these important objectives are being achieved, I am delighted to be handing my administrative responsibilities as president to George Anderson. Arnold Koller succeeded me as chair of the board a few months ago.

I have been involved with the Forum since its inception. It has been an exciting challenge. I wish my successors the very best.



Bob Rae
President, Forum of Federations
21st Premier of Ontario

A Global Dialogue on Federalism

Now in its fourth year, the Global Dialogue on Federalism is a joint effort of the Forum of Federations and the International Association of Centers for Federal Studies (IACFS). Through its theme-based activities, the program keeps an active worldwide dialogue going in the times between the large international conferences on federalism and at the same time builds the Forum's network. Its publications meet the Forum's objective of increasing global knowledge of federalism. Experts and practitioners from federal countries around the world gather to come to an understanding of some of the major issues in federal governance. They also meet in their own countries to look at their unique problems. The knowledge and ideas generated from the dialogue at each roundtable are captured in publications on each theme, fostering future learning opportunities. The publications are edited by the Forum and published by McGill-Queen's University Press.

The purpose of this program is to create new knowledge informed by practical experience. The Global Dialogue is truly global, taking in all continents and federations of all kinds, small and large. And it is truly a dialogue, building its products out of a process of shared learning and open-ended exchange.

In 2004–2005, Global Dialogue activities proceeded on four themes:

- Experts from 12 countries prepared a complete draft of both the book and the booklet on *Constitutional Origins, Structure, and Change in Federal Democracies*, both of which were published in March 2005.
- Specialists from 11 countries prepared a draft of both the book on *Distribution of Powers and Responsibilities in Federal Countries*, for publication in 2005, and wrote the booklet on this theme, published in March 2005.
- Practitioners in 11 federal countries held roundtables on *Legislative and Executive Governance in Federal Countries*.
- 12 federal countries plus China were selected in which to hold country roundtables on *Fiscal Federalism* in 2005.

The International Roundtable on Executive and Legislative Governance was held in Melbourne, Australia, from August 21 to 22, 2004, as part of the Global Dialogue on Federalism.



Working with young practitioners in federal countries is something the Forum of Federations has been doing since before its founding. Youth preparation for, assistance during and participation in the first International Conference on Federalism in Mont Tremblant, Quebec, Canada in 1999 was an essential part of that historic event.

In 2004–2005, work with young practitioners took place in the following areas:

International Youth Network of the Forum of Federations

Twelve young practitioners from Australia, Russia, France, Canada, Ethiopia, Germany, India and the United States of America came to Ottawa for the first meeting of the Forum's International Youth Network Committee, from June 27 to 29, 2004. They helped to create a website within the Forum of Federations' website, and started planning the Youth Program for the International Conference on Federalism 2005 in Brussels.

Summer Session on Federalism in Bern and Sarajevo

From August 30 to September 12, 2004, fifteen young practitioners participated in the third annual Summer Session on Federalism. They came from Argentina, Australia, Bosnia, Brazil, Ethiopia, Sudan, Russia, France, Mexico, Canada, Georgia, India, Switzerland, Pakistan and the United States of America. The participants visited Bern, the capital of Switzerland, and spent a week studying federalism at the Institute of Federalism in Fribourg. The group then went on to the Bosnian capital, Sarajevo. They met with members of the federal parliament of each country, learned about the practice of federalism from those who worked in each country and visited one constituent unit government of each federation.

Youth Program at International Conference on Federalism, Brussels

The Youth Program at the conference was planned so that participants could discuss issues with other youth and also participate in the conference itself. "Young people are very similar no matter from where they come," said Ana Célia Lobo Silva of Brazil, writing of her impressions as a youth participant. If one were looking for "young people working for an ideal, we are the proof of it," she said.



Fifteen youths from federal countries around the world participated in the Summer Session on Federalism in Bern and Fribourg, Switzerland, and Sarajevo, Bosnia.

Internships in South Africa, Sri Lanka and Nigeria

From September 2004 to February 2005, three young Canadians participated in internships with the Forum's partner organizations overseas, with support from the Canadian International Development Agency (CIDA). One went to South Africa to work as legal assistant and policy analyst with the Community Law Centre at the University of Western Cape. Another went to work as a governance officer with the Institute of Governance and Social Research in Jos, Nigeria. A third went to work as a legal and constitutional analyst with the Centre for Policy Alternatives in Colombo, Sri Lanka.

Brazil

The Forum brought experts in fiscal federalism from Canada and Germany to the First National Meeting of Tax Administrators, held in Salvador, Brazil, in July 2004. Representatives from all three orders of government in Brazil – national, state and municipal – participated.

As part of the Forum's agreement with the Brazilian National Council on Fiscal Policy, the Forum of Federations co-sponsored an event with the Fiscal Forum of Brazilian States in Brasilia in March, 2005. The event was a two-day roundtable on the division of revenue among levels of government in federal countries. The Forum brought experts from Australia, India and Canada to the roundtable.

Vicente Trevas (second from left), deputy head of federal affairs in Brazilian President Ignacio Lula da Silva's administration, spoke at a panel organized by the Forum in Brazil.



Mexico

A workshop on comparative fiscal federalism was held in Saltillo, Coahuila, Mexico, in May 2004. The Forum brought Canadian experts to join those from Brazil, South Africa, and India in sharing national and subnational perspectives on fiscal federalism.

Four workshops on fiscal responsibility were held in four different Mexican states in June, 2004, by the Forum in partnership with INAFED, the Mexican federal government, and the governments of the four states: Coahuila, Jalisco, Baja California Sur and Mexico City. This series of public and private workshops examined how federal countries improved co-ordination between orders of government so that they could report on and evaluate the use of conditional funds transferred from one order of government to another.

With the Organization of American States and INAFED, the Forum participated in the "First Meeting of Federal Countries in the Americas" from February 10 to 11, 2005, in Torreón, Mexico. Brazil, Mexico, Canada, the United States of America and St. Kitts & Nevis participated in the event. Organized within the High-level Network on Decentralization, Local Government and Citizen Participation (RIAD), the meeting examined the experiences of federal states in the Americas in decentralization. Representatives from the meeting will be reporting their experiences to the ministerial meeting of RIAD in September 2005.

India

The Forum met with its partner, the Observer Research Foundation, and the state governments of Gujarat and Maharashtra in Ahmedabad in May 2004 to draft a publication on delivering health care in decentralized states. The booklet went to print in March 2005.

In September, 2004, in Delhi, the Forum and its partner organization, the Institute of Social Sciences, held a two-day workshop on "Constitutional amendments in federal states and the role of the Supreme Court".

A two-day workshop on co-operative federalism and the management of diversity was held in New Delhi in November 2004 by the Forum and its partner organization, the Observer Research Foundation. Speakers included former Chief Justice of India E. Ahmadi. The topics discussed included troubled zones of the world where questions of identity and autonomy have led to bitter conflict and violence, such as Sri Lanka, Iraq and India's Northeast, and examples of successful management of diversity in Canada, South Africa and India



The Forum helped organize the first meeting of federal countries in the Americas during the RIAD meetings on decentralization in Torreón, Mexico.

Sri Lanka

In Sri Lanka, the Forum worked with the Centre for Policy Alternatives in Colombo in supporting governance programs aimed at helping that country achieve durable governance arrangements that would lead to lasting peace. In 2004–2005 the Forum held courses in Colombo on "Federalism, Conflict Resolution and Governance" from August 20 to September 4, 2004, and a course in Wadduwa on "The Federal Idea" in August 2004. The courses were aimed at a wide spectrum of Sri Lankan society, including civil servants, the military and journalists. Forum enlisted the support of a great number of experts and practitioners from other federations, including Spain, Belgium, India, Australia and Canada, to conduct these courses.

In addition, the Forum, in co-operation with AusAid of Australia, organized a course for High Court judges in the city of Kandy, entitled: "Power sharing options and the judiciary." In Canada, the Forum organized a number of activities aimed at the Sri Lankan diaspora, the most extensive of which focused on women and peace and security.

Of all countries where overseas Sri Lankans live, Canada has one of the largest Sri Lankan diaspora communities. A series of roundtables were held across Canada in Ottawa, Toronto and Vancouver, inviting female participants from Sinhala, Tamil and Muslim communities to express their perspectives and opinions about women's role in the Sri Lanka peace process. The roundtables gave these women the chance to help implement UN Security Council Resolution 1325 – the "Women, Peace and Security" resolution. Canadian Senator Mobina Jaffer, Chair of the Senate's Committee on Women, Peace and Security, chaired the sessions, and on behalf of the Forum, Dr. Reeta Chowdhary Tremblay spoke on the federal issues related to Sri Lanka. The ideas, perspectives and recommendations of each of the roundtables are being documented in a report targeted to Canadian and Sri Lankan policy-makers.

St. Kitts & Nevis

The Forum's work in this small Caribbean country has centred on providing analysis of the two-island federations fiscal system and recommending changes. The aim has been to remove irritants that have spurred secessionist pressures. The Forum's work started early in 2004 with a visit by Forum President Bob Rae and a follow-up mission by two Canadian experts, one a former provincial finance minister. They met with a wide range of officials and did a thorough examination of current arrangements. This work resulted in a report, "Fiscal Arrangements in St. Kitts & Nevis and Constructive Recommendations for Improvement". The Forum presented both governments with the report.

Spain

On September 25, 2004, the Forum of Federations organized the day-long conference, "Global Dialogues on Democracy and Diversity", in Barcelona, Spain. This event was organized by the Forum of Federations and five Spanish institutions as a part of the Universal Forum of Cultures 2004.

Hundreds from across Europe and beyond heard Forum speakers at the Global Dialogues on Democracy and Diversity conference in Spain in September 2004.



Canada: Transport

A program on sustainable urban transportation was held in Ottawa, Canada, from June 28 to 30. There, 80 invited representatives of Canadian governments (federal, provincial and municipal), as well as non-governmental and sector organizations, exchanged ideas with experts from the United States, Germany, Switzerland, Australia, Brazil and the World Bank. The Forum supported the participation of practitioners from the two European federations.

Looking ahead ...

Following a meeting between the Forum president and the minister of justice of Catalonia in March in Brussels, it was agreed that the Forum and the Institute for Autonomous Studies (a Forum liaison partner linked to the Catalan government) would co-organize a roundtable on intergovernmental co-operation with the national government and as many as possible autonomous communities. This event would be held in the spring 2006 in Barcelona or Madrid, Spain.



Forum President Bob Rae, second from right, spoke to participants and exchanged experiences with others at the International Conference on Federalism 2005 in Brussels.

In 1999 in Mont Tremblant, Quebec, Canada, the Forum of Federations organized the first International Conference on Federalism. In St. Gallen, Switzerland, in 2002, the Swiss government and the governments of the cantons organized the second international conference.

In 2005, Belgium, its regions and its communities organized the third International Conference on Federalism 2005 in Brussels, which ran from March 3 to 5. Working sessions allowed delegates to share a wide range of experiences around these four conference themes:

- foundations of federalism,
- federalism and the distribution of responsibilities,
- federalist techniques and functioning methods and
- federalism in international relations.

The prime minister of Belgium, Guy Verhofstadt, opened the conference, and others speaking included President Olusegun Obasanjo of Nigeria; Ali Osman Taha, vice president of Sudan;

Dr. John Garang, Sudanese People's Liberation Movement chair; Micheline Calmy-Rey, minister of foreign affairs of Switzerland; Wolfgang Schüssel, chancellor of Austria; Lucienne Robillard, Canadian minister of intergovernmental affairs; Prithviraj Chavan, minister of state, India; Jean Charest, premier of Quebec; and Tassos Papadopoulos, president of Cyprus.

The Forum welcomed this event and assisted in a number of ways. From August 2004 to March 2005, a Forum staffer worked at the conference secretariat as a key member of the organizing group. The Forum provided valuable experience and expertise acquired as a result of the earlier international conferences. This organization's contributions to the conference included helping to publicize and select the youth delegates, helping to plan the youth program, assisting the Belgian organizing committee to identify speakers and participants, and providing a special conference issue of the Forum's newsmagazine, *Federations*.



At an informal session in the Forum offices in Ottawa, government, embassy and NGO staff hear from experts from other federal countries.

The Forum has had institutions in federal countries as liaison partners since 2000. The Forum's liaison partners include institutes, non-governmental organizations and agencies in federal countries. Liaison partners of the Forum range from the Centre for Policy Alternatives in Colombo, Sri Lanka, to the Centre for Comparative Constitutional Studies in Melbourne, Australia, to the *Instituto Nacional para el Federalismo y el Desarrollo Municipal* (INAFED) in Mexico City and the Institute of Social Science in Delhi, India, as well as the Observer Research Institute there. Liaison partners have donated translation to the Forum, received interns from Canada for nine-month placements, given advice about work in their countries and helped the Forum organize conferences in their countries.

Seminars with presenters from around the world, organized by the Forum in Ottawa, gave politicians, students, NGO representatives and Forum staff the chance to meet face-to-face with people from Forum's liaison partners. These seminars included ones by Dr. Enric Fossas from Spain on asymmetrical federalism; Johanne Poirier on federalism in Belgium; and Anwar Shah of the World Bank Institute on

fiscal federalism. Forum interns also presented at the seminars, sharing their personal experiences working with liaison partners in federal countries and had a chance to meet with officials from the government of Canada.



At a Forum workshop in Ottawa, Rohan Edrisinha, right, explained the peace process in Sri Lanka. Edrisinha is a director of the Forum's partner organization, the Centre for Policy Alternatives in Colombo, Sri Lanka.

ARGENTINA

Instituto de Economía y Finanzas
Facultad de Ciencias Económicas
Universidad Nacional de Córdoba
Córdoba

AUSTRALIA

Centre for Comparative Constitutional Studies (Melbourne)
The University of Melbourne
Melbourne

AUSTRIA

Institut für Föderalismus (Innsbruck)
Innsbruck

BELGIUM

The Institute for Constitutional Law
Catholic University of Leuven
Leuven

BRAZIL

Fundação do Desenvolvimento Administrativo (FUNDAAP)
São Paulo, Brazil

CANADA

Institute of Intergovernmental Relations
Queen's University
Kingston, Ontario

GERMANY

International Centre for Comparative Government and
Public Policy
Berlin

INDIA

Institute of Social Sciences
New Delhi

MEXICO

Instituto Nacional para el Federalismo y el Desarrollo
Municipal (INAFED)
México, D.F.

NIGERIA

Institute for Governance and Social research
Jos

RUSSIAN FEDERATION

Foundation for the Development of Parliamentarism
in Russia
Moscow

SOUTH AFRICA

Community Law Centre
University of the Western Cape
Bellville

SPAIN

Institut d'Estudis Autònoms
Barcelona

Instituto de Derecho Público Comparado
Universidad Carlos III de Madrid
Madrid

SRI LANKA

Centre for Policy Alternatives
Colombo

SWITZERLAND

Institute of Federalism
Fribourg

UNITED STATES OF AMERICA

The Council of State Governments
Lexington, Kentucky

The Meyner Center
for the Study of State and Local Government
Lafayette College
Easton, Pennsylvania

Handbook of Federal Countries, 2005

The second edition of the Forum's Handbook was published in March, 2005, by McGill-Queen's University Press. The book, a compendium of information on the systems of government of the world's 25 federal countries, contains newly revised chapters on the federal countries. It also includes two new comparative articles on the draft European Union constitution and the efforts in Sri Lanka and Sudan to design federal constitutions.

Federations

Federations newsmagazine in 2004/2005 included an expanded issue in March 2005 that was given to all participants at the International Conference on Federalism 2005 in Brussels. Since 2003, *Federations* has been published in Russian and Spanish editions as well as its original French and English versions.

Website and online federalism library

The Forum's website, in both French and English, includes an online federalism library with more than 800 articles, papers and presentations on federalism. Readers can search by a number of criteria, including 17 categories related to federal governance.

Videos

Tamil and Sinhala versions of *The Challenge of Diversity* video were produced and shown in Sri Lanka. A distribution agreement with Magic Lantern Group was signed this year so that both Forum videos can be easily distributed worldwide.



The Federal Idea explains the federal systems of Canada, India, Belgium and Switzerland. The book was published in Sri Lanka in English, Sinhala and Tamil by the Forum and the Centre for Policy Alternatives in Colombo.



Forum staff from finance, systems and operations here check project budgets. The division is also responsible for phone lines, the Forum's internet and intranet services and administrative support.

In 2004–2005, a five-year strategic operational and financial plan was developed with active participation and contribution of staff, board members and associates. This plan was instrumental in securing the support of partner governments and will guide the Forum in addressing its mandate over the next five years.

The Forum strengthened its human resource policies, including its methods of evaluating staff and executives.

Financial, investment and accounting systems are being adapted to accommodate the future diversification and widening of the Forum's funding base. Improvements were introduced for project budgeting, forecasting and monitoring.

The Forum also made significant improvements in electronic communications. The new electronic communications system allows board members, fellows and staff to access information from anywhere, to contribute to the same project and even the same document from remote locations and to complete tasks without delay.

THE ORGANIZATION EVOLVES

New partners

In September 2004 the Forum met with representatives of federal countries at a multilateral meeting hosted and chaired by Switzerland in Bern. The objective was to encourage federations to commit to support the Forum's work by signing a Framework Arrangement. In addition, follow-up missions and frequent consultations were undertaken with potential partners. In this activity, the Forum received diplomatic support from Canada and Switzerland. These consultations also led to the development of the concept of a Strategic Council, a new body for representatives of federal governments committed to supporting the work of the Forum. By the end of fiscal year 2004–2005, four countries had signed the Framework Arrangement with the Forum: Austria, Canada, Nigeria and Switzerland. In the next fiscal year, India and Australia signed in June 2005 and Ethiopia had signed a letter of intent indicating its willingness to sign the Framework Agreement.

Forum governance

2004–2005 was a year of change for the Forum's governance arrangements. In addition to the development and signing of the Framework Agreement, the Forum has undertaken and completed significant changes to its own governance structure. In February 2005, Arnold Koller, former president of Switzerland, took over from Bob Rae as chair of the board of directors. The Forum has elaborated a Strategic Plan, building its programs and operations on the basis of strategic objectives. And the organization has undertaken an overhaul of its bylaws designed to recognize the support of partner governments and assure their representation on the board of directors.

The Swiss embassy in Ottawa helped organize the initial meetings of representatives from federal countries who later joined the Forum's Strategic Council.



FORUM EVENTS

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|-----------------------|--------------------------------------|--|
| April 2004 | Basseterre, St. Kitts | Consultation with governments of St. Kitts & Nevis and of Island of Nevis |
| May 11–12, 2004 | Saltillo, Mexico | Workshop on Comparative Fiscal Federalism |
| May 21, 2004 | Moscow, Russia | Russia: Country Roundtable on Legislative and Executive Governance |
| May 22, 2004 | Winston-Salem, USA | USA: Country Roundtable on Legislative and Executive Governance |
| May 22, 2004 | Ahmedabad, India | Working Group to draft document on collaborative health information session |
| May 31, 2004 | Abuja, Nigeria | Nigeria: Country Roundtable on Legislative and Executive Governance |
| June 3, 2004 | Bern, Switzerland | Switzerland: Country Roundtable on Legislative and Executive Governance |
| June 5, 2004 | New Delhi, India | India: Country Roundtable on Legislative and Executive Governance |
| June 11, 2004 | Cordóba, Argentina | Argentina: Country Roundtable on Legislative and Executive Governance |
| June 12, 2004 | Melbourne, Australia | Australia: Country Roundtable on Legislative and Executive Governance |
| June 16–23, 2004 | Mexico City, Mexico | Workshop on Fiscal Responsibility – Mexico City, D.F. |
| June 17, 2004 | Innsbruck, Austria | Austria: Country Roundtable on Legislative and Executive Governance |
| June 19, 2004 | Jalisco, Mexico | Workshop on Fiscal Responsibility – Jalisco |
| June 21, 2004 | La Paz, Mexico | Workshop on Fiscal Responsibility – Baja California Sur |
| June 22, 2004 | Ottawa, Canada | Canada: Country Roundtable on Legislative and Executive Governance |
| June 23, 2004 | Saltillo, Mexico | Workshop on Fiscal Responsibility – Coahuila |
| June 27–29, 2004 | Ottawa, Canada | International Youth Network – Founding Meeting |
| June 28, 2004 | Ottawa, Canada | Intergovernmental Cooperation in Sustainable Urban Transportation |
| July 14–17, 2004 | Salvador, Brazil | First National Meeting of Tax Administrators of Brazil |
| Aug. 2004–Mar. 05 | Brussels, Belgium | Staff Support for International Conference on Federalism 2005 |
| Aug. 20–Sept. 4, 2004 | Colombo, Sri Lanka | Course on Federalism, Conflict Resolution and Governance |
| Aug. 21–22, 2004 | Melbourne, Australia | Global Dialogue - International Roundtable on Legislative and Executive Governance in Federal Countries |
| Aug. 23–25, 2004 | Wadduwa, Sri Lanka | Course on the Federal Idea |
| Aug. 30–Sep. 12, 2004 | Bern, Switzerland / Sarajevo, Bosnia | Summer Session on Federalism |
| Sep. 2004–Feb. 2005 | Cape Town, South Africa | Internship at Community Law Centre |
| Sep. 2004–Feb. 2005 | Colombo, Sri Lanka | Internship at Centre for Policy Alternatives |
| Sep. 2004–Feb. 2005 | Jos, Nigeria | Internship at Institute for Governance and Social Research |
| Sep. 19–21, 2004 | New Delhi, India | Workshop on Constitutional Amendments in Federal States |
| Sep. 25, 2004 | Barcelona, Spain | Global Dialogues on Democracy and Diversity |
| Oct. 19, 2004 | Ottawa, Canada | Diaspora Roundtable on Women, Peace and Security in Sri Lanka |
| Oct. 23, 2004 | Vancouver, Canada | Diaspora Roundtable on Women, Peace and Security in Sri Lanka |
| Oct. 30, 2004 | Toronto, Canada | Diaspora Roundtable on Women, Peace and Security in Sri Lanka |
| Nov. 2–3, 2004 | New Delhi, India | Workshop on Co-operative Federalism and Management of Diversity |
| Feb. 10–11, 2005 | Torreón, Mexico | First Meeting of Federal Countries in the Americas |
| March 3, 2005 | Brussels, Belgium | Book launch of the Global Dialogue book, <i>Constitutional Origins, Structure, and Change in Federal Countries</i> ; the Global Dialogue booklets, <i>Dialogues on Constitutional Origins, Structure, and Change in Federal Countries</i> and <i>Dialogues on Distribution of Powers and Responsibilities in Federal Countries</i> ; the <i>Handbook of Federal Countries 2005</i> (EN & FR) |
| March 3–5, 2005 | Brussels, Belgium | Youth Program at International Conference on Federalism 2005 |
| March 30–31, 2005 | Brasília, Brazil | Roundtable on Division of Revenue between Levels of Government in Federal Countries |

FORUM STAFF



Marta Arnaldo (corporate secretary) has a degree in psychology from the Anahuac University in Mexico City and pursued her master's studies at Carleton University in psychology and computer user research. She is fluent in English, French and Spanish and has twelve years' experience working with international non-governmental organizations.



Céline Auclair (vice president, research and governance programs) was one of the founders of the Forum. She has a PhD in international relations from the University of Geneva, Switzerland. She was Deputy Ombudsperson for Bosnia and Herzegovina in 1997–1998 and advisor to the office of the High Representative in Bosnia-Herzegovina in 1996–1997. Her languages are French, English and Spanish.



Rebeca Batres (program assistant, global programs) has an MA in international affairs from the Norman Paterson School of International Affairs at Carleton University. She has worked for various Mexican governmental and political organizations. Her languages are Spanish, English and French. She also reads Italian and Portuguese. (Left the Forum in October 2004.)



Raoul Blindenbacher (vice president, global programs) is on secondment from the Swiss Government. He was the executive director of the International Conference on Federalism 2002 held in St. Gallen, Switzerland. He earned a master's degree from St. Louis University and holds a doctorate in education, with an emphasis on organizational sociology and political science from the University of Zurich. He is fluent in German, English and French.



Barb Brook (program manager, global dialogue) has an MA in environmental studies and has more than 10 years' management experience in international development education and municipal development. At the Forum, she manages the Global Dialogue program. She speaks English, French and German. (Left the Forum in February 2005.)



Maxime Cappeliez (intern, public information) has been involved in peace and social justice issues, and hopes to pursue a career in international co-operation. He has a BA in political science from the University of Ottawa, and has participated in international youth conferences. He speaks French, English and Spanish. (Left the Forum in October 2004.)



Sachin Chadha (finance officer) has recently graduated with a BCom Honours in finance and accounting from the University of Ottawa. He is currently obtaining a professional accounting designation. His languages are English and Hindi.



Rita Champagne (program assistant, public information) has extensive experience working on international programs for Canadian NGOs. She is editorial assistant for *Federations* magazine and other Forum publications. Her technical and communications skills are used to maintain the flow of information within the Forum and to its friends. She is fluent in French and English.



Rupak Chattopadhyay (program manager, governance) is the program manager for India. He has master's degrees in economics and political science from the University of Ottawa and the University of Illinois (Urbana–Champaign) and did his doctoral work in political science at the University of Toronto. He is fluent in English, Bengali, Maithli, Hindi and Urdu.



Diana Chebenova (program manager, governance) is responsible for the Forum's program in Brazil and has worked on projects in Russia, Mexico and India. She has an MA in commerce from the University of Economics of Bratislava and an MA in international affairs from the Norman Paterson School of International Affairs at Carleton University. Diana speaks Slovak, Czech, Spanish, English, Russian, and Portuguese.



Don Dennison (vice president, chief operating officer) served as deputy minister in the Departments of Intergovernmental Affairs, Environment and Public Safety of the Canadian province of New Brunswick. He has a BA from the University of Toronto, an MA in political science from Carleton University and an MPA in public administration from Queen's University. His languages are English and French.

FORUM STAFF



Rhonda Dumas (program assistant, global programs) is responsible for logistics for the Global Dialogue program. Her past experience includes bookkeeping, conference planning and corporate travel. In her previous position, she was responsible for membership with a non-profit organization focusing on youth issues. She speaks English and French.



Sheela Embounou (director of finance, systems and operations) brings to the Forum 20 years' experience in managing UNFPA population assistance programs in Central and West Africa. She graduated from the University College of Wales, Aberystwyth and directs the Forum's finance, operations and human resources activities. Her languages are English and French.



Lisa Goodlet (program assistant, governance) is responsible for logistics for research and governance programs. She has an MA in ecologically sustainable development from Murdoch University in Perth, Australia. She speaks fluent English and French and intermediate Spanish



Sarah Evanetz (program manager, youth) brings a range of experiences in international development, youth activism and sports to her position as youth co-ordinator. She was also a member of the Canadian Olympic swim team in Atlanta in 1996. Her languages are English and French. (Left the Forum in September 2004.)



Mahalya Havard (editor and translator) has been with the Forum since 1999. She has a BA in French studies and communication, and a degree in web design and multimedia. Her political interests are in linguistic minorities and women's rights. She is fluent in both French and English, speaks some Tagalog and is learning Spanish.



Eric K. Kalambay (program assistant, finance, systems & operations) specialized in communication at university and multimedia in college. Before joining the Forum, he worked at various franco-phone NGOs in Ontario. His languages are French, English, Lingala and several others.



David-Alexandre Mac Donald (head, international partnerships) has worked in intergovernmental relations in Canada and has a master's in international politics. His languages are French, English, Portuguese and some Spanish.



Jordan Markov (program manager, documentation) is a resource on federalism and federal countries. He keeps the documentation database up-to-date and is involved in program delivery. He has an MBA, and speaks, reads and writes Bulgarian, French, Russian and English. He also reads Serbo-Croatian, Macedonian and Spanish.



Annie McLaughlin (program assistant, governance) has been with the Forum since her arrival in Ottawa in 2002. In the past, she co-ordinated fundraising events, designed computer graphics and worked for a Montreal-based non-profit organization for people with intellectual handicaps. (Left the Forum in September 2004.)



Marta Montes (finance manager) is the senior accountant of the Forum of Federations, with over 10 years' experience in the NGO sector. She speaks Spanish and English and has been with the Forum since February 2000.



Paul Morton (program manager, governance) is responsible for the Forum's activities in Africa. He has an MA in international affairs from the Norman Paterson School for International Affairs at Carleton University. He is fluent in English, French and German.



Karl Nerenberg (director of public information and senior editor) worked for more than 20 years as a writer, director, producer and executive producer of television and radio programs, in both English and French, for the Canadian Broadcasting Corporation. In addition to Forum public information projects, he has been deeply involved in the Forum's work in St. Kitts & Nevis and in post-conflict situations, particularly Sri Lanka.



Abigail Ostien (program manager, global dialogue) has a master's degree in philosophy of education from McGill University. She has lived in Hong Kong, Nigeria, the US, France and Canada and has worked as an educator, editor and researcher. At the Forum she manages the publication process for the Global Dialogue on Federalism publications and the Global Dialogue section of the website. Her languages are English and French.

FORUM STAFF



David Parks (program manager, governance) is the Program Manager for Mexico. He has an MA in international development. Before joining the Forum, he developed alternative energy projects in Cuba and also worked with fair trade coffee producers in Central America. His languages are English and Spanish.



Nicole Pedersen (program assistant, global programs) has been with the Forum of Federations since 1999. She began as a volunteer at Mont-Tremblant and was hired full-time after the conference. Nicole has a BA in social sciences with a concentration in political science. She is fluent in English and French and speaks Arabic and some Spanish.



Lorraine Prézeau (administrative assistant, database and central services) has been with the Forum since May 2003. She has previously worked as an administrative assistant for the Canadian Bar Association and for Stentor Communications as an administrative assistant to the director of communications. Her languages are English and French.



Bob Rae (president) was the premier of the Canadian province of Ontario from 1990 to 1995 and is a partner at the Canadian international law firm of Goodmans LLP in Toronto. He is the author of two books and is an adjunct professor at the University of Toronto. He has a BA and an LLB from the University of Toronto, and a BPhil from Oxford University. His languages are English and French. (Stepped down as Chair of the Board in February 2005.)



Chris Randall (LAN administrator) is a computer engineer who has been with the Forum of Federations since August 1999. He does system design and user support for the Forum. His languages are English and French.



Neelima Shah (human resources manager) is an industrial engineer and has an MBA in Human Resources. She brings 12 years of experience in HR from India. She is responsible for the HR functions at the Forum and also supports the director in funding administration. She speaks English, Hindi and Gujarati.



Priya Sood (program manager, governance) is working on the Sri Lanka project at the Forum. She has an MA in international development studies from Dalhousie University, which focused on governance issues in India. She speaks English and French fluently and some Hindi.



Carl Thomas Stieren (program manager, public information) has worked for Canadian NGOs in peacebuilding, international relations and development. He has a BA in history from York University and has worked as a reporter and as a technical writer. He speaks English, French and German.

NEW FORUM PRESIDENT AS OF JUNE 13, 2005:



George Anderson (president) was deputy minister of Natural Resources Canada, from May 2002 until May 2005. He also served as deputy minister (Intergovernmental Affairs) in the Privy Council Office beginning in August 1996. He began working in Canada's federal public service in 1972. From 1992 to 1993, he was a fellow at Harvard University's Center for International Affairs. George Anderson has a BA from Queen's University, an MLitt in Political Science from Oxford University, a diploma from the École nationale d'administration in Paris, France, and is currently a trustee of Queen's University in Kingston, Ontario, Canada.

STATEMENT OF FINANCIAL POSITION

A complete audited statement is available at www.forumfed.org.

as at March 31, 2005

| | 2005 | 2004 |
|---|----------------------|--------------|
| CURRENT ASSETS | | |
| Cash | \$ 339,619 | \$ 531,727 |
| Accounts receivable (Note 3) | 20,086,543 | 197,183 |
| Prepaid expenses | 40,563 | 49,944 |
| Investments (Note 4) | 723,810 | 731,036 |
| Investments – restricted (Note 4) | 1,879,173 | 1,295,000 |
| | 23,069,708 | 2,804,890 |
| CAPITAL ASSETS (Note 5) | 222,687 | 299,779 |
| INVESTMENTS – RESTRICTED (Note 4) | | 4,599,702 |
| | \$ 23,292,395 | \$ 7,704,371 |
| CURRENT LIABILITIES | | |
| Accounts payable and accrued liabilities | \$ 366,962 | \$ 373,797 |
| Deferred contributions (Note 6) | 459,794 | 857,816 |
| Deferred contributions – Long-Term Fund (Note 8) | 4,600,000 | 1,295,000 |
| | 5,426,756 | 2,526,613 |
| DEFERRED CONTRIBUTIONS FOR CAPITAL ASSETS (Note 7) | 103,867 | 130,517 |
| DEFERRED CONTRIBUTIONS – LONG-TERM FUND (Note 8) | 17,279,173 | 4,599,702 |
| | 22,809,796 | 7,256,832 |
| CONTINGENT LIABILITY (Note 9) | | |
| NET ASSETS | | |
| Invested in capital assets | 118,820 | 169,262 |
| Unrestricted | 363,779 | 278,277 |
| | 482,599 | 447,539 |
| | \$ 23,292,395 | \$ 7,704,371 |

STATEMENT OF REVENUE AND EXPENSES

A complete audited statement is available at www.forumfed.org.

as at March 31, 2005

| | 2005 | 2004 |
|---|------------------|------------------|
| REVENUE | | |
| Department of Foreign Affairs and International Trade | | |
| – Long-Term Fund | \$ 4,102,815 | \$ 3,975,715 |
| – Projects | 80,000 | 35,874 |
| Canadian International Development Agency (CIDA) | 329,067 | 440,383 |
| Government of Switzerland | 158,940 | – |
| Consulting and Audit Canada | 22,448 | – |
| Gesellschaft fur Technische Zusammenarbeit (GTZ) - | – | 47,354 |
| Other projects | 12,562 | 28,069 |
| Interest | 1,073 | 2,658 |
| Other income | 34,096 | 9,501 |
| | 4,741,001 | 4,539,554 |
| EXPENSES | | |
| Advertising and promotion | 11,437 | 204 |
| Consultants | 118,128 | 124,120 |
| Leased equipment | 4,945 | 3,508 |
| Meetings and facilities | 78 | 155 |
| Office and general | 77,027 | 71,177 |
| Printing and publications | 431 | 3,601 |
| Professional fees | 23,637 | 31,059 |
| Projects (Schedule) | 3,342,256 | 3,202,977 |
| Rent | 198,816 | 178,504 |
| Salaries and benefits | 791,755 | 758,585 |
| Telephone and internet | 14,039 | 15,461 |
| Travel | 40,251 | 70,973 |
| | 4,622,800 | 4,460,324 |
| Excess of revenue over expenses before the undernoted | 118,201 | 79,230 |
| Administration costs charged to CIDA projects | – | 32,107 |
| Amortization of deferred contributions for capital assets | 26,650 | 36,888 |
| Amortization of capital assets | (109,791) | (137,303) |
| EXCESS OF REVENUE OVER EXPENSES | \$ 35,060 | \$ 10,922 |

Starting June 14, 2005: NEW STRATEGIC COUNCIL



The governments associated with the Forum of Federations now form the Strategic Council – a body that offers strategic advice on the Forum’s strategic plan and its work plan, its sources of income, and recommends new appointments to the Board of Directors.

As of June 14, 2005, the Strategic Council consisted of the following governments:

- Australia
- Austria
- Canada
- India
- Nigeria
- Switzerland

Ethiopia and Mexico have also affirmed their intention to sign the Framework Arrangement to become partner governments of the Forum of Federations.