

# THE FORUM OF FEDERATIONS

AN INTERNATIONAL NETWORK ON FEDERALISM

## ANNUAL REPORT 2005-2006



## BOARD OF DIRECTORS – AS OF JULY 2006

Prof. Dr. Arnold Koller (Chair)  
Former President of Switzerland  
Appenzell, Switzerland

Prof. David Cameron  
Department of Political Science  
University of Toronto  
Toronto, Canada

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Secretary General of the Club of Madrid  
and Former Prime Minister of Canada  
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Kamloops, Canada

Mr. S. Lakshminarayanan  
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Ministry of Home Affairs  
New Delhi, India

Prof. Dr. Wolf Linder  
Institute of Political Science  
University of Bern  
Bern, Switzerland

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Former Head of the Constitutional Law  
Department at the Federal Chancellery  
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Lawyer, Fraser Milner Casgrain  
Former Quebec Minister of Justice and  
Intergovernmental Affairs  
Montreal, Canada

Mr. Roger Wilkins  
Director-General, The Cabinet Office  
New South Wales Government  
Sydney, Australia

### RETIRED FROM THE BOARD IN JUNE 2006

Prof. Rui de Britto Alvares Affonso  
Diretor Econômico-Financeiro da  
Companhia de Saneamento Básico do  
Estado de São Paulo, Brazil

Her Excellency María Teresa García Segovia de Madero  
Mexican Ambassador to Canada  
Ottawa, Canada

Prof. Ronald L. Watts  
Principal Emeritus and Professor Emeritus of Political  
Studies  
Queen's University  
Kingston, Canada

Mr. Michael Zorbas  
Chief Advocate  
Property Council of Australia  
Canberra, Australia



## FROM THE CHAIR



As Chair of the Forum of Federations I am pleased to present you with the organization's annual report for 2005-2006.

This past year brought important change to the organization at the very top with the hiring of President and Chief Executive Officer, George Anderson, a former high-ranking official with the Government of Canada.

Mr. Anderson joined the Forum at a time when it was embarking upon its drive to attain greater internationalization in a process that is meant to transform the Forum from a Canadian organization with an international board to a truly international non-governmental organization. In that regard, I am thus very pleased that there are now seven countries in partnership with the Forum, now that Australia, India and Mexico have signed Framework Arrangements with the Forum. We hope that the internationalization process will continue bearing fruit and that new partners will soon join the group of seven.

The Strategic Council, which is composed of representatives of our Partner Governments, held its first meeting in June 2005. Its role is to advise the Board of Directors regarding our strategic orientation and governance practices.

The Global Dialogue program continued to make important inroads with the publishing of one book, *Distribution of Powers and Responsibilities in Federal Countries*, and two booklets, *Dialogues sur la répartition des compétences et des responsabilités dans les pays fédéraux* and *Dialogues on Legislative, Executive, and Judicial Governance in Federal Countries*. The program has become a useful tool for practitioners and academics to acquire a comparative view of a variety of solutions to problems typically encountered by federal countries.

The Forum maintained its active involvement in the conflict-plagued nations of Iraq, Sri Lanka and Sudan by responding to requests for technical advice on possible federal solutions. Our work in these countries is very important but very challenging because of the rapidly changing security situations.

Three countries with which the Forum has worked over the past years – Mexico, Nigeria and India – have since become partners of the Forum. We hope that Brazil, a fourth country with which we have also worked extensively, will follow suit.

Organizations such as ours rely on the guidance of strong boards of directors, composed of accomplished individuals who bring with them a wealth of knowledge, experience and good judgment. I wish to thank four such stalwart members whose terms came to an end at the close of 2004-2005: Dr. Nicolas Haysom, of South Africa; Narasimhan Ram, of India; Dr. Henning Voscherau, of Germany; and the Honourable Bob Rae, of Canada, co-founder and former president of the Forum of Federations, who was named the first Fellow of the Forum because of his outstanding merits.

We are pleased to welcome our new board members: the Right Honourable Kim Campbell, of Canada; S. Lakshminarayanan of India; Prof. Dr. Wolf Linder of Switzerland; Prof. Dr. Wolf Okresek, of Austria; and Roger Wilkins, of Australia.

The board normally holds one face-to-face meeting a year and several teleconferences, but because we had a considerable amount of conceptual work to deal with, we met twice: in June 2005 and February 2006.

I am honoured to chair an organization that has made substantial accomplishments in its six years of existence and whose aims, going forward, are both ambitious and feasible.

A handwritten signature in dark ink, appearing to read 'A. Koller'.

Arnold Koller  
Chairman of the Board  
Former President of Switzerland

## FROM THE PRESIDENT



I attended the First International Conference on Federalism in Mont Tremblant, Quebec, in 1999. It was an exciting and memorable event whose success led to the creation of the Forum of Federations, a new international "network" that was to engage experts and practitioners in mutual learning on federalism.

My career took me away from these issues for a few years, so I followed the Forum from a distance. It was a great honour to be chosen as president, not least to follow Bob Rae, the founding Chair and, more recently, president for a critical period. Bob has been named the Forum's first Fellow in recognition of his outstanding contribution.

I have been learning just how much the organization has developed and found, since my arrival, that the Forum holds a well recognized place internationally. Moreover, I see great potential to go even further.

The Forum is active around the world, so my first months took me to all six continents. Everywhere, I have met people who know and have been engaged by the Forum. I am struck by how real the Forum's international "network" has become. Literally thousands of individuals have had their professional lives enriched and their understanding of federalism broadened by their contact with the Forum and its publications. Many have established enduring professional relations with colleagues around the world.

I have been impressed by the Forum's progress towards becoming a truly international non-governmental organization. This is most evident in the support it now receives from the six partner countries that have joined Canada in providing core support. It can be seen in the international character of our teams and events and in our partnerships with the United Nations, the World Bank and development assistance agencies. It explains the continuation of the large international conferences on federalism, of which India will be the next host in 2007.

Of course, the founders of the Forum did not have perfect foresight. One surprise has been the demand for the Forum's assistance in countries which are considering federalism or which have recently adopted federal regimes. Often these are deeply divided societies with a history of conflict. No system of government will be easy for them, but they look to federalism because of its potential to reconcile often conflicting aims. A constant theme in our engagement in such cases is the need to combine the learning of technical lessons from other federations with understanding "the federal idea." A federal system must be built on shared objectives and identities, as well as distinct ones. It requires tolerance and accommodation, as well as permitting self-expression. Working in such countries is very much a learning experience for everyone, including us "experts."

The Forum is well positioned to advance further and I am delighted to have the opportunity to lead this organization.

A handwritten signature in dark ink, appearing to read "G. Anderson". The signature is fluid and cursive, written over a light-colored background.

George Anderson  
President, Forum of Federations



Marcelo Piancastelli (Brazil), Anwar Shah (World Bank Institute), Fernando Rezende (Brazil), Albérico Mascarenhas (Brazil), George Anderson (Forum of Federations), Jorge Lins Freire (Brazil) at the World Forum on Fiscal Federalism, December 14-15, 2005, following the Global Dialogue International Roundtable on Fiscal Federalism in Costa do Saúpe, Bahia, Brazil.

### A Global Dialogue on Federalism

A Global Dialogue on Federalism enables practitioners of federalism as well as scholars, students and others, to learn from each other and to enhance their understanding of the challenges of federalism as a form of governance. The Global Dialogue brings together participants to share knowledge and ideas reflecting their diverse experiences and viewpoints around chosen themes. Each thematic dialogue includes roundtables in a dozen federations, followed by an international roundtable and the production of comparative publications. The program is a joint venture of the Forum of Federations and the International Association of Centers for Federal Studies.

In 2005-2006, the two themes under exploration were The Practice of Fiscal Federalism: Comparative Perspectives and Foreign Relations in Federal Countries. The activities below reflect these two themes, as well as book and booklet launches from previous themes.

In 2005–2006, the following Global Dialogue activities took place:

- The booklet *Dialogues sur la répartition des compétences et des responsabilités dans les pays fédéraux* was launched on June 15, 2005 in Ottawa, Canada, following an earlier launch of the English edition. Members of the Canadian parliament, representatives from partner governments and the Chief Justice of the Supreme Court of Canada were present at the event.

- From July to November, practitioners in 13 countries held roundtables on The Practice of Fiscal Federalism: Comparative Perspectives. The first in this series of roundtables was held in China on July 18, followed by those in Malaysia, India, Brazil, Canada, Switzerland, Spain, Germany, Australia, Nigeria, United States, Russia and South Africa.
- The Global Dialogue International Roundtable on Fiscal Federalism was held on Dec. 12 and 13, 2005. The event was held in Brazil and hosted by the Secretariat of Finance of the State of Bahia and by the Forum of Federations. This marked the first time that a Global Dialogue international roundtable was fully financed by outside sources — including national, international, public, and private organizations, among them both state and federal governments of Brazil and the World Bank Institute.
- The book, *Distribution of Powers and Responsibilities in Federal Countries*, and the booklet, *Dialogues on Legislative, Executive, and Judicial Governance in Federal Countries*, were released at a book launch on Dec. 14, 2005, on the occasion of the Global Dialogue on Federalism's International Roundtable in Costa do Saúpe, Bahia, Brazil. On Feb. 22, 2006, the Global Dialogue book, *Distribution of Powers and Responsibilities in Federal Countries*, had a second launch in New Delhi.
- Twelve federal countries were selected in which to hold country roundtables on the foreign relations theme in 2006: Argentina, Australia, Austria, Belgium, Canada, Germany, India, Malaysia, South Africa, Spain, Switzerland, and the United States. The first of the country roundtables on foreign relations was held in Australia on March 30, 2006.



*Esther Oh, (left) Forum intern in Sri Lanka, recounted her experiences after her return.*

### Young Professionals

In 2005-2006, the following work took place with young professionals:

#### **INTERNATIONAL YOUTH NETWORK OF THE FORUM OF FEDERATIONS**

The Forum's International Youth Network Committee, comprised of eight international representatives from Canada, Switzerland, Australia, France, Russia and India, met from Sept. 3 to 5, 2005, in Ermatingen, Switzerland, to develop an action plan for the Forum's youth network. This meeting was chaired by the Forum's Vice President, Raoul Blindenbacher.

#### **INTERNSHIPS IN SOUTH AFRICA, SRI LANKA AND NIGERIA**

The Forum sent three Canadian interns to federal countries this year, with funding from the Forum and the Canadian International Development Agency. Coel Kirkby, a graduate in law from Queen's University, Canada, and former research assistant at the University of Cape Town, was in South Africa participating in an internship with the Community Law Centre until March 2006. Esther Oh, a graduate in law from the University of Toronto and a member of the Ontario bar, was in Sri Lanka participating in an internship with the Centre for Policy Alternatives until March 2006. Rifah Khan, who

has an MA in diplomatic studies from the University of Westminster (UK), was in Nigeria participating in an internship with the Institute of Governance and Social Research until November 2005.

#### **CARREFOUR SUISSE PROGRAM**

In partnership with the Collège Édouard-Montpetit in Montreal, this project offered the opportunity for college students from Quebec and Switzerland to share their interests in politics, economics and international culture. This study program took place from March 1-17, 2006. Part of this exercise was the application of the Forum's "Art of Negotiation" program, a simulation for resolving conflict in federal states. The simulation took place Jan. 16, 2006 at the Collège de l'Assomption, Quebec.

#### **TRIUMVIRATE**

The first North American interparliamentary simulation, the Triumvirate, took place from May 23 to 27, 2005, in the Senate of Canada in Ottawa. Participating in this event were 70 students from 10 different universities in Canada, Mexico and the United States. Forum Board Members Ron Watts, Bob Rae, Teresa García de Madero, as well as Mr. Blindenbacher gave presentations at this Mexico/USA/ Canada model parliament.

## GLOBAL PROGRAMS

### Large Conference Support

The decision by the government of India to host the Fourth International Conference on Federalism in 2007 made this event the focus of the Forum's work in India. Most activities organized in India over the last year have contributed to the preparatory work for the conference both organizationally and substantively, particularly those in the area of local government and fiscal federalism. Over the course of the year, the Forum of Federations, represented by George Anderson and Raoul Blindenbacher, signed a Memorandum of Understanding

with the Inter-State Council Secretariat formalizing the terms of cooperation between the two organizations with respect to preparations for the conference in 2007. Raoul Blindenbacher and Rupak Chattopadhyay met separately with the Union Home Minister, the Honourable Shri Shivraj V. Patil, to apprise him of preparations for the Fourth International Conference on Federalism. They were accompanied by Mr. S. Lakshminarayanan, Secretary of the Inter-State Council Secretariat, Government of India, and his staff.

## GOVERNANCE PROGRAMS - ASIA

### India

Forum President George Anderson visited India in February 2006, where he called on the President of India, His Excellency Shri Avul Pakir Jainulabdeen Abdul Kalam, as well as the Home Minister, The Hon. Shri Shivraj V. Patil. Mr. Anderson was accompanied by Forum Board member Mr. S. Lakshminarayanan, Secretary of the Inter-State Council Secretariat and Forum Strategic Council member Mr. Ravi Dhingra, Adviser, Inter-State Council Secretariat, Government of India.

While in India, Mr. Anderson addressed three conferences. He spoke on Feb. 15 at the national conclave on India's Energy Security: Major Challenges in the Short, Medium and Long Term, organized by the Observer Research Foundation. The topic was "Managing Energy Policy in Federations: Reflections on Canadian and Other Experiences." To coincide with Mr. Anderson's visit, the Forum organized a conference on Democracy, Devolution and Development in partnership with the Centre for Federal Studies, Hamdard University in New Delhi. This event provided an opportunity for a book launch. Shri Mani Shankar Aiyar, Hon. Minister for Panchayati Raj, launched the second Global Dialogue book, *Distribution of Powers and Responsibilities in Federal Countries*. Mr. Anderson also shared the platform with the Hon. Minister for Urban Development, Shri Jaipal Reddy, at a meeting of the Global Network on Local Governance hosted by the Institute of Social

Sciences in New Delhi on Feb. 24. The Institute is an organizational partner of the Forum.

In the area of fiscal federalism, the Forum of Federations organized a country roundtable for the fiscal theme of the Global Dialogue Program, in partnership with the National Institute of Public Finance and Policy, on Aug. 20, 2005. Papers given included ones by Indian experts at the institute as well as international experts from the International Monetary Fund and the University of Torino. The papers and presentations dealt in comparative fashion with the experiences of India, Brazil, South Africa, Ethiopia and Ghana. The institute will publish the papers as part of its working paper series and ultimately as an edited volume.

The country roundtable on fiscal federalism was followed by a two-day workshop in Delhi on Feb. 27-28, 2006, to discuss "Federalism in a Globalizing Environment." The workshop engaged officials from the Central Ministries of Finance, Rural Development and Commerce, as well as their state equivalents and select members from the state finance commissions.

### Philippines

The Forum organized a series of workshops in the Philippines and engaged in public education activities on the Canadian federal system. The workshops were organized in partnership with the Canadian Embassy in

## GOVERNANCE PROGRAMS - ASIA

Manila and the Philippine-Canadian Centre Foundation. The program consisted of three workshops, one each in Manila, Cebu and Davao. The workshops focused on what the Canadian model might offer for the Philippines as it contemplates adopting a parliamentary and federal system of government. The workshops also showed how the Canadian experience in these political models could be used by Filipino policy makers as they consider parliamentary and federal options. The program engaged key decision makers such as Congressman Constantino Jaraula of the Constitutional Amendments Committee, the Hon. Jose de Venicia, Speaker of the House of Representatives, and Mr. Eduardo Erimita, Executive Secretary to the President of the Philippines.

Both of the Forum's resource persons in this program, Prof. J. Peter Meekison and former Federal Minister Ray Pagtakhan, were invited to give a talk at the De La Salle University, Manila's premier private university, and also appeared on prime-time television programs to discuss the Canadian model.

### Sri Lanka

Due to the suspension of peace talks three years ago, the Forum's work in Sri Lanka was focused on public education activities and capacity building, rather than



*Rohan Edrisinha, head of the legal division of the Centre for Policy Alternatives in Colombo, Sri Lanka*

advisory assistance. The Forum and the Centre for Policy Alternatives (CPA) offered a course, "The Federal Idea," from April 3 to 5, 2005, in Negombo, Sri Lanka. The course focused on the basic definition and models of federalism and was tailored for peace activists, journalists and NGO officials unfamiliar with the concept of federalism. The Forum and CPA selected 80 participants from across the country, representing diverse ethnic and professional groups. The course

lectures were presented by outgoing Forum President Bob Rae and Profs. David Cameron and Rekha Saxena, and focused on the Canadian and Indian models. Paikiasothy Saravanamuttu, executive director of the Centre for Policy Alternatives, also presented in several sessions. Course readings were prepared, translated and distributed in advance. Parallel translation was provided into Sinhala and Tamil, the two languages of Sri Lanka.

The Forum continued to support public education and capacity building by providing the translation into Sinhala and the distribution of articles from eight issues of *Federations* magazine. The Forum also helped the Centre for Policy Alternatives publish a special issue on federalism of its magazine, *Peace Monitor*. The issue was published in English, Sinhala and Tamil. The Forum also produced reading materials in English, Sinhala and Tamil.



## GOVERNANCE PROGRAMS – MIDDLE EAST

### IRAQ

#### EXPERTS' CONTRIBUTIONS

In the summer of 2005, with funding and other resources from the National Democratic Institute (NDI), six Forum experts on federal governance visited Iraq to provide information and expertise on federal constitutions and federal government.

In June, three Forum experts on federalism were invited to Baghdad to provide information on federal constitutions to Iraqi parliamentarians, judges and members of the Constitutional Committee: Rajeev Dhavan, an academic and lawyer practicing at the Supreme Court of India, Spanish constitutional expert Violeta Ruiz Almendral and Prof. David Cameron of the University of Toronto.

During a second mission in July, Forum President George Anderson and Bob Rae, former President of the Forum, joined Swiss ambassador Tim Guldemann in Baghdad to provide information on many aspects of federal systems and federal governance to members of the Iraq Transitional National Assembly.

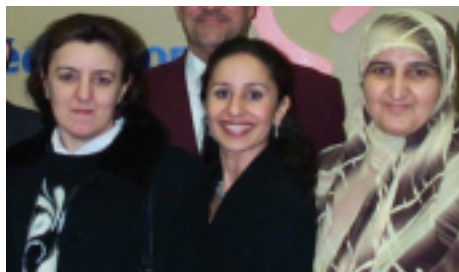
Throughout the summer, federalism expert Prof. Ron Watts as well as Prof. Cameron, Bob Rae and Mr. Anderson provided comments on draft constitutions via email through the International Iraq Advisory Group developed by National Democratic Institute, Baghdad.

#### WORK WITH UNITED NATIONS ASSISTANCE MISSION IN IRAQ

Mr. Anderson spoke at a conference of constitutional experts on the Iraqi constitution held by the United Nations Assistance Mission to Iraq (UNAMI) in Cyprus, Nov. 22-24, 2005. He and Mr. Rae participated in a conference with over 20 Sunni leaders on Iraq's constitutional future. The event was held on the Dead Sea in Jordan between Feb. 27 and March 1, 2006, under the sponsorship of the US Institute of Peace as well as UNAMI.

In early 2006, the United Nations Development Program in Jordan and UNAMI in Baghdad requested that Mr. Anderson take a leading role in organizing and co-chairing a conference on oil and gas in Iraq's new federal system. The Forum has circulated various Arabic materials in relation to these conferences.

#### PARLIAMENTARIANS' STUDY TOUR OF CANADA AND SWITZERLAND



*Iraq National Assembly members Wijdan Salim (r.) and Alaa Al-Saadoun (l.) took part in the Forum's study tour of Canada and Switzerland, joined here by Forum consultant Nawel Hamidi (centre)*

A group of Iraqi parliamentarians learned about federalism first hand in a study tour held from Feb. 13 to March 2, 2006, with stops in Canada at Montreal, Kingston, Toronto and Ottawa and in Switzerland at Berne, St. Gallen, Moutier and Basel. The tour, organized by the Forum of Federations in Canada and the Swiss Ministry of Foreign Affairs in Switzerland, included a four-day course on comparative federalism at the Institute for Intergovernmental Relations at Queen's University in Kingston.

#### EDUCATIONAL MATERIALS ON FEDERALISM IN ARABIC

In February 2006, Prof. Ron Watts's book, *Federal Systems*, was translated into Arabic in time for distribution to participants in the Iraq study tour to Canada and Switzerland. The Forum had commissioned a translation from the English original with support from the National Democratic Institute.

An Arabic version of the "Challenge of Diversity" video comparing federal structures in five countries — India, Spain, Canada, Switzerland and Belgium — was also prepared.

In September 2005, the Forum produced a special English and Arabic issue of *Federations* magazine, containing articles from previous issues which were deemed the most relevant to the case of Iraq. Fifteen hundred copies of both versions were sent to Baghdad for distribution to members of the Iraq Transitional National Assembly, members of the constitutional drafting committees as well as media representatives and think-tank institutions throughout Iraq.

## GOVERNANCE PROGRAMS – EUROPE

### Spain

A new program to analyze the evolution and functioning of intergovernmental relations in Spain began in 2006. The program will measure and compare the structure, processes and outputs in four different sectors of public policy in several regions of Spain. There will be a research phase followed by a dissemination phase. The project partners organized a meeting on 20 March 2006, hosted by the Institute of Autonomous Studies in Barcelona, in which experts on intergovernmental relations provided advice to a group of Spanish researchers on the design and methodology of the project. The Forum-sponsored experts included Johanne Poirier of Belgium, Arthur Benz of Germany, Richard Simeon of Canada, and Roger Wilkins of Australia. The research phase, the outcome of which will be a case

study on intergovernmental relations in Spain, is expected to be completed in July 2007.

The dissemination phase will follow with two roundtables:

- a roundtable with representatives of the national government and all 17 autonomous communities of Spain, and
- a roundtable with the representatives of academia.

The program is a joint venture of the Forum, the Institute for Autonomous Studies in Barcelona, the Centre for Political and Constitutional Studies in Madrid and the Spanish Ministry of Public Administration.

*Spain's Prime Minister José Luis Rodríguez Zapatero shakes hands with Juan José Ibarretxe, the leader of the Basque Country, one of Spain's 17 Autonomous Communities. This photo appeared on the cover of Federations, Vol. 4 No. 2 in May 2005 along with an article on the Ibarretxe Plan, which sought to change the relationship between the Basque Country and the Government of Spain. The plan was passed by the Basque assembly but rejected by Madrid.*



Photo: Agencia EFE, Madrid



*A delegation of Ethiopian politicians visited the Forum office in February 2006. From right: H.E. Mr. Siraj Fegessa, Minister of Federal Affairs; H.E. Mr. Melaku Fenta, Minister of Revenue; H.E. Mr. Ismail Ali Sero, President of Afar State Government.*

### **New director for Africa programs**

In December, the Forum created a new Director-level position for Africa. This decision reflects the Forum's heightened interest in and importance attributed to engaging Africa on the role of federalism as part of the considerable governance challenges and opportunities the continent faces. The new Director for Africa is Shawn Houlihan, whose biography is printed in the staff section of this report.

### **Sudan**

In the fall of 2005, George Anderson undertook his first tour of Africa in his capacity as President of the Forum. In Sudan he was accompanied by J. Peter Meekison, consultant, and Tag Elkhazin of the Subsaharan Centre. In the Sudanese capital, Khartoum, and the southern city of Juba, the Forum held meetings and workshops with participants from governments and civil society, as part of a contract between the Forum and Foreign Affairs Canada. This initial workshop series was held to inform and engage in discussions on federalism with civil society groups as the first part of a continuing program in Sudan.

Mr. Houlihan, completed a two-week mission to Khartoum and Juba in February 2006 to help establish the Forum's presence in Sudan, conduct stakeholder consultations and complete the detailed design work for the Forum's program that will address issues of federalism to support implementation of the Comprehensive Peace Agreement. As one prominent academic explained, "At Independence, federalism was a dirty word; now everyone is interested but most people, even senior officials, still don't really understand even some of the basics." The program will work with government, civil society, academics and other international partners in North and Southern Sudan.

### **Ethiopia**

In October, Mr. Anderson visited Ethiopia's capital, Addis Ababa, and the southern state capital of Awasa. He met with a number of prominent figures from government, political, academic and civil society circles to explore potential roles for the Forum, and potential partnerships with Ethiopian organizations.

## GOVERNANCE PROGRAMS – AFRICA

In a follow-up to Mr. Anderson's visit to Ethiopia, the Forum hosted a delegation of Ethiopian cabinet ministers, state governors and senior government officials in February 2006. Canadian federalism was discussed and delegates shared their experiences and explained the current challenges facing Ethiopia including its capacity-building needs. The delegates visited Canada's Privy Council Office to discuss intergovernmental affairs. A final session was held to brainstorm about potential areas of collaboration between the Forum of Federations, the Ethiopian government and civil society.

Mr. Houlihan visited Addis Ababa in February and March to discuss federalism capacity-building challenges and opportunities with government, university and NGO representatives. As a result of his visit the Forum was asked to help organize, in conjunction with GTZ and the Swiss Embassy, a conference for the House of Federation on "Federalism and Conflict Management." The conference is scheduled to take place in July 2006.

## GOVERNANCE PROGRAMS – AMERICAS



*Workshop on fiscal harmonization in Foz do Iguaçu, Brazil, March 2006*

### Brazil

In Brazil, fiscal equalization, fiscal competition and regional imbalances, or intergovernmental cooperation in the process of public budgeting are all priority issues. Thirteen of Brazil's 26 states set up a permanent body called the Fiscal Forum of Brazilian States to study these issues and find solutions to problems posed by these issues.

The Forum of Federations organized two events in 2005-2006, in co-operation with the Fiscal Forum:

A workshop on fiscal competition and regional imbalance was held in Belem from Aug. 31 to Sept. 2, 2005. The workshop, hosted by the Secretariat of

Finance of the State of Pará, explored how Australia, Canada and Brazil tackle the problems of fiscal competition and regional imbalance.

A second workshop on fiscal harmonization, subnational taxation, public budgeting and intergovernmental co-operation, was held in Foz do Iguaçu, Brazil, from March 29 to 31, 2006. The workshop was hosted by the Secretariat of Finance of the State of Parana. The experiences of Canada, Australia, Argentina and Germany were presented at the workshop.

By bringing the experiences of other federal systems to the workshops, the Forum of Federations contributed significantly to the realization of the objectives of the Fiscal Forum.

## GOVERNANCE PROGRAMS – AMERICAS

As an extension of the Global Dialogue International Roundtable on Fiscal Federalism, the Secretariat of Finance of the State of Bahia and the Forum co-organized the World Forum on Fiscal Federalism held from Dec. 14-15, 2005, in Costa do do Sauípe, Brazil. Experts from 12 countries, as well as state finance secretaries, federal, state, and municipal government officials and technical experts gathered to analyze and discuss relevant themes related to fiscal federalism in Brazil and around the world. This event was hosted by the Secretariat of Finance of the State of Bahia and was financially supported by a number of Brazilian government and private institutions, including the Bank of Brazil, Caixa Economica, the Institute for Applied Economic Research, the National Confederation of Industry, and others.

### Brazil/Canada

The Forum and a number of Canadian organizations organized a conference entitled “Building Public Spaces that Work: A Canada-Brazil Dialogue Devoted to Enhancing the Public Realm”, with a strong focus on

urban issues. The conference was held in October 2005 at York University’s Glendon College in Toronto. The conference contributed to renewing the dialogue on issues related to public spaces in both countries. The report from the conference will serve as a contribution to the UN Habitat conference in Vancouver in 2006.

### RIAD

In Recife, Brazil, from Oct. 26 to 28, 2005, a Forum staff member attended a meeting of Ministers and high-level authorities of the member states of the Organization of American States responsible for policies on decentralization, local government and citizen participation at the municipal level in the hemisphere. The occasion was the Third Ministerial Meeting of RIAD, which is the high-level Inter-American Network on Decentralization, Local Government and Citizen Participation. The theme of the gathering was: “Local Government, Citizen Participation and Regional Development: Fighting poverty, generating jobs and income, and democratic governance.”

## PARTNERSHIPS

### The Forum’s Strategic Council

The first meeting of the Strategic Council, which is constituted of government representatives from the Forum’s partner countries, took place in Ottawa on June 14, 2005. The council made a number of decisions regarding its own procedures, reviewed the Forum’s activities and made a number of recommendations. It also noted the nominations for the Forum Board made by partner countries and recommended their approval to the Board.

### Networking

The Forum holds regular luncheon seminars in Ottawa to hear presentations by politicians, academics and Forum interns returning from their work abroad. Of the Forum’s luncheon seminars in Ottawa, the best attended this year was on Nov. 14, 2005, when Benoît Pelletier, Quebec’s Minister for Intergovernmental Affairs, spoke about the Council of the Federation, Canada’s new association of provinces and territories. About 60 people attended — diplomats, government officials and academics.

## PARTNERSHIPS

### Forum signs agreement with World Bank Institute

The Forum of Federations signed a Memorandum of Understanding with the World Bank Institute in December 2005 to collaborate on a number of projects and programs. Projects in 2005-2006 that have involved both the Forum and the World Bank Institute include the Global Dialogue International Roundtable on Fiscal Federalism in Salvador, Bahia, Brazil, December 12-13, 2005, and the World Forum on Fiscal Federalism, held in the same venue from Dec. 14-15, 2005.

### Mexico becomes a partner government



*At a signing ceremony in Mexico City, Mexico becomes a partner government with the Forum of Federations. Participating here are Arnold Koller, Chair of the Forum of Federations and former President of Switzerland; Carlos Abascal, Minister of the Interior of Mexico; Gian Federico Pedotti, Swiss Ambassador to Mexico; César Camacho Quiroz, President of the Mexican Senate Commission on Federalism and Municipal Development; Gloria del Carmen Muñoz León, Co-ordinator of Mexico's National Institute for Federalism and Municipal Development (INAFED); Gaëtan Lavertu, Canadian Ambassador to Mexico; Arturo Chávez Chávez, Deputy Minister, Ministry of the Interior; and Diana Chebenova, Program Manager, Forum of Federations*

### Welcoming partner governments

This year the Forum welcomed two partner governments to its Strategic Council: India and Mexico. In June 2005, S. Lakshminarayanan, the Secretary of the Inter-State Council of India signed the partnership arrangement in Ottawa on behalf of India while Prof. Koller represented the Forum. In January 2006, Carlos Abascal, Mexico's Minister of the Interior, signed the agreement in Mexico City on behalf of Mexico, while Prof. Koller signed for the Forum.

## INSTITUTIONAL PARTNERS OF THE FORUM

The Forum has Partner Institutions in many federal countries. We work closely with these institutions in project development and implementation, and look to them for information and advice.

### INTERNATIONAL

Comparative Federalism and Federation Research  
Committee of the International Political Science  
Association (IPSA)  
Bad Honnef  
Germany

International Association of Centers for Federal Studies  
University of Melbourne  
Melbourne, Australia

World Bank Institute  
Washington, DC USA

### ARGENTINA

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

### AUSTRALIA

Centre for Comparative Constitutional Studies  
University of Melbourne  
Melbourne

### AUSTRIA

Institut für Föderalismus  
Innsbruck

### BELGIUM

The Institute for Constitutional Law  
Katholieke Universiteit Leuven  
Leuven

### BRAZIL

Fundação do Desenvolvimento Administrativo  
(FUNDAP)  
São Paulo

Instituto de Pesquisa Econômica Aplicada (IPEA)  
Brasília - DF

### 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

Institut de fédéralisme  
Université de Fribourg  
Fribourg

### UNITED STATES OF AMERICA

The Council of State Governments  
Lexington, Kentucky

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

### Publications

In addition to producing *Federations* magazine, launching the *Handbook Federal Countries 2005*, adding Forum resources and reports to the website, and sending out @Forumfed newsletter by email, the division did several special tasks this year, including producing an Arabic version of the Forum's 40-minute video, *The Challenge of Diversity: The Federal Experience*; and producing a special issue of *Federations* magazine on federalism and the politics of change in both Arabic and English. Staff also produced an Arabic edition of Prof. Watts's book, *Federal Systems*.

### New on the Forum website: [www.forumfed.org](http://www.forumfed.org)

There are new pages on the Forum website, including "What Was New," which provides an archive of items featured on the website. This page is found under the "News and Events" menu. A new page, Publications in

Arabic, has been added under the Publications menu. Under the Partners menu, there are new pages on partner governments, partner institutions (formerly Liaison Partners), and a page on the Forum's new Strategic Council, a body composed of members from the Forum's partner governments.

### Changes in *Federations* magazine

*Federations* magazine was published four times in 2005-2006 in English, French, Spanish and Russian. As their contribution, the Forum's institutional partner in Mexico, *Instituto Nacional para el Federalismo y el Desarrollo Municipal* (INAFED), translated the magazine into Spanish. In its latest issue, *Federations* got a new thickness and frequency. The magazine will come out three times a year instead of four, but with 32 pages instead of 24. As a result of the increased number of pages, there will be more articles over the course of a year.





## FINANCE, SYSTEMS AND OPERATIONS

The Finance and Operations Division provides human resource and administrative support to all the Forum's programs and activities. The Division continued to lead the budget, investment and financial management activities of the Forum and to ensure that the Forum's financial operations are in accordance with all funding agreements and recognized financial standards.

In 2005-2006 the organization began to make a more diversified funding base operational. There were changes to budget and reporting formats, and systems were set up to record and report expenses for contract funding. The Forum's increased work in post-conflict regions required significant effort from this division to provide immediate administrative response and to do the research and set-up of new and specific human resource policies. Funding projections and analyses were elaborated for strategic planning activities and for meetings of the Board and its two financial committees.

The division worked toward finalizing a financial manual, which will address the organization's expanded funding base and entrepreneurial management approach. An in-house "retreat" was held for all staff to discuss the Forum's future program and funding strategies and to examine how each staff member's own work fits into the larger plan of the Forum.



## TOTAL VALUE OF PROGRAM FUNDING 2005-2006

The Forum's cash income and expenditures are examined in detail in the audited Financial Statements for 2005/2006. However, the monetary value of the Forum's work is far greater than the Forum's own revenues and expenditures. The table below offers a clearer measure of the value of the Forum's programmatic funding. Column 1 shows funds spent directly by the Forum. Column 2 shows funds paid by partners for activities that are an integral part of Forum operations (e.g. staff salaries, translation costs.) Column 3 shows cash costs borne by partner and other

governments for activities such as conferences sponsored by the Forum.

For example, in the row beginning "Global Programs", the Forum budgeted \$674,739 of its own funds. It also received \$160,000 of in kind contributions, for example, the value of work donated by non-Forum experts. Finally, there was \$411,300 that the Forum's partners spent of their own funds in the organizing of certain events. In all, about \$1.3 million of value went into the Global Programs, \$681,200 of which were Forum funds.

### Total Cost of Programs in 2005-2006

Programs 2005/2006	Forum Cash	In Kind	Spent by others	Total
Internationalization	306,592	20,000	44,000	370,592
Governance Programs	1,576,965	0	537,500	2,114,465
Global Programs	674,739	160,000	411,300	1,246,039
Public Information	627,268	110,000	71,375	808,643
Operations	1,030,666	20,000	0	1,050,666
<b>Total</b>	<b>4,216,230</b>	<b>310,000</b>	<b>1,064,175</b>	<b>5,590,405</b>

## FORUM EVENTS

April 3-5, 2005	Negombo, Sri Lanka	The Federal Idea — course given by the Forum and the Centre for Policy Alternatives (Columbo)
May 23-27, 2005	Montreal, Canada	Triumvirate: Forum Board Members Ron Watts, Bob Rae, Teresa de Madero, and Forum Vice President Raoul Blindenbacher presented at this Mexico/USA/Canada model parliament
June 15, 2005	Ottawa, Canada	Book launch for the <i>Handbook of Federal Countries, 2005</i> and the Global Dialogue booklet, <i>Dialogues sur la répartition des compétences et des responsabilités dans les pays fédéraux</i>
July 3-9, 2005	Baghdad, Iraq	Forum experts Rajeev Dhavan from the Supreme Court of India, Spanish constitutional expert Violeta Almendral and Forum Board Member Professor David Cameron of the University of Toronto provided information on federal constitutions to the constitutional committee of the Transitional Iraq National Assembly.
July 17- 20, 2005	Baghdad, Iraq	Forum President George Anderson, Mr. Rae and Swiss ambassador Tim Guldemann provided information on many aspects of federal systems and federal governance to members of the Iraq National Assembly.
July 18-22, 2005	Urumqi, Xinjiang, China	Mr. Blindenbacher presented at the International Workshop on Intergovernmental Financial Systems, held by the Ministry of Finance of China and the World Bank.
Aug. 11-13, 2005	Manila, Cebu and Davao, Philippines	Workshops on federalism in the Philippines with the support of the Canadian Embassy
Aug. 11, 2005	Uyo, Nigeria	Nigerian Global Dialogue country roundtable on fiscal federalism
Aug. 15, 2005	Kuala Lumpur, Malaysia	Malaysian Global Dialogue country roundtable on fiscal federalism
Aug. 19, 2005	Midrand, South Africa	South African Global Dialogue country roundtable on fiscal federalism
Aug. 22, 2005	New Delhi, India	Indian Global Dialogue country roundtable on fiscal federalism
Aug. 30, 2005	Montreal, Canada	Canadian Global Dialogue country roundtable on fiscal federalism
Aug. 31–Sept. 2, 2005	Belém, Pará, Brazil	Seminar on Fiscal Competition and Regional Imbalance, organized by the Forum in cooperation with the Fiscal Forum of the Brazilian States, the Secretariat of Finance of the State of Pará, and the Getulio Vargas Foundation
Sept. 3-5, 2005	St. Gallen, Switzerland	The Forum's International Youth Network Committee — eight international representatives from Canada, Switzerland, Australia, France, Russia and India — met to develop an action plan for the Forum's youth network. The meeting was chaired by Mr. Blindenbacher
Sept. 6, 2005	Fribourg, Switzerland	Fribourg Summer University : presentation by Raoul Blindenbacher on the International Youth Network
Sept. 15, 2005 – March 15, 2006	Cape Town, South Africa; Colombo, Sri Lanka; Jos, Nigeria	Forum interns sent from Canada to Community Law Centre, South Africa; Centre for Policy Alternatives, Sri Lanka; Institute of Governance and Social Research, Nigeria.
Sept. 8, 2005	Ermatingen, Switzerland	Swiss Global Dialogue country roundtable on fiscal federalism
Sept. 13, 2005	Brasilia, Brazil	Brazilian Global Dialogue country roundtable on fiscal federalism
Sept. 23, 2005	Canberra, Australia	Australian Global Dialogue country roundtable on fiscal federalism
Sept. 29 – Nov. 3, 2005	Khartoum and Juba, Sudan	Meetings and workshops on federalism reaching governments and civil society, by George Anderson, J. Peter Meekison and Tag Elkhazin
Sept. 29, 2005	Uyo, Nigeria	Nigerian Global Dialogue country roundtable on fiscal federalism
Oct. 12, 2005	Moscow, Russia	Russian Global Dialogue country roundtable on fiscal federalism
Oct. 13-15, 2005	Stanford, California, USA	L20 Energy Security Meeting with George Anderson, Lead Discussant
Oct. 17, 2005	Washington, D.C., USA	United States Global Dialogue country roundtable on fiscal federalism
Oct. 19-21, 2005	Toronto, Canada	"Building Public Spaces that Work: A Canada-Brazil Dialogue Devoted to Enhancing the Public Realm" at Glendon College, York University

## FORUM EVENTS

Oct. 23-30, 2005	Addis Ababa, Ethiopia	Preparatory mission by George Anderson for future Forum Programs
Oct. 26, 2005	Berlin, Germany	German Global Dialogue country roundtable on fiscal federalism
Oct. 26-28, 2005	Recife, Brazil	Forum participated at RIAD Meeting of Ministers and High-Level Authorities of the Organization of American States on Decentralization, Local Government and Citizen Participation.
Nov. 11, 2005	Madrid, Spain	Spanish Global Dialogue country roundtable on fiscal federalism
Nov. 13-19, 2005	Syracuse, Italy	"Practical Federalism in Iraq" with Forum Board Member Professor David Cameron
Nov. 14, 2005	Ottawa, Canada	Luncheon address on the Council of the Federation by Quebec Minister of Intergovernmental Affairs, Benoît Pelletier, at the Forum office
Nov. 16-18, 2005	Washington, D.C., USA	Liaison mission of Forum President George Anderson and David MacDonald to the World Bank, the US Institute of Peace, the National Endowment for Democracy and the National Democratic Institute.
Nov. 22-24, 2005	Larnaca, Cyprus	"Iraq's New Constitution" UN conference with Mr. Anderson as participant
Dec. 12-13, 2005	Bahia, Brazil	The Global Dialogue International Roundtable on Fiscal Federalism
Dec. 13-14, 2005	Moscow, Russia	Legal and Economic Aspects of Federalism in Russia and Canada (with other agencies)
Dec. 14, 2005	Costa do Sauípe, Bahia, Brazil	Launch in the Americas for Global Dialogue book <i>Distribution of Powers and Responsibilities in Federal Countries</i> , and the booklet, <i>Dialogues on Legislative, Executive, and Judicial Governance in Federal Countries</i>
Dec. 14-15, 2005	Costa do Sauípe, Bahia, Brazil	World Forum on Fiscal Federalism
Jan. 4-6, 2006	Interlaken, Switzerland	Swiss seminar "Gouverner aujourd'hui": Presentation by Forum Vice President Raoul Blindenbacher
Feb. 6-7, 2006	Ottawa, Canada	Ethiopian government delegation to share experiences with Canadians in managing federal systems
Feb. 9-10, 2006	Melbourne, Australia	Conference on federalism in Asia. Speaker: Mr. Anderson
Feb. 13, 2006	Ottawa, Canada	Publication of Ronald L. Watts' book, <i>Federal Systems</i> , in Arabic
Feb. 13-March 2, 2006	Montreal, Ottawa, Kingston, Toronto, Berne, St. Gallen, Moutier, and Basel	Study tour of Iraqi parliamentarians and judges to learn about federalism in Canada and Switzerland
Feb. 13-26, 2006	Khartoum and Juba, Sudan	Forum Africa director Shawn Houlihan made groundwork tour for program on federalism to support peace agreement
Feb. 15, 2006	New Delhi, India	National conclave on India's energy security. Speaker: Mr. Anderson
Feb. 22, 2006	New Delhi, India	Launch in Europe/Asia-Pacific of Global Dialogue book, <i>Distribution of Powers and Responsibilities in Federal Countries</i> , by Mr. Mani Shankar Aiyar, India's Minister for Panchayati Raj
Feb. 22, 2006	New Delhi, India	Conference on Democracy, Devolution and Development
Feb. 24, 2006	New Delhi, India	Mr. Anderson met with the President of India, Dr. Avul Pakir Jainulabdeen Abdul Kalam
Feb.27- March 1, 2006	Dead Sea, Jordan	Mr. Anderson and Bob Rae speak at UN conference on Iraq's Constitutional Future
March 8, 2006	Sherbrooke, Canada	Department of History and Political Science – Speaker: Mr. Anderson
March 20, 2006	Barcelona, Spain	Meeting on intergovernmental relations in Spain
March 27-28, 2006	New Delhi, India	Workshop on Impact of Globalization on Fiscal Federalism in Transition Economies
March 29-31, 2006	Foz do Iguaçu, Brazil	Workshop on Fiscal Harmonization, Sub-national Taxation, Public Budgeting and Intergovernmental Cooperation
March 30, 2006	Canberra, Australia	Australian Global Dialogue country roundtable on foreign relations in federal countries

## FORUM STAFF



**George Anderson** [president] was Deputy Minister, Natural Resources Canada, from May 2002 until May 2005. Before that, he was Deputy Minister, Intergovernmental Affairs, in the Privy Council Office for six years. 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. He has a B.A. from Queen's University, an M. Litt. 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.



**Marta Araldo** [corporate secretary] has a degree in psychology from 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 15 years' experience working with international non-governmental organizations.



**Céline Auclair** [vice president, research and governance programs] - on leave until summer 2006 - 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.



**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.



**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 Asia. 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, Slovakia, and an MA in international affairs from the Norman Paterson School of International Affairs at Carleton University, Canada. Diana speaks Slovak, Czech, Spanish, English, Russian and Portuguese.



**Rhonda Dumas** [program assistant, president's office] has experience in 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** [senior 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.

## FORUM STAFF



**Lisa Goodlet** [program assistant, governance] is responsible for logistics in the Research and Governance Programs divisions. She has an MA in Ecologically Sustainable Development from Murdoch University in Perth, Australia. She speaks fluent English and French and intermediate Spanish.



**Shawn Houlihan** [director, Africa] has an MA in Public Administration from the Kennedy School of Government at Harvard University, USA, and a BA and Master of Development Economics from Dalhousie University, Canada. He spent five years in Ethiopia (1993–1998) working on governance and civil service reform. He also has extensive experience in Sudan, working for Canada and for the United Nations Development Programme. He worked as a consultant for the Canadian International Development Agency on matters of governance, capacity development and conflict management, including on the Middle East, Horn of Africa, Pan Africa and Southern Africa.



**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 francophone NGOs in Ontario. His languages are French, English and Lingala.



**Marc Lemieux** [director, Iraq and Middle East programs] worked for two years in Iraq under the International Foundation for Elections Systems providing civic education training to local civic groups and partners. He also worked on UN-supervised elections in Cambodia in 1993. He has monitored elections in Haiti, Bosnia, Serbia, Ukraine, Russia and Georgia. In addition to working with civic groups in Congo Kinshasa, he deployed numerous Canadian election monitoring delegations for CIDA between 2000 and 2002. He also worked for Elections Canada during three elections. Marc has a master's in international relations from McGill University, Canada. He is fluent in English and French.



**Abigail Ostien Karos** [communications coordinator] 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.



**David-Alexandre Mac Donald** [director, partnerships and development] has worked in intergovernmental relations in Canada and has an MA in international politics from l'Université d'Ottawa, Canada. His languages are French, English, Portuguese and some Spanish.



**Rod Macdonell** [senior director, public information and education] was previously executive director of Canadian Journalists for Free Expression. He graduated in law at l'Université de Sherbrooke in Quebec. He was an investigative journalist at the Montreal Gazette from 1983 to 1999, during which he taught journalism at Concordia University in Montreal. For five years, he designed and managed a World Bank program training and delivering workshops to journalists in Africa, Asia, Latin America and Eastern Europe. His languages are English and French.



**Rose-Anne McSween** [public information officer] has a BA in political science from McMaster University, a certificate in translation from l'Université du Québec en Outaouais and a certificate in international commerce from l'Université de Montréal. She has worked in international commerce and translation for several organizations. She is fluent in French and English.

## FORUM STAFF



**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 from the University of Economics in Varna, Bulgaria, and l'Université de Aix-Marseille III, France, and speaks, reads and writes Bulgarian, French, Russian and English. He also reads Serbo-Croatian, Macedonian and Spanish.



**Marta Montes** [finance manager] is the senior accountant of the Forum of Federations, with over 13 years' experience in the NGO sector. She speaks Spanish and English and has been with the Forum since February 2000.



**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 from l'Université d'Ottawa, Canada. She is fluent in English and French and speaks Arabic and some Spanish.



**Valerie Raymond** [vice president, research and governance programs] is replacing Céline Auclair for a year on secondment to the Forum from Canada's Department of Foreign Affairs. From 2002 to 2005, she served as Canada's High Commissioner to Sri Lanka. From 1997 to 2001, she was Canadian High Commissioner to New Zealand. During six years of work on global issues, she oversaw development of Government of Canada positions for three UN World Conferences. She speaks English and French.



**Neelima Shah** [human resources manager] is an industrial engineer and has an MBA in Human Resources from Maharaja Sayaji Rao University, India. 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.



**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, Canada, and has worked as a reporter and as a technical writer. He speaks English, French and German.



**Yonghua (Alan) Zhang** [finance officer] has worked in accounting for a number of organizations, including the Assembly of First Nations in Ottawa and the Shanghai Institute of Rubber Products in Shanghai. He has an MBA from the University of Ottawa, Canada, and a BA from the East China University of Science and Technology in Shanghai. He is fluent in English, Mandarin and Cantonese.

# Statement of Financial Position

A complete audited statement is available at [www.forumfed.org](http://www.forumfed.org).

as at March 31, 2006

	2005-2006	2004-2005
<b>CURRENT ASSETS</b>		
Cash	\$ 648,655	\$ 339,619
Investments (Note 4 in audited statement)	1,762,249	723,810
Investments - restricted (Note 4 in audited statement)	4,000,000	1,879,173
Accounts receivable (Note 3 in audited statement)	418,776	20,086,543
Prepaid expenses	23,943	40,563
	<b>6,853,623</b>	23,069,708
<b>CAPITAL ASSETS</b> (Note 5 in audited statement)	<b>173,351</b>	222,687
<b>INVESTMENTS – RESTRICTED</b> (Note 4 in audited statement)	<b>13,857,214</b>	-
	<b>\$ 20,884,188</b>	\$ 23,292,395
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	\$ 445,928	\$ 366,962
Deferred contributions (Note 6 in audited statement)	1,714,048	459,794
Deferred contributions – Long-Term Fund (Note 8 in audited statement)	4,000,000	4,600,00
	<b>6,159,976</b>	5,426,756
<b>DEFERRED CONTRIBUTIONS FOR CAPITAL ASSETS</b> (Note 7 in audited statement)	<b>82,711</b>	103,867
<b>DEFERRED CONTRIBUTIONS – LONG-TERM FUND</b> (Note 8 in audited statement)	<b>13,857,214</b>	17,279,173
	<b>20,099,901</b>	22,809,796
<b>CONTINGENT LIABILITY</b> (Note 9 in audited statement)		
<b>NET ASSETS</b>		
Invested in capital assets	90,640	188,820
Unrestricted	693,647	363,779
	<b>784,287</b>	482,599
	<b>\$ 20,884,188</b>	\$ 23,292,395



# Statement of Revenue and Expenses

A complete audited statement is available at [www.forumfed.org](http://www.forumfed.org).

as at March 31, 2006

	2005-2006	2004-2005
<b>REVENUE</b>		
Department of Foreign Affairs and International Trade		
Long-Term Fund	\$3,232,235	\$4,102,815
Projects	171,401	80,000
Canadian contribution	55,665	-
National Democratic Institute	633,678	-
Other foreign country contributions	177,140	-
Canadian International Development Agency (CIDA)	117,223	329,067
Government of Switzerland Project	81,800	158,940
Other projects	33,280	35,010
Interest	8,728	1,073
Other income	6,768	34,096
	<b>4,517,918</b>	4,741,001
<b>EXPENSES</b>		
Advertising and promotion	9,641	11,437
Consultants	117,807	118,128
Foreign exchange loss	15,666	-
Leased equipment	5,478	4,945
Meetings and facilities	311	78
Office and general	105,844	77,027
Printing and publications	2,863	431
Professional fees	26,803	23,637
Projects (Schedule)	3,082,620	3,342,256
Rent	186,784	198,816
Salaries and benefits	504,688	791,755
Telephone and internet	18,838	14,039
Travel	105,468	40,251
	<b>4,182,811</b>	4,622,800
Excess of revenue over expenses before the notes in audited statement	335,107	118,201
Amortization of deferred contributions for capital assets	21,156	26,650
Amortization of capital assets	(54,575)	(109,791)
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>\$ 301,688</b>	<b>\$ 35,060</b>



Visit the  
Forum of Federations website

[www.forumfed.org](http://www.forumfed.org)

for

- Online Federalism Library
- News from federal countries
- Forum programs in different countries
- ... and more

## STRATEGIC COUNCIL OF THE FORUM OF FEDERATIONS



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

After the first meeting of the Strategic Council, in Ottawa on June 14, 2005, there were other events: a Forum Board of Directors meeting, the signing by India of the Framework Arrangement with the Forum and a launch of Forum books, to which the Ottawa diplomatic community and members of civil society organizations were also invited.

As of March 2006, the Strategic Council consisted of the following governments:

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

Ethiopia has also affirmed its intention to sign the Framework Arrangement to become a partner government of the Forum of Federations.