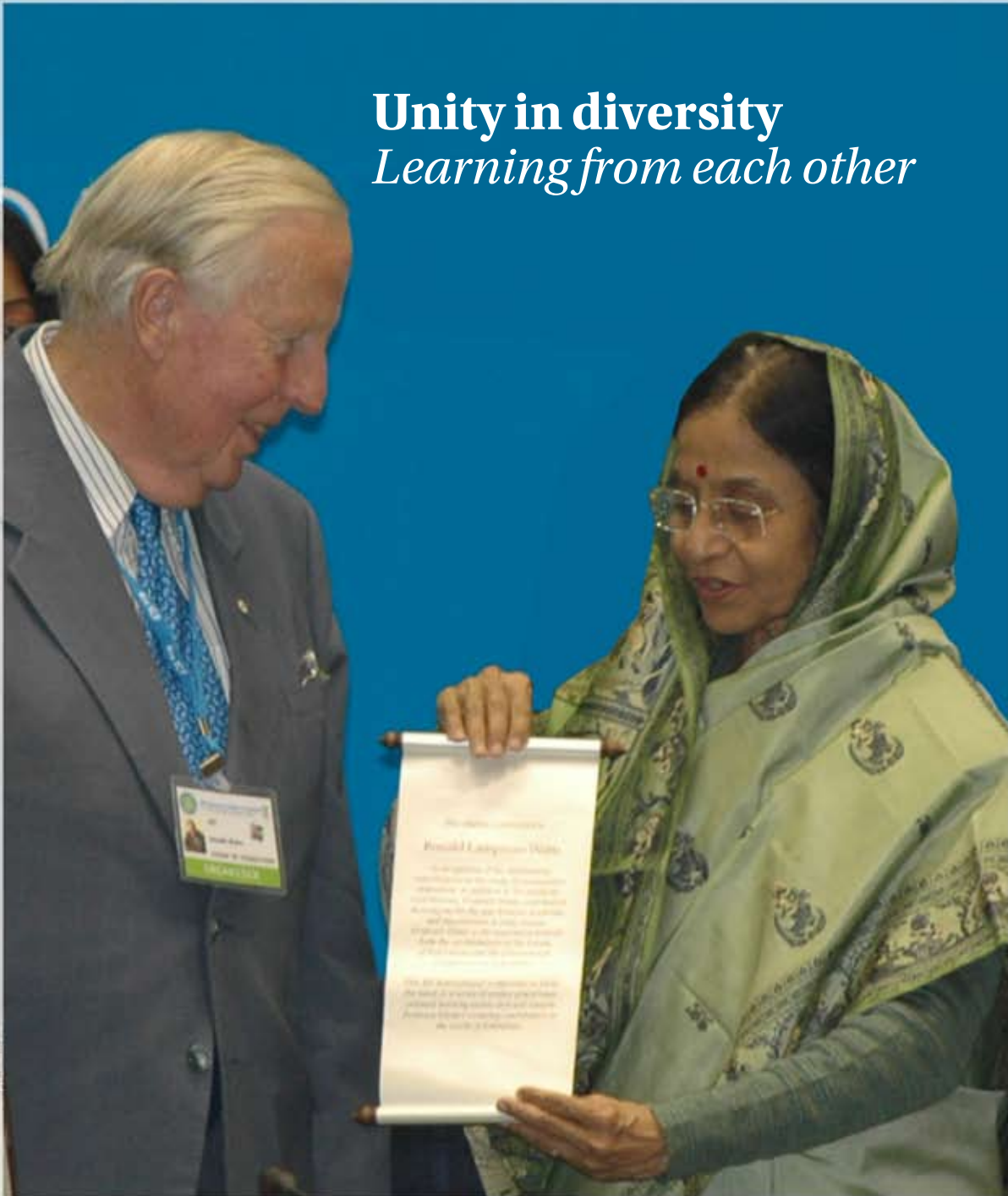




ANNUAL REPORT 2007 – 2008

Unity in diversity
Learning from each other



Forum of Federations
THE GLOBAL NETWORK ON FEDERALISM



Forum of Federations
THE GLOBAL NETWORK ON FEDERALISM



www.forumfed.org



Russian federal experts on tax policy and tax administration discuss fiscal issues at the Forum of Federations offices in November 2007.



FRONT COVER

Ronald L. Watts, Professor Emeritus of Queen’s University, Canada, founder of the Forum of Federations and former board member, receives an honour for his outstanding academic contribution to the study of comparative federalism from the President of India, Pratibha Devisingh Patil.

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THE GLOBAL NETWORK ON FEDERALISM



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

The Forum of Federations 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 and 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.

From the Chairman

Certainly the highlight of the past year 2007-2008 was the 4th International Conference on Federalism in Delhi from November 5-7, 2007, which drew a record 1,300 participants from 116 countries.

The theme of the event, organized by the Inter-State Council of the Government of India and the Forum, was Unity in Diversity: Learning from Each Other. Bringing about learning is the core mission of the Forum and as such, we shared three unforgettable days in Delhi where participants attended 24 work sessions and three interactive theme sessions and actively engaged in interactive learning in the world's most populous federation. I would like to thank the Indian government for their generous hospitality.

We were also most pleased that Ethiopia, the eighth country to become a partner of the Forum, will be hosting the 5th International Conference on Federalism three years from now. We were honoured that Prime Minister Meles Zenawi attended the Delhi conference and announced Ethiopia's intention of holding the next conference in 2010 in his country, the first to be held in Africa.

The Forum's internationalization plan gained a major boost last year with Germany becoming our ninth partner. Looking ahead, other potential partners are expected to emerge from our governance programs in Argentina and Brazil.

While the Forum's financial footing is sound, its current six-year funding (2005-2011) from its principal benefactor, the government of Canada, decreases annually. To better secure its financing from partnerships, it is pursuing a two-pronged strategy of broadening its base with new partners, while receiving increased funding from its current partners. This has already borne fruit with Switzerland, which will double its annual contribution to the Forum from 2008 to 2010.

The Forum's other revenue stream comes from its development assistance work in federations such as Nigeria and Ethiopia and in post-conflict countries which are either federal or which have federal attributes, countries such as Nepal, Iraq and Sudan.

The constant challenge for the Forum, which it meets with success, is to maintain an equilibrium between its efforts in developing or post-conflict countries and its governance activities in its nine partner federations.

Like its Governance counterpart, the Forum's Global Dialogue program is bustling. It launched Volume Four of the Global Dialogue Series on the *Practice of Fiscal Federalism: Comparative Perspectives* at the International Conference in Delhi. It also explored the theme of diversity and unity in federal countries with roundtable sessions in 12 countries.



Arnold Koller, Chairman of the Forum's Board of Directors and German Interior Minister Dr. Wolfgang Schäuble

The Forum has also launched its new Thematic Programs which are meant to be more policy oriented than the Global Dialogue Program. The first thematic activity was an author's conference in New Delhi on the financing and governance of capital cities in federal countries, which will lead to the publication of a book in the coming year.

The Board of the Forum held a two-day face-to-face meeting in New Delhi and a telephone conference meeting on February 28, 2008. Besides the usual program and finance matters, it decided on a number of operational points including that the Global Dialogue Program be continued until 2009-10; that the Forum publish a German edition of *Federations* magazine and that it discontinue its Russian edition; and that a budget and plan be developed for a series of primers and related training videos on federalism.

Since last year's annual report, seven new members have joined the board. I welcome Mr. Amitabha Pande, Head of the Inter-State Council of the Government of India; Dr. Samuel Assefa, Ambassador of Ethiopia to the United States of America; General John de Chastelain, former Chief of the Defence Staff of Canada; Prof. Joanne Poirier, Assistant Professor at the Free University of Brussels; Mr. Peter Müller, Minister-president of the Land (state) of Saarland, Germany; Prof. Julius Ihonvbere, Abuja, Nigeria; and Mr. Walter Fust, former Director-General of the Swiss Agency for Development and Cooperation.

I would like to express my sincere gratitude to former board members Prof. Gil Rémillard and Clarence (Manny) Jules, both of Canada; as well as to Dr. Alex Ekwueme of Nigeria, for their most valuable contributions to the Forum during their two terms of service beginning in 2000 and for helping to grow the organization into one that can rightfully call itself the Global Network on Federalism.

A handwritten signature in black ink that reads 'A. Koller'.

Arnold Koller
Chairman of the Board
Former President of Switzerland

Board of Directors

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Former Federal Councillor and President of Switzerland
Appenzell, Switzerland

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Ambassador of Ethiopia to the United States of America
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University of Toronto
Toronto, Canada

The Right Honourable A. Kim Campbell

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Former Chief of the Defence Staff of Canada
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University of Bern
Bern, Switzerland

Mr. Peter Müller

Minister-President
Saarland, Germany

Prof. Dr. Wolf Okressek

Former Head of the Constitutional Law
Department at the Federal Chancellery
Vienna, Austria



Forum Chairman Arnold Koller presides a meeting of the Forum's board of directors

Mr. Amitabha Pande

Secretary, Inter-State Council Secretariat
Ministry of Home Affairs
Government of India
New Delhi, India

Prof. Johanne Poirier

Assistant Professor at the Free University of Brussels
(Canada)

Ms. Violeta Ruiz Almendral

Associate Professor, Tax and Finance Law
Universidad Carlos III
Madrid, Spain

Mr. Roger Wilkins

Head of Government & Public Sector Group
Australia & New Zealand Citigroup Centre
Sydney, Australia

RETIRED FROM THE BOARD:

Dr. Alex Ekwueme

Former Vice President of Nigeria
Enugu, Nigeria

Mr. S. Lakshminarayanan

Secretary, Inter-State Council Secretariat
Ministry of Home Affairs
Government of India
New Delhi, India

Prof. Gil Rémillard

Lawyer, Fraser Milner Casgrain
Former Quebec Minister of Justice and
Intergovernmental Affairs
Montreal, Canada

President's Message



Forum President George Anderson (foreground) welcomes an Ethiopian delegation to the Forum.

The Forum of Federations had a truly exceptional year in 2007-2008. Still less than ten years old, the Forum helped the Government of India – the world's largest federation – organize the largest gathering ever held on the subject of federalism. It saw Europe's largest federation, Germany, and Africa's newest federation, Ethiopia, join with our existing supporters to become partner governments. Europe's oldest federation, Switzerland, signed a new partnership agreement which substantially raises Swiss support for our activities in what is a dramatic and gratifying vote of confidence. The Forum sponsored over 70 events on six continents, produced a series of valuable publications in several languages, initiated programming in new countries, and established its website as the "go-to" destination for those interested in comparative federalism.

All of these developments are laid out in this report. What is not here is some of the behind the scenes activity we have engaged in regarding new programs and prospective partnerships. These promise to make 2008-2009 a year of substantial further progress in significantly increasing our development assistance programming, in expanding our thematic programs on sectoral issues such as oil and gas and water management in federations, in welcoming yet more partner governments and in developing new forms of cooperation with a variety of associates.

This is evidence that the Forum has firmly established itself as a highly relevant organization with a clearly defined area of expertise in the global community of organizations concerned with governance. The Forum has remained true to its founding objective of promoting dialogue and mutual learning amongst practitioners and experts on federalism. In fact, it is a hallmark of our work that it almost always involves both practitioners and scholars and the mutual dialogue has greatly benefited both.

We can see this in the Global Dialogue program, which published not only its fourth major volume – on fiscal federalism – in 2007-2008, but also produced small booklets on the next two themes of foreign relations and federalism and of metropolitan and local government in

federations. The Global Dialogue is now a mature program which is making a major contribution to comparative federalism. Its findings have informed our other publications and virtually all aspects of our work. The program was evaluated last year and given very high marks. In this regard, I would like to acknowledge the enormous contribution to our global programs of Raoul Blindenbacher, who served as one of our vice-presidents for four years on secondment from the government of Switzerland.

Our development assistance programs in Sri Lanka, Sudan and Iraq will be followed by new programs in Nepal and Nigeria in 2008-2009, with a strong likelihood of programs in other countries as well. While we have participated to some extent in the provision of expert advice, our main focus in these programs has been on capacity building so that the countries in question have knowledgeable citizens, as well as materials in their own language, to bring relevant experiences in comparative federalism into their own debates.

The Forum is committed to high standards of administration and program accountability. In this regard, we commissioned a major overall evaluation of our work whose findings were very positive while making some helpful suggestions for further strengthening.

It has been a privilege for me to lead the Forum during such a productive period over the last three years. It has also been an incredibly enriching experience as I travel the globe, making new friends and constantly deepening my knowledge of the complex and fascinating world of federalism

A handwritten signature in blue ink, appearing to read 'G. Anderson'.

George Anderson
President, Forum of Federations



A working group in New Delhi debates a question about federal practices at the 4th International Conference on Federalism in November 2007.

Global Programs

The 4th International Conference on Federalism brought 1,300 participants from 116 countries to New Delhi, India from November 5-7, 2007. As the Forum's flagship event, this international conference brought together senior practitioners of federalism and experts from around the world to learn from practices in each others' countries. Organized under the title Unity in Diversity: Learning from Each Other by the Forum of Federations and the Inter-State Council of the Government of India, this event was the Forum's largest conference to date.

The four themes of the conference were:

- Building on and Accommodating Diversities
- Emerging Issues in Fiscal Federalism
- Interaction in a Federal System
- Local Government and Federal Systems

The event was presided over by Shivraj Patil, Union Home Minister of India and included keynote addresses by heads of state and government from the host country, India, as well as Comoros, Ethiopia, Nigeria and Switzerland.

The Ethiopian Prime Minister, Meles Zenawi, announced that the 5th International Conference on Federalism will be held in Addis Ababa during 2010.

For the first time, young professionals were integrated into the main conference sessions. Regional roundtables structured around the themes of the conference in Ottawa, Addis Ababa, New Delhi and Salzburg drew fifty young professionals from 26 countries who later made presentations at the conference working sessions and contributed to a volume on Emerging Policy Issues in Federalism. Additionally, three young professionals were also sent to work on six-month work terms with two agencies in South Africa and India. Two of the interns were placed with the Institute of Social Science in New Delhi.

The Global Dialogue on Federalism program makes mutual learning a reality through workshops in each country.

In its fifth year, the Global Dialogue on Federalism program explored the theme Unity and Diversity in Federal Countries. Roundtables held in a dozen countries enabled practitioners and scholars of federalism to learn from each other while enhancing their understanding of federalism. Roundtables on diversity were held in Australia, Belgium, Brazil, Canada, Ethiopia, Germany, India, Nigeria, Russia, Spain, Switzerland and the United States. The program is a joint venture of the Forum of Federations and the International Association of Centers for Federal Studies. A number of books from the Global Dialogue Program will be published during 2008-2009. The topic Intergovernmental Relations in Federal Systems was chosen as the topic for the eighth Global Dialogue series.

This year also witnessed the launch of the new Thematic Programs, which, while operating in tandem with the Global Dialogue program, are meant to be more policy oriented. The first activity organized under this program was an author's conference in New Delhi on the Financing and Governance of Capital Cities in Federal Countries. This will lead to the publication of a book on the topic in the next fiscal year. Other topics being developed include water, and oil and gas in federal countries.



Members of an Ethiopian delegation from the House of Federation – Ethiopia’s senate – discuss federalism at the Forum in October 2007.

Governance Programs

The Governance Programs division is now actively engaged in all six continents bringing expertise in federalism to more than 16 countries. In response to the interests and challenges faced by the host country, the Forum provides expertise through national conferences, technical workshops, training sessions, internal advisory committees and study tours.

Over time, our methods have been refined at the request of the host countries. The Forum offers comparative expertise based on regional experiences. It has become clear that for certain purposes, gathering experiences from neighbouring countries has more resonance than world-wide experiences.

Today, our programs on the ground are complemented by the production of learning tools, publications, training modules and awareness programs. This complementary approach adds value to our programs since it allows our partners to work with customized reference materials. It also serves as a building block that the Forum can use for subsequent interventions in the same country, in the same region or elsewhere in the world.

The Governance Programs division has also expanded the number of languages used by our pool of experts. Along with French, English, Spanish, Portuguese and Russian, which were used in the past, the Forum now has a good reserve of experts and literature in German, Arabic, Kurdish, Sinhala and Tamil. The Forum is developing capacity in Nepali.

We are increasingly more pro-active in identifying new and challenging issues in well-established federal countries. Immigration, benchmarking, the international role of the constituent units, and managing sectoral resources such as electricity, are some examples. With our current programs in Austria, Australia, Canada, Germany, Spain and Switzerland we have achieved a better work balance between developing federations and developed federations.

Governance programs bring together practitioners of federalism to learn and share from the experiences of their counterparts in other federal countries.

This year Governance Programs has developed a significant number of projects in Iraq, Sudan, Nigeria and Nepal that will be funded by major aid agencies in 2008-09.

The next set of themes for the Global Dialogue on Federalism is being co-ordinated with the Forum’s regional directors of Governance Programs. This will better enable the Forum and its publications to be more responsive to specific challenges in the countries where the programs take place. A similar co-ordination is taking place for publications with the Forum’s Public Information and Education department.

Governance Programs is currently considering ways to have a greater local or regional presence among the countries where major programs are conducted.

Two participants share views at a Forum seminar on fiscal federalism in Nigeria in March 2007.



Forum Activities

Africa

In Africa, the Forum has advanced two major building blocks of federal governance: intergovernmental relations and fiscal federalism. By sharing experiences with senior practitioners from other federations through workshops, conferences and courses, the Forum helped provide the knowledge and advice necessary to deepen federalism and enhance democratic governance in major African federations.

The Forum organized programs in Ethiopia, Nigeria, Sudan and South Africa in 2007-2008, in work ranging from helping to create a new Master of Arts program in federal studies in Ethiopia to launching a major initiative on fiscal federalism in partnership with the Nigeria Governors' Forum and Federal Ministry of Finance.

Ethiopia

Upper house takes on new role

Ethiopia's House of Federation, which has the constitutional responsibility to determine revenue sharing among the country's nine states, recently gained the capacity to do so directly and asserted its authority over this essential feature and role of federal governance. Until recently most of this function was carried out by the Ministry of Finance, with the upper house approving the finance department's proposals.

The Forum played an active role in the House-led process, primarily by providing a leading external expert, Gebhard Kirchgässner of Switzerland, to assist in the process. Dr. Kirchgässner is Professor of Economic Policy and Econometrics at the University of St. Gallen, Switzerland, and Director of the Swiss Institute for International Economics and Applied Economic Research. His work ended in April 2007, and the revised revenue-sharing formula was adopted the following month.

Young professionals share knowledge in preparation for international conference

Young professionals from across the African continent met at a regional roundtable in Addis Ababa on August 10, 2007, to prepare for the 4th International Conference on Federalism held in New Delhi in November 2007. The African participants in the Forum's Young Professionals program presented first drafts of presentations that they were to make at the Delhi conference, co-organized by the Forum of Federations and India's Inter-State Council Secretariat.

Public servants and journalists enhance their understanding through a new Master of Arts program on federalism

The Forum of Federations celebrated the launch of a new interdisciplinary Master of Arts program in Federal Studies on November 14, 2007, at Addis Ababa University in Ethiopia. The program is offered by the Institute of Federalism – an undertaking which the Forum and Addis Ababa University developed together over two years. Students in the course range from politicians from ruling and opposition parties and civil servants to journalists and recent graduates from other disciplines.

Ethiopians learn about India's federal system

The Institute of Federal Studies at Ethiopia's Addis Ababa University hosted its inaugural public lecture on February 7, 2008, with a talk from Rupak Chattopadhyay, the Forum's Senior Director of Global Programs. He spoke on the topic of lessons to be learned from Indian federalism. The event was attended by about 50 academics, civil society activists, government functionaries and politicians. Members of Parliament from the House of People's Representatives, the Chairman of the Nationalities Standing Committee of House of the Federation, the Speaker of Southern Nations' Council of Nationalities and the Leader of the Opposition in the House of People's Representatives were among the practitioners present on this occasion.

Ethiopians gain new perspectives on how to manage diversity

A Forum roundtable on diversity in federal systems drew Ethiopian academics, members of parliament from both the governing party and the opposition, plus members of civil society, journalists and civil servants to Addis Ababa on March 14, 2008. The event was part of the Forum's Global Dialogue program. A key issue discussed was how to build legitimate and inclusive institutions in multiethnic societies, and how federalism lends itself to this process, especially among Ethiopia's 80 or more ethnic groups.

Federal officials learn new approaches to constitutional change, governmental institutions and conflict resolution

Ethiopia's Ministry of Federal Affairs and the Forum held a series of work sessions for the country's newly-formed Minister's Advisory Panel on Intergovernmental Relations, from March 17-21, 2008. Dr. Fasil Nahom, a Minister and Legal Advisor in the Office of Prime Minister Meles Zenawi, chaired the panel and several of the meetings. National experts included several senior staff from the ministry departments as well as leading academics. A key international expert was Dr. Bertus de Villiers, a member of the State Administrative Tribunal in Western Australia. The workshop participants mapped out issues of intergovernmental relations in the areas of the constitution and other driving forces, institutions and processes, and conflict management. The panel looked at strengths, gaps and priority needs in each category.

Senior federal and state officials consider fiscal mechanisms for Ethiopia's federal government

The Forum of Federations provided technical support and resource persons for a series of high-level policy meetings and training sessions on fiscal federalism in Ethiopia from March 7-13, 2008. These events were organized by the House of Federation and supported by Forum expert Bob Searle, former chief executive of Australia's Commonwealth Grants Commission and renowned expert on comparative fiscal decentralization. A series of training sessions provided an overview of fiscal federalism theory and comparative practice, including issues in design of revenue sharing formulas, including institutional arrangements. These sessions were followed by private meetings with senior officials, including H.E. Degefe Bula, Speaker of the House of Federation.

Ethiopian university students and faculty learn fiscal decentralization techniques

As part of a joint public lecture series, the Forum of Federations and the Institute of Federal Studies at Addis Ababa University held a session on fiscal federalism on March 7, 2008, at the university. The presentation was delivered by Bob Searle, formerly of Australia's Commonwealth Grants Commission and expert on comparative fiscal decentralization. It was attended by about 40 students and faculty members and focused on the balance of central government control and sub-national government autonomy in intergovernmental fiscal relations, using the current Ethiopian model as an example.

Nigeria

Nigerians share ideas on accommodating diversity and resolving conflict.

Nigerians from universities and government were brought together by the Forum at the University of Ibadan on January 27, 2008, to participate in a Global Dialogue country roundtable on diversity in Nigeria's federal system. There were 26 academics, civil society activists, government functionaries and politicians participating, some of whom have been closely involved with official constitutional talks or wider public debates on federalism in the country. The participants debated issues such as federal vs. local control of oil resources in the Niger Delta, the constitutional ban on regional parties, Sharia law, and discussed the constitutional amendments that may be required to better

accommodate or manage diversity. There was agreement on a need for review of the federal constitution, reform of the electoral administration, strengthening of legislative oversight, promotion of democratic values and processes within and between parties and enforcement of fiscal responsibility in Nigeria's public financial system.

Senior Nigerian federal and state officials consider ways of sharing revenues

The Forum of Federations co-hosted a high-level seminar titled Challenges and Opportunities in Fiscal Federalism: Sharing Nigerian & International Perspectives from March 25-26, 2008 in Abuja. The event was co-organized by Nigeria's Federal Finance Ministry, the Governors' Forum of the States and the Forum of Federations. Case studies from federal countries were presented by three international Forum of Federations experts from India, South Africa and Argentina plus a case study from Nigeria, presented by Dr. Akpan Ekpo. Senior federal officials participating in the two-day event included key figures from the federal government charged with formulating and advancing key aspects of an agenda for fiscal federalism. Issues discussed included the need and responsibility for cooperation in macroeconomic management – especially in light of rising oil prices – plus fiscal responsibility legislation, revenue sharing between federal, state and local levels of government, and other issues including corruption and Nigeria's poor record of accountable government. Participants formed working groups that made extensive recommendations for follow-up activities and formulated a plan of action for the next 12 months. Significant financing of the event was provided by the United Kingdom's Department for International Development.

Nigerian governors share approaches to common problems

Forum President George Anderson spoke at the Special Governors' Retreat in Abuja, Nigeria held Oct. 26-28, 2007. The retreat brought together the governors of Nigeria's 36 states, two thirds of whom had recently been elected for the first time. The Nigerian Governors' Forum provides a venue for state governors to share ideas and discuss common themes. During the retreat 20 papers were presented and examined at various roundtable sessions. Mr. Anderson spoke to the governors about Nigeria's fiscal challenges with comparisons to other federations. The Forum of Federations was instrumental in the inaugural meeting of all Nigeria's state governors, which saw the creation of the permanent Nigerian Governors' Forum.

Sudan

Sudanese are trained in federalism as a component of sustainable peace

In Khartoum, the Forum of Federations launched a custom-designed course on federalism in support of its capacity building work in Sudan. The course was presented to a wide range of participants from NGOs, academia, media and legislatures, as well as local, state and central government. Training and awareness-raising are essential elements in the Forum's larger Sudan federal governance program, and will be expanded during a \$3.2 million second phase starting in mid-2008 and funded by Canada's Department of Foreign Affairs and International Trade. The course, titled Core Principles of Federalism: Toward Sustainable Peace in Sudan, explained and demystified the



Local politicians, academics and key civil servants from around the world exchange on the vital issues relating to local governments and metropolitan regions in federal countries at the International Global Dialogue roundtable in Johannesburg, South Africa, in April 2007.

federal form of governance. The training was held from April 28-30, 2007. It addressed the classic topics of comparative federalism and built upon participants' knowledge and experience as leaders in their organizations and professions. The course included lectures and discussions on the core characteristics of federations - including the new arrangements that have been set out in Sudan under the peace agreements and Interim National Constitution. The course was conducted by Dr. Peter Meekison of Canada, and Dr. Omer Awadalla Ali of Sudan. It was facilitated by Shawn Houlihan, the Forum's director for Africa.

South Africa

Johannesburg politicians plan how to expand metropolitan government service

The Forum co-organized the International Roundtable on Local Government and Metropolitan Regions, held in Johannesburg on April 19-22, 2007. The event was a dialogue of international experts and centred on current trends, issues and challenges confronting local governments. The roundtable was organized in cooperation with the Community Law Centre, University of the Western Cape, South Africa. Among the topics discussed were local governments and how their legal status affects their practice, the financing and revenue bases of local governments, governance at the local level and intergovernmental relations. On the second day of the conference, international experts participated in a special one-day event organized in coopera-

tion with the Office of the Premier and the Department of Provincial and Local Government of the Province of Gauteng. The focus of the event was discussion among experts on the notion of creating a Global City Region in the province of Gauteng, which is highly urbanized, with a population of almost nine million. Its two main cities are Johannesburg and Pretoria. International participants shared their experiences with representatives of Gauteng regarding development strategies.

Interns report on their stint working with South African local governments

Forum interns Omo Atkintan, Margaret Flynn and Meghan McDermott spoke on June 7, 2007, to a gathering of Forum staff, representatives from Infrastructure Canada, the International Development Research Centre, the Privy Council Office and the Embassy of Iraq. The three discussed their assignments in South Africa from September 2006 until March 2007, which was part of the Forum's International Youth Internship program for Canadian university graduates. The program is funded by the Canadian International Development Agency. Ms Flynn, a lawyer, worked as a policy analyst with the Centre for Land-related, Regional and Development Policy in Pretoria under the supervision of Prof. Nic Olivier. Ms Akintan was a legal assistant and policy analyst at the Community Law Centre under the direction of Prof. Nico Steytler at the University of the Western Cape in Cape Town. Ms McDermott worked with the Community Law Centre, preparing for the Forum's country and international roundtables held in early 2007 and organizing an intergovernmental relations conference on Conflict and Governance.



Sri Lankans grapple with the trilingual challenge of using precise terms to describe power sharing in Sinhala, Tamil and English, at a three-day Forum workshop in Kalutara, Sri Lanka in June 2007.

Asia-Pacific

In 2007-2008 the Forum organized programs in India, Sri Lanka, Nepal and Australia reaching nearly 2,000 public servants, academics and members of civil society who shared experiences in federal governance. In India, there were several events held to exchange ideas and share knowledge leading up to the 4th International Conference on Federalism in New Delhi. In Sri Lanka a series of workshops and public events were held and educational materials were produced and distributed to foster an informed debate on power sharing, including federalism, among Sri Lankan opinion makers as a viable solution to the ethnic conflict.

Nepal

Nepali journalists seek answers in an introductory session on federalism

During a working visit to Nepal from Jan. 6-13, 2008, Forum Asia-Pacific Director David MacDonald met with a group of journalists from Freedom Forum, a local NGO in Nepal's capital, Kathmandu. Mr. MacDonald exchanged ideas with the journalists on several topics including how to amend Nepal's constitution. He also met with representatives of the government of Nepal, major political parties, civil society and officials with international organizations. The Forum will open an office in Nepal in 2008-2009 and launch a multi-year program to assist the country in addressing questions relating to its new existence as a federation.

Nepali journalists and professors get glimpse of constitutions in other federal systems

Forum President George Anderson spoke about constitutions in federal countries to a group of journalists, as well as to a roundtable of Nepali politicians, and also made a presentation at the Faculty of Law of Tribhuvan University in Kirtipur, on the outskirts of Kathmandu, the capital of Nepal. Mr. Anderson's mission took place June 14-15, 2007. Later that year, Nepal proclaimed itself a federal democratic republic, ending centuries of monarchy and centralized rule.

New program planned for Nepal

After assessments and consultations in Nepal, the Forum has developed a three-year program proposal to assist Nepal's democratic transition towards a federal form of Government. Among the outputs of the program are introductory courses on federalism, a multilingual glossary of federalism terms and a Nepali version of the Forum's DVD "The Challenge of Diversity: The Federal Experience."

India

Indian academics, civil society and public servants discuss new ways to deal with diversity

The Forum held a Global Dialogue country roundtable on unity and diversity in federal systems on March 18, 2008, in Chandigarh. The participants, from universities in different states and from different religious backgrounds, government and civil society, discussed presentations from specialists on cultural identities, minorities and pluralism and looked at how these were reflected in India's history, constitution and institutions. The roundtable was co-ordinated by Prof. Balveer Arora of Jawaharlal Nehru University.

Authors collaborate to draft outline for book on financing of capital cities in federations

Authors from 10 federal countries gathered on March 14-15, 2008, in New Delhi to review and approve the structure of a book they are writing on financing and governing capital cities in federations. The authors attending the thematic conference organized by the Forum are writing case studies on Australia, Brazil, Canada, Germany, Ethiopia, India, Mexico, Nigeria, South Africa, Switzerland and the United States.

Asian young professionals finalize their contributions to the international conference on federalism

Young professionals from government service, academia and civil society in India and other Asian countries gathered in New Delhi from September 27-28, 2007 to fine-tune their presentations for the 4th International Conference on Federalism that was held in November in New Delhi. The young participants shared ideas and research on diversity, conflict resolution and how to provide adequate public finance for regions and cities in federal systems.

Indian policy-makers learn about local government, diversity, fiscal and intergovernmental relations

In preparation for the 4th International Conference on Federalism, held in New Delhi in November 2007, the Government of India in partnership with the Forum held four regional roundtables for senior officials of the individual states of India. The events were held to engage policy makers on the four themes of the 4th International Conference on Federalism: the management of diversity, fiscal federalism, inter-governmental relations and local government. The roundtables were held in the following cities:

- Guwahai, Assam - northeastern regional roundtable - June 12-13, 2007
- Nainital, Uttaranchal - northern regional roundtable - June 21-22, 2007
- Kochi, Kerala - western regional roundtable - July 26-27, 2007
- Majorda, Goa - southern regional roundtable - July 30-31, 2007

Young professionals prepare to volunteer for 4th international conference on federalism

About 50 young professionals from around the world and 20 from India gathered in New Delhi on Nov. 4, 2007, for a briefing on the major themes of the 4th International Conference on Federalism. They carried out their assigned tasks within each of the conference working sessions.

New approaches to governance shared by 1,300 practitioners at 4th International Conference on Federalism

The Fourth International Conference on Federalism, held in New Delhi from Nov. 5-7, 2007, drew a record 1,300 participants from 116 countries. The event, held in the world's largest federation, was attended by several heads of government including Indian Prime Minister Manmohan Singh; Micheline Calmy-Rey, President of Switzerland; Ahmed Sambi, President of Comoros; Meles Zenawi, Prime Minister of Ethiopia; Nigeria's Vice President, Goodluck Jonathan; Rona Ambrose, Canada's Minister of Intergovernmental Affairs and Minister of Western Economic Diversification; Anna Elisabeth Haselbach, Vice President of the Austrian Senate; and Shivraj V. Patil, the Home Minister of India, who was the host of the conference. During the three days, participants attended 24 work sessions and three interactive theme sessions designed to enhance mutual learning. The triennial event was organized by the Inter-State Council Secretariat of the government of India and the Forum of Federations. Four themes were explored by participants in conference working sessions: diversity, fiscal federalism, intergovernmental relations and local government.

Young professionals assess results of the 4th International Conference on Federalism

Young professionals from a wide range of countries gathered a final time in New Delhi, India, to discuss the outcomes of the four themes of the 4th International Conference on Federalism. They also gave short presentations from each theme to the group, outlining the main outcomes of the work sessions and dialogue tables at the conference.



Members of the Nepal Bar Association engaged in discussions on federalism at the Forum of Federations offices in August 2007. Left to right: Sabita Baral Bhandari, Prealaha Bahadur Karki, and Bishwa Kanta Mainali.

Sri Lanka

Women politicians in Sri Lanka exchange ideas on power-sharing and its relevance for Sri Lanka

A gender-sensitive workshop titled "Women's Perceptions on Power-Sharing in Sri Lanka" examined political participation by women in federal countries and explored ideas of Sri Lankan women politicians on power-sharing. The workshop was held by the Forum in co-operation with the Association of War Affected Women Sri Lanka. Thirty-three women leaders including twenty-two elected officials from all three levels of government - national, provincial and local - attended the workshop and expressed their views on devolution and power-sharing. The event was held in Kandalama (Central Province), on August 16-18, 2007. The workshop was conducted by Dr. Christina Murray of the University of Cape Town, South Africa, and Dr. Rekha Saxena of the Centre for Federal Studies, Hamdard University, New Delhi, India. Other speakers included Hon. Ferial Ashraff, Minister of Housing and Construction; Hon. Amara Rathnayake (MP), Hon. Shanthini Koongahage, Hon. Sirina Kariyawasam and Hon. Upulangani Malagamuwe, members of Provincial Councils; and Hon. Ratnavadiwel, member of Trincomali Urban Council.

Workshop fosters an informed debate on power-sharing options for Sri Lanka

Sri Lankan government officials, journalists and members of civil society participated in the third workshop in a series titled Power-sharing Options for Sri Lanka and the Federal Idea. The event was held in Kandalama, Aug. 13-14, 2008, by the Forum of Federations and the Centre for Policy Alternatives (CPA) in Sri Lanka. Presentations were given on the experiences of South Africa, India, and Aceh, Indonesia, respectively by Christina Murray, Professor of Human Rights and Constitutional Law at the University of Cape Town; Dalbir Singh, National Secretary of the Indian National Congress; Teuku Mufizar Mahmud, from PT Freeport Indonesia. The 44 participants who attended the workshop included provincial councillors and village council members, Muslim Peace Secretariat members, lawyers, aca-

demics, members of the Sri Lanka Institute of Development Administration, civil society and the media.

Sri Lankans study Canadian federal experience

The Forum and World Vision Canada hosted a 12-person delegation of Sri Lankan senior government officials, members of civil society and project staff on a study tour to Canada from June 20-29, 2007. The tour was part of a project initiated by World Vision for enhancing the capacity of local governments in eastern Sri Lanka to set up sustainable community-based water, sanitation and hygiene systems. On the tour, participants learned about the Canadian system of federal governance, and the mechanisms which facilitate the management of diversity, including devolution of power to provincial and municipal governments and Canada's official languages policy. The Forum organized the visits to Ottawa, Montreal and Quebec City.

Opinion makers learn about power-sharing options as a political solution to conflict

From June 7-8, 2007, the Forum organized the second in a series of workshops titled Power-sharing Options for Sri Lanka and the Federal Idea in Kalutara, Western Province of Sri Lanka. The event was staged with the Forum's local implementing partner, the Centre for Policy Alternatives. About 50 participants took part in the workshop, including provincial councillors from southern provinces, members of professional associations, academics, representatives of civil society, political parties and women's organizations and journalists. The workshop focused on the basic definition of federalism and federal models such as India and South Africa, the evolution of the debate on power sharing and its current relevance to Sri Lanka. International resource persons included Ms. Katy Le Roy of the University of Melbourne, Australia; Dr. Akhtar Majeed of the Centre for Federal Studies, Delhi, India; and Dr. Christina Murray of the University of Cape Town, South Africa. Local experts included Mr. Pradeep Peiris, Head of the Social Indicators Unit of the CPA and Dr. Paikiasothy Saravanamuttu, Executive Director of the CPA.

Sri Lankans create a common language for power sharing

To create a Sinhala and Tamil glossary of terms about federalism, a three-day residential workshop titled "Federalism and the Challenges of Translation" was held from June 3-5, 2007 in Kalutara, about 45 kilometres from Colombo. Forty-two leading experts on power sharing, academics, civil servants, linguists and journalists participated in this workshop organized by the Forum of Federations and the Colombo-based Centre for Policy Alternatives (CPA). The result of this workshop was the beginning of a glossary of value-neutral and culturally sensitive federalism and power-sharing terms, with definitions, in Sinhala and Tamil languages. The final publication, *Federal Idea - A Glossary; English, Sinhala, Tamil*, was produced in February 2008 and distributed to universities, public libraries, politicians, parliamentarians, NGOs and academics. The glossary is meant to facilitate public discussions about federalism in Sri Lanka.

The Forum organized this series of public events in Sri Lanka to raise awareness and understanding of power sharing as a political solution to the ethnic conflict.

Public lecture informs 200 Sri Lankans on the Indian model of power-sharing

The Forum and the Sri Lanka Ministry of Constitutional Affairs and National Integration organized a public lecture on the Indian model of power sharing. The speaker, Dr. Akhtar Majeed of the Center for

Federal Studies, Hamdard University, Delhi, delivered his address in Colombo on June 6, 2007. Over 200 people attended the lecture, which was chaired by Minister D.E.W. Gunasekara. The event generated significant media coverage.

Roundtable discussion engages civil society and politicians

A roundtable discussion on The Peace Agreement in Aceh: Lessons for Sri Lanka was held on August 15, 2007, at Hotel Taj Samudra, Colombo. The principal presentation on the Aceh peace agreement was made by Mr. Teuku Mufizar Mahmud of the University of London, an Acehnese political analyst and consultant. The invitees at the discussion included academics, civil society members, representatives from international organizations and political parties.

Ministry educates civil servants about power sharing in the Aceh Peace settlement

Sri Lanka's Ministry of Constitutional Affairs and National Integration organized an in-house lecture on the "Elements of Power-Sharing in the Aceh Peace Settlement" in the afternoon of August 15, 2007. The key presentation was given by Mr. Teuku Mufizar Mahmud, Acehnese political analyst and consultant. Responses were provided by Prof. Christina Murray of the University of Cape Town, South Africa; and Prof. Lakshman Marasinghe of the University of Windsor, Canada, who is also Chairman of the Sri Lanka Law Commission. Twenty-seven participants - including many employees of the ministry - attended the lecture, among them D.E.W. Gunasekara, Minister of Constitutional Affairs and Raja Collure, Chairman of the Official Languages Commission.

Australia

Australians advance debate on aboriginal rights and funding for cities and states

Academics, former elected officials, judges and civil servants from across Australia gathered in Brisbane on March 17, 2008 to explore the various ways in which Australian federalism intersects with issues of diversity. The event was a roundtable of the Forum of Federations' Global Dialogue series on diversity in federal countries. Although Australia is ethnically diverse, each state in Australia has a similar pattern of diversity. Three aboriginal participants from the Northern Territory called for a voice in government and government programs for indigenous communities outside urban areas. Other participants also discussed another major challenge: the need to provide adequate financing for state and municipal governments. The event was coordinated by Dr. Nicholas Aroney of the University of Queensland.

Europe

The Forum held programs on federal issues in a number of European countries and regions that helped inform public servants, members of legislatures, governments and civil society. The events offered participants knowledge and perspectives from other countries on how to deal with constitutional reform and how to accommodate diversity in their respective countries. During the year, the Forum held programs with governments and liaison partners in Austria, Germany, Switzerland and Spain.

Austria

Parliamentarians learned from other countries' experiences with constitutional reform

With the Innsbruck-based Institut für Föderalismus (Institute for Federalism), the Forum and the Austrian parliament held a two day high-level conference in Vienna at the Austrian parliament on Sep 19-20, 2007 on managing constitutional reform. The conference examined successful state reforms in Canada, Germany, Italy and Switzerland in order to draw conclusions with regard to the planned state reform in Austria. About 100 Austrians took part, including the speaker of the National Council (Austria's lower house), the President of the Federal Administrative Court, two Vice Presidents of the Federal Council and parliamentarians, as well as a large number of civil servants from the federal government and governments of the *Länder* (states).

Young Europeans shared knowledge on how to solve federal problems

The Land of Salzburg hosted the European roundtable of young professionals from October 13-14, 2007. Participants from Spain, Austria, Switzerland, the U.K., Russia, Canada, Belgium, Germany, Bosnia-Herzegovina and Italy finalized their presentations to be given at the 4th International Conference on Federalism in New Delhi, India, in November 2007. The presentations covered diversity, language policy, fiscal federalism, regional equalization and reconciling deep differences.

Book on Austrian constitutional reform launched in Vienna

The Forum and the Institut für Föderalismus (Institute for Federalism) held a launch in Vienna on February 19, 2008, for the book *Can Constitutional Reform Succeed?* The volume, written in German, was produced following the conference on Austrian constitutional reform, organized by the Institute for Federalism and the Forum in September 2007. The book was co-edited by Peter Bussjäger, Director of the Institute for Federalism in Innsbruck, and Felix Knüpling, Director of European programs at the Forum of Federations. The event was attended by civil servants and members of parliament, the federal council and the *Länder* (state) governments.



Austrian politicians and civil servants celebrate the launching of the book *Can Constitutional Reform Succeed?* The book was co-published by the Forum of Federations and launched by the Forum and the Institut für Föderalismus (Innsbruck) in February 2008 in Vienna. From left: Prof. Theo Öhlinger and Dr. Andreas Khol, former president of the National Council and Susanne Neuwirth, Vice-President of the Federal Council.

Belgium

Belgian practitioners of federalism learn about immigrant adaptation

Academics, Belgian federal and regional officials and staff from civil society organizations met in Brussels to explore how Belgian federalism relates to cultural, economic and religious diversity. The participants examined the Flemish policy of inburgering, which offers immigrants free training to learn Dutch and reimburses them upon successful completion of courses in a technical school. The event, a Forum Global Dialogue country roundtable on diversity in federal systems, was held February 22, 2008.

Germany

Book provides insights on reforms to German federal system

The Konrad Adenauer Foundation and the Forum of Federations launched the book titled *Competition vs. Cooperation: German Federalism in Need of Reform* at a special event in Berlin on October 11, 2007. The German-English publication contains the key papers from an international federalism conference organized by the Forum and the Konrad Adenauer Foundation held in Berlin in October 2006. There, 28 international and German experts and politicians discussed the first round of reforms to Germany's federal structure from the perspective of other federal systems. At the book launch, German Federal Minister of the Interior, Dr. Wolfgang Schäuble, gave a presentation on the next steps in German federal reform. Forum chairman Arnold Koller discussed the relevance of federalism from an international perspective.

German politicians and academics learn how to encourage diversity with unity

German federal and *Länder* (state) officials and staff from civil society organizations met in Bad Staffelstein in Bavaria to explore how German federalism relates to cultural, economic and religious diver-

sity. The Global Dialogue country roundtable on diversity in federal systems, held on February 26-28, 2008, was co-ordinated by Prof. Roland Sturm of the University of Erlangen and organized by the Forum and the university's *Zentralinstitut für Regionalforschung* with the support of the *Hans-Seidel-Stiftung*.

Public servants in Germany learn benchmarking techniques to improve service to citizens

The German Ministry of the Interior and the Forum of Federations hosted an invitation-only workshop on Benchmarking in the Public Administration for the Constituent Units of Federal Systems on February 15, 2008. The workshop was held at the Ministry of the Interior in Berlin. The event was organized following a decision by the German government to institutionalize benchmarking as a tool to compare performance during the second stage of Germany's federal reform. Participants at the workshop included federal and *Länder* (state) civil servants and experts. Experts from the Forum came from governments and universities in Australia, Canada, Switzerland, and the U.S.

Spain

Water experts prepare for conference and book on water in federal countries

Forum officials visited Zaragoza twice to meet with Spanish partners from Expoagua 2008, the Gimenez Abad Institute and the University of Zaragoza, to prepare for the conference on water in federal countries held in Zaragoza, Spain, in July 2008 and the subsequent book on water to be published after the conference. Nine chapter authors from different federal countries were chosen for the book and experts for the panels of the July 2008 conference were confirmed.

Practitioners gain new insights into how Spain's regions accommodate diversity

A roundtable on the theme of diversity and unity in Spain brought together academics in fields dealing with diversity on March 14, 2008. Sponsored by the *Institut d'Estudis Autònoms* (Institute for Studies in Autonomy) in Barcelona, the meeting was part of the Forum's Global Dialogue program. Participants explored the makeup of Spain with its autonomous communities, which have provided linguistic, political and other rights to minorities, but have also had the effect of fuelling claims by regions such as the Basque Country, Catalonia and Galicia for greater home rule.

Switzerland

Swiss parliamentary committee receives foreign expertise

The Forum assisted in providing a group of experts to speak at a Swiss upper house hearing on Switzerland's European policy and the role of the central government and the cantons (state governments) in the European Union. The experts offered their expertise to the foreign affairs committee of the Council of States, Switzerland's upper chamber, on February 21, 2008. The experts assembled were Jürgen Weiss, Vice-President of the Federal Council of the republic of Austria; Jürgen Stahl, CEO of the Committee of the Regions of the European Union;

Dr. Horst Risse, of the German Bundesrat (Germany's upper house); and Thierry de Laval, Representative of the Walloon Region at the European Union.

Swiss roundtable participants seek means to include minorities

Participants from historic and immigrant cultures met in Fribourg on March 7, 2008, for a roundtable discussion on diversity in Switzerland. Taking part in the Forum's Global Dialogue roundtable were academics, members of civil society and public servants. Switzerland's new linguistic groups include the Roma, Arabic-speaking immigrants and others whose languages are not one of the country's four official languages - German, French, Italian and Romansh. Participants suggested that language training and a speedier path to citizenship would better integrate minorities. Another suggestion for including the new linguistic groups was to allow for voting in municipal if not cantonal elections.

Russia

Experts discuss the effect of political change on Russia's minorities

A Russian roundtable on the Global Dialogue theme of diversity in federal systems brought together experts from Moscow and various ethnic regions including North Caucasus, the Volga region and Siberia in Moscow on Feb. 28, 2008. The event was co-sponsored by the Forum of Federations and the Friedrich Ebert Foundation. Participants made fourteen presentations on four major issues: the constitutional and legal framework of Russia, changes in the ethnic composition of Russia and national identifications among non-Russians, inter-governmental relations and political systems in the ethnic regions. Participants also addressed specific conflict regulation mechanisms such as asymmetry, the role of parties, and re-distributional politics. The event was held at the MGIMO Institute and was coordinated by Andreas Heinemann-Grüder and Irina Busygina.



International experts share their experiences in measuring progress in their respective federal countries at a workshop on benchmarking held in Berlin on February 15, 2008. From left are Roger Wilkins, Australia; John Wright, Canada; Reto Steiner, Switzerland; and Jeff Tryens, USA.



Iraqi participants received a thorough grounding in intergovernmental relations from the Forum of Federations' third course on federalism held in February 2008 in Amman, Jordan.

Middle East

In the Middle East, the Forum of Federations has advanced the knowledge of federalism among parliamentarians, government officials and professors of law and political science in Iraq. After securing support from 18 education administrators and university presidents from the Ministries of Higher Education of Iraq and of the Kurdistan Regional Government in late 2006, Iraqi universities agreed that the Forum develop a curriculum and a project for teaching federalism in Iraq's post-secondary institutions. The objective of the project was to teach federal practices and principles in order to see learning integrated into six different courses – constitutional law, administrative law, local government, comparative political systems, democracy and human rights, and economics and financial management. Armed with books, booklets and videos on federalism produced in Arabic and Kurdish by the Forum, about 70 professors from 18 universities are now equipped to educate their students and researchers, the future lawyers and parliamentarians of Iraq. The Forum achieved these results by organizing and delivering three two-week courses, held in Jordan for reasons of security. In addition, a bilingual website with educational materials in Arabic, designed for Iraqis, was launched by the Forum and will be maintained by academics in Iraq. The program was co-ordinated by Marc Lemieux, the Forum's Iraq and Middle East Director.

Iraq

The first 22 Iraqi professors are equipped with knowledge of federalism for teaching courses

Forum experts and local ambassadors conducted federalism training for 22 Iraqi professors of law and political science in Amman, Jordan. The course, held from June 18 to July 5, 2007, is part of a two-

year \$2 million project funded by the Canadian International Development Agency. In addition to classes led by the Forum of Federations team, expertise was also provided by R. Dayakar, Indian Ambassador to Jordan; Paul Widmer, Swiss Ambassador to Jordan; Jeroen Vergeylen, Chargé d'Affaires of Belgium to Iraq; and Nicolas Haysom, UNAMI Head of the Office for Constitutional Support.

Twenty-two Iraqi law and political scientists learn about key principles of federalism to pass on to their students

The Forum of Federations conducted a second federalism training course for 22 Iraqi professors of law and political science in Amman, Jordan, from August 6-19, 2007. In addition to the Forum's team of experts, the course included guest presentations by international organizations. Representatives from the United Nations Development Program explained Iraq's water management program and constitutional experts from the United Nations Assistance Mission for Iraq outlined the improvements proposed by Iraq's Constitutional Review Committee, as tabled in the Iraq parliament in September 2007.

A class of 31 Iraqi political science professors and government officials learned how federalism works elsewhere

The Forum of Federations held its third federalism course for 24 Iraqi professors of law and political science and seven Iraqi government officials from Feb. 11-24, 2008. The two-week course took place in Amman, Jordan, with courses and comparative discussions on federal structures, which were presented by five Forum experts and the Amman-based Ambassadors of South Africa, India, Brazil plus a diplomat from the Embassy of Belgium. During the course, the students explored a new website launched by the Forum expressly for the Iraqi Centre for Federal Studies at www.iraqcfs.org. The site offers information in Arabic and English on federal issues and governance. The newly-published English, Arabic and Kurdish versions of *Federalism: An Introduction* was also distributed to all students in the course. The completion of this third course enabled

the Forum to achieve its objective of training a critical mass of 70 Iraqi academics. The academics, from a variety of backgrounds and 15 universities, also agreed upon a series of proposed changes to Iraq's constitution, which were received by the three chairs of the Constitutional Review Committee in Baghdad.

Forum video course helps Iraqi law professors and officials learn about federal governance

An Arabic version of the Forum's 10-part course on federalism, featuring experts and practitioners in the field, has been distributed to Iraqi participants during Forum training courses in Jordan as well as to many stakeholders in Iraq. The Forum's participants in the third course on federalism in Amman, Jordan, received copies of the DVD-based course, *Exploring Federalism: The Kingston Sessions* on Feb. 24, 2008. The course is based on previous training conducted with a dozen Iraqi officials on a study tour of Canada in February 2006. The Forum's *Challenge of Diversity* DVD, explaining federal systems in five countries, is now available in trilingual format - Arabic, Kurdish and English - and has been widely distributed and broadcast on TV stations in Iraq.

Forum provides books in Arabic for Iraqi university professors and students to learn about federalism

A thousand copies of the Arabic edition of *Federalism: An Introduction*, (Oxford University Press), written by Forum President George Anderson, were distributed to all of Iraq's universities by April 2008. In the Kurdistan region, Arabic and Kurdish versions of the book have been delivered to the Ministry of Higher Education in Arbil. In addition, 20 universities received 4,000 copies of an Arabic edition of the book by Prof. Ronald L. Watts, *Comparing Federal Systems* and 4,000 copies of the Forum's Global Dialogue Booklet series 1 to 6, addressing the topics of constitutions, distribution of powers, legislative and executive governance, fiscal federalism, foreign relations and local government, were printed in Baghdad.

Federalism added to curricula of law colleges and political science departments in most Iraqi universities

With help from the Forum, the outline of a federalism curriculum was inserted in existing law and political science curricula of Iraqi universities by March 31, 2008. The Iraqi university course on constitutional law and five other courses on law and government in Iraq now include elements of federalism and information about how the federal system interacts with political and legal systems in federal countries, including contemporary Iraq.



Experts debate diversity in the United States at a Forum Global Dialogue workshop in Easton, Pennsylvania. Clockwise from top left are John Kincaid, Joseph Marbach, John McCartney, G. Alan Tarr, David Woglom, David Wilkins and Earl Baker (foreground).

North America

The Forum increased its programming in North America, with a new thematic conference on Good Governance in the Electricity Sector, which drew officials, private sector representatives and politicians from Canada and the United States. In Mexico, a series of conferences on intergovernmental relations was held in co-operation with the Secretaría de Gobernación (Interior Ministry), bringing officials, academics and civil society members together to share their knowledge and discuss key issues ranging from the handling of environmental crises to the redistribution of powers.

Mexico

Yucatan mayors and public servants learn how to improve intergovernmental relations

About 100 mayors and an equal number of municipal and state officials from the Mexican state of Yucatan came together at a workshop in Merida on March 26, 2008, to explore the functioning of intergovernmental institutions and decentralization in three federal countries. The workshop was organized by the Forum, the State of Yucatan and the National Institute for Federalism and Municipal Development (INAFED) - a Mexican federal government agency. The event was the third annual international meeting on strengthening intergovernmental relations in support of redistribution of powers between the states and the central government, as required by Mexico's constitution. Experts from India and Canada were brought to the workshop by the Forum. Yucatan's Governor, Ivonne Aracelly Ortega Pacheco, hosted the workshop.

Baja California mayors learn methods of intergovernmental co-operation.

In the city of Ensenada, about 100 km south of Tijuana, 75 state and

local officials came together on March 28, 2008, to work on how to best go about linking institutions of the federal, state and municipal governments. Two pressing issues in the state of Baja California are the creation of new municipalities and how to handle environmental concerns on the Pacific coast. Participants learned about the functioning of intergovernmental institutions and decentralization in India, Germany and Canada from Forum experts who shared their experiences.

Senators learn about federal reforms in other countries before instituting their own

Mexican senators learned about changes in power sharing in other federal countries and considered how to implement the division of powers set out in the Mexican constitution at an event organized by the Forum and INAFED on March 31, 2008, at the Senate of the Republic of Mexico in Mexico City. International experts from the Forum included Alejandro Arlia, Deputy Minister of Municipal Affairs, Province of Buenos Aires, Argentina; Mr. S. Lakshminarayanan, former Secretary of India's Inter-State Council; Peter Globensky, formerly of the Canadian Council of Ministers of the Environment; and Rainer Holtschneider, former State Secretary of the Interior Ministry of the State of Saxony-Anhalt (Germany). The organizer of the event for the Senate Commission for Federalism in Mexico City was INAFED, with help from the Forum.

Canada

Young professionals share knowledge in preparation for international conference

North American young professionals met at a regional roundtable in Ottawa, Canada from August 16-17, 2007, to prepare for the 4th International Conference on Federalism held in New Delhi in November 2007. North American participants in the Forum's Young Professionals program presented first drafts of presentations that they later made at the Delhi conference, which was organized by the Forum of Federations and India's Inter-state Council Secretariat.

Industry and government officials from Canada and the U.S. face environmental and consumer electricity demands

How two federal countries regulate their electricity sectors to meet growing demands for power was the topic of a workshop organized in Toronto by the Forum and Queen's University of Kingston, Ontario. The event, titled Good Governance and the North American Electricity Sector, was attended by 35 participants including industry representatives, government officials, academics and regulators from Canada and the United States. The event took place in Toronto, Sept.30-Oct. 1, 2007.

Forum helps celebrate the work of Prof. Ronald L. Watts

Academics from around the world and elected officials and civil servants from Canada participated in an event to celebrate the illustrious career of Prof. Ronald L. Watts.

The event, titled The Federal Idea: a Conference in Honour of Ronald L. Watts, was held in Kingston, Ontario, from Oct. 18-20, 2007. The participants learned about the state of federations and union governments worldwide, as well as how federal countries handle diversity, constitutions, citizenship, decentralization and fiscal federalism. The conference honoured Prof. Emeritus Ronald L. Watts of Queen's University, one of the world's leading experts on federalism and a co-founder of the Forum of Federations. The affair was organized by the Institute of Intergovernmental Relations and the International Association of Centers for Federal Studies with support from the Forum of Federations and other organizations.

Provincial and state officials learn from each other's experiences in integrating immigrants

The Forum of Federations organized a panel discussion on immigration in federal countries at conference in Montreal, Canada, on October 25, 2007. The panel was part of a governance conference held in Montreal by the Ethnicity and Democratic Governance Project, a team of Canadian university professors with the support of the Social Sciences and Humanities Research Council. Members of the panel, titled Subnational Dimensions of Integration and Immigration in Federal Countries, shared their experiences on the integration of immigrants. Panellists included a deputy minister from the Canadian province of Ontario and the Commissioner of Immigrant Affairs of New York City.

International experts share experiences on land titles with First Nations

Canada's indigenous peoples are gaining greater legal control over their lands so they can have the powers of investment and development that all non-native Canadians enjoy. To this end, the Forum of Federations and Canada's First Nations Tax Commission held a working session on Land Title Certainty for First Nations. At the event, held in Vancouver, B.C., selected experts from around the world shared their experiences and visions on how a land title system could be re-configured to support economic development and to increase the revenues of First Nations governments. Participants from Australia, South Africa, Canada and a representative from the Instituto Libertad y Democracia of Peru (led by economist Hernando de Soto), lent their expertise to the group. The event was held on March 10-11, 2008. It received the financial support of Indian and Northern Affairs Canada. The Forum has participated since the outset in the work of the First Nations Tax Commission, created as the result of recent changes in Canadian law.

Canadians confront differences and diversities and prepare to forge a common unity

On March 14, 2008, at the Université du Québec à Montréal, the Forum's Global Dialogue roundtable brought together about thirty academics, civil society and government officials to consider diversity in Canada. The group discussed several persistent issues, such as the recognition of Quebec as a nation within Canada, the marginalization of Aboriginal peoples, and regional economic inequalities. Managing multiple diversities is a constant challenge for Canadians. The Canadian pattern has been to negotiate differences and to recognize that unity requires the acceptance of difference rather than its denial.

United States

U.S. participants learn how their country accommodates diversity

A one-day roundtable on March 15, 2008, in Easton, Pennsylvania, brought together 14 diverse participants: African American, Indian, Latino, white; women and men; scholars and practitioners of federalism; junior and senior professionals; one undergraduate student; and members of various religions from different parts of the country. They examined and found diversity in the United States to be different from that of other federations because Native Americans and African-Americans were the first diverse groups, followed by a myriad of immigrants from the 19th century onwards. One participant concluded that, to a great extent, American federalism had been avowedly hostile to the kinds of diversity ordinarily associated with multicultural and multinational federations. The roundtable was part of the Forum's Global Dialogue on diversity. The event was co-ordinated by Professor John Kincaid of Lafayette College and the International Association of Centers for Federal Studies.



Participants engaged at a working session on land title certainty for indigenous peoples held in Vancouver, Canada, in March 2008. From left are Dr. Diane Cragg, Dr. María del Carmen Delgado, Prof. Maureen Tehan, Prof. Nic Olivier, Dr. Céline Auclair and C.T. (Manny) Jules.



In Brasilia, the Forum co-sponsored a seminar on tax reform in March 2008. From left; José Carlos Rassier, Executive Director of the Brazilian Association of Municipalities; Roger Wilkins, Director-General of The Cabinet Office in New South Wales, Australia; Alexandre Padilha, Secretary for Federative Affairs, Institutional Affairs Secretariat, Brazil; Bernard Appy, Secretary for Economic Policy, Ministry of Finance, Brazil; Paulo Ziulkoski, President, National Confederation of Municipalities, Brazil; and Gilberto Perre, Executive Secretary of the National Front of Mayors, Brazil.

South America

In South America, the Forum of Federations increased its programming in Argentina, where academics and civil society members shared knowledge and expertise on fiscal federalism and hosted a comparative analysis of supreme courts in federal countries. In Brazil, Forum programming focused on tax reform with practitioners of federalism exploring ways to reconcile the need for tax harmonization with respect for the autonomy of Brazil's 26 states and the Federal District of Brasilia.

Brazil

Forum helps organize Canadian mission to Brazil on federal issues

Drawing on the Forum's network in Brazil, Canadian Inter-governmental Affairs Minister Rona Ambrose, accompanied by David Mac Donald, Forum Director of Partnerships and Development, met with the mayor of Santos, João Papa on July 16, 2007. They discussed the revitalization and development of ports, comparing the experiences of his city with those of Montreal, the role of local governments in their federal systems and experiences with e-governance. On July 17, the minister attended a briefing breakfast with the Canadian Ambassador to Brazil and had lunch with the ambassadors of Australia, Belgium, Mexico, Nigeria, Austria and India, where she discussed participation at the then upcoming 4th International Conference on Federalism held in Delhi, November 2007. Minister

Ambrose gave an address to the participants of a roundtable on federalism hosted by the Instituto de Pesquisa Econômica Aplicada. She said: "The common denominator in federations that work is that they use federalism not as an end in itself, but rather as a tool to respect diversity and to find effective ways to serve citizens."

Public officials and civil society members share perspectives on tax reform

The Government of Brazil is seeking to implement a harmonized country-wide Value Added Tax (VAT). Highlights of the reform were debated at a seminar in Brasilia, co-hosted by the Forum of Federations. About 250 people attended the event, held March 5-6, 2008. The seminar was the first public discussion of the tax reform, which was sent to Congress by the federal government for adoption. The main objective of the reform - which has been on Brazil's agenda for the past 20 years - is to adopt a dual VAT consisting of a state and a federal component. This system has been proposed as a means to reconcile two competing concerns: the need for tax harmonization and the need to respect the autonomy of Brazil's 26 states and the Federal District of Brasilia. Members of Brazil's federal cabinet and representatives of all three orders of the Brazilian federal system, including the Fiscal Forum of the Brazilian States, made presentations at the event. The Forum was represented by board member Roger Wilkins of Australia and Diana Chebenova, program manager for South America.

Public officials evaluate progress in handling diversity in Brazil

The Forum's Global Dialogue roundtable on diversity and unity in federal systems was hosted by the Instituto de Pesquisa Econômica Aplicada in Brasilia on March 25, 2008. Participants came from the federal and state governments and civil society, including indigenous

peoples' organizations and officials working in human rights agencies. Roundtable members offered their evaluations of how effectively Brazil's three-tiered federation promotes the recognition, encouraging and upholding of diversity and how their federal system addresses socio-economic inequalities. They also examined new means to achieve these goals, such as trans-territorial and multi-sectoral cooperation and whether constitutional amendments were needed to carry out these changes.

Argentina

Officials exchange on how to share revenues in the Argentine federal system

The Forum was one of six organizations providing speakers for the 10th Annual Seminar on Fiscal Federalism in Buenos Aires. The seminar brought together about 100 academics and practitioners of federalism from Argentina's provinces and its federal capital. The event was held Nov. 27, 2007. It was a joint initiative of the Center for the

Implementation of Public Policies Promoting Equity and Growth, the Co-Participation Commission of the National Senate, the Forum of Federations, the AE Business School, and two major universities, the Universidad Austral and Universidad Nacional de La Plata.

Judges learn new ways of improving constitutional courts in federal countries

A seminar was held March 26-27, 2008, in Buenos Aires to examine the different ways that constitutional courts work within federal systems. It brought justices, former justices and scholars from federal countries together from Nepal, Germany, Sri Lanka and Spain along with superior court judges from Argentina, Brazil and Canada and lawyers and academics from India, Australia and the United States. There were four main issues that came out of the discussions. The first was judicial activism, which in Argentina has a positive interpretation. The second issue was the composition of the constitutional courts and the legitimacy of the judicial appointment process, which many said should lead to a regionally representative court. The third issue was diffused or concentrated judicial review and fourth was federalism and rights.



Learning from each other. At a seminar co-sponsored by the Forum in November 2007, participants discussed other countries' ways of sharing revenues. From left to right: Argentine Senator Silvia Ester Gallego; Luciana Diaz Frers, Director of Fiscal Policies at the Center for the Implementation of Public Policies Promoting Equity and Growth (CIPPEC); Gerardo Uña, CIPPEC and Konrad Adenauer Foundation; and Fernando Rezende, Fundação Getulio Vargas, Brazil.

Partnerships

International

Germany becomes a partner of the Forum of Federations

In a signing ceremony in Berlin on October 11, 2007, Germany became the ninth partner country of the Forum of Federations. The partnership agreement was signed in Berlin by Dr. Wolfgang Schäuble, Germany's Federal Minister of the Interior and Prof. Arnold Koller, Chairman of the Forum of Federations and a former president of Switzerland. The Forum's other partner governments are Australia, Austria, Canada, Ethiopia, India, Mexico, Nigeria and Switzerland.

Switzerland doubles its annual contribution

Switzerland announced its intention to double its annual contribution to the Forum. The contribution of the Swiss government provides heft to the Forum's core programming, and includes the secondment of a senior Swiss official. This person will oversee the establishment and implementation of the Forum's planned federal governance and constitutional assistance program in Nepal, as well as a program of internships for young professionals.

Forum granted UN accreditation

The Forum of Federations received formal accreditation as a Non-Governmental Organization associated with the United Nations Department of Public Information on July 31, 2007. The accreditation gives the Forum enhanced access to United Nations facilities and to all open meetings of United Nations bodies. The Forum will also be formally invited to briefings with UN officials, government delegates and other experts that are held by the UN Department of Public Information, as well as other events. This recognition will heighten the Forum's international stature and provide access to a wider range of possible partners on the international stage. The Forum of Federations has collaborated with the United Nations on its work in the Middle East, including conferences on federalism for Iraq and the training of Iraqi academics.

Strategic Council

Forum's strategic council meets in India

The Forum's Strategic Council, made up of representatives from the Forum's partner countries, met in New Delhi on Nov. 4, 2007, prior to the 4th International Conference on Federalism. Among the proposals that the Strategic Council made to the Forum's Board of Directors were:

- to publish a German language edition of Federations magazine
- to establish an associate partnership in the Forum for countries which may not be fully federal but which have federal characteristics and an interest in federalism
- to develop relations with the European Union, and
- to recommend that each council member explore with his or her country the possibility of an increase in contributions to the core funding of the Forum.



In May 2007, former German Foreign Minister Joschka Fischer spoke in Ottawa on the future of European integration and transatlantic relations. From right are Joschka Fischer, German Ambassador to Canada Matthias Höpfner and Forum President George Anderson.

Networking

Former German foreign minister explains cost of rejecting the EU constitution

Former German Foreign Minister Joschka Fischer spoke to more than 400 interested citizens and international diplomats at an event organized by the German Embassy and the Forum of Federations on May 15, 2007, in Ottawa. Fischer, the former leader of the German Green Party in the previous Social Democratic Party-Green Party coalition, spoke on the future of European integration and transatlantic relations.

Forum staff and guests learn about shortcomings of devolution in the UK

Prof. Charlie Jeffery of the University of Edinburgh shared his analysis of the shortcomings of the U.K. devolution in a presentation hosted by Forum Vice President Céline Auclair at the Forum of Federations in Ottawa on May 16, 2007. Participating in the discussion on devolution were Forum staff, local embassy officials and staff from other NGOs. Prof. Jeffery's remarks were shaped in part by the May 2007 election in Scotland that saw the secessionist Scottish National Party win more seats than any other party, but fall 18 seats short of a 65-seat majority. Devolution occurred in 1997 in the U.K. when a Scottish parliament was created, as were assemblies for both Wales and Northern Ireland.

IDEA and Forum share ideas on transitions to democracy

Forum President George Anderson participated in a conference in Stockholm, titled Sharing and Division of Power in Post-Conflict or Democratic Transitions: Approaches, Challenges, Practical Outcomes, where he chaired a panel on federalism on June 19, 2007. The conference was organized by the Institute for Democracy and Electoral Assistance (IDEA).

Sri Lankan minister shares insight into conflict in Sri Lanka

Professor G.L. Peiris, the Sri Lankan minister of export development and international trade, met with senior officials of the Forum of Federations on June 28, 2007. He discussed the political situation in Sri Lanka and options for a constitutional settlement in the near future. The minister met with Forum President George Anderson and senior Forum officials. He was accompanied by the Sri Lankan High Commissioner to Canada, W. J. S. Karunaratne. Minister Peiris was formerly Sri Lanka's constitutional affairs minister and the government's chief negotiator with the Liberation Tigers of Tamil Eelam (LTTE) during the peace talks, when the Forum of Federations was engaged in the peace process.

Liaison Partners

The Forum has liaison 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

National

ARGENTINA

Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento (CIPPEC)
Center for the Implementation of Public Policies Promoting Equity and Growth
Buenos Aires

AUSTRALIA

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

AUSTRIA

Institut für Föderalismus
Institute of Federalism
Innsbruck

BELGIUM

The Institute for Constitutional Law
Katholieke Universiteit Leuven
Catholic University of Leuven
Leuven

BRAZIL

Fundação do Desenvolvimento Administrativo (FUNDAAP)
Foundation for Public Administration
São Paulo

German Foreign Service officer joins Forum for one year

On July 24, 2007, Hans Gnodtke began a one-year secondment with the Forum. Mr. Gnodtke's last assignment before joining the Forum was Ambassador at large and commissioner for Dialogue with the Islamic World. He previously served as Ambassador to Lesotho, Guinea and Sudan. Mr. Gnodtke joined the German Foreign Service in 1973.

German legislators acquire insights into other federal systems

A 21-member delegation of elected officials from Germany visited the Forum and government offices in Ottawa and Toronto on October 3, 2007, to learn about federalism and finances in Canada. The delegates, members of the legislature of three major parties from the German region known as the Land of Baden-Wuerttemberg, including the Land's finance minister, were briefed by Forum President George Anderson as well as by officials from the Canadian government's Auditor General's office, the Treasury Board of Canada and the Auditor General of Ontario.

Canadian officials and other federations learn about German reforms

In a luncheon address at the Forum in Ottawa on Oct. 3, 2007, Prof. Arthur Benz of the Distance-Learning University of Hagen (Fernuniversität Hagen), explained the sweeping changes proposed for Germany's tax and administration system. The changes would be part of Germany's fiscal federalism reform, potentially the second major change in its federal system in a few short years. Staff from embassies and Canadian foreign service officers participated in the lunchtime discussion.

Canadian learning event looks at heightening civil service effectiveness

Can a federal country's bureaucracy reflect its diversity and also be effective in delivering services to its citizens and residents? That was the question discussed with consultant Luc Turgeon of the University of Toronto at an armchair dialogue hosted by the Forum of Federations and the Canada School of Public Service in Ottawa on October 11, 2007. Mr. Turgeon, a fellow of the Club of Rome, is a consultant to the Gorbachev Foundation.

Ethiopians gain knowledge of other federal systems

In a visit to the Forum of Federations office on Oct. 17, 2007, about 30 Ethiopian legislators learned about Canada and other federal countries in a special session hosted by the Forum's Africa Director, Shawn Houlihan.

Indian government expert shares ideas on intergovernmental relations with Canadians

The Forum of Federations organized the mission of S.D. Sharma, Adviser and Additional Secretary, Inter-State Council Secretariat, Government of India, on a three-day study tour to Canada. Mr. Sharma came to learn more about Canadian intergovernmental practices and to discuss collaboration between the Forum of Federations and the government of India after the 4th International Conference on Federalism in November 2007. He met with officials from Intergovernmental Affairs at the Privy Council Office and the Institute on Governance.

Instituto de Pesquisa Econômica Aplicada (IPEA)

Institute for Applied Economic Administration

Brasília

CANADA

Institute of Intergovernmental Relations

Queen's University

Kingston, Ontario

INDIA

Institute of Social Sciences

New Delhi

MEXICO

Instituto Nacional para el Federalismo y el Desarrollo Municipal (INAFED)

National Institute for Federalism and Municipal Development

Mexico City

NIGERIA

Institute for Governance and Social Research

Jos, Plateau State

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

Institute of Autonomous Studies

Barcelona

Instituto de Derecho Público Comparado

Institute of Comparative Public Law

Universidad Carlos III de Madrid

Madrid

Fundación Giménez Abad de Estudios Parlamentarios y del Estado Autónomo

Gimenez Abad Foundation for the Study of

Parliaments and Autonomous Studies

Cortes de Aragon (Parliament of Aragon)

Zaragoza

SRI LANKA

Centre for Policy Alternatives

Colombo

SWITZERLAND

Institut du fédéralisme

Institute of Federalism

Université de Fribourg

Fribourg

UNITED KINGDOM

Centre for Federal Studies

Canterbury

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



Swiss participants debate the challenges of diversity in their nation at a country roundtable held in March 2008 in Fribourg, Switzerland. The roundtable was co-ordinated by Thomas Fleiner, University of Fribourg; and Maya Hertig, Université de Genève.

Public Information and Education



The Forum's Public Information and Education division has a dual role: maintaining and delivering communications services by way of its website, magazine, newsletter and related media, and playing a key role in the development of the organization's educational materials. In 2007-2008, the primary focus has been the launch of our redesigned website, magazine and newsletter, all of which have been well received by users and subscribers. The division also helped to develop and produce educational materials such as training videos and the translation and printing of Forum books and booklets into Arabic, German and Spanish. In 2007-2008, the Forum launched two books: a popular work written by President George Anderson and published by Oxford University Press titled Federalism: An Introduction, as well as the fourth volume in the Global Dialogue Series, titled The Practice of Fiscal Federalism, funded by the World Bank. For these publications, the division provided important logistical support. For the 4th International Conference on Federalism, the division handled the production in India of the Forum's collection of four books and six booklets which were distributed and sold at the conference.

Forum Website

The Form's web presence, www.forumfed.org, was re-launched in July 2007. In short order it has become the organization's primary means of communication, its window on the world and to the world. It is prominently displayed in Google and is referred to in Wikipedia's English and French pages.

Since July 2007, statistics indicate that it has rapidly become the go-

to website for those either interested in our work or seeking information on federalism. In that nine-month period, there were more than 28,000 visits from 136 countries. Those visits account for a total of 46,331 pages being browsed, or about 1.5 web pages per visitor. Visits appear to be growing substantially.

The Forum offers free access to an online electronic library on federalism from a tab on the Forum's home page. During 2007-2008, the library was redesigned to allow for greater ease of use both by visitors doing research and by staff adding to the online library collection. In that period, the contents of the library were rehoused in a secure database now fully controlled by the Forum, thereby ensuring greater security and accessibility. The repository contains more than 800 documents, composed of papers on various aspects and themes of federal governance, and of articles published by the Forum, many of which are available in multiple languages.

Federations magazine

Federations magazine, the Forum's flagship publication, fully completed its reconfiguration in 2007-2008, transforming from a newsmagazine on federal countries into a magazine with a balance of thematic content and news articles.

Its cover stories featured California's Governor Arnold Schwarzenegger, India's Prime Minister Manmohan Singh and Argentina's President Cristina Kirchner de Fernandez. The three issues dealt with the themes of post-secondary education in federal countries, diversity in federal countries and cities and their agendas in five federal countries.

The magazine was published in English, French, Spanish and Russian. It goes out to about 6,500 recipients in English and French. A partner distributes 500 Spanish copies in Mexico and another

partner in Spain distributes an additional 300 Spanish copies. A Russian NGO, with full funding from the Forum, prints and distributes 2,000 copies in Russia. For 2008-2009, the board has instructed that a German edition be published and, for cost-saving reasons, that the magazine be printed and distributed out of India. The future of the Russian edition is being reviewed.

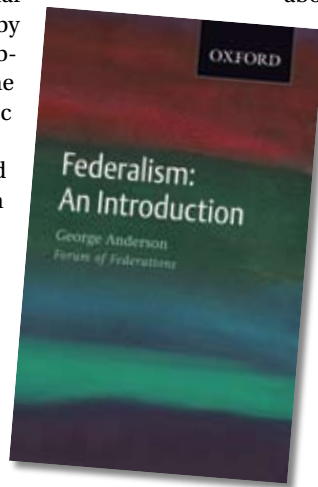
The magazine is also available on the Forum's website in PDF and online versions.

Introduction to Federalism

In 2007-2008, the Forum launched the popular work *Federalism: An Introduction* written by Forum President George Anderson and published by Oxford University Press. It has become the key component to the Forum's Public Information publications.

Copies of the 88-page book were distributed in Delhi at the 4th International Conference on Federalism in November 2007.

The book has since been translated or will soon be translated into Arabic, Catalan, German, Hindi, Kurdish, Nepali, Portuguese, Sinhala and Spanish, and has been or will soon be published in those languages. It will also be translated into Italian and Russian for future publication in those languages and other language editions are being explored. These editions have been printed by commercial



publishers or produced with assistance from development aid organizations.

The book is a concise, non-academic overview of federalism, and the first of a series. Mr. Anderson is preparing a similar work on fiscal federalism to be published in 2008-2009.

@Federations e-newsletter

The Forum's electronic newsletter, @Federations, was redesigned with an electronic magazine look and issued four times in 2007-2008. The newsletter was issued in English and French versions, and sent to about 6,500 recipients, most of whom are stakeholders of the

Forum. The purpose of the newsletter is to keep the Forum's constituency informed about the activities of the organization worldwide during the year.

Internal Library

In May 2007, the Forum hired a part-time librarian, Judith van Berkom. She has catalogued the nearly 1,000 books in the Forum's staff library and captured their entries in an online catalogue. The library also keeps up-to-date with the addition of the newest books and magazines on federalism. The library is used by staff for research and background reading during program planning.

Finance and Operations

The Finance and Operations division provides administrative support to all of the Forum's programs and activities – including human resources, finance and accounting and IT systems administration. The division leads activities related to elaborating and monitoring the corporate budget as well as Forum investments and auditing activities. It also ensures that the Forum's financial operations are in accordance with recognized financial standards and the terms of funding agreements.

In 2007-08, the Forum undertook a shift to a more entrepreneurial approach. At headquarters, there were 21 staff on long-term contracts and eight on fixed-term contracts. One staffer was paid entirely from contract funding and the organization was able to recover 10.42% of its total staff costs from contract funding. The Forum benefited from the secondments of a Swiss staffer and a diplomat from the German Foreign service. The organization's human resource manual was rewritten to adapt policies to new operational and funding realities and to accommodate the different personnel hiring categories now used in the organization.

The final report of the Government of Canada Grant Agreement Compliance Audit and the report of the Business Process Review conducted at the end of 2006-07 were delivered to management as well as the 2007 audited financial statements and smaller audits related to

specific projects. The division implemented recommendations of the Business Process Review and organized a workshop for staff on methodology for costing and recovering costs from contract funding.

Much effort was spent during the year in providing support to development-assistance contracts during their elaboration and submission and later in their implementation. This support ranged from researching legal and operational requirements of new employment arrangements to assisting in staff costing for project submissions and in the preparation of financial reports required by the Forum's different funders. The division participated in contract committee meetings. The accounting system was upgraded to accommodate new output results-based reporting requirements. Enhancements were made to the accounting software to improve tracking of commitments.

The division prepared financial information required for papers, projections and analyses presented at Board and Committee meetings.

In 2008-09, The Forum's first outstation will be opened in Ethiopia. The division researched and worked on setting up new contractual and benefit arrangements for overseas staff and initiated meetings with other NGOs to share information and experiences in the development of specific policy for operations, accounting and human resources management for this new context.

Total Value of Project Funding

The Forum's cash income and expenditures are examined in detail in the audited financial statements for 2007–2008. However, the monetary value of the Forum's work is far greater than the sum of the Forum's own revenues and expenditures. The table below offers a clearer measure of the value of the Forum's programming funding. The column marked "Forum Cash" shows funds spent directly by the

Forum. The column marked "In Kind" shows funds paid by partners for activities that are an integral part of Forum operations (e.g. staff salaries, translation costs.) The column marked "Spent by Others" shows cash costs borne by partner and other governments for activities such as conferences sponsored by the Forum.

Total Cost of Programs in 2007–2008

Cost of Programs 2007-2008	Forum Cash*			Total	In Kind	Spent by Others	Total
	Grant	Partners	Contracts				
Internationalization	317,611	82,284		399,895	200,000	107,500	707,395
Governance Programs	1,590,466	543	1,902,949	3,493,958	80,000	144,000	3,717,958
Global Programs	903,914	141,819	46,430	1,092,163	350,000	7,000,000	8,442,163
Public Information	876,451	3,281		879,732	56,444	0	936,176
Operations (includes Board)	721,596	271,246		992,842	75,000	0	1,067,842
Total	4,410,038	499,173	1,949,379	6,858,590	761,444	7,251,500	14,871,534

* Table prepared by Forum Finance, Systems and Operations department

This table indicates the different sources of support for the Forum's activities. In addition to core funding from the Government of Canada worth more than \$4.4 million (Canadian), cash funds worth nearly \$500,000 were received from other partner governments. As well, the Forum had just under \$2 million in revenue from contracts.

Beyond these sources of direct financial support, the Forum also received direct assistance in its basic operations through secondments, translations and other services provided by partner governments. These were valued at about \$760,000. Finally, the Forum constantly seeks support from governmen-

tal and other partners for many of its activities. This support does not appear in the Forum's accounts because it is spent directly by these partners. Such support can be very substantial and 2007-2008 marked a highwater point with the Indian Government's support for the 4th International Conference on Federalism being valued at \$7 million. In addition, a low estimate of other funds spent directly by partners is about one quarter of a million dollars.

Thus with direct support, contracts, in kind support and leveraged funds, the total value of Forum activities last year reached almost \$15 million.

Statement of Financial Position

as at March 31, 2008

CURRENT ASSETS	2008	2007 (Restated)
Cash	\$1,686,001	\$1,257,639
Accounts receivable	448,113	333,036
Investments	309,577	730,901
Investments - restricted	3,400,000	3,600,000
Prepaid expenses	24,827	37,866
Program advances	4,374	73,372
	5,872,892	6,032,814
CAPITAL ASSETS	184,409	204,404
INVESTMENTS - RESTRICTED	8,426,619	11,818,421
	\$14,483,920	\$18,055,639
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$998,448	\$679,946
Deferred contributions	754,819	861,092
Deferred contributions - Long-Term Fund	3,400,000	3,600,000
	5,153,267	5,141,038
DEFERRED CONTRIBUTIONS FOR CAPITAL ASSETS	52,533	65,901
DEFERRED CONTRIBUTIONS - LONG-TERM FUND	8,426,619	11,818,421
	13,632,419	17,025,360
CONTINGENT LIABILITY		
NET ASSETS		
Invested in capital assets	131,876	138,503
Unrestricted	719,625	891,776
	851,501	1,030,279
	\$14,483,920	\$18,055,639

Statement of Revenue and Expenses

year ended March 31, 2008

Revenue	<u>2008</u>	<u>2007</u>
Department of Foreign Affairs and International Trade		
Long-Term Fund	\$ 4,048,605	\$ 4,289,022
Projects	315,216	357,534
Canadian contribution	51,395	57,645
Other foreign country contributions	301,993	283,158
Canadian International Development Agency (CIDA)	1,317,197	367,794
Indian and Northern Affairs Canada (INAC)	38,009	-
Government of Norway Project	251,001	73,221
Government of Switzerland Project	131,156	84,405
Government of the United Kingdom Project	111,049	-
Government of India Project	15,078	214,058
Other projects	62,025	65,351
Interest	23,457	23,966
Other income	28,753	43,367
Foreign exchange gain (loss)	(15,122)	1,025
	\$6,679,812	\$5,860,546
Expenses		
Advertising and promotion	410	2,491
Consultants	148,819	149,097
Grants and Honorariums	40,000	36,000
Leased equipment	5,124	4,727
Meetings and facilities	2,338	-
Office and general	91,567	134,140
Printing and publications	684	686
Professional fees	46,901	65,132
Projects (Schedule)	5,749,281	4,471,277
Rent	185,783	186,333
Salaries and benefits	404,828	387,642
Telephone and internet	25,270	20,946
Travel	88,358	15,085
	6,789,363	5,473,556
Excess of revenue over expenses before the undernoted	(109,551)	386,990
Amortization of deferred contributions for capital assets	13,368	16,810
Amortization of capital assets	(82,595)	(50,808)
EXCESS OF REVENUE OVER EXPENSES	\$(178,778)	\$352,992

Forum Events 2007–2008

April 19-21, 2007	Johannesburg, South Africa	International Global Dialogue Roundtable on Local Government
April 28-30, 2007	Khartoum, Sudan	Course on federalism and peace in Sudan launched by Forum
April 30, 2007	Addis Ababa, Ethiopia	Technical assistance provided to Ethiopia's House of Federation
May 15, 2007	Ottawa, Canada	Speech of former German Foreign Minister Joschka Fischer
May 16, 2007	Ottawa, Canada	Seminar on devolution in the U.K. by Prof. Charlie Jeffery
June 3-5, 2007	Kalutara, Sri Lanka	Workshop to create lexicons on power sharing and federalism for Sri Lanka
June 6, 2007	Colombo, Sri Lanka	Public lecture on the Indian model of power sharing by Akhtar Majeed
June 7, 2007	Ottawa, Canada	Seminar by Forum interns presenting their work in South Africa
June 7-8, 2007	Kalutara, Sri Lanka	Workshop on the federal idea and power-sharing options for Sri Lanka
June 12-13, 2007	Guwahai, India	Regional roundtable on federalism for northeastern Indian states
June 13, 2007	Ottawa, Canada	Seminar on intergovernmental relations in India by S.D. Sharma
June 14-15, 2007	Kathmandu, Nepal	Forum President speaks about federal constitutions to journalists, law faculty
June 18 - July 5, 2007	Amman, Jordan	Training course in federalism for law and political science professors from Iraq
June 19, 2007	Stockholm, Sweden	Forum participates in conference on post-conflict power sharing held by IDEA
June 20-29, 2007	Ottawa, Canada	Forum co-hosts study tour of Canada for senior Sri Lankan government officials
June 21-22, 2007	Nainital, India	Northern regional roundtable on federalism for officials from Indian states
June 28, 2007	Ottawa, Canada	Workshop with former Sri Lankan minister G. L. Peiris
July 16-17, 2007	Santos and Brasilia, Brazil	Forum participates in Canadian mission to Brazil on federal issues
July 26-27, 2007	Kochi, Kerala, India	Western regional roundtable on federalism for officials from Indian states
July 30-31, 2007	Majorda, Goa, India	Southern regional roundtable on federalism for officials from Indian states
Aug. 6-19 2007	Amman, Jordan	Iraqi academics begin second training course on federalism
Aug. 10, 2007	Addis Ababa, Ethiopia	African young professionals share knowledge before international conference

Aug. 13-14, 2007	Kandalam, Sri Lanka	Workshop on power sharing in Sri Lanka
Aug. 15, 2007	Colombo, Sri Lanka	Roundtable discussion on the peace agreement in Aceh: lessons for Sri Lanka
Aug. 15, 2007	Colombo, Sri Lanka	Public lecture on power sharing in the Aceh peace settlement in Indonesia
Aug. 16-17, 2007	Ottawa, Canada	North American young professionals share knowledge before international conference
Aug. 16-18, 2007	Habarana, Sri Lanka	Women's perceptions on power sharing in Sri Lanka
Sept. 19-20, 2007	Vienna, Austria	Forum conference on managing constitutional reform
Sept. 27-28, 2007	Delhi, India	Asian young professionals meet to finalize papers for international conference
Sept. 30 - Oct. 1, 2007	Toronto, Canada	Conference on good governance and the North American electricity sector
Oct. 3, 2007	Ottawa, Canada	Forum hosts presentation on Germany's plans for its reform of fiscal federalism
Oct. 3, 2007	Ottawa, Canada	Study tour of Canada by German parliamentarians from Baden-Wuerttemberg
Oct. 11, 2007	Berlin, Germany	Launch of book <i>Competititon vs Cooperation: German Federalism in Need of Reform</i>
Oct. 11, 2007	Ottawa, Canada	Armchair discussion on diversity in the Canadian public service
Oct. 13-14, 2007	Salzburg, Austria	European roundtable of Forum young professionals
Oct. 17, 2007	Ottawa, Canada	Ethiopian legislators' study tour
Oct. 18-20, 2007	Kingston, ON, Canada	Conference on federalism in honour of Ronald L. Watts
Oct. 25, 2007	Montreal, QC, Canada	Panel on role of states or provinces in integration and immigration
Oct. 26-28, 2007	Abuja, Nigeria	Forum president addresses Nigerian state governors
Nov. 4, 2007	New Delhi, India	Forum Strategic Council meets with Board and recommends new programs
Nov. 5-7, 2007	New Delhi, India	Fourth International Conference on Federalism
Nov. 8, 2007	New Delhi, India	Debriefing for Young Professionals who participated in Fourth International Conference on Federalism
Nov. 14, 2007	Addis Ababa, Ethiopia	Launch of new Master of Arts program in federalism at Addis Ababa University
Nov. 27, 2007	Buenos Aires, Argentina	Workshop on fiscal federalism with CIPPEC and the Argentine Senate
Jan. 6-13, 2008	Katmandu, Nepal	Forum staff meets and briefs Nepali journalists about federalism
Jan. 27, 2008	Ibadan, Nigeria	Nigerian Global Dialogue roundtable on diversity in federal systems
Feb. 7, 2008	Addis Ababa, Ethiopia	Forum lecture inaugurates Centre for Federal Studies in Ethiopia
Feb. 11, 2008	Amman, Jordan	Launch of Arabic website of Iraqi Centre for Federal Studies

Feb. 11-24, 2008	Amman, Jordan	Forum mainstreams federalism with Iraqi academics, government officials
Feb. 15, 2008	Berlin, Germany	International workshop on benchmarking in public policy sector
Feb. 19, 2008	Vienna, Austria	Conference and launch of book, <i>Can Constitutional Reform Succeed?</i>
Feb. 21, 2008	Bern, Switzerland	Parliamentary committee hearing on role of cantons in Swiss European policy
Feb. 22, 2008	Brussels, Belgium	Belgian Global Dialogue roundtable on diversity in federal systems
Feb. 24, 2008	Amman, Jordan	DVD of The Kingston Sessions course on federalism presented to Iraqi students
Feb. 24, 2008	Amman, Jordan	New Forum book (in Arabic) <i>Federalism: An Introduction</i> presented to Iraqi students
Feb. 26-28, 2008	Bad Staffelstein, Germany	German Global Dialogue roundtable on diversity in federal systems
Feb. 28, 2008	Moscow, Russia	Russian Global Dialogue roundtable on diversity in federal systems
March 5-6, 2008	Brasilia, Brazil	International seminar on tax reform and fiscal federalism
March 7, 2008	Fribourg, Switzerland	Swiss Global Dialogue roundtable on diversity in federal systems
March 7, 2008	Addis Ababa, Ethiopia	Public seminar on fiscal federalism and national development
March 7-13, 2008	Addis Ababa, Ethiopia	Training and policy dialogue on Ethiopian fiscal federalism
March 10-11, 2008	Vancouver, Canada	Conference on Indigenous land title certainty in Canada
March 14, 2008	Montreal, Canada	Canadian Global Dialogue roundtable on diversity in federal systems
March 14, 2008	Barcelona, Spain	Spanish Global Dialogue roundtable on diversity in federal systems
March 14, 2008	Addis Ababa, Ethiopia	Ethiopian Global Dialogue roundtable on diversity in federal systems
March 14-15, 2008	Delhi, India	Financing and governance of capital cities in federal systems
March 15, 2008	Easton PA, U.S.	U.S. Global Dialogue roundtable on diversity in federal systems
March 17, 2008	Brisbane, Australia	Australian Global Dialogue roundtable on diversity in federal systems
March 17-21, 2008	Addis Ababa, Ethiopia	Minister's advisory panel on intergovernmental relations
March 18, 2008	Chandigarh, India	Indian Global Dialogue roundtable on diversity in federal systems
March 25, 2008	Brasilia, Brazil	Brazilian Global Dialogue roundtable on diversity in federal systems
March 25-26, 2008	Abuja, Nigeria	Conference on fiscal federalism in Nigeria: comparative perspectives and the way forward
March 26, 2008	Merida, Yucatan, Mexico	Workshop on intergovernmental institutions and decentralization
March 26-27, 2008	Buenos Aires, Argentina	International seminar on constitutional courts and federalism
March 28, 2008	Ensenada, Mexico	Workshop on intergovernmental institutions and decentralization
March 31, 2008	Mexico City, Mexico	Senate commission on federalism and reform of the federal state
March 31, 2008	Baghdad, Iraq	Federalism curriculum introduced in Iraqi universities' departments of law and political science

Staff



George Anderson [president] has been President and CEO of the Forum of Federations since 2005. He served over thirty years in Canada's federal public service, where his positions included Deputy Minister of Natural Resources (2002-2005) and Deputy Minister for Intergovernmental Affairs in the Cabinet office (1996-2002). He held assistant deputy minister level positions in the energy, finance and foreign ministries. He has degrees in political science from Queen's University and Oxford

University, and a diploma from the École nationale d'administration in Paris. He was a fellow at Harvard University's Center for International Affairs in 1992-93, and is the author of *Federalism: An Introduction* (Oxford University Press: 2008) and is a trustee of Queen's University in Kingstons, Ontario.



Joyce Abarbanel [program officer, Africa programs] has worked in international/community development, peace building and protection in a variety of conflict and post-conflict settings in Africa. Joyce has worked for the UN, NGOs and government organizations, including UNICEF, the International Rescue Committee, the Centre d'Etude et de Coopération International, and the Canadian Department of Foreign Affairs and

International Trade. She has a BA in History and Spanish from Carleton University, a B. Ed. from the University of Ottawa, a Bachelor of Fine Arts in Film Production from Concordia University, and certification in conflict resolution. She is fluent in English and French.



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.



Raoul J. Blindenbacher [vice president and director, global programs] is on secondment from the Swiss Agency for Development and Cooperation. Prior to joining the Forum, he was the executive director of the Second International Conference on Federalism held in St. Gallen, Switzerland, in 2002. From 1988 until 2000 he was special adviser to the general director of the Department of Human Resources of the Swiss Federal Administration. Mr. Blindenbacher earned a

Doctorate in education, organizational sociology and political science from the University of Zürich and holds a Master's Degree from St. Louis University. He was a postgraduate fellow at the University of Michigan. Mr. Blindenbacher 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 with conversational skills in Spanish.



Rupak Chattopadhyay [director, asia-pacific and head, international conferences] 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 some Portuguese.



Rhonda Dumas [program assistant, Global Dialogue] is responsible for logistics in 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.



Shannon Elliot [webmaster and copy editor] has worked as web and new media co-ordinator for United Way/Centraide Ottawa and for the Canadian Solar Industries Association, and for a number of years as a multimedia designer and illustrator. She has a Bachelor of Commerce from McMaster University in Hamilton, Ontario, Canada and a diploma in radio and television broadcasting from Seneca College in Toronto, Canada. She speaks English and French.



Sheila 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.



Keely Gregory [human resources manager] has a BA in social sciences from the University of Ottawa with a concentration in sociology, a human resources management certificate, and an office administration executive diploma. She has worked for more than six years in human resources in the private and public sectors in Canada. She is a member of the Human Resources Professionals Association of Ontario. She is bilingual in English and French.



Hans Gnodtke [corporate secretary and senior advisor] is on secondment from the German Foreign Service which he joined in 1973. Since then he has served as Ambassador to Lesotho, Guinea and Sudan, among other assignments. His last assignment before joining the Forum was Ambassador at large and commissioner for Dialogue with the Islamic World. He has also had assignments in the Middle East and in New York as delegate with the German UN mission. Hans graduated from

Heidelberg Law School and is fluent in German, English, French and Arabic.



Shawn Houlihan [director, Africa] has an MA in Public Administration from the Kennedy School of Government at Harvard University and a BA and Master of Development Economics from Dalhousie University. He spent five years in Ethiopia (1993-1998) in 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, Lingala and several others.



Felix Kneupling [director, Europe programs] has been with the German parliament - the Bundestag - for six years. He was a senior staffer in the office of a member of the Foreign Affairs committee. Previously, he worked at the International Secretariat of the Parliamentary Assembly of NATO in Brussels. He also worked as a journalist for the German-Polish Quarterly DIALOG. Felix holds a Master's Degree in Political Science from Free University

Berlin and a B.A. in International Relations from University of Kent (Canterbury). Felix is fluent in German and English.



Marc Lemieux [director, Iraq and Middle East programs] worked for two years in Iraq under IFES, 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. He is fluent in English and French.



David-Alexandre Mac Donald [director, Asia-Pacific programs and partnerships and development] has worked for several years in the field of parliamentary and intergovernmental relations in Canada. With the Forum since 2001, he has led the Forum's internationalization program. The Forum now has nine partner countries. He has also played a key role in developing and implementing Forum programs in Brazil and in Argentina. David-Alexandre has lived in North and South America, Europe

and Africa. He holds a master's degree in international politics from the University of Ottawa, and speaks French, English, Portuguese and Spanish.



Rod Macdonell [senior director, public information and education] was previously executive director of Canadian Journalists for Free Expression. He graduated with a degree in law from *l'Université de Sherbrooke* in Quebec. From 1983 to 1999, he was an investigative journalist at the *Montreal Gazette*. For five years, he taught investigative journalism to journalists in Africa through a World Bank program and delivered training workshops for journalists in 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 the *Université du Québec en Outaouais* and a certificate in international commerce from the *Université de Montréal*. She has worked in international commerce and translation for several organizations. She is fluent in French and English.



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



David Parks [director, North American programs] is the senior program manager for North America. He has an MA in international development. Before joining the Forum, he worked in Mexico, developed alternative energy projects in Cuba and also worked with fair trade coffee producers in Central America. His languages are English and Spanish.



Chandra Pasma [program manager, Global Dialogue] has an MA in French from Bowling Green State University and an MA in political science from Carleton University. She has lived in the US, France and Canada, and uses this international experience in working with the many international participants of the Global Dialogue on Federalism. Before joining the Forum, she worked in Canadian politics. She is fluent in English and French, and speaks some Spanish.



Nicole Pedersen [program assistant, governance 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.



Irina Shmakova [program officer, Asia-Pacific] previously worked on peace building and democratic governance issues for Canadian and international organizations including the Pearson Peacekeeping Centre, the OSCE Mission to Serbia and the OSCE/ODIHR Election Observation Mission to Montenegro. Irina holds master's degrees in international affairs from the Norman Paterson School of International Affairs at Carleton University, Ottawa, and international relations from

Central European University, Budapest, as well as a Degree in Oriental Studies from Saint-Petersburg State University in Russia. She speaks English, Russian, French and Hindi.



Yani Roumeliotis [web/print designer, replacing Shannon Elliot] has worked as a contract designer for various organizations including Alcatel, Nortel and the International Academy of Design in Ottawa. Originally from Montreal, Yani has a degree in Industrial Design from the Ontario College of Art and Design in Toronto. He speaks English, French and Greek.



Carl Thomas Stieren [program manager, public information] has worked for Canadian NGOs in peace building, international relations and development. He has a BA in history from York University in Toronto, Canada, systems and programming from Ryerson University in Toronto. He is a former co-ordinator of Canadian Friends Service Committee and has worked as a reporter and as a technical writer. He speaks English, French and German.



Judith van Berkomp [librarian] has worked as a manager of library services and as information specialist for the Children's Hospital of Eastern Ontario, the University of Ottawa Heart Institute and the British Medical Association in London, England. She has a Bachelor of Arts degree from the University of Ottawa and certification as a Library and Information Specialist from Algonquin College in Ottawa. She speaks English, French and Dutch.



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 and a BA from the East China University of Science and Technology in Shanghai. He is fluent in English, Mandarin and Cantonese.



Products

The Forum of Federations publishes books, booklets, a magazine and multimedia material to encourage the exchange of ideas on federalism.

Global Dialogue publications

Book 1: Constitutional Origins, Structure and Change in Federal Countries (English)

Book 2: Distribution of Power and Responsibilities (English)

Book 3: Legislative, Executive, and Judicial Governance (English)

Book 4: The Practice of Fiscal Federalism (English)

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(English, French, Spanish, German, Arabic)

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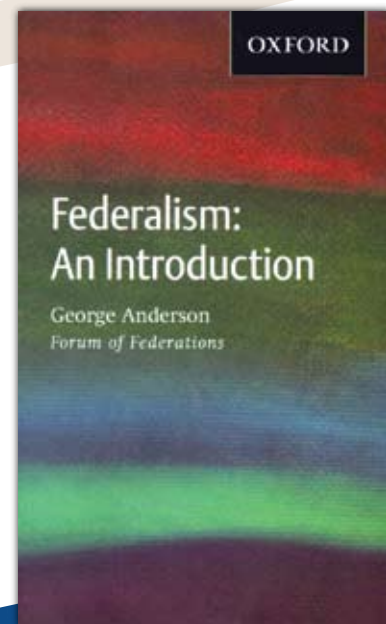
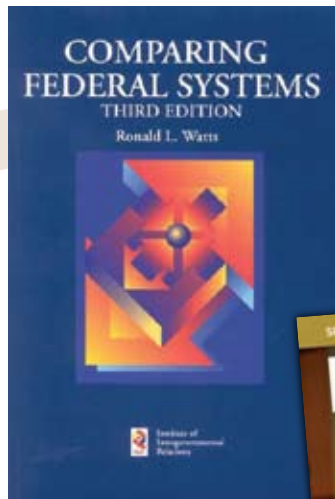
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Forum of Federations

THE GLOBAL NETWORK ON FEDERALISM

325 Dalhousie, Suite 700
Ottawa, Ontario K1N 7G2 Canada

Tel: 613-244-3360
Fax: 613-244-3372
forum@forumfed.org
www.forumfed.org
