

FORUM OF FEDERATIONS ANNUAL REPORT 2008|09



THE GLOBAL NETWORK ON FEDERALISM

The Forum of Federations, the global network on federalism, supports better governance through learning among federalism practitioners and experts.



The Forum:

- Builds international networks and fosters the exchange of experience on federal governance;
- Enhances mutual learning and understanding among practitioners of federalism; and
- Disseminates 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.

FRONT COVER

Nepali experts and representatives from international non-government and donor organizations discuss plans for Nepal's transition to a federal state from a unitary state at a workshop organized by the Forum of Federations.



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A participant reviews the program at a Forum event in Spain in March 2009.

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LEADERSHIP - CHAIRMAN'S MESSAGE



Dr. Arnold Koller speaks at the Forum's Swiss Global Dialogue roundtable held in Aarau, Switzerland, on March 26, 2009.

As Chair of the Forum of Federations, I am particularly pleased that Brazil joined in the last year, becoming our ninth country partner. The Forum has been engaged with Brazil for several years, having organized or participated in about twenty-five events, with a strong focus on fiscal federalism. Brazil's partnership was a breakthrough for the Forum, as it is the first South American federation to join, and hopefully not the last.

With Germany joining in 2007 and Brazil in 2008, the internationalization of the Forum is on a sound footing. We now have country partners on all continents and thus profit from their different federal experiences and ideas.

On the partnership front, India renewed its three-year framework agreement last October. We regret that Austria decided to not renew its partnership.

The board held its two meetings in 2008-09, a two-day face-to-face gathering in Ottawa in October and a telephone conference meeting in February, both of which were preceded by meetings of the program, finance and investment committees.

Of particular note was the change in the Forum's development assistance portfolio, which is growing and expanding rapidly with field offices in Ethiopia, Nepal, Nigeria and Sudan. Having a physical presence in these countries to support our work is an imperative, but also heightens the need for the organization's due diligence. As a consequence, the board had in-depth discussions relating to its field offices and staffing, financial management, legal obligations and potential liabilities as well as other administrative matters arising out of operating in remote locations.

Mindful that the Forum's funding agreement with its most important contributor, the government of Canada, expires in March 2011, the Board believes that a smooth and seamless transition to the next stage in the Forum's evolution requires timely decisions concerning its future support from its partner countries. I had the honour to meet with Canada's Ministers responsible for international development assistance, federal-provincial relations and democratic promotion to discuss this.

Two members left the board this year, Mr. Amithaba Pande of India and Mr. Wolf Okresek, the former head of the Constitutional Law Department of the Federal Chancellery of Austria. Mr. Pande made a major contribution as the organizer of the Fourth International Conference on Federalism in New Delhi in 2007. I would like to thank both men for their important contributions to the Forum. Mr. Pande was replaced on the Forum's board by Mr. Ravi Dhingra, his suc-

cessor as Secretary of the Inter-State Council of India.

As chairman I have taken continuing interest in the Global Dialogue on Federalism, a flagship of the Forum, which has been carried out in cooperation with the International Association of Centers for Federal Studies. To date, more than 70 country roundtables and six international roundtables have been held. Five major volumes and seven booklets analyzing the themes of the roundtables have been produced, with more on the way. It has also built up the Forum's global network on federalism of several thousand practitioners and academics, on which we draw for the full range of our governance and development assistance programs.

In 2008-09, the program published its fifth volume, *Foreign Relations in Federal Countries*, and its seventh booklet, *Diversity and Unity in Federal Countries*. When it concludes its ninth volume in 2010, the Global Dialogue program will constitute a major study of comparative federalism, unique in scope, that is up-to-date and covers the laws of federal systems not only as they are written, but as they are implemented.

I have participated in several of the roundtables where I observed that both practitioners and academics benefited from these exchanges of federal ideas and experiences, which in turn can contribute to important processes such as constitution drafting, the revision of fiscal arrangements, and the practice of intergovernmental relations.

In a 2007 evaluation of the program, Professor Peter Meekison commented that for "countries struggling with drafting a new constitution, amending an existing constitution or designing their federal system, these materials comparing the experiences of established and emerging federations are of great value because they identify how others have resolved similar challenges."

The Board has decided that in the future, new programs should focus more on sectoral policy issues such as education, water management, oil and gas, and immigration in federal countries.

Over the years experience has shown that it is one thing to draft federal constitutions and another, even more demanding, to create a federal culture in a country. Thus the Forum deals not only with governments and administrations, but also with civil society organizations in sharing federal knowledge and promoting a federal spirit in a society.

The Forum of Federations along with its former and current collaborators can be proud of what has been accomplished since the Forum's foundation in Mont Tremblant, Quebec, in 1999. The Forum's contribution to the understanding and sharing of good federal practices and its strengthening of the federal idea all over the world is most impressive. It is a very dynamic organization which has established itself as a unique global resource. There is a real need for it to continue its work in future years.

A handwritten signature in dark ink, appearing to read "A. Koller". The signature is fluid and cursive.

Arnold Koller
Chairman of the Board
Former President of Switzerland



Forum President George Anderson (far right) addresses a conference on the federalization of Spain in March 2009.

The Forum of Federations is very much a learning and knowledge-based organization. Our stock-in-trade is deepening the understanding of federal governance issues through engaging experts and practitioners in dialogue and study. We also diffuse our knowledge in a variety of ways: face-to-face encounters, conferences big and small, a wide range of publications from the scholarly to the popular, and a very attractive web site.

I have the great privilege of traveling extensively to represent the Forum in federations on six continents and in non-federal countries that may be adopting – or adapting – federal arrangements. I was struck over the last year by the extent to which the Forum has matured into an established organization with real depth of intellectual capital as well as an unparalleled network of collaborators around the world. Our intellectual capital is evident in our growing list of publications, our various online materials and the course materials we have used in our programs. It is perhaps not immodest to say that any serious student of federalism will now necessarily turn to the Forum's resources at some point or another. This will become more evident going forward given the accelerated pace at which we are producing materials and the unparalleled range of issues we are covering.

Wherever I go I meet leaders in government, civil society and academe who are familiar with the Forum, who have been to our events or contributed to our publications, and who make use of our materials. The extent of our contacts can be astonishing. Many of these individuals have helped us by traveling to other countries to share experiences. Inevitably, they return to their own country having broadened their views

on humanity's common challenges – frequently, having gained insights or learned lessons that are relevant in their own countries.

The Forum's maturing was also evident in our development assistance work. There is a tremendous appetite in countries such as Iraq, Nepal, Sudan and Sri Lanka – all of which have known serious conflicts – to learn about federalism as a possible way to contribute to their better and more peaceful, democratic governance. The Forum has developed materials and courses to respond to this appetite and we have learned much about how to have fruitful dialogue and learning events. Such countries may have no history of federalism, or even of real decentralization, so they see acquiring knowledge of the dynamics and culture of federal systems as enormously helpful when they seek their own solutions.

Established federations also have much to learn from one another. Our collaborators in these countries, especially those active in government, are often struggling with conflicts over fiscal arrangements or the overlap of responsibilities in such major sectors as water management or health care. To respond to this, the Forum has put increasing emphasis on sectoral theme work and we shall develop this further.

This has also led us into work on new approaches to intergovernmental relations, including such techniques as benchmarking.

As the Forum seeks answers, it often encounters new questions. So while we are maturing, and our understanding and resources become richer, we shall always be a learning organization that draws its vitality and strength from its collaborators around the world.

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

George Anderson
President, Forum of Federations

BOARD OF DIRECTORS

The Forum's Board of Directors plays an active role in the organization. Its wide range of responsibilities includes approving the Forum's annual work plan, its operating budget and all new policy.

The board is composed of 14 members, nine from the Forum's partner countries, one a young professional, and four at-large directors. Board members act independently but serve as liaisons with their respective governments.

The directors are appointed for three-year terms, and four different directors chair the organization's sub-committees: (1) Programs, (2) Finance and Audit, (3) Investments and (4) Governance and Nominations.

The board meets twice a year. In 2008-09 it held a face-to-face meeting in Ottawa on October 1-2, and a more recent teleconference meeting on February 26.

PARTNERSHIPS

The Forum of Federations' partners are the governments of nine countries who signed Framework Arrangements when they joined the Forum and contribute an annual fee. They are Australia, Brazil, Canada, Ethiopia, Germany, India, Mexico, Nigeria and Switzerland. The Forum carries out governance programs in those nine countries, designed with the inputs from their government bodies and practitioners.

The Forum recently amended its rules to make associate partnership possible for countries which have strong federal features but do not consider themselves to be federations.

In 2008-09, several partnership-related events took place.

The Forum's partnership network was boosted with Brazil joining as a partner country. The Forum worked in Brazil for several years, primarily providing a variety of international expertise on fiscal federalism. The signing took place on December 15, 2008, at the plenary session of the Consultative Forum of Municipalities, States, Provinces and Departments of Mercosur, a Latin American trade partnership among the countries of Argentina, Brazil, Paraguay and Uruguay.

Earlier, the Government of India renewed its three-year framework arrangement with the Forum on October 1, 2008. Since it became a partner of the Forum in 2005, India hosted several federalism-related learning events with the Forum, culminating in November 2007 with the Fourth International Conference on Federalism in New Delhi.

For the Fifth International Conference, the Government of Ethiopia signed an agreement setting out its intention to host what will be the first such conference in Africa. The event is scheduled for December 2 to 4, 2010.

Country partners contribute their support to the Forum in various ways in addition to their annual partnership fee. In 2008-09 the Government of Switzerland provided the Forum with the services of Werner Thut, who is on a three-year secondment from the Federal Department of Foreign Affairs. Mr. Thut is the vice-president of the Forum's development assistance programs.

Similarly, Mr. Reinold Herber of the German Foreign Service joined the Forum as a senior adviser on a three-year assignment.



Warren McCann (right), of the Government of South Australia, listens to Dr. Christian Maiwald, of the German Ministry of the Interior, speak at the Strategic Council meeting in Mexico.

STRATEGIC COUNCIL

The Strategic Council, the Forum's advisory body, held its 4th meeting since its inception in the city of Leon, Mexico, on October 28, 2008.

The council acts as an advisory body to the Forum and is composed of representatives of its nine partner governments.

At the meeting, representatives of the partner countries discussed federalism trends in their respective countries and raised other issues such as reform of the federal system, solving fiscal imbalances and climate change.

Most topical was how federations coordinate efforts in situations of crisis, such as the then full-blown financial crisis, which began in the United States in 2007 and gradually infected the economies of every country in the world.

The strategic council meeting was attended by the following representatives:

Government of Australia: Mr. Warren McCann, Cabinet Secretary, Government of South Australia.

Government of Canada: Mr. Alfred MacLeod, Assistant Deputy Minister, Intergovernmental Policy, Privy Council Office; Mr. Denis Stevens, Director General, Department of Foreign Affairs and International Trade; Ms. Alison Clement, Senior Policy Advisor, Department of Foreign Affairs; Mr. Andrew Phillips, Analyst, Strategic Policy and Research.

Government of Germany: Dr. Christian Maiwald, Director, Ministry of the Interior.

Government of India: Mr. Ravi Dhingra, Secretary, Inter-State Council, Ministry of Home Affairs.

Government of Mexico: Mr. Ramon Galindo, Mexican Senate; Ms. Maria del Rosario Castro Lozano, Coordinator, National Institute for Federal Development, (INAFED), Ministry of the Interior; Mr. Francisco Santibañez, Director of International Affairs of INAFED, Ministry of the Interior.

Government of Switzerland: Mr. Canisius Braun, Executive Director, Conference of Cantonal Governments.

Observer from the Government of Argentina: Mr. Jose Luis Barbier, Deputy Minister for Provincial Relations, Ministry of the Interior.

Forum of Federations: Dr. Arnold Koller, Chairman of the Board of Directors; Mr. George Anderson, President; and other senior Forum officials.

LEADERSHIP - BOARD OF DIRECTORS



Arnold Koller
Chair
Switzerland

Prof. Dr. Arnold Koller is a former president of Switzerland and has been chair of the Forum since 2005.



Samuel Assefa
Ethiopia

Dr. Samuel Assefa is Ambassador of Ethiopia to the United States of America.



David Cameron
Canada

Prof. David Cameron is Chair of the Department of Political Science at the University of Toronto.



Kim Campbell
Canada

The Right Honourable Kim Campbell is a former prime minister of Canada.



John de Chastelain
Canada

General John de Chastelain is a former Chief of the Defence Staff of Canada.



Walter Fust
Switzerland

Mr. Walter Fust is a former Director-General of the Swiss Agency for Development and Cooperation.



Julius Ihonvbere
Nigeria

Prof. Julius Ihonvbere is a former Special Adviser to the President of Nigeria and a member of the Technical Committee on the Niger Delta.



Wolf Linder
Switzerland

Dr. Wolf Linder is a professor at the Institute of Political Science of the University of Bern in Switzerland.



Peter Müller
Germany

Mr. Peter Müller is Minister-president of the federal state of Saarland in Germany.



Ravi Dhingra
India

Mr. Ravi Dhingra is head of the Inter-State Council of the Government of India.



Johanne Poirier
Canada

Prof. Johanne Poirier is Professor of Law at the *Université Libre de Bruxelles*.



Violeta Ruiz Almendral
Spain

Ms. Violeta Ruiz Almendral is Associate Professor, Tax and Finance Law, at the *Universidad Carlos III* in Madrid.



Roger Wilkins
Australia

Mr. Roger Wilkins is Secretary of the Attorney-General's Department in the Government of Australia, Canberra.

Members who left the Board by March 31, 2008:

Amitabha Pande
India

Mr. Pande is the former Secretary of the Inter-State Council of the Government of India.

Wolf Okresek
Austria

Prof. Dr. Wolf Okresek is a former Head of the Constitutional Law Department at the Federal Chancellery in Vienna, Austria.

What We Do



Participants listen attentively to a speaker at a Forum workshop in Sudan.

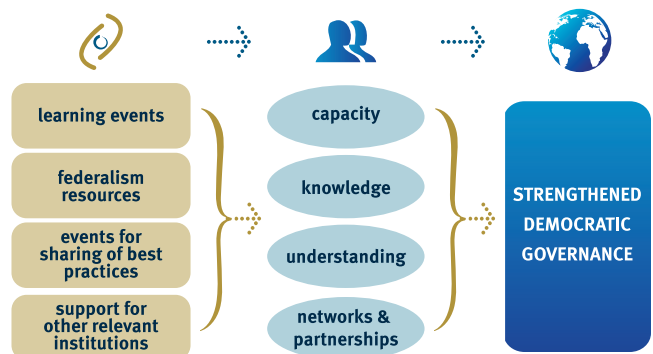
The Forum of Federations works to strengthen democratic governance by enhancing knowledge of federalism practices via:

- Learning events – workshops, training courses and roundtables – to enhance the capacity of participants to design and implement federal arrangements.
- Publications and educational materials to provide a broad, comparative and relevant body of knowledge on federal governance for people around the world.
- Technical assistance for federations and other countries considering federal arrangements.

The Forum promotes the creation of networks and partnerships that foster the exchange of experience and expertise in the field of federal governance. With hundreds of experts, practitioners, academics and ordinary citizens around the world learning and understanding how federations can better govern, there exists a greater potential for the best practices and values of federalism to be incorporated into governance systems.

The Forum’s activities are our outputs. They are designed to produce these changes – our outcomes:

1. Strengthen the capacity for practitioners of federalism to design and implement federal arrangements.
2. Make a broad, comparative, relevant body of knowledge on federalism accessible to practitioners, civil society and academics.
3. Strengthen the understanding and awareness of federal forms of governance among practitioners, stakeholders and the public.
4. Build and strengthen networks and partnerships to foster the exchange of experiences and expertise in federal forms of governance.



THE GLOBAL NETWORK ON FEDERALISM

The Forum calls itself the Global Network on Federalism, but can equally lay claim to being the learning network on federalism.

It delivers programs with an international contingent of staffers and experts who provide subject matter expertise to practitioners in post-conflict nations such as Iraq, Nepal and Sudan, developing nations such as Ethiopia and Nigeria, middle income federations such as Mexico, India and Brazil, and in stable, affluent, OECD countries such as Canada, Germany, Switzerland and Australia. In all cases the countries involved are federal, have federal attributes or have power-sharing processes under way.

In 2008-2009, as over each of the last three years, the Forum delivered some 70 activities in about 20 countries, with Forum staff and experts from many countries engaged in events for government officials, academic experts, young professionals and journalists.

They meet to learn how other federations respond to contemporary challenges such as sharing financial resources between the central government and the subnational units, effective co-ordination by the central authority and the constituent units in meeting their respective governmental responsibilities and duties, and accommodating diverse elements of their polity.

The Forum's three principal program divisions – Global, Governance, and Development Assistance – collaborate to ensure that the knowledge and experience generated by the Forum is incorporated into all capacity-building and awareness-building efforts of the organization.

GLOBAL PROGRAMS

The Global division delivers programs on broad thematic issues of federal governance. Its flagship program has carried out an examination of the classical themes of federal governance through the Global Dialogue program, which conducts country roundtables in about a dozen federations each year, followed by an international conference. The cycle is then completed with the publication of a book that examines the theme in each country involved.

The Global Dialogue program in 2008-2009 examined its eighth theme, Intergovernmental Relations in Federal Countries. It held country roundtables in Argentina, Australia, Austria, Canada, Germany, India, Nigeria, South Africa, Spain, Switzerland and the United States.

The Global division is also engaged in promoting study and exchange on key sectoral issues across a broad range of federal countries. In 2008-2009, it started projects on the governance and financing of federal capitals and on managing oil and gas in federations, which will be followed by a conference on environmental assessment in the next fiscal year. The latter issue is of central importance in a number of federations as well as in such emerging federations as Iraq and Sudan.

GOVERNANCE PROGRAMS

Governance programs are developed in response to the priority interests of the Forum's partner countries and of a certain number of other targeted federations or jurisdictions with strong federal features. These programs also have a thematic content, typically closely tied to issues of immediate interest in the host country. They usually involve participants from other federations and include both practitioners and academic experts.

In 2008-2009, the Governance division carried out activities in Argentina, Australia, Belgium, Brazil, Canada, Ethiopia, the European Union, India, Italy, Mexico, Russia, Spain and Switzerland. The topics of the events were wide-ranging from local government reforms in Mexico, to fiscal federalism in Argentina, and to reforms in First Nation land management regimes in Canada.

DEVELOPMENT ASSISTANCE PROGRAMS

In August 2008, a new Development Assistance Programs (DAP) division was set up, building on activities of previous years and expanding current programs funded by development assistance contracts. The division is headed by Forum Vice-President Werner Thut. The growth of the Forum's development assistance work reflects the strong demand for federalism expertise in many developing countries. In recent years, the Forum has received development assistance funds for work in Sri Lanka, Iraq, Sudan, Nepal, Nigeria and Ethiopia from the Canadian, Swiss, German, Norwegian and US governments.

In some cases, the Forum was asked to contribute its expertise on federalism to the peace- and nation-building processes in post-conflict societies. The Forum's involvement in these countries went from one-off contributions in the early stages and transformed more recently into full-fledged programmatic and multi-year participation.

In 2008, the Forum opened field offices in Ethiopia, Nepal, Nigeria and Sudan. The organizational infrastructure to support the Forum's development assistance activities is now growing at the same quickening pace as did our programs.

PUBLIC INFORMATION AND EDUCATION

Supporting the Forum's annual activities is a sound administrative infrastructure and a Public Information and Education division that highlights the many key Forum events on its website, publishes the organization's *Federations* magazine and its Internet-based newsletter, deals with publishers of the Forum's learning products, archives learned papers and articles in its federalism library and assists in the design and development of learning programs.



Seminario Internacional
La Federación de España
Los desafíos de la Cooperación
Inter-gubernamental

GOVERNANCE PROGRAMS

Good governance is a cornerstone of democracy and global co-operation. There are more than 25 countries in the world with federal systems of government. Federalism, in some instances, can be a key to good governance. Federations are always evolving as are the needs of their people.

Photo: Conference on the Federalization of Spain, March 27, 2009.

WHAT WE DID

In 2008-2009, the Forum of Federations hosted a wide array of national conferences, technical workshops and training sessions that helped federal countries learn from each other and contribute to improving governance in many different fields.

- The Forum organized or contributed to 23 governance events: four conferences, seven roundtables, five workshops, four seminars and three federalism presentations.
- Supporting the Forum's work were 23 event partner organizations and 40 governments of all levels (e.g. national, state).
- More than 5,400 participants from 16 countries took part in our events, which were held in four languages (English, French, Spanish and German).
- Events focused on ten major themes affecting federal governance.

WHAT CHANGED – THE OUTCOMES

Increased understanding and the capacity to change

Forum events created dialogue and learning opportunities for thousands of participants including heads of government, cabinet ministers from federal and constituent unit governments, municipal leaders, senior officials, other members of governments and legislatures, and academic experts - people who have the power to bring about change.

Forum learning events increased understanding of federalism by presenting and discussing case studies, best practices and examples from many federal countries. These events also increased the capacity of practitioners of federalism attending them to design and carry out new federal solutions.

Exploring challenges and solutions in emerging issues

The Forum has been at the forefront of identifying and exploring issues and challenges that affect federations including immigration, benchmarking, the international role of constituent units of government and managing resources in sectors such as water. Exploring and discussing these issues helped federations tackle these challenges and govern more effectively.

Expanding networks of practitioners of federalism

The Forum's Governance program events brought together experts, practitioners, academics and journalists from all over the world who would otherwise not have met to learn from each other's mistakes and successes.



GLOBAL DIALOGUE PROGRAM
Intergovernmental Relations in Federal Countries
COUNTRY ROUNDTABLE
New Delhi, 16 January 2009

Organizers:
Forum of Federations, Canada and
Inter-State Council Secretariat

GLOBAL PROGRAMS

What is happening around the world today in countries such as South Africa, Spain, Mexico, Nigeria, Brazil, India, Pakistan and Iraq is a reflection of some important tendencies that need to be understood. The federal idea implies an ongoing dialogue about who does what.

- *Handbook of Federal Countries*

Photo: Global Dialogue Roundtable on intergovernmental relations held January 16, 2009 in India.

WHAT WE DID

In 2008-2009, the Forum's Global Programs brought together several hundred practitioners, academics and members of civil society organizations from around the world to discuss and grapple with key federalism issues – issues that ultimately affect good governance.

- We organized and hosted 15 Global Program events: one international gathering, two events for young professionals, 11 country roundtables, and a thematic workshop.
- We participated in additional thematic events, including an international conference on water.
- We partnered with 11 organizations and produced two new Global Dialogue volumes as well as a five-volume set, titled *Unity in Diversity*, summarizing the papers from the Fourth International Conference on Federalism held in New Delhi in 2007.
- In all, we brought together nearly 500 participants from 11 countries and dialogued about federalism in four different languages (English, French, German and Spanish).

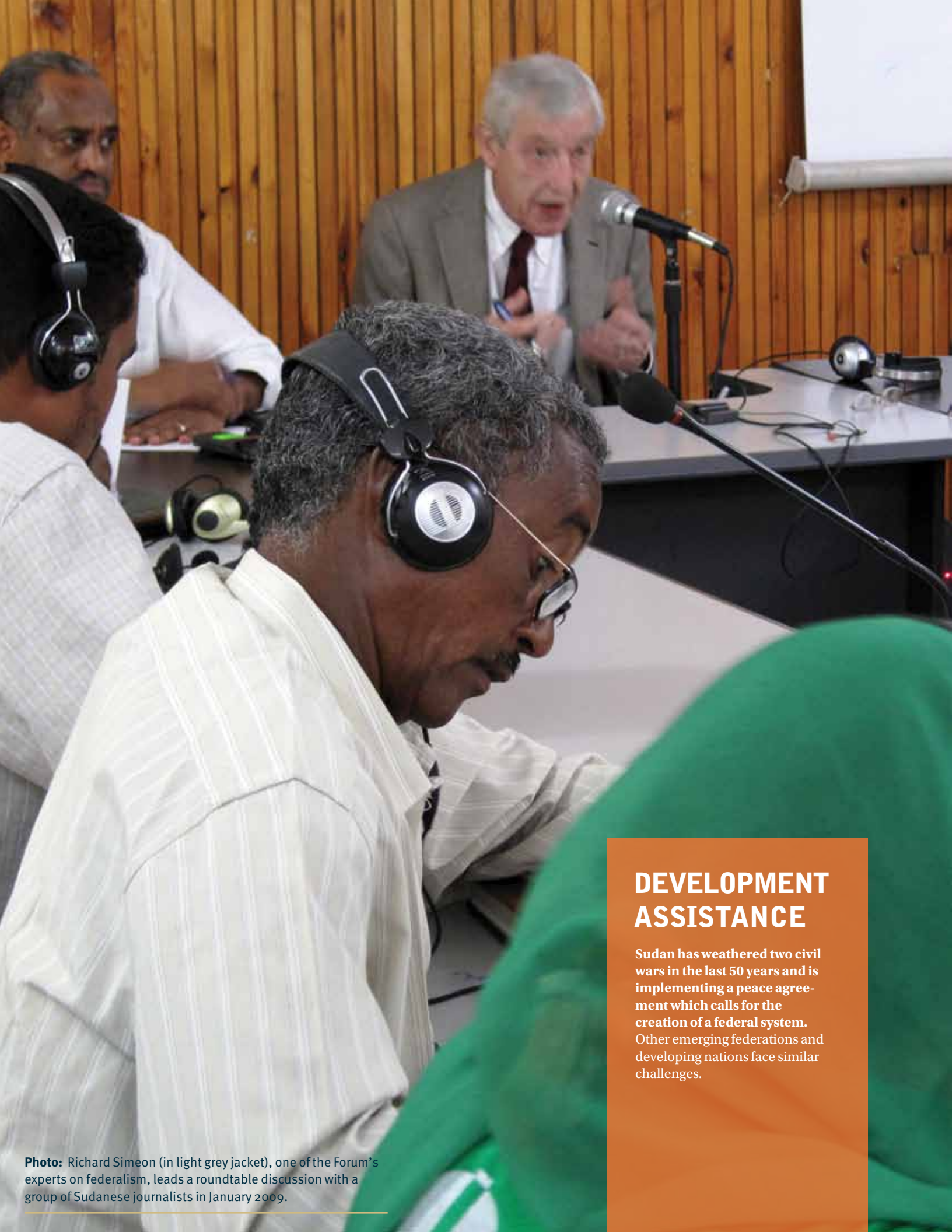
WHAT CHANGED – THE OUTCOMES

Increased capacity of Global Dialogue participants to solve problems in their countries

Global Dialogue participants became deeply engaged in the themes they treated. Each issue under discussion, as set out by theme co-ordinators who are federalism experts, provided the framework. From there, participants from each country, ranging from judges to members of legislative committees to senior journalists, shared their insights into the issues of relevance to academics and practitioners of federalism. Roundtable events involved open and frank dialogue where participants shared their knowledge and experience with no media coverage of the names or the identities of the speakers, as set out by Chatham House rules.

Extending knowledge of problems and solutions: Print and online resources

Each roundtable co-ordinator prepared a report on the discussions of the related theme. The gist of these discussions was distilled with related writings and is published in the Forum's Global Dialogue series of books. Authors of the Thematic Issues in Federalism publications held conferences around a template of questions designed to stimulate discussion and help shape the chapter. These books were distributed and sold around the world and their chapters are included in the Forum's online federalism library. Knowledge and insights captured at Global Dialogue roundtables and authors' conferences thus became accessible to thousands of people around the world, furthering their learning and understanding of the workings of federalism.



DEVELOPMENT ASSISTANCE

Sudan has weathered two civil wars in the last 50 years and is implementing a peace agreement which calls for the creation of a federal system. Other emerging federations and developing nations face similar challenges.

Photo: Richard Simeon (in light grey jacket), one of the Forum's experts on federalism, leads a roundtable discussion with a group of Sudanese journalists in January 2009.

WHAT WE DID

The Forum's development assistance programs strengthen democratic governance among practitioners and experts. We help practitioners to learn and provide them with relevant tools to apply federal principles and practices. The Forum tailors these tools to make them useful and relevant to specific internal governance challenges.

- In 2008-2009, the Forum organized or contributed to 17 development assistance events: six workshops, four courses, five seminars and two conferences.
- We worked with four funders, 29 partner organizations and two governments.
- Nearly 1,400 participants from eight countries took part in these events.
- About \$400,000 in donor funds were generated for this programming in addition to large-scale grants from Canada's Department of Foreign Affairs, German Technical Cooperation and the Swiss Agency for Development and Cooperation.
- The Forum distributed 2,500 publications on federalism to stakeholders in Nepal, 1,460 Arabic and 50 Kurdish publications on federalism, as well as 325 multilingual DVDs.

WHAT CHANGED – THE OUTCOMES

Enhanced understanding of participants

The Forum's learning programs have enhanced the understanding and awareness of federal forms of governance among practitioners and within civil society in several developing countries with federal systems, where many are new to the arena of federalism.

Increased capacity of decision-makers

In Nepal, Forum workshops and training sessions increased the capacity of Constituent Assembly members – those responsible for writing a new constitution for the country – to design their new systems of government.

With the guidance of Forum experts, Sudanese professors studied comparative federalism and designed a federalism course for students at Sudan's universities. Increased knowledge of federalism will be critical if the country's federal arrangements are to take hold.

In Iraq, professors of law and political science have acquired knowledge about federalism from a two-year Forum capacity-building program. The academics in Iraq are now equipped to teach federalism to their university students who will in turn pass the knowledge on to the coming generation. The Forum also assisted in creating a network for these academics to continue advancing their knowledge by working together.

Access to new knowledge in local languages

The Forum, with its international experts, worked with Nepali practitioners to produce and fine-tune an English-Nepali glossary of federalism terms, a work that will support increased learning and knowledge of federalism in Nepal. In Ethiopia, we translated the Forum's book, *Federalism, an Introduction* into Amharic and the Canadian International Development Agency (CIDA) printed 10,000 copies that were made available to lawmakers and students.

Where We Work



The Forum is active in more than 20 countries around the globe: its headquarters are in Ottawa, Canada, and there are field offices in Abuja, Nigeria (managed by Udo Jude Ilo), Khartoum, Sudan, Kathmandu, Nepal (managed by Sanjeev Pokharel) and Addis Ababa, Ethiopia. The Ethiopian office was opened in October of 2008 and managed by the Forum's Director for Africa, Shawn Houlihan.

NORTH AMERICA

All three countries in North America – Canada, the United States and Mexico – are federal.

In Canada, the Forum held a two-day international workshop on the topic of Oil and Gas in Edmonton in October 2008, bringing together experts from eleven federations. A workshop on Senate reform was held in Ottawa to compare the reforms of upper houses in different federations, and a Global Dialogue roundtable on intergovernmental relations took place in Montreal in February 2009.

The United States is not currently a program country for the Forum, so involvement of the United States in Forum activities tends to be through Global Programs and the use of American experts in development assistance programs. In March 2009, the Forum's Global Dialogue workshop on intergovernmental relations brought participants together in Hawaii, to share experiences on a federal system in which states are increasingly dependent on federal funding.

The Forum's programming with its partners in Mexico was in the areas of foreign relations of subnational governments, intergovernmental institutions and the Forum's continuing work with the Senate Commission on Federalism. The Forum held seven events in Mexico this year.

SOUTH AMERICA

The three South American federations of Brazil, Argentina and Venezuela represent more than two-thirds of the continent's population.

In Argentina, the Forum and partner organizations hosted a seminar at the annual fiscal federalism conference, held a seminar on regional integration and organized a Global Dialogue workshop on intergovernmental relations.

Brazil, where the Forum has been active for the past eight years, signed an agreement in Bahia to become a partner government on December 15, 2008. With this new relationship in place the Forum and Brazilian officials explored possibilities for future work.

New funders

The Forum benefited from the support and co-operation of several new funders in 2008-2009. The Swiss Agency for Development and Cooperation (SDC) and the German Agency for Technical Cooperation (GTZ) provided a total of \$500,000 to fund the Forum's Nepal program, which supports the country's development of a federal system. The Government of Canada agreed to provide about \$3.2 million over 21 months to continue the Forum's development assistance work in Sudan. The project assists the peace process and the sharing of power and of wealth in Sudan by offering expertise on how a federal framework can bring about improved governance in the strife-torn country.

AFRICA

Africa's two most populous countries, Nigeria, with 155 million people, and Ethiopia, with 79 million, are both federal and partners of the Forum. As well, South Africa is now considered to be federal, and Sudan has a unique form of federalism. The new constitution of the Democratic Republic of the Congo is essentially federal.

The Forum opened an office in Ethiopia in 2008, to begin its program of work with Ethiopians on academic development at Addis Ababa University and the Civil Service College, to provide short-term training, technical advice and research, and to conduct dialogue and outreach. The Forum's Africa Director, Shawn Houlihan, relocated to Ethiopia to oversee and implement the program with support from its African partners, the Institute of Federalism in Fribourg, Switzerland, among others.

In Nigeria, the Forum engaged a Nigerian consultant, Udo Jude Ilo, based in Lagos, to work in the areas of fiscal federalism, constitutional review and other themes of federal governance.

The Forum was also active in Sudan, where a transition to a federal system of government was part of the Comprehensive Peace Accord following the civil war in the South of Sudan. The Forum's Federal Governance and Peace in Sudan program is funded by Canada's Department of Foreign Affairs and International Trade.

EUROPE

Almost thirty per cent of Europeans live in federal countries. As well, the European Union itself has some federal features.

In Europe's largest federal country, Germany, the Forum has been working with the federal government on the issue of benchmarking frameworks in the public sector and in the establishment of common information technology standards between the federal government and the German federal states. The Forum also held a Global Dialogue roundtable in Hamburg on intergovernmental relations.

In Switzerland, Forum Chair Arnold Koller opened a

Global Dialogue roundtable on intergovernmental relations in Aarau in March 2009.

In Spain, the Forum co-sponsored a major conference on water management in federal countries in July 2008 in Zaragoza within the context of Expo 2008 where the theme was water. Representatives from twenty countries attended and a volume was published in Spanish. This was followed by an event on the same subject at the Fifth World Water Forum in Istanbul in March 2009, where the Forum's President spoke. The Forum also co-sponsored a conference focused on intergovernmental relations in Spain in March 2009.

The Forum's two European-Union-wide programs were both held in Brussels: a seminar on the external relations of regions and a Global Dialogue roundtable on diversity. The Forum also participated in several events in Russia.

ASIA-PACIFIC

Federal countries in the Asia-Pacific region include India, with a population of one billion, as well as Pakistan, Malaysia and Australia. Nepal was a centralized monarchy but is committed to becoming a federal democratic republic. Work by the Forum this year in India included a seminar on megacities held in Bangalore and a Global Dialogue roundtable in New Delhi on intergovernmental relations.

A total of 10 events were held in Nepal with the support of the German Federal Foreign Office, through the GTZ Federalism Support Programme, and the Swiss Agency for Development and Cooperation. The Forum engaged a consultant in Nepal, Sanjeev Pokharel, to organize its work there with parliamentarians, women's groups, different political parties and newly-elected members of the Constituent Assembly who are drafting a new constitution.

MIDDLE EAST

In Iraq, the Forum brought law professors and government officials from all parts of the country to Erbil, in the Kurdistan region, to launch the Iraqi Center for Federal Studies during a three-day conference organized by the Forum in November 2008. Participants included 45 professors and 25 government officials.



Forum President George Anderson (centre) and Ethiopia's Minister of Federal Affairs, Dr. Shiferew Teklemariam (left) led a roundtable on intergovernmental relations in Ethiopia in March 2009. At right is Ato Ewnetu B. Debela, Director for Intergovernmental Relations at the ministry.

ETHIOPIA

Renowned federalism scholar visits Ethiopia

Forum co-founder Ronald L. Watts gave addresses to both houses of Ethiopia's parliament and to hundreds of students from November 10–21, 2008, during a visit to the emerging federation. Degefe Bula, the Speaker of the House of Federation, introduced the scholar to members of parliament. Professor Watts spoke about the need for new federations to maintain a strong national government while preserving the autonomy of subnational units. The purpose of Dr. Watts' trip to Ethiopia was to launch a new course on federalism for students studying toward their master's degree at Addis Ababa University. He also held meetings with Shitaye Minale, Deputy Speaker of the House of Peoples' Representatives, Ethiopia's lower house, and Dr. Shiferew Teklemariam, the newly-appointed Minister of Federal Affairs. The event gave Ethiopian students and government officials a global awareness of federal forms of governance and ideas for solutions to common problems.

Intergovernmental relations the focus of Ethiopian roundtable

At a roundtable meeting in Addis Ababa on March 31, 2009, Ethiopian ministerial officials and Forum President George Anderson discussed intergovernmental relations between Ethiopia's central government and its nine member states. The event was hosted by Dr. Shiferew Teklemariam, the Minister responsible for intergovernmental relations, and attended by officials of his department. The Minister, Mr. Anderson and Shawn Houlihan, the Forum's Africa Director,

also met to discuss ways the Forum and the Ministry could cooperate in launching a "step-by-step" approach to enhancing intergovernmental relations in Ethiopia. Mr. Anderson also helped launch the Amharic translation of his book, *Federalism: an Introduction*, with Degefe Bula, the Speaker of the House of Federation. This event strengthened the participants' understanding of intergovernmental relations in other federal countries.

Experts prepare in Ethiopia for 5th International Conference on Federalism

Equality, unity and diversity are key themes to the current state of federalism in the world according to a meeting of 30 Ethiopian and international federalism experts convened by Degefe Bula, speaker of the House of the Federation, Ethiopia's upper house on March 20, 2009. The participants met in Addis Ababa to finalize an official title and discussion topics for the 5th International Conference on Federalism. The government of Ethiopia and the Forum of Federations are organizing the conference, slated for 2010 in Addis Ababa. The event was opened by Solomon Tadasse, Executive Director of the Conference Secretariat. The participation of Forum staff and experts from 12 other federal countries and Ethiopia gave participants a broad, comparative, relevant body of knowledge on federalism.

NIGERIA

Nigeria's justice ministry examines constitutionalism and federalism

Forum President George Anderson participated in a dialogue on constitutionalism and federalism organized by the Nigerian Ministry of Justice. The August 26, 2008, event in Abuja was attended by department heads in the ministry and chaired by former Solicitor General, Dr. Ignatius Ayua. This dialogue gave the Nigerian officials a greater understanding of how a constitution frames the practice of federalism.

Nigeria's federal nature could help minorities, lawyers' gathering told

Forum President George Anderson delivered the keynote address at the 2008 Annual Conference of the Nigeria Bar Association on August 28, 2008, in Abuja. Mr. Anderson noted that federalism in Nigeria is stronger today than at independence and praised Nigeria for achieving a strong national identity while accommodating local diversity. An estimated 8,000 lawyers attended the conference. During his visit, Mr. Anderson met with Goodluck Jonathan, Vice-President of the Federal Government of Nigeria. He also participated in a roundtable discussion on Fiscal Federalism at the Ministry of Justice which was attended by department heads and chaired by the former Solicitor General, Prof. Ignatius Ayua. The Forum's contribution strengthened the understanding of the practice of federal governance among the Nigerian lawyers, civil servants and legislators.

Nigerians hopeful on future of intergovernmental relations

Members of government, academics, activists and federalism practitioners from across Nigeria met at a Forum Global Dialogue workshop in Benin City on March 23, 2009, to share their experiences with intergovernmental relations in Nigeria. Participants discussed the issues of states’ rights, local government autonomy and the effects of the centralized electoral system on intergovernmental relations. Despite the lack of formal intergovernmental structures, there is sufficient co-operation between the central government and the states that co-operative relationships can become the norm. This event strengthened the understanding and awareness of federal intergovernmental relations among Nigerian civil servants, politicians and members of civil society.

SOUTH AFRICA

Intergovernmental relations changing in South Africa

On March 4, 2009, a group of 26 South Africans from all spheres of government, public sector institutions and civil society met in Cape Town to discuss the state of intergovernmental relations in the country. Participants noted that intergovernmental relations in South Africa have been subject to dramatic changes over the last few years. While much progress has been made in the provision of social services, such as the introduction of social security grants, the central government has often been compelled to intervene in the social services of provinces and municipalities. In South Africa today, most intergovernmental disputes are resolved through political party structures – not through co-operative intergovernmental relations. This Forum Global Dialogue event, co-organized by Derek Powell of the Community Law Centre in Cape Town, strengthened the understanding of intergovernmental relations in South Africa among government officials, academics and civil society.

SUDAN

Federalism experts share knowledge with Sudanese academics

University officials and professors gained greater knowledge, understanding and awareness of the basic principals of federalism and fiscal federalism at a Forum workshop on March 26, 2009, in Juba, Sudan. The Forum’s Director for Africa, Shawn Houlihan, and international fiscal expert Dr. Michael Bell, facilitated the federalism roundtable at the University of Juba. Recently emerged from a civil war, Sudan is just now setting up a federal system. Federalism is considered by many to be a necessary element for sustainable peace in the conflict-torn nation, but it is not yet well understood by most Sudanese. The 15 participants at the workshop included the president of the university, Dr. Sibrino Forojalla, and representatives from a number of academic departments and the university’s administration. The event was funded by Canada’s Department of Foreign Affairs and International Trade.

Sudanese design course on federalism with Forum expert

A group of Sudanese professors, led by federalism expert and Forum advisor Richard Simeon, designed a federalism course for students at Sudan’s universities. The meeting, which took place in Khartoum January 25–29, 2009, built on the Forum’s experience running academic programs in Iraq to create a course syllabus that links theoretical and conceptual issues and the experiences of other federal countries to Sudanese needs and concerns. The interdisciplinary course took place in March 2009 as part of the Forum’s program on Federal Governance and Peace in Sudan, funded by the Government of Canada. Designing this course made a broad, comparative, relevant body of knowledge on federalism ready to present to students who will be future practitioners of federalism.

Planning for finances in a new federal system

A Forum fiscal expert, Dr. Michael Bell, facilitated two roundtable meetings in Sudan and planned training, dialogue and research on fiscal federalism in the African country. The first roundtable discussion was hosted by Sudan’s Fiscal and Financial Allocation and Monitoring Commission – a key institution created by the Comprehensive Peace Agreement. The second was hosted by the Economic Affairs Committee and included 25 representatives from Parliament and the Council of States. Dr. Bell’s mission, which took place from February 1–9, 2009, was part of the Forum of Federations’ program on Federal Governance and Peace in Sudan. The two roundtable meetings strengthened the understanding and awareness of federal forms of governance among parliamentarians and civil servants who will be implementing Sudan’s new federal system. The program is funded by Canada’s Department of Foreign Affairs and International Trade.



In March 2009, a group of Sudanese professors, led by federalism expert and Forum advisor Richard Simeon, gathered in Khartoum to design a federalism course for students at Sudan’s universities.

AUSTRALIA

Tackling intergovernmental relations

On Sept. 10, 2008, Forum President George Anderson spoke in Melbourne, Australia, to a group of 200 senior government officials from the state of Victoria. Sharing the podium with Prof. Steve Martin of Cardiff University in the UK, Mr. Anderson spoke about comparative experiences dealing with conflicts between orders of government in the 21st century. This event was organized by the Australia and New Zealand School of Government in Melbourne. Mr. Anderson's presentation added a comparative dimension to the knowledge of federalism shared with the Australian state government officials.

Forum President speaks on co-operative federalism

Forum President George Anderson was a guest speaker at the Australia and New Zealand School of Government's Annual Conference, which tackled the topic of federalism. Mr. Anderson explained models of co-operative federalism and what lessons Australia can learn from them, providing a comparative international perspective on federalism to the government officials and academics attending the conference. Other keynote presentations to the September 11-12, 2008 event in Melbourne were made by John Brumby, MP, Premier of Victoria State; Mike Rann, MP, Premier of South Australia; and Wayne Swan, MP, Australia's Federal Treasurer. The event was also attended by other senior officials from all orders of government in Australia as well as leading academics.

Success stories of state, federal negotiations

Australian state and federal leaders are more likely to reach an agreement on an issue when they meet together in person, participants learned at a Forum event in Sydney on March 31, 2009. The workshop, part of the Forum's Global Dialogue program, shared ideas on how successful intergovernmental relations are carried out. Perhaps the most controversial topic was whether the federal system could switch to a co-operative form of federalism following the federal election in which current Labor Prime Minister Kevin Rudd was elected in November 2007. Participants included government officials, former government ministers and civil society leaders. The event was co-ordinated by John Phillimore of The John Curtin Institute of Public Policy, Curtin University of Technology (Perth). This roundtable, using the Forum's methodology and program template, strengthened the understanding and awareness of federal forms of governance among practitioners, stakeholders and the public.



Forum President George Anderson spoke at the Australia and New Zealand School of Government's (ANZSOG) Annual Conference in September 2008. In the back row are (left to right) Karen Cleave (State Services Authority, Victoria), Pauline Clancy (ANZSOG) and Judy Tyers (ANZSOG). In the front row are George Anderson, Peter Allen (Department of Human Services, Victoria) and Professor Steve Martin (Cardiff University, UK).

INDIA

Young professionals share their experiences in India

Two Forum young professionals, Bruno Héroux and Surita Parashar, met with Forum staff on June 23, 2008, to debrief on their eight-month internships in India where they worked and gained insightful perspectives on government and healthcare. The pair did their internships with the Institute of Social Sciences (ISS) in New Delhi, under the International Youth Internship Program of the Canadian International Development Agency. Their internships were managed by the Forum. Ms. Parashar spoke about India's health care system and the demands brought on by the HIV/AIDS epidemic, while Mr. Héroux discussed the phenomena of multiple layers of power-sharing in India. The event provided Forum staff with comparative knowledge of federalism as it works in India.

Seminar explores India's emerging megacities

A two-day seminar on India's megacities was co-organized by the Forum of Federations, the International Academy for Creative Teaching and India's Inter-State Council Secretariat in support of the work of India's Commission on Centre-State Relations. The seminar, held on October 20-21, 2008 in Bangalore, brought together over 40 people from government, non-governmental organizations and academia from across India. Ravi Dhingra, Secretary of the Inter-State Council Secretariat, S.D. Sharma, Adviser to the Commission on Centre-State Relations, and A. Ravindra, former Chief Secretary of Karnataka and Chairman, Bangalore Development Authority, were among those in

attendance. This event, with experts from India as resource persons, strengthened the understanding of federal forms of governance among practitioners, academics and members of civil society from across India.

Views on how governments in India interact

Academics, practitioners and members of civil society from across India gathered in New Delhi to explore the issue of inter-governmental relations in India at a Forum Global Dialogue roundtable on January 16, 2008. The roundtable focused on the growing importance of formal mechanisms for inter-governmental interactions in India, the potential for political parties to facilitate intergovernmental relations, fiscal federalism and the role of self-governing institutions such as India's Inter-State Council. Professor M.P. Singh (retired) and Associate Professor Rekha Saxena of Hamdard University, co-ordinated the event, which strengthened the understanding of intergovernmental relations in a federal system among practitioners of federalism and academics.

NEPAL

Developing a glossary of federalism terms

The Forum co-organized a three-day workshop in Dhulikhel, Nepal, to fine tune a draft English-Nepali glossary of federalism terms prepared by national experts Mr. C.K. Lal, Prof. Gunanidhi Sharma and Ms. Ranju Thakur. International experts from India and Switzerland shared their countries' experiences with "language and federalism" while national experts spoke about the

current language situation and debate on federalism in Nepal. The workshop, held from August 26–28, 2008, was organized by the Forum and International IDEA with support from the Swiss Development and Cooperation Agency (SDC). A broad, comparative, relevant body of knowledge on federalism was made accessible to about 25 participants including federalism experts, politicians, civil society workers and journalists who took part in the event.

Civil servants learn about federal systems of government

Working with Nepal's Ministry of Peace and Reconstruction, the Forum held a workshop on federalism and the civil service in Kathmandu from December 5–7, 2008. The three-day event explored federal systems of government and their effect on the public service. Held at the outset of Nepal's constitution-drafting process, the workshop gave 38 participants the knowledge to discuss possible federal models with their ministers, thereby exerting a positive influence on the constitution-drafting process. Experts presented international case studies, examined fiscal federalism and discussed the relationship between central and sub-national civil services. The workshop was supported by the German Federal Foreign Office through the GTZ Federalism Support Programme. This event strengthened the capacity to design and implement federal arrangements for practitioners of federalism.

FORUM PRESIDENT IN NEPAL

George Anderson made several presentations in Nepal on various aspects of federalism from September 15–16, 2008.

He spoke with female Constituent Assembly (CA) members and political leaders at the Nepal Administrative Staff College in an event organized by the National Democratic Institute (NDI) as part of its Women's Leadership Academy.

Thirty-five people attended a presentation by Mr. Anderson at the Reform Forum – a Kathmandu-based NGO which organizes a regular discussion series on federalism and related issues.

About 300 Nepali political leaders and others attended a presentation by Mr. Anderson and Ms. Sakuntala Kadrigamar from the United Nations

Development Program (UNDP) in Kathmandu. Participants included former Prime Minister Mr. Sher Bahadur Deuba, Acting President of the Nepali Congress (NC) Party Mr. Sushil Koirala, NC General Secretary Mr. Bimalendra Nidhi and NC Vice-President Mr. Ram Chandra Poudel.

More CA members learned about fiscal federalism in a seminar organized by the UNDP in Nepal where Mr. Anderson presented along with Professor Christina Murray from South Africa and German Professor Hans F. Illy.

Mr. Anderson presented a brief introduction to fiscal federalism to 30 business leaders, economists and industrialists in Kathmandu in an event organized by the National Business Initiative (NBI), an umbrella organization of Nepal's business people and industrialists.

OUR WORK IN ASIA-PACIFIC

Federalism training strengthens women's leadership

About 110 Nepali women members of the Constituent Assembly – the body charged with writing a new constitution for the country – and party leaders took part in a four-day Forum training session that explored issues of federalism from a gender, comparative and theoretical perspective. The course, held December 8–11, 2008, was part of a broader three-week Women's Leadership Academy organized by the National Democratic Institute in co-operation with the United Nations Population Fund, UNICEF, the International Labour Organization and the United Kingdom's Department for International Development. The workshop was supported by the German Federal Foreign Office through the GTZ Federalism Support Programme. The event strengthened the understanding and awareness of federal forms of governance among these practitioners of federalism and increased their capacity to draft their new federal constitution.

Co-operative constitution-making in Nepal

A two-day workshop on the role of civil society organizations in Nepal's transformation to a federal country was held by the Forum on December 17–18, 2008, in Kathmandu. More than 20 representatives from civil society organizations as well as international donor organizations participated, including the German Technical Cooperation agency (GTZ); the Swiss Agency for Development and Cooperation; the Canadian Cooperation Office; DANIDA (Danish International Development Agency); and USAID (United States Agency for International Development). Experts presented key issues in Nepal's transformation to a federal country and civil society members

shared lessons learned. Participants discussed the role of civil society in the constitution-making process and the importance of co-ordination between donors and local and international civil society organizations. The event was supported by the German Federal Foreign Office through the GTZ Federalism Support Programme. This event strengthened the understanding and awareness of federal forms of governance among members of Nepal's civil society organizations in this important period before the drafting of their new constitution.

Nepali youth leaders learn how the federal system works in India

Young Nepali opinion makers and officials took part in a three-week course on India's federal system of governance, organized by the Forum of Federations in partnership with the Center for Federal Studies (CFS) at Hamdard University, New Delhi. Indian experts presented conceptual aspects of federalism while CFS faculty discussed India's federal governance systems. Twenty participants, including youth leaders, civil society and media representatives, government officials and university professors participated in the program, which ran from January 4–24, 2009. For the Nepalese, the experience deepened the understanding of federal forms of governance and other constitutional issues so they can now better participate in their country's transition to a federal democratic republic. The event also made a broad, comparative, relevant body of knowledge on federalism accessible to current and future practitioners of federalism in Nepal.



Participants in a course on India's federal system of government gather at Hamdard University in New Delhi in January 2009.

AUSTRIA

Austrians debate intergovernmental relations

Federalism experts, academics and practitioners in Austria participated in a roundtable in Innsbruck on intergovernmental relations in federal countries. The experts questioned whether co-operative federalism would be adopted in Austria, because of the different pressures on the regions and the central government. The Global Dialogue roundtable, held on March 3, 2009, was co-organized by Dr. Peter Bussjaeger of the Institute of Federalism, Innsbruck, and the Forum of Federations. This event strengthened the understanding and awareness of intergovernmental relations in Austria's federal system among 27 practitioners of federalism.

EUROPEAN UNION

Provinces, cantons and *Länder* discuss foreign relations

The Forum and the Conference of European Regions with Legislative Power (REGLEG) organized a one-day seminar to examine current trends in the external relations of regions with legislative powers. The Forum brought in experts from Brazil, Canada, Switzerland and the United States to share their experiences with 100 representatives from European regions, academics and journalists who tackled the issue of how regions with legislative powers implement their external policy. The event was hosted on Sept. 19, 2008, by the Forum in co-operation with the Flemish Department of Foreign Affairs. A comparative, relevant body of knowledge of foreign policy techniques in a federal system was presented to European regional politicians, journalists and academics.

GERMANY

Germans discuss collaboration among governments

At a Forum event in Hamburg, German officials from the federal government, the governments of the federal states (*Länder*) and experts met at a Global Dialogue roundtable on intergovernmental relations on March 26, 2009. They agreed that informal lines and means of collaboration between Germany's national government and its subnational governments are as important as the formal ones. The topic that generated the most discussion was how Germany's subnational governments and legislatures influence policy-making at the European level. Key elected officials and civil servants from Germany's federal and state governments strengthened their understanding and awareness of intergovernmental relations in Germany's evolving federal system.

GLOBAL

Reconciling diversity with unity in federal countries

For federal countries, problems can range from two ethnic

groups facing off against each other to political stalemates over the role of a second legislative chamber. Participants shared their perspectives and solutions to these issues and others from June 10–11, 2008, in Brussels at the Forum's international roundtable on unity and diversity in federal countries, presented in partnership with the European Union's Committee of the Regions. The Global Dialogue roundtable brought together participating experts from Australia, Belgium, Brazil, Canada, Ethiopia, Germany, India, Nigeria, Russia, Switzerland, Spain and the United States. Legislators and engaged academics from around the world shared a comparative, relevant body of knowledge on diversity under federalism in different countries.

ITALY

Italian law students attend federalism panel

Forum President George Anderson gave a lecture at the Law Faculty of La Sapienza University in Rome on June 12, 2008. The meeting was attended by roughly 30 students and followed by a panel discussion about different aspects of federalism between George Anderson, former Christian Democratic Senator Francesco D'Onofrio, Prof. Angelo Petroni and Prof. Benjamino Caravita di Toritto. Law students and their professors in Italy learned about many relevant aspects of federalism.

RUSSIA

Forum President shares perspectives on federalism

In Moscow, Forum President George Anderson participated in a roundtable event to share perspectives on federalism on March 30, 2009, hosted by Mr. Sergey Kabyshev, the president of the Foundation for Legal Issues of Federalism and Local Governance. The Foundation is an arm of the president's office of the Russian Federation. Mr. Anderson also took part in the launch of the Russian edition of his book, *Federalism: An Introduction* during his trip to Moscow in March at the Institute of World Economy and International Relations. In Kazan, Mr. Anderson made a presentation on federalism. Key Russian civil servants and academics who interact with the Russian federal government now have a greater understanding and comparative knowledge of federalism.

SPAIN

Spain's regions may disagree with Madrid, but relationships are positive

Senators, regional government representatives and academics exchanged views and understandings of how Spain's regions – called autonomous communities – work with Spain's central government. The event was a Forum roundtable on March 23, 2009, in Barcelona. Participants discussed relations between the central government and the autonomous communities and issues arising between the



Prof. María Jesús García Morales speaks at a conference on the federalization of Spain, held on March 27–28, 2009 in Zaragoza.

autonomous communities themselves. The roundtable, held at the *Institut d'Estudis Autònoms* in Barcelona was co-ordinated by the *Institut's* Prof. María Jesús García Morales and Prof. Xavier Arbós. This event gave Spanish regional government representatives and academics a stronger understanding and awareness of federal forms of governance.

International practitioners consider water management

Nearly 100 practitioners and experts from 20 countries discussed how federal and other devolved countries manage water resources at a Forum conference in Zaragoza, Spain. The three-day conference, July 7–9, 2008, was organized by the Forum and the Cortes of Aragon, the Gimenez Abad Foundation and the Expo2008 Secretariat with the Friedrich Ebert Foundation. Experts presented case studies on water management from Australia, Brazil, Canada, Ethiopia, Germany, India, Italy, Nigeria, South Africa, Spain, and the United States. The event was part of Expo Zaragoza 2008, an international exposition on water and sustainable development. The conference enabled experts on water from more than 10 federal countries to share a broad, comparative, relevant body of knowledge on how water is managed in federal systems.

International and Spanish experts discuss intergovernmental co-operation

At a Forum event in Zaragoza on March 27–28, 2009, international and Spanish experts and practitioners discussed the challenges of intergovernmental relations in Spain with a special focus on co-operation among constituent units. Forum co-founder Professor Ron Watts and President George Anderson put forth the case that Spain's government may

have evolved into a federal system. Other international experts at the event included Prof. Benoît Pelletier, University of Ottawa (Canada); Prof. Luzius Mader, Federal Department of Justice (Switzerland); Dr. Walter Moser, Conference of Cantonal Governments (Switzerland); Prof. Arthur Benz, University of Hagen (Germany); and Dirk Brouër, *Bundesrat* (Germany). The conference on the federalization of Spain was co-organized by the Forum with the Gimenez Abad and Friedrich-Ebert Foundations to provide a broad, comparative, relevant body of knowledge on federalism to Spanish practitioners of federalism, members of civil society and academics.

SWITZERLAND

Forum Chairman addresses Swiss conference of cantonal governments

At the 21st. *Regierungssseminar*, an annual conference of the cantonal governments in Switzerland, Forum Chairman Arnold Koller gave an address on Swiss federalism from an international perspective. The conference, organized by the CH Foundation, took place on January 7, 2009, in Interlaken. Approximately 100 cantonal councillors attended and enriched their knowledge of federalism.

The voice of Swiss citizenry rules the federation

Switzerland's system of direct democracy, where citizens have a direct voice in the governance process by way of referendum, plays an important role in Swiss federalism and in intergovernmental relations there. Experts and practitioners from across Switzerland came to this agreement at the Forum's Global Dialogue roundtable on intergovernmental relations held in Aarau on March 26, 2009. The roundtable, opened by Forum Chairman Arnold Koller, was co-ordinated by former state councillor Thomas Pfisterer in co-operation with the cantonal government of Aargau and attended by 23 experts. Elected officials and key civil servants of Switzerland gained a stronger understanding and awareness of intergovernmental relations.

TURKEY

Forum President speaks at Fifth World Water Forum

Forum President George Anderson gave an address on managing water in federations at a special theme session at the Fifth World Water Forum (WWF) in Istanbul, Turkey. The event's session on March 17, 2009, attended by more than 200 participants, was co-ordinated by Dr. Ben Braga, Director of the National Water Agency of Brazil and a Vice-President of the WWF. Other speakers shared particular experiences from Australia, Brazil, Indonesia, Mexico, Spain, the United States and the European Union. The Istanbul event followed a conference last July on Water in Federal Systems, which was co-sponsored by the Forum and held in Zaragoza, Spain. This group of international practitioners and experts on water management accessed a broad, comparative, body of knowledge on how federal countries manage water.

IRAQ

Centre for federal studies launched in Iraq

Law professors and government officials from all parts of Iraq gathered in Erbil to launch the Iraqi Center for Federal Studies at a conference held by the Forum from November 4–6, 2008. The aim of the federal studies centre is to solidify the understanding of federalism by senior academics, and consequently by law and political science students, ensuring that this form of governance, adopted by the people of Iraq in 2005, will take traction. Participants included 45 professors and 25 government officials. The event was opened by Dr. Idris Hadi Saleh, the Kurdistan Minister of Higher Education; Dr Mohammad al Saraj, Director of Research at the Ministry of Higher Education in Baghdad; and Ms. Margaret Huber, Canada's Ambassador to Iraq. The understanding and awareness of federal forms of governance was strengthened among those in Iraq who practice and implement federalism and among key academics who will be educating future civil servants of Iraq's federal system.

Forum Chairman addresses Iraqi study tour

Forum Chairman Arnold Koller gave an address on the Swiss constitution at a seminar for a group of seventeen Iraqis in Berne, Switzerland on August 18, 2008. Participants included the chairman of the Constitutional Review Committee (CRC), the Chief Justice of the Federal Supreme Court, the Minister of Justice for the Kurdistan Region, eight members of the CRC, the chief drafter of the CRC, senior judges from the federal and regional judiciaries, the dean of the Baghdad Law School, and the president of the Iraqi Bar Association. The study tour was co-organized by the World Bank Institute, the United States Institute of Peace and the Swiss Ministry of Foreign Affairs. Comparative knowledge of constitutions in a different federal system was gained by Iraqi practitioners of federalism and key academics from Iraq.



At the launch of the Iraqi Centre for Federal Studies in November 2008 (from the left) are: Dr. Idris Hadi Saleh, Minister of Higher Education of Kurdistan Regional Government; Dr. David Cameron, Forum of Federations and Dr. Hadi Husain Ali, Law professor at Babil University.

Chronology of Forum events in Iraq

The Forum of Federations has been working with Iraqi parliamentarians, officials, media and academics since late 2004.

2004: Forum experts visit Baghdad to provide constitutional advice.

2005: Visits to Baghdad by Forum experts to advise Iraq's Constitutional Drafting Committee.

2006: Forum participates in conflict mediation with Iraqi Arabs; Forum experts participate in three United Nations conferences on federalism for senior Iraqi officials; Forum hosts Iraqi study tour of parliamentarians to Canada; Forum experts participate in Italian conference on Practical Federalism in Iraq; Forum gains Iraqi government support to provide federalism training courses to professors of law and political science.

2007: Forum experts support conferences on federalism with the Iraqi Constitutional Review Committee, on Judicial, fiscal and federal arrangements; Forum conducts two two-week federalism courses for 25 Iraqi professors of law and political science.

2008: Forum launches Iraqi website (iraqcfs.org) during third federalism course for professors of law and political science; Forum completes federalism training program for 68 Iraqi professors of law and political science from 19 universities; Iraqi Center for Federal Studies launched at Forum conference in Iraq.

These events were supported in part by the Canadian International Development Agency, the National Democratic Institute, the United Nations Assistance Mission for Iraq, the United Nations Development Program and the United States Institute of Peace.

OUR WORK IN NORTH AMERICA



Participants at a First Nations Tax Committee meeting on aboriginal land title systems in March 2009. From left: Dr. María del Carmen Delgado, Forum consultant Nawel Hamidi, Prof. Maureen Tehan and Mrs. Diane Cragg.

CANADA

Learning how federal countries manage ‘black gold’

Experts from 11 oil-producing countries met on October 10–11, 2008, at a Forum event in Edmonton to map out a series of knowledge-sharing activities on oil and gas in federal systems. The experts, from Argentina, Australia, Canada, India, Malaysia, Mexico, Nigeria, Pakistan, Russia, the United States and Venezuela, delivered presentations on oil and gas arrangements in their respective countries, describing the constitutional, fiscal and political context. The objective of the Forum’s Oil and Gas program is to generate a comparative analysis which will support practitioners in their management of this sector. A publication on the matter is forthcoming. This event created a broad, comparative, relevant body of knowledge on federal management of oil and gas for practitioners, civil society and academics.

Canadians compare reforms of upper houses in federal countries

A workshop on Senate reform brought together parliamentarians and other experts to examine how the selection of future members of the Canadian Senate could be improved. Senators from the federal Conservative and Liberal parties attended the workshop, held in Ottawa on November 18, 2008. Case studies were presented on the Canadian and Australian Senates. The workshop, co-organized by the Forum and the Institute for Research on Public Policy, was moderated by Michel Bastarache, former Justice of the Supreme Court of Canada. The event brought together a comparative, relevant body of knowledge on the nature, composition, and selection of upper houses in federal countries from practitioners of federalism and academics in the field.

Forum’s VP leads review of draft land ownership law

International land title experts discussed best practices and commented on Canada’s current efforts to set up a new land ownership system for First Nations at a Calgary meeting of the First Nations Tax Commission on February 23–25 2009. Forum Vice-President Céline Auclair gave the introductory address. The First Nations Tax Commission is developing

proposals to put native Canadians on the same legal footing as non-natives on land ownership issues. Land ownership is a primary barrier to economic development for First Nations peoples. The meetings are co-organized by the Commission and the Forum, with support from the Native Law Centre of Canada. This event strengthened the capacity of elected officials and civil servants of First Nations in Canada to design and implement land title arrangement that will work in Canada’s federal system.

Canadians share views on intergovernmental relations

A roundtable composed of 20 practitioners of federalism and political scientists from across Canada gathered in Montreal for the Forum’s Global Dialogue roundtable on intergovernmental relations, February 27, 2009. The event was co-ordinated by Marc-Antoine Adam, director of strategic planning in the Quebec government’s Department of Intergovernmental Affairs. The viewpoints presented on intergovernmental relations included those of Quebecers, Aboriginals, the provinces and the central government. The contrasting ideas of intergovernmental relations practitioners, the policy community and the general public were also discussed. The event strengthened the understanding and awareness of the nature and practice of intergovernmental relations in the Canadian federal system among practitioners of federalism, stakeholders and academics.

Vancouver meeting on indigenous land title systems

A working group of international and Canadian experts convened in Vancouver March 2–3, 2009, to discuss and deliberate on how to reform Canada’s indigenous land title systems. The event was organized by the Forum of Federations and the First Nations Tax Commission, with support from the Native Law Centre of Canada. Their task is to carry out a review, then critique and seek ways to improve Canada’s draft legislation on indigenous land title systems. This event strengthened the capacity of First Nations legislators to design and implement federal arrangements in a land title system for First Nations territories in Canada.

MEXICO

Delegates in Mexico learn from “complicated relationships” of others

The National Forum on New Mechanisms for Federal-State Co-ordination, held in Zacatecas on July 11–12, 2008, brought together over 100 participants from 12 state governments, including the governors of Zacatecas and Sonora. The conference was inaugurated by the Governor of the State of Zacatecas, Amalia Garcia Medina. A presentation was made by Mr. S. Lakshminarayanan, former Secretary of the Interstate Council of India, on intergovernmental relations in India and emerging trends in managing these complicated relationships. The workshop, organized by the Forum of Federations and the National Governor’s Association of Mexico, provided comparative knowledge on intergovernmental relations in another federal country to this group.

Mexicans learn from local government reforms in Argentina

A high-level meeting of senior political officials concerned with strengthening local government took place in Mexico City on April 1, 2008. The meeting of the Senate Commission on Local Government was moderated by the Commission's President, Senator Ramon Galindo Noriega. An expert from Argentina, Alejandro Arlia, Deputy Minister of Municipal Affairs in the Province of Buenos Aires' Ministry of the Interior, explained the successes of Buenos Aires Province in decentralizing and strengthening relationships with its municipalities. This event, held in Mexico City, gave members of the Mexican Senate Commission on Local Government a broad, comparative, relevant body of knowledge on strengthening local governments in a federal system.

Government officials in Saltillo learn about decentralizing federalism

Two Forum experts made presentations on federalism and decentralization in other countries to more than 400 Mexican participants representing more than 20 state governments at an event in Saltillo, Mexico. Mr. S. Lakshminarayanan, former Secretary of the Inter-state Council of India, and Rupak Chattopadhyay, Senior Director of Global Programs, spoke to the participants at the National Forum on Federalism and Decentralization of Security, Justice, and Economic Development in Mexico on July 15-16, 2008. The event was organized by the National Governor's Association of Mexico, in partnership with the state government of Coahuila. The event provided Mexican state government officials a broad, comparative, relevant body of knowledge on the decentralization of federalism.

Forum provides Mexican senators a view of municipal government in Europe

Through a workshop co-organized by the Forum and the Senate Commission on Local Government on Sept. 24, 2008, Mexican senators learned how Austria and the European Union devolved power to local governments. The event, held in Mexico City, brought together more than 40 high-level participants to discuss legislation before the Senate which recognizes that services to citizens should be handled by the smallest, lowest or least centralized order of government – as a guiding principle of federalism in Mexico. Participants included Yeidckol Polevsky Gurwitz, Vice President of the Senate; Ruth Zavaleta, President of the House; Ramon Galindo Noriega, President of the Senate Commission on Local Government; and Melquiades Morales, President of the Senate Commission on Federalism. This event strengthened the capacity of Mexican Senators from all three major political parties to design and implement federal arrangements to devolve powers to local governments.

Mexican senators share approaches to decentralization with international expert from Forum

Mexican senators and a specialist from Argentina discussed approaches to decentralize power over municipal re-election policy from the federal government to the states. They were brought together at a workshop co-organized by the Forum and the Mexican Senate Commission on Local Government

on March 25, 2009. Antonio María Hernandez, Executive Director of the Institute of Federalism of the National Academy of Law and Social Sciences of Córdoba (Argentina), represented the Forum. Mr. Hernandez explained recent developments in electoral reform in Argentina. The participants then discussed Mexico's draft reform bill on municipal elections. More than 30 participants, including 14 senators, gained a comparative, relevant body of knowledge on municipal reform in another federal country.

Mexican elected officials learn about local government in other countries

The Forum provided international speakers for the Fifth International Conference on Decentralization in Mexico (*Desde Lo Local*), October 2008, in León. Speakers included Arnold Koller, Chair of the Forum's Board of Directors, who delivered a keynote address on the key role of local governments in Switzerland and Forum President George Anderson, who spoke on federalism and local government in the 21st Century. Additional presentations were made by representatives from Australia and India. The conference was attended by high-level elected officials including six Governors and one thousand mayors who increased their understanding and awareness of the roles of local governments in different federal systems.

Indigenous peoples development on the agenda in Mexico

Forum Vice-President Céline Auclair delivered a keynote address in Mexico on indigenous communities in federal countries. Ms. Auclair spoke at a workshop on social and economic development on Feb. 18, 2009, in the town of Cuaxomulco, just east of Mexico City. More than 40 participants from all levels of government discussed social and economic development in Mexico. It was organized in cooperation with Mexico's Ministry of the Interior and the State Government of Tlaxcala. This event provided 40 aboriginal leaders in Mexico a strengthened understanding and awareness of how federal forms of governance can encourage social and economic development among aboriginal peoples.

UNITED STATES

U.S. officials and young professionals share experiences of intergovernmental co-operation

Elected officials, civil servants and young professionals in federalism shared their knowledge and experience of how U.S. states, municipalities and the federal government relate and co-operate, during a Global Dialogue workshop held in Hawaii on March 13, 2009. Increasing reliance by states on federal funds has meant less influence for them, although states working together have occasionally influenced federal policy. It was an opportunity for state and local politicians and academics in the United States to gain a greater understanding and awareness of intergovernmental relations.

OUR WORK IN SOUTH AMERICA

ARGENTINA

Argentina considers changes to tax sharing system

Argentina's fiscal challenges and the Spanish model of fiscal federalism were discussed at a seminar presented to Argentine politicians and analysts, in Buenos Aires on November 18, 2008. Central to the discussion was the issue of tax sharing between federal bodies. Professor Santiago Lago Penas of the University of Vigo, Spain, addressed participants on behalf of the Forum. He explained Spanish fiscal federalism and practices of tax-sharing between the Spanish government and its autonomous communities. The event was organized in conjunction with the Centre for Implementation of Public Policies Promoting Equity and Growth, the Federal University of La Plata, the Austral University and the Senate Commission on Co-participation. This event provided Argentine elected officials from different political parties a comparative, relevant body of knowledge on tax sharing practices in other federal countries.

South Americans discuss regional integration

The provinces and municipalities of Argentina compared their experiences in foreign relations with their counterparts from Brazil, Paraguay, Uruguay and Venezuela at a seminar held on November 19–20, 2008. The Forum provided two experts for the event: Diana Chebenova, the Forum's Director for South America and Mr. Julio Fernandez Mato, Representative of the Committee of Regions of the European Union and Secretary of International Relations of Galicia, Spain. The main purpose of the seminar was to discuss the Consultative Forum of Municipalities, States, Provinces and Departments of Mercosur – a regional trade agreement of South American countries. The seminar was co-organized by the Argentine Council on International Relations – host of the event – and the Brazilian Centre for International Relations. The group of 80 federal and state government representatives plus mayors of Argentine municipalities and academics was presented a comparative, relevant body of knowledge on the foreign relations of provinces and states in federal countries.

Brazil joined the Forum of Federations in December 2008. The Forum has been working in Brazil for several years, primarily in a program that has provided the South American country with a variety of international experts on fiscal federalism. George Anderson, the president of the Forum, expressed his great satisfaction that Brazil has become the first South American country to become a partner of the Forum. The Brazil signing took place on December 15, 2008, at the plenary session of the Consultative Forum of Municipalities, States, Provinces and Departments of Mercosur.

Argentines call for more channels of inter-governmental relations

Federalism experts and practitioners from across Argentina gathered in Buenos Aires on March 20, 2009, to discuss the workings of intergovernmental relations in their country. The Forum's Global Dialogue roundtable was co-ordinated by Walter Carnota, PhD, Chair of Public Law at the University of Buenos Aires. More than 20 participants discussed how the expanding powers of courts and judges affect politics as well as federalism in Argentina. They agreed that there is a lack of adequate institutional channels for intergovernmental relations to play out. Participants noted that revenue-sharing systems are not yet fully operational in Argentina. Other discussions included the creation of interprovincial regional bodies and the full implementation of intergovernmental conferences such as a meeting of Argentina's provincial governors. The understanding and awareness of intergovernmental relations in a federal country was increased among these practitioners of federalism in Argentina.



Representatives from Argentina's provinces and municipalities discuss foreign relations with their counterparts from Brazil, Paraguay, Uruguay and Venezuela at a seminar held on November 19–20, 2008 in Buenos Aires.

In addition to learning events, the Forum organizes networking events that enrich its knowledge and create a groundwork for future projects in new areas of expertise and new locations around the world.

Nigerian senators share ideas and challenges

The Forum received a delegation of Nigerian senators, led by Mr. Ike Ekweremadu, Vice-President of the Senate of Nigeria, on April 2, 2008, at the Forum's Ottawa offices. Discussions with Forum President George Anderson and other Forum staff covered the organization's growing program activities in Nigeria and areas of mutual interest. The Nigerian delegates described some major challenges faced in managing their federation and means by which the Forum's network might provide useful input to the nation's upcoming constitutional reform. The network of Nigerian legislators and Forum staff was strengthened by this exchange of experiences and expertise in federal governance.

Challenges of nation-building in Somalia

On May 22, 2008, the Forum's Director for Africa, Shawn Houlihan, spoke at a conference in Ottawa on "Challenges and Opportunities of Nation Building in Somalia." Mr. Houlihan's remarks focused on the possible relevance of federalism to re-building a state and nation in Somalia. This sharing of experiences reinforced the network of African scholars and officials working with Somalis.

Inside account of Belgian stalemate

Canadian civil servants, diplomats from other federal countries and Ottawa-based academics learned how Belgium's federal politics recently came to an impasse. Vincent Defraiteur, one of the Forum's young professionals, gave a presentation on May 28, 2008, on the huge gains made by Flemish confederalists and secessionists in the Belgian general elections of June 2007. Defraiteur traced the gains to deep frustrations about the political stalemate between French-speaking and Dutch-speaking voters in the electoral district of Brussels-Halle-Vilvoorde. The presentation strengthened the network of officials in the diplomatic community and the federal government in Ottawa who exchanged experiences and expertise in bilingual policies within federal countries.

Forum President meets with Italian government officials

To prepare for future Forum events on federalism in Italy, Forum President George Anderson met with senior members of the Italian government in Rome on June 12-13, 2008. Mr. Anderson held meetings with Italy's Minister for Regional Relations, the Hon. Raffaele Fitto, the State Secretary for Constitutional Reform in the Presidenza del Consiglio dei Ministri, the Hon. Aldo Brancher, and with members of the opposition Democratic Party, including Senator Enrico Morando, Co-ordinator of the party's Shadow Cabinet and Senator Mariangela Bastico, responsible for Regional Relations. The Italian politicians from different political parties, civil society and scholars of Italian federalism exchanged experiences and expertise with their Canadian counterparts, thus improving their network.

Australian federalism changing but constitution lags

Professor Graham Sansom of the Centre for Local Government of the University of Technology Sydney gave a luncheon presentation about the recent changes in Australian federalism on September 5, 2008, at the Forum of Federations in Ottawa. Staff from several embassies, the Canadian government and Ottawa universities attended. Sansom noted that Kevin Rudd's Labor government has promised to end the "blame game" that characterizes Australian federalism. This enhanced the network of Australian scholars of federalism who exchange experiences and expertise with Canadian academics and Canadian practitioners of federalism.

Forum delegation meets first President of Nepal

The first president of the newly-created Republic of Nepal, Dr. Ram Baran Yadav, welcomed a Forum delegation led by Vice President Dr. Werner Thut to his official residence in Kathmandu on December 4, 2008. Dr. Thut extended congratulations to the president on his election and presented him with a set of Forum books. The president inquired about the Forum's programs in Nepal and discussed the challenges facing the country's Constituent Assembly, tasked with drafting a new, federal constitution by mid-2010. Dr. Thut undertook to extend full co-operation to the President's office throughout the constitution-drafting process, and to provide technical support as requested. The meeting reinforced the network of top Nepali politicians who exchange experiences and expertise with Canadian academics and experts on federalism.

Forum Chairman meets with Canadian officials

Chairman Arnold Koller met with Canadian government officials and attended other Forum functions from February 23-25, 2009. Dr. Koller and Forum President George Anderson held meetings with Josée Verner, Minister of Intergovernmental Affairs, and with Steven Fletcher, Minister of State for Democratic Reform. The Forum representatives also met with Beverley J. Oda, Minister of International Cooperation, Keith Fountain, Director of Policy for the Canadian International Development Agency, and Len Edwards, Canada's Deputy Minister of Foreign Affairs. During Question Period at the Canadian House of Commons, on February 26, Dr. Koller was recognized in the Speaker's Gallery. These meetings strengthened the awareness of Canadian government officials who exchanged experiences and expertise with Forum leaders and experts and extended their network.

Germany considers major reform to fiscal federalism

Germany is on track to approve a major reform to its system of financing the federal government and the 16 German federal states or *Länder*, according to German academic Dr. Henrik Scheller of the Bertelsmann Foundation. Dr. Scheller discussed Germany's fiscal federalism reform at a luncheon address at Forum offices on February 24, 2009. The event was attended by 15 participants from government, civil service and academia. A stronger awareness on the part of this network of experts, German scholars and government officials was one result of this exchange of experiences on federal forms of governance with their Canadian counterparts.

Publications and Resources

Behind the Forum's publications and resources is the Public Information and Education division, which produces *Federations* magazine, the Forum website, an electronic newsletter and other educational material in support of the Forum's work.

FORUM OF FEDERATIONS ONLINE

The Forum's web presence has grown steadily over the past few years. Forumfed.org remains the organization's primary means of communication with people around the world – with new videos, articles and features being added each month.

A searchable database of events was added to the Forum's website in 2008. Now visitors may quickly and efficiently determine the events and activities that took place in a given country, program or time period. The Forum also added German-language pages and published event reports in German for most of 2008 and all of 2009. The Forum's online library contains more than 1,000 documents on an ever-widening range of topics.

The Forum expanded its reach online by supporting the development of several other websites. The Iraqi Centre for Federalism Studies web site, launched in English and Arabic in February 2008, was maintained. The site was developed to inform readers about federalism and to build relations between academic institutions involved in research on political power-sharing elements. The Forum also worked with Queen's University (Kingston, Canada) to re-launch federalgovernance.ca – an online graduate journal of federalism. Its mandate is to engage the global federalism community and reach out to graduate students interested in federalism.

The Forum's electronic newsletter, *@Federations*, was issued four times in 2008-2009 to over 5,000 subscribers from around the world in English, French and German. The purpose of the newsletter is to keep the Forum's worldwide constituency informed about the organization's activities during the year.

forumfed.org is one of the leading websites on federalism. It appears in the top ten results of a Google search for 'federalism', and last year had nearly 40,000 visitors from over 130 countries. More than 200 documents are downloaded from the online library every month and the site's streaming videos have been viewed more than 1,000 times.



PRINT PUBLICATIONS

Federations Magazine

Two 36-page volumes of *Federations* magazine were produced and published in 2008-2009. Cover stories featured Australian Prime Minister Kevin Rudd and the management of water in Ethiopia and India. The first issue dealt with the theme of decentralization in non-federal countries and the second focused on water and intergovernmental relations.

The magazine is published in English, French, Spanish and, since October 2008, German. In addition to being distributed at Forum events, *Federations* is available on the Forum's website in PDF and online versions. It is distributed to about 2,500 recipients in English, 300 in French, 975 in German and 1,200 in Spanish. The bulk of the Spanish distribution is carried out by partner organizations. The *Institut d'Estudis Autònoms*, in Spain, sends out 300 copies to their mailing list and the government institute INAFED receives 500 copies for Mexico.

Federalism: An Introduction

In 2008 *Federalism: An Introduction*, by Forum President George Anderson, was published by Oxford University Press. During the course of the fiscal year, it also appeared in Catalan, German, Russian and Spanish commercial editions. The book was published in Amharic, Arabic, Nepali and Kurdish with support from international development assistance funds. Translations into other languages will appear next year. During this fiscal year Mr. Anderson also completed the manuscript of *Fiscal Federalism: A Comparative Introduction*, which will be published by Oxford University Press in 2009.



Gestión del Agua y Descentralización Política (Water Management in Federal Systems)

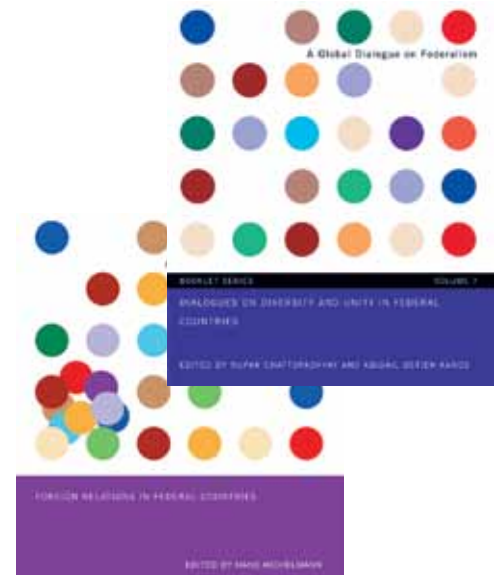
Federal countries face special challenges in coping with water shortages, climate change and resultant drought or flooding. This 600-page book contains eleven case studies on water management in federal countries that were presented at a conference on Water Management in Federal and Federal-Type Systems in Zaragoza, Spain, in July 2008. The book is published by Aranzadi – Thomson Reuters.



Global Dialogue Book 5

Foreign Relations in Federal Countries, edited by Hans Michelmann

This fifth book in the Global Dialogue series explores questions such as: What constitutional powers do the federal governments and constituent states have to conduct foreign affairs? To what degree are relations between orders of government regularized by formal agreement or informal practice? What roles do constituent governments have in negotiating and implementing international treaties? The volume offers a comparative perspective on the conduct of foreign relations in twelve federal countries: Argentina, Australia, Austria, Belgium, Canada, Germany, India, Malaysia, South Africa, Spain, Switzerland and the United States.



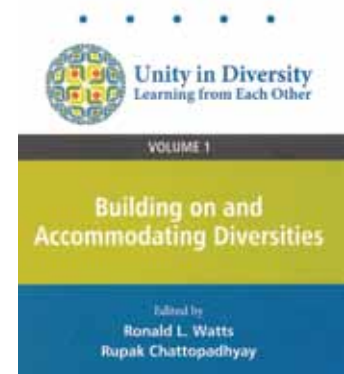
Global Dialogue Booklet 7

Dialogues on Diversity and Unity in Federal Countries, edited by Rupak Chattopadhyay and Abigail Ostien Karos, examines the balance of diversity and unity in the following federal or federal-type countries: Australia, Belgium, Brazil, Canada, Ethiopia, Germany, India, Nigeria, Russia, Spain, Switzerland and the United States of America.

Unity in Diversity Series

Unity in Diversity: Learning from Each Other is a series of five volumes that cover the proceedings of the 4th International Conference on Federalism, New Delhi, November 5–7, 2007, published by Viva Books Ltd.

The first volume, *Building on and Accommodating Diversities*, edited by Ronald L. Watts and Rupak Chattopadhyay, draws attention to the extent to which diversity is not to be viewed simply as a problem but as an asset to be built upon in the process of nation-building. The second volume, *Emerging Issues in Fiscal Federalism*, edited by Ronald L. Watts and Rupak Chattopadhyay, discusses financial arrangements within a federation and how they have a significant impact on its operation. Volume 3, *Interaction in Federal Systems*, edited by Ronald L. Watts and Rupak Chattopadhyay, takes a closer look at the overlapping responsibilities of governments within a federation. The fourth volume, *Local Government in Federal Systems*, edited by John Kincaid and Rupak Chattopadhyay, deals with the importance of local governments and metropolitan regions. Volume 5, *Policy Issues in Federalism: International Perspectives*, edited by Paul Morton and Rupak Chattopadhyay, brings together a selection of papers from the Young Professionals Program, offering a new perspective on the themes discussed in the earlier four volumes by reflecting on future challenges in these areas.



Financial Information

Behind the Forum's audited statements and financial reports is the Finance and Operations division which also includes human resources, information technology systems, accounting and budgeting plus administrative support.

In 2008-2009 the Forum underwent its annual audit of financial statements, two reviews (internal and external) of the Forum's travel arrangements and policies were conducted, and a Value-For-Money-Audit, required by the Government of Canada, was initiated for completion in June 2009.

The Forum is integrating Results-Based Management (RBM) methodology into all of its systems. Results-based management is an approach that focuses on decision-making, transparency and accountability by clearly

identifying desired outcomes, implementing performance measurement and reporting on performance.

An RBM model that clarifies the work and goals of the Forum of Federations was developed and staff members were trained in its applications. The Forum's accounting structure was also adapted to the RBM approach so that, in the future, expenses can be identified by output and activity.

Given the Forum's expanding operations in field offices for development assistance programs around the world, a consultant assisted in creating policy guidelines and contract templates for overseas employment. Reviews of liabilities and financial policies for operations in foreign and high-risk countries were also completed. The organization continues to refine its methodologies for recovering costs from contracts and prepared an internal paper on overhead methodology.

TOTAL VALUE OF PROJECT FUNDING

TOTAL COST OF PROGRAMS IN 2008-2009

Cost of Programs 2008-2009	Forum Cash				In Kind	Spent by Others	Total
	Canada Grant	Other Partners	Contracts	Total			
Internationalization	293,288	105,830		399,118			399,118
Governance & Development Assistance Programs	1,584,300	5,533	1,208,488	2,798,321	413,000	582,240	3,793,561
Global Programs	671,500	276,553	20,596	968,649		422,724	1,391,373
Public Information	673,381			673,381	42,750	0	716,131
Operations (includes Board)	772,590	151,517		924,106		0	894,018
Total	3,995,059	539,433	1,229,084	5,763,575	455,750	1,004,964	7,194,201

The above table shows the various sources of support for the Forum's main activities as well as the major areas of expenditures. Core support comes from a six-year **grant** received from the Government of Canada (which runs until March 2011) and from cash contributions from the Forum's eight **other partner** countries. In addition, both Switzerland and Germany provide support **in kind** through secondments

and other services. The Forum funds its development assistance activities through **contracts**. Finally, most Forum events involve working with local partners who make contributions in cash and in kind directly to a Forum activity, without this showing in the Forum's financial accounts (referred to in this table as **spent by others**). An estimate of the value of such support is shown here.

STATEMENT OF FINANCIAL POSITION

as at March 31, 2009

CURRENT ASSETS	<u>2009</u>	<u>2008</u>
Cash	\$1,239,570	\$1,686,001
Accounts receivable	343,729	448,113
Investments	616,778	309,577
Investments - restricted	3,400,000	3,400,000
Prepaid expenses	14,599	24,827
Program advances	24,384	4,374
	5,639,060	5,872,892
CAPITAL ASSETS	150,830	184,409
INVESTMENTS - RESTRICTED	4,774,363	8,426,619
	\$10,564,253	\$14,483,920
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$625,733	\$998,448
Deferred contributions	701,564	736,757
Deferred contributions - Long-Term Fund	3,400,000	3,400,000
	4,727,297	5,135,205
DEFERRED CONTRIBUTIONS FOR CAPITAL ASSETS	41,896	52,533
DEFERRED CONTRIBUTIONS - LONG-TERM FUND	4,774,363	8,444,681
	9,543,556	13,632,419
CONTINGENT LIABILITY		
NET ASSETS		
Invested in capital assets	108,934	131,876
Unrestricted	911,763	719,625
	1,020,697	851,501
	\$10,564,253	\$14,483,920

FINANCIAL INFORMATION

STATEMENT OF REVENUE AND EXPENSES

year ended March 31, 2009

Revenue	2009	2008
Department of Foreign Affairs and International Trade		
Long-Term Fund	\$ 3,932,049	\$ 4,048,605
Projects	408,659	315,216
Canadian contribution	63,010	51,395
Other foreign country contributions	334,399	301,993
Canadian International Development Agency (CIDA)	383,280	1,317,197
Indian and Northern Affairs Canada (INAC)	-	38,009
Government of Norway Project	2,547	251,001
Government of Switzerland Project	440,293	131,156
German Technical Cooperation	193,085	-
Government of the United Kingdom Project	-	111,049
Government of India Project	-	15,078
Other projects	61,123	62,025
Interest	9,160	23,457
Other income	25,246	28,753
Foreign exchange gain (loss)	79,920	(15,122)
	\$5,932,771	\$6,679,812

Expenses		
Advertising and promotion	1,328	410
Consultants	133,074	148,819
Grants and Honorariums	40,000	40,000
Leased equipment	5,432	5,124
Meetings and facilities	-	2,338
Office and general	56,181	91,567
Printing and publications	1,587	684
Professional fees	41,018	46,901
Projects (Schedule)	4,595,089	5,749,281
Rent	185,785	185,783
Salaries and benefits	535,229	404,828
Telephone and internet	20,474	25,270
Travel	72,110	88,358
	5,687,307	6,789,363
Excess (deficiency) of revenue over expenses before the undernoted	245,464	(109,551)
Amortization of deferred contributions for capital assets	10,637	13,368
Amortization of capital assets	(86,905)	(82,595)
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	\$169,196	\$(178,778)

Liaison Partners

The Forum relies on its liaison partners for information and advice, working closely together for project development and implementation.

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,
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 (FUNDAP)

Foundation for Public Administration, São Paulo

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 Autónoómico

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

Staff

George Anderson [President and CEO] 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 and Deputy Minister for Intergovernmental Affairs in the Cabinet office. He held assistant deputy minister level positions in the energy, finance and foreign ministries. With degrees in political science from Queen's University and Oxford University, and a diploma from Paris' *École nationale d'administration*, George was also a fellow at Harvard University's Center for International Affairs in 1992-93, and is the author of *Federalism: An Introduction* and *Fiscal Federalism: A Comparative Introduction*, both published by Oxford University Press. He is vice-chair of the Board of Trustees of Queen's University in Kingston, Ontario.

Joyce Abarbanel [Program Officer, Africa Programs] worked in international development, peace building and protection in conflict and post-conflict settings in Africa. She has worked for the UN, UNICEF, the International Rescue Committee, the *Centre d'Etude et de Coopération Internationale*, and the Canadian Department of Foreign Affairs and International Trade. Fluent in English and French, Joyce 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.

Lisa Ambaye [Program Assistant, Development Assistance Programs] combines over five years of overseas development experience and eight years of volunteer and program work in an NGO with a Bachelors of Fine Arts and Education to support the Development Assistance Programs team's work in Asia and Africa. She speaks a little Vietnamese, Kiswahili and French alongside her fluency in English.

Céline Auclair [Vice-President, Governance Programs and Partnerships], one of the founders of the Forum, brought with her experience as Deputy Ombudsperson for Bosnia and Herzegovina (1997-1998) and advisor to the office of the High Representative in Bosnia-Herzegovina (1996-1997) in addition to a PhD in international relations from the University of Geneva. Her languages are French, English and Spanish.

Mina Behi [Executive Assistant to the President and Board of Directors] has a degree in Public Administration and Political Science from Ryerson Polytechnic University and experience in event planning, public relations, product

launches and senior executive office management. She is fluent in English, German, and Persian.

Dominic Cardy [Director, Asia-Pacific Programs] worked for the National Democratic Institute (NDI) from 2001 to 2008, most recently as a Director in NDI's Nepal office. Previously based in Cambodia, Pakistan and Bangladesh, he assisted programs in Afghanistan, Algeria, Bangladesh, Egypt, Laos, and Pakistan. Prior to 2001, Dominic worked for the Canadian Department of Foreign Affairs, was on the staff of a member of parliament and for the New Democratic Party. He speaks English and French and holds a BA in International Relations from Dalhousie University.

Rita Champagne [Support Officer, Public Information and Education] has extensive experience working on international programs. She is editorial assistant for *Federations* magazine and other Forum publications. Her technical and communications skills help 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 [Senior Director, Global Programs] consulted on the peace process in Sri Lanka and constitutional reforms in the Philippines in his previous capacity as Director of Asia-Pacific programs. He was also a member of the Consultative Group on the Study of Intergovernmental Relations and Dispute Resolution Mechanisms, Inter-State Council, Government of India. He co-edited "Unity in Diversity: Learning from Each Other", "Dialogues on Diversity and Unity in Federal Countries" and "Finance and Governance of Capital Cities in Federal Systems". He has 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.

Diana Chebenova [Director, South America Programs and Partnerships] coordinates 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, Bratislava, and an MA in international affairs from Carleton University. Diana speaks Slovak, Czech, Spanish, English, Russian, and Portuguese.

Rhonda Dumas [Program Assistant, Global Programs] speaks English and French and is responsible for logistics in the Global Dialogue section. She has experience in bookkeeping, conference planning, corporate travel and membership relations.

Shannon Elliot [Webmaster and Copy Editor] worked as web and new media co-ordinator for United Way/Centraide Ottawa and the Canadian Solar Industries Association. She also has experience as a multimedia designer and illustrator. Shannon has a Bachelor of Commerce from McMaster University and a diploma in radio and television broadcasting from Seneca College in Toronto. She speaks English and French.

Sheela Embounou [Senior Director of Finance and Operations] directs the Forum's Finance, Operations and Human Resources activities on the strength of 20 years' experience in managing UNFPA population assistance programs in Central and West Africa. A graduate of the University College of Wales, Aberystwyth, Sheila is fluent in English and French.

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

Hans Gnodtke [Corporate Secretary and Senior Advisor] is on secondment from the German Foreign Service where he served as Ambassador to Lesotho, Guinea and Sudan, among others. Before joining the Forum, he was Ambassador at large and commissioner for Dialogue with the Islamic World. He has also had assignments as a delegate with the German UN mission in the Middle East and New York. Hans graduated from Heidelberg Law School and is fluent in German, English, French and Arabic.

Reinold Herber [Senior Advisor] joined the Forum in 2008 on secondment from the German Foreign Service. He is working on planning and research projects, co-editing the German edition of *Federations* magazine and co-ordinating the Young Professionals Program. Previously, Mr. Herber worked at the Press and Information Office of the German Federal Government and taught political science at the Universities of Bonn and Trier. He earned a PhD and a diploma in economics from the University of Cologne and was involved in a number of research projects of the EU, World Bank and IMF. He speaks German and English.

Shawn Houlihan [Director, Africa Programs] has an MA in Public Administration from Harvard University and a BA and Master of Development Economics from Dalhousie University. He spent five years in Ethiopia in governance and civil service reform, has extensive experience in Sudan, working for Canada and for the United Nations Development Program, and has worked as a consultant on matters of governance, capacity development and conflict management in the Middle East, Horn of Africa, Pan Africa and Southern Africa for the Canadian International Development Agency.

Udo Jude Ilo [Nigeria consultant] was senior programs officer at the Nigerian Bar Association, research assistant at the British Institute of International and Comparative Law, and secretariat co-ordinator for the Nigerian Coalition on the Death Penalty Abolition, among other appointments. He has a Master of Laws degree from Central European University, a Barrister at Law from the Nigerian Law School and an LLB from Enugu State University of Science and Technology.

Libby Johnston [Support Officer, Global Programs] has a BA with a specialty in economics and a minor in environmental studies from McGill University. She has worked in Canada and Ireland and has visited shelters, clinics and local and international NGOs in South Africa, Botswana, Zambia, Malawi, Tanzania and Kenya. She speaks English and French.

Eric K. Kalambay [Program Assistant, Finance and 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 Knuepling [Director, Europe Programs] was with the German *Bundestag* for six years as a senior staffer for a member of the Foreign Affairs committee. Previously, he worked at the International Secretariat of the Parliamentary Assembly of NATO in Brussels and as a journalist for the German-Polish Quarterly DIALOG. Felix holds a Master's Degree in Political Science from Free University Berlin, a B.A. in International Relations from University of Kent (Canterbury) and is fluent in German and English.

Marc Lemieux [Director, Iraq and Middle East Programs] worked in Iraq with the International Foundation for Elections Systems, providing civic education training to local groups and partners. He also worked on UN-supervised elections in Cambodia and 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 and worked for Elections Canada during three elections. Marc has a Master's in international relations from McGill University and is fluent in English and French.

David-Alexandre Mac Donald [Director, Asia-Pacific Programs and Partnerships and Development] worked in the field of parliamentary and intergovernmental relations in Canada. He has led the Forum's internationalization program, bringing to nine the number of partner countries, and also played a key role in developing and implementing Forum programs in Brazil and 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.

STAFF

Rod Macdonell [Senior Director, Public Information and Education] was previously executive Director of Canadian Journalists for Free Expression and an investigative journalist at the Montreal Gazette. He also taught investigative journalism in Africa through a World Bank program and delivered training for journalists in Asia, Latin America and Eastern Europe. He graduated with a law degree from *l'Université de Sherbrooke* and is fluent in English and French.

Rose-Anne McSween [Program Officer, Public Information and Education] 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 and 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.

David Parks [Director, North America Programs] previously worked in Mexico, developed alternative energy projects in Cuba and worked with fair trade coffee producers in Central America. He has an MA in international development and his languages are English and Spanish.

Sanjeev Pokharel [Nepal consultant] previously worked on conflict transformation and peace-building projects in Nepal and on projects aimed at supporting the initiatives of policy-makers in designing a federal model for Nepal. He has an MPhil in Social Anthropology from the University of Bergen and is fluent in Nepali and English.

Nicole Pedersen [Program Assistant, Governance Programs] started with the Forum of Federations as a volunteer at Mont-Tremblant and was hired full-time after the conference. Nicole has a BA with a concentration in political science, is fluent in English and French and speaks some Arabic and Spanish.

Leslie Seidle [Senior Policy Advisor - consultant] previously held senior positions in the Government of Canada, including Director general of Strategic Policy and Research, Intergovernmental Affairs, Privy Council Office; and senior research co-ordinator, Royal Commission on Electoral Reform and Party Financing. The author of *Rethinking the Delivery of Public Services to Citizens* (1995) and articles on electoral reform, citizen participation, constitutional reform, public management and political finance. He also co-edited *Belonging? Diversity, Recognition and Shared Citizenship in Canada* (2007) and the comparative study *Reforming Parliamentary Democracy* (2003).

Irina Shmakova [program officer, Asia-Pacific programs] worked on peace building and democratic governance

issues for organizations including the Pearson Peacekeeping Centre, the OSCE Mission to Serbia and the OSCE/ODIHR Election Observation Mission to Montenegro. She holds a Master's degrees in international affairs from Carleton University, another in international relations from Central European University, and a Degree in Oriental Studies from Saint-Petersburg State University. She speaks English, Russian, French and Hindi.

Yani Roumeliotis [Web/Print Designer, replacing Shannon Elliot] worked as a contract designer for organizations including Alcatel, Nortel and the International Academy of Design in Ottawa. Yani has a degree in Industrial Design from the Ontario College of Art and Design and speaks English, French and Greek.

Carl Thomas Stieren [Program Manager, Public Information and Education] previously worked for NGOs in peace building, international relations and development, has experience as a reporter and as a technical writer, and is a former co-ordinator of Canadian Friends Service Committee. He has a BA in history from York University plus a certificate in systems and programming from Ryerson University and speaks English, French and German.

Werner Thut [Vice-President, Development Assistance Programs] joined the Forum of Federations in 2008 on secondment from Switzerland's Federal Department of Foreign Affairs, where he was with the Division of the Americas. Previously, he was the Deputy Regional Director for Central America with the Swiss Agency for Development and Cooperation (SDC). Before his foreign assignment, Mr. Thut headed the Development Policy Division at SDC and also led the Planning and Strategy Division of the Swiss Federal Cabinet's staff. The Forum currently runs development assistance programs in Iraq, Nepal, Nigeria and Sudan. Other countries may be added to the Forum's portfolio of development activities. Mr. Thut is fluent in German, English, French and Spanish, has done research in Nepal and holds a PhD in history from the University of Bern.

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

Yonghua (Alan) Zhang [Finance Officer] worked in accounting for a number of organizations including the Assembly of First Nations in Canada 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. Alan is fluent in English, Mandarin and Cantonese.

SUMMARY OF FORUM ACTIVITIES IN 2008-2009

For complete details and archive of Forum activities and events visit <http://www.forumfed.org/events>

April 1, 2008	High-level meeting of senior political officials on local government in Mexico City, Mexico
May 22, 2008	Conference on “Challenges and Opportunities of Nation Building in Somalia” held at Canadian Parliament
May 26, 2008	Report on Belgian stalemate by Forum young professional Vincent Defraiteur at Forum offices in Ottawa, Canada
June 10–11, 2008	International roundtable on diversity for 16 participants in Brussels, Belgium
June 12, 2008	Law students hear presentation by George Anderson in Rome, Italy
June 23, 2008	Forum young professionals share their experiences in India at the Forum offices in Ottawa, Canada
July 7, 2008	International Conference on Water Management in federal countries held for 78 participants in Zaragoza, Spain
July 11–12, 2008	Forum on New Mechanisms for Federal-State Co-ordination held for 100 participants in Zacatecas, Mexico
July 15, 2008	Forum on federalism held for 400 participants in Saltillo, Mexico
August 18, 2008	Forum Chairman Arnold Koller addresses Iraqi study tour group in Bern, Switzerland
August 26, 2008	Roundtable on constitutionalism and federalism held in Abuja, Nigeria
August 26–28, 2008	Workshop to develop an English-Nepali glossary of federalism terms in Dhulikhel, Nepal
August 28, 2008	Forum President delivers keynote address at 2008 Annual Conference of the Nigeria Bar Association in Abuja
September 5, 2008	Report on Australian federalism by Prof. Graham Sansom (University of Technology Sydney) at Forum offices
September 10, 2008	Forum President addresses a group of 200 senior government officials in Melbourne, Australia
September 11, 2008	Forum President speaks at the Australia and New Zealand School of Government’s Annual Conference
September 15, 2008	Discussion on federalism with 75 female Constituent Assembly members in Kathmandu, Nepal
September 15, 2008	Roundtable discussion on federalism with 35 political leaders, journalists and civil society members in Kathmandu, Nepal
September 16, 2008	Seminar on federalism held for 300 Nepali political leaders in Kathmandu, Nepal
September 16, 2008	Seminar on fiscal federalism for 32 political leaders held in Kathmandu, Nepal
September 16, 2008	Seminar on fiscal federalism for 30 business leaders and economists held in Kathmandu, Nepal
September 19, 2008	Seminar on foreign relations for 100 participants in Brussels, Belgium
September 24, 2008	Workshop for 40 participants on the devolution of power in Austria and the EU held in Mexico City, Mexico
October 10–11, 2008	Workshop on Oil and Gas in Federal Systems held in Edmonton, Canada for 16 people from 11 countries
October 20–21, 2008	Seminar on India’s megacities for 50 representatives from governments, NGOs and academia held in Bangalore, India
October 28, 2008	Forum of Federations Strategic Council meeting of 16 representatives from seven countries held in León, Mexico
October 29–31, 2008	Fifth International Conference on Decentralization in Mexico held for 4,000 participants in Guanajuato, Mexico
November 4–6, 2008	Centre for Federal Studies in Erbil launched at a conference of 70 Iraqi professors and government officials
November 10, 2008	Prof. Ron Watts delivers a two-week course at Addis Ababa University in Ethiopia
November 18, 2008	Seminar on Fiscal Federalism held for 30 academics, government officials and politicians in Buenos Aires, Argentina
November 18, 2008	Workshop on senate reform in Canada for practitioners and public officials held in Montreal
November 19–20, 2008	Consultative Forum of Municipalities, States, Provinces and Departments seminar held for 80 participants in Buenos Aires, Argentina
December 5, 2008	Workshop for Senior Government Officials “Federalism and Civil Service” held in Kathmandu, Nepal
December 8–11, 2008	Four-day course for 110 Nepali women leaders on issues of federalism held in Kathmandu, Nepal
December 17–18, 2008	Workshop for 20 civil society and international donor organization members on state of Nepal held in Kathmandu
January 4–24, 2009	Three-week course on comparative federalism in India held for 20 Nepali youths in New Delhi
January 7, 2009	Forum Chairman Arnold Koller addresses a conference of cantonal governments in Interlaken, Switzerland
January 16, 2009	Global Dialogue roundtable on intergovernmental relations in India with 28 participants held in New Delhi
January 25–30, 2009	Meeting held in Khartoum of Sudanese professors and Forum advisor Richard Simeon on the design of a federalism course
February 3–4, 2009	Two roundtables of Sudanese government officials and Forum advisor Michael Bell held on fiscal federalism in Sudan
February 18, 2009	Workshop for 40 government officials on indigenous communities in federal countries held in Cuaxomulco, Mexico
February 23–25, 2009	Land title expert workshop for 13 members of the First Nations Tax Commission held in Calgary, Canada
February 24, 2009	Report by Dr. Henrik Scheller on Germany’s fiscal federalism reform at Forum offices in Ottawa, Canada
February 27, 2009	Canadian Global Dialogue roundtable on intergovernmental relations held for 22 participants in Montreal
March 2, 2009	Working group meeting on Canadian aboriginal land title law held in Vancouver, Canada
March 3, 2009	Austrian Global Dialogue roundtable on intergovernmental relations held for 27 participants in Innsbruck
March 3, 2009	South African Global Dialogue roundtable on intergovernmental relations held for 26 participants in Cape Town
March 13, 2009	American Global Dialogue roundtable on intergovernmental relations held for 17 participants in Honolulu
March 17, 2009	Forum President addressed a theme session of 200 people at the Fifth World Water Forum in Istanbul, Turkey
March 19, 2009	Ethiopian cabinet minister hosts Forum president at intergovernmental event in Addis Ababa
March 20, 2009	Working group meeting of 30 experts in Ethiopia to prepare for 5 th International Conference on Federalism
March 20, 2009	Argentina Global Dialogue roundtable on intergovernmental relations held for 21 participants in Buenos Aires
March 23, 2009	Nigerian Global Dialogue roundtable on intergovernmental relations held for 21 participants in Benin City
March 23, 2009	Spanish Global Dialogue roundtable on intergovernmental relations held for 30 participants in Barcelona
March 25, 2009	Workshop for 30 participants on electoral reform in Mexico held in Mexico City
March 25, 2009	German Global Dialogue roundtable on intergovernmental relations with 14 participants in Hamburg
March 26, 2009	Workshop for 15 university officials on the basic principals of federalism and fiscal federalism held in Juba, Sudan
March 26, 2009	Swiss Global Dialogue roundtable on intergovernmental relations held for 22 participants in Aargau
March 27–28, 2009	Conference on the Federalization of Spain, with 18 international federalism practitioners and academics, held in Zaragoza
March 29, 2009	Forum President launches Russian edition of <i>Federalism: An Introduction</i> at presentations in Kazan, Russia
March 31, 2009	Australian Global Dialogue roundtable on intergovernmental relations held in Sydney for 18 participants



Forum of Federations

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