



Forum of Federations

THE GLOBAL NETWORK ON FEDERALISM

ANNUAL REPORT 2009 | 2010



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 to foster the exchange of ideas and experience on federal governance;
- Enhances mutual learning and understanding among practitioners of federalism; and
- Disseminates knowledge and technical assistance of interest to existing federations and of benefit to countries seeking to introduce federal elements into their governance structures and constitutions.

FRONT COVER

Top: Ann Clemmer, member of the Arkansas House of Representatives, shares her thoughts at a Forum roundtable in Arkansas, November 6, 2009.

Middle: Participants exchange views at a Forum workshop in Sudan, September 2009.

Bottom: Nepali officials pause for a group photo during a two-week federalism workshop in India, November 2009.



Federalism practitioners meet at a Forum roundtable in South Africa, October 16, 2009.

LEADERSHIP 2

Chairman’s Message	2
Outgoing Chairman’s Message	3
President’s Message	5
Forum Governance	6
Board of Directors	7

WHAT WE DO 8

Governance Work	10
Development Assistance	12
Public Information and Education	14

WHERE WE WORK 16

INSIGHTS 19

FINANCIAL INFORMATION 21

LIAISON AND MAJOR LOCAL PARTNERS 23

FORUM ACTIVITIES 24



Chairman's Message

It is an honour to assume the chairmanship of such a vibrant international organization as the Forum of Federations. During its first ten years, the Forum has established itself as the recognized leader and a repository of knowledge and comparative expertise on federalism worldwide. The Forum has also become highly regarded for its professionalism both in our partner countries as well as in other countries where we run programs. The Forum has come a long way under the guidance of my illustrious predecessor, Professor Dr. Arnold Koller. The Forum's transformation from a Canadian organization with an international board into a truly international non-governmental organization, with so many partner governments and a diverse portfolio of international programs, is almost without parallel.

As I become more engaged in the work of the organization, I am struck by its productivity and the dedication of its staff. Compared against similar organizations around the world, the Forum truly offers its partners and supporters a high value for money. Indeed, the organization is at a crossroads in terms of the work that it does. The Forum has invested in producing a comparative body of knowledge on the structural aspects of federalism and in creating a large network of experts during the first decade of its existence. In the coming years we see this paying dividends as the Forum embarks on programming which is increasingly of relevance and utility to practitioners and policy makers in our partner countries, and in other federations. The Forum's work on the management of oil and gas resources, metropolitan governance and public security are timely and of relevance, not just in established federations, but also in emerging and post-conflict countries where the Forum is now engaged.

Our success in recruiting eight partner governments over the last five years has greatly enhanced the organization's international credibility. The push to recruit more in the coming years would be a signal of the continued relevance of our work. Clearly, the Forum's niche as an organization which promotes intergovernmental learning, and is itself not an intergovernmental agency, is a great advantage. This allows the Forum to be nimble, flexible and responsive in its work. In the coming years the organization will have to consider how the Forum can continue to foster and deepen existing relationships. Indeed this means that Forum programming will have to ensure its relevance and responsiveness to current issues of federal governance in partner countries and beyond. And we will have to cultivate as clients these countries who see value in investing in the Forum. In going forward, the board has to carefully consider that programs reflect an appropriate balance amongst federations that are long-established, newer or in significant transition, and potentially emergent ones.

I look forward to a productive relationship with all the board members, the president and the staff of the organization in the coming year. I am confident that with their engagement and co-operation, the Forum will continue to retain its leadership role and scale even greater heights.

A handwritten signature in black ink that reads "Vijay Kelkar".

Dr. Vijay Kelkar
Chairman of the Board
Forum of Federations



Outgoing Chairman's Message

After close to five years as Chair of the Forum of Federations, rewarding and industrious years, I chose to step down last December 31, 2009. I was delighted to be replaced by Dr. Vijay Kelkar, the former Chairman of the Finance Commission of India with the rank of Minister.

Dr. Kelkar brings great assets to the Forum: a deep knowledge of fiscal federalism, experience in high office both in India and at the International Monetary Fund, and a strong academic background, including teaching experience in India, Nepal, Germany and the United States of America. I wish him the very best in his new responsibilities.

The Forum has truly become an international organization in the last five years with its nine country partners, and its chairs from Canada (Bob Rae), from Switzerland (me), and now our new chair from India (Dr. Vijay Kelkar).

I wish to express my sincere appreciation to the departing board members, Mr Ravi Dhingra of India, Mr. Peter Müller of Germany and Ms. Violeta Ruiz Almendral, of Spain, the young professional representative on the board. I warmly welcome the new arrivals: Mr. Mukul Joshi of India, Mr. Georg Milbradt of Germany, Mr. Vicente Carlos y Plá Trevas of Brazil, and Mr. Alexander Alvaro of Germany, the young professional representative on the board.

Looking back on 2009–10, I note that the Forum is in an upward trajectory in its development assistance contract work, taking on new programs in Pakistan and Ethiopia, along with its established work in Nepal, Nigeria and Sudan. The necessary legal and administrative measures have been taken to ensure the sound functioning of our field offices in Addis Ababa, Kathmandu, Abuja and Khartoum.

The board has ensured that the Forum maintain a steady equilibrium between its development-assistance work, funded by contracts; and its activities paid for out of its core funds for its work in its nine partner countries and in a select number of other nations with multi-level governance attributes. This balance, in my view, needs to be carefully maintained because there are many synergies that can be derived from pursuing both forms of activities.

The past year was a particularly productive one for the Forum's published intellectual capital with the appearance of Volume Six in its Global Dialogue series, titled *Local Government and Metropolitan Regions in Federal Systems*; and Booklet Eight in the Global Series, titled *Dialogues on Intergovernmental Relations in Federal Systems*.

The Forum also put out the first volume in its new thematic series, *Finance and Governance of Capital Cities in Federal Systems*, co-edited by Forum vice-president Rupak Chattopadhyay; and the work *Fiscal Federalism: A Comparative Introduction*, written by Forum president George Anderson, the second in the series, published by Oxford University Press.

The organization has evolved and grown considerably in the almost 10 years since I began sitting on the board. In 2009–10, a peak year for us, we held about 80 learning events in 22 countries. This in contrast

to our first annual report for 2000–01, which spoke of 11 events in six countries – carried out in a period during which we were engaged in striking liaison partnerships with like-minded organizations.

Today, our 25 liaison partners are most useful institutions in assisting us to carry out many of our learning activities. Our nine country partners however, Australia, Brazil, Canada, Ethiopia, Germany, India, Mexico, Nigeria and Switzerland, are key to our funding and essential in terms of providing us great federal experience.

Probably my fondest Forum program has been the Global Dialogue, which, when it finishes its ninth theme in March 2011, will have held more than 100 country roundtables, nine international roundtables and produced nine volumes and nine booklets, which address in a comparative manner the fundamental

themes of federal governance dealing with among the most important questions federal countries have to resolve.

My attachment to the Global Dialogue is rooted in that program's very design, which aimed for participants, mostly practitioners and academics, to gather together and tackle the pressing issues of federal governance, and learn from each other.

“Learning from each other” is the basic tenet behind the organization. Judging from its events, the number of people who attended them, and the publications, it has been a great success.

For a long time every federation thought itself to be unique because of its history, as well as its cultural, political and economic circumstances. We have since learned that, despite these differences, the fundamental questions (distribution of powers, intergovernmental relations, fiscal federalism, role of local government and so on) are the same in all federations.

Thus, the exchanges of ideas and good practices, not only among well established federations, but also young and emerging federations, has proven to be most helpful for sound democratic government. This learning process and these learning opportunities must go on.

It was an honour and a privilege for me to work nearly 10 years with the Forum. I would like to thank all the board members I served with, the presidents and the staff for their engagement, cooperation and assistance. I hope and believe that the Forum will continue steadfastly serving the federal idea and thereby assuring itself of a great and promising future.



Forum Chairman Dr. Vijay Kelkar (left) and Forum President George Anderson (centre) pose with outgoing Chairman Dr. Arnold Koller.

Arnold Koller
Outgoing Chairman of the Board
Forum of Federations
Former President of Switzerland



President's Message

The past year saw the Forum of Federations operating at a very high level as it marked its tenth anniversary. The organization has grown remarkably since its founding. It has become truly international, with the support of nine partner countries, and won wide recognition around the globe for its unique contribution to the study of federal governance. Its program offerings have become wider and deeper as it accumulates intellectual capital from its past activities and products. We have been encouraged by the increasing interest of government practitioners in our work, which they find relevant to their responsibilities.

The Forum's successes owe much to Dr. Arnold Koller, who stepped down after five years as our chair. He has a personal history with the Forum which goes right back to its founding. Dr. Koller combines the perspective of a senior practitioner of federalism - he is known as the father of Switzerland's revised constitution - with a deep interest in comparative federalism.

His personal qualities of great substantive seriousness combined with enormous courtesy and a delightful sense of humour made working with him enriching and a great pleasure. He played an absolutely critical role in building international support for the Forum as well as in furnishing wise counsel regarding our programming. We are delighted that he has agreed to remain associated with the Forum as a Fellow.

Finding a successor for such a man was not easy, but in Dr. Vijay Kelkar (our second Dr. K.), we have another very senior and eminent practitioner of federalism with the mind and interests of a scholar. From the outset, Dr. Kelkar has shown tremendous energy as well as imagination regarding how the organization might develop. It is a great tribute to the Forum that it has attracted individuals of this calibre to serve as its Chair. They have been supported by a dedicated board of directors made up of outstanding individuals of diverse backgrounds, who have added immeasurably to our support and reflections.

This report sketches the Forum's activities in 2009-10. The number of activities and publications is greater than ever. For the first time, we are engaged in Pakistan with a major program supported by the German Foreign Ministry. For the first time, we also held a conference in Italy, a country which is engaged in devolution and an active debate over federalization.

Our new emphasis on how different federations have dealt with the governance of sectoral issues — such as oil and gas, internal markets, metropolitan regions, immigration, and public security — is clearly eliciting considerable interest because of its relevance to the day-to-day challenges of government officials. Finally, the expansion and deepening of our development assistance programs recognizes the tremendous appetite for knowledge about federalism in developing countries, some of which are already federal, while others are considering federalism, as a way to promote more stable and democratic arrangements for their governance.

I would like to make special note of the work we started during 2009-10 to prepare for the first International Conference on Federalism to be held in Africa. This conference, the fifth in the series, will take place in Addis Ababa in December, 2010. We have worked closely with the Government of Ethiopia and a committee of international experts to ensure an exceptional event which will have a special focus on the challenges and relevance of federalism in Africa.

Finally, I must pay tribute to the Forum's staff. This small team does a remarkable job maintaining relationships and running programs around the world, working in many languages and very different contexts. It is an honour to be their leader.

George Anderson
President, Forum of Federations

Forum Governance

Board of Directors

The Forum board met by teleconference on Oct. 7, 2009. It appointed Dr. Vijay Kelkar its new chairman effective Jan. 1, 2010. Dr. Kelkar is the former Chairman of India's Finance Commission. He replaced Dr. Arnold Koller, former President of Switzerland, who had been the Forum's Chairman since 2005.

In addition to Dr. Kelkar, four new members of the board were appointed on Oct. 7: Alexander Alvaro of Germany, a member of the European Parliament and the young professional member of the board; Mukul Joshi of India, secretary of India's Inter-State Council secretariat; Georg Milbradt of Germany, former minister-president of the federal state of Saxony; and Vicente Carlos y Plá Trevas of Brazil, consultant to the Presidency of Brazil's Caixa Econômica Federal.

Those retiring from the board, in addition to Dr. Koller, were Violeta Ruiz Almendral of Spain, the young professional representative on the board; Peter Müller of Germany, former Minister-President of the federal state of Saarland; and Ravi Dhingra of India, former head of the Inter-State Council of the government of India.

The board held its annual face-to-face meeting in Switzerland on Feb. 27, 2010, in order to meet in Dr. Koller's homeland and take advantage of the presence of a number of Forum staff already on mission in Europe as well as several European-based board members. The board meeting was held in Solothurn, about 40 kilometres from Bern.

The board discussed how to engage with new countries in which the Forum intends to work, and how to return to countries where the Forum has previously been active. It also reviewed plans for 2010-11 for the Forum's continuing programs, work in new countries, and funding the organization's activities. The Board approved the budget for 2010-2011 as well

as the organization's planned program activities. It appointed new members to the Finance and Audit Committee, the Program Committee and the Governance and Nominating Committee for terms of one year and discussed provisions for future funding.

The board is composed of 14 members, nine from the Forum's partner countries, one 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.

Country Partnerships

The Forum of Federations' country partners are the governments of nine countries who signed Framework Arrangements when they joined. They 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 from practitioners of those countries.

For the Fifth International Conference on Federalism, the Government of Ethiopia signed an agreement stating it will host the first such conference in Africa. The event is scheduled for December 13-16, 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, beginning in August 2008.



Forum of Federations board members at a meeting in Switzerland, February 2010.

Board Members



Vijay Kelkar
Chair
India

Dr. Vijay Kelkar is a former chairman of India's Finance Commission.



Alexander Alvaro
Germany

Alexander Alvaro has been a Member of the European Parliament for Germany since 2004.



Samuel Assefa
Ethiopia

Dr. Samuel Assefa is the former 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.



Mukul Joshi
India

Mr. Mukul Joshi is the secretary of India's Inter-State Council secretariat, a division of the Ministry of Home Affairs.



Wolf Linder
Switzerland

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



Georg Milbradt
Germany

Georg Milbradt is a former minister-president of the German state of Saxony and chair of Saxony's Christian Democratic Union.



Johanne Poirier
Canada

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



Vicente Carlos y Plá Trevas
Brazil

Vicente Trevas is a consultant to the Presidency of Brazil's Caixa Econômica Federal.



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 in 2009-2010:

Arnold Koller
Switzerland

Peter Müller
Germany

Ravi Dinghra
India

Violeta Ruiz Almendral
Spain

WHAT WE DO



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

- » Learning events 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
- » Technical assistance for federations and other countries considering federal arrangements.

The Forum's activities are designed to:

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

The Forum enables the exchange of experience and expertise in the field of federal governance. Each year, hundreds of experts, practitioners, academics and ordinary citizens around the world attend Forum events to learn and understand how federations can be better governed. The goal is to help those who practice federalism to incorporate best practices and values into their systems of governance.

As the Global Network on Federalism, the Forum helps civil servants, elected officials, civil society members and academics to learn from each other through workshops, conferences and in publications and media resources that have a global reach.

The Forum's programs are delivered by an experienced group of experts and staff members, people who are able to provide the answers to questions from those working in federal governance. The Forum works in post-conflict nations such as Pakistan, Nepal and Sudan, developing nations such as Nigeria and Ethiopia, middle income federations such as Mexico, India and Brazil, and in stable, affluent, OECD countries such as Canada, Germany, Switzerland and Australia. The countries in which the Forum works are federal, have federal attributes or have power-sharing processes under way.

Practitioners of federalism meet at Forum events 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.

Governance Programs

The Forum's governance programs are often country-specific, developed in response to the most pressing 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 that is of interest in other federal countries. They usually involve participants from other federations and include both practitioners and academic experts.

Through its Global Dialogue program, the Forum has examined the classical themes of federal governance by conducting 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, and a booklet that gives a quick comparison of each country's work in the area.

In its new thematic programs, the Forum works on common issues in federal countries. Federal practitioners come together in Forum programs to learn from each other in specific fields such as capital cities, oil and gas, benchmarking and immigrant integration.

On a larger scale, every three years the Forum, in partnership with a host federal country, organizes a major international conference to bring together hundreds of practitioners of federalism, academics and NGOs from dozens of countries to interact and learn from one another.

Development Assistance Programs

In its development assistance programs, the Forum responds to strong demand for federalism expertise in many developing countries, post-conflict countries and middle-income countries. In some instances countries are interested in adopting a particular aspect of federalism, and in other cases – such as Nepal – are changing completely to a federal system.

We help practitioners of federalism 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.

The Forum's development assistance programs strengthen democratic governance among those who practice federalism and expand the knowledge of those who evaluate and critique its implementation.

The Forum is often 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 - initially one-off contributions in the Forum's early years - has since transformed into major programs and multi-year participation in many of those countries.

From its field offices in Ethiopia, Nepal, Nigeria and Sudan, the Forum has the necessary on-the-ground infrastructure to support the Forum's development assistance activities. In addition, the Forum has a partnership agreement with a local implementing partner in Pakistan.

Public Information and Education

The Public Information division supports the Forum's activities and highlights the many key Forum events on its website, newsletter and other forms of communication. The division publishes the organization's *Federations* magazine, its internet-based newsletter, its annual report, its brochures and it edits other Forum publications. The department works with publishers of the Forum's learning products and it attends to the archiving of the organization's learned papers and articles in its federalism library.

Finance and Operations

The Finance and Operations division carries out the Forum's administrative processes. It manages human resources, information systems, accounting and budget planning and provides administrative support for programs. The division is also implementing the Forum's central management software and its Results-Based Management (RBM) system for both financial and program content work.

Governance

In 2009-2010, the Forum of Federations held a broad range of activities such as thematic programs, conferences, country-specific events and Global Dialogue workshops that helped federal countries learn from each other. Forum events contributed to improving governance in cross-cutting themes such as public security, national capitals, oil and gas, internal markets, environmental assessment, benchmarking, immigrant integration, fragmented metropolitan regions, diversity, intergovernmental relations, political parties, fiscal federalism, and indigenous property rights.

What Changed – The Outcomes

- **Increased understanding and the capacity to change**
Forum programs such as those on environmental assessment and immigrant integration provided practitioners of federalism in Canada, Germany, Spain, Switzerland and the United States with the knowledge and the road maps used by other federal countries to implement change in federal systems.
- **A broad, comparative, relevant body of knowledge was made available**
Two new Forum books - *Finance and Governance of Capital Cities* and *Local Government and Metropolitan Regions in Federal Systems* - were praised by top government officials in India and Australia and increased the demand for more Forum work in these areas in other countries.
- **Networks of practitioners expanded**
The Forum strengthened networks among practitioners in bodies such as the European Union's Committee of the Regions. It also strengthened networks in such places as Malaysia among state legislators and NGO staffers working in intergovernmental relations; and in Australia with elected officials and public servants working to pull together fragmented metropolitan regions. The Forum expanded knowledge of financing and governing capital cities through several events. Networks of practitioners of federal governance in the area of oil and gas regulation were also strengthened.



A participant speaks at a Forum roundtable in Malaysia, October 2009.

The Forum organized or contributed to 49 governance events including 11 conferences, 20 roundtables, seven workshops, five seminars, five consultations and one program review.

Rupak Chattopadhyay, the Forum's Vice President, Governance Programs, speaks at The Australian Centre of Excellence for Local Government, December 2009.



- » More than 2,100 participants from 17 countries took part in Forum Governance events, which were held in five languages (English, French, German, Portuguese and Spanish).
- » Supporting the Forum's work were 51 organizations and 12 governments of all levels (e.g. national, state).
- » Events focused on 13 major themes affecting federal governance.

Development Assistance

The Forum's development assistance programs strengthen democratic governance among public servants, elected officials, journalists 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.

What Changed – The Outcomes

- **Increased understanding and the capacity to change**
In Nepal, groups of practitioners of federalism from NGO staff to federal politicians gained an increased understanding of federalism and the range of options open to them in creating a new federal system. In Sudan, civil servants and politicians were provided the training and acquired the skills and insights to enable them to run a new system of fiscal federalism. Across Nigeria, the Forum held outreach training sessions in which knowledge and skills on fiscal federalism was shared. In Pakistan, workshops in all provinces brought together stakeholders to debate proposed constitutional amendments – amendments which were later ratified by the government.
- **A broad, comparative, relevant body of knowledge was made available**
In Sudan, an illustrated weekly calendar was printed and distributed, which contained federalism terms from George Anderson's book, *Federalism: An Introduction*, on each page. In Nepal, a multilingual Forum DVD on diversity enabled Nepalis to see how other federal countries handled diversity among their peoples. In Pakistan, copies of four of the Forum's Global Dialogue booklets and three Global Dialogue books (on local government, fiscal federalism and distribution of powers) and the Forum DVD *Challenge of Diversity* were distributed to participants at provincial workshops. The Forum also provided a series of courses on federalism – including a course on federalism and peace – to university professors in Sudan to enable them to educate their own students.
- **Networks of practitioners created and expanded**
With help from the Forum, a group of 37 Nigerians founded a network on fiscal federalism and drew up a five-year plan in Abuja in November 2009. In Pakistan, provincial political leaders, despite their differences and even disagreements, united to support a common core of constitutional amendments – an exercise that could lead to bridging gaps of ideology and partisanship.



Global Dialogue participants pose for a photo at a Forum roundtable on the role of civil society and political parties in Nigeria, November 2009.

In 2009-2010, the Forum organized or contributed to 31 development assistance events: 10 workshops, nine courses, two conferences, two consultations, seven roundtables and one network founding event.



A Nepali participant listens to speakers at a roundtable on federalism in Kathmandu in March 2010.

- » We worked with five funders, 16 partner organizations and six governments.
- » About 1,800 participants from five countries took part in our Development Assistance events.
- » The Forum provided publications and video materials on federalism to stakeholders in Ethiopia, Nepal, Pakistan and Sudan.
- » We applied for and received large-scale grants from Canada's Department of Foreign Affairs and International Trade, the German Foreign Ministry, German Technical Co-operation, the UK's Department for International Development and the Swiss Agency for Development and Cooperation.

Public Information and Education

The Public Information and Education division is the organization's communications arm. It produces print and electronic materials for the Forum's event participants, stakeholders, staff, experts, funders and members of the public.

What Changed – The Outcomes

- **A broad, comparative, relevant body of knowledge was made available**

The Forum's network of experts, practitioners and stakeholders gained pertinent and timely knowledge about federalism and about the Forum's work in the field through its communications initiatives including the two issues of *Federations* magazine that were distributed to about 8,000 recipients around the world, and editions of the books *Federalism: An Introduction*; and *Fiscal Federalism: A Comparative Introduction*, by Forum president George Anderson, which were distributed in 11 other languages to many practitioners of federalism, through Forum programs and to the broader public by way of commercial publishers.



Attendees at a meeting on systems of government in Nepal review the Forum's special Nepali edition of *Federations* magazine, July 2009.

During the past fiscal year, the department did the following:

Federations magazine

Expanded web site

French and English e-newsletters

Updates on events

Federalism glossary

Forum publications

- Published two issues of *Federations* magazine – in English, French, German and Spanish – one with a special section on federations and the economic crisis (Volume 8 No. 2) and the other which examined how the world’s federations were responding to climate change in the wake of the failure of the UN Copenhagen Conference on Climate Change (Volume 9 No. 1).
- Created new summary pages for 26 mostly federal countries on our website under the new section “Where We Work” and added new pages for “What We Do” in governance programs, development assistance and publications in both French and English.
- Distributed the Forum e-newsletter in English and French four times during the year, bringing news of Forum activities to more than 4,000 Forum recipients in 104 countries.
- Reported and did separate postings on 80 Forum learning events and 16 organizational events on the Forum website, in French and English, with some events also translated into German.
- Provided content and copy editing assistance in the production for the Glossary of Federalism Terms, which was then translated into Nepali and printed in Nepal for members of the Constituent Assembly, civil society members, and others involved in the process of writing and approving the new constitution of Nepal.
- Assisted in the publication of the work *Federalism: An Introduction*, written by Forum President George Anderson, and printed in Amharic, Arabic, Catalan, Chinese, German, Hindi, Kurdish, Nepali, Portuguese, Russian and Spanish, and for the first-time publication of his newer book, *Fiscal Federalism: A Comparative Introduction* in English as well as Arabic and Nepali. Work also proceeded on the translation of the works into other languages, including Japanese.
- Arranged for the distribution to participants at Forum events of the new Forum books, *Finance and Governance of Capital Cities in Federal Systems* and *Local Government and Metropolitan Regions in Federal Systems (Global Dialogue Book 6)*, both published by McGill-Queen’s University Press.



Forum staffer Sanjeev Pokharel (right) distributes Global Dialogue books to a participant at a special meeting of the Sub-Group on Federalism and Systems of Government in Kathmandu, July 2009.



WHERE WE WORK

Local media interview Forum expert V. Alok of the Indian Institute of Public Administration (IIPA) at a federalism training session in Sudan, September 2009.

Africa

The focus of the 26 events that made up the Forum's program in Africa in 2009-10 was on fiscal federalism, intergovernmental relations and conflict resolution. The three themes are related. If a post-conflict country can establish sound intergovernmental relations with subnational units that reflect the ethnic makeup of the country, and can fund them through an equitable fiscal system, it has a much greater chance of establishing a permanent peace.

In Ethiopia, the Forum began its two-year conflict resolution program, funded by the German Foreign Ministry, with a practitioners' roundtable in Addis Ababa on March 11, 2010. This event was a preparation for the full-scale program next year. Also in Ethiopia, President George Anderson spoke March 21, 2010 to a large audience at Addis Ababa University on *Sharing the Wealth: Natural Resources in Federations*.

The Forum helped to found a network on fiscal federalism in Nigeria, where state governments have increased revenues but still are unable to meet their payrolls. The event drew participants from state and federal government institutions, academia and the media to a five-day retreat in Abuja from Nov. 9-13, 2009. Four outreach sessions were also held in different parts of Nigeria before the retreat. The events were funded by the United Kingdom's Department for International Development (DFID).

In South Africa, the Forum organized a Global Dialogue roundtable on *Political Parties and Civil Society in Federal Countries* on Oct. 16, 2009. Participants debated the use and role of provincial governments in South Africa, where there are three "spheres" of government: national, provincial and local. In Cape Town, the Forum launched its Global Dialogue book, *Local Government and Metropolitan regions in Federal Systems*, at the Community Law Centre of the University of the Western Cape on July 23, 2009.

In Sudan, the Forum held 16 events and training sessions as part of its *Federal Governance and Peace in Sudan Program* funded by Canada's Department of Foreign Affairs and International Trade. Fiscal training sessions were held in

Khartoum; and in Juba, South Sudan. In other sessions on *Democratic Federalism*, Sudanese university professors learned, in a workshop Dec. 14-17, 2009, how effective inter-governmental relations can help keep the peace, deal with peaceful resolution of border disputes and with the sound functioning of subnational governments.

Asia-Pacific

In the Asia-Pacific region, countries with federal systems of long standing, shared their experiences with emerging federal countries in programs organized by the Forum.

India shared lessons from its 60 years of federal experience with Nepali government officials and political party members in a two-week *International Workshop on Federal Governance* organized by the Forum and the Indian Institute of Public Administration held from Nov. 23-Dec. 4, 2009.

To help Nepal's transition from a centralized monarchy to a federal democratic republic, the Forum, after setting up a country office in Kathmandu, organized 10 events for politicians and civil society members on different aspects of a federal system during the past year. To help the elected Constituent Assembly, which is charged with drafting a new federal constitution for the country, the Forum produced materials on federalism including a DVD, a special issue of *Federations* magazine and a glossary of federalism terms.

A Forum Global Dialogue roundtable on *Political Parties and Civil Society* in Malaysia, held in Kuala Lumpur on Oct. 29, 2009, had special relevance because of the recent state elections in which the opposition coalition took power in five of the 13 states.

Pakistan, after its return to democracy in 2008, is working to restart its federal system. With funding from the German Foreign Office, the Forum offered its knowledge and resources toward this goal beginning in the fall of 2009 with a dialogue on federalism that brought together Pakistani senators, academics and political party members on Oct. 13, 2009 in Islamabad. The Forum and its partner organization, the Centre for Civic Education Pakistan, organized roundtables in each of Pakistan's four provinces to expand its learning pro-

gram on federalism in Pakistan. In a second series of roundtables in February and March 2010, the Forum drew out ideas on how to make the federal system more equitable through constitutional reform. The majority of the participants favoured a return to the 1973 constitution and other changes - measures that were adopted by Pakistan's parliament at the same time as the Forum's final roundtable on the reforms. The reforms were signed into law one month later.

In Australia, the Forum tackled local government issues in looking at the role of fragmented metropolitan regions at a roundtable co-organized with Australian partners, the Australian Centre of Excellence for Local Government and the Major Cities Unit of Infrastructure Australia, in Sydney on Dec. 14-15, 2009, in preparation for the World Urban Forum in Rio de Janeiro, Brazil, in March 2010. Other Forum events in Australia looked at capital cities, and debated the changing roles of political parties and civil society organizations during a Global Dialogue roundtable in Canberra on Nov. 4, 2009.

In Sri Lanka, the Forum supported local partners engaged in providing a dialogue on devolution and power sharing by offering expert advice and disseminating materials on federalism.

Europe

The Forum's work in Germany, the European Union (EU), Italy, Spain and Switzerland this past year included, in part, the role of regions in modern federal countries. The Forum included its two European partner countries, Germany and Switzerland, in its new thematic programs on *Benchmarking in Federal Systems*, *Immigrant Integration in Federations* and *Metropolitan Governance*. Switzerland and the European Union also served as case studies in the comparative program on *Addressing Internal Market Barriers and Integration*.

Currently in Europe, powers and responsibilities are increasingly being shifted from member country governments to the EU. Federal member countries are, at the same time, looking for solutions to new needs and requests being made by their subnational governments.

Switzerland's subnational governments (cantons) are responsible for providing school education to the young. This was thus an important topic of discussion at a Forum conference on immigrant integration and service delivery held in Bern on Feb. 24-25, 2010. In another Swiss event, participants at a Forum roundtable on political parties and civil society, held in Bern on Nov. 30, 2009, discussed how regional organizations of political parties seldom interact with their national counterparts. A new Forum internship program, sponsored by the Swiss Agency for Development and Cooperation, started in January 2010 with the selection of interns. A number of young professionals from developing federations will be selected as interns and will attend four-week internships in the administrations of Switzerland's regions, the cantons. Partners of the Forum in implementing the program are the Conference of Cantonal Governments and the Institute of Federalism in Fribourg. On the theme of *Immigrant Integration*, authors from Australia, Belgium, Canada, Germany, Spain and the United States met in Berlin on Feb. 22, 2010, to share their countries'

experiences and collaborate on a forthcoming Forum book on immigrant integration in federal countries. Also in Berlin, participants at a Nov. 27, 2009 Forum roundtable on political parties noted the increase in the number of German political parties that has taken place as the role of Germany's states has grown, sometimes changing the balance of power in Germany's second chamber, called the Bundesrat.

In some of Spain's regions, a local language such as Catalan now competes with Spanish as the first new language learned by immigrants. To take stock of the resurgence of these languages in several of Spain's regions, the Forum and its local partners held a conference in Barcelona on immigration policies on March 26, 2010. The conference was part of the Forum's new thematic work on *Immigrant Integration* in federations. The Forum also held workshops and conferences on themes such as allocating the collection of certain taxes to the country's regions and on political parties and civil society, which analyzed Spain's process of decentralization.

On the invitation of the Forum, experts on the European Union (EU) and practitioners of federalism gathered in Brussels, at the EU's Committee of the Regions, to discuss intergovernmental relations in the EU. The roundtable was part of the Forum's Global Dialogue on Federalism series, of which intergovernmental relations is the eighth theme.

Although not a federation, Italy has gradually been taking on federal features in the last 10 years. To examine those changes, the Forum held a two-day international conference in Rome on Italy's approach to devolved governance, on Feb. 18-19, 2010. Many participants agreed that Italy has more work to do in developing an equitable system, providing adequate funding to Italy's regions and differentiating the powers given to Italy's senate and to its chamber of deputies.

North America

Three of the highest profile issues for the Forum's program in North America this past year were environmental assessment, public security and how to manage and share oil and gas resources in federal countries. They were topics that had also stirred public debate in Canada, Mexico and the United States.

In Canada, the Forum held an international conference on *Environmental Assessment and Subnational Governments* in Ottawa on Sept 14-15, 2009, which drew speakers from the U.S. Environmental Protection Agency, the Australian Department of the Environment, German and Austrian environmental agencies, as well as the Sierra Club, the Mining Association of Canada and Mining Watch Canada. Another conference held in Toronto on Feb. 1, 2010, titled *Barriers to Trade Across Internal Boundaries in Federations*, was of significant interest to the business community.

In the United States, the Forum organized conferences on the environment and public security, two compelling issues for all of North America. The World Bank and the Forum co-organized an international conference in Washington, D.C. on March 3-4, 2010 for oil and gas-producing federal countries that looked at issues such as environmental assessment and

domestic oil and gas resource allocation and distribution which brought 100 participants together including 12 experts from federal countries from four continents. The Forum held another Washington conference, this one on public security, where American, Mexican and Canadian experts gathered on Nov. 9, 2009 to share knowledge. The Mexican practitioners' primary concern is how to hold drug gangs and drug lords in check. Their American counterparts are preoccupied with foiling terrorist attacks while the Canadians are seeking to balance civil liberties with the duty to protect the public.

In Mexico, the Forum's work was concentrated on environmental and decentralization issues. In Mexico City - the former smog capital of the world - the Forum co-organized a conference on March 19, 2010 with local officials on how that city has taken serious anti-climate change measures. A Forum Global Dialogue workshop on *Political Parties and Civil Society* was held on Feb. 12, 2010 in Mexico City. It provided participants with an understanding of how democratization has gone hand-in-hand with decentralization in Mexico's recent history.

South America

The Forum engaged last year with the South American federations of Brazil and Argentina on two challenging issues, the financing and governing of metropolitan regions and funding regional governments. In Brazil, where municipalities are constitutionally recognized as a third order of their federal system of government, the large heavily-populated metropolitan regions have difficulty generating sufficient funds to carry out their mandates and deliver services. The challenge is similar for the large economic regions which surround Brazil's largest cities, regions which sometimes spill over city limits. In Argentina, provincial governments are fac-

ing similar struggles. The province of Buenos Aires, with nearly 40 per cent of the population of Argentina, does not have sufficient revenues to carry out its mandates.

In Brazil, the most significant Forum events of the year were a workshop it co-organized on the *Management of Metropolitan Regions*, which was part of the World Urban Forum held in Rio de Janeiro on March 24, 2010 and a roundtable on the same topic held on March 25. The roundtable looked at the global problem of divided and fragmented cities around the world, where adequate planning is a challenge because of a lack of strong regional governments overseeing the interests of the many metropolitan regions within a given broader territory of governance. One fragmented metropolis that united was the new province of Gauteng in South Africa, which includes Johannesburg, Pretoria and their hinterlands. When federations are able to merge fragmented urban regions, cities have the power to merge and improve their transit systems, municipal funding and social services. Both events were co-organized by the Under Secretariat for Federative Affairs of the Presidency of Brazil, and other agencies.

In Argentina, the most important event was a seminar on the recent economic meltdown, co-organized by the Forum and the Ministry of Economy of the Province of Buenos Aires, which focused on post-crisis exit strategies for federations. Participants looked at how the federal and regional governments in federal countries dealt with a difficult choice in the recent economic crisis: either increase spending to create economic stimulus, or else cling to their existing fiscal restraint policies and laws. They found that federations with legal means to circumvent the controls on indebtedness during financial crises could combat the crisis better than federations without such laws. The event was co-organized with Argentina's Federal Council of Fiscal Responsibility.



Participants at a roundtable on *Political Parties and Civil Society in Federal Countries* in the United States pose for a photo, November 2009.

INSIGHTS

Sudan: Working for Peace

The premise of the Forum's work in Sudan is that federalism is a power sharing solution that is a necessary and central feature for sustainable peace.

Federalism is a notion that has been debated for decades in Sudan. It has been put on and off the bargaining table and has remained an ever-present feature of the modern political discourse in Sudan, one of Africa's largest and most diverse countries.

The complex, unpredictable, and fluid political environment makes operating in Sudan more challenging than in other federations. Within the constantly shifting political sands of Sudan, the Forum has been working since 2005 to help Sudan set up a federal system as agreed to in the Comprehensive Peace Agreement of 2005, which ended a 25-year civil war between the North and South.

The Forum significantly increased its impact in Sudan this fiscal year when it set up two field offices and staffed them with full-time teams – one in Khartoum led by program consultant Mai Taurig and one in Juba in the South, led by Jada Modi Albert.

O u r F e d e r a l Governance and Peace program takes a broad approach to supporting

Sudan's fragile transition process by working with a wide range of leaders in academia, government (North and South), elected officials, civil society, political parties and media.

At every turn we encounter Sudanese who are committed to exploring federal solutions to the country's needs and challenges from the marginalized communities of the east, north, south and west, and in the power center of Khartoum.

In the semi-autonomous South, which is rebuilding from the ground up after decades of devastating conflict, the humid, sub-tropical operating environment is compounded by a large presence of donors, development organizations, and their 4x4 vehicles, sometimes overwhelming the new government's capacity to absorb the international goodwill. Being a relatively small, niche player, however, the Forum has been well received and is increasingly making inroads as the go-to resource for decision makers seeking information on how other federal countries handle wealth- and power-sharing.

During the past year, the Forum led two comprehensive "Federalism 101" introductory trainings for faculty from Sudan's major universities across the country. These sessions have resulted in a tangible increase in the community of Sudanese academics with a strong and deeper understanding of federalism. Participants from these trainings return to their classrooms and their communities to talk about the role of federalism as a tool in managing conflict and promoting unity through diversity. Several universities have begun adding

courses on federalism to their curriculum, as well as putting federalism topics on many a course syllabus.

In both the North and South, our fiscal federalism program has had the effect of generating consensus among the center and state actors on how taxing, spending and regulatory functions should be allocated, and to which tiers of government. Participants talk about how intergovernmental transfers can be structured in order to bridge a yawning funding gap. More and more are beginning to speak the language of fiscal federalism, and its benefits in improving much-needed service delivery in the health, education, and public utility sectors.

One very satisfying outcome of the project has been our continuing relationships with several of the academic graduates. For example, Abraham Matok, an economics teacher at Rumbek University, has become a local expert and has enriched the fiscal federalism workshops with first-hand knowledge of the Sudanese experience.

Our work here is noticed and we are constantly impressed

The Forum has been working in Sudan, where it has been sending a variety of experts since 2005. It opened two field offices in Sudan in 2009–10, along with its field offices in Abuja, Nigeria; Addis Ababa, Ethiopia; and Kathmandu, Nepal. This write-up is from our Sudan-based program manager, Todd Dusenbery, who shares a sense of our work in Sudan and its impact.

by the level of press attention our work is generating. Just last quarter, we were mentioned in over 30 local newspaper articles, radio programs, television news shows and website postings across the nation.

There is an apparent insatiable appetite among journalists and their audiences for information about federalism. To feed that hunger, and as a part of our public outreach activities, we produced a 2010 desk calendar in both English and Arabic with the German-based Frederick Ebert Foundation. Interspersed throughout the calendar is basic, explanatory information on federalism, with colorful artwork and cartoons, engaging interviews and photos of Sudanese.

Thousands of copies were distributed in Khartoum and Juba, and to all of the 24 states in Sudan, serving as a daily reminder of the role of federalism, and of the Forum, to Sudan's peace and nation-building process

Clearly, if the peace process holds through to the end of the transition period, much more will need to be done to implement democratic federalism in Sudan. A decisive "yes" or "no" referendum on separation in the South is scheduled for January 2011. Whether the South votes for unity or separation, federalism will remain a key factor in future governance options, just as it should remain a priority for donors and others pursuing a sustainable peace for Sudan.

Governing Capital Cities

In its first 10 years, the Forum has made its mark globally as a knowledge-based learning organization, publishing a wide range of authoritative books, booklets, and papers, many of which show the various ways that different federal countries went about solving similar problems.

Its largest body of work is the *Global Dialogue on Federalism* series, which has generated six books and eight booklets since the first volume was printed and listed for sale in February 2005 by the publisher McGill-Queen's University Press.

That landmark series will wrap up early in 2011 when a total of nine books and nine booklets carrying the Global Dialogue banner will have been published.

Global Dialogue's successor is the *Thematic Issues in Federalism* series which flows from the Forum's thematic programs. While Global Dialogue dealt with structural issues, thematic books will be more policy oriented.

The first book in the new Thematic Issues series, titled *Finance and Governance of Capital Cities in Federal Systems*, was published in November 2009. It examines 11 federal countries and provides an overview of the countries' fiscal arrangements, institutions, the responsibilities of the cities and how they are funded.

The 342-page book was edited by Rupak Chattopadhyay, the Forum's vice-president of Governance; and Enid Slack, the director of the University's of Toronto's Institute on Municipal Finance and Governance at the Munk Centre for International Studies.

The idea for this book evolved out of the Fourth International Conference on Federalism, held by the Forum and the Government of India in 2007 in New Delhi, and the Forum's work on the Global Dialogue book titled *Local Government and Metropolitan Regions in Federal Systems*.

Local government happened to be a theme at the 07 International Conference, a theme which was rooted in the Forum's longstanding Global Dialogue program. The capital cities theme gained traction in New Delhi when Ms. Sheila Dixit, the chief minister of Delhi, suggested that the issue of capital cities be examined at the conference through the prism of their governing structures, their roles, responsibilities and financial resources.

Following the conference, it was obvious that with the Forum's unique knowledge on local government and on capital cities, it ought to do a book – which it did in short order.

The work has been warmly received. The book was launched in India in December 2009. At that launch, India's Minister for Health and Welfare for the Delhi Government, Prof. Kiran Walia, said that the book will serve as valuable ref-



The Forum's stock in trade is mutual learning. The knowledge shared at our learning events is based in large part on the many books, papers and videos the Forum has put out in the last 10 years. The following is an account of how our most recent book on Capital Cities came to be published, and the inroads it has made since it came out.

erence material for the Delhi government when it holds talks with the central government on greater financial and policy autonomy for the state of Delhi.

At its Australian launch last December, Anthony Albanese, Australia's federal minister of Infrastructure, Transport, Regional Development and Local Government, called the work an important contribution that will afford Australian practitioners the opportunity to learn from other federal countries.

A roundtable held in Toronto on Feb. 11, 2010, at the Institute of Municipal Finance at the Munk Centre, drew about 40 participants, mainly from the City of Toronto and the Ontario Government.

Roundtables based on the findings of the book are planned for Ottawa, Brussels, Mexico City and Washington D.C. in the coming year. More significantly, there has been demand for the book and follow-up work in countries where the Forum runs development assistance programs, and the Forum plans to bring the book into its work in Nepal and Pakistan.

In December 2009, the Major Cities Unit of Infrastructure Australia hosted an international roundtable in Sydney on metropolitan governance as part of a joint project with the Forum of Federations and the Australian Centre of Excellence on Local Government.

The work of this roundtable is expected to contribute to the formulation of a national urban policy by the Australian government's Major Cities Unit. Findings from this project were also presented at the World Urban Forum in Rio in March 2010. A follow-up is planned in Brisbane in August 2010.

The book has had real impact, so much so that the Forum's work on this subject is expected to spawn yet another volume, one that will compare fragmented regions in different countries.

Other publications planned for the Thematic series include *Managing Environmental Assessment in OECD Federations*, *Oil and Gas in Federal Countries*, *Benchmarking in Federal Regimes*, *Immigrant Integration in OECD Federations and Internal Market Integration in Federations*, *Governing Fragmented Metropolitan Areas in Federal Systems* and *Subnational Tax Autonomy in OECD Countries*.

FINANCIAL INFORMATION

Finance and Operations

Behind all of the Forum's programs and activities is the Finance and Operations division which includes human resources, information technology systems, accounting and budgeting support.

In 2009-2010 the Forum underwent its annual audit of financial statements, an audit for the Swiss Government on Nepal funding and a financial compliance audit on Sudan funding requested by the Canadian Department of Foreign Affairs and International Trade. The Value-For-Money-Audit, required by the Government of Canada on Grant funding, was delivered.

The Forum continued to integrate Results-Based Management (RBM) methodology into all of its systems. This is an approach that focuses on decision making, transparency and accountability by clearly identifying desired outcomes, implementing performance measurement and reporting on performance.

The department switched to a new RBM accounting structure in April 2009 - expenses can now be identified by output and activity. The RBM Program module in the integrated management software (GYST) was completed in preparation for roll-out in 2010-11.

The Forum also opened field offices in Nepal and Pakistan. To improve monitoring, planning and reporting of development assistance funding, financial staff were hired in Sudan, Ethiopia, Nigeria and Nepal. Policy guidelines and contract templates for overseas operations were finalized and will be used as the basis for development of country-specific policy manuals.

Total Value of Project Funding

Total Cost of Programs in 2009-2010

Cost of Programs 2009-2010	Forum Cash			Total	In Kind	Spent by Others	Total
	Canada Grant	Other Partners	Contracts				
Internationalization	252,867	39,086	-	291,953	-	-	291,953
Development Assistance	415,859	-	2,722,653	3,138,512	265,000	-	3,403,512
Governance	1,799,813	356,853	20,018	2,176,684	556,102	322,000	3,054,786
Public Information	594,308	26,483	-	620,791	19,080	-	639,871
Operations (inc. Board)	687,153	94,993	-	782,146	-	-	782,146
Total	3,750,000	517,415	2,742,671	7,010,086	840,182	322,000	8,172,268

Statement of
Revenue and Expenses
year ended March 31st, 2010

Reproduced from the audited 2009-2010 financial statements.

	2010	2009
Revenue		
Department of Foreign Affairs and International Trade		
Long-Term Fund	\$ 3,699,210	\$ 3,932,049
Projects	1,522,504	408,659
Canadian contribution	50,790	63,010
Other foreign country contributions	368,433	334,399
Canadian International Development Agency (CIDA)	-	383,280
Federal Republic of Germany	467,482	-
Government of Norway Project	-	2,547
Government of Switzerland Project	737,620	440,293
German Technical Cooperation	-	193,085
Government of the United Kingdom Project	346,234	-
Other projects	28,300	61,123
Interest	4,382	9,160
Other income	57,572	25,246
Foreign exchange gain (loss)	(157,474)	79,920
	\$7,125,053	\$5,932,771
Expenses		
Advertising and promotion	11,486	1,328
Consultants	59,569	133,074
Grants and Honorariums	40,620	40,000
Leased equipment	5,796	5,432
Memberships and subscriptions	922	-
Office and general	86,598	53,590
Printing and publications	1,420	1,587
Professional fees	69,241	38,488
Projects (Schedule)	5,837,602	4,618,750
Rent	207,442	185,785
Salaries and benefits	532,268	535,229
Telephone and internet	24,520	20,474
Translation services	672	-
Travel	90,177	53,570
	6,968,333	5,687,307
Excess (deficiency) of revenue over expenses before the undernoted	156,720	245,464
Amortization of deferred contributions for capital assets	8,471	10,637
Amortization of capital assets	(49,890)	(86,905)
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	\$115,301	\$169,196

Statement of
Financial Position
as at March 31st, 2010

	2010	2009
CURRENT ASSETS		
Cash	\$1,338,967	\$1,239,570
Accounts receivable	305,328	329,472
Investments	945,966	616,778
Investments - restricted	2,800,000	3,400,000
Prepaid expenses	31,200	14,599
Program advances	266,348	38,641
	5,687,809	5,639,060
CAPITAL ASSETS		
INVESTMENTS - RESTRICTED	111,540	150,830
	1,789,429	4,774,363
	\$7,588,778	\$10,564,253
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$832,637	\$625,733
Deferred contributions	997,299	701,564
Deferred contributions - Long-Term Fund	2,800,000	3,400,000
	4,629,926	4,727,297
DEFERRED CONTRIBUTIONS FOR CAPITAL ASSETS	33,425	41,896
DEFERRED CONTRIBUTIONS - LONG-TERM FUND	1,789,429	4,774,363
	6,452,780	9,543,556
CONTINGENT LIABILITY		
NET ASSETS		
Invested in capital assets	78,115	108,934
Unrestricted	1,057,883	911,763
	1,135,998	1,020,697
	\$ 7,588,778	\$ 10,564,253

Liaison and Major Local Partners

The Forum works with its liaison partners and major local partners to develop and define international and country-specific programs.

International

Comparative Federalism and Federation Research Committee of the International Political Science Association (IPSA), Magdeburg, 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

Academia Nacional de Derecho y Ciencias Sociales de Córdoba
Institute of Federalism of the National Academy of Law and Social Sciences of Córdoba, Córdoba

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

Pakistan

Centre for Civic Education (CCE), Islamabad

South Africa

Community Law Centre
University of the Western Cape, Bellville

Spain

El Centro de Estudios Políticos y Constitucionales
Centre for Constitutional and Political Studies, Madrid

Institut d'Estudis Autònoms
Institute of Autonomous Studies, Barcelona

Instituto de Derecho Público Comparado
Institute of Comparative Public Law
Universidad Carlos III de Madrid, Madrid

Fundación Giménez Abad de Estudios Parlamentarios y del Estado Autónomo
Gimenez Abad Foundation for the Study of Parliaments and Autonomous Studies
Cortes de Aragon (Parliament of Aragon), Zaragoza

Sri Lanka

Centre for Policy Alternatives, Colombo
Institute for Constitutional Studies, 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

Forum Activities

The Forum held 80 program events in 22 countries in 2009-10. To read the report of any event, go to www.forumfed.org, click on the Events tab and search by country and date.

May 6-9, 2009	Forum discusses plans for fiscal federalism education with Nigerian officials - Abuja, Nigeria
May 8, 2009	Civil society organizations map out Nepal's transition to a federation - Kathmandu, Nepal
May 10-11, 2009	Forum Vice-President explains financing of federal capitals at Commonwealth event - Freeport, Bahamas
May 15, 2009	Canadian officials learn how federal countries accommodate diversity - Ottawa, Canada
Jun. 20 - Jul. 2, 2009	Sudanese scholars explore federalism during two-week Forum course - Khartoum, Sudan
Jun. 22, 2009	European Union officials share new ways of co-operation at Forum roundtable - Brussels, Belgium
Jun. 22-25, 2009	Forum delivers four-day training on fiscal federalism in Sudan - Khartoum, Sudan
Jun. 25, 2009	Forum roundtable analyzes Brazil's regional disparities - Brasilia, Brazil
Jul. 7-9, 2009	Forum hosts roundtable on constitutional reform in Nigeria - Abuja, Nigeria
Jul. 31, 2009	Forum trains Nepali teachers to teach federalism in high schools - Kathmandu, Nepal
Sep. 3, 2009	Indians find lessons from eight years of Forum's Global Dialogue on Federalism - New Delhi, India
Sep. 4, 2009	Roundtable finds effects of families and interest groups on India's political parties - Bangalore, India
Sep. 8-10, 2009	Forum hosts Montreal meeting on indigenous land title systems - Montreal, Canada
Sep. 13-16, 2009	Laying the groundwork for a new Nepal - Kathmandu, Nepal
Sep. 14-15, 2009	Governments show how to share responsibility for environmental assessment - Ottawa, Canada
Sep. 16, 2009	Panel discussion launches Forum's English-Nepali glossary of federalism terms - Kathmandu, Nepal
Sep. 22-24, 2009	Forum holds Foundations of Fiscal Federalism course - Juba, Sudan
Sep. 27-30, 2009	Forum gives Foundations of Fiscal Federalism course - Khartoum, Sudan
Oct. 1, 2009	Conference learns how governments in federal countries co-operate - Seville, Spain
Oct.3-7,2009	Forum hosts fiscal federalism workshops in Sudan - Khartoum, Sudan
Oct. 13, 2009	Federalism dialogue begins at critical moment for Pakistan's federal reforms - Islamabad, Pakistan
Oct. 16, 2009	Role of South Africa's provinces debated for service delivery and democracy - Belleville, South Africa
Oct, 21, 2009	Forum president speaks at Privy Council Office on the global economic crisis - Ottawa, Canada
Oct. 26-27, 2009	Conference convened on the new fiscal federalism in Spain - Zaragoza, Spain
Oct. 26 - Nov. 13, 2009	Network on fiscal federalism founded in Nigeria - Abuja, Nigeria
Oct. 29, 2009	Federal-state relations under pressure in Malaysia - Penang, Malaysia
Oct. 30, 2009	Forum roundtable suggests ways of enhancing the Belgian federation - Brussels, Belgium
Oct. 30 - Nov. 1, 2009	Forum roundtable on the practice of sound intergovernmental relations - Delhi, India
Nov. 3-7, 2009	World expert provides advice to framers of Nepal's new constitution - Kathmandu, Nepal
Nov. 4, 2009	Australians debate need for change in federal system at Forum roundtable - Australia
Nov. 6, 2009	Forum roundtable debates place of 'political culture' in Canadian politics - Ottawa, Canada
Nov. 6, 2009	Forum roundtable analyzes role of political parties in the U.S. - Conway, Arkansas, USA
Nov. 7-8, 2009	Forum President introduces federal ideas at Chinese university - Shanghai, China
Nov. 9, 2009	Information-sharing for North American public security - Washington D.C., USA
Nov. 9-13, 2009	Network on fiscal federalism founded in Nigeria, Abuja, Nigeria
Nov. 11-28, 2009	Europe provides rich research material for Forum benchmarking study - Paris, Brussels & Gütersloh
Nov. 17-19, 2009	International seminar examines 120 years of the Brazilian federation - Brasilia, Brazil
Nov. 19, 2009	Forum roundtable on civil society and political parties in Nigeria - Abuja, Nigeria
Nov. 23 - Dec. 4, 2009	Nepali officials attend an intensive federalism course in India - New Delhi, India
Nov. 25, 2009	Forum expert shares Australian responses to economic crisis - Gütersloh, Germany
Nov. 25-27, 2009	Forum workshop explores dimensions of ethnic federalism in Nepal - Kathmandu, Nepal

Nov. 27, 2009	Forum roundtable on German political parties - Berlin, Germany
Nov. 30, 2009	Swiss federal and cantonal political parties hardly interact: Forum roundtable - Bern, Switzerland
Dec. 4, 2009	Forum seminar on financing and government of capital cities held in India - Delhi, India
Dec. 4, 2009	Canadians learn how South Africa recognizes role of traditional governance - Ottawa, Canada
Dec. 7-17, 2009	Sudanese academics heighten their federalism knowledge - Khartoum, Sudan
Dec. 13, 2009	Australian roundtable focuses on fragmented metropolitan regions - Sydney, Australia
Dec. 14-17, 2009	Sudanese academics gain knowledge on how to make lasting peace - Khartoum, Sudan
Dec. 16, 2009	Sudanese learn from other federal countries at Forum dialogue - Khartoum, Sudan
Dec. 24-31, 2009	Workshops launch Forum's federalism program in Pakistan - Paktoonkhwa, Pakistan
Jan. 15-17, 2010	Writers of Nepal's new constitution learn from Forum's international experts - Kathmandu, Nepal
Feb. 1, 2010	Forum workshop addresses internal market barriers and Integration - Toronto, Canada
Feb. 4-10, 2010	Trainings for political parties held by Forum prior to Sudanese elections - Khartoum, Sudan
Feb. 6-13, 2010	Forum lends expertise to decades-old stalemate in Cyprus - Limmasol, Famagusta & Nicosia, Cyprus
Feb. 11, 2010	Capitals of federal countries must satisfy special needs: Forum roundtable - Toronto, Canada
Feb. 12, 2010	Mexico's democratization linked to its federal system: Forum roundtable - Mexico City, Mexico
Feb. 18-19, 2010	Forum experts share knowledge around the federalizing process in Italy - Rome, Italy
Feb. 19, 2010	Forum roundtable examines Spain's struggle over decentralization - Barcelona, Spain
Feb. 22, 2010	Workshop analyzes immigration to multilingual federations - Berlin, Germany
Feb. 24, 2010	Sindh Policy Advisory Group meets to recommend changes to federal system - Karachi, Pakistan
Feb. 24-25, 2010	Immigrant integration: Forum collaborates with Swiss Federal Office for Migration - Bern, Switzerland
Feb. 25, 2010	Forum seminar explains how Spain enables regions to set their own tax rates - Madrid, Spain
Feb. 26-28, 2010	Forum holds fiscal federalism training in Sudan - Juba, Sudan
Mar. 1, 2010	Forum's Dr. Vijay Kelkar explains the recent evolution of Indian federalism - Ottawa, Canada
Mar. 3, 2010	Forum and World Bank co-organize conference on oil and gas in federal countries - Washington, D.C. USA
Mar. 3, 2010	Federal take-over of health system in Australia upsets the states - Ottawa, Canada
Mar. 5, 2010	Balochistan Policy Advisory Group suggests changes to Pakistan's federal system - Quetta, Pakistan
Mar. 7-12, 2010	Course on governmental transfers offered to state and federal fiscal officials - Khartoum, Sudan
Mar. 10, 2010	National advisory group calls for restoring powers to Pakistan's parliament - Lahore, Pakistan
Mar. 11, 2010	Forum event helps to map out conflict management project in Ethiopia - Addis Ababa, Ethiopia
Mar. 16, 2010	Northwest Frontier Province Advisory Group calls for constitutional reforms - Peshawar, Pakistan
Mar 17, 2010	Mexicans tackle climate change by first improving intergovernmental relations - San Luis Potosi, Mexico
Mar. 19, 2010	Forum workshop examines ways for India to face internal security challenges - New Delhi, India
Mar. 19, 2010	Climate change programs of Mexico City now copied by other Mexican towns - Mexico City, Mexico
Mar. 21, 2010	Forum President speaks to Ethiopians on natural resources in federations - Addis Ababa, Ethiopia
Mar. 22 - Apr. 2, 2010	Forum expert advises Nepalis on how federal constitutions can be drafted - Kathmandu, Nepal
Mar. 24, 2010	Forum organizes event on urban regions combating fragmentation and poverty - Rio de Janeiro, Brazil
Mar. 25, 2010	Forum works with Senate of Mexico on issues of state and local governments - Mexico City, Mexico
Mar. 26, 2010	Forum participants learn how immigrants choose new languages - Barcelona, Spain
Mar. 30, 2010	Forum participants seek end of economic crisis for federations - La Plata, Argentina



Forum of Federations

THE GLOBAL NETWORK ON FEDERALISM

325 Dalhousie Street, Suite 700
Ottawa, Ontario Canada K1N 7G2
Tel.: +1 613-244-3360
Fax.: +1 613-244-3372
forum@forumfed.org
www.forumfed.org