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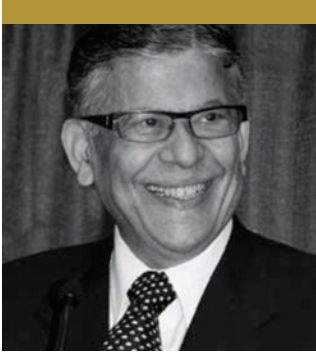
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## Chairman's Message

It is my privilege as Chairman of the Forum of Federations to present you with the organization's annual report for 2011-12. Since last year the Forum has undergone an extraordinary transition under challenging circumstances. I am pleased to note that despite a major restructuring last year, the Forum remains a vibrant organization and has continued a breadth of programming in about 20 countries. This continuing transition and confidence is due in large part to the support of the Forum's partner governments which showed their strong commitment to the organization through this crisis by their increased financial support. Indeed, the Forum continues to grow as a part of this transition and is pleased to welcome Pakistan as the Forum's tenth partner country.

During the year, the Forum launched new program initiatives in the areas of benchmarking, joint service delivery and judicial systems. With democratization sweeping away entrenched dictatorships around the globe, the Forum stands poised to enter a new era of programming. Driven by the need to address regional inequality, or empower the rights of ethnic minorities, many of these countries are likely to establish institutions which share power. The Forum has also broadened its mandate to include work in the area of multi level governance; this is a natural inclusion in the work of the Forum and an important extension into countries that are striving towards greater decentralization of its governance institutions and intergovernmental relations. Even if they don't emerge as federations, the institutional architecture that they adopt is likely to bear resemblance to that of other federal or devolved countries. The Forum has a lot of experience to offer on devolution and decentralization in democratizing countries. Through the sharing of experiences in governance it is possible and evident that positive change can be influenced through shared learning. As the Forum continues its important work, I am proud to say that the Forum is increasingly playing a pivotal role in an ever changing world.

I thank our partner governments for making the work of the Forum possible and our dedicated staff for delivering such high quality results.

A handwritten signature in blue ink, appearing to read 'Vijay Kelkar'. The signature is stylized and fluid, with a long horizontal stroke at the end.

**Vijay Kelkar**  
Chairman, Forum of Federations



## President's Message

The year 2011-12 was the first year of operations for the restructured organization. I am pleased to note that despite this the Forum has continued to maintain a high tempo of programming and publications output. Continued support from Canada in 2011-12 and increased support made available by partner governments have allowed the Forum to continue with a substantive portfolio of programming. Efficiencies achieved in overhead and staffing costs during 2011-12 have allowed the Forum to carry out a very large number of program activities relative to its size.

During the last two fiscal years there has been integration between governance and global programs and in 2011-12, closer integration between core and DAP programs has resulted in greater synergies with regard to staffing, program development and delivery. During 2010-11, the Forum organized 81 activities, during the current fiscal year 2011-12 the Forum organized 56 activities. This represents 70% productivity with a staff complement which is 40% of what it was in 2010-11. However, in light of sweeping political changes across North Africa and the Middle-East, the Forum has been approached by a number of newly democratizing countries for expertise on multi-level governance. Last year, the Board of Directors mandated the Forum to expand the scope to its work to provide expertise on various forms of multi-level government, and not just federalism. We therefore expect that in the coming year, the Forum will launch programs in a number of these countries.

It is with great pleasure that we welcome Pakistan onboard as the Forum's tenth partner country. The Forum has been active in support of Pakistan's program of democratization and devolution since 2009. I have no doubt that the partnership will be mutually beneficial in the years to come.

I would like to thank the Board for its support in helping the organization through its transition. The Forum's dedicated team has done a remarkable job of cultivating strong relationships with our partners while managing programs across the globe. I believe that the organization is now well positioned to move ahead in the coming years.

A handwritten signature in black ink, appearing to read 'Rupak Chattopadhyay'.

**Rupak Chattopadhyay**  
President and CEO, Forum of Federations

## Board of Directors



Vijay Kelkar (Chair)

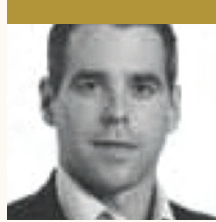


Former Chairman  
of India's Finance  
Commission

Ajoy Acharya



Secretary,  
Inter-State Council of the  
Government of India



Alexander Alvaro



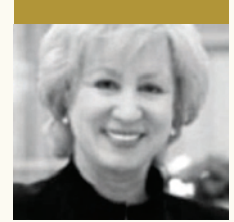
Member of the  
European Parliament



Ken Boessenkool



Executive Fellow at the  
School of Public Policy at the  
University of Calgary and  
Senior Counsel at GCI Canada



Kim Campbell



Former Prime  
Minister of Canada



John de Chastelain



Former Chief of the  
Defence Staff



Walter Fust



Former Director-General  
of the Swiss Agency for  
Development and  
Cooperation



Ramón Galindo Noriega



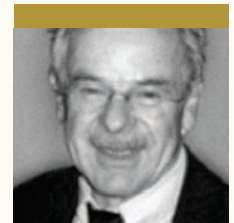
Senator of the United  
States of Mexico



Julius Ihonvbere



Former Special Advisor to  
the President of Nigeria  
and a member of the  
Technical Committee on  
the Niger Delta



Wolf Linder



Professor, Institute of  
Political Science of the  
University of Bern in  
Switzerland



Georg Milbradt



Former Minister-President,  
Free State of Saxony



Vicente Carlos  
y Plá Trevas



Advisor to the  
Presidency of Brazil's Caixa  
Econômica Federal



Johanne Poirier



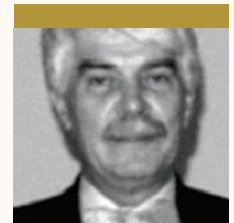
Professor of Law  
at the *Université  
Libre de Bruxelles*



Abay Tsehaye



National Security  
Advisor (Minister)  
to the Prime Minister



Roger Wilkins



Secretary of the  
Attorney General's  
Department, Australia







The Forum of Federations has continued to maintain a high volume of programming and publications output.



# Governance Programs

**In 2011-12, the Forum's governance programs remained thematic in orientation. We made sure that the selected themes were of relevance for the Forum partner countries. The continued work in the thematic areas allowed the Forum to build in-depth knowledge and substantive capacity in a number of public policy areas. On a number of occasions, spin-offs from the thematic projects were of relevance to the Forum's development assistance work.**

## Benchmarking in Federal Systems

This program was initiated in 2009 with the aim of generating comparative knowledge on the experiences of federal systems in introducing benchmarking methods in policies executed by constituent units as a way to foster learning and to improve performance. It focuses on the implications of using benchmarking as an alternative to controls tied to fiscal transfers and on the politics of benchmarking – how to put it in place and make it work. The program has been lead by Prof. Alan Fenna (John Curtin Institute of Public Policy, Curtin University, Western Australia). The Forum organized a roundtable on benchmarking in Toronto in May 2011 in cooperation with the Mowat Centre. Earlier events had been held in Australia, Germany and Switzerland.

The Forum also held a two-day conference on Public Service Benchmarking under Localism and Federalism in February 2012 in London, United Kingdom. The event formed part of a knowledge exchange program, run by the Forum and the Cardiff Business School, funded by a research grant from the Economic and Social Research Council of the United Kingdom. The objective of the conference was to share experiences between central-local government exercises in the UK and federal-constituent unit governments in federal countries. The conference demonstrated that there are a lot of commonalities between benchmarking in federal countries and in unitary states, in terms of questions being asked, the problems faced, and the approaches adopted.

## Courts and Judicial Systems in Federations

This new program, supported by the Government of Quebec, explores the role of judicial power in relation to federalism. It examines and compares the role and functions of judicial systems within federations as transformative institutions and arbiters.

The Forum held two roundtables under this program in March 2012 in Montreal, composed of an international and a Canadian roundtable. The international roundtable presented for discussion the preliminary findings of the experiences and challenges of the 13 federal countries covered within the scope of this project: Australia, Belgium, Brazil, Canada, Ethiopia, Germany, India, Mexico, Nigeria, South Africa, Spain, Switzerland and the United States. The Canadian roundtable assembled some of Canada's leading experts, practitioners and scholars on the subject to debate Canada's courts and judicial system. The objective for both roundtables was to share experiences and identify good practices.

The findings from this project will culminate in an edited volume "Courts in Federal Countries: Federalists or Unitarists?" due for release in 2013. The editors for the volume are John Kincaid (Meyner Center for the Study of State and Local Government, Lafayette College) and Nicholas Aroney (TC Beirne School of Law, University of Queensland).

## Environmental Governance in Federal Regimes

This program brings together practitioners and scholars from a number of countries to improve the design and implementation of green policies in the context of multi-level governance.

In India, in cooperation with the Ministry of Environment and Forests of the Government of India and the World Bank, the Forum works on a joint program addressing both the vulnerability of subnational units to climate change and incentives for subnational units to integrate environmental concerns into their policy planning framework. A conference in New Delhi in December 2011 aimed to better understand and share best practices on green policy design and implementation. Scholars and practitioners from Australia, Brazil, Canada, EU, Germany, Mexico, Switzerland and South Africa came together to explore themes such as the design and

implementation of environmental policy; the role of green federalism in accelerating sustainable development; incentivising improved regulatory coordination and environmental performance across and between levels of jurisdiction; or the role of local governments in the development of natural resources.

The Forum continues its work with Mexican states on the development of climate change policies involving state governments from the North, Central and Southern regions of the country. The following events have been organized in the framework of this cooperation:

In August 2011, the Forum and the Mexican Ministry of the Interior held the fourth and fifth state-level workshops in a three year series that have focused on the climate change planning of subnational governments. These workshops took place in Aguascalientes and Guanajuato, and focused on how states and provinces have worked to develop climate change policies to complement federal actions in this area. International experts from Canada and the United States discussed practices of how to 1) include sub-national governments in national climate change planning strategies and 2) work with fellow sub-national governments to create regional action plans. Local partners included the Federal Department of the Environment, State Secretaries of Ecology and the Mexican office of ICLEI (International Council of Local Environmental Initiatives).

A National Forum on Municipal Climate Change Action Plans in Mexico was organized by Mexico's Senate Commission on Local Government, in partnership with the Forum, the Embassy of the United Kingdom in Mexico, and ICLEI. The objective of the February 2012, workshop was to discuss policies that Mexico's local governments can implement in order to mitigate and adapt to climate change. In addition to specific local government policies that will be introduced, the workshop also included an information session by the National Institute of Ecology, on specific federal funding and capacity building support that is being made available to state and municipal governments in Mexico.

### Fiscal Federalism

- The Forum and the Fiscal Forum of the Brazilian States (FFBS) hosted a mission of 20 Finance ministers from Brazilian states, senior delegates from the finance ministry of the states and other federal government representatives in Canada in October 2011. The delegates learned about Canada's federal structure and

fiscal federalism arrangements, including how these are organized in the provinces of Ontario, Quebec and Nunavut. They also learned about federal provincial relations, federal transfers – equalization, taxation policy, and general excise and gst/hst rulings.

- In November 2011, the Forum contributed two Argentine experts to the International Conference on Local Governance, held in Ciudad Juarez, Mexico. Organized by the Mexican Senate Commission on Local Government and the Latin American Parliament (Parlatino), the Forum panel focused on the fiscal relationships of Argentine municipalities, and how they contrast with those of local governments in Mexico.
- A workshop in India examined the use of subnational tax powers in federal non-OECD countries. Held in New Delhi in December 2011 in cooperation with the National Institute of Public Finance and Policy, this event looked at the experiences of Argentina, Brazil, India, Nigeria and Pakistan in using the tax rate setting powers in the case of the personal income tax.
- Mexico's Senate Commission on Local Government and the Forum held a workshop on local government finance in March 2012. This workshop examined financing tools that local governments can employ in order to raise own-source revenues for local development projects. International experts from Argentina, Canada and India joined over thirty Mexican practitioners to discuss how municipal governments can better use existing fiscal policies to finance local development. Recognizing that local governments in many federations are looking to expand their revenue options, particularly in the areas of taxation, this workshop focused on how local governments could work within current structures to raise much needed revenues for public works.

### Health Care and Federalism

This new 2-year comparative program, developed in partnership with the Harvard School of Public Health, examines the division of responsibilities, funding mechanisms and means of cooperation between levels of government to ensure equity, access, quality and efficiency of health care in federal systems. The overall objective of the program is to generate a comparative analysis of the management of healthcare in federal systems, the synthesis of which will support practitioners in their management of this sector.

A publication on the matter will serve as an educational tool to inform and assist policy and decision makers.

An authors' workshop to develop the guidelines for the project was held in March 2012. The lead experts for the project are Greg Marchildon (Canada Research Chair in Public Policy and Economic History, University of Regina) and Thomas Bossert (Director, International Health Systems Program, Harvard School of Public Health). The project covers the following countries: Nigeria, Switzerland, Germany, Mexico, Spain, South Africa, Brazil, and India.

### Immigrant Integration in Federal Systems

This Forum program, started in 2009 and lead by Leslie Seidle from the Forum and Christian Joppke of the American University of Paris, is a comparative study of policies and programs for immigrant integration viewed from the perspective of federalism. It examines the variations in immigrant integration policies and in the pattern of responsibility among the different orders of government within seven federations: Canada, the United States, Australia, Germany, Switzerland, Belgium and Spain. It also explores the degree to which policies and responsibilities have changed as the issue of immigrant integration has risen on the public agenda during the past decade.

As part of this program, two major events were held this fiscal year:

- A seminar on "Immigrant Integration in Federal Systems: A Comparative Perspective and Recent Trends from Spain" held in Saragossa, Spain in November 2011 in cooperation with Manuel Gimenez Abad Foundation.
- A conference on "Immigrant Integration and Multi-level Governance: Exploring the Issues" in Berlin, Germany in February 2012 in cooperation with the Research Unit of the Expert Council of German Foundations on Integration and Migration.

As part of this thematic project, the Forum has organized a session at the State of the Federation conference, an annual event sponsored by the Institute of Intergovernmental Relations, Queen's University held in December, 2011 in Kingston, Canada.

### Joint Service Delivery

Citizen expectations of accessible and timely service and search for cost savings have been key drivers behind moves to integrate services. This comparative project, initiated in 2010, examines the current status and future directions of joint delivery of public services in federal and quasi-federal countries, with a focus on initiatives involving the federal (or national) and subnational levels of government. To spearhead the project, the Forum commissioned Tony Dean (former Cabinet Secretary, Government of Ontario) and Marie Boutilier (University of Toronto) to prepare a background report covering experiences in Canada, Australia, Germany and the United Kingdom. The report was presented and discussed at a roundtable on "Joint Service Delivery in Canada and other Federations" held in Ottawa in October 2011.

### Local and Metropolitan Governance

The comparative study of the structures and operation of local government has been a major theme at the Forum from the very beginning. The Forum worked closely with the agencies in partner countries such as National Confederation of Brazilian Municipalities, the Secretariat of Federative Affairs of the Brazilian Presidency, Ministry of Cities of Brazil, the Indian Ministries of Panchayati Raj and Ministry of Urban development, Mexico's National Institute for Federalism and Municipal Development, the Mexican Senate Commission on Federalism and Municipal Development, the Major Cities Unit of Infrastructure Australia, the Australian Centre of Excellence on Local Government, and the German Association of Cities and Towns among others to create a network of expertise on the operation of local governments in federal systems.

The activities held along the year emanated from the Forum's program on this theme:

- A conference with the Committee of the Regions of the EU on "Governance of Metropolitan Regions in Federal Countries" held in Brussels, Belgium in June, 2011. The conclusions of this event informed the deliberations at the Committee of the Regions summit in March 2012 in Copenhagen and the papers presented were published jointly by the Forum and the Committee of the Regions in February 2012.
- A national workshop on Islamabad as Pakistan's capital city was held in December 2011, as part of the Forum's development assistance programs there.

- In partnership with the Secretariat of Institutional Relations of the Brazilian Presidency the Forum held a colloquium on the “National minimum criteria for the creation, merger and dissolution of municipalities” in Brasilia, Brazil in September 2011. The conference contributed to the federal debate for amendments to the Brazilian Constitution which regulates the creation, consolidation, merger and dissolution of municipalities.
- In cooperation with the Mexican Interior Ministry, the Forum organized a panel on metropolitan governance as part of the annual “Desde Lo Local” conference on decentralization, held in October 2011 in Hermosillo, Sonora. The day prior to this panel presentation, the three Forum experts were featured in a workshop on the same topic, held at the Mexican Senate in Mexico City.
- In October 2011, the Forum has submitted a discussion paper to the Expert Panel on the question of the recognition of Local Government in the Constitution of Australia, authored by Nico Steytler, Community Law Centre, Cape Town (South Africa). This paper is based on the Forum’s Global Dialogue Theme 6 “Local Government and Metropolitan Regions in Federal Systems”. The commentary offers an international perspective on the issues raised by the Expert Panel in its Public Discussion Paper and represents the personal opinion of the author.
- Also in October 2011, the Forum published “The Unimagined Canadian Capital”, edited by Forum President and CEO Rupak Chattopadhyay and Professor Gilles Paquet, University of Ottawa. The publication is the result of a Forum workshop in Ottawa in February 2011.

## Oil and Gas in Federal Systems

The Forum conducted a three-year project with the aim of collating base-line or scoping information on oil and gas arrangements and issues in eleven federations: Argentina, Australia, Brazil, Canada, India, Malaysia, Mexico, Nigeria, Russia, the United States, and Venezuela. The project included a large conference with the World Bank. A major volume “Oil and Gas in Federal Systems” was published by Oxford University Press in May 2012. Two workshops took place under this program, in Pakistan and Nigeria. The event in Pakistan, organized as part of the program on strengthening federal dialogue in Pakistan and held in cooperation with the Centre for Civic Education explored the policy

choices for Pakistan in relation to the management of oil and gas resources. The conference in Abuja, Nigeria on Oil Revenue, Transparency and Fiscal Federalism was co-sponsored with the Petroleum Club and the Canadian High Commission.

## Public Security in Federal Systems

This program seeks to draw comparative conclusions on innovative modes of intergovernmental and interdepartmental cooperation, based on the analysis of the basic public security challenges of several federations and the federal/intergovernmental context of the public security domain. It is implemented jointly with the Gimenez Abad Foundation (Saragossa, Spain) and will run until 2013. The program brings together public security experts as well as practitioners and federalism scholars and covers the following countries: Brazil, Canada, Germany, India, Mexico, Spain, South Africa, Switzerland, and the United States. Lead expert of the program is Christian Leuprecht, Associate Professor, Department of Political Science and Economics at the Royal Military College of Canada.

The first meeting of this program took place in Ottawa in March 2012 with the aim of defining the scope of the program and discussing preliminary findings. Public security experts from Canada, Mexico, South Africa, Spain and the United States participated in this scoping exercise.



The Forum's partner countries were the focus of the thematic programs in these themes:

- Australia: Benchmarking, Courts and Judicial Systems, Climate Change, Fiscal Federalism, Immigrant Integration, Joint Service Delivery, Metropolitan and Local Governance, Oil and Gas.
- Brazil: Courts and Judicial Systems, Climate Change, Fiscal Federalism, Health Care and Federalism, Metropolitan and Local Governance, Oil and Gas, Public Security.
- Canada: Courts and Judicial Systems, Climate Change, Fiscal Federalism, Immigrant Integration, Joint Service Delivery, Local and Metropolitan Governance, Oil and Gas, Public Security.
- Ethiopia: Courts and Judicial Systems.
- Germany: Benchmarking, Courts and Judicial Systems, Climate Change, Health Care and Federalism, Immigrant Integration, Joint Service Delivery, Metropolitan and Local Governance, Public Security.
- India: Courts and Judicial Systems, Climate Change, Fiscal Federalism, Health Care and Federalism, Metropolitan and Local Governance, Public Security.
- Mexico: Courts and Judicial Systems, Climate Change, Fiscal Federalism, Health Care and Federalism, Metropolitan and Local Governance, Oil and Gas, Public Security.
- Nigeria: Courts and Judicial Systems, Health Care and Federalism, Oil and Gas.

- Pakistan: Local and Metropolitan Governance, Fiscal Federalism, Oil and Gas.

- Switzerland: Benchmarking, Courts and Judicial Systems, Climate Change, Fiscal Federalism, Health Care and Federalism, Immigrant Integration, Public Security.

Non-partner countries were the focus of the Forum's 2011-12 thematic programs in these themes:

- Argentina: Fiscal Federalism, Oil and Gas.
- Belgium: Courts and Judicial Systems, Health Care and Federalism.
- European Union: Climate Change, Fiscal Federalism, Metropolitan and Local Governance.
- Malaysia: Oil and Gas.
- Russia: Oil and Gas.
- South Africa: Courts and Judicial Systems, Climate Change, Health Care and Federalism, Public Security.
- Spain: Courts and Judicial Systems, Health Care and Federalism, Public Security.
- United Kingdom: Benchmarking, Joint Service Delivery.
- United States: Courts and Judicial Systems, Climate Change, Fiscal Federalism, Health Care and Federalism, Oil and Gas, Public Security.
- Venezuela: Oil and Gas.

## Country-specific Activities

In 2011-12, the Forum held some activities specific to certain countries that were not part of the thematic programs. These activities stand alone, responding to specific interests and needs in these countries.

### Canada



The Forum participated in the Great Lakes-St. Lawrence Region Summit, where Forum's President emeritus, George Anderson, chaired a working session and appeared on a panel. This large conference sponsored by the Mowat Centre of the University of Toronto and the Brookings Institute of Washington DC, considered a vision and prospects for the Great Lakes and St. Lawrence region, with a strong focus on co-operation at the state, provincial and municipal levels. There were representatives of Ontario and Quebec as well as seven American states. The conference was held in Windsor, Ontario in June 2011. The subjects covered a range of economic and environmental issues and looked at the experience of cross-border regional cooperation in the Pacific Northwest region of North America and within the European Union. Workshops were held on human capital, transportation, water, trade and border issues, agriculture, innovation, manufacturing, energy (chaired by Mr. Anderson), the blue economy and tourism.

The Forum, in cooperation with the German Embassy in Ottawa organized a by-invitation panel discussion featuring Hannelore Kraft, President of the German Bundesrat and Minister-President of North-Rhine Westphalia; Dr. Jack Jedwab, Executive Director, Association of Canadian Studies, Montreal; Prof. Dr. Sabine Kropp, German University of Administrative Sciences Speyer, Germany; Ms. Salma Siddiqui, Vice President, Circle of Canadians, Ottawa; and Prof. Gilles Paquet, Centre on Governance, University of Ottawa. Discussants debated several issues such as:

- What are the main issues with regard to civic engagement and direct citizen involvement at the various levels of government in Canada or Germany?
- How can these developments be explained?
- How do civic engagement and direct citizen involvement affect political decision making in both countries today?
- How has globalisation affected the process of civic engagement and therefore nature of federalism in both countries?
- What can we learn from each other?

## Brazil



The Forum supported a colloquium on “Decentralized International Cooperation: Legal and Institutional Mechanisms,” organized by the Secretariat of Institutional Relations of the Brazilian Presidency in October 2011 in Brasilia, Brazil.

The colloquium was attended by officials of the Brazilian federal government ministries and agencies, as well as representatives of Brazil’s states and municipalities. Scholars from Brazil, Argentina, Spain, and Canada discussed the constitutional, legal and intergovernmental contexts in which constituent diplomacy, the foreign relations of provinces, states and regions of federal countries, takes place in the respective national contexts.

Professor Claudia Gasol Varela of the University of Buenos Aires and Professor Hans J. Michelmann, of the University of Saskatchewan, two of the five academics, represented the Forum. Professor Michelmann, while focusing primarily on Canada, spoke also about constituent diplomacy in Germany and Belgium. Representatives of the three Brazilian orders of government engaged the academics and each other in lively and wide-ranging discussions, providing accounts of their experiences with constituent diplomacy. They expressed a strongly perceived need for increased international activity in the context of a thriving and increasingly internationally engaged Brazilian economy and society, and called for a well-functioning, clearly conceived constitutional and legal framework in which Brazilian states and cities can become more active on the international stage. The colloquium was a useful point of departure in the quest of fulfilling this need.

## Switzerland



The Internship Programme for young professionals in Federalism gives young people the chance to experience multicultural Swiss federalism firsthand by gaining an insight in the world of cantonal authorities. The program that ran between 12 September and 21 October 2011 was designed to bring together international participants to work in different Swiss cantonal administrations. This experience aimed to provide participants with practical experiences in the study of federalism and decentralization. The program brought interns into cantonal administrations where they were given a firsthand opportunity to broaden their understanding and deepen their knowledge of federal governance. Immersing students into the practical conduct of a federal system is designed to enhance their understanding of how a federal state works and exemplify its positive aspects as well as its limitations.

Six successful participants from the Institute of Federalism’s International Summer University were selected to participate at the 2nd Internship Program. The participants came from diverse backgrounds including Sri Lanka, Rumania, Russia, Hungary and Ethiopia and they worked in six different cantonal administrations.

The internship is a co-operation between the Forum of Federations, Conference of Cantonal Governments and the Institute of Federalism. It is financed by the Swiss Agency for Development and Cooperation.

# Development Assistance Programs

## Ethiopia

In September 2011, the Forum completed the implementation of the project "Conflict Management in Federal Systems: Mobilizing Ethiopian Leaders", initiated in September 2009.

Through this project, the Forum trained a significant number of leaders within Ethiopia's federal system and society in conflict management and in how to use federal institutions and channels of communication. The leaders at national, regional and community levels gained the knowledge and skills in the area of federal governance. The leaders were prepared to better promote respect for the "federal idea" and more effective utilization of it and learned about specific federal instruments to manage conflicts. The project helped to mitigate existing and latent conflict, and generally deepen the sustainability of Ethiopia's young federation.

The main component of this program was the Federalism-Leadership retreat program. The purpose was to create a forum for Ethiopian leaders from across the country to dialogue on issues of federalism and conflict management.

The following activities were held within the project:

- The Forum conducted a five-day federalism leadership retreat in Hawassa, the capital city of the Ethiopia's South Nations, Nationalities and Peoples regional state. The event was conducted over 20-24 June, 2011 and targeted leaders in the regional states of Ethiopia.

Thirty two leaders from key regional government and non-government institutions took part in the event. The participants were drawn from Regional Council of Nationalities, Regional Council of Representatives, Provincial Council of Nationalities, Office of the Regional President, Security and Administration Bureau, Justice Bureau, Youth Association, Oromia-Somali Interregional Program Coordination Unit, Civic Society Association, Mercy Corps-Ethiopia and more; bringing together a cross section of representatives from government and civil society as well as one-third of the participants who were women leaders.

The retreat discussed major subjects related to federalism, conflict management and leadership. As the regional state consists of about fifty six ethno-linguistic

groups, who are entitled to self administration at different levels, issues such as management of diversity, questions of identity, culture of tolerance and co-existence were discussed in depth. In particular, how federal system could accommodate diversity and manage conflict between the different ethno-cultural groups was emphasized.

- The Forum held a Retreat on Federalism and Leadership in July 2011, in Addis Ababa. This five day retreat program was designed to discuss three interrelated thematic issues: federalism, conflict management and leadership with the aim of enhancing the capacity of the leaders for strengthening democratic federal governance and managing and mitigating conflicts in the country.
- The Forum and Ethiopia's House of Federation (HoF) jointly organized a three-day workshop on "Strengthening Constitutional Interpretation in Ethiopia". The workshop held from May 2-4, 2011, was the first of its kind since Ethiopia adopted its federal constitution in 1995. The objective of the workshop was to enhance the constitutional development of the country by strengthening its constitutional interpretation system. Accordingly, the workshop explored international practices as well as reflected on Ethiopia's experience of the past fifteen years. The constitution established a unique mechanism for constitutional adjudication where the House of Federation, which is the upper house of a bicameral parliament, is mandated to interpret the constitution. The House is supported by a constitutionally established body of mainly legal professionals called the Council of Constitutional Inquiry (CCI). The latter investigates constitutional disputes and provides recommendations to the House for final decision.

A total of forty six key policy makers and judges from both federal and regional governments attended this event. They included members the HoF, members of the CCI, members of the House of People Representative (HOPR), Presidents of Federal Courts, Presidents of State Supreme Courts and other key officials.

The workshop identified several policy/legal issues, structural problems, capacity gaps and procedural matters and proposed specific short, medium and long



term measures. One of the key issues identified by participants was the extent, jurisdiction and the roles of regular courts, as well as that of the CCI and HoF in enforcing and interpreting the constitution.

The Forum's Ethiopia program was funded by the German Federal Foreign Office. The second phase of the Ethiopia program is running from April 2012 to March 2014.

## Nepal

The Forum's three year program "Federalism in Nepal: Supporting Nepal's Constitutional Transition" continued until the end of July 2011. The program supported the process of constitution-making and state restructuring in Nepal by providing access to comparative expertise on federalism. No activities were held in the final months of the program, and the efforts were focused on finalizing program publications. In June 2011, a bilingual English-Nepali publication "Federalism and the Constitution of Nepal: 30 Questions and Answers" was launched. The publication summarizes a series of eight roundtables with political parties and civil society members. It aimed at contributing to the Nepalese debate on constitution-making and federalism by providing answers to a number of essential political questions related to the design and establishment of the Federal Republic of Nepal, in an easily accessible, credible, politically neutral and comparative way. The publication was distributed to Constituent Assembly members, political parties and representatives of other stakeholder organizations and institutions engaged in, or supporting the constitution-making process in Nepal. This program was funded by the Swiss Development and Cooperation Agency (SDC) with some financial support from the German Technical Cooperation Agency (GTZ) and the Embassy of Switzerland in Nepal.

In December 2011 the Swiss Federal Department of Foreign Affairs approved a grant for the Forum for a project "Design and Implementation Plan for a System of Fiscal Transfers in Federal Nepal". The success of the federal arrangement including a smooth transition to an effective and stable system of governance in Nepal depends to a considerable extent on the design and implementation of fiscal transfers. In order to coordinate with other donor activities, project start-up was postponed to February 2012 when an assessment and start-up mission was fielded to make contact with

major stakeholders and set up for implementation. This project aims to increase the knowledge and understanding of options and comparative practices in designing the system of fiscal transfers through a knowledge exchange program with representatives of Nepali institutions, notably the Local Bodies Finance Commission (LBFC) as well as other government institutions and political parties. In order to reach out widely and disseminate the findings, the conclusions will be published in the form of a study report at the end of the project. The draft implementation plan will be drafted by Dr. Dinesh Srivastava as a lead expert with inputs from international and local experts, and in close coordination with officials from the Local Bodies Fiscal Commission who will provide necessary data and recommendations for the development of the study. The project will end in December 2012.

## Pakistan

Forum's program "Strengthening Federalism in Pakistan" continued until December 2011 with the objective of enriching the federal debate while strengthening democratic governance in Pakistan.

The Forum helped officials at both the federal and provincial levels, non-governmental actors and media to strengthen their knowledge of federalism and provided information and support particularly in matters related to fiscal reform, natural resource management and issues of diversity. The demand for such work arose after Pakistan's return to democracy in 2008 and the adoption in December 2010 of the 18th Constitutional Amendment giving more autonomy to the provinces.

The activities held within this program included:

- Diversity issues in Pakistan: Following the four provincial policy advisory group meetings (January to April 2011) a national meeting was held in June 2011. Due to internal security matters following the assassination of Osama Bin Laden, the meeting was held in Kathmandu and was opened to Nepalese participations as well as to the Pakistani delegation.
- The Citizens' Group on Constitution (CGC) held its second meeting in May 2011 to review progress on

implementation of the 18th Amendment and to plan for the public awareness campaign on the 18th Amendment. The CGC is a group of academics, experts, practitioners, human rights activists and media persons. Its role is to cultivate and promote democratic culture in the country. As a result of the work of this group July 1 (starting 1 July 2011) has been declared by the Government as the Day of Provincial Autonomy.

- Roundtable on Civil society's response to re-thinking social sector after the 18th Amendment (July 2011). The roundtable provided an effective forum for dialogue and discourse to understand the impact of current constitutional provisions on social sector after the federal government is in process of devolving ministries and institutions dealing with the subjects of education, population, health, social welfare, women development, youth affairs, local government, tourism, and environment, etc. to the provinces.
- The Forum and the Pakistan Institute of Development Economics (PIDE) produced in December 2011 a Research Study: *The 7th National Finance Commission (NFC) Award: An Evaluation*. And a Booklet: *Fiscal Federalism in Pakistan: An Introduction*. Training on Fiscal Decentralization in Pakistan for senior and mid level officials was organized in October 2011 and the Forum provided international expertise (George Anderson) to facilitate some of the modules of the training. The 18th Amendment and the 7th National Finance Commission together have changed the content and the degree of federalism in Pakistan. The 7th NFC has altered the distribution of resources not only between the federation and the provinces but also amongst provinces. These activities contributed to promoting domestic research on the subject of fiscal federalism in Pakistan and to building capacity of public officials who tackle the challenges accompanying fiscal decentralization. Support was provided by the Forum to PIDE's 27th Annual General Meeting of Pakistan Society of Development Economists (PSDE) December 13-15, 2011, Islamabad. The Conference featured 5 lectures, 3 panel discussions and 36 technical papers. Foreign participation at the Conference included speakers, panelists, two discussants and presentations of technical papers, including Dr. Miguel Asensio who was sponsored by the Forum of Federations.

- Health and Education: The debate on reforms of these sectors is current in Pakistan following the adoption of the new constitution. National meetings bringing together provincial and federal policy makers were held in mid September 2011.
- Civic Education Activities: The Forum published and produced materials used for the Civic Education Campaign to promulgate understanding of the implications of the 18th Amendment in civil society. The Forum widely distributed and used the English Version of DVD Project "Learning About Federalism", including a module "Learning About Fiscal Federalism" produced in February 2011. This material was translated into Urdu for utilization in public awareness and education activities.
- An Operational Manual to assist civil servants in implementing the 18th Constitutional Amendment was produced.
- Natural Resources: Oil and Gas and Water. Four provincial policy advisory group meetings (between July and September 2011) fed into two national conferences on Water and Oil and Gas which were held at the end of October 2011.
- A 15 person high level Pakistan Delegation participated in the South Asia Forum on Federalism organised by the Forum in Kathmandu bringing together participants from Nepal, India and Pakistan together with international perspectives from Malaysia, Nigeria, Australia, Germany and Ethiopia (November 2011).
- As a result of increased awareness and political will on federalism in Pakistan, the decision for Pakistan to become a partner of the Forum of Federations was approved by Cabinet on 3 November 2011. The official signing ceremony was held in Islamabad in March 2012.
- The Forum prepared content and materials for an intensive civic education activity via televised TV Federalism debates (in November and December 2011).
- A Roundtable on Capital Cities was held in December 2011.

The Forum's Pakistan program was funded by the German Federal Foreign Office.

## Sudan

The 3-year program “Support to Federal Decentralization Policy and Negotiations in Sudan” continued until July 2011.

In early 2011, a Constitutional Review Committee was formed to revise the interim constitution into a transitional constitution, which went into effect following South Sudan’s July 9 Independence day. The transitional constitution has been extensively deliberated on and adopted by the South Sudan Legislative Assembly, where issues of federalism and decentralization were at the forefront of heated debates. This transitional constitution provides the governing framework for an independent South Sudan until a permanent constitution takes effect in 2015. The Forum worked to promote public participation in all stages of constitutional development, and give greater legitimacy to the process by generating deeper engagement among Southern Sudanese stakeholders on fundamental choices regarding federal and decentralized governance institutions. Two events were held in the context of this program:

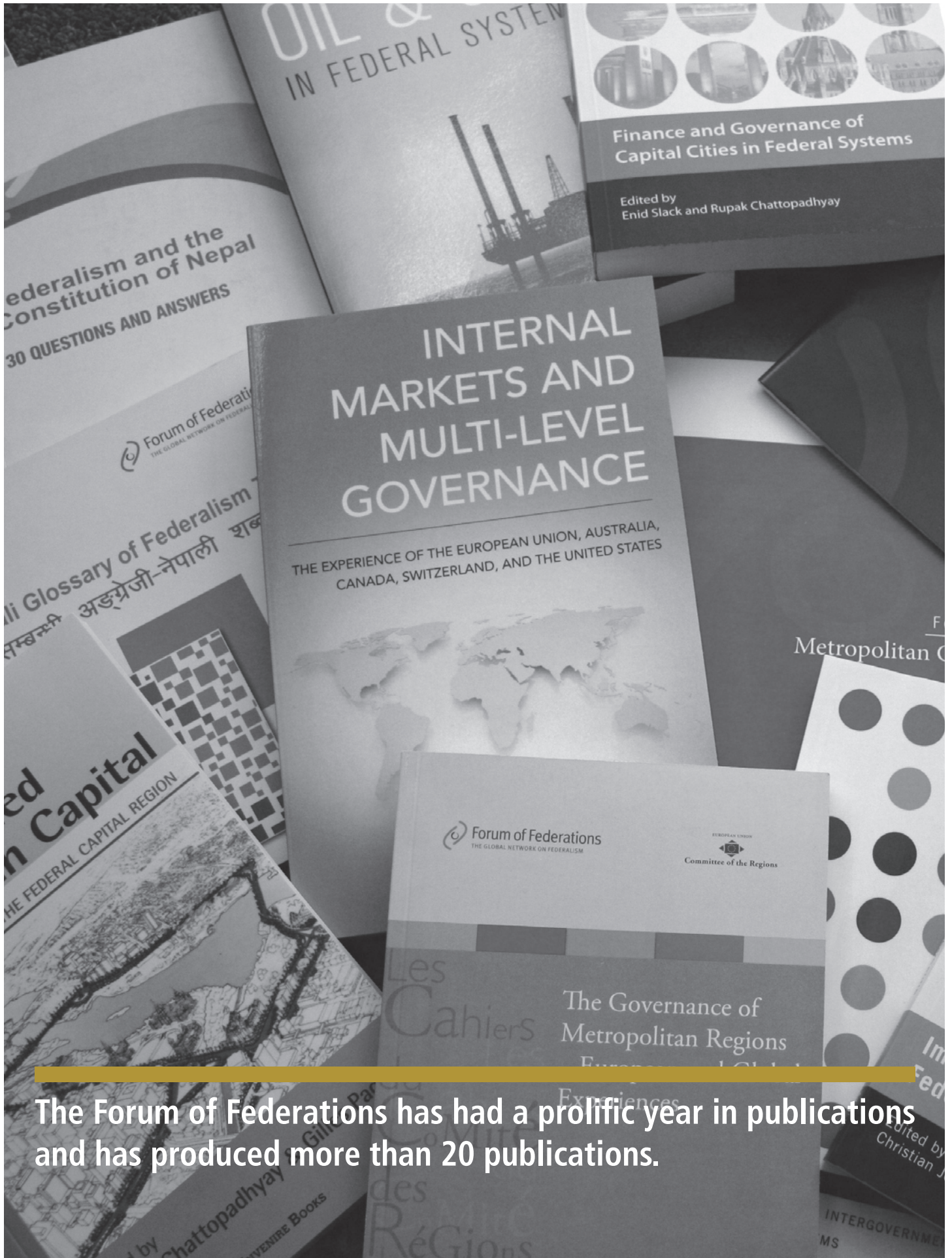
- In collaboration with the National Democratic Institute and The Sudan Network for Democratic Elections, the Forum held a series of 3-day workshops on Governance and Constitutional Development in the Southern Sudan cities of Juba, Rumbek, and Wau. The main objective was to provide a deeper understanding of compara-

tive decentralized governance aspects of constitutional design and to provide a platform for strategic dialogue on the current constitutional developments in Southern Sudan. The workshops, which took place throughout the month of May 2011, brought together a broad range of civil society, media, government and political party leaders and other stakeholders representing all 10 southern states.

- In partnership with the Southern Sudanese Women’s Peace Forum and the International Republican Institute (IRI), the Forum held a 3-day workshop on “Understanding Federalism” in Juba, Southern Sudan. The workshop took place in June 2011. It aimed at empowering Southern Sudanese women parliamentarians, senior women government officials, women civil society representatives and political parties to contribute to future constitutional discussions and development by sharing knowledge on comparative constitution making, federalism, decentralization, and other federal-decentralized experiences and options. This unique event brought together disabled participants, to discuss (with the help of interpreters, sign language experts) the impact of decentralization on disabled people, in particular women.

The Forum’s Sudan program was funded by the Canadian Department of Foreign Affairs and International Trade.





The Forum of Federations has had a prolific year in publications and has produced more than 20 publications.



## Publications

The Forum of Federations has produced around 20 publications this year. Most of them have resulted from our thematic programs. A number of publications and educational learning tools were produced within the Development Assistance Programs for their development and training activities.

### Thematic Publications

- *The Unimagined Canadian Capital: Challenges for the Federal Capital Region*, by Rupak Chattopadhyay and Gilles Paquet (Eds.). Published by the Forum in collaboration with the Centre on Governance of the University of Ottawa, this publication is the outcome of a colloquium held in January 2011 that gathered some thirty experts and practitioners to reflect on the challenges facing Canada's federal capital region.
- *The Governance of Metropolitan Regions – European and Global Experiences*. This book is the result of a joint seminar of the Committee of the Regions of the European Union and the Forum organized in Brussels in June 2011. It focuses on issues of how the livability of metropolitan regions can be improved by considering governance options, differing financing models and social inclusivity through comparative international experiences.
- *Constitutional Dynamics in Federal Systems: Sub-National Perspectives*, by Michael Burgess and Alan Tarr (Eds.). A joint publication with McGill-Queen's University Press that looks at the complex interplay between national constitutions and constitutional processes at the sub-national level in twelve countries drawn from Europe and North America.
- *Proceedings of the 5<sup>th</sup> International Conference on Federalism*, Andreas Ashete (Ed.). This volume is the first in a series of six that shares the learning that transpired at the 5th International Conference on Federalism in Addis Ababa, in December 2010.
- *Water and Hydropower in Federal Nepal: Development and Decision-Making from a Comparative Perspective*, by Werner Thut (Ed.). The objective of this publication was to contribute to the Nepalese debate on constitution-drafting and the subsequent sectoral legislation work by providing access to key comparative information.

- *Transition to Federalism in Nepal: Lessons from Comparative Processes in Spain, South Africa and Ethiopia*. This volume was produced as part of Forum's program in Nepal – Federalism in Nepal: Supporting Nepal's Constitutional Transition 2008-2011. It is based on a conference with the scholars from the three featured countries held in Kathmandu in October 2010.

### Occasional Paper Series

Last year, the Forum launched its Occasional Papers Series. This series was introduced as a vehicle for documenting compelling issues in the practice of federalism in a timely and accessible fashion. One Occasional paper was published in 2011-12:

- Number 8: *Changing Federal Constitutions*, by Arthur Benz and Felix Knüpling.

### Global Dialogue Publications

- *Political Parties and Civil Society – Global Dialogue Booklet 9*, by Rupak Chattopadhyay and Karl Nerenberg (Eds.). Theme 9 of the Global Dialogue series is concerned with political parties and civil society organizations as the most important intermediary groups in contemporary democracies. It explores the specific conditions of interest mediation in compound policies in which political sovereignty and competencies are divided but also shared in 12 federal countries: Australia, Belgium, Canada, Germany, India, Malaysia, Mexico, Nigeria, South Africa, Spain, Switzerland, and the United States.

### Development Assistance Programs Publications

The following publications and educational tools were produced as part of the program "Strengthening Federalism in Pakistan":

- Research Study: *The 7th NFC Award: An Evaluation* (A research study on transfer of resources from the federation to the provinces, under the 7th NFC Award).

- Booklet: *Fiscal Federalism in Pakistan: An Introduction* – Since the last NFC award (7th NFC award) and the 18th Constitutional Amendment some major and important changes have come which have implications for fiscal federalism. But there is little awareness among the general public of what fiscal federalism means for Pakistan’s economic development. This booklet developed by the Pakistan Institute of Development Economics (PIDE) is a non-technical introduction to the subject of fiscal federalism in Pakistan.
- Operation Manual: *Transition Management of Democratic Devolution in Pakistan*. The operational manual is an attempt to understand, contextualize, operationalize and optimize the 18th Constitutional Amendment. The core objective of the manual is to facilitate the stakeholders in effective, efficient and informed decision making at policy, planning and implementation level realizing the long cherished principles of democratic devolution in Pakistan.
- *Pakistani Federalism Newsletter*
  - Vol 1, 2011 covered the following issues:
    - Challenges of Diversity and Democratic Opportunities for Pakistani Federalism
    - Call for Senate Reforms in Pakistan
    - Training of Trainers: Making Pakistani Federalism Work
    - Lessons from German Federalism
  - Vol 2, 2011 covered the following events:
    - Diversity, Democracy and Federalism
    - Rethinking the Social Sector after the 18th Amendment
    - An Interview with Senator Raza Rabbani
  - Vol 3, 2011 covered the following events:
    - Ownership and Management of Natural Resources in Federal Systems
    - Education in Federally Organized Countries: Choices and Challenges for Pakistan
    - Healthcare in Federally Organized Countries: Choices and Challenges for Pakistan
  - Vol 4, 2011 covered the following events:
    - Oil and Gas in Federal Systems: Policy choices for Pakistan
    - Water Governance in Federal Systems: Facing the challenge of Climate Change
    - South Asia Forum on Federalism
- Inter-Governmental Relations after the 18th Amendment
- Governance of the Federal Capital
- *Pakistani Federalism: Public Education Campaign on the 18th Amendment* (a special student’s edition – Dec 2011)
- 2012 educational calendar and planner
- *DVD Primer: An educational video series “Learning about Federalism and Fiscal Federalism in Pakistan”* based on two primers of basics of federalism written by George Anderson. The product is boxed in a set including three DVDs, a Facilitator’s Guide for educators working with the tool, and copies of each of the two primers (in English or in Urdu) altogether around 200 minutes. The series has been produced in a way so that it can easily be adapted or contextualized (adding country-specific content to an international basic version, translated into other languages).
- *DVD: Challenge of Diversity – the Federal Experience* is based on the original DVD produced by the Forum but includes a Pakistan Chapter and production in Urdu.
- *DVD of Television Programs for the Public Education Campaign on the 18th Amendment of the Constitution* to create awareness for general public and stake holders on Constitution, Constitutionalism, Constitutional development and Issues of Federalism. The DVD in Urdu documents the Talk-Shows, the Federalism and Democracy Quiz and three documentaries covering Fiscal, Political and Administrative Federalism that were used for the 12 TV programs that were aired on several national TV channels.

### Forum of Federations online

The Forum’s website continues to evolve as the Forum’s main source of communication and information. Every year we make an effort to make more Forum publications freely available online. We also produce a quarterly on-line newsletter that serves as a medium for reporting on our ongoing and future activities around the world as well as providing links to research and findings. The Forum uses different tools to gauge the impact of its online resources and tailors future communications to assure that we reach our targeted audience. The Forum also launched social media networking links on its website and we became especially active on Facebook.

## Forum of Federations

# Financial Information 2011-12

	2012	2011
<b>Financial position</b>		
<b>Assets</b>		
Current Assets	2,965,170	3,888,459
Capital Assets	63,589	84,333
Investments (long term)	–	952,671
<b>Total Assets</b>	<b>\$3,028,759</b>	<b>\$4,925,463</b>
<b>Liabilities and net worth</b>		
Current Liabilities	1,792,110	2,752,673
Deferred Contributions for Capital Assets	21,295	26,676
Deferred Contributions - Long Term Fund	–	952,671
<b>Net Assets</b>	<b>1,215,354</b>	<b>1,193,443</b>
	<b>\$3,028,759</b>	<b>\$4,925,463</b>
<b>Statement of Revenues and Expenses</b>		
<b>Revenues</b>		
Government of Canada - DFAIT	1,593,009	3,733,766
Other foreign country contributions	843,834	318,711
Federal Republic of Germany	1,196,147	1,929,608
Government of Switzerland	168,221	982,690
Others	171,069	103,614
	<b>\$3,972,280</b>	<b>\$7,068,389</b>
<b>Expenses</b>		
Projects	3,201,718	5,963,343
Salaries and benefits	317,028	462,854
Administration	431,623	611,747
	<b>\$3,950,369</b>	<b>\$7,010,944</b>
<b>Excess Revenue over Expenses</b>	<b>\$21,911</b>	<b>\$57,445</b>

Complete audited financial statements are available on our website, [www.forumfed.org](http://www.forumfed.org).

## Summary of Forum activities in 2011-2012

May 2-4, 2011 National Workshop on Strengthening Constitutional Interpretation in Ethiopia – Addis Ababa, Ethiopia

May 13, 2011 Experts discuss applicability of benchmarking in the Canadian federal context – Toronto, Canada

May 18-20, 2011 Forum and NDI lead workshops with civil society on Governance and Constitutional Development in Southern Sudan – Juba, Rumbek and Wau, Sudan

May 30-31, 2011 Forum contributes to Ruppin's forum on Diversity – Emek Hefer, Israel

June 5-9, 2011 Forum President holds talks with Nepal leaders on the state of debate on federalism and Forum's programming in Nepal – Kathmandu, Nepal

June 7-9, 2011 Experts from eight countries meet at a regional conference to share experiences and knowledge on diversity – Islamabad, Pakistan

June 7-9, 2011 Forum participates at the International Symposium on Devolved Government in Kenya – Nairobi, Kenya

June 8, 2011 Forum's President launches "Federalism and the Constitution of Nepal: 30 Questions & Answers" – Kathmandu, Nepal

June 20-21, 2011 Forum and Committee of the Regions of the EU hold workshop on Governance of Metropolitan Regions in Federal Systems – Brussels, Belgium

June 20-24, 2011 Forum holds Federalism Leadership Retreat in Ethiopia South Regional State – Hawassa, Ethiopia

June 21-22, 2011 Forum President Emeritus speaks at the Great Lakes-St. Lawrence Region Summit – Windsor, Canada

June 23-25, 2011 Women political leaders in South Sudan discuss federal and decentralized governance options – Juba, Sudan

July 18-22, 2011 Forum holds Retreat on Federalism and Leadership – Addis Ababa, Ethiopia

July 21-30, 2011 Provincial experts from government, academia and development community discuss ownership and management of natural resources in federal systems – Punjab, Khyber – Pukhtunkhwa, Balochistan and Sindh, Pakistan

July 25-28, 2011 Forum Advisor discusses Political Communication Strategies with Pakistani stakeholders – Islamabad, Pakistan

September 1, 2011 Workshops at the state-level look at climate change planning of sub-national governments – Aguascalientes and Guanajuato, Mexico

September 6, 2011 Brazilian officials and international experts examine the question of creation, merger and dissolution of municipalities – Brasilia, Brazil

September 7, 2011 Forum hosted panel with the Minister-President of North Rhine-Westphalia Hannelore Kraft examines civic engagement and direct citizen involvement in Canada and Germany – Ottawa, Canada

September 12, 2011 Practical Federalism training for young professionals from all over the world begins in Switzerland – Switzerland

September 16-17, 2011 Pakistani officials review the state of education after the devolution of powers under the 18th constitutional amendment – Islamabad, Pakistan

September 18-19, 2011 Pakistani officials review the state of healthcare system after the devolution of powers under the 18th constitutional amendment – Islamabad, Pakistan

October 1, 2011 Forum submits a discussion paper to the Expert Panel on Local Government Recognition in the Australian Constitution – Australia

October 10-11, 2011 Brazilian officials and experts discuss constituent diplomacy – Brasilia, Brazil

October 11-14, 2011 Brazilian State Finance Ministers study mission examines Canadian fiscal and taxation system – Ottawa and Quebec City, Canada

October 17-21, 2011 Pakistani government official take part in the training course on Fiscal Decentralization – Islamabad, Pakistan

October 19, 2011 Mexican Senators host Forum workshop on Urban Governance – Mexico City, Mexico

October 19-20, 2011 Workshop on Metropolitan Governance in Federal Countries is held at the margins of Desde Lo Local – Hermosillo, Mexico

October 21, 2011 Forum roundtable explores Joint Service Delivery in Canada and other federations – Ottawa, Canada

October 21-22, 2011 Forum holds a conference on Oil and Gas in Federal Systems: Policy Choices for Pakistan – Islamabad, Pakistan

October 23-24, 2011 Forum held conference looks at water governance and control of natural resources, sharing mechanisms and conflict resolution structures – Islamabad, Pakistan



November 2-4, 2011 High level stakeholders from Pakistan and Nepal meet at a regional South Asia Forum on Federalism – Kathmandu, Nepal

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November 5, 2011 Forum holds an Indo-Nepal Dialogue on Federalism – New Delhi, India

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November 9-11, 2011 Forum contributes Argentine experts to the International Conference on Liberty, Democracy and Local Governance – Ciudad Juarez, Mexico

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November 29, 2011 Experts discuss Immigrant Integration in Federal Systems and learn from the Spanish experience – Saragossa, Spain

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December 2, 2011 Scholars and practitioners from eight federal systems share best practices on green policy design and implementation – New Delhi, India

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December 3, 2011 Forum holds a session on immigrant integration at the 2011 State of the Federation Conference – Montreal, Canada

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December 12-13, 2011 Fiscal experts meet to discuss the use of sub-national tax powers in federal non-OECD countries – New Delhi, India

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December 13-15, 2011 Forum takes part in the 27th Annual General Meeting of Pakistan Society of Development Economists

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December 15-31, 2011 Forum is part of a meeting on Capital City and a number of debates on Federalism on Paksitani TV channels

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February 1, 2012 Forum and Committee of the Regions of the EU launch a book on The Governance of Metropolitan Regions – European and Global Experiences – Ottawa, Canada

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February 16, 2012 Conference is held to discuss Oil Revenue, Transparency and Fiscal Federalism in Nigeria – Lagos, Nigeria

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February 16, 2012 Seminar is held to explore Governance and Corporate Social Responsibility in Nigeria – Lagos, Nigeria

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February 16-17, 2012 Forum co-organizes a conference on multi-level governance in the EU – Genshagen/Berlin, Germany

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February 20, 2012 Forum holds a Policy Dialogue on Oil and Gas in Federations – Abuja, Nigeria

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February 22-23, 2012 Subject matter experts and government officials share experiences on Public Service Benchmarking under Localism and Federalism – London, United Kingdom

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February 24, 2012 Participants examine immigrant integration and multilevel governance – Berlin, Germany

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February 24, 2012 Officials and experts deliberate on Municipal Climate Change Action Plans in Mexico – Mexico City, Mexico

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March 14, 2012 Senate of Mexico hosts workshop on how municipalities can raise own-source revenues for local development projects – Mexico City, Mexico

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March 20, 2012 Experts from nine federal countries meet to develop the guidelines for the Forum comparative project on healthcare in federal systems – Boston, USA

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March 22, 2012 Public security experts and practitioners meet to flesh out the scope of the Forum public security program – Ottawa, Canada

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March 26-28, 2012 Roundtable Courts and Judicial Systems in Federations brings together experts from 13 federal countries to share experiences and identify good practices – Montreal, Canada

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March 29, 2012 Nepali experts speak at the Forum about the challenges of approving a new federal constitution for Nepal

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