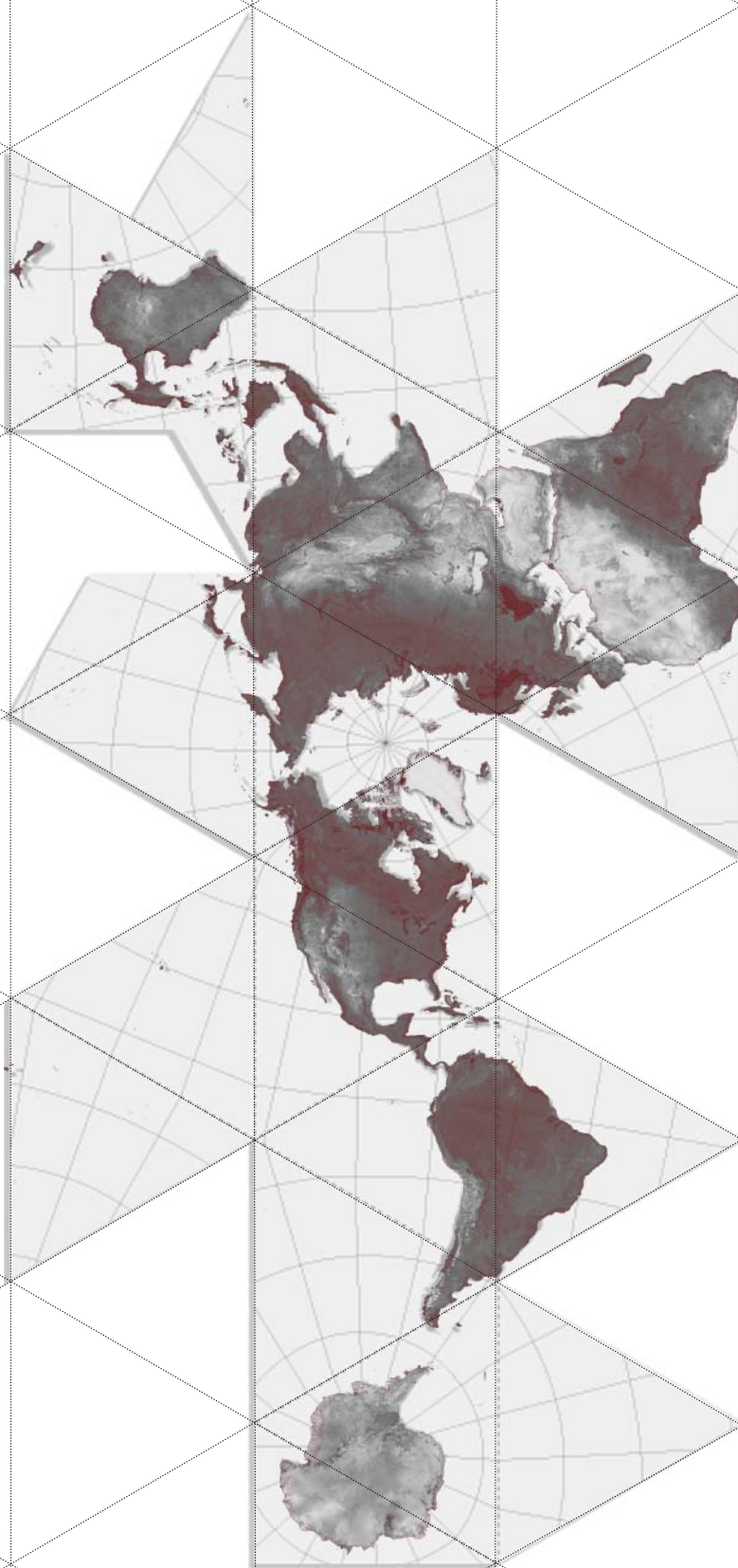


# 2012 | 2013

## ANNUAL REPORT



**FORUM OF FEDERATIONS**  
THE GLOBAL NETWORK ON FEDERALISM  
AND DEVOLVED GOVERNANCE



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The logo consists of a stylized, golden-yellow shape resembling a globe or a network of connections, with a small blue circle in the center.

# Forum of Federations

The Global Network on Federalism and Devolved Governance

The Forum of Federations is an international governance organization founded by Canada and funded by nine other partner governments: Australia, Brazil, Ethiopia, Germany, India, Mexico, Nigeria, Pakistan and Switzerland. Our headquarters are in Ottawa, Canada, and we have field offices in Kathmandu, Nepal, Addis Ababa, Ethiopia and Islamabad, Pakistan.

*We work globally - in the Americas, in Europe, in Africa, and in Asia-Pacific*

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# 02

## PEOPLE

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- Chairman’s Message
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**VIJAY KELKAR****CHAIRMAN**  
Board of Directors

## CHAIRMAN'S MESSAGE

After three fruitful and rewarding years, this is the final year of my term as Chair of the Forum of Federations. Looking back on 2012-13, I am pleased to note that the Forum is in an upward trajectory in its democracy building and development assistance work, taking on new programs in Burma/Myanmar, Tunisia, Libya and Yemen, in addition to its long established programs in South Sudan, Nepal, Pakistan and Ethiopia. Indeed the year saw substantive engagement from our host government, Canada. The Forum has also launched new programs in the policy areas such as Environmental Governance in Federal Regimes, as well as Gender and Leadership and is preparing to roll out a program on Disaster and Emergency Management. The past year was a particularly productive one for the Forum's published intellectual capital with the appearance of volumes on benchmarking and service delivery, immigrant integration, internal markets, constitutional reforms and managing oil and gas resources, among others. I am pleased to note that the Forum's two primers Federalism: An Introduction (2008) and Fiscal Federalism: An Introduction (2010), and its volume on Finance and Governance of Capital Cities (2009) remain in great demand and have become widely circulated.

When I took over as Chairman, the Forum was in a state of transition, I can now say with confidence that these years are behind us. I am always amazed by the productivity of the Forum staff. Their dedication and hard work allows the organization to punch well above its weight. During my tenure, I've come to appreciate the Forum's basic approach of "Learning from each other". From its activities and the number of people who attended them, and the publications, this has been a great success.

Hence, 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 encouraging improved democratic government. This learning process and these learning opportunities must go on.

It was an honour and a privilege for me to work with the Forum. I am very pleased that the Board has elected Professor Dr. Georg Milbradt to succeed me as Chair. Dr. Milbradt brings great assets to the Forum: a deep knowledge of fiscal federalism, experience in high office both regionally and federally in Germany, strong academic background, and great international experience. I wish him the very best in his new responsibilities. The Forum has truly become an international organization in the last ten years and it was my privilege to oversee Pakistan's joining the Forum as its tenth partner country. I am also grateful for enhanced support during my tenure from our partner countries particularly Australia, Ethiopia, India, Mexico and Switzerland.

I wish to express my sincere thanks to the departing board members who all completed their terms during the year. These include Vicente Carlos y Pla Trevas (Brazil), Kim Campbell (Canada), Wolf Linder (Switzerland), Julius Ihonvbere (Nigeria), Walter Fust (Switzerland). I warmly welcome the new arrivals: Vandana Chavan of India and Thomas Pfisterer of Switzerland. I would also like to thank all the board members I served with, the President and CEO Rupak Chattopadhyay as well as the staff for their dedication, engagement and cooperation. I hope and believe that the Forum will attain great heights in the years to come.

VIJAY KELKAR

CHAIRMAN | BOARD OF DIRECTORS



## PRESIDENT'S MESSAGE

The end of the current year marks the end of the Forum's transition period. For the first time since its founding, the majority of its funding is derived from non-core sources, namely contracts for democracy building. This is significant because, the Forum is now involved in supporting moves towards democracy and devolution in countries, which until recently represented examples of centralized autocracy. These new programs in Burma/Myanmar, Tunisia, Libya and Yemen, in addition to its long established programs in South Sudan, Nepal, Pakistan and Ethiopia, add greatly to the organization's experience of working in complex transitional environments. It also signals a hunger and demand for the Forum's unique expertise in the area of multi-level government. We expect that our programming during the current year will lay the groundwork for deeper and more sustained engagement in the years to come.

During the current year the Forum launched a program focused on Gender and Leadership in federal and devolved systems. The program recognizes the need for gender sensitive training as an integral part of building durable and devolved democratic systems. A scoping project in this area was launched in the Forum's projects in North Africa and we expect that in the coming years this will form an integral part of all our programming.

With an eye on the needs of our partner countries the Forum has continued to work in the area of benchmarking (with the Cardiff Business School), healthcare (with University of Regina/Harvard University), public security (in cooperation with the Gimenez Abad Foundation), courts and judicial systems (with the support of the Government of Quebec), and has launched new programs in policy areas such as Environmental Governance in Federal Regimes (with the Government of India). It is preparing to roll out a program on Disaster and Emergency Management (with support from the Governments of Australia and India). The policy and research programs remain vital to the Forum since they contribute to the accumulation of up to date comparative knowledge on important governance questions. The Forum has also strived to build synergies between those programs

and its democracy promotion activities, who often benefit from the comparative work. During the current year Forum programming covered all our partner countries, in addition to a number of other countries including South Africa, Spain, United States, Russia, the United Kingdom, Malaysia, Indonesia and China.

The Forum has continued to publish comparative volumes on changing federal constitutions, immigrant integration, internal markets and oil and gas, along with our occasional papers. Forum publications including the Forum's three primers *Federalism: An Introduction* (2008) and *Fiscal Federalism: An Introduction* (2010), *Principles of Federalism: Guidelines for Good Federal Practices* (2011) and its volume on *Finance and Governance of Capital Cities* (2009) remain in great demand. To cater to an upsurge of interest from the Middle-East and North Africa on federalism and devolution, the Forum has now put all its Arabic language resources online. I am also pleased to note the Forum's contribution towards the publication of the proceedings of the 5th International Conference on Federalism.

As President and CEO, I attribute the organization's productivity to the dedication of my colleagues at headquarters and in the field. It is the sincerity and dedication of the organization's very talented staff that has helped maintain the quality and integrity of our programs through the transitional period. I have also been privileged to receive complete support from our Chairman and our very engaged board of directors. I am very grateful to our outgoing Chairman Dr. Kelkar for his support and counsel. I wish him well in his endeavours beyond the Forum. Equally, I welcome the opportunity of working closely with our incoming Chairman Dr. Milbradt during his tenure. As the numbers will show, the Forum has become a more efficient organization without compromising on the quality of what we have to offer.

The Forum exists because of a demand from its partner countries for its services and its expertise. Support from all ten of our partner governments during this crucial transitional period has been key to the organization's continued vitality. I thank them for believing in and remaining invested in the organization.

RUPAK CHATTOPADHYAY  
PRESIDENT & CEO | FORUM OF FEDERATIONS



## WHAT WE DO

The Forum runs training and knowledge sharing programs to address governance challenges in existing and emerging federations, as well as in devolved and decentralized countries.

The Forum is concerned with the contribution that multi-level government can make to democracy building and democratic consolidation.

- + We assist in democracy promotion in fragile states or regions in post-conflict situation.
- + We provide innovative solutions to challenges posed by multi-level governance in federal, devolved, and decentralized countries.
- + We focus on the key issues of local empowerment and federal structures.
- + We provide expertise that bridges the worlds of academic research and real-world practice.

### The Forum Advantage: Hands-on Experience and High-level Expertise

The Forum has a practical, problem-solving approach to achieving results. Since its founding a decade ago, it has supported governments and citizens around the world – through training, the provision of expertise and impartial practical education.

#### The Forum helps to:

- 1 find common ground among diverse ethnic groups
- 2 improve resource and tax sharing arrangements
- 3 enhance public service delivery
- 4 develop strategies to improve intergovernmental cooperation

The Forum's direct relationship with governments on each continent makes us uniquely placed to promote intergovernmental learning by working in tandem with our partner governments.

### The Forum in Action

The Forum has an unparalleled global network of experts which can be rapidly tapped to provide expert counsel and support for countries tackling acute governance problems.

The Forum has been active in more than 20 countries since its establishment in 1999. It has tackled challenges such as:

#### Accommodating Diversity

Immigrant integration in Canada, Germany and Switzerland.

Aboriginal land tenure systems in Canada and South Africa.

Technical and capacity building for federalization and devolution in Ethiopia, Iraq, Nepal, Philippines, Pakistan, Sudan and Sri Lanka.

#### Fiscal Relations

Tax reform and equalization in India, Italy, Brazil, Spain, Nepal and Argentina.

Sub-national Debt management in Nigeria  
Natural Resource Management in Australia, Brazil, Canada, Mexico and Russia.

Fiscal Transparency and accountability in Nigeria, Brazil and Pakistan.

#### Intergovernmental Coordination

Integrated Service Delivery in Canada.

Benchmarking and Evaluation of Service Delivery in Australia, Canada, Germany and Switzerland.

Coordination of Public Security in Mexico and India.

Coordinating Climate Change Policy in Mexico and India.

#### Local Government

Metropolitan Governance and Finance in Australia, India, Brazil and South Africa.

## BOARD OF DIRECTORS

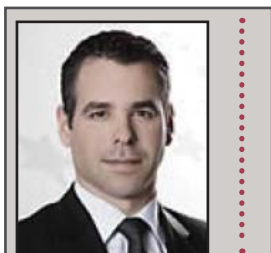


Vijay Kelkar



**Chairman India**

Former Chairman of India's Finance Commission

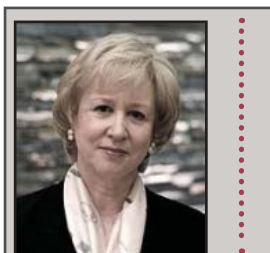


Alexander Alvaro



**EU**

Member of the European Parliament



Kim Campbell



**Canada**

Former Prime Minister of Canada

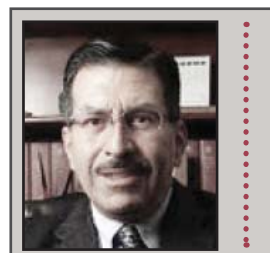


John de Chastelain



**Canada**

Former Chief of the Defence Staff



Ramón Galindo Noriega



**Mexico**

Senator of the United States of Mexico

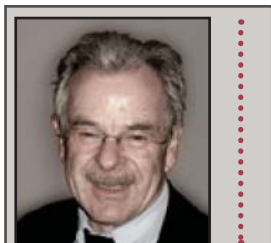


Julius Ihonvbere



**Nigeria**

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

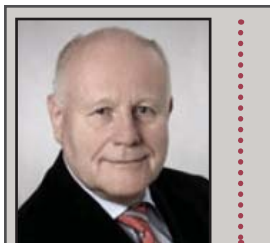


Wolf Linder



**Switzerland**

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



Georg Milbradt



**Germany**

Former Minister-President, Free State of Saxony



Thomas Pfisterer



**Switzerland**

Former judge of the Swiss Federal Supreme Court



Vicente Carlos y Plá Trevas



**Brazil**

Advisor to the Presidency of Brazil's Caixa Economica Federal

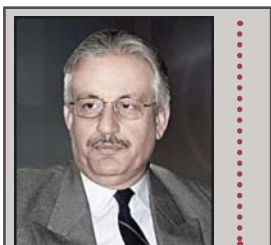


Johanne Poirier



**Canada**

Professor of Law at the Université Libre de Bruxelles



Mian Raza Rabbani



**Pakistan**

Lawyer and constitutional scholar, member of the Senate of Pakistan

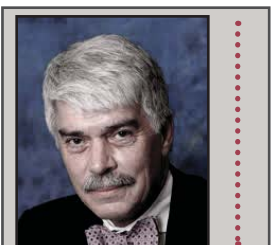


Abay Tsehaye



**Ethiopia**

National Security Advisor (Minister) to the Prime Minister



Roger Wilkins



**Australia**

Secretary of the Attorney General's Department, Australia

### Retired board members as of June 2012:

Kim Campbell  
Wolf Linder

Julius Ihonvbere  
Walter Fust

### Retired board members as of October 2012:

Vicente Carlos y Plá Trevas





**FORUM STAFF**

**Head Quarters Staff**

- Rupak Chattopadhyay** President and CEO
- Charles Cloutier** Vice President
- Sheela Embounou** Head, Funder Relations and Monitoring
- Felix Knüpling** Head, Programs and Partnerships
- Diana Chebenova** Director, Research and Publications
- Pietro Merlo** Senior Advisor, Seconded by Germany
- Oludare Austin Ayeni** Finance Officer
- Rosanne Beaudoin** Project Officer
- Rhonda Dumas** Project Officer
- Phillip Gonzalez** Project Officer
- Fauziah Pruner** Finance Officer
- Chris Randall** Network Manager

**Program Advisors**

- Clive Grace** Senior Advisor
- Reinold Herber** Senior Advisor

- Udo Jude Ilo** Senior Advisor
- David Parks** Senior Advisor
- Salma Saddiqui** Senior Advisor
- Franklin Leslie Seidle** Senior Advisor
- Dalbir Singh** Senior Advisor

**Field Staff**

- Ethiopia**
- Shawn Houlihan** Senior Director
- Maeregu Habtemariam Kazentet** Senior Program Manager
- Martha Sahlou** Administration Officer
- Meron Girma** Administration Assistant
- Endale Girma** Facilitator
- Nepal**
- Sagar Manandhar** Program Manager
- Pakistan**
- Emmanuel Khurshid Alam** Program Manager
- Yemen**
- Muaamar Batawil** Program Officer

# 03

## PROJECTS

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Policy & Research Programs

### HIGHLIGHTS

Ethiopia & Tunisia

Development Assistance

Programs



# POLICY AND RESEARCH PROGRAMS

- 1 The Forum's Policy and Research Programs are aimed at facilitating knowledge exchange on topical public policy questions and on issues related to the management and reforms of federal systems.
- 2 They are also aimed at building a comparative body of knowledge on contemporary, usually structural, themes of federal governance.
- 3 Policy and Research Programs are developed in response to the priority interests of the Forum's partner countries and are typically closely tied to issues of immediate interest in the host country. Where appropriate, non-partner countries are also included or featured.
- 4 In FY2012-13, the Forum continued to work on a number of thematic programs initiated in previous years. The Forum held knowledge exchange activities and worked on the release and/or preparation of publications as the major outputs of those activities.

## The Forum worked on eleven, distinct thematic programs:

- |   |  |
|---|--|
| + Benchmarking in Federal Systems             | + Immigrant Integration in Federations |
| + Courts and Judicial Systems in Federations  | + Joint Service Delivery               |
| + Environmental Governance in Federal Regimes | + Local and Metropolitan Governance    |
| + Gender and Leadership                       | + Natural Resources Management         |
| + Health Care and Federalism                  | + Public Security in Federal Systems   |
|   | + Revenue Sharing and Decentralization |

## ACHIEVEMENTS »» OUTCOMES

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### Development of networks of policy makers and practitioners on challenges of performance assesment

The Forum and the Cardiff Business School (CBS) are jointly implementing a program “Learning by Comparing: Benchmarking and Performance Assessment in Public Services” under a research grant from the Economic and Social Research Council of the United Kingdom. This project builds on Forum’s previous work on benchmarking in federal systems. It facilitates the development of networks of policy makers and practitioners who will work with social science researchers to analyze and respond to the challenges of performance assessment in public services. The Forum held a Canadian roundtable in Kingston (Canada) on October 18–19, 2012, in cooperation with the Institute of Intergovernmental Relations. As well Forum worked on three seminars in the United Kingdom: in Northern Ireland, in November 2012, and in London and Wales, respectively, in January 2013.

### Raised awareness among policy makers and practitioners on challenges of environmental governance

The program on environmental governance in federal regimes had two components:

- a The Forum, in cooperation with the Ministry of Environment and Forests of the Government of India and the World Bank, designed a program on challenges of environmental governance in federal systems. It held a pre-conference in Delhi on July 4, 2012 and an international conference on “Strengthening Green Federalism: International Practices” in Delhi on October 29–30, 2012. The conference addressed the issues of the vulnerability to climate change and the means for incentivizing states to integrate environmental concerns into their policy planning framework.
- b The Forum continued its series of workshops on climate change in Mexico, involving state governments

from the North, Central and Southern regions of the country. On September 27, 2012, the Forum organized a panel discussion on climate change policy and sub-national governance at the 9th International Forum on Decentralization in Mexico (Desde Lo Local), held in San Luis Potosi. Organized by Mexico’s Ministry of the Interior, this annual event serves as the most important opportunity to bring together over six thousand elected and public officials from Mexico’s three orders of government. In 2012, the conference was organized around the themes of local economic development, sustainability, and transparency.

### Awareness raised on the opportunities for women in devolved systems of governance

The Forum launched the first interview in its Speaker Series, with prominent Pakistani Member of Parliament, Bushra Gohar. Ms. Gohar is the Senior Vice-President of the Awami National Party, Chair of the Standing Committee on Women’s Development and a senior member on the Standing Committee on Foreign, Finance, and Kashmir Affairs. The Forum’s Gender and Leadership program seeks to promote the leadership role of women within federal, multilevel and devolved systems of governance and give women skills and concrete examples on how to assume leadership roles. Conversely, the Federalism and Gender initiative aims at raising awareness of decision makers and policy analysts on the (positive and negative) impact of devolved and federal state structures for specific groups, and more specifically, women.

### Shared experiences among practitioners on water security and federal rivers

The Forum co-sponsored, with the Australian National University and Oxford University, a conference on federal rivers, at St. Hugh’s College, Oxford, on April 15–16, 2012. There were twenty presentations on experiences in Australia, Brazil, Canada, India, Mexico, Nigeria, Pakistan, South Africa, Spain, and the United States, as well as non-federal China. A particular focus was how these different countries have approached integrated river basin management and risk management.

## Increased understanding on challenges of public security in federal systems

The Forum and the Gimenez Abad Foundation of Spain are implementing a joint program on “Public Security in Federal Systems” covering Brazil, Canada, Germany, India, Mexico, South Africa, Switzerland, and the United States. The project examines the centralizing–decentralizing spectrum in the realm of public safety in federal systems. Counter–terrorism and emergency management serve as critical policy case studies. The project’s comparative approach is designed to identify lessons learnt and best practices with respect to the constitutional and institutional division of responsibilities. In addition, it examines mechanisms to facilitate effective intergovernmental cooperation in federal and multilevel government systems.

An international conference, as well as an authors’ workshop, took place on November 6–7, 2012, in Saragossa, Spain. Publication of the comparative study, by Oxford University Press, is planned for autumn 2013.

## Increased awareness among policymakers on trends in metropolitan governance

The Forum delivered a keynote address on comparative analysis of the trends in metropolitan governance in federal countries, and how intergovernmental arrangements and practices can influence the way in which such expanded jurisdictions evolve. The presentation featured case studies from eighteen cities, across nine federal countries. The event was the National Congress on Constitutional Law, organized by the Institute of Legal Studies at the National Autonomous University of Mexico and took place on 11 October, 2012. The 2012 conference was organized around the broad theme of Constitutional Reform in Mexico, and federalism was one of the five sub–themes examined throughout the week long learning event.

## Better understanding of policy makers on coordination challenges in social policy

On November 9, 2012, the Forum delivered a presentation on “Intergovernmental Coordination of Social Policy in Federal Systems” during the International Conference on the Coordination Challenges in Social Policy, organized by Mexico’s Federal Department of Social Development and the Economic Research Institute (CIDE). The objective of the panel discussion was to identify how orders of government can cooperate to co–finance social welfare projects and to better address issues of social and economic exclusion.

## Shared experiences on decentralization and constitutional reforms

The Forum organized a South and Southeast Asian Regional Meeting on Service Delivery in Decentralized Systems, in Penang, Malaysia, on November 20–30, 2012. It involved thirty participants, including practitioners, top civil servants and academics from Mongolia, Nepal, India, Pakistan, Myanmar, Indonesia and Malaysia. The participants had the opportunity to get an overall picture of decentralized experiences and of constitutional reforms relating federalism in a number of different countries.

On April 4, 2012 the Forum hosted a delegation from the Kenyan Commission for the Implementation of the Constitution. Members of the delegation shared their views on the expectations and challenges regarding the implementation of the new Kenyan Constitution with the Canadian audience.

The Forum also hosted a visiting delegation of the Nigerian Senate Committee on the review of the 1999 Nigerian Constitution, on September 10, 2012. The Nigerian Senate Committee members learnt about the Canadian federal system and the practice of Canadian federalism in five main areas related to their work: distribution of powers, fiscal federalism, sub–national unit policing, autonomy of local governments, and citizenship rights. The Nigerian Senate Committee members offered their insights on the current situation of federalism in their country.

## Shared knowledge among legislators, public officials and experts on fiscal equalization, and public budgeting and fiscal coordination

In June 2012, the Forum held two knowledge exchange events under the umbrella of its Revenue Sharing and Decentralization program:

**a** In cooperation with the Bundesrat, Germany's Upper House, an experts' workshop was held on the renewal of the German equalization scheme, providing international experiences. The objectives of the workshop were to share some lessons learnt from other countries and to help generate new perspectives and ideas for a reform of German federalism. The aim was to discuss the general needs and prerequisites for reform, rather than the details of the current German federal system, and to explore 'outside the box' ideas that go beyond conventional paradigms.

**b** The Forum, in partnership with Mexico's National Institute for Public Finance (INDETEC), organized an international roundtable on public budgeting and fiscal coordination. The conference took place in Campeche, Mexico, on June 24–27 and was coordinated by Mexico's Ministry of Finance.

## Shared knowledge on recent challenges of federal governance

The Forum hosted Mr. Roger Wilkins, Secretary of the Attorney-General's Department of Australia and member of the Board of Directors of the Forum who shared with the audience his views on the federalism challenges in Australia. This event was held on 13 June, 2012.

The Forum offered its insight on the challenges for regional development in the 'BRICS' countries" at the Economic Forum which took place in Krasnoyarsk, Russia on February 14–16, 2012. The session covered topics such as: national incentives for regional economic development, tools for competition between the regions for development resources, and the role of regions in shaping national policy of intergovernmental fiscal relations. The Forum presented the comparative country examples of India, Brazil and South Africa.

## Knowledge dissemination

The Forum released the following publications on the thematic programs.

### Comparative volumes:

- + Benchmarking in Federal Systems
- + Immigrant Integration in Federal Systems
- + Changing Federal Constitutions - Learning from International Comparisons
- + Oil and Gas in Federal Countries
- + Internal Markets and Multi-level Governance

### Forum Reports:

- + Joint Service Delivery in Federations
- + Environmental Assessment in Federations
- + Metropolitan Governance

### Occasional Paper Series:

- + Whither the Provinces and the States? The Case for an Hourglass Model of Federalism
- + Federalism and Disaster Management

The Forum has also worked on the release of the following comparative publications: Courts and Judicial Systems in Federal Regimes, Health Care and Federalism and Finance and Governance of Metropolitan Areas in Federal Systems (to be published in 2013).

(see "Publications" section for more information)



# TUNISIA

## SUPPORT FOR DECENTRALIZED DEMOCRACY

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Tunisia was the source of the Arab Spring, and holds a critical place in the development of modern democracy in North Africa. The Forum developed and delivered a very successful project to support decentralized democracy in Tunisia through three, interlocking sets of activities, supported by the GPSF.

### 1

First, through two Workshops it engaged members of the Tunisian National Constituent Assembly in dialogue about decentralization in the new constitution that is now being created for Tunisia. International experts contributed perspectives drawn from the experiences of other countries to help explore the opportunities and the pitfalls of different constitutional approaches to decentralization.

### 2

Second, it embarked on a major series of roundtable discussions at regional level. These engaged senior regional actors drawn from central and local government, and also civil society, to explore the practical and policy implications of decentralized democracy and public administration. The discussions were held throughout Tunisia:

in Kef, Kairouan, Sousse, Sfax, Gafsa, Mednine, and Tunis and were very well-attended. In fact, they were heavily over-subscribed by a senior group of participants. This regional engagement provided a highly innovative way to expose key actors to new perspectives.

### 3

Third, the Forum organised a major Conference specifically for civil society organizations on their role in a decentralized Tunisia, with a strong emphasis on equal gender participation. The Conference also brought civil society actors together with senior people from the Ministry of Regional Development and Planning. It was jointly opened by Sebastien Beaulieu, the Canadian Ambassador to Tunisia, and Jamel Gharbi, Tunisian Minister for Regional Development.

These three activities amounted to a significant intervention and contribution by the Canadian Government in Tunisia, acting through the Forum. The Tunisian Government recognized the value of the Forum's work and has asked the Canadian Government to extend the program.





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# ETHIOPIA

## TANGIBLE AND CONCRETE RESULTS SINCE 2006

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Ethiopia is one of the more active partner countries of the Forum, where we have had significant programming since that country joined Forum in 2006. We established a Country Office in the capital Addis Ababa in 2008 and the 5th International Conference on Federalism was co-hosted by the Government of Ethiopia and the Forum in December 2010.

Since 2009, the Forum has operated fruitful program on *Federalism Leadership*, funded by the German Foreign Ministry and implemented in close partnership with Ethiopia's House of Federation.

This program seeks to develop knowledge and skills at all levels of government, among others, to understand and act on their roles as leaders under the rapid pace of transition in Ethiopia in which deepening federal governance is central to all aspects of development, democratization and peace.

Currently, the Forum is working with the Centre for Creative Leadership using a robust training-of-trainer approach to institutionalize federal governance capacity within various federal and regional-state institutions. Within the frame of this program the Forum is also able to engage

a range of stakeholders from the media, civil society, women, youth and religious leaders and political parties.

A second pillar of this *Federalism Leadership program is on Strengthening Constitutional Interpretation* where we've used Canadian, Swiss, South African, German, Spanish and, of course, Ethiopian expertise. In addition to extensive policy-related research and training, a highlight of very concrete achievement was the Forum's leadership role in revising the Act on Constitutional Interpretation in early 2013.



## DEVELOPMENT ASSISTANCE PROGRAMS

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Development Assistance Programs have been the main focus of the Forum in the fiscal year 2012-13. The growth of the Forum's development assistance work reflects the strong demand for expertise in federalism and devolved governance in a number of democratizing countries.

In support of Canada's goal of promoting pluralism and democratic development globally, the Forum implemented programs in Burma/Myanmar, Tunisia, Yemen, Libya and South Sudan. The Forum received program support from the Department of Foreign Affairs and International Trade of the Canadian Government (DFAIT) for those programs. Some of DFAIT funded projects were preparatory projects, leading to multi-year programs.

The Forum also received development assistance funds for work in Ethiopia from the German Foreign Federal Office and for Nepal from the German Federal Ministry of Economic Cooperation and Development. In addition, the Swiss Federal Department of Foreign Affairs funded a Forum project in Nepal.



## ACHIEVEMENTS >>> OUTCOMES

### Increased level of understanding of democracy, decentralization and devolution among local stakeholders

Through intensive training sessions in Burma, the Forum contributed to an increased level of understanding of democracy and decentralization among decision makers, namely parliamentarians and state ministers, as well as key civil society representatives and journalists.

In Tunisia, Forum experts trained and provided access to comparative experience from other countries on devolution to the Constituent Assembly Commission of Regional and Local Collectivities, and facilitated consultation and feed-back between the CA-Commission of Regional and Local Collectivities with stakeholders of civil society. Further, Forum experts trained stakeholders of civil society on options and institutional design for devolved government at universities or other educational institutions.

The Forum' training program in Libya enhanced the Libyan practitioners' understanding of the applicability of various governance models – including decentralized state structures – to the constitutional framework.

The Forum contributed to increased capacity of local stakeholders in Yemen to assess federalism and devolution, against the backdrop of their own political system and history.

In South Sudan, the Forum contributed to an increased understanding of decentralization and constitutionalism among parliamentarians from both national and regional legislatures, representatives of political parties, national and state government officials, members of the National Constitutional Review Commission, academics, media professionals, religious leaders and civil society workers.

### Development of a framework for efficient service delivery

Forum experts helped the Ministry of Regional Development and Planning in Tunisia establish a framework for efficient and responsive service delivery on the regional and sub-regional level. The experts focused on identifying appropriate data needed to set up an efficient benchmarking system and provided training on regional and sub-regional resource management.

### Strengthened capacity of individual leaders and institutions committed to democratic federalism

Forum's work in Ethiopia is making a significant contribution to the strengthening of federalism in this country – and thereby to democratic development and sustainable peace. These outcomes are achieved by strengthening the capacity of individual leaders, as well as their institutions, to promote open dialogue, more effective and inclusive policy making, address leadership and capacity gaps, and enhance constitutional development.

### Enhanced understanding of civil service reform in federal states

Within its Nepal program, the Forum commissioned a desk study giving a comparative overview of civil service reforms in federal or quasi-federal states, illustrated by the examples of the United Kingdom, South Africa and Spain, with the aim of informing the debate in Nepal on the institutional transformation of key institutions in the transition to a federal system.

### Increased knowledge and understanding of options for designing the system of fiscal transfers

In Nepal, the Forum's work contributed to increased knowledge and understanding of options and comparative practices in designing the system of fiscal transfers. This was achieved through a knowledge exchange program that engaged representatives of Nepali institutions, notably the Local Bodies' Finance Commission, as well as other government institutions and political parties.

### Better understanding of training and mentoring needs to better equip women and other marginalized groups for more sustained participation in leadership roles

Through an assessment mission and workshops in Tunisia and Libya, the Forum gained an understanding of the training and mentoring needs of women and other marginalized groups in the Middle East and North Africa region. This mission will guide the design of future programs to enhance consensus and participation of civil society in the transition and decentralization process.

### Access to knowledge in local languages

The Forum has translated training materials into local languages and used these materials in training activities. The book *“Key elements of a New Fiscal Regime in Federal Nepal”* was translated into Nepalese and used in the Nepal fiscal program. Forum's Primer on Federalism in Arabic was used in training activities in Libya and Yemen.

## BURMA | MYANMAR

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Politics in Burma have witnessed a noticeable change since the military transferred government authority in 2011 to a quasi-civilian government. A notable element of the nascent democratization process has been the publicly stated desire of the government to accommodate diversity – the failure of which resulted in violence and conflict in Burma for decades – and to effect reconciliation with the rebel groups.

In recognition of the move towards democratization of the Burmese polity, the international community has eased certain sanctions and suspended others that had been imposed on the Government of Burma. In this context, the Canada's Department of Foreign Affairs and International Trade (DFAIT) has mandated the Forum of Federations to support the transition to democracy through a training program on democratic governance.

As part of this program, the Forum in cooperation with its local partner Myanmar EGRESS, delivered four 2.5 day training sessions for parliamentarians, politicians, civil society representatives and media personnel about the practice of democracy and power sharing. The objective of this training program was to enhance the Burmese decision makers' capacity to make informed

decisions on options for democracy and decentralization and to increase knowledge among key civil society stakeholders and journalists on various governance options and models.

Ultimately, the Forum hopes to make a contribution to a stable democratic system in Burma coupled with a political process that is responsive to the needs of citizens.

The first two trainings took place in Yangon on November 14–16, 2012 and November 20–22, 2012. The Forum's expert team also delivered two outreach events at the Myanmar Peace Centre on November 16, 2012 and at HOME – House of Media and Entertainment, founded by the well known Burmese political activist and comedian Zarganar. The third training was held in the administrative capital of Shan State, Taunggyi on 28–30 January, 2013 and the fourth in Yangon on 2–4 February, 2013.

The intensive training was offered to 120 Burmese stakeholders, among them parliamentarians from the two chambers of parliament, state parliamentarians and ministers, party executives, civil society representatives, journalists as well as youth organizations. Forum experts also developed the training methodology and curriculum.

Examples of other countries that have undergone major reform processes in terms of democratic transition and managing diversity, including in a post-conflict settings, were presented and discussed in the training sessions. By offering participants different alternatives, stakeholders were enabled to better conceptualize and formulate their version of a democratic Burma that is at peace with itself and the larger international community.

The Forum DVD, "The Challenge of Diversity", which illustrates the practice of multi-ethnic federalism in a number of countries, was translated into Burmese and used in the training sessions.

The project was supported by the Department of Foreign Affairs and International Trade, Government of Canada.

## LIBYA

With the fall of the Qadhafi regime, state structure has emerged as a highly polarizing issue in Libya. Advocates of a federal structure argue that the country be divided into three federal autonomous regions as it was in 1951, while those opposed equate federalism with secessionism and argue that it will lead to the partition of the country.

The demands for devolution and federal arrangements are especially strong in the eastern part of the country where people felt neglected under Qadhafi's regime. They perceive the continued concentration of power in Tripoli as evidence that for the national government decentralization is not a serious consideration.

In addition, the question of revenue sharing lies at the core of any devolved or federal arrangement. While the calls for regional autonomy are being rejected by the central government, a law on decentralization that would give local councils decision-making power and discretionary budgets is being considered.

On this background, the Forum of Federations was asked to support the transition process in Libya, through assistance to the constitutional process.

The Forum delivered five training sessions on decentralization and devolved governance in cooperation with the University of Tripoli. These sessions took place in Tripoli on December 8–9, 2012, December 10–11, 2012, December 12–13, 2012 and February 9–10, 2013, and Benghazi on March 6–7, 2013.

The objective of the workshops was to enhance the Libyan practitioners' understanding of the applicability of various governance models, including decentralized state structures, to the constitutional framework. The sessions addressed issues of constitutional design, intergovernmental institutions, and governance mechanisms to create unity through diversity.

The trainings were attended by a total of 150 participants from across Libya, including civil servants, parliamentarians, political party representatives, ethnic minorities and members of civil society.



The first session involved participants from political parties and elected bodies, the second was targeted at civil servants and public officials, and the third session welcomed participation from nongovernmental organizations, academia and civil society. The fourth session included strong representation from civil society organizations working to support women's rights, while the fifth workshop, in Benghazi, attracted a mix of academics, civil society representative and local leaders. Each training session lasted 1.5 days and was facilitated by a team of international and local experts.

The Forum's Primer on Federalism in Arabic, along with additional training materials, was distributed to participants of the trainings.

The Libya project was funded by the Department of Foreign Affairs and International Trade, Government of Canada.

## TUNISIA

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In October 2011, in the advent of the popular uprising of the 2010 Arab Spring, Tunisia elected a Constituent Assembly to write a new constitution.

Tunisian society is not fractured along ethnic or tribal lines. Ideology, the overcoming of economic disparities and rising unemployment, especially among youth, are the main political issues. During the election campaign all political parties voiced the opinion that decentralization and devolution of power should play a crucial role in the country's political future to address those challenges. Reversing regional inequities was another major component of political platforms during the elections. The peaceful nature of the transition in Tunisia has meant that the institutional capacity of the state has remained in good order. The administrative architecture through which power can be devolved already exists – the country is currently subdivided into 24 governorates, which, in turn, are divided into 264 districts. There are, however, regional tensions between the rural and urban areas and between the rich coastal and the poor interior areas.

In this context, the Forum has been supporting the process of decentralization in Tunisia, through a series of roundtable events and associated activities. The main objectives have been: a) to build understanding of the experiences of decentralization of other countries in order to develop understanding and capacity in Tunisia; and b) to create a program for training civil servants and civil society to translate that

understanding and capacity into practical support for the decentralization process.

On September 6 and 7, 2012 the Forum organized a roundtable discussion in Tunis with the 25 members of the Constituent Assembly's Commission for Regional and Public Collectivities to discuss the 13 articles of the constitution that pertain to devolution and decentralization.

Three international experts participated in these roundtable discussions, bringing to the table their own expertise and perspectives from other countries.

The Forum also delivered six roundtables, in different cities across Tunisia, to senior civil servants at the regional level. Members of civil society also participated in the roundtables. The events took place along the months of December 2012 and January–February 2013 in Kef, a key city in the north west; Kairouan, the Islamic (and physical) centre of Tunisia; Sousse, a major tourism location; Sfax, a principal business and olive farming area; Gafsa, the principal mining area of Tunisia, located in the south west; Mednine, a major administrative centre in the south; and in Tunis, the capital.

Forum experts have developed an outline Training Program for 'training Tunisian trainers' which will be delivered as a second phase of this project.

The last event held within the Tunisia program was a Conference on the Role of Civil Society in a Decentralized Tunisia, held in Tunis on February 5 and 6, 2013. The event brought together some 30 members of civil society, from across Tunisia and from a wide range of organizations. The organizations included the major trade union and business federations (UGTT and UTICA), women's groups, development associations, organizations devoted to financial transparency and fighting corruption, and many others. Key officials from the Ministry of Regional Development and Planning, which sponsored the event, also participated. The Centre for Applied Training in Tunis provided logistical support for this event.

The Forum's project "Support to Constitutional Reform and Decentralization in Tunisia" was funded by the Department of Foreign Affairs and International Trade, Government of Canada.

## Y E M E N

Despite the failed experiment with federalism in the early 1990s, nowadays more and more Yemeni politicians view federalism as the best solution for Yemen to disentangle itself from its recurring crises. Others see decentralization and local governments invested with wide powers as the most appropriate solution to guarantee the country's unity.

Taken either way, it is inevitable that a genuine democratization of a united Yemen will entail significant devolution.

While a number of southern politicians have pushed for either separation or a bi-polar federation, some form of multi-state federalism, with perhaps four or five regions, is favored by the northerners as well as by staunchly pro-unity parties, such as the ruling General People's Congress and the opposition Islamist party, Islah.

On this basis, the Forum presented international experiences on federal governance during a workshop "Federalism: An Option for Yemen?" The goal was to increase the capacity of local stakeholders to assess federalism and devolution against the backdrop of their own political system and history. The workshop was attended by more than 40 participants of which nine were members of the National Dialogue Conference which started on March 18, 2013, to discuss Yemen's political future. The workshop was part of a Forum assessment mission to explore possibilities of supporting the current political process in Yemen, and the move from authoritarianism to democracy.

This project was funded by the Department of Foreign Affairs and International Trade, Government of Canada.



## SOUTH SUDAN

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The Republic of South Sudan became the world's newest country on July 9, 2011. At that time the country adopted a Transitional Constitution which sets out a process of review, public consultations and adoption of a Permanent Constitution by July 2015.

South Sudan shares classic characteristics of nations that have chosen federal constitutional arrangements. It is very large geographically and it is ethnically very diverse, including a few major ethnic groups with some history of deep antagonism and divergent views of the best model for national governance. In particular, different South Sudanese elements, to some extent divided along ethnic lines, disagree about how to balance the need for "shared rule" (through strong central government institutions) with the need to recognize the aspirations of different ethnic groups for their own "self rule" (by having certain powers devolved to regional/state governments).

In addition to the question of defining the national vision, there are also more technocratic issues of designing a system that will help guarantee fiscal efficiency and accountability, as well as generate the potential benefits, and mitigate the risks, of decentralized service delivery.

In the period 2005–2011, the Forum assisted senior officials in Sudan in designing and developing the institutions for the

new Sudanese Government of National Unity through provision of technical expertise and specialized information on federal governance. Forum's Sudan program was funded by the Department of Foreign Affairs and International Trade.

In the FY2012–13, the Forum implemented a project in South Sudan entitled "Decentralization and Constitutionalism in South Sudan" whose objective was to help deepen and broaden the understanding of the South Sudanese of federal-decentralized governance options for the permanent constitution. Decentralization remains a contentious issue in South Sudan characterized by lack of knowledge and clarity.

The Forum held a three-day workshop on "Decentralization and Constitutionalism in South Sudan" in Juba over February 12–14, 2013. The event was co-hosted by the South Sudanese Network for Democracy and Elections (SSuNDE), a network of more than 75 civil society organizations from across South Sudan. Over 100 people participated, including parliamentarians from all ten states and the national legislature, representatives of political parties, national and state government officials, members of the National Constitutional Review Commission, and representatives from academia, media, religious institutions and civil society. The three days were organized around topics that are relevant to the ongoing process of constitutional review. The Forum fielded experts from Argentina, Australia, Canada, India and South Africa who joined the South Sudanese participants.

In addition to learning within the workshop itself, the participants and international facilitators worked on the design of a series of Discussion Papers to be produced by the Forum for circulation in South Sudan, as well as a series of pictorials and talking points designed for use in grassroots dialogue by SSuNDE and the other participants. The goal is to generate more debate and input into the constitutional development process.

The project was funded by the Department of Foreign Affairs and International Trade, Government of Canada.



## ETHIOPIA

Starting in April 2012 and continuing to March 2014 the Forum is implementing a second phase of the project “Conflict Management in Federal Systems: Mobilizing Ethiopian Leadership”.

The purpose of this project is to make a significant contribution to the effective practice of federalism in Ethiopia, and thereby to democratic development and sustainable peace. The goal is to strengthen the capacity of individual leaders and their institutions to promote open dialogue, address leadership and capacity gaps and enhance constitutional development.

Toward this aim, the project focuses on two objectives:

- a** Institutionalizing Sustainable Capacity for Leadership Committed to Democratic Federalism, in which case the outcome will be a large group of influential individuals and organizations (governmental and non-state actors) throughout the country that have the capacity to deliver their own federalism-leadership training and dialogue; and
- b** Strengthening Constitutional Adjudication, in which case the outcome will be structural and procedural reforms and human resource development at the federal and regional levels, aimed at increasing the capacity for constitutional interpretation in a manner envisioned in the constitution. This latter outcome should improve public faith in democratic development and the supremacy of the constitution, which will contribute to sustainable peace and stability in the country.

During the first year of the project, the Forum and Ethiopia’s House of Federations held two 5-day workshops on “Strengthening Constitutional Interpretation and Adjudication in Ethiopia” in Bishoftu on November 17–18, 2012 and Hawasa on December 19–21, 2012. The objective of the workshops was to enhance constitutional development, in general, and constitutional interpretation in particular. They focused on building a common vision and consensus on the constitutional provisions related to constitutional interpretation, on improving the institutional capacity of the Council of Constitutional Inquiry (CCI) and on addressing the capacity gaps of key institutions. The workshops were attended by ministers, senior government officials, policy makers, members of the CCI, and standing committee members of the two houses who play key roles in Constitutional Interpretation (CI).



Forum’s Ethiopia program is funded by the German Federal Foreign Office.

## EMPOWERING WOMEN FOR BUILDING DEVOLVED AND DECENTRALIZED DEMOCRACIES: BRIDGING AND PREPARATORY PROJECT

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The Middle East and North Africa region has significant gender disparity in terms of political rights, social freedoms and levels of education, health and employment. In spite - or because - of this, women and younger generations in Libya and Tunisia have been at the forefront of change and played key roles in the Arab Spring, in terms of orchestrating, protesting, networking and blogging. Women often risked their own lives in the pursuit of reform and democracy.

It is important to assure that the rights and roles of women and younger generations are observed in these evolving and democratizing nations. To enable their participation in the democratization process it is vital to equip these groups with the knowledge to influence the political movement to build a stable sustainable and equitable democracy.

Since Libya and Tunisia are experimenting with different forms of devolved or decentralized government, it is necessary to focus on empowering women and generational groups as agents of pluralistic change in this process.

The long term goal is to increase the participation of women and different generations of politically active groups in the process of democratic state building. Integrating both groups is vital for the acceptance,

empowerment and incorporation of women in the developing political structure.

The aim of this 'pre-project' was to build a bridge towards a larger project in which the Forum will develop a gender and leadership training program.

This initial phase in preparation for a multi-year program was comprised of a scoping mission and consultation workshops in both Libya and Tunisia, with the aim of assessing the needs and capacities of the target groups. Its purpose was to develop a thorough basis for a future leadership and empowerment program to mentor and train women and younger generations to play a more influential role in the political process. As both countries remain engulfed in transition, a scoping exercise was vital to understanding the existing capacity and political context for developing an effective program.

The Tunisian consultation workshop was organized in Tunis on February 15-16, 2013. Around twenty participants explored the question of political participation by women and decentralization in Tunisia. Two key notions, decentralization as a form of political and administrative organization for the country and political participation by women, were topics of discussion.

The Libyan workshop was held in Tripoli on March 2-3, 2013 with 18 participants, mostly female representatives of government, academics and members of civil society, from Tripoli, Benghazi and Sabha.

This project was funded by the Department of Foreign Affairs and International Trade, Government of Canada.

## PAKISTAN

The Forum and the United Nations Development Programme (UNDP) jointly worked in assisting the Pakistani government in the implementation of the 18th Constitutional amendment which devolves more power and autonomy to the provinces. They organized a half day National Roundtable Consultation Workshop “Strengthening Implementation of the 18th Amendment” held on 25 July, 2012 in Islamabad. This was the last of a series of five workshops. The four previous workshops were held in the four provincial capitals. These workshops were aimed at addressing the challenges and opportunities emerging against the backdrop of redefined relationships between various tiers of governance.

The consultative workshops intended to seek the feedback of provincial and national stakeholders on some of the critical issues emerging from the implementation of the 18th Constitutional Amendment.

It is expected that the consultative workshop will help develop a shared understanding of issues discussed, and help to formulate a common set of recommendations and suggestions as well as to identify areas where UNDP and the Forum can continue to offer their support to strengthening the provincial capacities in transition management.



# 04

## PUBLICATIONS

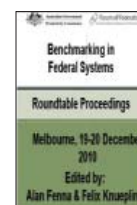


# PUBLICATIONS

The Forum of Federations has produced around 15 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

*Benchmarking in Federal Systems*, Roundtable Proceeding, Alan Fenna and Felix Knuepling, eds., (Australian Productivity Commission, 2012). This publication compares international approaches to 'benchmarking' in Australia, Germany, the United States, Canada, the United Kingdom and the European Union.



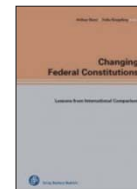
*Immigrant Integration in Federal Countries*, Christian Joppke and Leslie Seidle, eds., (McGill University Press, 2012). This volume analyzes immigrant integration policies and the implications for governance in Australia, Belgium, Canada, Germany, Spain, Switzerland and the United States. Contributors review recent developments in three categories: selection/admission, economic and social integration, and civic and political integration.



*Internal Markets and Multi-level Governance*, George Anderson, ed., (Oxford University Press, 2012). Though similar economic and political factors play a role in driving the development of internal markets, outcomes vary widely depending on individual and economic circumstances. This book investigates the management of internal markets in the United States, Australia, Canada and Switzerland as well as the European Union.



*Changing Federal Constitutions - Learning from International Comparison*, Arthur Benz and Felix Knuepling, eds., (Barbara Budrich 2012). Constitutional change can occur through constitutional amendments or through constitutional evolution. This book analyzes constitutional change in federal and decentralizing countries. It identifies structures, processes and strategies which have proven to favour constitutional amendment.



*Oil and Gas in Federal Countries*, George Anderson, ed., (Oxford University Press 2012), Canada. This publication examines in detail oil and gas management and revenue regimes in a dozen federations with significant petroleum resources: Argentina, Australia, Brazil, Canada, India, Malaysia, Mexico, Nigeria, Pakistan, Russia, the United States and Venezuela.



## FORUM REPORTS

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*Joint Service Delivery in Federations*, a research report prepared for the Forum by Tony Dean and Marie Boutilier investigates the current status and plans for joint delivery of public services in federal or quasi-federal countries – Canada, Australia, Germany and the United Kingdom.



*Environmental Assessment in Federations*, a comparative report prepared by Robert Connelly. The report reviews how federal governments and their constituent units in selected countries share responsibilities for and harmonize the application of environmental assessment. The report covers Australia, Austria, Canada, Germany, India, Switzerland, the United States and the European Union.



*Metropolitan Governance*, this report explores key issues in metropolitan planning and governance in federal and non-federal countries: Canada, the United States, South Africa, India, Switzerland and New Zealand.

## OCCASIONAL PAPER SERIES

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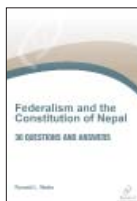


*Whither the Provinces and the States?*  
The Case for an Hourglass Model of Federalism. Anwar Shah



*Federalism and Disaster Management*  
P.G.Dhar Chakrabarti

## DEVELOPMENT ASSISTANCE PROGRAMS PUBLICATIONS



*Federalism and the Constitution of Nepal:*  
30 Questions & Answers, Ronald L. Watts



*Civil Service Reform: Experiences of the United Kingdom, India, South Africa and Nepal,*  
Clive Grace (Ed.), Rakesh Hooja, Robert Cameron, Shree Krishna Shrestha



*Fiscal Transfers in Nepal:*  
Design and Implementation Plan, D.K. Srivastava

## 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.

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

# 05

## FINANCES





# FORUM OF FEDERATIONS FINANCIAL INFORMATION

2013 | 2012

## FINANCIAL POSITION

### Assets

Current Assets	\$1,694,829	\$2,965,170
Capital Assets	\$47,977	\$63,589
Investments (long term)	-	-
<b>Total Assets</b>	<b>\$1,742,806</b>	<b>\$3,028,759</b>

### Liabilities and net worth

Current Liabilities	\$471,544	\$1,792,110
Deferred Contributions for Capital Assets	\$17,005	\$21,295
Deferred Contributions - Long Term Fund	-	-
<b>Net Assets</b>	<b>\$1,254,257</b>	<b>\$1,215,354</b>

## STATEMENT OF REVENUES AND EXPENSES

### Revenues

Government of Canada - DFAIT	\$1,980,391	\$1,593,009
Other foreign country contributions	\$609,227	\$843,834
Federal Republic of Germany (Projects)	\$420,578	\$1,196,147
Government of Switzerland (Projects)	\$54,416	\$168,221
Others	\$35,227	\$171,069
<b>Total Revenue</b>	<b>\$3,099,839</b>	<b>\$3,972,280</b>

### Expenses

Projects	\$2,399,032	\$3,201,718
Salaries and benefits	\$253,960	\$317,028
Administration	\$407,944	\$431,623
<b>Total Expenses</b>	<b>\$ 3,060,936</b>	<b>\$3,950,369</b>
<b>Excess Revenue over Expenses</b>	<b>\$38,903</b>	<b>\$21,911</b>

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

# 06

## ACTIVITIES



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# SUMMARY OF FORUM ACTIVITIES

## 2012 | 2013

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*April 4, 2012* Commissioners discuss implementation of Kenya's new constitution – Ottawa, Canada

*April 15-17, 2012* Practitioners share experiences on Water Security and Federal Rivers – Oxford, United Kingdom

*June 13, 2012* Forum Board member Mr. Roger Wilkins shares with the Canadian audience his views on Challenges for Federalism in Australia – Ottawa, Canada

*June 19, 2012* Legislators and experts discuss the renewal of the German equalization scheme at the international workshop Reforming Fiscal Federalism in Germany – Learning from International Experiences – Berlin, Germany

*June 20, 2012* The Forum launches a book, “Changing Federal Constitutions: Learning from International Comparisons” – Berlin, Germany

*June 23-25, 2012* Public officials and experts discuss public budgeting and coordination – Campeche, Mexico

*July 6, 2012* Policy makers and practitioners share their expertise on challenges of environmental governance at a workshop Greening the Indian Federal System: Views from the Centre and States – New Delhi, India

*July 25, 2012* The Forum and UNDP jointly hold National Consultative Workshop: Strengthening Implementation of the 18th Amendment – Islamabad, Pakistan

*August 19, 2012* Forum Chair Mr. Vijay Kelkar is tasked to draft India's Fiscal Consolidation Road Map – India

*September 6-7, 2012* Forum experts train and provide access to comparative experience on devolution to the Members of the Constituent Assembly Commission for Local and Regional Collectivities – Tunis, Tunisia

*September 10-11, 2012* Members of Nigerian Senate Committee on the Review of the 1999 Nigerian Constitution seek Forum expertise – Ottawa, Canada

*September 11, 2012* Forum hosts Lunch & Learn presentation: Nigerian Federalism, Perspective from the States – Ottawa, Canada

*September 13-14, 2012* Federal Government and Brazilian states and municipalities debate legal framework for sub national international cooperation and action in African continent – Brasilia, Brazil

*September 27, 2012* Forum organizes a panel discussion on climate change policy and subnational governance at the 9th International Forum on Decentralization (Desde Lo Local) – San Luis Potosi, Mexico

*October 11, 2012* Forum president delivers a keynote address on the trends in metropolitan governance in federal countries at the UNAM Conference on Federalism – Mexico City, Mexico

*October 18-19, 2012* Forum contributes to development of networks of policy makers and practitioners on benchmarking – Kingston, Canada

*November 6-7, 2012* Experts from eight federal countries discuss challenges of public security in federal systems at an International Conference on Public Security in Federal Systems – Zaragoza, Spain

*November 9, 2012* Mexican practitioners learn about Coordination Challenges in Social Policy at a conference in Mexico - Mexico City, Mexico

*November 14-16 and 20-22, 2012* Forum delivers two training sessions for parliamentarians, politicians, civil society and media personnel on the practice of democracy and power sharing - Yangon, Burma/Myanmar

*November 17-18, 2012* Legislators, government officials, and international experts discuss Strengthening Constitutional Interpretation and Adjudication in Ethiopia - Bishoftu, Ethiopia

*November 28-30, 2012* Practitioners, top civil servants and academic experts from seven Asian countries share their respective decentralization experiences at the Asian Regional Meeting on Service Delivery in Decentralized Administration - Penang, Malaysia

*December 1, 2012* Practitioners and experts discuss the changing performance assessment landscape in the United Kingdom - London, United Kingdom of Great Britain and Northern Ireland

*December 9-13, 2012* Forum trains Libyan practitioners on decentralization and devolved governance - Tripoli, Libya

*December 17, 2012* Forum supports a workshop organized by the Friedrich Ebert Foundation on the options for political decentralization - Sana'a, Yemen

*December 18-21, 2012* Forum supports the process of decentralization in Tunisia through a series of four roundtables with senior civil servants at the regional level and regional representatives of central government departments - Kef, Kairouan, Sousse and Sfax, Tunisia

*December 19-21, 2012* Legislators, government officials, and international experts discuss Strengthening Constitutional Interpretation and Adjudication in Ethiopia - Hawasa, Ethiopia

*January 21-22, 2013* Forum supports the process of decentralization in Tunisia through two roundtables with senior civil servants at the regional level and regional representatives of central government departments - Gafsa and Mednine, Tunisia

*January 28-30, 2013* Forum delivers the 3rd training sessions for parliamentarians, politicians, civil society and media personnel on the practice of democracy and power sharing - Taunggyi, Burma/Myanmar

*January 29, 2013* Forum holds a workshop on Changing Approaches to Performance Assessment and Benchmarking in Local Government - Cardiff (Wales), United Kingdom

*February 2-4, 2013* Forum delivers the 4th training sessions for parliamentarians, politicians, civil society and media personnel on the practice of democracy and power sharing - Yangon, Burma/Myanmar

*February 5-6, 2013* Representatives of civil society organizations in Tunisia and international experts discuss the Role of Civil Society in a Decentralized Tunisia - Tunis, Tunisia

*February 12-14, 2013* South Sudanese practitioners and international experts analyze questions relevant to the process of constitutional review in South Sudan at a workshop Decentralization and Constitutionalism in South Sudan - Juba, South Sudan

*February 14-16, 2013* Forum experts speak about the challenges of regional development in the 'BRICS' countries at the Krasnoyarsk Economic Forum - Krasnoyarsk, Russia

*February 15-16, 2013* Women politicians, civil servants and experts explore the question of political participation by women and decentralization in Tunisia - Tunis, Tunisia

*February 25-27, 2013* The House of Federation, the Embassy of Switzerland, Intergovernmental Authority on Development (IGAD), UNDP and the Forum of Federations jointly organize regional conference Federalism for Peace, Democracy and Development: Experience on Federalism and Decentralization in the East Africa Region - Addis Ababa, Ethiopia

*March 2-3, 2013* Forum holds a capacity building workshop in Yemen on basic issues of federalism - Sana'a, Yemen

*March 2-3, 2013* Participants, mostly female representatives of government, academics and members of civil society, from Tripoli, Benghazi and Sabha explore the question of political participation by women and decentralization at a workshop Support for women in the construction of a decentralized, de-concentrated democracy - Tripoli, Libya





