

ANNUAL REPORT



2020
2021



Forum of Federations

The Global Network on Federalism and Devolved Governance

ACRONYMS

AAF: ASSOCIATION ASPIRATIONS FÉMININE (MOROCCO)

CAD: CANADIAN DOLLAR

CMEV: CENTRE FOR MONITORING ELECTORAL VIOLENCE (SRI LANKA)

COVID-19: CORONAVIRUS DISEASE 2019

CSO: CIVIL SOCIETY ORGANIZATION

EURACS: EUROPEAN RESPONSE TO ELECTORAL CYCLE SUPPORT IN ETHIOPIA (ETHIOPIA)

ESTA: ELECTORAL SECURITY THREAT ASSESSMENT (ETHIOPIA)

ECES: EUROPEAN CENTRE FOR ELECTORAL SUPPORT (ETHIOPIA)

GAC: GLOBAL AFFAIRS CANADA

GE: GENDER EQUALITY

GPTA: GANDAKI PROVINCE TRAINING ACADEMY (NEPAL)

GPW 2020: GENEVA PEACE WEEK 2020 (SWITZERLAND)

HOF: HOUSE OF FEDERATION (ETHIOPIA'S SECOND CHAMBER OF LEGISLATURE)

ICT: INFORMATION AND COMMUNICATION TECHNOLOGIES

IFES: INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS

LEAD: A TRAINING PROGRAM FOR ELECTORAL STAKEHOLDERS (ETHIOPIA)

MENA: MIDDLE EAST AND NORTH AFRICA

MIND: MULTI-STAKEHOLDER INCLUSIVE NATIONAL DIALOGUE (ETHIOPIA)

MOFAGA: MINISTRY OF FEDERAL AFFAIRS AND GENERAL ADMINISTRATION (NEPAL)

NEBE: NATIONAL ELECTION BOARD OF ETHIOPIA (ETHIOPIA)

NSA: NON-STATE ACTORS

PEV: PREVENTION OF ELECTORAL VIOLENCE PROGRAM (ETHIOPIA)

SMFFN: SUPPORT FOR MANAGING FISCAL FEDERALISM IN NEPAL PROGRAM (NEPAL)

TLPF: TIGRAY PEOPLES LIBERATION FRONT (ETHIOPIA)

TSP: TRANSFORMATIONAL SCENARIO PLANNING (ETHIOPIA)

UKAID: UK AID DIRECT

UNDP: UNITED NATIONS DEVELOPMENT PROGRAM

VAT: VALUE ADDED TAX

WAPAN: WOMEN AND PEACE ACTION NETWORK (MYANMAR)

WRO: WOMEN'S RIGHTS ORGANIZATION



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

Active on six continents, it runs programs in over 20 countries, including established federations and countries transitioning to devolved and decentralized forms of governance.

The following partner countries are members of the Forum: Australia, Brazil, Canada, Ethiopia, Germany, Nigeria, Pakistan and Switzerland.

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MESSAGE FROM THE FORUM OF FEDERATIONS



Georg Milbradt

Georg Milbradt

*Chairman of the Board
of Directors*



Rupak Chattopadhyay

Rupak Chattopadhyay

President and CEO

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This past year offered unique challenges for the Forum and its staff. The organization had to adapt rapidly amid a global pandemic. As the outbreak evolved, the Forum carefully protected the health and safety of staff and stakeholders while meeting its obligations to deliver on commitments to partners. We are pleased to report that the organization was able to maintain a very active programming schedule during 2020-21, while developing new modes for program delivery and new products and ensuring the wellbeing of our staff. Staff transitioned to working remotely, and our Board and Strategic Council and other meetings moved to a virtual format. The COVID-19 pandemic provided the Forum with an opportunity to develop a range of new digital products including podcasts, webinars and blogs, while also validating the value of virtual and blended learning events and enabling the organization to reflect on new thematic areas for programming.

We started the year by producing a new series of popular short papers outlining the initial COVID response in federal and decentralized countries. The Forum used this knowledge to develop a comprehensive manuscript for a first-of-its-kind book on the subject. This work, which will be published in late 2021, covers 23 countries plus the European Union and documents their approaches to the COVID-19 crisis during the first year of the pandemic. The Forum further developed programming on the nexus between federalism and pandemic management with a series of live webinars and podcasts. The series explored specific comparative examples of COVID-19 governance, including health delivery, intergovernmental relations (IGR), procurement, public finance and power-sharing.

As the pandemic engendered rapid adaptations in governance functions and service delivery, we have begun to develop a new program on the digitalization of public administration in federations. The Forum continued to run its existing Policy Programs while launching a new program on Language Policy. In addition, the organization produced podcasts, webinars, reports and videos, including the most-watched workshop at Geneva Peace Week 2020: "Federalism as a Peacebuilding Tool in Divided Societies."

This year the Forum published its flagship volume, The Forum of Federations Handbook of Federal Countries 2020. This volume is the authoritative reference text for anyone interested in learning about federalism, covering 26 federal countries.

Furthermore, the Forum released a seminal report titled Gender Equality and Federalism. This extensive publication examines the role that federal and decentralized governance architectures can play in mediating a country's opportunities for advancing gender equality and women's rights. The report represents an important and novel contribution to the literature on federalism.

In 2020-21 Forum programming in countries continued to have a demonstrable impact despite pandemic lockdowns. For example, the majority of the Forum's Middle East and North Africa (MENA) gender programs in Tunisia, Morocco and Jordan shifted from mostly live in-person training sessions/workshops to primarily online events. This transition eliminated the cost of travel and paid dividends with a significant increase in attendees. In addition, while the pandemic changed how the Forum delivered development assistance, it did not stop us from continuing our essential programs in Ethiopia, Nepal, Somalia and starting a new program on election systems in Sri Lanka. We invite you to read in our Development Assistance Program section how the Forum continues to make a real impact on its beneficiaries around the world.

We thank all our partner governments for standing by the Forum of Federations during the pandemic. We'd like to also thank the resilient Forum staff worldwide for their dedication and perseverance through a trying year.

THE FORUM WOULD LIKE TO THANK THE FOLLOWING 10 PARTNER COUNTRIES FOR THEIR SUPPORT



THE FORUM WOULD ALSO LIKE TO THANK THE FOLLOWING FUNDERS



Brazil:
Presidency of the Republic



European Union:
European Development Fund



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

**Swiss Agency for Development
and Cooperation SDC**



Global Affairs
Canada Affaires mondiales
Canada

Canada:
Global Affairs Canada



Federal Ministry
of the Interior, Building
and Community

Germany:
Federal Ministry of the Interior,
Building and Community



Quebec:
Secrétariat du Québec aux relations
canadiennes, GoQ



An Roinn Gnóthaí Eachtracha
agus Trádála
Department of Foreign Affairs
and Trade

Ireland:
Department of Foreign Affairs



MINISTRY OF
FOREIGN AFFAIRS
OF DENMARK
Danida

Denmark:
Ministry of Foreign Affairs



Netherlands:
Ministry for Trade and Development
Cooperation



Department
for International
Development

UK:
Department for International
Development



Ethiopia:
House of Federation



Forum of Federations

The Global Network on Federalism and Devolved Governance

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MYANMAR

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Senior Communications Officer

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International Gender Equality
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Myat Myat Thu
Finance Officer

Sandeep Shastri
Lead Trainer

Thoon Thadar Nwe
Program Associate

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Lead Expert

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 - Eric Desrochers
 - Silvana Gomes
- 



▶ WHO WE ARE AND
WHAT WE DO

WHO WE ARE

The Forum of Federations is an international organization that develops and shares comparative expertise on the practice of federal and decentralized governance through a global network.

The Forum is concerned with the contribution that federalism and multilevel governance can make to the development of inclusive, pluralistic, and responsive governance systems. The Forum supports governments around the world to help develop governance solutions in multilevel systems. The organization's core area of specialization is federalism. However, Forum's expertise is increasingly sought across the range of multilevel systems, including in decentralized and devolved countries.

The Forum is truly international in nature, working with stakeholders at all levels in countries in North and South America, Africa, Europe, Asia, and Australasia.

THE MISSION OF THE FORUM

The mission of the Forum is to strengthen inclusive and responsive governance, including pluralism and gender equality, in federal, decentralized, and transitioning countries.

The Forum's work in federal and multilevel governance contributes to enhancing the quality and coherence of public policy. In doing so, the Forum improves the effectiveness of public service delivery and implementation of national, regional, and local development strategies. Its capacity-building work covers many aspects of multilevel governance and reaches a wide range of stakeholders. Working with these stakeholders facilitates the development, transfer, application, and sharing of knowledge at all levels of society. The Forum's activities support national, regional, and international development efforts to create more inclusive and peaceful societies with responsive governments that meet the needs of citizens. The Forum also assists in democratic consolidation in states or regions in post-conflict situations.

THE FORUM ADVANTAGE: HANDS-ON EXPERIENCE AND HIGH-LEVEL EXPERTISE

The Forum has a practical, problem-solving approach to achieving results. Since its founding over two decades ago, it has supported governments and citizens worldwide through capacity building and providing expertise and impartial practical education.

The Forum brings the world's leading experts together with the "practitioners" of government: elected officials, civil servants, political operatives. The Forum's direct relationship with governments on each continent makes it uniquely placed to promote intergovernmental learning by working in tandem with its partner governments.

Alongside its work with key governance practitioners, the Forum also supports civil society stakeholders. Working through its extensive network of local partners, the Forum provides knowledge and learning to members of civil society so they can participate in the multilevel governance processes that impact their lives.

Our Core Principle: "Learning from Each Other"

The comparative international methodology utilized by the Forum in the implementation of its activities is based on the core principle of "learning from each other." The Forum bridges the worlds of academic research and real-world practice. By doing so, the Forum approach uses both its Policy and Development Assistance activities to add to its knowledge base on multilevel governance.



THE HISTORY OF THE FORUM

The Forum was originally established by the Government of Canada. The inaugural International Conference on Federalism held in 1999 at Mont Tremblant, Quebec, Canada, led to the founding of the Forum as an institution based in Ottawa. Four consecutive international conferences were subsequently held in Switzerland, Belgium, India, and Ethiopia.

Following the 2005 conference held in Brussels, a number of countries joined the Forum as funding partners, establishing it as a membership-based international organization.

As of 2021, ten governments had signed agreements as partners of the Forum, supporting the activities of the

organization and providing expertise, with representation on the Forum's Strategic Council and Board of Directors. These countries are Australia, Brazil, Canada, Ethiopia, Germany, India, Mexico, Nigeria, Pakistan, and Switzerland. Over the years, the Forum has expanded the scope of its work from established federal countries to include nation-states in post-conflict situations adopting federal forms of governance and those involved in processes of devolution and decentralization. This growth led to the expansion of the organization to several countries around the world. As of March 2021, the Forum had field offices and/or representation in Australia, Brazil, Ethiopia, Germany, India, Jordan, Morocco, Myanmar, Nepal, Pakistan, and Tunisia.



THE FORUM IN ACTION

The Forum's unique global network of experts can be swiftly mobilized to provide expert counsel and support to countries tackling acute problems in governance. The Forum has been active in more than twenty countries since its establishment in 1999.



Through its work in 2020-21, the Forum has:

- Assisted in supporting peace, democracy and inclusive governance in fragile and post-conflict states through institution-building and local empowerment
- Fostered the development of peaceful, inclusive societies by supporting stakeholders to find common ground through dialogue
- Enhanced public service delivery by providing civil servants with the tools and knowledge to implement effective federal and decentralized multilevel government
- Empowered women to participate in governance and leadership processes through training and networking activities
- Facilitated knowledge development and transfer in a range of governance topics, including:
 - Responses to the COVID-19 Pandemic and Federalism
 - Intergovernmental Relations
 - Language Policy and Federal Governance
 - Local Governments and Metropolitan Regions
 - Federalism and State Fragility
 - Centralization and Decentralization in Federations
 - Climate Change
 - Gender and Federalism
 - Fiscal Federalism
 - Constitutional Reform
- Developed and produced a range of written and audiovisual content on federal and devolved governance principles, practices, and experiences.

2020/2021 BY THE NUMBERS

298

LEARNING ACTIVITIES
IMPLEMENTED

1,650

PARTICIPANTS IN POLICY
PROGRAM LEARNING
ACTIVITIES

82%

of respondents in the Annual
Stakeholder Survey express using
the knowledge and skills they
acquire from the Forum in their
work.



183

TRAINING SESSIONS
DELIVERED TO
INDIVIDUALS WITH
LEADERSHIP POTENTIAL



4,095

INDIVIDUALS WITH
LEADERSHIP POTENTIAL
TRAINED BY THE FORUM
IN DAP COUNTRIES

311

EXPERT DEPLOYMENTS IN FORUM DAP COUNTRIES

POLICY PROGRAMS 2020-2021

Forum Policy Programs promote understanding of multilevel governance issues in a range of themes and sectors and support the development of solutions to governance challenges in federal, decentralized, and devolved countries. They facilitate the exchange of knowledge on pertinent public policy questions and topics related to the management, reform, and development of federal and decentralized systems. These programs continually build a comparative body of knowledge on contemporary, usually structural, federal and decentralized governance themes. The work generated through the Policy Programs informs the Forum's Development Assistance Programs.

With the onset of the COVID-19 pandemic, the Forum focused much of its Policy Program activity in 2020-21 on examining the impact of the pandemic on federal countries, and their responses to the crisis. In addition, the Forum initiated two new Policy Programs: Digitalization of Public Administration and Language Policy and Federal/Decentralized Governance. It also continued to work on the multi-year programs begun in previous years. In the context of pandemic conditions, most activities were held online or in a hybrid in-person/online format. As part of its Policy Program activities, the Forum also produced several publications, learning tools, and knowledge products, and expanded its digital content.

12 activities implemented involving over 20 federal and devolved countries around the world



13 partners involved, of which 3 were new partner organizations



1,260 direct beneficiaries of Policy Program activities

This year, the Forum and its partners developed and implemented 12 Policy Program activities involving over 20 federal and devolved countries worldwide. These programs directly addressed the multilevel governance priorities of all ten Forum member countries. The Forum engaged 13 partner institutions to develop and deliver Policy Programs, three of which collaborated with the Forum for the first time.

The primary beneficiaries of Policy Program activities were government officials, parliamentarians, civil society organization (CSO) representatives, academic experts, and students from Forum partner countries and other federal and decentralized nations. Approximately 1,260 stakeholders benefited from Policy Program activities this year.

34 new knowledge products created

The Forum and its partners created 34 new knowledge products in 2020-21: 1 thematic book, 28 papers, and 5 audiovisual products. In addition, for the first time, a number of the Forum's Policy Program activities were streamed live online, with recordings of the events subsequently made available for later viewing on YouTube. Production was also initiated on a comparative volume on climate change, and the updating of two thematic books: one on fiscal federalism and the other on local government.

The Forum's Policy Programs are grouped into three thematic categories:

- 1. Governance & Service Delivery:** Programs that address policy issues such as Fiscal Relations, Local Government, Education, Public Security, Health Care, Intergovernmental Relations.
- 2. Environment:** Programs that address environmental issues in areas such as Climate Change, Natural Resource Management, and Water Management.
- 3. Constitutional Issues and Diversity & Inclusion:** Programs that address multilevel governance structures and participation in governance such as Constitutional Interpretation, Constitutional Reform, Gender Equality, Language, Territorial Cleavages, Indigenous Policies, Youth, Minority Rights.

GOVERNANCE AND SERVICE DELIVERY

COVID-19 and Federalism

The COVID-19 pandemic resulted in unprecedented challenges for governments in countries all around the world, and the Forum immediately recognized the importance of memorializing early governance responses to the emergency.

Accordingly, the Forum undertook the following activities in this area in 2020-21:

A. Online Publications:

In the early months of the pandemic, the Forum commissioned snapshot analytical papers from 23 countries in a series entitled "Dealing with the COVID Crisis in Federal and Devolved Countries." The country cases included Argentina, Austria, Australia, Belgium, Bosnia and Herzegovina, Brazil, Canada, Ethiopia, Germany, India, Italy, Kenya, Malaysia, Mexico, Nepal, Nigeria, Pakistan, Russia, Spain, South Africa, Switzerland, United Kingdom and the United States. This series, focusing on intergovernmental relations, was the first published comparative governance study that examined how different federal and devolved countries handled the early phases of the crisis. The papers, published in April and May 2020, broke download records for online Forum material.

Together with partners - the Organization of American States and the University of Kent - the Forum also published a "Practical Guide to Subnational Government Response to COVID-19" in November 2020. Drawing on the experiences of countries in Latin America, the Caribbean and Europe, this publication aims to support policy makers to understand the role of and challenges faced by subnational government in dealing with the COVID-19 pandemic.

B. Thematic Book:

The Forum developed a comparative volume on ***Federalism and the Response to COVID-19: A Comparative Analysis***, which will be published by Routledge in autumn 2021.

Consisting of 23 country case studies on **Argentina, Australia, Austria, Belgium, Bosnia and Herzegovina, Brazil, Canada, Ethiopia, Germany, India, Italy, Kenya,**

Malaysia, Mexico, Nepal, Nigeria, Pakistan, Russia, South African, Spain, Switzerland, United Kingdom, and the United States (and a case study of the European Union) accompanied by a comparative analysis, this volume covers the pandemic response from its outbreak in early 2020 to the end of the year (before the vaccination rollout). The Forum anticipates that this will be the first published comparative study analyzing the pandemic's impact on federal governance and how federal systems responded to the pandemic in 2020. The book also contains a chapter comparing the pandemic response in federal countries and unitary countries.

C. International Webinars:

To strengthen international dialogue on the pandemic's impact on federal systems and their resilience in responding to the pandemic, the Forum hosted, co-hosted and participated in eight comparative webinars on the pandemic and federalism:

- **"Corona-Crisis Management in Germany and France"** with the Konrad Adenauer Foundation (April 2020)
- **"Federalism and the Corona Crisis"** with the Free University Berlin (May 2020) <https://www.youtube.com/watch?v=-jKnM3Fu0rQ>
- **"Federalism in Crisis? The United States and German Responses to the COVID-19 Pandemic"** with the Bertelsmann Foundation (June 2020) <https://www.youtube.com/watch?v=-jKnM3Fu0rQ>
- **"Subnational Governments in the COVID-19 Scenario in the Americas"** with the Organization of American States and the University of Kent (September 2020) <https://www.youtube.com/watch?v=VoXLBorRKps>
- **"Federalism and the Pandemic"** with the Gimenez Abad Foundation (November 2020)
- **"COVID and Federalism in Comparative Perspective: Experience from the Americas"** with Jawaharlal Nehru University (December 2020)

- **“Cooperation Mechanisms of Local Governments in Times of Crisis”** with EURAC Research (February 2021)
- **“Tabadlab’s Forum on Federalism”** with the Tabadlab Consulting Agency (February 2021)

D. Podcast Series:



In 2020-21, the Forum launched its podcast: **ForumFedCast**. The first episode, released in June 2020, examined the governance response to the pandemic in the federations of North America: Canada, Mexico, and the United States. The second episode,

released in September 2020, explored how the COVID crisis has impacted the dynamics of intergovernmental relations in Germany and Australia. The third episode, released in December 2020, explored the use of federalism as a peacebuilding tool - and its successes and failures - in three Forum project countries: Ethiopia, Myanmar, and Cyprus.

Fiscal Federalism

The Forum continued to work on the comparative volume entitled *Forum of Federations Handbook on Fiscal Federalism*. The purpose of the book is to examine the range of fiscal institutions used in different federal or federal-type countries, consider their rationale and effectiveness, and explore their interrelationship with federalism. The volume, which includes 11 country chapters (Australia, Brazil, Canada, Ethiopia, Germany, India, Italy, South Africa, Spain, Switzerland and the United States) and is edited by Professor Jean-Francois Tremblay of the University of Ottawa, will be published by Palgrave in early 2022.

Local Governments

In 2020-21, the Forum began to revise its 2006 volume on local governments in federal countries. The updated publication, entitled *Forum of Federations Handbook on Local Government in Federal Systems (2nd edition)* examines the role and place of local government in 16 federal or federal-type countries (Argentina, Australia, Austria, Brazil, Canada, Ethiopia, Germany, India, Italy,

Mexico, Nepal, Nigeria, South Africa, Spain, Switzerland, and the United States), and explores their relationship with the other orders of government as well as their impact on the system of federalism as a whole. Country chapters will explain the formal institutional arrangements and their operation in practice to support country-to-country learning through experience sharing. The volume will be edited by Professor Nico Steytler of University of the Western Cape, and it will be published in 2022.

Digitalization of Public Administration

In 2020-21 the Forum began working on the new theme of digitalization of public administration. This program examines what unique challenges and opportunities the digitalization of administration provides for federal systems of governance. The first activity within the program was a scoping webinar organized in partnership with the German Land Government of North Rhine-Westphalia on 5 May, 2020.

The webinar focused on the cases of Germany and Switzerland and examined the following: which order of government defines the strategic goals in digitalization and what role provinces/states and local governments have in digitalization. Also, it looked at who finances this area of responsibility and for what purposes. Lastly, the discussion focused on whether or not digitalization would lead to more centralization.

Using the webinar discussion as a foundation, the Forum will develop a concept paper for a comparative project on this subject in collaboration with the University of Ottawa. The paper will guide further Forum work on the topic and will be published in the Forum’s Occasional Paper Series.

Immigrant Integration

The Forum produced a policy note on immigrant integration to inform the Brazilian government on how other federal countries have dealt with immigrant (and refugee) integration into their societies. The Brazilian government is currently developing policies on refugee integration triggered by an influx of refugees from Venezuela and is seeking good practices from other federal countries.

ENVIRONMENT

Climate Change

Funded by the Government of Quebec

The Forum continued implementing its ongoing comparative program on Climate Change and Federal Governance in 2020-21. The program's ultimate objective is to increase comparative knowledge and understanding of climate change governance and policies in federal and decentralized countries and provide critical insights on the challenges in policy development, innovation, and implementation. The program features 14 case studies: Australia, Brazil, Canada, China, Ethiopia, the European Union, Germany, India, Indonesia, Mexico, South Africa, Spain, Switzerland, and the United States.

In 2020-21 the majority of activity undertaken consisted of the writing and revising of the chapters on each country. It is anticipated that Cambridge University Press will publish the volume entitled *Climate Change Governance and Federalism: A Forum of Federations Comparative Policy Analysis* in early 2022. The Forum plans to chair a panel on "Climate Change and Federal/Decentralized States" at the International Political Science Association (IPSA) conference in July 2021 in a virtual format. Work is being undertaken to identify potential venues for a wider launch of the volume in November 2021 – January 2022.

CONSTITUTIONAL ISSUES, DIVERSITY AND INCLUSION

Gender Equality and Federalism

The Forum finalized its report on *Gender Equality and Federalism: Opportunities and Challenges in Multilevel Governance*, written by Dr. Christine Forster of the University of New South Wales. This research report, the culmination of a two-year research project, examines the complex gender dynamics in federal and decentralized countries. It identifies the advantages and disadvantages of federal and multilevel systems in advancing gender equality in critical areas of women's lives.

On 22 October 2020, the Forum held a launch-webinar for the report that featured the Hon. Karina Gould, Minister for International Development, Global Affairs Canada, and the Hon. Fitsum Assefa Adela, Minister for the Planning and Development Commission, Government of Ethiopia. Other participants included the report author Dr. Christine Forster and Forum representatives Salma Siddiqui and Rupak Chattopadhyay.

Based on the report's content, the Forum has conceptualized and drafted scripts for a series of educational videos on gender equality and federalism. The Forum will use the videos for training purposes in the Forum's Policy and Development Assistance programs. In addition, preparatory production work and interviews were undertaken on a three-part podcast series on Gender Equality and Federalism, to be released in summer 2021.

Language Policy and Federal/ Decentralized Governance

In 2020-21 the Forum initiated a new program on Language Policy and Federal/Decentralized Governance. After a thorough consultation on the objectives and breadth of this comparative program with academic experts from several countries, the Forum refined the project scope and the research questions and engaged Forum Senior Advisor



Dr. Leslie Seidle as the lead researcher. The project focuses on the public administration of language policy in federal countries and consists of a series of 12 country papers (on Belgium, Bosnia and Herzegovina, Canada, Ethiopia, India, Italy, Mexico, Nepal, Pakistan, South Africa, Spain, and Switzerland) to be written by country subject experts and reviewed by the project editorial team composed of Dr. Leslie Seidle, Dr. Linda Cardinal, Dr. Elisabeth Alber, and Dr. Asha Sarangi. The editorial team will produce an overview paper with general observations and lessons learned from the case study countries. The articles and overview paper aims to provide a source of useful comparative knowledge to civil servants and scholars in a range of government departments and agencies in countries where linguistic diversity is a significant issue, as well as for academic experts, students, and journalists.

Peacebuilding, Conflict and Federalism

A. Geneva Peace Week 2020

In 2020-21, the Forum participated in the Geneva Peace Week (GPW) for the second consecutive year. GPW, held from 2-6 November 2020, is a flagship initiative of the Geneva Peacebuilding Platform in collaboration with the Graduate Institute of International and Development Studies and the United Nations Office at Geneva, supported by the Government of Switzerland. In 2020, the GPW was held exclusively online due to the ongoing COVID pandemic.

The thematic focus of GPW 2020 was “Rebuilding Trust after Disruption: Pathways to Reset International Cooperation.” The Forum contributed a video to GPW 2020, convening and recording an online panel discussion on “Federalism as a Peacebuilding Tool in Divided Societies.” The session explored how federalism and federal state architectures have supported peacebuilding and conflict resolution processes and their successes and failures in three Forum project countries: Ethiopia, Myanmar, and Cyprus. The panel consisted of Almaze Mekonnen, former State Minister for Peacebuilding of the Ministry of Peace of Ethiopia; Htet Min Lwin, former Country Director of the Forum’s Myanmar Office; and Derya Beyatli, peace activist and founding member of the Third Community Forum of Cyprus. Forum President Rupak Chattopadhyay

moderated the discussion. The video is available on the Forum YouTube channel.

In December 2020, the Forum published an audio version of the panel discussion as the third episode of its podcast (ForumFedCast), enabling it to reach a wider audience.

<https://www.youtube.com/watch?v=-3Ec9klbSMw>

B. Devolution and Federalism in Collapsed States: Constitutional Process and Design

The Forum published a report on Devolution and Federalism in Collapsed States: Constitutional Process and Design, authored by George Anderson and Sujit Choudhry. The report examines the implications of state collapse for constitution-making and constitutional design, focusing on devolution and federalism. It explores four cases of collapsed states from the Middle East and North Africa—Lebanon, Libya, Somalia, and Yemen, four countries in which the Forum is currently implementing or has implemented programs in the past. The report aims to draw lessons for future projects in these countries and beyond.

It explores four thematic issues regarding constitutional design and process in collapsed states raised by the case studies:

- Challenges of constitution-making processes in collapsed states
- Role of international actors in constitution-making
- Interim vs. longer-term options for devolution
- Integration of security and political issues in constitution-making

C. Federalism and State Fragility

The Forum commissioned Dr. Michael Youash of the University of Toronto to develop a study on federalism and state fragility. This study seeks to create stronger linkages between policy work and research on state fragility and federalism. Many federalism studies were conducted in an older field of research-oriented towards long-established federations. Contemporary federalization has taken place mainly in post-colonial or post-conflict states and presents unique challenges that do not always fit established theories and older federations’ experiences. State

fragility explains conditions and phenomena requiring development experts and scholars to recognize the need for new typologies. Each field is making significant advances in both research and practice to grapple with extraordinary challenges. This research project attempts to bridge the two fields of study by establishing a common ground and identifying how they can be brought together to produce innovative policy solutions to inform and guide the Forum's programming in fragile states.

D. Highlighting the Importance of Governance in Official Development Assistance

In 2020-21, the Forum undertook a range of activities to support increased understanding of why governance matters in development assistance. The Forum was the sector lead and primary author of the Governance Report in the Together Project, a cross-sectoral campaign led by Cooperation Canada which called on the Canadian government to significantly increase its international assistance spending. The report outlines why governance development is a crucial pillar in fostering peaceful and stable societies and acts as a critical force multiplier for sustainable development more broadly. Cooperation Canada launched the final Governance Report in January 2021. The Forum produced a brief video summarizing the report's key messages and presented it during Cooperation Canada's Cooperation Forum in June 2020.

In addition, the Forum convened an online panel discussion titled "Peace and Development" at the June 2020 Cooperation Forum. The panel featured senior leaders from prominent Canadian NGOs working in governance, and examined the roll-out of Canada's peace and development priorities. The panel also identified the progress achieved to date, as well as opportunities for civil society input and influence on Canada's approach. The event was well received and attracted a substantial audience.

E. Organization of American States Peacebuilding Mediation and Negotiation Training

In the second half of 2020-21, the Forum, the Organization of American States (OAS) Department for the Promotion of Peace and the University of Kent conceptualized, developed and implemented an online training workshop in peacebuilding, mediation and negotiation. The training was designed to prepare and increase the capacity of stakeholders in the Americas to engage in non-violent conflict prevention, conflict resolution, and peacebuilding strategies. Adopting an innovative training approach utilizing mediation and negotiation simulation exercises, the workshop was held on 18 and 19 March 2021 and targeted senior diplomats and officials of the Permanent Missions of the OAS Member States. The Forum and its partners hope to expand and scale up this training initiative in the future.



▶ DEVELOPMENT ASSISTANCE PROGRAMS



Ethiopia – Multiple Projects



The post-2018 transition, that started with the election of Nobel Laureate PM Abiy Ahmed, faces multiple challenges and is strongly contested from several quarters. A conflict of visions put the Abiy government on a collision course with the previously dominant Tigray People's Liberation Front (TPLF) and eventually to a major ongoing conflict accompanied by serious humanitarian and human rights crisis in the north. At the same time, the more open and competitive political system has shown major weaknesses. The June 2021 election is expected to be a departure from previous elections in Ethiopia but has been boycotted by major political actors, and the pathway to peace is not assured. Ethnic-based conflicts continue in several parts of the country, and political discourse is becoming increasingly and dangerously polarised along ethnic and other identity group lines.

Many view the situation as symptomatic of a longstanding failure to develop a sufficiently broad-based national consensus on the basic questions of nation-building as a basis of a durable political settlement, such as the structure of the state, deepening democracy, group versus individual rights, economic inequality, acceptable expressions of national identity and unity, and how to reconcile over real and perceived injustices of the past.

While the situation is highly volatile and uncertain, the Forum has been well positioned to adjust and play constructive roles as the situation emerges. The activities and results of the "Strengthening Federal Governance and

Pluralism in Ethiopia (SFGPE)" project -- which focusses on intergovernmental relations, fiscal relations and constitutional awareness -- continues to be highly relevant and of strong interest among government and non-state stakeholders. The Forum has also played a major support role in a Transformational Scenario Planning project, "Destiny Ethiopia: Four Scenarios of Possible Futures." This project brought together fifty prominent leaders from across the nation's political and social spectrum to learn from each other, develop the four scenarios and commit to working together on realizing the Dawn scenario that focusses on sustainable development, inclusion and unity. Additionally, the Forum has been a partner in supporting the 2021 elections through two projects led by the European Centre for Electoral Support (ECES) that support the National Electoral Board of Ethiopia (NEBE) and other stakeholders on legal, institutional and technical matters for preparing and conducting the elections, and on preventing electoral violence.

Strengthening Federal Governance and Pluralism in Ethiopia (SFGPE)

Program Objectives

This program has the ultimate objective of is to strengthened and more responsive federal system for Ethiopian men and women. This is to be achieved through:

- Enhanced management of intergovernmental relations by the governments of Ethiopia in the context of Ethiopia's multicultural federation.
- Improved intergovernmental fiscal relations that support environmentally sustainable and equitable development.
- Increased understanding of the constitution by state actors and Ethiopian men and women regarding their rights, and avenues of recourse.

This program is funded by Global Affairs Canada and runs from July 2017 until July 2022.

Theory of Change

If Ethiopians and their governments can strengthen the above three critical areas of federal governance, the country will be able to build on its successes in establishing Ethiopia as a federal nation, and provide for more open, stable and responsive governance. While the country is currently in serious turmoil - and federal governance issues are at the centre of many aspects of political debates - ongoing strengthening in these areas, involving all levels of government and civil society, will increase the institutional capacity of the country to govern through and after the current crises. A regulated, transparent and institutionalized system of intergovernmental relations will improve over the previous use of relatively centralized and non-transparent party channels and can more proactively manage the inherent conflicts of all federal systems. Transparent, informed and deliberative reforms of major intergovernmental fiscal matters, and improving capacity of federal, state and non-state actors to participate in this critical policy area, will help avoid conflicts while also achieving economic objectives of efficiency, equity and sustainability. Constitutional awareness of critical areas affecting women and girls will help the country move forward in its current troubled transition that gives due attention to gender equality.

Towards a More Equitable Revenue Distribution to the Regional States of Ethiopia

Under Ethiopia's constitution, government revenues are assigned as exclusively federal, exclusively regional (state), and concurrent (joint federal-state). As in other federations to various degrees, the federal government receives a relatively large share of all public revenues under these tax assignments, whereas states have relied principally on Federal transfers to support their expenditures. The formula for relative (federal vs state) shares of revenue from the concurrent list had been set as far back as 1997 when Ethiopia was still a very young federation. Over time, and increasingly in recent years, states repeatedly questioned the fairness, rationale and process of deciding the federal-state share of the concurrently-assigned revenues (e.g. VAT), which themselves were growing in importance as the economy develops.

To address these challenges, the Forum of Federations has supported activities to improve Inter-Governmental Fiscal Relations (IGFR) in Ethiopia since 2018, with financial support from Global Affairs Canada and as a key partner with the House of Federation (HoF) which is the final decision-making body on this matter.

To revise the existing formula a comprehensive study and extensive consultations were conducted by national and international fiscal experts under the auspices of Forum, HoF and a Technical Working Group. The study reviewed data on Ethiopia's past experience, relevant theoretical principles, international lessons and best practices, extensively reviewed and consulted with different stakeholders (including but not limited to ministers at federal and state levels, the Regional State Presidents, among others). The final report presented a list of 17 recommendations for viable and effective revisions of the concurrent revenue sharing formula, its reporting and administration systems, and legislative oversight, of which almost all were fully accepted by the HoF in 2019. The revised formula came into effect at the beginning of Ethiopia's 2020-21 fiscal year (starting June 2020).

In January 2, 2021 the Forum interviewed Mr. Hailu Efa, General Secretary of the Standing Committee for Subsidy Budget and Shared Revenue Affairs at the House of Federation. He noted that the revised formula properly addresses the constitutional rights of state governments. Mr. Hailu commented that through the professional and politically-sensitive process undertaken by this project, state grievances have been largely addressed. Moreover, this formula will decrease the dependency of regions on the federal government and create greater accountability of regional state governments toward their tax payers.

Mr. Hailu also noted, "This change could not be seen without the presence of Forum. The House was not in a position both technically and financially to manage it." Forum closely works with the House by creating a feeling of collegiality, trust and respect, as though we were one organization striving for the same objective with the same understandings. Working on such sensitive, high-stake matters has to start from a solid basis of mutual trust and respect.

More recently the Ministry of Revenue has publicly reported that over the first 10 months of this fiscal year (2020-21) joint revenue flows to states have totalled ETB 18.2 billion compared to ETB 3.9 billion over the same period last year – an almost 5-fold increase.

Destiny Ethiopia: Four Scenarios of Possible Futures (Transformational Scenario Planning for Ethiopia)

Program Objective

The overall objective of the project is for Ethiopia's political system to become more capable of supporting inclusive, peaceful and democratic nation building through dialogue. Using the methodology of Transformational Scenario Planning (TSP) the project contributes to this objective by:

- Forming a network of leaders that have greater capacity and intent to work together for systemic change, reducing the proclivity toward conflict and violence.
- Under their leadership, facilitating dialogue throughout society enriched and empowered by greater clarity and more effective understanding of the systemic challenges.

This program was funded by the Foreign Ministries of the Netherlands, Ireland and Denmark and ran from May 2019 to June 2021.

Theory of Change

Transformative Scenarios Processes are uniquely designed for addressing highly complex social issues that a diverse coalition of actors considers unsustainable or unacceptable but that they cannot transform by working independently. They realize the only way forward is to join others with different perspectives of the situation, to be able to collectively understand the challenge and co-create what is required to transform it. By going through the scenario building process members of the Scenario Team will transform their perspectives on each other and on the challenges. These transformative results will filter into the political discourse in multiple, unpredictable changes such as new languages and narratives that allow people to communicate in different way, new alliances and

movements that broaden the reach of what actors were previously doing, new institutions and social ecologies to leverage change, and strengthened capacities across the system to transform the current reality.

Projects to Support Ethiopia Elections

The following projects are led by the Forum's partner, the European Centre for Electoral Assistance (ECES), in which Forum has played key roles in helping ECES establish itself for the first time in Ethiopia in what are very challenging times and providing ongoing advice on the local political dynamics and actors.

European Response to Electoral Cycle Support in Ethiopia (EURECS Ethiopia)

Program Objective

The EURECS project seeks to strengthen the National Electoral Board of Ethiopia (NEBE) in order to raise the profile of an independent, credible and effective institution that will deliver inclusive and democratic electoral processes in Ethiopia. The action seeks to contribute to enhance the transparency, credibility and public confidence in the NEBE, as well as in the electoral process recognizing the high expectations on the 2021 elections as the starting point for a paradigm shift in the conduct of elections in the country.

This is to be achieved through:

- Increased leadership and management capacity of NEBE in conducting transparent, accountable, gender-responsive electoral processes.
- Increased institutional and technical capacity of NEBE in conducting credible electoral processes.
- Enhanced liaison between NEBE and electoral stakeholders to bolster an inclusive and responsive electoral process.

This program is funded by Germany and the EU and runs from October 2019 until September 2022.

Theory of Change

The theory of change for this project proposes that 1) if the leadership and strategic management capacity of NEBE are strengthened, 2) if the institutional and technical capacity of NEBE are enhanced, and 3) if there is clear and fluid communication between NEBE and other electoral stakeholders, then it is likely that the action has contributed to NEBE's capacity (level of skills in a controlled environment) and capability (ability to adapt to a changing environment by leveraging on existing skills) to deliver an electoral process supported by values such as transparency and credibility, and therefore, instilled with public trust.

Prevention of Electoral Violence (PEV)

Program Objectives

The overall objective of this project is to prevent, mitigate and manage conflicts that may arise during the electoral cycle by assisting Non-State Actors (NSA) in addressing root causes of political and election related violence and conflict. This will be achieved by:

- Enhancing knowledge and skills amongst electoral stakeholders of root causes and appropriate responses to electoral conflict and violence focusing on exclusion and building strategies for inclusion.
- Supporting the establishment of a CSO platform composed by NSAs bringing together organizations working towards inclusiveness, tolerance and peace at the grassroots, regional and national level and plug this work into the electoral cycle for a meaningful contribution towards electoral conflict and violence prevention.
- Developing the capacity of NSAs to plug into, coordinate and utilize existing early warning networks and strengthen electoral aspects by introducing local electoral conflict mediators, managed by a Conflict Coordinator per province, with emphasis on women's potential as change agents.

- Capitalizing on networks, platforms and NSAs with focus on women and youth associations, formal and informal, to craft and disseminate peace messages in a coordinated multi-stakeholder response to a conflict-free electoral process.

The program was funded by the EU and ran from June 2019 to December 2021.



Empowering Women for Leadership Roles in the MENA region: Jordan, Morocco, and Tunisia



Challenge

Women have played pivotal roles in the political history and progress of Jordan, Morocco, and Tunisia. However, their substantial influence in these movements has not led to a commensurate increase in the number of women in political and decision-making positions. Entrenched political and cultural contexts ensure the marginalization of women within political, civil society, and public spheres. Furthermore, these traditionally restrictive power structures have influenced political and institutional inadequacies and how they manifest in MENA countries. These power structures have contributed to women's political inexperience and their lack of access to politics. This limits women's influence in decision-making on political, social, and economic issues directly impacting their lives.

Evidence shows that the lack of gender equality in the MENA region has led to a deficit of women in leadership positions. The marginalization of women, who are often a vector for broader social, political, and cultural change, prevents the interests of all groups in a society from being addressed. It prohibits decision-making from accurately reflecting the will and needs of the people. Furthermore, a lack of women's participation in roles of influence inhibits the establishment of democratic systems essential to fostering sustainable development in the region.

In more recent times, the COVID-19 pandemic has accentuated gender inequalities throughout the MENA

region. In addition, the pandemic has revealed an upsurge in violence against women and children in most countries, making this a priority and cross-cutting issue.

The Government of Canada selected the Forum to implement the women's leadership project in Jordan, Morocco, and Tunisia as part of their continuing commitment to advancing gender equality and good governance in the MENA region. This year marks the fifth year of implementation.

As a consequence of the challenges imposed by the COVID-19 pandemic, in 2020-21 the project pivoted to alternate virtual and hybrid methodologies to enable the continued implementation of the year five workplan.

This program is funded by Global Affairs Canada and runs from September 2016 until August 2023.

Program Objectives

The overall objective of the initiative is to advance inclusiveness in governance in the target countries.

The program aims to achieve this objective by two methods:

1. Increasing the participation of women in social, cultural and political power structures and decision-making
2. Enhancing the ability of women and men to positively shape governmental and non-governmental policies, programs and activities that affect women's inclusion in social, cultural and political spheres

Theory of Change

If more women participate in decision-making across social and governance power structures, this will, in turn, enhance women's and men's ability to positively shape policies, programs, and activities that affect women's inclusion in social, cultural, and political spheres.

This reality will lead to higher participation of women in policy decisions under the right conditions. Policies will

start to address the challenges that women confront in their daily lives. Women participating in governance and making policy decisions with men who understand women's challenges and perspectives will lead to more inclusive governance in the targeted MENA countries.

Rather than focusing exclusively on established leaders, as the majority of women's leadership programs have done historically, this project also specifically targets younger women and girls to build their confidence and interest in public participation at a young age. The goal is to develop the next generation of women leaders. Targeting girls and young women earlier in the process will lead to increased interest in leadership, ensure that women leaders endure into the future, and that gains in gender equality and inclusiveness made now do not disappear over time.

The program uses a knowledge-sharing strategy to enhance women's leadership skills. When women are skilled, it leads to an increase in the demand for women officeholders. Furthermore, the camaraderie and in-country networking developed during these knowledge-sharing events enable women leaders to build relationships, share knowledge, and act together on issues.

Story of Results Achieved

The beneficiaries of this women's leadership project have drawn on the knowledge gained to develop their own initiatives to advance gender equality and women's leadership as well to foster more inclusive governance.

In Tunisia:

Ms. Hayet Hlimi, a beneficiary of the project's leadership training in Tunisia and a municipal councillor, demonstrates transformative leadership in her region. She mobilized local stakeholders (citizens, decision-makers, civil society, regional public and private institutions) and convinced the municipality to rename the neighbourhood streets with names of women and men who have campaigned for human rights and women's rights. A Launch event – "Nour 3.0" brought together representatives of local and central power, civil society, and citizens of the region to unveil the new street signs and exhibition of painting accessed through QR codes which told the stories of the

women whose names now populate the 30 streets of the neighbourhood.

Through the "Nour 3.0" event, the Forum of Federations and its implementing partner Le Centre de Recherches d'Etudes de Documentation et d'Information sur la Femme (CREDIF) promoted the historic achievements of women and supported the efforts of local authorities to promote gender equality and the importance of women's leadership. These actions have contributed to fostering a culture of recognizing women and their contribution to public life, and to encourage women's initiatives related to the management of local affairs.

In Morocco:

The Association Aspirations Féminine (AAF), a project partner in Morocco, began monitoring mechanisms for the institutionalization of the gender approach in public and territorial policies. The Association worked towards the institutionalization of an inter-regional dynamic for women leaders in the Equity, Equal Opportunities and Gender Approach Bodies (IEECAG) and the opening of a public debate on draft laws and proposals from political parties. As a result, the AAF has shaped its intervention strategy to reflect an integrated approach where political, civil and administrative actors play an essential role in improving public and territorial decision making with a gender lens.

In Jordan:

Extended lockdowns imposed to help tackle the COVID-19 pandemic caused significant disruptions to food production chains in the country. This situation spelled real trouble for many Jordanian families. Ms. Reema Zghoul developed an initiative to meet the food needs of the local people in her community by distributing vegetable and crop seedlings to families in Ajloun.

Ms. Zghoul participated in a training on governance and leadership organized by the Forum's MENA women's leadership project in which participants were asked to reflect on the following questions:

- What is the role of civil society institutions towards society during the COVID-19 crisis?
- What is my role as an elected council member?

These questions inspired Ms. Zghoul to act to ensure food security for her community. She polled local stakeholders using social media to find out which seedlings would be best for her to distribute.

Next, Ms. Zghoul contacted the governor of Ajloun, and he immediately granted her a permit and donated the first funds to purchase seeds. Ms. Zghoul then designed advertising, bought the first batch of seedlings, and contacted an organic farming specialist to assist the families in the farming process.

In phase one, seven thousand aubergine, okra, bell pepper and tomato seedlings were distributed to 140 families. This entire process lowered food costs for these families while demonstrating the economic value of home-grown agriculture and community cooperation during a crisis.

Moving forward, Ms. Zghoul wants to develop this initiative for cooperative work by growing these crops and giving them added value through drying, pickling, and other food processes.

The positive community response led the Mayor of Ajloun to donate 10,000 seedlings. Ms. Zghoul is currently distributing the second batch of 10,000 seedlings to families that demonstrate a serious interest in farming. At the same time, leading institutions have reached out to Ms. Zghoul to develop this initiative nationally.

“Community engagement was one of the training sessions that I participated in with the Forum of Federations. I was able to acquire many skills like ‘promotion and marketing’ that I used directly during my initiative campaign and to gain the support of the community. The training also covered topics such as transformational leadership, gender-responsive budgeting and enhancing the role of elected women leaders, which inspired me to tackle this project.”

-Ms. Reema Zghoul

Quotes

“[...] [D]espite the challenges I was facing, I felt the ambition burning inside me: I wanted to grow and make a difference in the world. At that time, I was working in the private sector, but I wanted to achieve more, I wanted to be active in my community. I decided to go into politics. I persuaded my family to allow me to travel and started participating in different trainings to get ready for my new endeavours. I put lots of efforts and managed to get elected to the municipal council when I was 26 years old. To my surprise, my colleagues at the council did not take me seriously. They would tease me about my young age and lack of experience, which undermined my confidence and made me feel upset. I did not dare to share my opinions in meetings... But I wanted to prove myself as a young woman, I did not want my age or gender to be an obstacle for my career.

The training of the Forum of Federations came to be a quantum leap in my personal and professional life: a leap that even my colleagues would notice. After the training, I became a more self-confident woman, able to share my thoughts and efficiently participate in the life of the council. I became more active and continued to learn, work, and travel with more ambition. My contributions in the council have made my colleagues attentive to my expertise, particularly on certain issues such as the rights of peoples with disabilities.

- Arwa Al-Jarhi, the youngest council member in Aqaba Governorate, committee rapporteur of the local Community Committee, and President of the local Community Committee, Jordan.



« [...] En 2017 et après la mise en place de l'Instance, de l'Égalité, de l'Égalité des chances et de l'Approche Genre, j'ai été convoquée par le président de la commune pour représenter les femmes de ma région. C'était un changement fondamental dans ma vie, surtout que cela avait coïncidé avec ma participation au Programme du Forum des Fédérations canadien [...].

Grâce au Forum, [...] j'ai commencé à analyser tout ce qui se passait autour de moi avec l'approche genre, ce qui m'a permis de contribuer à l'amélioration de ma communauté: j'enseigne aux enfants et je participe aux campagnes de sensibilisation pour promouvoir la culture d'égalité entre les habitants.

[...] J'ai commencé à intervenir de façon efficace dans l'amélioration des décisions territoriales et j'ai participé à 6 avis consultatifs proposés au Conseil Provincial de Zagora et qui touchent l'égalité des sexes.

Le Forum m'a fait comprendre l'importance de l'action collective. Alors, je me suis présentée au poste de présidente de la « Maison de Maternité » à Tazarine pour combattre l'analphabétisme et sensibiliser les femmes et remettre en œuvre l'alliance féminine et faire progresser mon association.

À l'échelle nationale, j'ai intégré le « Réseau interrégional » des femmes membres des Instance de l'Égalité, de l'Égalité des Chances et de l'Approche Genre. J'ai participé aux recommandations de la note de la parité aux États Unis d'Amérique. J'ai encore beaucoup à donner et le plafond de mes attentes est que ma commune et ma patrie incorporent l'égalité des sexes dans les différentes politiques et les programmes publics et territoriaux ».

-Rachida Touati, membre de l'IEECAG du Conseil Provincial de Zagora, Maroc.

« Comment pourrais-je intégrer l'approche genre dans les domaines de l'État ? C'est difficile à faire. C'est vrai que j'ai mes convictions, mais il s'agit d'un ministère technique. Comment alors appliquer l'approche genre dans un ministère masculin ?

[...] Certes, le droit à la propriété est constitutionnel, mais il faut petit à petit commencer à intégrer des statistiques désagrégées selon le sexe, ce qui demande des moyens. Cette idée a fait son chemin et on a commencé par le domaine du leadership et de la gestion humaine. On a commencé à avoir des intérêts communs pour organiser des formations. D'autant plus que les circulaires de la présidence du gouvernement ne sont pas appliquées, donc je leur disais qu'il fallait le faire.

Bien que de nombreux directeurs généraux soient des hommes, nous avons commencé à les initier à cet esprit genre et à leur montrer que les textes de loi peuvent être révisés. C'est ainsi que suite à notre proposition, la ministre ne voit pas d'inconvénients à ce que les circulaires communes avec le ministère de l'agriculture puissent intégrer des clauses qui octroieraient des bonus aux femmes agricultrices pour leur autonomisation économique.

Notamment, nous avons proposé à la conservation de la propriété foncière d'intégrer l'approche genre dans sa production des statistiques : combien de femmes sont propriétaires, ou sont en situation de propriété de biens communs ? combien de personnes ont adopté l'égalité dans l'héritage ? L'idée les a séduits. Le genre est un processus nouveau, il faut du courage pour convaincre les autres à l'adopter. En plus, il faut que les personnes que tu arrives à convaincre aient l'audace de changer les choses. Cela prend du temps [...] ».

-Najoua Ben Kamela administrateur en chef, directeur au sein du ministère des domaines de l'État et des affaires foncières, chargée de la cellule de développement des investisseurs auprès du ministère, Tunisie.

Statistics

Local implementing organizations:

In 2020-21, the project worked in collaboration with **29 organizations** (11 civil society organizations, **7 academic institutions** and **11 government ministries/departments** to deliver project outputs and progress towards achieving the project result

Strengthening Federalism and Inclusive Governance in Myanmar



Challenge

The challenges to peace, democracy and development in Myanmar are deep and widespread. Among these challenges, the most pertinent remains building a political system that promotes peace, stability, and socio-economic development in an ethnically and geographically diverse country. Women do not enjoy the same rights as men. Weak governance is a potential risk factor for (re)igniting conflict, and some of the major governance deficiencies are demonstrated in the prevalence of corruption, the conflict between and within political parties, the lack of the rule of law and the continuing civil strife in various areas of the country. These long-running and ongoing conflicts between the army and ethnic armed organizations (EAOs) have been characterized by human rights abuses against ethnic communities, including sexual violence against ethnic women. The clashes have had a devastating negative impact on the rights and opportunities available to women, particularly in conflict-affected areas.

The project got underway very positively in 2020 and made good progress despite the significant challenges presented by COVID-19 throughout the whole programming year. The project delivered its planned outputs either digitally or through hybrid online/in-person activities depending on local health regulations in place at the time.

The election of November 2020 gave the ruling National League of Democracy (NLD), led by Aung San Suu Kyi, another landslide victory and appeared to signal a continuing positive context for the Forum's work in both its result (which strengthened the democratic forces in the country) and the process (which was widely regarded as a properly run election producing a fair result).

On February 1, 2021 – at the end of the programming year covered by this Annual Report – the Myanmar Military, the Tatmadaw, staged a coup d'état and overthrew the NLD government. The military coup reconfigured the program's operating environment radically and abruptly and fundamentally disrupted its work. At the same time, the coup underlines the huge importance of the program's work.

Federalism and inclusive governance remain central to the aspirations of the major ethnic communities and regions and the long-term aim of developing a Myanmar state and government that is fit for modern purpose in enabling its citizens and communities to realize their human, social, and economic potential. Without some form of federalism, there will be no peace in the country. Without women's empowerment, gender equality cannot be advanced.

While the program was on track delivering its planned activities in the current reporting period, the project team has analyzed with key project stakeholders and local partners what it may be possible to achieve in this new situation, and how best to support all those stakeholders who advocate for democracy and human rights in Myanmar.

This program is funded by Global Affairs Canada and runs from September 2019 until January 2025.

Program Objectives

With the project “Strengthening Federalism and Inclusive Governance in Myanmar”, the Forum identified two complementary areas of reform and development to enhance the country’s transition to federal democracy:

- more inclusive and gender-sensitive federal policies and power-sharing options for a proposed federal state
- enhanced participation of women as decision-makers at all levels of government in designing a proposed federal state

The project will continue to pursue these objectives despite the military coup d’état.

Theory of Change

The project’s theory of change is that all people in Myanmar should benefit from responsive and inclusive federal governance system, and be sensitized to those benefits. Comprehensive interventions can assist democratic forces to strengthen their own capacity and knowledge in relation to federalism, and to engage with and be responsive to the needs of all. This also requires greater understanding on the part of non-governmental actors, including women’s rights organizations (WROs) and CSOs, and citizens generally. The project also emphasizes the specific needs of women to increase their agency as they interconnect with federalism, and of men to better understand the need for greater equality. All men and all women are not the same and thus approaches are contextualized, e.g., in response to analysis framed on intersectionality.

The resulting Theory of Change is that:

If stakeholders develop and implement gender-sensitive approaches to federal policies and power-sharing options, and if there is more equal participation of women with men as (potential) decision-makers at all levels of government, then the (ultimate) federal governance in Myanmar will be more responsive to all its people and more inclusive.

Story of Results Achieved

A better understanding of the nexus between federalism and gender equality has been achieved to a certain extent in Myanmar, with the project making a demonstrable contribution to this development.

Since 2019, the project has been conducting federalism and gender equality workshops and trainings across the country, both virtually and in-person. The participants include government officials, MPs, members of political parties, and civil society organizations.

Ma Than Dar Oo has been involved in the Forum project since its early conceptualization in 2017. She is the founder of the Shan state-based non-governmental organization Women and Peace Action Network (WAPAN). WAPAN was founded in 2014, focusing primarily on public education and awareness raising on women’s participation in politics and women empowerment. As she explains, Forum workshops and trainings have increased the capacity of WAPAN to articulate the importance of gender equality and women’s empowerment and gender equality within a framework of federalism.

“Before we were emphasizing more women’s participation in political process and women empowerment as such rather than putting it in federal context. After completing the trainings and workshops on Gender Equality and Federalism conducted by the Forum of Federations in 2019, we better understand how to link gender equality and women empowerment to federalism. We have been sharing this knowledge at our public education activities. Now we can clearly understand what advantages we could have in practicing federalism for gender equality and women empowerment thanks to the training and also publications produced by the Forum. We do appreciate that.”

Quotes

"Mosaic Myanmar does appreciate the Forum's support towards strengthening federalism in Myanmar since all the political stakeholders, political parties, governments, ethnic leaders and EAOs have agreed that federalism is the only solution for Myanmar's deep-rooted problems. In Myanmar, when federalism is mentioned, most Myanmar people think about ethnic diversity. Mosaic Myanmar had opportunities to conduct training relating to how to embrace religious diversity and minority groups as well through workshops/training which are supported by the Forum. And those trainings have done a great job. Even though our trainings and workshops could not be done nationwide, we did very well to provide people ideas that federalism is more than ethnic diversity and it is also about others such as religious diversity. So, we would like to express our appreciation to Forum of Federations."

-Tint Kyaw Naing, Trainer, Mosaic Myanmar

"We had a plethora of opportunities to learn advantages and weaknesses as well as the experiences of other federations in the world, and also could share that knowledge to youths, women, political party members etc. We really thank Forum and Global Affairs Canada for the generous support. During the training, we could share our knowledge, experiences and personal insights based on our on-the-ground experiences. It will really benefit to establish a society where ideas are rightly discussed.

Although online trainings have some limitations, they can create opportunities for those who cannot join regular trainings due to their work commitments, or due to disability or serious health issues, to join a regular training. Therefore, I would say that these online trainings are very effective."

-Lay Wah Thaw, Trainer, Panna Institute

"We, Mosaic Myanmar greatly appreciate your reinforcement on improving the reform and development to enhance the country's transition to Federal Democracy.

Before joining the workshop, some of the male participants believed that gender issues are for women only and it does not apply to them. But after learning about gender equality issues from the workshop, they have acknowledged that gender issues are societal issues and gender stereotypes and social norms also limit them in their societal and family roles. Acknowledging the workshop and its benefits, the leaders of the communities requested similar training in the future. It is with great pleasure I write to you about the impact of your support."

- Yoon Thiri Khine, Trainer, Mosaic Myanmar

"I applied the knowledge and practices at my work after completing the diploma course and they are very relevant and useful. Now, I am supporting for the federal education being developed by democratic forces in Myanmar."

- Nan Thinn Myat Su Aung, Alumni, Diploma in Federalism and Inclusive Governance Program

Statistics

In the programming year, the project has **engaged with 1,482 individuals** (intermediaries and beneficiaries) including MPs, government officials, members of political parties, and CSOs in the course of its activities.

Support for Managing Fiscal Federalism in Nepal (SMFFN)



Challenge

The implementation of Nepal's Federal Constitution (2015), which shares powers across three spheres of government, remains a significant challenge as these governments strive to realize the devolution of those powers enshrined to its provinces and local governments.

Provinces, as new governance spheres, and local governments are still in the process of establishing themselves as functional orders of government. In this process there is much confusion and contradiction.

Confusion exists over power sharing arrangements concerning the various spheres of governments, as well as overlaps over roles and responsibilities between them.

Weaknesses in coordination and collaboration between all spheres of governments contribute to the challenges of establishing an effective and functional system. The Forum of Federations is supporting these governments through comparative knowledge sharing and mentoring to foster understanding and support the development of mechanisms and practices in coordination and cooperation with regard to federal fiscal practices.

This project is funded by UKAID ran from January 2020 until September 2021

Program Objectives

The Forum's contribution aims to support the Government of Nepal in the implementation of its federal system, by working with political leaders, administrators, key government ministries, and constitutional commissions in two areas:

1. Improving intergovernmental fiscal relations between all spheres of government
2. Improving financial management and coordination of provinces

In order to achieve this, the Forum has been working with key stakeholders in providing:

- Knowledge and evidence from local and international case studies on fiscal federalism
- Technical and comparative insight into key principles of intergovernmental fiscal relations and coordinated development planning

Ultimately, the program seeks to support federal democratic processes through a home-grown process, institutionalizing the sharing of powers, responsibilities and resources among the different spheres of the government, based on Nepal's principles of coordination, coexistence, and cooperation.

Theory of Change

To realize its federal transition, the governments of Nepal must address several challenges in implementing fiscal federal arrangements that are manifest, in part, at both a practical and technical level. These challenges range all the way from a lack of vision about how spheres of government coordinate with each other, to specific challenges concerning functions, financing, and subsidiarity across the three spheres.

Progress toward federal implementation can be made from a combination of technical solutions and changes of behavior in the different spheres of government as they interact with each other.

Thus, in Nepal, as with any federation, it is imperative that a system of intergovernmental coordination and cooperation (formal and/or informal) is practiced to realize the fruition of devolved powers and responsibilities enshrined in its federal architecture. Thus, more cooperative and better coordinated practices will enlarge all governments' capacity to provide services in keeping with the "federal spirit" of its Constitution.

Therefore, the SMFFN program works to support better coordinated and cooperative fiscal practices with all spheres of government in Nepal, with a focus on provinces, so that these will facilitate the fiduciary and technical resources to finance Nepal's fledgling federation and provide better services to all its citizens.

Story of Results Achieved

Through the UKAID sponsored SMFFN program, the Forum has been working with Nepal's first provincial training institute, the Gandaki Province Training Academy (GPTA). Gandaki province is working hard to achieve federal implementation and - as reflected in the creation of the GPTA - to meet its goal to build the capacity of its own political and administrative leadership and that of other provinces across the country.

To that end, the GPTA has begun to build a foundation of capability building in federal practices - tailored to Gandaki province needs and local conditions. The Forum is working closely with the GPTA to assist that team to develop the training tools to support that goal of building the capability of both provincial and local governments in Gandaki.

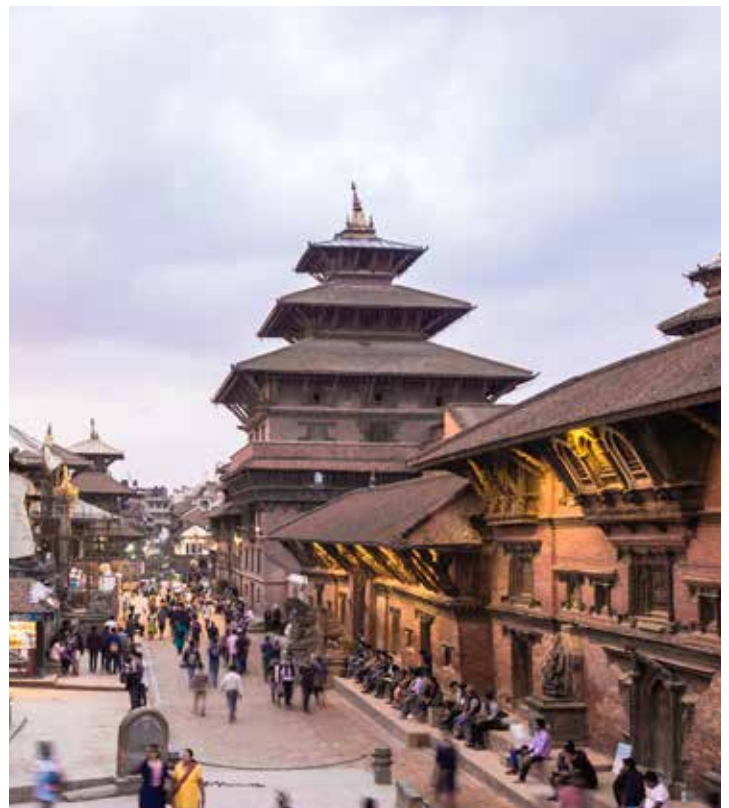
As a marquee product, GPTA has prepared a training manual. The training manual is a tailored curriculum focusing on various crucial issues relevant to Nepal's federal system, specific to concurrent powers and the importance of IGR to address this distribution of powers. This training and approach will fill the knowledge and experience gap among the representatives in Gandaki. The Forum has

provided expertise in comparative federal systems, and has supported training of trainers so that the GPTA can realize its aim.

The Forum has also prepared several knowledge products that form a sustainable and enduring basis of knowledge on federalism in Nepal. These will in turn be disseminated to all spheres of government.

The collaboration with the GPTA is an especially significant success, it's an important step in strengthening the role of provinces, democratising the decentralizing process and a step towards empowering knowledge centers in all of the provinces. With the GPTA working on federal implementation, there will be an increase in local ownership of the federalization process in the provinces.

Attesting to the value of the Forum's support, the then Chief Minister was extremely impressed with the guidance of the Forum's expert team, who detailed the virtues to IGR and coordination as a means to demonstrate provincial leadership, the Chief Minister made the statement that he would prioritize IGR in the province and that intention is now visible in this years (2021) budget document and statement.



Quotes

During the session, the Chief Minister of Gandaki Province, said that since the election, the provincial governments are facing several challenges, mostly due to lack of experience with a federal system. While dealing with these difficulties, he often thought about the Forum of Federations. "I feel like I have learnt a lot," he said. He reported that he was now able to plan the strategies in the context of his Province. He was certain some of the mechanisms shared by the experts could be implemented in the province. He added that he would employ approaches to conflict resolution in working with the Forestry Act.

"This session has been impactful in learning that there are challenges related to federalism everywhere and these challenges could be resolved too. Nepal should learn from the best practices from all the experienced federal countries to balance its federal arrangement and fiscal arrangement.

There are mechanisms in place to improve the relationship between local and provincial governments and these mechanisms need to be more active. Open dialogues on both sides must take place. The main agenda must be development and service delivery and the hurdles between that have to be resolved. Political differences and other differences should be kept aside for this."

-Mayor of Birgunj Metropolitan, Province 2 Local government representative

Statistics

A total of **19** knowledge sharing activities on IGR and Coordinated development planning have been conducted with more than 80% of participants agreeing and strongly agreeing that the sessions contributed to their understanding of IGR and coordinated development planning. A total of **634 participants** attended these activities, with 40% of them women.



Political Accommodation and Pluralism in Somalia

Somalia became the first textbook case of state failure in 1991 in the aftermath of the collapse of the Soviet Union (which had propped up a government in Somalia against its rivals in the south of the country). The year 2012 marked a significant departure when the Provisional Federal Constitution (PFC) came into force. The PFC formally declared Somalia a federation centered on power and resource sharing among the major clan groups. However, the PFC left many critical details of the federal system (such as most of the distribution of powers and revenues, intergovernmental relations, and the design of the second chamber, among others) to be negotiated and settled in a final constitution, initially planned for 2016. Completion of this permanent constitution has, to date, remained elusive.

Across the board, establishing the basic tenets of a nation-state has been slow and painstaking, due mainly to systemic weaknesses that are symptomatic of severe state fragility – i.e., lack of primary institutions of governance, low levels of trust, severely low levels of political and technocratic capacity, and very high levels of insecurity due to the presence of the al-Qaeda affiliated terrorist group, Al Shabaab, which still controls a significant amount of territory in the country.

An ongoing and intense tug-of-war between federal and state levels (and by proxy among clans) is a natural and expected feature of any ongoing transition, and even more so in Somalia as the world's current example of a failed state. There are potent forces for both centralization and decentralization of power. More importantly, the “federal discourse” in Somalia needs to move away from this zero-sum approach.

This project is funded by the Netherlands and ends December 2021.



Objectives

The project's ultimate targeted outcome is that for the Federal Government of Somalia and the federal member states to reach consensus around and begin to implement practical and politically accommodating distribution of powers and intergovernmental relations (IGR). The project provides a combination of research, training, technical advice and dialogue on a range of federal governance issues with a major focus on the distribution of powers and IGR.

This work falls into three broad categories:

- In-depth training for senior federal and state top decision-makers, their advisors and influencers representing key interest groups - including women - to help develop consensus on the design of distribution of powers (DOP) and intergovernmental relations (IGR) arrangements
- Training, dialogue, and awareness-raising among Somalia's broader political influencers, including civil society and thought leaders, on the same topics, as well as increasing capacity for local organizations to deliver their awareness and dialogue programs on federal governance to their respective constituencies
- Support for practical technical issues (e.g., legal and administrative matters, institutional design, training, etc.) related to implementing the newly agreed distribution of powers and IGR arrangements.

Activity Highlight from 2020-21

Although extensive work was completed to develop nation-wide consultations, training at the local level, and elite dialogue, much of the planned implementation was postponed first due to COVID-19, then severe political tensions, including an almost complete breakdown in federal-state relations, as well as a serious and worsening security situation in run up to national elections originally scheduled for early 2021 but repeatedly delayed. This preparatory work will allow for quick implementation in 2021-22.



Strengthening the Election Monitoring Process in Advance of the 2020 Parliamentary Election



Challenge

A key challenge for the electoral process in Sri Lanka is that elections have been conducted under laws and regulations that do not adequately address current issues, tactics, and developments that can impact electoral conduct and in turn can influence election outcomes.

Managing the many existing avenues that can influence elections requires institutions such as Election Commissions (ECs) equipped with effective or enforceable regulatory mechanisms on issues of campaign regulations or the impact of new and traditional media.

This project was funded by Global Affairs Canada and ran from July 2020 to April 2021.

Program Objectives

This project, a collaboration between the Forum and Sri Lankan CSO, the Centre for Monitoring Electoral Violence (CMEV), brought together international experts to provide input and illustrate comparative practices in the debate around electoral reform in Sri Lanka. The objective was to provide guidance as to safeguards and rules that protect elections and governance outcomes against influences which are thin on truth, poor on regulation, and can have lasting devastating effects on democratic governments and institutions.

Theory of Change

By providing guidance and comparative insights as to better practices in electoral processes and reforms on these issues to CSOs active in Sri Lanka, stakeholders will be better empowered to influence the passage of electoral codes and regulation to better safeguard against potential abuses and practices impacting electoral conduct which damage effective democratic governance in Sri Lanka. Therefore, by supporting research and dialogue on legislative reforms across the areas under comparative investigation, the project aimed to:

- Strengthen the electoral process in Sri Lanka
- Improve understanding of electoral processes related to campaign finance and media
- Inform citizen choices
- Enhance capacity of CSOs to advocate for fair and free elections
- Increase public trust in electoral credibility and election processes

Statistics

The total number of direct beneficiaries in the project was **3,464**.

► PUBLICATIONS AND MULTIMEDIA



PUBLICATIONS

BOOKS

The Forum of Federations Handbook of Federal Countries 2020

Federal models of government have shaped history and demonstrated how diverse people can live together and govern together in relative harmony. "The Forum of Federations Handbook of Federal Countries 2020" builds on the previous 2005 edition and offers a much-needed update to this signature resource in comparative federalism. Outlining every federal country in the world, each chapter provides a brief yet comprehensive overview of the history of federalism in its specific country, the constitutional nature of federalism, and recent historical dynamics. As new countries have joined the Federal ranks, this handbook brings readers up to speed offering an authoritative look at both the older federal countries as well as new federal countries like Nepal. The book is an essential resource for academics, researchers, university students, libraries, history and governance teachers, politicians and civil servants, and casual observers of federalism.



<http://www.forumfed.org/publications/handbook-federal-countries/>



FORUM REPORTS

Natural Resources in Federal and Devolved Countries

Authored by George Anderson

Successful governance of natural resources is one of the major challenges confronting mankind if we are to avoid disastrous climate change and many other serious environmental risks. Each natural resource is exploited within a physical space, as well as in a social and political context. There can be disputes and even violent conflict over ownership, governance, benefits and environmental damage. These can play out at the national, regional and local levels. This report surveys experience and issues around natural resource governance in federal and devolved countries. It also briefly reviews types of resource conflict and provisions in peace agreements dealing with natural resources.

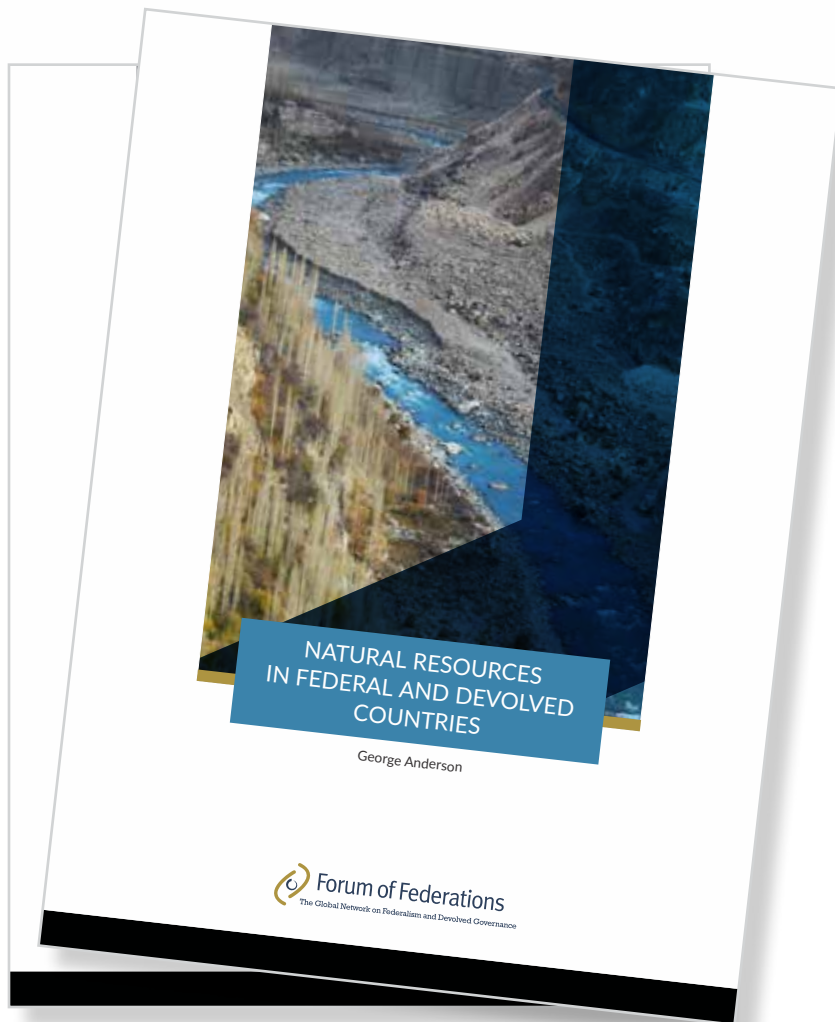
The report compares the differences between extractive resources—minerals and especially oil and gas—which can generate huge revenues for governments, and water and land, for which the actual use, not fiscal benefits, is typically the prime concern. Constitutional responsibility for the different types of natural resources varies greatly. Some regimes are highly centralized, while in others there has been significant devolution of powers over certain resources.

The report also reviews who has what powers to raise natural resource revenues, how revenues are distributed, and how expenditure responsibilities are assigned. The principles and mechanisms for allocating these revenues vary considerably. Petroleum is the most important resource in this regard, but others can be significant.

Finally, the report outlines a number of principles of good resource governance. Such principles are rarely reflected in constitutional arrangements but should be more fully incorporated into actual practice in federal and devolved regimes.

Finally, the report outlines a number of principles of good resource governance. Such principles are rarely reflected in constitutional arrangements but should be more fully incorporated into actual practice in federal and devolved regimes.

http://www.forumfed.org/wp-content/uploads/2020/05/FOF_Natural_Resources_in_FederalandDevolvedCountries.pdf



Gender Equality and Federalism

Authored by Christine Forster

Gender inequality is perhaps the single most significant impediment to achieving a more just, equitable, prosperous, and inclusive world. Inequality, a root cause of poverty, instability, and conflict, is damaging to people, societies, and the broader global community. Despite some small pockets of genuine progress, the world remains, on the whole, highly unequal to women. Not only are women and girls unable to access the same opportunities as men on an equal basis (and in some cases are actively prevented from doing so), they also suffer the most deleterious impacts of events such as economic recessions, political instability and conflict, and climate change. The ongoing suppression and repression of women's ability to participate with men as equals in society is not merely an issue of equity – it is one of justice and democracy. While women's rights, interests, and opportunities remain subordinate, their fundamental human rights will continue to be breached.

This report is a timely and insightful examination of the role that governance structures – and more specifically federal and decentralized governance architectures—can play in mediating opportunities for the advancement of gender equality and women's rights within a country. With an impressive scope encompassing both formally federal and decentralized systems, and countries in both the Global North and South, it provides a comprehensive analysis of how multilevel governance dynamics interact to produce positive and negative results in areas crucial to women's lives. As the report clearly outlines, governance structures, institutions and processes matter in efforts to advance gender equality. Governance, as the means through which societies – and by extension the lives of the people who live within them – are structured, has the ability to generate conditions in which gender equality can be advanced or inhibited. The findings indicate that some of the features and mechanisms that are inherent to federal and decentralized state architectures can provide opportunities for enhancing women's rights which other systems do not.

http://www.forumfed.org/wp-content/uploads/2020/10/FOF-Gender_EqualityandFederalismReport.pdf



Devolution and Federalism in Collapsed States: Constitutional Process and Design

Authored by George Anderson and Sujit Choudhry

This report examines the implications of state collapse for constitution-making and constitutional design, with a particular focus on devolution and federalism. It examines four cases of collapsed states from the Middle East and North Africa—Lebanon, Libya, Somalia, and Yemen. State collapse and the absence of a functioning government is characterized by the territorial fragmentation of a country, with different areas under different claimants to authority and some ungoverned spaces. There may be extensive fighting over control of various areas and significant fluidity in alliances on the ground. International actors may be drawn in as partisans of different factions or a potential mediators and facilitators of conflict resolution and state reconstruction. Peace-making in such a context requires the main factions—and their sponsors—to accept that the costs of fighting outweigh any benefits and to agree on structured negotiations with one another. Peacemaking may be a phased arrangement—this may take

years. Sustainable peace requires agreements on governance

arrangements, potentially including interim power-sharing, a constitution-making process, transitional security arrangements and some guiding principles for a reconstructed state.

While a federal or devolved governance arrangement may seem a logical response to such territorial fragmentation, factional elites may prefer power-sharing at the centre. And if they do opt for a federal or devolved structure, they face vexing issues in defining the constituent units, the allocation of powers, and the nature of central institutions, which may result in an extended period of muddled governance and power politics with no constitutional clarity.

http://www.forumfed.org/wp-content/uploads/2020/11/Devolution_Federalism_in_Collapsed_States_FOF-2.pdf



OCCASIONAL PAPERS

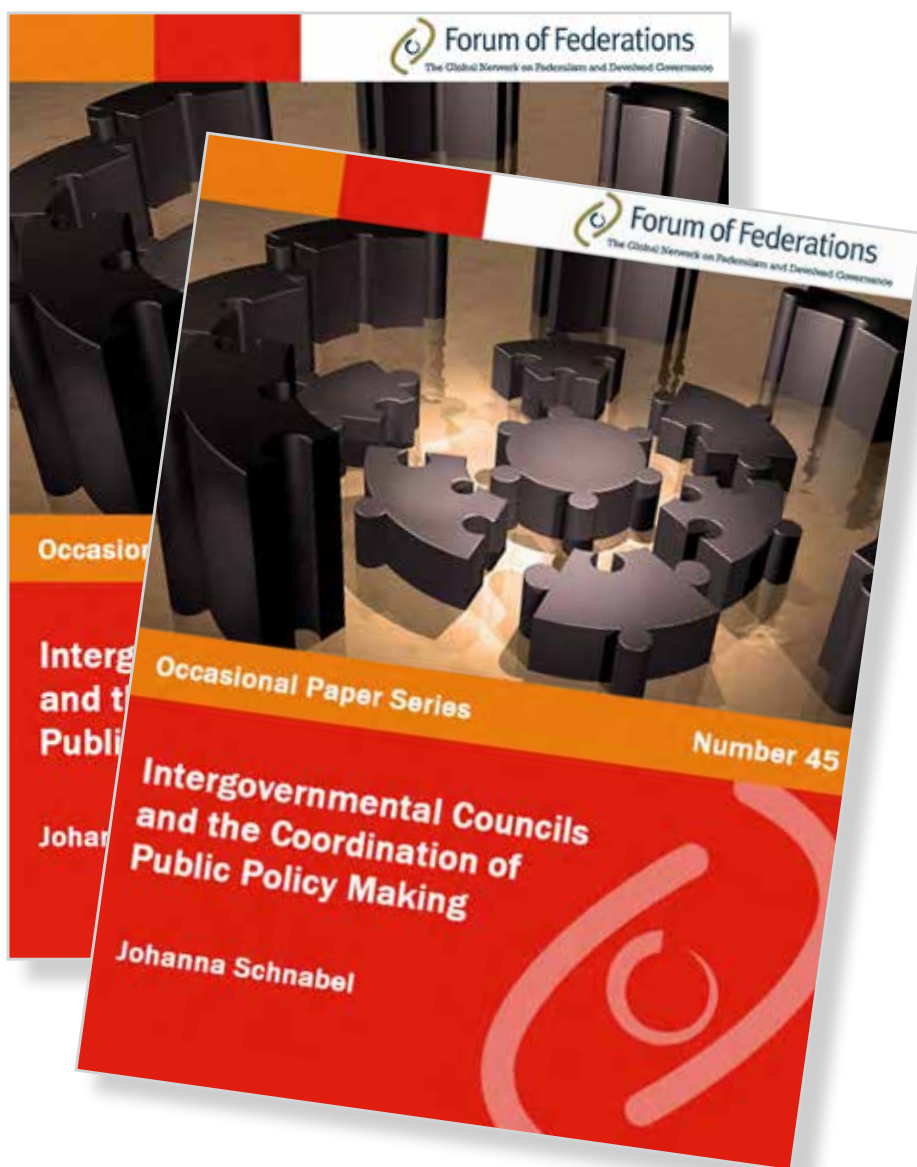
In the fiscal year 2020-21, the Forum published six Occasional Papers on topics ranging from Intergovernmental Councils and Coordination, Oil Production and Equalization Payments in Canada, and COVID-19 Crisis and Canadian Federalism.

The Forum also published its special series on COVID-19 and how federal countries dealt with the pandemic. Forum Occasional Papers are made freely available online on the Forum website.

Intergovernmental Councils and the Coordination of Public Policy Making

Authored by Johanna Schnabel

Intergovernmental Councils and the Coordination of Public Policy Making: Number 45 Authored by Johanna Schnabel Intergovernmental relations have become the workhorse of federal systems across the world. As the formal institutions through which the governments of a federation interact. Intergovernmental councils shape the making of public policy in many decentralized and decentralizing countries. Many intergovernmental councils have been created with the purpose of fostering the efficiency of public service delivery. But intergovernmental councils also fulfill another purpose: if well designed, they ensure that governments make policy decisions as equal and reliable partners so that intergovernmental relations respect the federal balance of power, and the “federal spirit.” Against this backdrop, this article sets out principles of council design that make these intergovernmental meetings effective safeguards of federalism.



http://www.forumfed.org/wp-content/uploads/2020/04/Occasional_Paper_45_1.pdf

Oil Rents and the Politics of Equalization in Canadian Federalism: Number 46

Authored by Nikola Brassard-Dion

Oil production and equalization payments are two contentious and often overlapping subjects in Canadian politics. Alberta's Premier recently argued that his province's energy sector pays a disproportionate share of the equalization payments that Quebec receives. This came after Quebec's Premier referred to Alberta oil sands as "dirty energy." Canadian federalism has become the stage for the debate on oil rents and the politics of equalization. The purpose of Canada's equalization program is to reduce the horizontal fiscal imbalance between provinces to ensure public services of comparable quality. Whereas Canada is the world's fourth largest producer and exporter of oil, proven reserves are largely concentrated in the Prairies' oil sands. Eastern Canadian provinces, including Quebec, have so far been the main recipients of federal equalization payments. But to what extent do oil revenues sustain Canada's equalization program?

This paper argues that oil rents in no way sustain the equalization program, because these are revenues that belong exclusively to the provinces. However, provincial ownership of natural resources and their uneven geographic distribution actually contribute significantly to the regional wealth disparities that equalization tries to mitigate. This study provides an overview of oil policy and federal transfer payments, paying close attention to the structure of equalization. The objective is to demystify some of the claims surrounding the relationship between oil revenues and their redistribution and thus better inform policy debates on equalization in Canada.

http://www.forumfed.org/wp-content/uploads/2020/04/Oil_Rents_and_Equalization_in_Canada.pdf



German Federalism, from Decentralization to Re-centralization?: The Case of the Autonomy of the Federal States (Länder) in Matters of Culture: Number 47

**please note this publication is written in Spanish*

Authored by Hellmut Wollmann

El presente estudio tiene por objeto indagar en qué medida se están produciendo procesos de recentralización de competencias que afectan al sistema de relaciones intergubernamentales entre el nivel central (Federación, Bund) y los Estados Federados (llamados Länder) en la República Federal Alemana. El análisis se focaliza en el caso de las transformaciones que se han ido produciendo en las últimas décadas a raíz de las sucesivas reformas constitucionales en materia de competencias en cultura (Kulturhoheit).

<http://www.forumfed.org/wp-content/uploads/2020/04/OP47.pdf>



The COVID-19 Crisis and Canadian Federalism: Number 48

Authored by André Lecours, Daniel Béland, Jennifer Wallner, Nikola Brassard-Dion and Trevor Tombe

This paper examines the potential impact of the COVID-19 crisis on six key dimensions of Canadian federalism: social protection, intergovernmental relations, fiscal federalism, emergency powers, Québec nationalism and politics, and regional alienation in Alberta. On social protection, it suggests that federal politicians and civil servants might explore implementing incremental reforms of Employment Insurance and other components of federal income support as a result of the pandemic. We find little evidence of transformative change in intergovernmental relations, although their frequency has greatly increased during the COVID-19 crisis. From a fiscal perspective, the pandemic has amplified pre-existing pressures for increased healthcare transfers and reform to the fiscal stabilization program. The decentralized and collaborative handling of the crisis has reduced concerns of abuses of power and set a major precedent for respecting provincial autonomy that may have rendered obsolete the Emergencies Act. The COVID-19 crisis is likely to consolidate, if not further, the decline of both the independence option and the PQ, as it highlighted, among other things, the fiscal might of the federal government. At the same time, it is likely to sustain, if not aggravate, feelings of alienation in Alberta as the province will remain a non-recipient of equalization despite the deterioration of its fiscal situation.

<http://www.forumfed.org/wp-content/uploads/2020/10/OPS48.pdf>



Femmes cheffes et membres de cabinets en Tunisie: Number 49

Authored By Lotfi Tarchouna

Les cabinets ministériels se caractérisent, depuis l'ouverture démocratique inaugurée en Tunisie en 2011, par une ouverture progressive aux femmes. Le passage par un poste de cheffe ou de membre de cabinet leur offre de grandes opportunités d'évolution dans la carrière et d'influence sur les décisions et politiques publiques. Elles y développent une « conscience de genre », des stratégies et des styles de leadership particuliers. Ces opportunités sont le plus souvent obstruées par des contraintes juridiques, organisationnelles et des stéréotypes sexistes. L'objectif de cet article est d'analyser tous ces éléments et de recommander les mesures adéquates pour y remédier.

<http://www.forumfed.org/wp-content/uploads/2021/02/OP49-.pdf>



The Relative Performance of Federal and Non-federal Countries During the Pandemic: Number 50

Authored by David Cameron

The story of COVID-19 can be divided into two broad and overlapping phases. The first phase covers the period from the initial outbreak of the pandemic at the beginning of 2020 until about January 2021. That is the time when – without a preventive vaccine – the world struggled to contain its spread and to provide health care to those who fell ill. The second phase of the story starts in early 2021, when effective vaccines began to be manufactured and administered to national populations. Assessing the performance of a country in the first phase focuses on how well the infection was contained and how many people lost their lives to the disease. Assessing performance in the second phase will continue to involve assessing infection-containment and death-reduction measures, but will in addition entail an evaluation of how effectively vaccinations were administered to a country's population. This paper restricts itself to examining performance in the first phase and aims to answer the following questions: How well have federations performed in comparison with non-federal countries? Is there any evidence to suggest that federations have handled the coronavirus crisis better or worse, or differently from unitary states?

http://www.forumfed.org/wp-content/uploads/2021/04/OPS50_Relative_Performance_During_the_Pandemic1.pdf



Collection: Dealing with the COVID crisis in Federal and Devolved Countries

As the world battled the COVID-19 crisis throughout 2020-2021, federations were no exception.

In a new series, practitioners and experts from around the world shared their perspectives on how federalism shaped their country's early response to the pandemic and examined possible future implications of the crisis on their governance systems. This collection provides an initial snapshot of how federal states reacted to the COVID-19 health emergency in the first few months of the pandemic.

Expert practitioners from 23 countries contributed to this series, including: Argentina, Austria, Australia, Belgium, Bosnia and Herzegovina, Brazil, Canada, Ethiopia, Germany, India, Italy, Kenya, Malaysia, Mexico, Nepal, Nigeria, Pakistan, Russia, Spain, South Africa, Switzerland, United Kingdom and the United States.



FORUMFEDCAST



In June 2020, the Forum launched its new podcast: ForumFedCast. ForumFedCast is an original podcast produced by the Forum team that explores the world of federalism. Its purpose is to examine the principles and practice of federal and multilevel governance systems with a comparative international perspective. Each episode addresses a key governance issue with world-leading practitioners and scholars from the Forum of Federations' international expert network.

- > [Apple Podcasts](#)
- > [Podbean](#)
- > [Spotify](#)
- > [Google Podcasts](#)

Episode 1

Federalism and Coronavirus in North America

We explore how the Coronavirus pandemic has impacted federal governance dynamics in Canada, the United States, and Mexico, and assess the implications of the crisis on the federations in North America.

Guests: Honourable Bob Rae, Professor John Kincaid, Professor Laura Flamand

Episode 2

Policy Coordination During the COVID Crisis

How do governments in federations coordinate responses to emergency situations like COVID-19?

We examine the intergovernmental coordination practices used in Germany and Australia – two countries that received international attention for their success in controlling the first wave of Coronavirus – and assess what lessons might be learned from these experiences.

Guests: Professor Nathalie Behnke and Professor Alan Fenna

Episode 3

Federalism as a Peacebuilding Tool in Divided Societies

Federalism is seen by some in the international community as an important tool to support peacebuilding and reconciliation processes in divided societies. But how and in what contexts can it be used most effectively? We examine how federalism has been used, or proposed, as a mechanism to support sustainable peace and development in three countries: Ethiopia, Myanmar, and Cyprus.

Guests: Honourable Almaze Mekonnen, Derya Beyatli, and Htet Min Lwin

YOUTUBE

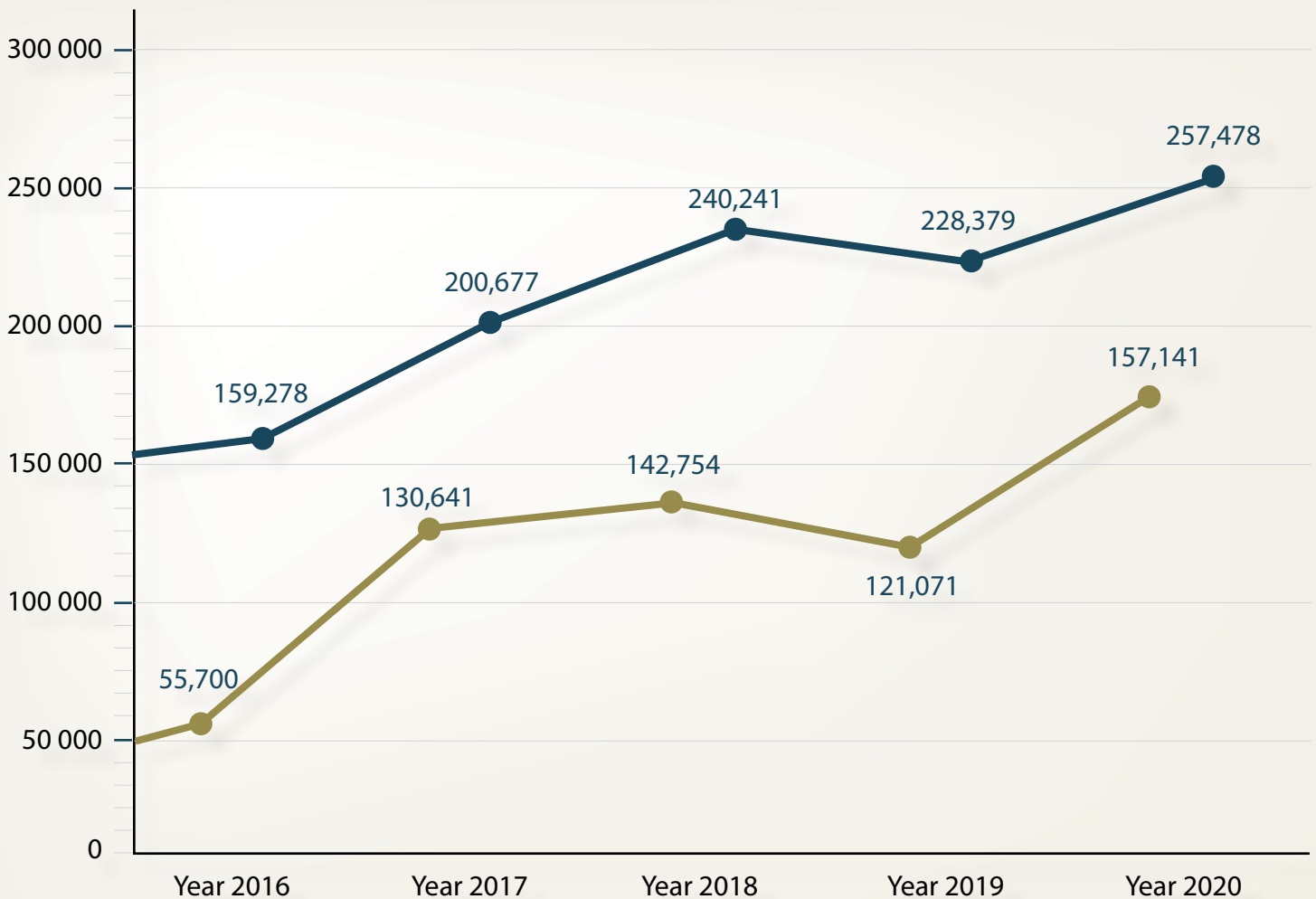
The Forum has released several YouTube videos this past year based on the Forum’s activities ranging from Federalism and the COVID-19 crisis, Subnational Governments and COVID-19 in the Americas, to Gender Equality and Federalism. The Forum also produced a video of a panel discussion on Federalism as a Peacebuilding Tool in Divided Societies as its contribution to Geneva Peace Week 2020.



WEBSITE

In 2020-21, the Forum initiated a process of re-building its website to improve ease of use, help guide researchers through the Forum's large body of knowledge products, and update the design to modernize the user experience. The new website will launch in late 2021.

After a slight decline in visitors and visits in the fiscal year 2019-20, this year the Forum achieved a new peak in total number of unique visitors and visits to the website. The Forum intends to make the online experience as user-friendly as possible. The vast majority of the Forum's knowledge products can be accessed for free, providing an invaluable resource for students, professors and practitioners. The Forum aims to be the premier global source for federalism and governance knowledge products.



● Unique Visitors

● Number of Visits

SOCIAL MEDIA

This year the Forum increased output across all social media platforms. In part this is due to the fact that much of the Forum’s audience is active on social media, but it is also attributable to the pandemic causing people to spend more time online in 2020-21. As an average, Forum posts are generating increased engagement—even without promotion.

Forum online traffic, which includes social media accounts, increased significantly in 2020-21.

The social media audience grew from **1,630,749** visitors in 2018-19 to **5,982,535** in 2019-20 and to over **12 million** in 2020-21.



TWITTER:

In 2020-21, the Forum’s Twitter account grew exponentially from **4,000** followers to **19,000** followers as of the end of the financial year. The substantial increase can be attributed to a strategy of targeting promotion to governance practitioners and researchers, and increasing the volume of tweets, knowledge products, and other Forum content featured in posts. The Twitter audience includes key government officials, embassies, other non-profit organizations, and key institutional operatives. In addition, this year saw very large growth in the number of university students studying governance engaging with Forum content on Twitter, likely due to increased use of the platform as a knowledge-finding tool during the pandemic.

FACEBOOK:

The Forum’s Facebook (FB) audience continues to grow and diversify. The audience consists primarily of members of civil society from regions or countries in which federalism and devolved governance is viewed as a potential solution to day-to-day governance challenges. This year the Forum dedicated significant resources to using the platform to inform the audience about knowledge products and events on a variety of topics. This included using FB as a landing page to promote webinars, videos and podcasts. Facebook became a new gateway to the Forum’s body of work as people spent more time online during the lockdowns.

In 2020-21, the number of Facebook followers increased from **251,000** to **288,000**.

FORUM OF FEDERATIONS FACEBOOK FOLLOWERS:

Main Page

288400+ | Men 70% | Women 30%

Top 10

| | | | |
|-------------------|--------|------------------------------------|-------|
| Nepal | 45,687 | Guinea | 2,105 |
| Ethiopia | 36,080 | Sierra Leone..... | 1,858 |
| Nigeria | 27,033 | Libya..... | 1,825 |
| India..... | 23,874 | Afghanistan | 1,677 |
| Indonesia..... | 17,522 | Mozambique..... | 1,651 |
| Tunisia | 14,781 | Vietnam..... | 1,448 |
| Myanmar | 13,803 | Argentina..... | 1,411 |
| Morocco..... | 13,435 | Democratic Republic of Congo | 1,287 |
| Philippines | 12,412 | United Arab Emirates..... | 901 |
| Bangladesh | 8,149 | Sri Lanka | 862 |

Other Countries

| | | | |
|------------------|-------|--------------------------------|-----|
| Pakistan..... | 6,712 | Venezuela..... | 800 |
| Brazil..... | 6,630 | Malaysia | 713 |
| Jordan..... | 5,095 | Mexico | 677 |
| Peru | 4,040 | Ghana | 615 |
| Madagascar | 3,600 | Cyprus..... | 553 |
| Algeria | 3,156 | South Sudan..... | 534 |
| Somalia..... | 2,617 | Uganda..... | 502 |
| Angola..... | 2,514 | Senegal | 459 |
| Mali..... | 2,501 | Tanzania..... | 457 |
| Timor-Leste..... | 2,235 | United States of America | 451 |
| Yemen..... | 2,230 | Iraq..... | 447 |
| | | Canada | 442 |
| | | Qatar | 437 |



FORUM OF FEDERATIONS MENA FACEBOOK FOLLOWERS

65,200 | Women 63% | Men 37%

| | |
|----------------|-------|
| Morocco | 33894 |
| Tunisia | 23540 |
| Jordan | 5910 |
| France | 277 |
| Ethiopia | 155 |
| Spain | 133 |

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