

20
YEARS/ANS



Forum of Federations
The Global Network on Federalism and Decentralized Governance



Forum des fédérations
Le Réseau mondial sur le fédéralisme et la gouvernance décentralisée



Federalism and the Response to COVID-19
A Comparative Analysis



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THEMATIC REPORTS

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ANNUAL REPORT

2021

2022

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

*Chairman of the Board
of Directors*



Rupak Chattopadhyay

President and CEO

.....

This year, the Forum of Federations (the Forum) proudly celebrated the 20th anniversary of its founding as an ongoing organization.

For 20 years, the Forum has produced federalism knowledge and provided expertise and knowledge-sharing on best governance practices around the globe. Over the years, the Forum has contributed ample research to the body of federalism/governance knowledge, trained thousands of practitioners in best practices and even helped new federal countries develop federal constitutions. To celebrate, the Forum hosted a special event called The Future of Federalism to commemorate this milestone. This unique webinar series examined the destination of federalism's most relevant areas: climate change, fragility, megacities, media and the future of federalism. During 2021-22, the Forum continued to operate under the highly challenging conditions imposed by the second year of the COVID-19 pandemic. Despite this challenging environment, the Forum's online delivery modalities and digital products developed in the first year of the pandemic meant the organization was well placed to deliver knowledge exchange, dialogue and training activities. Indeed, this year the Forum increased the variety of knowledge products and policy learning events.

Notable achievements include launching the Forum blog and rebuilding the Forum website, which houses the world's largest database of Open Access federalism and governance research. The Forum published the first comprehensive examination of COVID-19 response in the federal context with "Federalism and the Response to COVID-19." This volume presented 24 case studies from across the globe critically analyzed responses to the public health crisis, its fiscal impact and management.

Forum's programming in new and emerging federations continued with tempo. In Ethiopia, Forum's program, "Strengthening Federal Governance and Pluralism in Ethiopia," continued to train leaders and provide solutions for Ethiopia in the areas of federalism. The Forum also expanded work in Ethiopia with programming facilitating the national dialogue and federal election support. In Myanmar, following the military coup on February 1, 2021, the Forum's federalism project adapted to the changed operating environment. The experience in Myanmar is an example that achieving good governance is not a linear process. Time, patience and continued hard work are required for the process to succeed. The MENA project covering Jordan, Morocco and Tunisia pivoted towards a more regional and comparative programming. On the policy side, the Forum and its partners developed and implemented 27 activities covering 20 countries worldwide. These programs directly addressed the multilevel governance priorities of all Forum partner countries, from Governance and Service Delivery to Constitutional Issues and the Environment. The primary beneficiaries of the Forum's Policy Program activities were government officials, parliamentarians, civil society organization (CSO) representatives, academic experts, and students from Forum partner countries.

We again 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 another trying year as we see the light at the end of this pandemic.

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



Ministerie van Buitenlandse Zaken

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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- Angelina Romanchik
 - Alexandra Cooper
- 

► WHO WE ARE AND WHAT WE DO

تخاذ إجراءات قانونية
لمثل تحويل القضايا
إلى المحكمة.

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 enhances 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 implementing 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 its Policy and Development Assistance activities to add to its knowledge base on multilevel governance.



THE HISTORY OF THE FORUM

The Government of Canada originally established the Forum. 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, several 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 organization's activities 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 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 2021-22, 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
 - Digitalization and Federalism
- Developed and produced a range of written and audiovisual content on federal and devolved governance principles, practices, and experiences.

Forum By the Numbers: 2021-2022



7,302,426
online visitors across
Forum platforms



89%
Of Beneficiaries of Forum
Training demonstrated
increased knowledge



142
Expert deployments
in Forum DAP countries



of female participants in
total Forum activities



Of targets included in
Forum project plans met



3665
Individuals with leadership
potential trained by the Forum

The Future of Federalism

For 20 years, the Forum has developed and shared comparative expertise on the practice of federal and multilevel governance around the world. The Forum's global network, intellectual capital and resource library have supported stakeholders to address their governance challenges, enabling them to develop better federal and multilevel structures, institutions and policies.

The Forum's accomplishments over the past two decades reflect its core mission of strengthening inclusive and responsive governance, as well as addressing pluralism and gender equality in federal, decentralized, and transitioning countries.

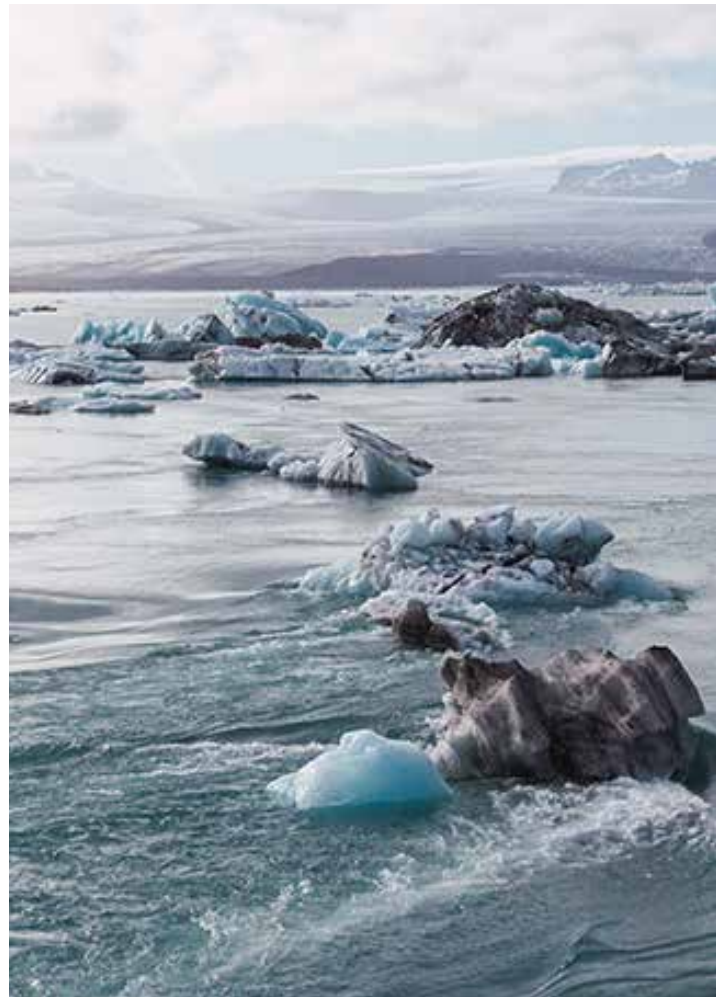
Governments worldwide face long-term environmental, political, demographic and fiscal challenges, and in order to overcome them they will need a concerted and coordinated approach. The distinct governance practices that evolve within federal and multilevel systems provide valuable learning opportunities for jurisdictions that are searching for solutions.

To commemorate the 20th anniversary of its founding, the Forum hosted a series of webinars, convening 27 world-leading experts to examine these critical issues of federal and multilevel governance.

Climate Change and Federalism

A unique feature of responding to climate change in the context of a federation is that policy-making over environmental matters may be shared between, and require the engagement of, governments at the federal and subnational levels. This webinar addressed the questions of what challenges of intergovernmental cooperation and coordination the multilevel governance systems face when designing and implementing climate change policies, and how they are addressed by respective governments.

<https://www.youtube.com/watch?v=DTQNTLaBwxY>



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20 YEARS

Fragility and Federalism



In many fragile states, in an attempt to sustain peace, accommodation and stability and to share power concepts such as devolution, decentralization and federalism are being brought into the political discourse. *Pathways for Peace*, released in 2018 by the UN and World Bank, provides the most significant recognition of the importance of federalism and decentralization to reducing state fragility. How federalism and local government can play a role in efforts to build state resilience in a discernible subset of fragile contexts, what the challenges and opportunities are, and which role the international (donor) community can play, all are the questions that were addressed in this webinar.

https://www.youtube.com/watch?v=VvUI_fijjI0

Megacities and Federalism



As a result of fragmentation and the scale of the challenges megacities face, everything that megacities do requires intergovernmental coordination and cooperation: megacity problems require multi-level solutions. This webinar examined key topics in the evolving governance of megacities in federal systems, including: intergovernmental collaboration on issues affecting megacities; the balance between regional and local interests in the context of a megacity; and the powers and resources megacities need to meet the needs of the people which live in them.

<https://www.youtube.com/watch?v=88M8POtSSro>

The Future of Federalism

The Media and Federalism



In Canada – as in other countries – both national and regional media outlets have been shrinking as the media suffered huge losses in advertising and experience the younger generation's preference for digital media. What do these changes mean for media coverage in a federal country? Fewer journalists mean less news about everything from courts to politics, sports to culture, business to city governments. How

will this impact on perceptions and understanding of federalism? And what impact could this have on citizen's knowledge of governance issues and the accountability of governments in federal systems? All these questions were explored in the webinar.

<https://www.youtube.com/watch?v=ivjXtQjhRkg>

20 YEARS

Federalism in the Future



Responding to the public health and economic crisis brought on by the COVID-19 pandemic has required policy interventions across all orders of government. This has necessitated unprecedented levels of intergovernmental interaction and coordination between all orders in a federation. In the spring of 2020, when country after country virtually shut down its economy, it was the national government that possessed the clout and the reach to take the measures necessary to support citizens and businesses through the sudden and unexpected collapse of economic activity – and, in many cases, to support the states and cities as well. Sub-national governments, typically, did not have the fiscal capacity or the economic-management tools that were needed to respond, quickly and massively, to the human and economic impact of the pandemic.

The webinar focused on the following questions: What impact has this had on federalism? Has the management of COVID-19 in the early stages pushed federations to centralize or decentralize?

<https://www.youtube.com/watch?v=N07a7QTMpA0>

(For the French versions of these streams click here: <https://forumfed20.org/>)

To experience this memorable event in its entirety, all the background papers can be downloaded for free here: <https://forumfed20.org>.



"The federal idea has never been more relevant. From providing a basis for resolving violent conflict, to inclusive post-COVID recovery, and acting as a brake against democratic backsliding, federalism is an important tool for building inclusive resilient societies."

Rupak Chattopadhyay, President and CEO, Forum of Federations

A woman with long dark hair and glasses is sitting at a desk. She is wearing a patterned, light-colored shirt. She is holding a pen in her hands. The image has a blue overlay. The text '► POLICY PROGRAMS' is written in white on the left side of the image.

► POLICY PROGRAMS

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.

In 2021-22, the Forum was very productive and held numerous activities and produced a number of knowledge products such as publications, learning tools and audio-visual products as part of its policy programs. On the occasion of the Forum's 20th Anniversary we organized a webinar series exploring the most significant global governance issues facing federal and multilevel governments in the next decade and beyond. The Forum also continued examining the impact of the COVID-19 pandemic on federal countries, and continued working on the multi-year programs begun in previous years. We further developed the concepts of two programs initiated in the previous year - Digitalization of Public Administration and Federalism and State Fragility – which will become the focus in the coming year. In the situation of a continued pandemic throughout most of the year, most activities were held in an online format.

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



17 partners involved, of which 7 were new partner organizations



2,832 direct beneficiaries of Policy Program activities

This year, the Forum and its partners developed and implemented 27 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 17 partner institutions to develop and deliver Policy Programs, seven 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 2,832 stakeholders benefited from Policy Program activities this year.

45 new knowledge products created

The Forum and its partners created 45 new knowledge products in 2021-22: one thematic book, 12 papers, 10 audiovisual products (podcasts and videos), and 23 other knowledge products. In addition, a number of our Policy Program events were streamed live online, some in languages other than English, and recordings of the events were subsequently made available on YouTube. The Forum's Policy Programs are grouped into three thematic categories:

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

GOVERNANCE AND SERVICE DELIVERY

Forum of Federations 20th Anniversary – Dialogue Series

To mark the occasion of the Forum of Federations' 20th Anniversary, the Forum convened a series of online dialogues bringing together world-leading experts to explore some of the most significant global governance issues facing federal and multilevel governments in the next decade and beyond. One discussion a week was held online in the period from 4 May to 1 June 2021. Forum partner governments representatives and experts from the Forum's network covering Canada, Switzerland, Germany, India, Mexico, Nigeria, South Africa, Philippines, Somalia, and Yemen shared their expertise in the dialogues. The events were streamed live on the Forum's YouTube channel and Facebook, and attracted a total of 1,355 attendees. For each dialogue, the Forum has prepared a thematic paper that provided an overview of the current state of the art in the respective area from a federalism perspective and identified pertinent developments and challenges in the field looking to the future. Each paper also identified three key questions designed to provide a framework for the panel discussion.

COVID-19 and Federalism

The Forum continued working on analyzing the response to the COVID-19 pandemic in federal countries and on sharing some of the findings in different fora.



A. Thematic Book

The Forum published a comparative volume *Federalism and the Response to Covid-19* in November 2021 with Routledge. Consisting of 24 case studies accompanied by a synthetic analysis, this volume covers the pandemic response from its outbreak in early 2020 to the end of the year (before the vaccination rollout).

B. Book Launch Webinar

On 25 January, 2022 the Forum together with the International Association of Centers for Federal

Studies (IACFS) organized a book launch webinar featuring the Forum's book *Federalism and the Response to Covid-19* and a book published by the IACFS *Comparative Federalism and COVID-19: Combating the Pandemic*, also released in November 2021. In the webinar, international experts from the Global North and Global South reflected upon the emergent trends in pandemic management within federations and identified key issues to be addressed in a future research agenda.

C. Paper

The Forum contributed a paper on *Impact of COVID on the Comparative Practice of Federalism: Some Preliminary Observations* to the special issue on *COVID-19 Pandemic* of the *Cadernos Gestão Pública e Cidadania (Journal of Public Management and Citizenship)* of Getulio Vargas Foundation, Brazil. The special issues was published online in January 2022.

D. Workshop

The Forum convened a meeting with scholars to explore a research project on the analysis of the response to the pandemic comparing the performance of federal and unitary countries. On 23 March, 2022 experts who have been involved in the Forum's COVID-19 and federalism work met online to discuss the parameters of this research. A scoping paper prepared by Prof. Alan Fenna served as a basis for the discussion.

E. Presentations

- i) In June 2021, Forum president Rupak Chattopadhyay contributed a video presentation to the online Colabora.Lat Global Forum (an IRDC and Institute of Development Studies research project on COVID-19 responses taking place across 42 countries). This event aimed to identify learning from the institutional, social and community collaboration experiences within COVID-19 responses in Latin America and beyond. Mr. Chattopadhyay's presentation addressed the issue of intergovernmental collaboration during the pandemic in federal and multilevel countries around the world.
- ii) In December 2021, Forum Vice-President Felix Knüpling delivered a presentation on "Federalism and the Pandemic" at Freie Universität Berlin, Germany. He presented the key findings of the Forum's book *Federalism and the Response to Covid-19* with a focus on a future research agenda.

Digitalization of Public Administration in Federations



This program examines what unique challenges and opportunities the digitalization of public administration provides for federal systems of governance. The Forum in cooperation with the Centre on Governance (CoG), University of Ottawa, developed a scoping paper titled *Digitalization of Public Administration in Federal Countries: Challenges, Opportunities, and a Look Ahead*, published in the Forum's Occasional Paper series. The paper examines the impacts of digitalization on the distribution of power, intergovernmental

relations, coordination, and policymaking in multilevel systems. The key question that the paper addresses is whether digitalization is favoring the empowerment of central governments in federal government settings. The paper formed a basis for a closed door workshop that brought together the Forum, CoG and government practitioners and experts from Forum partner countries held remotely on 22 February 2022. The aim of the workshop was to inform the design of a comparative project on this topic involving a small number of countries.

Local Governments and Metropolitan Regions

A. Thematic Book

In the previous fiscal year, the Forum began to revise its 2006 volume on *Local Governments in Federal Countries*. The updated publication, entitled *Handbook on Local Government in Federal Countries*, examines the role and place of local government in 16 federal or federal-type countries, and explores their relationship with the other orders of government as well as their impact on the system of federalism as a whole. The publication which is edited by Prof. Nico Steytler will be published by Palgrave.

B. Webinars



- i) On 8 September, 2021 the Forum organized a webinar "The Federal Paradox – Governing India's Capital" as part of the special Forum of Federations three-part webinar series on *Federalism in India*. The event addressed the difficulties of power-sharing in situations where there is a conflict between elected representatives and selected

administrators. It featured Dr. Shakti Sinha, Director, Atal Bihari Vajpayee Institute of Policy Research and International Studies, MS University, Vadodara and Rupak Chattopadhyay, President and CEO of the Forum.

- ii) On 8 December, 2021, the Forum together with the National Institute for Federalism and Municipal Development (INAFED), Ministry of the Interior, Mexico co-organized a webinar on “Public Services and Municipalities”. The aim of the webinar was to exchange visions and good practices on the delivery of public services to contribute to the strengthening and development of local governments and the construction of cities with a better quality of life for the citizens through experiences from other countries. In addition to a number of federal and municipal government representatives from Mexico, local government officials and experts from Argentina, Brazil, Canada, Guatemala, and the United States shared their experiences in the webinar.



Fiscal Federalism

A. Thematic Book

The Forum continued working on the production of the comparative volume entitled Forum of Federation’s 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 13 country chapters and is edited by Prof. Jean-Francois Tremblay, will be published by Palgrave.

B. Conference

The Forum partnered with the Centre on Governance at the University of Ottawa and other partners in organizing a virtual conference, “Fiscal Federalism in Canada: Analysis, Evaluation, Prescription” held on 21-23 April, 2021. The conference featured some of the most prominent Canadian scholars and experts on a wide range of fiscal federalism topics. The conference and the ensuing edited volume aim to accomplish four objectives: 1) Analyze fiscal federalism in Canada, that is, understand how its various components work together as a system but also the political forces that shape and put pressure on it; 2) Evaluate the strengths and weaknesses of Canadian fiscal federalism in relation to both the core values cited above and the experiences of other developed federal countries; 3) Take stock of the impact of COVID-19 on intergovernmental relations; and 4) Put forward ideas for reforming Canadian fiscal federalism, both its specific components and the system as a whole.

C. Webinar

In February 2022, the Forum held the third webinar in a special Forum of Federations three-part webinar series on Federalism in India, entitled “The Changing Fiscal Federal Architecture of India”. Topical issues related to fiscal federalism in India, such as reform of the GST architecture and how it has affected Indian states, was discussed during the webinar by V.N Alok, Professor, Indian Institute of Public Administration and Subhash Chandra Garg, Economic Policy Strategist and Author and former Finance Secretary, Government of India.

Intergovernmental Relations

A. Webinar

In July 2022, the Forum, in collaboration with the Brazilian Institute for Applied Economic Research (IPEA), implemented a 2-day webinar series that examined federalism and intergovernmental cooperation in multilevel systems. The series aimed to enhance understanding among Brazilian practitioners and researchers of intergovernmental collaboration in other jurisdictions, to help inform the development of Brazil's own processes. Experts from eight different federal and multilevel countries (Canada, Germany, Switzerland, Mexico, Argentina, South Africa, India and Colombia) shared insights on the practice, culture and challenges of intergovernmental relations in their respective countries. The series was moderated by Enid Slack, Director of the Institute on Municipal Finance and Governance at the Munk School of Global Affairs and Public Policy at the University of Toronto in Canada.

B. Presentation

The Forum is cooperating with a network of Latin American Researchers involved in a 3-year (2020-2022) project, "Intergovernmental Relations in Latin American Federations" funded by the Autonomous University of Mexico and involving Mexico, Argentina and Brazil. In January 2022 the network held a week-long working meeting in Mexico, to which the Forum staff Diana Chebenova, Liam Whittington and John Light contributed with a remote presentation exploring further collaboration.

Federalism and Emergencies

The Forum partnered with EURAC Research in the 2022 edition of the annual Winter School on Federalism and Governance. This edition took place from 31 January to 12 February 2022 in a virtual format and its topic was "Federalism and/in Emergency". The Forum co-organized with EURAC a roundtable discussion during the Winter School program on "Current and Contemporary Challenges and Crises of Multilevel Systems" that focused on how federal systems adapt to emergencies or large scale challenges, such as the ongoing COVID-19 pandemic, natural disasters

and climate change, and challenges related to mass migration and refugee crises. Experts spoke broadly about these issues, and also brought their specific country expertise from their countries of Brazil, India, and South Africa.

Federalism and Education

In September 2021, Forum Vice President Felix Knüpling gave a lecture at Brown University on "Federalism and Education – The German Experience". The lecture focused on the comparative lessons of the Forum's work in the area of education and federalism. Felix also commented on the potential effects of the national election on education policy in Germany, as well as its global implications for federal-state relationship.

Policy Reform

In July 2021, Forum's President Rupak Chattopadhyay delivered a key-note presentation at a three day (online) international conference on the theme "Governance and Policy Reforms: An Indo-Pacific Perspective" organized by Jagran Lakecity University in collaboration with the Konrad Adenauer Stiftung. In the second day of the conference that examined Sectorial Policy Reforms, Rupak spoke about social policy making in the context of multilevel governance.

Federalism in India and Canada

The India-Canada Centre, University of Delhi and the Forum jointly organized the international webinar "The Changing Nature of Canadian and Indian Federalism" on 17 February 2022. The event was organized to commemorate the 75th year of India's Independence. Its aim was to promote Indian-Canadian collaboration among faculty members, research scholars and students in the field of multidisciplinary studies. Rupak Chattopadhyay, Forum President and CEO, represented the Forum.

ENVIRONMENT

Climate Change

A. Thematic Book

The Forum continued working on the completion of the manuscript for the comparative volume *Climate Change Governance and Federalism: A Forum of Federations Comparative Policy Analysis*. The volume aims 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. Involving 14 case studies, the volume will be published by Cambridge University Press.

B. Webinar

The Forum held a panel on climate change at the International Political Science Association (IPSA) conference in July 2021 in a virtual format. The panel brought together experts and papers from across the globe presenting country case studies on approaches to address climate change and create and enforce environmental policies in the context of how federated units such as states and provinces are implementing policy to address climate change across jurisdictions. Case studies from Australia, China, Germany, Switzerland, and the United States, illustrated how provinces and local actors are taking massive strides to address climate change within the mechanism of federations.

CONSTITUTIONAL ISSUES AND DIVERSITY AND INCLUSION

Gender Equality

A. ForumFedCast Gender Series (3 episodes)

Over the course of 2021, the Forum produced a three-part series of podcasts focusing on the subject of Gender Equality and Federalism. Underpinned by the Forum's 2020 research study *Gender Equality and Federalism – Opportunities and Challenges in Multilevel Governance*, the series features interviews with a range of international experts from Canada, Switzerland, Australia, Brazil and Ethiopia discussing topics such as gender equality and federal governance dynamics, women's political representation and participation, and gender equality and governance in development assistance.

Each episode tackles a specific theme of gender equality and federal and multilevel governance: Gender equality dynamics in federal and decentralized countries; Women's political representation and participation, and; Gender equality and governance in development assistance. In early 2022, as part of efforts to expose a broader audience to ForumFedCast, the Forum will begin a targeted promotion campaign for the series, focusing on disseminating and promoting the series to universities and academics for use in teaching on gender equality, governance, and

federalism. A promotional package for the podcast has been produced to support this effort.

B. Educational Videos

The Forum produced an educational video based on the *Gender Equality and Federalism – Opportunities and Challenges in Multilevel Governance* report. The video will be used for training purposes in the Forum's policy and development assistance programs.

C. Webinar

On 9 November, 2021, the Forum held the second webinar in a special Forum of Federations three-part webinar series on *Federalism in India*, entitled "Federalism as a Tool for Closing the Gender Gap in India". This webinar explored how federal or decentralized governance models affect gender equality dynamics and what opportunities they provide for advancing gender equality. The webinar featured Prof. Rekha Saxena of the University of Delhi and Diana Chebenova, Forum Senior Director.

Language Policy and Federal/Decentralized Governance

In the previous fiscal year, the Forum initiated a program on Language Policy and Federal/Decentralized Governance. The project focuses on public administration of language policy in federal countries and consists of a series of 11 articles to be written by country subject experts, and reviewed by the project editorial team led by Forum Senior Advisor Leslie Seidle. An overview paper with general observations and lessons learned from the case study countries will also be produced by the editorial team. The articles and overview paper aim to be of significant utility to practitioners in a range of government departments and agencies in countries where linguistic diversity is a major issue, as well as for academic experts, students and journalists. The articles will be published along 2022 online in the Forum's Occasional Papers series.

Peace Building, Conflict and Federalism

A. Federalism and Peacebuilding

Geneva Peace Week

In November 2021, the Forum participated in and contributed to Geneva Peace Week (GPW) for the third consecutive year. Following the success of the Forum's panel discussion at GPW 2020, which addressed the use of federalism as a peacebuilding tool in divided societies, the Forum aimed to develop this theme further and produced for GPW 2021 a special episode of ForumFedCast on the potential of a federalism 'Pathway for Peace'. Drawing on the influential UN and World Bank 'Pathways for Peace' report, the podcast aimed to explore the concept and potential for the development of a codified peacebuilding approach utilising federal governance models. Developed in collaboration with Yemeni civil society organization Food4Humanity, the episode featured federalism and peacebuilding experiences from Yemen, Somalia and Sudan, with senior experts from the peacebuilding community of practice. At the time of writing the Forum's podcast is the most downloaded of all podcasts at Geneva Peace Week 2021. Following the conference, in December 2021, the episode was also released on the regular ForumFedCast feed.

Conflict Resolution

On 13 April 2021, the Forum President Rupak Chattopadhyay gave a presentation on "Federalism as a tool for conflict resolution" at the University of Delhi, the Comparative Federalists Research Group.

B. Federalism and State Fragility

Paper and Research

The Forum commissioned Dr. Michael Youash of the University of Toronto to develop a study on "federalism and state fragility" that seeks to create stronger linkages between policy work and research on state fragility and federalism. It attempts to bridge the two literatures – state fragility and federalism – to establish a common ground and identify the ways they can be brought together to produce innovative policy solutions and, ultimately, to inform and guide the Forum's programming in fragile states. The paper titled The Nexus Between State Fragility and Federalism was published in the Occasional Paper Series.

Presentations

- i) In September 2021, Forum Vice President Felix Knüpling gave a presentation at European University Institute to African Young Leaders "Federalism and Power Sharing Arrangements". Mr. Knüpling gave a general overview of the relevance of federalism from a global perspective, the work of the Forum, and how federalism can be used as a tool for conflict resolution in diverse and post-conflict societies.
- ii) In October 2021, Forum President Rupak Chattopadhyay made opening remarks at a Federalism Conference hosted by the Regional Centre for Training and Development of Civil Society (RCDCS) in Sudan. Mr. Chattopadhyay's presentation opened the second session of the Conference "Sharing of Regional and International Experiences on Federations". The presentation provided an overview of the work the Forum has undertaken in supporting emerging, transitioning and fragile countries to develop federal and multilevel governance systems, as well as highlighting some of the key challenges faced by countries such as Sudan that are seeking to achieve a peaceful settlement to years of conflict.

C. Federalism and Democracy

In December 2021, the Forum organized a webinar entitled “Federalism and Democracy: Meeting the Challenges of Political Polarization?” as part of the Global Coalition for Democracy Forum (GCDF). The GCDF aimed to galvanize a global conversation on democracy and develop inputs to the Summit for Democracy, hosted by the United States in December 2021. The webinar, which convened experts from Europe, the Americas and Africa, examined crucial questions concerning the intersection of democracy and federalism, including whether federations are prone to be more or less democratic than non-federations, whether federalism is a liability or an asset for democracy, and how truly federal democracies can be constructed and maintained. The discussion was inspired by a paper produced for the Forum by Arthur Benz, who participated as a panellist. Three recommendations derived from the webinar discussion were developed and included within the broader GCDF Recommendations Report, which was submitted to the organizers of the Summit for Democracy for their consideration.

D. Nationalism, Secessionism and Autonomy

In November 2021, the Forum in cooperation with the Centre on Governance, University of Ottawa, organized a discussion on the occasion of a publication of the book *Nationalism, Secessionism and Autonomy* by Andre Lecours, Professor at the University of Ottawa and Forum’s Senior Advisor. The strength of secessionism in liberal-democracies varies in time and space. Inspired by historical institutionalism, the book argues that such variation is explained by the extent to which autonomy evolves in time. If autonomy adjusts to the changing identity, interests, and circumstances of an internal national community, nationalism is much less likely to be strongly secessionist than if autonomy is a final, unchangeable settlement. The opening remarks to the event were delivered by Hon. Stéphane Dion, Ambassador of Canada to Germany and Special Envoy to the European Union and Europe and were consequently published as a Forum paper titled *Keeping a Country United*.



▶ DEVELOPMENT ASSISTANCE PROGRAMS

الأسرة والمرأة والطفولة وكبار السن
Ministère de la Famille, de la Femme, de l'Enfance et de la Vieillesse
Ministry of Family, Woman, Childhood and



The country continues to experience complex political, security and humanitarian crises. The war in the northern part of the country – which initially started as a short-term law enforcement operation in the Tigray region – spread to the Amhara and Afar regions and intensified. It took a particularly dangerous turn during the last quarter of the year, as the Tigrayan forces advanced toward the capital city of Addis Ababa before being pushed back by federal forces. Although a temporary truce has been declared, the lack of humanitarian access to the affected areas and possible gross human rights violations remain major international concerns. In addition, the security situation in other parts of the country, particularly in the Oromia and Beneshangul regional states, is still extremely volatile. These political and security crises have immensely affected the country's economy, and the impacts are still emerging.

The Ethiopian government recently established an independent National Dialogue Commission to steer an all-inclusive national dialogue. This national dialogue, if it is managed well, will hopefully ease the current political and security situation, but this will not be a short-term solution.

Strengthening Federal Governance and Pluralism in Ethiopia (SFGPE)

During the last quarter of 2020, an implementation strategy was developed to accelerate the Forum's project activities in Ethiopia. The PMC endorsed the strategy, and since then project implementation has been significantly improved.

Many Forum activities that were postponed during previous years due to Covid-19 and political instability in the country were implemented during fiscal year 2021-22. The Federal Governance Leadership Dialogue Program was delivered to senior and mid-level leaders in four cohorts. The development of IGR Operationalization Guidelines was completed and validated by stakeholders. This tool is essential for government partners and stakeholders to assist them in establishing and operationalizing the IGR structures that were established under a new IGR law resulting from this project. In 2021, two IGR structures – the

National Executive Forum and the National Legislative Forum – have already been established and have started operating.

A gender-sensitive training course on constitutional interpretation was delivered to judges and lawyers in four cohorts. Four cohorts revised and provided high-level fiscal certification training to selected practitioners and academicians.

Most of the analytical work that started in the previous years was completed and validated. Among this work are two major fiscal studies: (1) Impact Evaluation of the Transfer System on Equal Access to Public Services in Ethiopia, and (2) Assessment and Revision of the Fiscal Transfer System. A high-level policy dialogue forum was organized on the fiscal transfer system in the presence of senior federal and regional policymakers, including regional presidents and numerous federal and state ministers.

A study on women's right to access land was completed and validated. The design of the format and methodology of the Youth Leaders Dialogue program has been completed. To facilitate the program delivery, draft Toolkits have been prepared.

As the coming year will be the final full year of the SFGPE project, it is crucial that ongoing project activities are completed. The Federal Governance Program and the Leadership Dialogue Program will be adapted, considering the national dialogue organized by the Ethiopian government, and two more cohorts will be organized. The development of a draft IGR policy frameworks handbook will be finalized and validated. A series of training and awareness activities on IGR will be conducted, and support will be provided for establishing the IGR structures. Two gender-related studies will be completed and validated, one on women's access to constitutional redress mechanisms, and one titled A Gender Audit of the House of Federation. The Youth Leaders Dialogue Program on governance and peacebuilding will be delivered to youth leaders across the country in five cohorts.



Support for National Dialogue in Ethiopia

As a core follow-up to the successful Transformational Scenario Planning project, the project team focused in 2021-22 on developing a project with eight national partners and three donors (Ireland, Denmark and the Netherlands) for conducting a national dialogue, the Multistakeholder Inclusive National Dialogue (MIND) project. In late 2021, just as the proposal and donor support were near completion, the Government of Ethiopia established the National Dialogue Commission (NDC). As a result, the team and donors decided to reorient the work toward supporting national dialogue generally, on aspects such as the capacity of stakeholders to participate in and influence proceedings, and maximizing the inclusion, transparency and professionalism of the process. The Forum is also exploring further work on critical areas of the national dialogue, many of them related to federalism.

During the MIND project development process (just days before the NDC was announced), Irish Aid and FOF signed a contract for €400,000. Now that MIND is effectively defunct (given the creation of the NDC), the project team is working with Irish Aid to reorient activities. The timing of this reorientation will depend on the time it takes for the NDC to be established. Some activities will nevertheless be implemented in early 2022-23, focusing on media training and capacity-building for women and youth. Forum staff, including the former Secretariat staff of the TSP project, will stay in constant contact with the NDC to ensure we eventually provide it and its many stakeholders with maximum support over the next two to three years.

Ethiopian Election Support

A. Prevention, Mitigation and Management of Election-Related Conflicts and Potential Violence in Ethiopia (PEV-ETHIOPIA)

PEV-ETHIOPIA was implemented from June 1 2019 to December 31 2021. The bulk of its activities focused on supporting nonstate electoral stakeholders. It empowered them as actors for peace, ensuring the integrity and credibility of the elections, including through their observation of the elections. One of the project's key achievements is the establishment of the Coalition of Ethiopian Civil Societies Organization for Election (CECOE), which now has more than 175 member organizations. ECES's technical support through the consultations and deliberations to establish CECOE was a key asset and resulted in the EU's decision to fund the coalition and its smooth operation. The timeliness of CECOE's establishment, and the adoption of a Strategic Plan and Observation Guidelines in line with international standards, has avoided the proliferation of uncoordinated or overlapping initiatives among CSOs and their donors of reference.

PEV Ethiopia also engaged with a wide range of nonstate actors, including media members, higher education institutions, the Inter-Religious Council (IRC), traditional leaders and other stakeholders, who will all play a positive role in the prevention and mitigation of election-related conflict and violence. PEV Ethiopia has implemented a large number of capacity-building activities covering all the regions of Ethiopia, contributing to the project's overall objective, while strengthening links between CECOE members through ongoing PEV activities. The direct beneficiaries of the project number more than 3,600 people.

The program has built on the cumulative results of its actions through capacity-building workshops/training, coaching, technical backstopping, advisory services, and setting up the Early Warning System (EWS) and Election Situation Room (ESR). In all capacity-building interventions, ECES paid special attention to disenfranchised segments of the society, such as

women, persons with disabilities (PWDs), youth, and the elderly, to ensure inclusivity in the electoral process.

The sustainability of the project's outcomes and networks as a permanent structure, however, is a growing concern, especially as the election cycle is not fully completed and the structures and activities are highly dependent on the donors. This needs to be addressed.

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

EURECS' primary focus is to strengthen the capacity of the National Election Board of Ethiopia (NEBE). The project showed significant improvement in supporting NEBE in its electoral operations for the elections held in June and September 2021. ECES effectively supported NEBE through activities such as capacity-building training; on-demand advisory services; technical and advisory services in key strategic interventions; financial and technical support in organizing consultative sessions, translation and publication of technical tools; leading and supporting delivery of poll-worker training; setting up a Media Monitoring Unit; and procurement of office furniture, vehicles and IT equipment. The assessment of outcomes from various sources of information indicates that EURECS is on a positive trajectory to contribute to NEBE's overall objective, concentrating on the development of leadership and strategic and technical capacity, as prescribed in EURECS logical framework.

A detailed methodology was developed to extract what has been learned in the electoral processes of Ethiopia, involving all major donors, including the UNDP and the International Foundation for Electoral Systems (IFES). NEBE led this process, and the final report of this lessons-learned exercise is expected in early May 2022. The process brought together all major stakeholders, including political parties, government agencies, CSOs, donors and partners. Based on the outcome of this exercise and the EU decision, EURECS is expected to have a one-year No-Cost Extension by mid-2022.

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

Women have played pivotal roles in the political history and progress of Jordan, Morocco, and Tunisia. However, their influence has not led to a proportional increase in the number of women in political and decision-making positions. Entrenched political and cultural realities perpetuate this marginalization of women in the political, civil society and public spheres. Furthermore, these restrictive power structures have exacerbated political and institutional inadequacies and how they are manifested in Middle East and North Africa (MENA) countries. These power structures have contributed to women's political inexperience and lack of political access, limiting their influence in decision-making on political, social, and economic issues and 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 the democratic systems that are essential to fostering sustainable development in the region.

The MENA project is in its penultimate implementation year, and the strategy for this final phase includes pivoting toward a more regional focus. A portion of the project's activities will be concentrated on regional exchanges to promote sharing experiences and comparative learning among the three project countries. In this phase, the project will capitalize on its success to ensure the sustainability of the results by producing learning/knowledge materials that will be published on the Forum's website and publicly available after the project has ended.

In the past year, the MENA women's leadership project has implemented 187 actions reaching 31,333 people in the three countries through the country and regional programs. Of the people reached, 15,899 are women, and 3,750 men between the ages of 15-40 years; while 9,230 are women and 1,390 men who are 41 years old or over. 107 people reached but not disaggregated by gender and age.

Among the implemented interventions, the project produced a report documenting the experiences of women leaders in rural and interior regions in Jordan, Morocco, and Tunisia, in collaboration with the Center of Arab Women for Training and Research. Furthermore, a comprehensive report on the gender perspectives of the organization, management, participation, and observation of elections in the MENA region is being published in English and Arabic. This report is based on a series of regional exchanges that were held between October 2020 and July 2021 on electoral systems that support gender-equal and inclusive reform processes in the MENA region. Two webinars were organized, bringing together established leaders, including two Forum Board members, to share their experiences and leadership around the themes of gender equality and governance. The Réseau de Concertation Interministériel handover ceremony also took place, and the presidency of the Réseau was passed from Tunisia to Jordan. Due to the COVID-19 pandemic, Tunisia had assumed the presidency for two consecutive years.

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

Impact Stories

In the following pages, beneficiaries from Jordan, Morocco and Tunisia who were participants in the MENA women's leadership project talk about the knowledge they gained which enabled them to develop initiatives to advance gender equality and women's leadership and foster more inclusive governance.



“I became its president in 2018, I never imagined myself in this place and the high hesitation to continue working, and in conjunction with the Generations Dialogue Program, my ideas changed in a way that encourages survival and continuity, and through the training within the program, I became working with new topics and tools that I can use in networking with other institutions Translating ideas for projects and submitting to them, such as initiative work, women’s empowerment, and gender. Despite the short life of my tenure in the association, I was able to attract many financiers, make partnerships on several levels, and participate in various programs, including consulting and training, home economics, to grant many beneficiaries the sum of money through which they establish their productive kitchen, and participate in initiatives such as an initiative we are in partnership with a foundation

The Crown Prince, as we are the starting point for the (Because We Are You) initiative to work on integrating people with disabilities with the local community, partnering with the Provident and Loan Funds Program to empower 5,000 beneficiaries, and employing many beneficiaries at the expense of projects, 20 women on the project to enhance women’s participation in solid waste management, and 60 young women and women Within the clothing recycling projects, and other programs and projects. At present, and we are on the cusp of holding elections for a new administrative body, I intend to run again and continue on a path that defines the status of women on an equal footing with men in all sectors.”

Enas Asouda, Jordan Valley, President of the Generous Hands Charitable Association, a women’s association established in 2014



"I suddenly found myself in a WELL. When my husband died, leaving in the case of five small children. Until then, I lived a simple life, with just the necessities but in tranquility, then, suddenly, total darkness. My husband died, and I had children to raise and feed, and I knew nothing about life, had no education, no wealth, and no support. The feeling of helplessness strangled me, and precariousness crept in and settled in my home. I was feeling overwhelmed every day, but I had to act. When I saw people from our douar carrying out charitable actions for the poor, I gave myself a moment to think. Then I decided to help them distribute the charity baskets but also to continue working. Little by little, I gained the trust and respect of the people of the douar. When the young people of the douar set up an association, they appointed me as its head. Thanks to my presence in the association, I started to take literacy classes. I learned to read and count. I had the chance to meet officers of the Forum of Federations program in a training session in Essaouira.

This was the beginning of my escape from the narrow, dark pit choking me since my husband's death. From meetings to training activities, from workshops to workshops, I found myself thinking and reflecting. The creation of the cooperative that I preside over has allowed me to regain my dignity and earn a living for myself and my children with dignity. The Forum has really changed my life. It has helped me realize my dreams and continue my life with dignity. Thanks to the cooperative that I preside over, I have provided our douar with drinking water and electricity. My uncle Germain was the first to oppose this initiative by trying to paralyze the local authorities, but they took my side and imposed the right of the inhabitants to have water and electricity. With the Forum's support, I feel independent and strong. Thanks to the support the Forum has provided to women like me, I have succeeded"

*Nanar, province of Essaouira,
Forum MENA Participant*



“The workshop was a positive turning point in my perception of the concept of leadership. If I could summarize it in three ideas of the importance, I realized:

- The questioning of oneself must be continuous to evolve.
- You have to know yourself before going to others.
- Changing mentalities towards accepting absolute gender parity must be done by convincing leaders of the benefits of such an evolution.

In my personal life, the workshop motivated me to encourage my wife to attend 4 training sessions, of which 2 were international, in order to improve her knowledge to apply for a decision-making position in the Ministry of

Health. In the regional education commissioner’s office in Jendouba, I committed myself and the commissioner to take concrete steps: The annual training budget must respect at least the male/female parity with possible positive discrimination for women (out of 6 programmed beneficiaries, 3 or 4 will be women) It was agreed to sensitize the school inspectors to encourage women to become principals (in which the medium-term goal is to achieve 10%). He mentioned that we needed to consider HR statistics for school principals (5% women). To aim for better parity between men and women among the members of the various committees (markets, technical, and such).”

Forum MENA Participant



Support for Federalism and Inclusive Governance

The Forum is delivering an effective program to support federalism and inclusive governance in Myanmar, supported by Global Affairs Canada (project duration: September 2019-January 2025, CAD6.7 million).

In the follow-up to the military coup in Myanmar on February 1 2021, the Forum project team adapted to the changing operating environment. The local leadership and team have been able to regroup and to forge and develop key new relationships, and through these key partnerships it continued delivering a significant program of work. Throughout the year, the project advanced and applied the fundamental principles of Canada's Feminist International Assistance Policy, which remained its touchstone.

The military coup has had a powerful effect on the thinking of all those committed to a democratic future for Myanmar, including politicians within the Bamar majority. This was evident in the establishment by the National Unity Government of the Federal Democratic Charter; in the set up of new institutions such as the National Unity Consultative Council; and in the appetite of a wide range of stakeholders and the public for information about federalism and how it could be applied to Myanmar. This appetite and enthusiasm were central to the project's work in 2021-22 and help to frame the project's priorities.

Knowledge Exchange Program on Fiscal Federalism

Nepal is transitioning from a unitary to a federal system of governance. The 2015 Nepal Constitution established the current fiscal decentralization process in Nepal by sharing spending obligations and revenue sources among the federal, provincial, and local government spheres. Provinces and local governments are still working to establish themselves as functional governing units. Coordinated development planning, delivery of better citizen services and public participation in the federal government process and fiscal autonomy are among the responsibilities delegated to provinces and local governments through fiscal decentralization. There is a lot of confusion and contradiction in this process about power-sharing arrangements between the spheres of government and about overlaps in their roles and responsibilities. The lack of coordination and collaboration among the spheres of government is contributing to the challenges of establishing effective and functional federal fiscal practices.

To support the short-, medium- and long-term implementation of fiscal federalism in Nepal, the Forum worked with senior government officials through a knowledge exchange program (KEP) to enhance their understanding of global experience, including best practices and approaches to federal implementation, with a particular focus on fiscal federalism.

The KEP was designed and implemented with the goal of supporting and advancing the federal fiscal process in Nepal. These expert-led workshops aimed to guide the senior government officials in various government departments and from all spheres of government in their understanding of current practices and challenges in Nepal's federal implementation process, so they could learn what Nepal could do differently based on global practices and examples. With the help of experts from Australia, Canada and South Africa, these discussions generated valuable lessons from target countries and concrete recommendations on what Nepal can implement effectively in the short- and medium-to-long terms with respect to the program's focus areas.



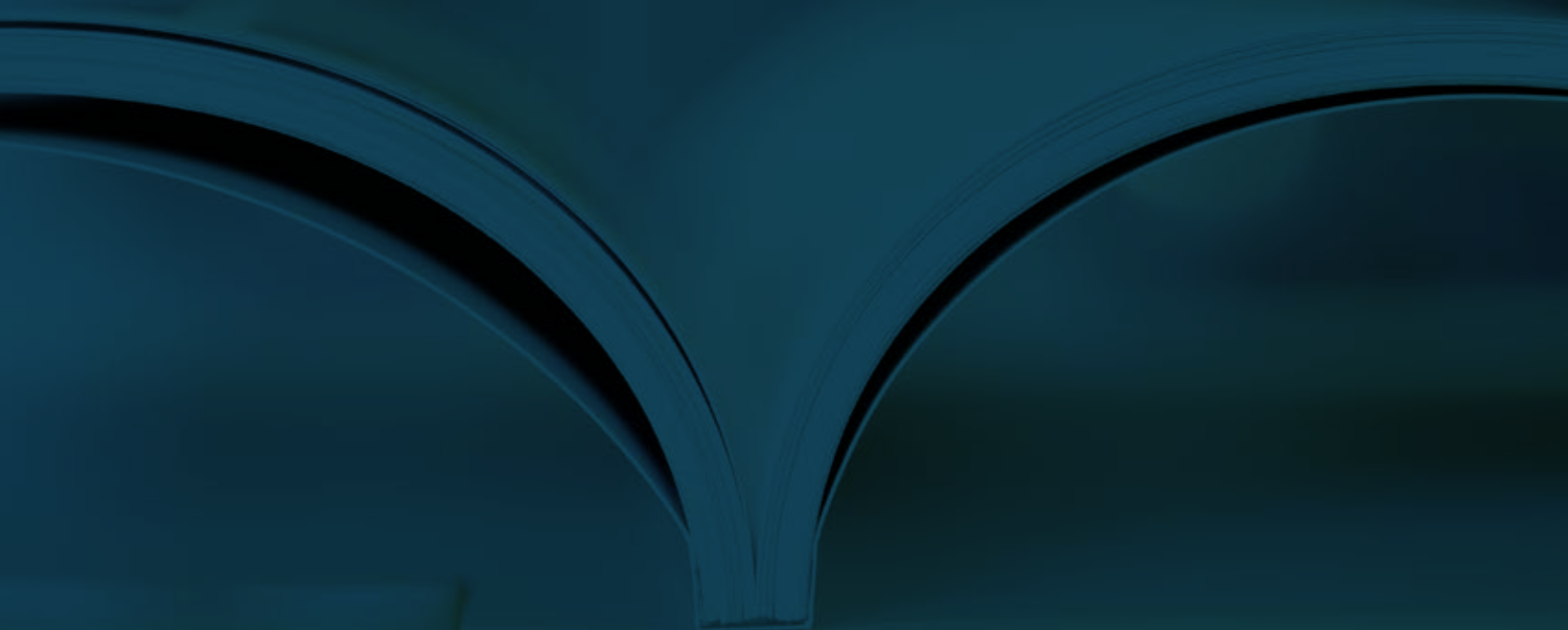
The key output of the KEP on Fiscal Federalism was a comprehensive report designed to serve multiple objectives in supporting the implementation of federalism in Nepal. This report will be relevant to Nepal in supporting fiscal federalism's short-, medium- and long-term performance. The expert-led workshops, together with this report, will serve multiple purposes, including training and informing policy dialogue and reforms on fiscal federalism.

Impact Stories

In his closing remarks, the Chairperson of National Natural Resources and Fiscal Commission (NNRFC), the Honorable Balananda Paudel, said that the recommendations and actions from the workshop “undoubtedly constituted critical inputs for the discussions going forward and how to improve the implementation of fiscal federalism at all three levels of governments of Nepal in the days to come.”

The work completed by beneficiaries across all levels of government will directly steer and feed into work to further the federal implementation process being led by the Ministry of Finance (MoF) and Ministry of Federal Affairs and General Administration (MoFAGA) and others.

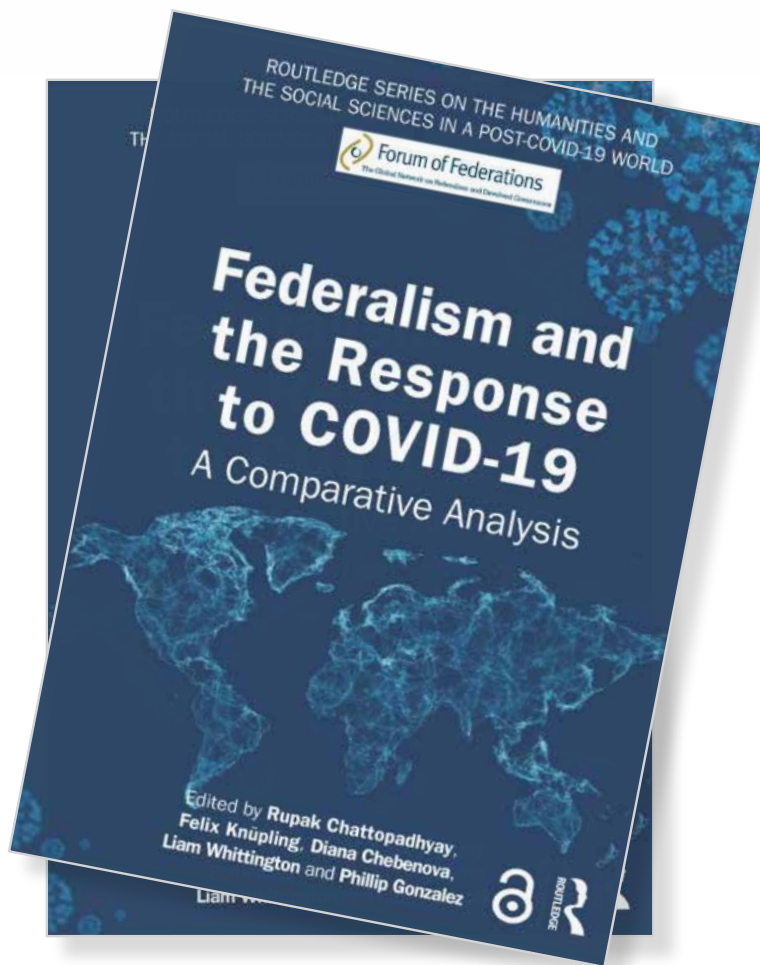
▶ PUBLICATIONS AND MULTIMEDIA



BOOKS

Federalism and the Response to COVID-19: A Comparative Analysis

The COVID-19 pandemic bared the inadequacies in existing structures of public health and governance in most countries. This book provides a comparative analysis of policy approaches and planning adopted by federal governments across the globe to battle and adequately respond to the health emergency as well as the socioeconomic fallouts of the pandemic. With twenty-four case studies from across the globe, the book critically analyzes responses to the public health crisis, its fiscal impact and management, as well as decision-making and collaboration between different levels of government of countries worldwide. It explores the measures taken to contain the pandemic and to responsibly regulate and manage the health, socio-economic welfare, employment, and education of its people. The authors highlight the deficiencies in planning, tensions between state and local governments, politicization of the crisis, and the challenges of generating political consensus. They also examine effective approaches used to foster greater cooperation and learning for multi-level, polycentric innovation in pandemic governance.



One of the first books on federalism and approaches to the COVID-19 pandemic, this volume is an indispensable reference for scholars and researchers of comparative federalism, comparative politics, development studies, political science, public policy and governance, health and wellbeing, and political sociology.

FIND IT HERE:

https://forumfed.org/wp-content/uploads/2022/02/9781003251217_webpdf.pdf

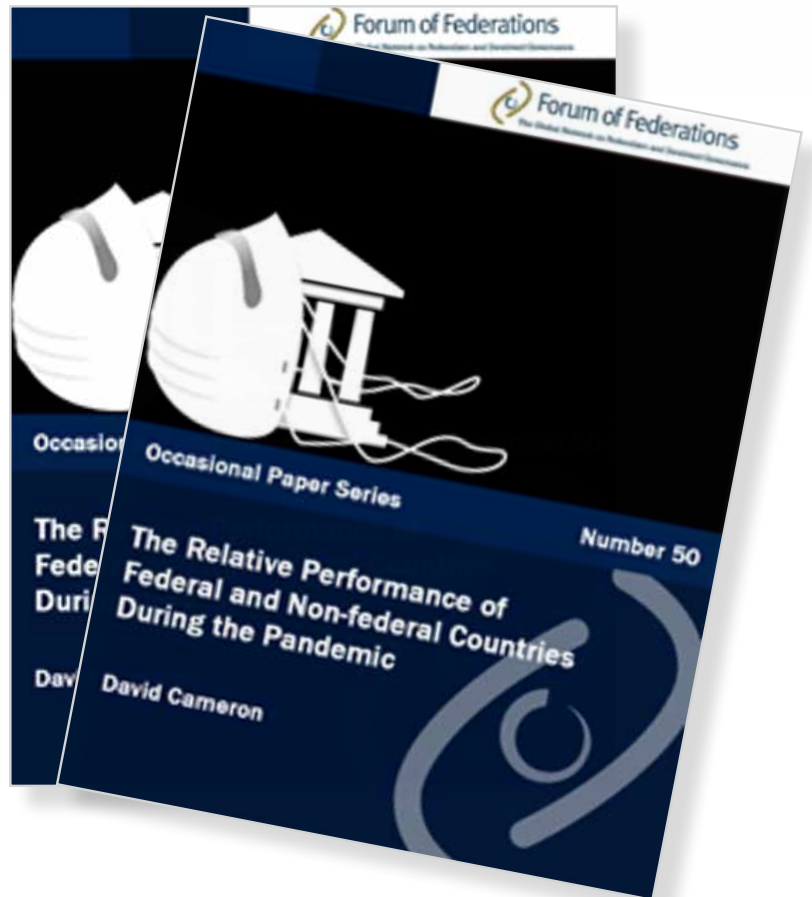
OCCASIONAL PAPERS

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

Authored by David Cameron

This paper examines the 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?

Specifically this paper scrutinizes how the pandemic was managed, not how the economy was supported or how the balance was struck between the two. To achieve the most accurate apples-to-apples comparison, the paper concentrates on OECD member countries for the comparative analysis.



FIND IT HERE:

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



The Rise of Megacities and Multi-Level Governance: Number 51

Authored by Enid Slack

Megacities are a reasonably recent phenomenon in the history of cities. In 1950, there were only two megacities—New York and Tokyo. In 2018 there were 33 and the number is expected to increase to 43 by 2030. This is why comparative analysis of megacities within federations is trending them in the future of federalism.

This paper examines a series of questions about megacities in federal systems. What are the opportunities and challenges faced by megacities in a multi-level governance system? How are they governed? Where do they fit in the multi-level governance system – do federal and provincial/state governments embrace megacities or do they feel threatened by them? Lastly, the paper looks at what megacities in a federal system need to succeed.



FIND IT HERE:

https://forumfed.org/wp-content/uploads/2021/11/OPS51_The_Rise_of_Megacities-1.pdf

The Nexus Between State Fragility and Federalism: Number 52

Authored by Michael Youash

The principal objective of this paper is to improve understanding about the nexus between state fragility and federalism by reviewing research from the relevant literatures. State fragility research encompasses a far wider range of subject matters relevant to resilience than federalism studies.

One important linkage between state fragility and federalism concerns the impact of deep ethnic/racial/religious divisions – sometimes referred to as severe identity fragmentation. The literature review carried out for this paper demonstrates that severe political identity fragmentation, which may well be territorially based and associated with weak support for national governing institutions, often prevents progress in fragile contexts.



FIND IT HERE:

https://forumfed.org/wp-content/uploads/2022/01/OPS52_StateFragilityandFederalism.pdf

Digitalization of Public Administration in Federal Countries: Challenges, Opportunities, and a Look Ahead: Number 53

Authored by Silvana Gomes, Eric Champagne, and André Lecours

The digital transformation of the public sector has been reshaping how governments function and deliver public services worldwide. However, the effects of this digital-oriented shift on federal countries remain largely unaddressed. We need to know more about the impacts of digitalization on the distribution of power, intergovernmental relations, coordination, and policymaking in multi-tiered systems.

To this end, the paper explores the impacts of digitalization across levels of government in four domains: intergovernmental relations, collaborative action, digital policies implementations, and accountability. We study the main challenges and opportunities that federations face to thrive in the digital era, and the interplay between digitalization and centralization. The paper concludes that while there seems to be a trend towards centralization in certain areas, these centralizing devices usually coexist with devolved mechanisms.



La transformation numérique du secteur public a remodelé la façon dont les gouvernements fonctionnent et fournissent des services publics dans le monde entier. Cependant, les effets de cette évolution vers le numérique dans les pays fédéraux demeurent largement ignorés, notamment en ce qui concerne les impacts de la numérisation sur la répartition des pouvoirs, les relations intergouvernementales, la coordination et l'élaboration des politiques dans les systèmes à plusieurs paliers gouvernementaux.

À cette fin, nous explorons les impacts de la numérisation à tous les niveaux de gouvernement dans quatre domaines: relations intergouvernementales, action collaborative, mise en œuvre de politiques numériques et responsabilité. Nous étudions plus particulièrement les principaux défis et opportunités auxquels les fédérations sont confrontées pour prospérer à l'ère numérique, et l'interaction entre numérisation et centralisation. Nous concluons que s'il semble y avoir une tendance à la centralisation dans certains domaines, ces dispositifs centralisateurs coexistent généralement avec des mécanismes décentralisés.

FIND IT HERE:

<https://forumfed.org/wp-content/uploads/2022/01/OPS-53-Digitalization-of-Public-Administration-in-Federal-Countries-Updated1.pdf>



Special Occasional Paper Series on Language Policy in Federal and Devolved Countries

In 2021, The Forum commissioned a project focusing on the language policies (broadly interpreted) in a range of countries that are federations or have significantly devolved structure of government. It aimed to take a holistic perspective on language policy and its place within governance arrangements.

Language is a highly significant marker of individual and collective identities. It often provides an impulse for national or community affirmation and claims to self-government. Provisions to recognize and accommodate linguistic differences can be particularly salient in federations, many of which have highly diverse populations. Indeed, in quite a few cases linguistic diversity was one of the key reasons why federalism was central to a country's founding framework or the result of its constitutional evolution.

Several federal countries have designated more than one language as official (or national) languages in the federal constitution and/or legislation. In turn, the constituent units (states, provinces, etc.) may accord a similar status to one or more languages. The different designations are not merely symbolic: they usually require or lead to policies, programs and other measures to govern language use. In some non-federal states where more than one language is spoken, a measure of authority over language policy has sometimes been devolved to regional governments (or the equivalent).

Language rules, including for service provision, are frequently an important dimension of policy sectors that are exclusively or largely the responsibility of constituent unit governments. One such sector is education. In various countries, there are calls for teaching to be given not only in officially recognized languages but also in others that are spoken by minorities that are fearful about the future of their language. Indigenous peoples in particular have concerns about the viability of their languages, many of which have a long history of suppression.

Developing and Implementing Multilingual Policy in a Federal Nepal: Opportunities and Challenges: Number 54

Authored by Prem Phyak and Lava Deo Awasthi

This first paper in the special language series looks at language policy in Nepal.



FIND IT HERE:

<https://forumfed.org/wp-content/uploads/2022/02/OPS-54-Language-Policy-Nepal2.pdf>

The Belgian Linguistic Compromise: Between Old Battles and New Challenges: Number 55

Authored by Sébastien Van Drooghenbroeck and Patricia Popelier

This second paper in the special language series looks at language policy in Belgium.



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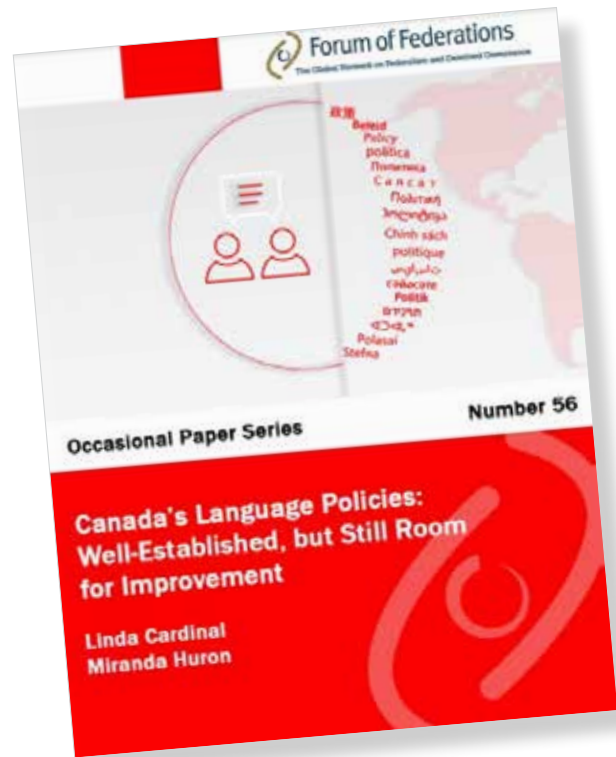
<https://forumfed.org/wp-content/uploads/2022/03/OPS-55-Language-Policy-Belgium.pdf>

Canada's Language Policies: Well-Established, but Still Room for Improvement: Number 56

Authored/ Rédigé : Linda Cardinal and Miranda Huron

This third paper in the special language series looks at language policy in Canada.

Les politiques linguistiques du Canada sont bien établies mais susceptibles d'amélioration: Numéro 56



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REPORTS

Sub-national Constitutions in Federal Systems

Authored by Michael Burgess and G. Alan Tarr

The capacity to respond to change and the challenges associated with it are crucial to the success and survival of federal states. The constitutional arrangements within a federal system for dividing power, resolving disputes, safeguarding rights, and providing for reform and renewal are key in responding to these challenges. This report examines how the constitutional architecture of federal and quasi-federal systems has influenced their evolution and development, their success and survival. It also looks at the constitutional architecture of these systems from “below”—from the point of view of sub-national constitutions and the regions that they govern.



FIND IT HERE:

https://forumfed.org/wp-content/uploads/2021/06/SUB_NATIONAL_CONSTITUTIONSINFEDERALSYSTEMS-1-2.pdf

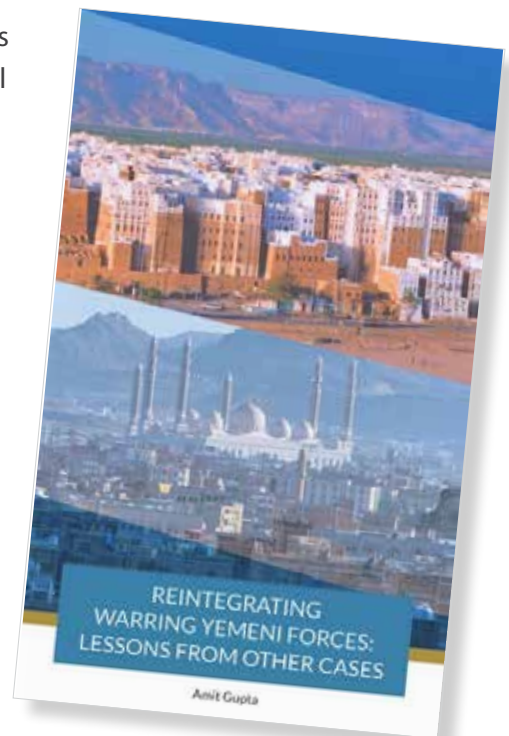
Reintegrating Warring Yemeni Forces: Lessons from Other Cases

Authored by Amit Gupta

After years of fighting that has led to hundreds of thousands of deaths and a humanitarian disaster, there may be light at the end of the tunnel for a resolution of the Yemen conflict. The United States, under the Biden Administration, has withdrawn support for the Saudi war effort in the country and has reversed the Trump Administration’s decision to label the Houthi (Ansar Allah) forces as terrorists.

Saudi Arabia, once heading a 10-country coalition in Yemen, is now left standing by itself against the non-state armed forces in that country. This new landscape increases the chances of Riyadh coming to the table for peace talks. Further, despite sustained internecine conflict, most of the parties to the Yemeni civil war are not calling for secession and the formation of independent states.

This report examines how to settle ethnic rebellions within the Yemeni context by examining comparative examples from India, Lebanon, the UAE and Myanmar. While the situation in Yemen remains fluid, any sustainable peace deal will require power sharing, a federal structure, and concrete steps to demobilize and integrate former armed forces members into post-war society and its institutions.



FIND IT HERE:

<https://forumfed.org/wp-content/uploads/2021/06/Reintegrating- Warring Yemeni Forces-1-1.pdf>

Federal Democracy and the Challenges of Political Polarization

Authored by Arthur Benz

The interplay and tensions between politics within democratic governments and in the federal system can reinforce polarization. Hence, to cope with polarized conflicts or to avoid them, the linkage of federal and democratic institutions and processes matters a good deal. In the following section, this argument will be elaborated. First, federal democracy will be explained as a political system combining divergent institutions, incongruent spaces of political action and processes of politics and policymaking interfering with each other. Inherent in this combination is the tension between the autonomy of democratic governments and intergovernmental coordination addressed to interdependent problems or the external effects of policies. The ensuing section explains the causes and consequences of polarization in federal democracies. The final section outlines how the risk of failure of federal democracies can be reduced.

FIND IT HERE:

<https://forumfed.org/wp-content/uploads/2021/11/Democracy-and-Polarization-1-1.pdf>



CONFERENCE PAPERS

France and Canada: Contrasting Unitary vs. Federal Responses to the COVID-19 Pandemic

Authored by **Éric Desrochers**

The policy response to the COVID-19 pandemic has unsurprisingly taken forms centered on prevention, identification, and isolation of infection. As vaccines became available, they became a new focus of policymakers and public alike. This papers offers an overview of the French and Canadian policy responses to the pandemic, as well as of some of their consequences in terms of confirmed cases and deaths. There is a special concentration on lockdowns, mask-wearing mandates, testing, vaccination, case numbers and deaths.

FIND IT HERE:

https://forumfed.org/wp-content/uploads/2021/11/Eric_Desrochers.pdf



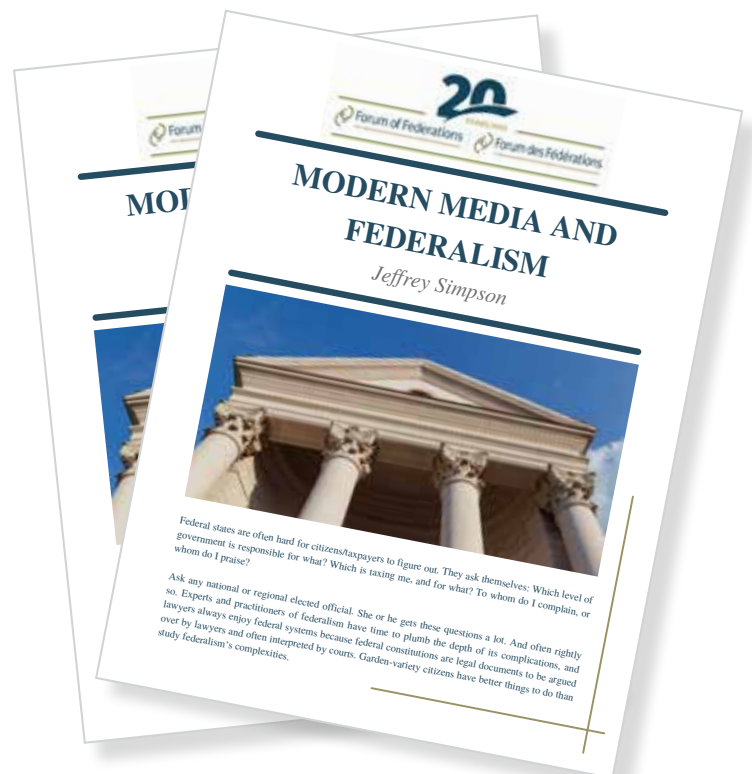
Modern Media and Federalism

Authored by **Jeffrey Simpson**

This paper was developed for the Forum of Federations' Future of Federalism Conference and explores the changes in media over the years in Canada and analysis of how it operates covering three different levels of government. Lastly, this paper looks at how in this fast-changing world media can stay relevant in the future.

FIND IT HERE:

https://forumfed.org/wp-content/uploads/2021/11/Jeffrey_Simpson_MediaFederalism-1.pdf



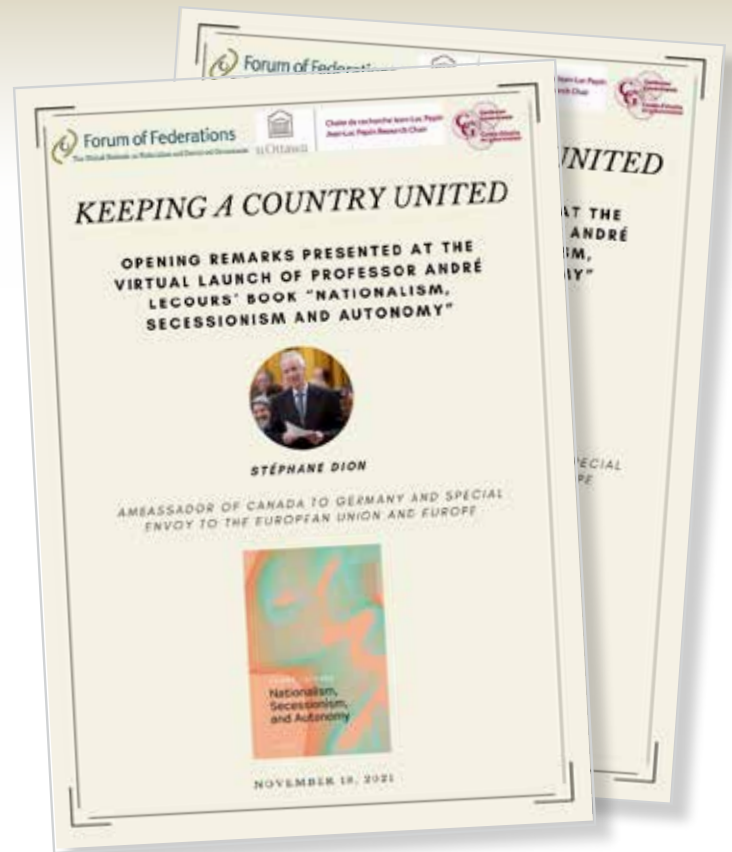
Keeping a Country United

Authored by The Honourable Stéphane Dion

This presentation was delivered on 18 November, 2021 at a book launch presented by the Centre on Governance, Jean-Luc Pepin, and Forum of Federations:

READ REMARKS HERE:

<https://www.facebook.com/forumoffederations/posts/pfbid%2002oZuFCj888yerSXEsg2e7Bw9Ci7uA%20LAXdEXTb4Misn8mNWRyXN44ufNugMJTYe69KI>

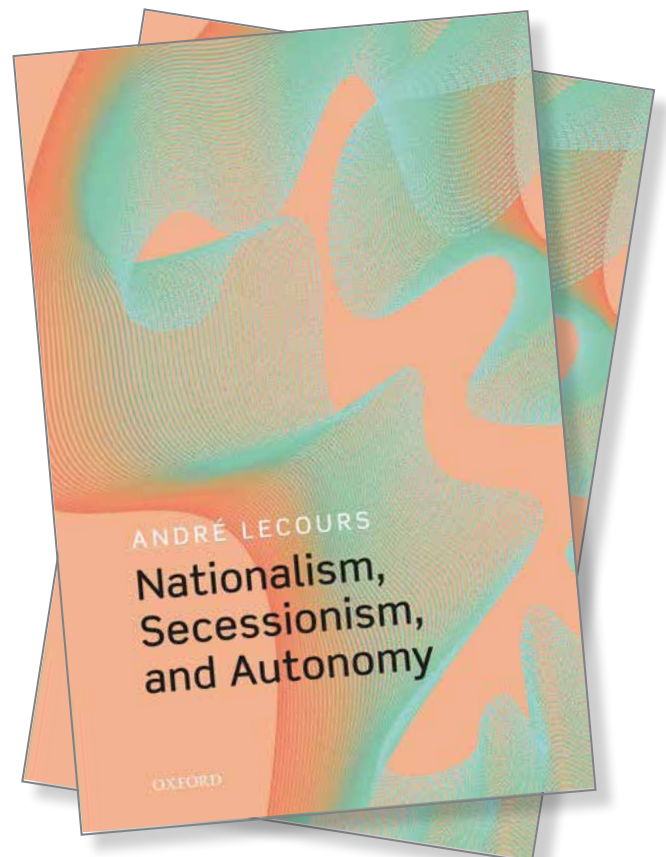


Nationalism, Secessionism, and Autonomy

by André Lecours

ORDER BOOK HERE:

<https://global.oup.com/academic/product/nationalism-secessionism-and-autonomy-9780192846754?cc=ca&lang=en&>



DAP HIGHLIGHTS

Nepal

The Pivotal Role of The National Natural Resources and Fiscal Commission in Nepal's Intergovernmental Fiscal System

Authored by Nico Steytler

In 2015, after years of constitutional negotiations, Nepal finally adopted a federal system of government. This entails, among other things, the division and allocation of powers and functions between three levels of government – federal, provincial and local. At the local level, government authority is exercised by a village council, a municipal council, or a district assembly, collectively referred to as 'local governments'.

From the literature available in English, there seems to be no comprehensive and systematic exposition of the legal framework within which the Commission must operate, or possible difficulties and gaps therein. Therefore, this paper aims to examine the role of the Commission in the Intergovernmental Fiscal Relations system of Nepal and identify possible challenges in the system. Furthermore, this paper seeks to suggest, in light of international experience, possible ways of remedying these gaps.

FIND IT HERE:

<https://forumfed.org/wp-content/uploads/2021/11/The-Pivotal-Role-of-The-National-Natural-Resources-and-Fiscal-Commission-in-Nepals-Intergovernmental-Fiscal-System-FINAL.pdf>



Thinking through Healthcare in Nepal: Decision Space, Accountability and Capacity

Authored by Gregory P. Marchildon

Nepal is undergoing a momentous transition from a unitary state to a federal state. The new constitution (2015) divides powers among three orders or "levels" of government: federal; provincial; and local. Article 35 of the Constitution of Nepal guarantees every citizen "the right to basic free health services from the State". This is reinforced in the National Health Insurance Act of 2017 which repeats the country's aspiration for universal health coverage. The transition to a new system of federalism is a resource and time intensive process that will be ongoing for years.

This paper explores how Nepal has approached healthcare and what it's doing to build a healthcare system in it's brand new federal model of government.

FIND IT HERE:

https://forumfed.org/wp-content/uploads/2021/11/Thinking_through_Healthcare_in_Nepal.pdf



Intergovernmental Relations: The Architecture of Cooperation: Cooperation Experiences from Australia, South Africa and Spain, Observations for Nepal

This research paper presents the IGR practices of three countries (Australia, Spain and South Africa) with federal or federal-like characteristics as a means to illustrate specific practices, highlighting what one might consider better practices as well as sharing observations and experiences in implementing an effective devolved system of government. These are presented here as a reflection of observations that may offer stakeholders in the implementation process in Nepal comparative insights to guide their own work.

FIND IT HERE:

<https://forumfed.org/wp-content/uploads/2021/11/Intergovernmental-Relations-The-Architecture-of-Cooperation-Experiences-from-Australia-South-Africa-and-Spain-FINAL.pdf>



MENA

MENA Publications Collection

This collection features opinion pieces written by undergraduate and graduate students who have participated in the Forum's development assistance program "Empowering Women for Leadership Roles in the Middle East and North Africa Region: Jordan, Morocco, Tunisia".

Each piece reflects the opinion of participants on a topic of their choice and are not Forum products. This series offers a look at varying topics from individual student perspectives and experiences.



FIND IT HERE:

<https://forumfed.org/collection/mena-publications/>

ForumFedCast in 2021-22



This year, ForumFedCast continued to evolve as an accessible and engaging source of knowledge, discussion and analysis on issues of federal and multilevel governance. Featuring contributions from world-leading practitioners and scholars, the podcast is now an established component of the Forum’s suite of digital knowledge products. Highlights from 2021-22 include a three-part special series examining gender and federalism, and an episode on federalism as “pathway for peace” that was presented at Geneva Peace Week 2021.

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

Episode 4

Gender Equality: The Federal Advantage and Disadvantage

What impact does federal and decentralized governance have on gender equality? In the first of a three-part series, we explore the relationship between federal and decentralized systems and gender equality. How do these dynamics affect women and girls, and what opportunities and limitations are there for advancing gender equality in these systems?

Guests: Christine Forster, Sosena Mulatu, Ursula Keller, Marc Banzet and Ilana Trombka

Episode 5

Gender Equality: Overcoming the “Lipstick Parliament”

What are the opportunities and challenges experienced by women to engage and participate in politics in federal countries? In the second of our three-part series on gender equality and federal and decentralized governance, we examine the factors that affect women’s representation and participation in public office in federal countries. We also explore the role of men in fostering gender quality, and consider the links between women’s economic empowerment and gender equality.

Guests: Christine Forster, Sosena Mulatu, Ursula Keller, Marc Banzet and Ilana Trombka



Episode 6

Gender Equality: Building a More Equal World

With gender equality now a priority in international development, how are donors and development practitioners supporting the empowerment of women and girls around the world? What is the connection between gender equality, governance and development? How can we build a more equal world? In the final episode of our series on gender equality and federal and decentralized governance, we explore Canada’s and Switzerland’s approaches in gender equality and governance development assistance, and the work being done on the ground to improve the lives of women and girls. We’ll also consider the impact of the COVID-19 pandemic on global gender equality.

Guests: Christine Forster, Sosena Mulatu, Ursula Keller, Marc Banzet and Ilana Trombka

Episode 7

Federalism: A Pathway for Peace?

Is federalism a solution to the challenges of building sustainable peace in fragile and conflict-affected states? Can a federal peacebuilding approach be codified into a pathway for peace? We explore the application of federalism as a peacebuilding mechanism, including its opportunities and limitations. Drawing on the experiences of three fragile states – Sudan, Somalia and Yemen – we ask: How can we achieve more sustainable results?

Guests: Muna Luqman, Marie-Joelle Zahar, Abdi Aynte and Mai Amir

Episode 8

COVID and Federalism: Taking the Temperature in 2022

What has the changing nature of COVID-19 taught us about governance dynamics in federations? And in what ways has federalism been effective (and ineffective) in its responses to the pandemic over time? In this episode, we explore how federal responses to COVID-19 have changed over the course of the pandemic in Latin American, European, African and Asian federations.

Guests: Laura Flammand, Eva Maria Belser, Zemalek Ayele, Rekha Saxena, Nico Steytler and Felix Knüpling

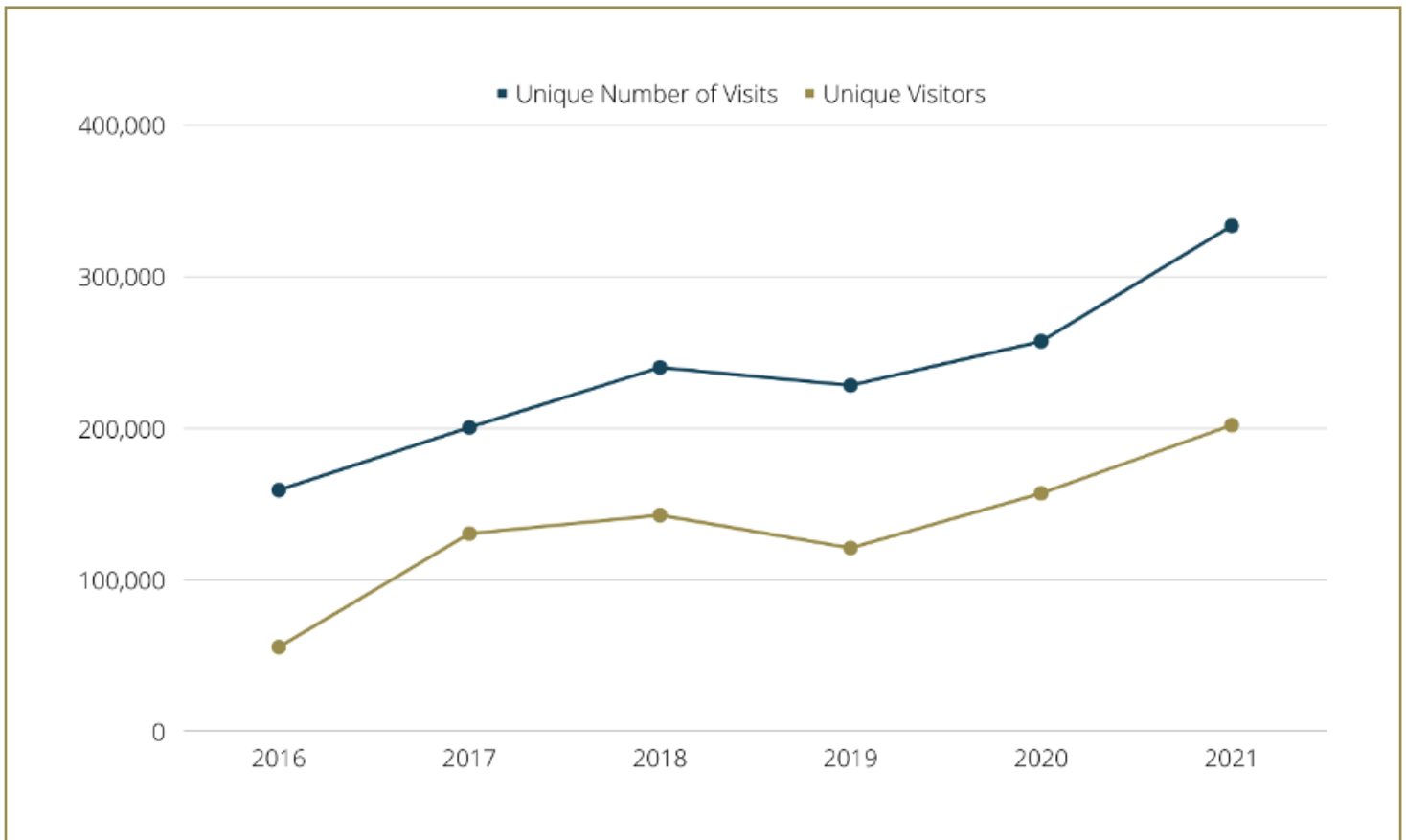
FORUM ONLINE

NEW WEBSITE

In January 2022, the Forum launched a new website that is tailored to meet the needs of our audience. We took great care in researching and designing the new website from the ground up, focusing on the services our audience needs. In the process, we discovered that the Forum’s website is used primarily as a research-dissemination hub by governance practitioners and researchers. The Forum overhauled the online library, and it now includes videos, podcasts, and blogs, as well as many publications. In addition, we improved the search function so it points users directly to the content they need, with minimal effort.

The new Forum of Federations website has a modern design that is much easier to navigate. It hosts an extensive open-access library of meticulously researched and published governance materials. It also outlines all the Forum’s federalism research and development assistance programs and hosts impact stories. You will not find a resource for your governance research that is easier to navigate than the Forum’s knowledge hub.

The website’s traffic continues to grow, and it saw new highs in 2021.



SOCIAL MEDIA



LinkedIn

As part of our ongoing strategy to engage, inform and grow our primary audience, the Forum of Federations launched a new LinkedIn page. While this platform only hits a subset of our target audience, the number of followers has grown to 1,000+ organically in the first four months.

Follow our page here:

<https://www.linkedin.com/company/forum-of-federations/?originalSubdomain=ca>

Email/Newsletter

We continued to bolster our suite of communications platforms and tools by developing a professional email service and newsletter to boost the Forum brand, reach our vast network with all the latest Forum content, and keep everyone up to date on Forum events. The new newsletter has proven quite popular. Total of 876 subscribers, grown from 600 to over 800 in 2022. The Forum is tracking a 24.8% average open rate. The industry standard for governance-standard emails is 19%. Top open locations are Canada and Netherlands and our subscribers include funders, practitioners and governance experts.

Sign up for the Forum of Federations newsletter and never miss a thing:

<https://forumfed.org/newsletter-register/>

ANNUAL REPORT



Forum of Federations

The Global Network on Federalism and Devolved Governance

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