

Annual Report 2014-2015



Forum of Federations
The Global Network on Federalism and Devolved Governance



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

We work globally – in the Americas, in Europe, in Africa, and in Asia – Pacific.

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Georg Milbradt
Chairman, Forum of Federations

This year has been a productive one for the Forum. The organization has continued to support devolved governance and democracy around the world through its ongoing development assistance work in a variety of countries. During the year, the Forum provided support to deepen democratic and devolved governance to stakeholders in Burma/Myanmar, Ethiopia, Yemen, and Pakistan; all countries in which the Forum has now been active for a number of years. The extension of the organization's engagement in these countries demonstrates the enduring value of the governance development work to officials, policy makers, and stakeholders in those countries. Furthermore, the Forum, in accordance with its methodology of encouraging the development of best practice through international comparative experience, has continued to support the development of the IGAD network on federal and decentralized governance through the provision of expert assistance.

This year the organization's policy and research programs have advanced significantly, pulling together comparative knowledge that offers a deeper understanding of a range of topics which are priorities for the Forum's partner governments, including projects on local and metropolitan governance, public security, and healthcare in federal systems. The advice, recommendations and funding offered by these partners are invaluable to the effective functioning of the organization, and I wish to express my gratitude for their continued support. The meeting of the Strategic Council held in Brasilia in September 2014 has provided an excellent opportunity for the organization to take on board the views of its partners in formulating future programs.

Over the past several years, the Forum has been propelled to adopt a new business model in which the organization is primarily supported through contracts for democracy building. The transition to this model and away from a reliance on core funding is concluded, and the majority of Forum funding is now derived from non-core sources, and the financial situation has improved. In the past year the organization has implemented programs on behalf of the national governments of Canada, Germany, and Switzerland. The Forum has also continued to diversify its lines of programming. In this context in 2014 the Forum implemented its first election observation activities in Moldova and Ukraine. This highly successful activity has expanded the operational capacity of the organization in democracy building work and is an area that the Forum will continue to explore moving forward.

I believe these are exciting times for the Forum. As it expands and diversifies its work and services around the world it will face challenges. But I am confident that these can be overcome to ensure the organization remains at the forefront of the development of best practice in federal governance and the sharing of international comparative experience.

I would like to express my thanks to the President and CEO Rupak Chattopadhyay and the staff for their hard work, dedication, and engagement this year.

A handwritten signature in blue ink, which appears to read "Georg Milbradt".

Georg Milbradt
Chairman, Forum of Federations



Rupak Chattopadhyay
President and CEO, Forum of Federations

The year represents a milestone for the Forum. Firstly, it marks the end of the transitional phase that the organization entered in 2011. Secondly, it has seen the Forum diversify into a new program area: election observation. The ongoing demand for Forum expertise in newly democratizing and devolving countries demonstrates the continued value of its offerings.

In addition to supporting Burma/Myanmar, Ethiopia, Yemen, and Pakistan as those countries develop their federal governance systems, the Forum's provision of expertise in decentralization processes continues to be highly regarded by stakeholders in Tunisia. The organization's decade and a half of experience uniquely positions us to provide training, expertise, and practical education on federal structures, local government, managing ethnic diversity, community engagement, fiscal decentralization and accountability, and many other related issues. This year, the Forum's work in creating a regional learning network through the Intergovernmental Authority on Development (IGAD) in Africa has provided a unique opportunity for federalizing and decentralizing countries to share experiences across a common platform. Furthermore, as part of a new type of program initiative, in 2014 the Forum mounted two election observation missions to cover the Ukrainian Presidential and Parliamentary elections, and deployed a team through the OSCE to observe Parliamentary elections in Moldova. These missions were well appreciated and electoral support is likely to become a new thrust area of Forum work during the coming years.

The Strategic Council meeting organized in Brasilia in September 2014 provided a valuable opportunity for the organization to take on board guidance from our partners on a range of strategic and program priorities. It has been a privilege to support the needs of our partner countries on a range of public policy topics, including metropolitan governance, disaster management, public security, and healthcare in federal systems.

Our successes build on the contributions of our dedicated and motivated staff, the commitment of our Chair Georg Milbradt and Board of Directors, and the support of our partner countries: Australia, Brazil, Canada, Ethiopia, Germany, India, Mexico, Nigeria, Pakistan, and Switzerland. As an organization we remain deeply grateful to our partner governments for their continued support of the Forum and its mission.

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

Rupak Chattopadhyay
President and CEO, Forum of Federations

WHAT WE DO

THE FORUM IN ACTION

The Forum has an unparalleled global network of experts which can be swiftly utilized to provide expert counsel and support to countries tackling acute governance problems. The Forum has been active in more than twenty countries since its establishment in 1999. It has also tackled challenges such as:

The Forum provides training and knowledge sharing programs to address governance challenges in existing and emerging federations, devolved and decentralized countries, and nations undertaking governmental and administrative reform.

The Forum is focused on the impact that multi-level government can make to democracy building and democratic consolidation.

- We support democracy building in developing, fragile, or post conflict states.
- We provide innovative solutions to challenges posed by multi-level governance in federal, devolved, and decentralized countries.
- We focus on the key issues of stakeholder empowerment, democratic governance, and devolved structures.
- We provide comparative international expertise that bridges the world of academic research with real-world practice.

The Forum Advantage:

Hands-on Experience and High-level International Expertise

The Forum utilizes a practical, experience-based, problem-solving approach to governance development challenges. Since its founding it has supported governments and citizens around the world through the provision of training, expertise, and impartial practical education.

The Forum helps to:

- Find common ground among diverse ethnic groups.
- Improve resource and tax sharing arrangements.
- Enhance public service delivery.
- Foster inclusive governance.
- Develop strategies and processes to enhance intergovernmental cooperation.
- Train elected and public officials, politicians, and administrative staff in constitutional principles of federalism and devolved power.

The Forum's **direct relationship with governments** on six continents and **comparative international methodology** makes us **uniquely placed to promote intergovernmental learning** by working in tandem with our partner governments.

Increasing Knowledge and Capacity

Technical and capacity building for federalization, decentralization, and devolution in Ethiopia, Pakistan, Burma/Myanmar, Yemen, and Tunisia.

Training and knowledge dissemination on integration of women into governance systems of federal, devolved, and decentralized countries in the Middle East and North Africa (MENA).

Facilitating understanding of federal governance reform options in Australia, Germany, and Switzerland through international comparative perspectives.

Expert advice on constitutional inquiry, adjudication, and interpretation in Ethiopia.

Fiscal Relations

Federal finance reform and equalization in Germany, Pakistan, and Nepal.

Natural resource management in Australia, Brazil, Nigeria, and Pakistan.

Fiscal transparency and accountability in Pakistan, Nigeria, and Nepal.

Accommodating Diversity

Integration of disparate ethnic groups into governance systems in Burma/Myanmar, Nepal, and Sudan.

Participation of women in leadership roles in federal and decentralized governance systems in post-Arab Spring countries in the Middle East and North Africa (MENA) region.

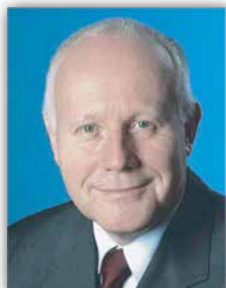
Intergovernmental Coordination and Public Service Provision

Benchmarking and evaluation of service delivery in Australia, Canada, Germany and the United Kingdom.

Decentralization, intergovernmental relations, and local governance capacity building in Pakistan, Nepal, Ethiopia, and Tunisia.

Public service delivery and civil service capacity in, Australia, Ethiopia, Pakistan, South Africa, and Tunisia.

Public security and emergency management in Australia, Canada, India, Pakistan, and the United States.



Georg Milbradt 


Chairman
Former Minister
President, Free State
of Saxony, Germany



Hare Krushna Dash 


Secretary of the Inter-
State Council, India



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Former Chief of the
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Member of Parliament
of India



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Policy and Research Programs

1. The Forum's Policy and Research Programs aim to facilitate knowledge exchange on topical public policy questions and on issues related to the management and reform of federal and decentralized systems.
2. They also aim to build an international comparative body of knowledge on contemporary, usually structural, themes of federal governance.
3. Policy and Research Programs are developed in response to the priority concerns of the Forum's partner countries and are typically closely tied to issues of immediate interest in the host country. Where appropriate, non-partner countries are also included or featured.
4. In FY 2014-15 the Forum continued to work on a number of thematic programs initiated in previous years. The Forum held knowledge exchange activities and worked on the release as well as the preparation of publications as major program outputs.

This year the Forum worked on seven distinct thematic programs:

- Courts and Judicial Systems in Federations
- Fiscal Federalism
- Health Care and Federalism
- Local and Metropolitan Governance
- Public Security in Federal Systems
- Territorial Cleavages in Transitions to Constitutional Democracy
- Environmental Governance in Federal Regimes



ACHIEVEMENTS >>> OUTCOMES

Courts and Judicial Systems in Federations

Increased understanding of the roles and functions of judicial systems within federations

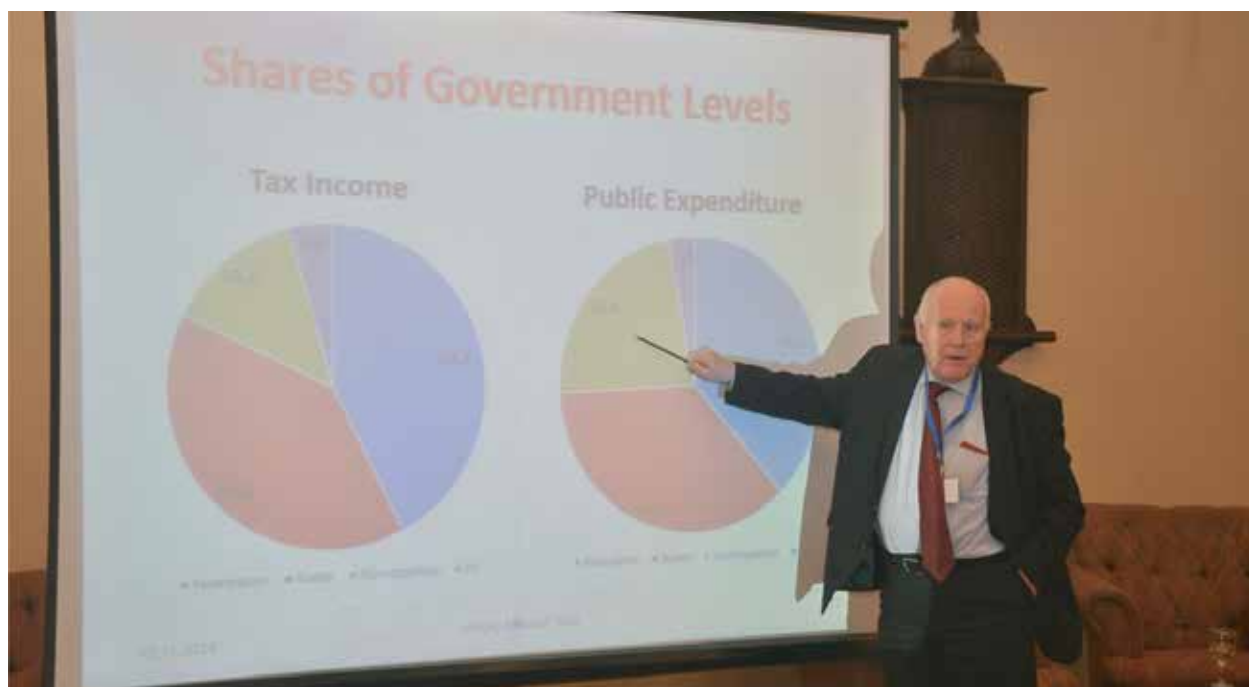
This project explores the role of judicial power in relation to federalism. It examines and compares the transformative capacity and functions of judicial systems within federations. As part of this project, country experts were mobilized and studies commissioned to highlight how judicial systems have acted to preserve federalism in several federal nations, including Australia, Belgium, Brazil, Canada, Ethiopia, Germany, India, Mexico, Nigeria, South Africa, and the United States.

In FY 2014-15, the Forum worked with the respective country experts to finalize the manuscript of the publication for this program.

Fiscal Federalism

Incorporating issues of fiscal federalism into country-specific activities

No specific activities were undertaken under this theme in FY 2014-15, but fiscal federalism comprised a significant element of the agendas of country specific activities. Federal financial relations comprised one of the key themes examined in a series of events in Australia that explored international experiences in federal reform. A Forum-organized conference in Berlin focused on discussion of the reform of the German fiscal equalization system, pending the phasing out of the three laws that comprise Germany's fiscal federalism at the end of 2019.



Health Care and Federalism

Deeper understanding of health care systems in federations

This program is working to develop a comprehensive publication on the division of responsibilities, funding mechanisms, and means of cooperation between different levels of government in relation to health care in 8 federal countries – Brazil, Canada, Germany, Mexico, Nigeria, Pakistan, South Africa and Switzerland. The publication aims to deepen knowledge of these issues and develop lessons upon which emerging federations can draw.

In FY 2014-15, the Forum worked with the country experts on improving and finalizing the manuscript of the book.

Local and Metropolitan Governance

Knowledge disseminated on governance and finance of metropolitan areas in federal systems

The comparative study of the structures and operation of local government has been a major theme of Forum work since the organization's inception. While local government is found in all federal countries, its form and role in the governance of these nations varies considerably. In some local government is considered an essential constituent unit of the federal state and is recognized as such in the constitution. In others, local government is regarded simply as an arm of the states and provinces.

On 23 May 2014, the Forum organized a book launch in Toronto for “Governance and Finance of Metropolitan Areas in Federal Systems”, a comparative country study edited by Enid Slack and Rupak Chattopadhyay, published by Oxford University Press. The accompanying presentation compared governance and finance practices of 18 metropolitan areas in federal systems around the world and identified a number of issues that must be resolved if these areas are to thrive in the future.

Increased understanding of the role of local government and municipal autonomy in federal countries

In association with the meeting of the Strategic Council of the Forum held on 10 September 2014 in Brasilia, Brazil, on 9 September the assembled representatives undertook a technical visit to the Observatory of Public Consortia and Federalism (OCPF) in Sao Paulo. The Observatory, a joint project of the National Front of Mayors, the UNDP, Caixa Economica (Brazilian state-owned bank), and the Brazilian Cooperation Agency, studies and provides support to public consortia (inter-jurisdictional structures) and federalism in Brazil. Their objective is to encourage cooperation among municipalities and disseminate knowledge about federalism in Brazil and comparative studies of federal countries in Latin America.

Strategic Council members participated in a seminar on "The role of local governments in federal countries" during their visit to the OCPF. Representatives from Germany, Ethiopia and India discussed municipal autonomy in their countries, while representatives from Australia and Switzerland also participated in the debates. Forum President Rupak Chattopadhyay addressed the seminar on the organization's comparative work in the area of local and metropolitan governance.

This event was jointly organized by the OCPF, National Front of Mayors, National Forum for Municipal Managers and Secretaries of International Relations (Fonari), Federal University of ABC (UFABC), Institute of Applied Economic Research (IPEA), and Secretariat of Institutional Relations of the Brazilian Presidency.

Public Security in Federal Systems

Identified lessons learned and best practices with regard to the institutional organization of counter-terrorism and emergency management practices

The "Public Security in Federal Systems" program is being implemented by the Forum and the Gimenez Abad Foundation in Spain. The project examines the centralizing-decentralizing dynamic in areas of public safety in federal systems, with counter-terrorism and emergency management areas of focus. Its comparative approach is designed to identify lessons learned and best practices with respect to the constitutional and institutional division of responsibilities, and mechanisms to facilitate effective inter-governmental cooperation in federal and multilevel systems.

In FY 2014-15, the Forum continued to work on the publications related to this theme. The first of two publications, entitled "Public Security in Federal Systems", was released on 8 October 2014 at a launch event in New Delhi, India. This volume is a collection of essays developed from papers presented at the international "Security Management in Federal Countries" conference, an event facilitated by the Forum in collaboration with India's Centre for Public Affairs and held in New Delhi, India in December 2010. The book launch was attended by senior representatives of the Government of India. The second publication will be released in 2016.

Territorial Cleavages in Transitions to Constitutional Democracy

Facilitated research into constitutional transition in territorially divided states

This project addresses the issues arising from territorially concentrated, politically salient, collective demands for constitutional accommodation in contexts of constitutional transition. It examines the experiences of a significant number of countries that have experienced pressures for territorial autonomy as part of attempted or successful constitutional transitions. In this project ‘constitutional transitions’ refers to two distinctive but related processes:

- Constitutional transitions from authoritarian to democratic rule, often in post-conflict states, but also in environments of on-going or potential conflict;
- Constitutional transitions (actual or potential) within functioning electoral democracies in response to demands for territorial autonomy (and where political violence potentially has been or is a central issue).

This project consists of 16 case studies from federal, devolved, and unitary countries (Bolivia, Bosnia-Herzegovina, Cyprus, Ethiopia, India, Indonesia, Iraq, Kenya, Nepal, Nigeria, the Philippines, UK (Scotland), South Africa, Spain, Sri Lanka, and Ukraine) and is jointly implemented by the Forum, New York University, and the Gimenez Abad Foundation with the support of International Institute for Democracy and Electoral Assistance (International IDEA), and the Mediation Support Unit in the United Nations’ Department of Political Affairs.

Throughout the summer and autumn of 2014, the issue papers were produced and authors prepared thematic papers and case studies in anticipation for a “launch conference” to be held in 2015.

Environmental governance in federal regimes

Knowledge disseminated on environmental governance in federal systems

The Forum, in collaboration with The Energy and Resources Institute (TERI), released its “Green Federalism: Experiences and Practices” publication in March 2015 in New Delhi, India. This volume emerged from the International Conference on Strengthening Green Federalism, organized in New Delhi on 29-30 October 2012 by TERI and the Forum. The volume brings together for the first time experiences of the management of the environment and natural resources within the framework of multilevel governance. The volume covers the environmental governance systems of a variety of federal nations – including those of Argentina, Brazil, Canada, India, Nigeria, Russia, South Africa, Switzerland and the United States. It provides an overview of issues both theoretical and practical on environmental federalism, and presents case studies on how each federal country has tried to resolve issues of coordination and cooperation among different levels of government in its own unique way.

Country Specific Activities

Australia

Shared international experiences of federal reform among officials, academics, and stakeholders

The Forum, in collaboration with the Victoria Department of Premier and Cabinet, held a series of events from 11-12 December 2014 in Melbourne, Australia. This series explored international experiences in federal reform and gave Australian officials, academics, and stakeholders the opportunity to discuss options for reform within the Australian federation with experts from Canada, Germany, and the United States.

Australia's Federal, State, and Territorial governments are currently assessing the division of competences and areas of responsibility in service delivery. The "Reform of the federation: practical application of roles and responsibilities" event was organized by the Forum in support of this process. The Australian Commonwealth Government has, working alongside the States and Territories, committed to producing a White Paper on the Reform of the Federation. The White Paper seeks to clarify roles and responsibilities to ensure that, as far as possible, the States and Territories are sovereign in their own sphere.

The Forum and Victorian Department of Premier and Cabinet hosted three events and a number of small group exchanges in support of this White Paper process. Presentations focused on adding value to the current debate on the future of Australia's federal system by sharing findings from international experiences in three critical policy areas: federal financial relations, health, and education.

Brazil

Advice and recommendations provided to the Forum on its strategic orientation

On 10 September 2014 the sixth meeting of the Forum's Strategic Council was held in Brasilia. The meeting was hosted by the Secretariat of Federative Affairs of the Brazilian Presidency and attended by representatives of 10 partner countries of the Forum: Australia, Brazil, Canada, Ethiopia, Germany, India, Mexico, Nigeria, Pakistan, and Switzerland. Delegates from Argentina And Venezuela also participated as observers.

The purpose of the meeting was to enable the representative of partner countries to convene in order to provide advice and offer recommendations to the Forum on the strategic orientation of the organization. Attendees also discussed their representative national federalism reforms and agendas with the aim of guiding the future thematic work of the Forum.

Ethiopia

Increased understanding of Canada's system of government, shared Ethiopian experiences, and created networks with Canadian academic community

In September 2014 the Forum hosted a parliamentary delegation from Ethiopia headed by the Speaker of the House of the Federation. During the mission delegates visited institutions key to Canada's federal system of government, such as the Senate, the House of Commons, and the Ontario Ministry of Intergovernmental Affairs. The objective was to enable delegates to learn about Canada's federal system of government and key institutions, share Ethiopian experiences of federalism, and build networks with the Canadian academic community.

To conclude the visit, the Speaker of the House of the Federation delivered a public lecture to an audience of public officials, public policy experts, and graduate students. The lecture outlined Ethiopia's experience of implementing federalism within a multicultural context, and emphasized that a system of governance that accommodates diversity and autonomy is key to Ethiopia's stability and sustainable economic growth. Decentralized governance has allowed Ethiopian citizens to participate in decision-making, giving a voice and ownership to stakeholders in the development of their country.



Knowledge on natural resource governance systems shared between Canadian and Ethiopian practitioners

On 17 February 2015, the Forum's Ethiopia office, the Ethiopian House of Federation, and the Canadian Embassy in Ethiopia jointly organized a one day seminar on Natural Resource Management in Federal Systems, held in Addis Ababa. This seminar was one of a number of activities organized by the Canadian Embassy in Ethiopia to commemorate the 50th anniversary of official diplomatic relations between Ethiopia and Canada. The primary objective was to facilitate the sharing of experiences on federal natural resource governance systems between Canadian and Ethiopian practitioners. Forty-five participants attended the seminar, including representatives of various relevant organizations from federal, regional, and city governments, as well as academia.

The Ethiopian representatives expressed that the seminar was very timely due to the high priority given to the improvement of the management and use of natural resources in the country by the Ethiopian government, the proceeds of which are expected to fuel development and growth. The Canadian presentation focused on natural resource management in Canada from historical, legal, economic, and social perspectives and explained the role of communities in the governance of natural resources in the country. Canada's approach is based on sustainable development, transparency, and accountability within a defined legal framework in which the responsibilities of the federal, provincial and territorial governments are clearly defined. The seminar will serve to inform Ethiopian policy and may provide a foundation for a longer-term program designed to improve the natural resource governance of federal Ethiopia.



Germany

Discussion promoted on relevance of federalism and decentralization projects in international development approaches

On 13 May 2014 Forum Chairman Dr. Georg Milbradt gave the key-note speech at a workshop jointly organized by the Forum and German Development Cooperation GIZ – Gesellschaft für Internationale Zusammenarbeit. The objective of the workshop was to discuss the relevance of federalism and decentralization projects in international development approaches. Held at GIZ Headquarters in Eschborn in Germany, the event was attended by approximately sixty German experts working in the field of development cooperation.

The following key points emerged during the workshop discussion:

- Decentralization should not be understood as a purely technical issue. Rather, it is through the interaction of civic-democratic values and the principle of “subsidiarity” that governments generate a positive impact on citizens and thereby enhance their legitimacy.
- To comprehend the context in which decentralized forms of governance develop, it is necessary not only to comprehend the administrative structures but also to possess a thorough understanding of the social, cultural, and historical facts and linkages.
- Decentralization, and particularly federalism, flourishes if diversity is not undermined. Respect for diversity is an important characteristic of federal states. However, it is also essential that federal states establish rules that secure a common understanding of statehood.



Shared experiences and lessons among political analysts, experts and practitioners on the reform of Germany's fiscal equalization system

Over one hundred experts working in politics, academia, and government attended a Forum-organized conference on fiscal policy - "Knowing how to share - analyses of the fiscal equalization scheme reform in 2019 in Germany" – held on 26-27 June 2014 in Berlin. This event, a joint initiative of the Forum, the Free University Berlin, the German University of Administrative Sciences Speyer, and the Bertelsmann Stiftung, focused on discussion of the reform of the German fiscal equalization system, pending the phasing out of the three laws that comprise Germany's fiscal federalism at the end of 2019. After federal reforms I and II, implemented in 2006 and 2009 respectively, made only minor adjustments to the current system, the issue now is how extensive the next reform will and should be.

The conference provided an opportunity for a large number of stakeholders to formulate their views and a platform for German political analysts, experts, and practitioners to discuss reform concepts and potential courses of action. The discussion was enriched through expert presentations on international experiences in the field including those of Canada, Australia and Switzerland. The conference demonstrated that there is a wide range of opinion with regard to assessments of the quality of the current system of fiscal equalization in Germany, and hence the extent to which it is in need of reform. Some participants supported minor adjustment, while others recommended more comprehensive reform. Attendees expressed that the conference made an important contribution to building a bridge between theory and practice.

Relationships fostered between German parliamentarians and the Forum

In the context of an official visit of the German-Canadian inter parliamentary friendship group to Canada, German Parliamentarians from the Bundestag met with the President of the Forum on 10 February 2015 for an exchange of views on the organization's programs. This was the first meeting of this group of Parliamentarians with the Forum. Forum President Rupak Chattopadhyay noted that the German contribution to the Forum is a good example of successful German-Canadian cooperation on democratic and federal issues worldwide. He stressed that the Forum is keen to enhance links with German partners, expand its German network of experts, and intensify contact with the Secretariat of the German Federal Parliament. Mr. Chattopadhyay reaffirmed the Forum's intention to contribute its own expertise to the German national discussion on fiscal equalization. He also commented that the Forum is ready to provide input to future discussions about a more federal Europe.

During the meeting, the Parliamentarians were informed about the Forum's projects in Tunisia and other countries in North Africa, as well as its activities in Yemen, Pakistan, and Myanmar. The lively discussion concluded with a recommendation to intensify the dialogue between the Forum and the Federal Ministry for Development and other German and European institutions.

India

Increased understanding among Indian practitioners on the role and functions of the planning commission in the Indian federal system

Working in partnership with the India Policy Foundation, the Forum co-organized a one day brainstorming session on the replacement of the Indian Planning Commission, held on 15 November 2014 in Delhi. The session addressed issues related to the structure and mechanisms of the body responsible for planning the future development of India and how it could engender new directions in Indian federalism. The event brought together stakeholders from various organizations, including national and state ministries from across the country, to discuss the type of arrangement or processes that should replace the Planning Commission. The discussions reached the following preliminary conclusions:

- There remains a need for perspective planning and as such, a think tank function could be assumed under the ambit of the Prime Ministers' Office.
- The allocation functions of the Planning Commission should be transferred over to the Finance Commission.
- Given the increasing economic prominence of the states, as well as the pivotal role of the states in implementing key central policies, there is need for an active inter-governmental body that looks beyond financial issues and leads on policy design and coordination. This could be achieved by reviving the Inter-State Council and fusing it with the National Development Council.
- There appears to be broad consensus that there is no need to create a new institution and that many of the existing challenges could be overcome by re-tooling existing ones.



Switzerland

Increased understanding of the effects of federalism on cohesion and solidarity within the Swiss federation. Shared international experiences on the evolution of federal systems and decentralization

On 27–28 November 2014, the Swiss member of the Forum’s Board of Directors Prof. Dr. Thomas Pfisterer delivered a speech on “International Exchange on Experiences and Development Assistance in the Area of Federalism and Decentralization” at the Swiss National Conference on Federalism held in Solothurn, Switzerland. This event was organized by the Chancellery of the Canton of Solothurn in cooperation with the Swiss Confederation, the Conference of Cantonal Governments, the Association of Swiss Municipalities, and the Union of Swiss Cities.

The conference aimed to determine to what extent cohesion and solidarity within the Swiss state, built on three levels, is attributable to federalism. On the first day, this question was addressed through introductory presentations dealing with Swiss federalism from four perspectives: historical; constitutional; confederal; and cantonal. Eight workshops, held in parallel, focused on collaboration and solidarity in a number of areas of government: between rural and urban Switzerland; between cantons and municipalities with stronger and weaker resource potential; between the federal levels; between the cantons and the municipalities; and within two policy areas (education and health).

The second day provided an opportunity to examine the evolution of federal systems and decentralization on the international stage. Expert practitioners explained how Switzerland can, within the framework of development cooperation and as a member of the Forum of Federations, contribute to the creation of a federal state structure. A roundtable discussion, including participation by members of the Swiss Parliament, examined whether the structure of Swiss federalism can adapt to the challenges of the future and the policies that can be implemented to increase cohesion and solidarity within the country.

During the same conference, former Forum Chairman and current Fellow Professor Arnold Koller received the first “Federalism Prize” awarded by the “Fondation ch pour la collaboration confédérale”.



Facilitated the sharing of international experiences and expertise on the development and characteristics of federal systems

From 16-17 March 2015 the Forum, in collaboration with the Conference of Cantonal Governments (CCG), organized an event on centralization and federalism hosted at the House of Cantons in Bern. The event, held directly after the Forum's 2015 board meeting which was also convened in Switzerland, was attended by members of the organization's board of directors who contributed to this activity by outlining the centralization-decentralization trends of their respective countries.

The focus of the event was an examination of the experiences of different countries in relation to the extent to which their federal governance systems are more or less centralized, the historical development of these conditions, and the ways in which powers are divided between central government and sub-national constituent units. Forum Chairman Georg Milbradt provided an overview of the unique German trend of oscillating between periods of greater or lesser centralization, and subsequently introduced other board members who gave presentations on the federal characteristics of their respective countries: Andreas Eshete addressed Ethiopia; Ana Carolina Lorena commented on Brazil; Hare Krushna Dash gave a presentation on India; Johanne Poirier spoke about Canada; Roger Wilkins addressed Australia; and Thomas Pfisterer presented the Swiss case.

Attendees identified the need to strike a balance between respecting diversity in federal systems while maintaining coherence of the federation. Participants emphasized that diversity and pluralism have inherent value in their own right, but each federation must find its own balance that allows for local involvement in decision making while maintaining the strength and unity of the whole. Moreover, each respective federal nation must develop a solution that takes account of the unique history, diversity, and institutions of that country.



International

Shared knowledge on how federal countries develop and strengthen homeland security policies among researchers

The International Political Science Association's (IPSA) Research Committee 28 – Comparative Federalism and Multilevel Governance - hosted a roundtable dedicated to discussing contemporary trends in federalism research and practice at IPSA's 2014 World Congress. Jointly organized with the Forum and held on 23 July 2014 in Montreal, the event was devoted to comparative federalism research and practice in the area of homeland security. Comparative federalism researchers from Canada, the United States, Australia, Germany, Brazil, and Switzerland exchanged preliminary research about the ways in which federal countries have developed and strengthened homeland security policies at both the state and federal level. It hoped that this preliminary roundtable on a topic that has so far received little attention from the perspective of comparative federalism research will constitute the basis for further rounds of ongoing enquiry in this area. The participants aim to co-host a panel of presentations at the 2016 IPSA World Congress in Istanbul.

Brazilian government hosts the Strategic Council of the Forum of Federations

On September 10, 2014 the Forum of Federations held the sixth meeting of its Strategic Council in Brasilia. The meeting was hosted by the Secretariat of Federative Affairs of the Brazilian Presidency in the Presidential Palace and was attended by representatives of ten partner countries of the Forum of Federations: Australia, Brazil, Canada, Ethiopia, Germany, India, Mexico, Nigeria, Pakistan, and Switzerland. Argentinean and Venezuelan representatives participated as observers. The Brazilian government was represented by the Head of Federative Affairs of the Institutional Relations Secretariat of the Brazilian Presidency, Gilmar Dominici, and the Special Advisor, Paula Ravanelli Losada, also the member of the Strategic Council for Brazil.

The representatives of the Forum partner countries convened to provide advice and offer recommendations to the Forum on its strategic orientation. They also discussed their internal federalism reforms and agendas with the aim of guiding the future thematic work of the Forum.

On September 11, the delegation was invited to visit the Institute of Applied Economic Research (IPEA), one of the Forum's partner institutions in Brazil. The IPEA is a federal public foundation linked to the Strategic Affairs Secretariat of the Brazilian Presidency. Its mission is to enhance public policies that are essential to the development of Brazil by producing and disseminating knowledge and by advising the state in its strategic decisions. The objective of this meeting was to highlight the main lines of research of the IPEA and find synergies with the work of the Forum and Forum partner countries.

Prior to the meeting of the Strategic Council the representatives visited Sao Paulo. On 9 September, a technical visit was organized to the Observatory of Public Consortia and Federalism (OCPF) a joint project of the National Front of Mayors, the UNDP, Caixa Economica (Brazilian state-owned bank), and the Brazilian Cooperation Agency. Designed to study and provide support to public consortia and federalism in Brazil, its primary objective is to encourage cooperation among municipalities, disseminate knowledge about federalism in Brazil, and undertake comparative studies on federal countries in Latin America.

In the afternoon of 9 September, a seminar on "The role of local governments in federal countries" was held at the OCPF. The Strategic Council representatives from Germany, Ethiopia, and India discussed municipal autonomy in their countries. Australian and Swiss representatives also participated in the debates. The Forum President spoke about the Forum's comparative work in the area of local and metropolitan governance.



Swiss government hosts the Board of Directors of the Forum of Federations

The Forum of Federations held its annual Board of Directors meeting in Switzerland on 17 March 2015 at the government building of the Canton of Aargau. Representatives of the member countries – including Australia, Canada, Ethiopia, Germany, India, Mexico, Nigeria, Pakistan, and Switzerland – met to review Forum's work during the current fiscal year and approve the program of work and budget for the 2015-16 fiscal year.

During their time in Switzerland, the Board members visited the Centre for Democracy Studies Aarau (ZDA). The Centre represents an ideal forum for dialog between researchers in the fields of democracy and federalism. In the past the research facility has provided expert analysis for the Forum of Federations.

Following the visit to the ZDA, the President of the Cantonal Government Urs Hofmann, Member of the Cantonal Government Roland Brogli, President of the Cantonal Parliament Markus Dieth, and State Chancellor Peter Grünenfelder received the Board in the parliament building. Subsequently, the Government of the Canton of Aargau hosted a dinner for Board members and Forum staff.

On Wednesday 18 March the Board and Forum staff visited the federal parliament building and the House of the Cantons in Bern. The Forum was welcomed by the President of the Council of States Claude Hêche and other Members of Parliament. Later in the day a public event was held in the House of the Canton entitled "Centralization and Federalism: Trends and Solutions". At the conclusion of the Board meeting, Luzius Mader, Deputy Director of the Federal Office of Justice and Police hosted a dinner for Forum Board members and staff. Other government representatives who attended this dinner included Yves Rossier, State Secretary, Federal Department of Foreign Affairs, and Marie-Gabrielle Ineichen-Fleisch, State Secretary, State Secretariat for Economic Affairs.



Development Assistance Programs

In fiscal year 2014-15, the Forum continued its work in emerging democracies and countries in transition. It implemented the next phase of its “Consolidating Democratic Devolution and Strengthening Stability in Pakistan” program, funded by the Canadian Department of Foreign Affairs, Trade and Development. The Swiss Foreign Ministry’s Human Security Division provided development assistance funding to the Forum for ongoing work in Ethiopia and its support of the East African Intergovernmental Authority for Development (IGAD). Furthermore, the German Federal Foreign Office continued to support the Forum’s “Federal Governance in Ethiopia: Strengthening Peace, Democracy & Good Governance” program. The Forum has continued to build federalism and decentralization capacity through the implementation of training events in Burma/Myanmar, funded by the Euro Burma Office. Smaller activities have been delivered within the Yemen program, funded by the Friedrich Ebert Stiftung, and within the Pakistan program in cooperation with the Hanns Seidel Stiftung. The Forum also worked on developing the next phases of its programs in Burma/Myanmar, the Middle East and North Africa (MENA Regional Gender Program), Pakistan, Tunisia, Yemen, and Ethiopia, and on developing new programs in Nepal, Somalia, and Jordan.

Burma/Myanmar

ACHIEVEMENTS >>> OUTCOMES

Increased understanding of federal governance, decentralization, democracy, and inclusive governance among political and ethnic group stakeholders

The substantial progress made in the democratic transition process initiated in Burma/Myanmar in 2011 has established a platform upon which the nation can build the greater stability required for economic development and a peaceful future. One of the key remaining challenges for political reform is the issue of reconciliation between the national government and the country’s many ethnic armed groups. These groups have long desired greater governance powers and the ability to shape decisions affecting their lives and the localities in which they live. Decentralization has been identified as a solution which can meet the needs of the heterogeneous interests in Burma/Myanmar, and slowly a nation-wide consensus is emerging that the country needs to establish federal governance. There remains, however, a lack of knowledge and widespread misperceptions of concepts such as democracy and federalism.

Working with its local partners, in FY 2014-15 the Forum continued to deliver activities designed to improve the knowledge and capacity of various ethnic group stakeholders in Burma/Myanmar in relation to federal and decentralized government and principles of democracy.

To this end, the Forum implemented a total of four 2.5 day intensive federalism training sessions in different ethnic states in May and July 2014. Held in Kayah, Shan, Arakan States and the Saigang Region respectively, and facilitated by a team of the Forum's international experts, the activities targeted parliamentarians, state/regional government officials, political party leaders, and civil society and media representatives. Designed to equip local leaders with the skills necessary to address governance issues related to federalism and decentralization, topics addressed included: basic concepts of federalism; constitutional reform; division of responsibilities in federal systems; accommodating diversity; fiscal federalism; the role of local government; and natural resource management.

Funding for this activity was provided by Euro Burma Office, one of the Forum's local implementation partners in Burma/Myanmar.

In addition, the Forum also supported a training event on federalism organized by Myanmar Egress, another local Burma/Myanmar partner organization. This activity, held in Bangkok in July 2014, targeted senior political party leaders. The Forum's academic leader for its Burma/Myanmar program delivered sessions on the politics of federalism in political transition, and federalism as a means of state and nation building.



Ethiopia

ACHIEVEMENTS >>> OUTCOMES

Strengthened the system of intergovernmental relations (IGR) as an essential step required to solidify efficient and effective federal governance

As the Ethiopian transition from highly centralized administration to a decentralized federal system develops, governance institutions and practitioners are adopting new structures and practices in order to create an effective and responsive government that accounts for the needs of all citizens. The Forum's long term development assistance engagement in Ethiopia focuses on strengthening federal governance in the country through building sustainable peace, state building based on good governance, democratic participation and accountability. Forum activities aim to support the development of effective federal governance by providing support in a range of specific areas, including: strengthening IGR; building capacity for inclusive public dialog on federal governance; strengthening of strategic institutions key to democratic federal governance, peace, and security; strengthening the capacity of national partners to develop, maintain, and broaden federalism leadership development; and strengthening constitutional interpretation and adjudication at federal and regional levels.

In 2014-2015 Forum development assistance activities in Ethiopia focused primarily on the IGR component, while a significant amount of design and preparatory work was undertaken on other components to be implemented in the future.



In March 2015 three 1 day national consultation workshops on “Intergovernmental Policy Formulation in Ethiopia” were held in various locations across Ethiopia: Dire Dawa; Bahir Dar; and Addis Ababa.

The three workshops - jointly organized by the House of Federation, the Ministry of Federal Affairs, and the Forum of Federations were attended by over 100 participants from a variety of institutions, including federal ministries, eight regional state legislative councils and various bureaus (regional ministries), and two federal city administrations, and public universities. Workshop participants addressed a range of issues such as: the need (or otherwise) for an IGR policy framework or legislation in Ethiopia; the effects of any such framework on the autonomy of regional states; the tools needed for Ethiopian IGR; and the kinds of accountability mechanisms that are required for effective, transparent IGR in the country.

Three publications which are considered to form the basis for the formulation of the Ethiopian and IGR policy were produced as part of this national consultation activity. These are: a base line study on existing IGR practices in Ethiopia; a bench marking study on IGR in federal countries IGR practices; and a draft “white paper” produced as the major framework document for the policy. The approval of the white paper and the implementation activities for the other project components comprise the next stages of program implementation.

Funding for this activity was provided by Germany’s Federal Foreign Office.

East African regional network on federal-decentralized governance

ACHIEVEMENTS >>> OUTCOMES

Facilitated development of East African regional learning network on federal-decentralized governance

As Ethiopia has continued the process of reforming its governance structure and implementing a federal system, interest in federal-decentralized governance has concurrently increased amongst its East African counterparts. The Intergovernmental Authority for Development (IGAD), comprised of seven member states – Ethiopia, Kenya, Uganda, Somalia, Djibouti, Sudan, and South Sudan – is currently developing a regional learning network on federal-decentralized governance for the sharing of knowledge and best practice. It is hoped that the establishment of such a network – the primary recommendation of the first Regional Conference on Federalism & Decentralization in East Africa held in February 2013 - will significantly support IGAD to foster peace in a region in which a number of nations continue to suffer from internal conflicts. Furthermore, it will encourage governments in the region to identify and address common governance issues.



In this context, in FY 2014-15 the Forum supported the development of the IGAD regional learning network on federal-decentralized governance through the provision of expert input.

In June 2014 the Forum's Ethiopia Office co-organized a 2 day workshop in Bishoftu attended by experts from the seven member states that comprise IGAD, with the objective of providing expert input on issues such as objectives, structures, participation in, and programming priorities of the regional learning network. The workshop was convened by IGAD's Division of Peace & Security, and each member state was represented by one government official, one independent academic or civil society leader, and one representative of the focal institution for this project for each IGAD member country. A draft Concept Note on the regional learning network was produced in preparation for the event, with input solicited from a variety of sources including IGAD member country ambassadors and members of parliament.

Participants accepted the plurality of contexts and variety of distinct systems among their countries but also recognized the benefits of learning from one another's experience and expertise. Federal-decentralized governance was identified as a core element of the solutions to many common challenges of peace, democracy, and development. Key areas of intervention identified by the expert attendees in relation to the development of a learning network included: applied policy research; public awareness; political dialog; the provision of an information portal; and technical subject matter workshops.

The product of the workshop was final input for the draft Concept Note, which will be used to guide IGAD and its partners in the development and implementation of the network.

Funding for this activity was provided by the Human Security Division of Switzerland's Federal Department of Foreign Affairs.



Pakistan

ACHIEVEMENTS >>> OUTCOMES

Strengthened processes of inter-governmental relations capacity, leadership, and development

Pakistan's democratic reform process has made significant strides in recent years. The first ever transition from one elected government to another in 2013 and the ongoing process of implementing the devolution of governance powers mandated by the 18th Amendment to the Pakistani Constitution are important milestones in a state with a historically entrenched culture of central rule. However, despite this progress, a number of challenges remain which must be overcome if Pakistan is to develop an inclusive, democratic federal governance system that effectively meets the needs of its citizens.

In FY 2014-15, the Forum assisted the Government of Pakistan to address a number of issues associated with the development of capacity in devolved governance, particularly in relation to intergovernmental relations (IGR) and inter-provincial coordination. Forum activities have specifically focused on supporting two key institutions vital to the devolution process: the Interprovincial Coordination Division (IPC); and the Council of Common Interest (CCI).

In late September 2014, the Forum delivered a series of four 2-day federal governance and intergovernmental capacity building training workshops for a number of key stakeholders. Facilitated by a Forum team of Pakistani and international experts, these events targeted federal and provincial representatives of government departments and committees, key members of the governing and opposition parties, and representatives of civil society organizations (CSO) and the media community.

The training focused on building capacity in several areas, including: federal and provincial intergovernmental relations and coordination; fiscal management and intergovernmental relations; gender and leadership; and media and civil society messaging on the relevance of federal governance to democracy and development. Workshops were tailored to specific groups, with federal and provincial representatives brought together for training, and separate workshops provided to CSO and media representatives.

Furthermore, from 12-13 November 2014 the Forum, in collaboration with the Pakistani Ministry of Interprovincial Coordination and the Hanns Seidel Stiftung, hosted a Leadership Summit on Federalism in Islamabad. Bringing together senior federal and provincial leaders from across Pakistan, participants discussed the challenges faced by the federation in its ongoing efforts to implement the devolution of powers as outlined by the 18th Constitutional Amendment. Discussion between the senior officials in attendance was facilitated through the use of Pakistani expertise and examples of international best practice with regard to the coordination of government policies and development of intergovernmental institutions.

The main themes discussed throughout included: strengthening IGR in Pakistan; power sharing; effective fiscal federal management; linking functional IGR and economic development; and defining roles and responsibilities between jurisdictions. Participants recognized and commended the work of the IPC and CCI in relation to their role in the development of effective IGR in Pakistan, and highlighted the important role that these bodies will play in realizing federalism and democratic government in the country.

Funding for these activities was provided by Canada's Department of Foreign Affairs, Trade, and Development.



Yemen

ACHIEVEMENTS >>> OUTCOMES

Enhanced knowledge of media and academic practitioners of concepts of federalism, decentralization, and devolved governance.

Yemen continues to face a variety of governance challenges in its attempt to undertake a process of political reform which will lead to the establishment of a government system that is strong, effective, and has the ability to meet the needs of the nation's different constituent groups. As stakeholders continue their search for a solution which can accommodate the interests of all Yemenis, and overcome the divisions which prevent further political, economic, and social development, devolved and decentralized governance models are garnering increased interest.

In this context, in FY 2014-15 the Forum assisted Yemeni stakeholders to develop their understanding of principles of federal, decentralized, and devolved governance, and the characteristics of different international models.

In June 2014 the Forum, in collaboration with the Friedrich Ebert Stiftung (FES), delivered a 4 day training workshop on federalism and power sharing to Yemeni stakeholders in Beirut, Lebanon. A total of twenty academic and media practitioners from numerous areas of Yemen (including Aden, Mukalla, Taiz, and Sana'a) were brought together with a team of international experts to explore themes of federalism, devolved governance, and resource sharing. The objective of the workshop was to enhance the beneficiaries' understanding of these topics, and increase their capacity to disseminate information to their students and media audiences at home.



The workshop experts presented examples of how mechanisms of power-sharing and resource sharing have been used to solve governance challenges in other federal systems. As Yemen is likely to develop its own unique model – one that is tailored to the specific challenges and conditions of the nation – the expert case studies highlighted successful (and unsuccessful) experiences of other federal systems. Topics addressed within the training included: basic components of federalism; constitutional arrangements; the representation of regions; participation and accommodation; resource sharing (fiscal federalism); and the distribution of revenue from the exploitation of natural resources. The country case studies presented encompassed a range of international models of federalism including those of Argentina, Mexico, Canada, Ethiopia, South Africa, India, Pakistan, Nepal, and the United Arab Emirates. Attendees were encouraged to reflect on their existing resources and institutional roles in a federal Yemen.

Workshop participants quickly grasped general concepts of power sharing and devolved governance, identifying similarities between federal models and the system of Sultanates and general power sharing between tribes that existed in Yemen in the past. The attendees developed both a greater capacity to understand principles of federalism, and the ability to communicate the concepts and examples to others.

Funding for this activity was provided by the Friedrich Ebert Stiftung.

Election Observation

In FY 2014-15, the Forum of Federations added to its program portfolio through the implementation and provision of support for Election Observation Missions. The Forum implemented its election observation activities under CANEOM – Canadian Election Observation Missions. This year the Forum implemented two Election Observation Missions in Ukraine on behalf of Canada’s Department of Foreign Affairs, Trade, and Development covering the Presidential Elections and Parliamentary Elections in Ukraine. Furthermore, the Forum recruited 20 Canadian Short Term Observers (STOs) for OSCE for its mission to observe parliamentary elections in Moldova. In total, the Forum deployed 71 Long Term Observers (LTOs) and 276 Short Term Observers (STOs) in 2014-15.

This activity has enabled the Forum to develop new capacity and increase its knowledge base in an arena essential to the practice and function of democratic governance. CANEOM’s comprehensive approach ensures that elections are monitored in accordance with international principles for democratic elections and domestic law, while recognizing that the process belongs to the citizens of that country and that ultimately they determine the credibility and legitimacy of an election. The success of the Forum’s initial election observation missions reflects the organization’s ability to operate international projects in complex, challenging political environments

Ukraine

ACHIEVEMENTS >>> OUTCOMES

Implementation of Election Observation Missions

In FY 2014-15, the Forum implemented two Election Observation Missions in Ukraine, covering Presidential and Parliamentary elections.

The objective of these missions was to examine the established voting procedures both before and during the elections in order to evaluate the extent to which they were fair and free from interference. To this end, the mission teams undertook pre-election monitoring duties and observed voting processes on Election Day. This included assessing: adherence to electoral law; respect of advertising limitations; voting procedures; polling station environments; and knowledge of election agents among others. Mission findings were disseminated via press communiqués and interviews given to Ukrainian and Canadian media organizations, and through two press conferences held in Ukraine.

A final report detailing the conclusions of the election observation activity was produced for each mission, and remitted to the Government of Ukraine and the Government of Canada.



Ukrainian Presidential Election 2014

On behalf of Canada's Department of Foreign Affairs, Trade, and Development, CANEOM organized and implemented a twelve week bilateral Election Observation Mission covering the Ukrainian Presidential elections held on May 25 2014. CANEOM assembled a core mission team and identified, recruited, and deployed a number of Long and Short Term Observers to Ukraine to undertake election observation duties.

A seven-member core mission team, led by Senator Raynell Andreychuk and former Ontario Premier Mike Harris, was deployed to Ukraine in April 2014. A total of 35 Long Term Observers (LTOs) were deployed in various Oblasts around the country and the capital region in early May, followed by 104 Short Term Observers (STOs), who were deployed to Ukraine one week before the election.

Ukrainian Parliamentary Elections 2014

Following the success of the Forum's observation of the Presidential elections in Ukraine, the organization implemented a second election observation mission in the country on behalf of the Canadian government, covering the Ukrainian Parliamentary elections held on 26 October 2014.

The CANEOM Parliamentary Election Observation Mission delegation consisted of a ten-member core team, 36 LTOs, and 152 STOs. The team monitored over 3,000 polling stations on Election Day, observing over 100 openings and more than 90 closings.

This activity was funded Canada's Department of Foreign Affairs, Trade and Development.



Moldova

ACHIEVEMENTS >>> OUTCOMES

Recruitment of Short Term Election Observers

Moldovan Parliamentary Elections 2014

In October 2014, the Forum recruited the Canadian STO cohort of the Organisation for Cooperation and Security in Europe's (OSCE) mission to observe the Moldovan Parliamentary Elections, held on 30 November 2014.

On behalf of Canada's Department of Foreign Affairs, Trade, and Development, the Forum recruited 20 Canadian STOs for secondment to the OSCE mission, with this activity primarily logistical. Suitable election observers were identified, selected, and recruited by the Forum for participation in the Moldova mission.

This activity was funded by Canada's Department for Foreign Affairs, Trade, and Development.



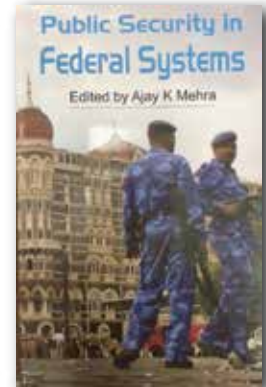
Publications

Thematic Publications

Public Security in Federal Systems,

Ajay K. Mehta, ed.,
(Lancer Publishers & Distributors, 2014)

This volume is a collection of essays developed from papers presented at the international “Security Management in Federal Countries” conference, an event facilitated by the Forum in collaboration with India’s Centre for Public Affairs and held in New Delhi, India in December 2010. The volume brings together twelve essays on Canada, India, Mexico, and the United States.



Green Federalism: Experiences and Practices,

P. G. Dhar Chakrabarti and Nidhi Srivastava, eds.,
(The Energy and Resources Institute (TERI), 2015)

This volume emerged from the International Conference on Strengthening Green Federalism, organized in New Delhi on 29-30 October 2012 by TERI and the Forum. The volume brings together for the first time experiences of the management of the environment and natural resources within the framework of multilevel governance. The volume covers the environmental governance systems of a variety of federal nations – including those of Argentina, Brazil, Canada, India, Nigeria, Russia, South Africa, Switzerland and the United States. It provides an overview of issues both theoretical and practical on environmental federalism, and presents case studies on how each federal country has tried to resolve issues of coordination and cooperation among different levels of government in its own unique way.

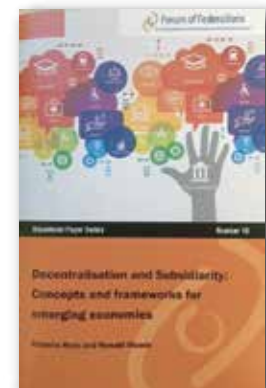


Occasional Paper Series

Decentralisation and Subsidiarity: Concepts and frameworks for emerging economies

Roberta Ryan and Ronald Woods

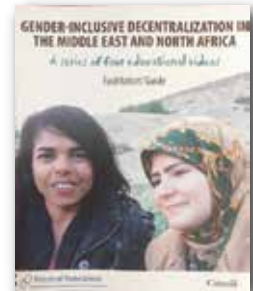
This volume focuses on the increasing global attention towards decentralisation in emerging and transitional economies. It examines the several meanings attached to decentralisation, using academic and policy documents. Overall, this volume provides recommendations for an improved functioning of decentralisation for citizens of decentralised countries.



Development Assistance Programs Publications

Gender-Inclusive Decentralization in the Middle East and North Africa – A series of four educational videos and Facilitator’s Guide

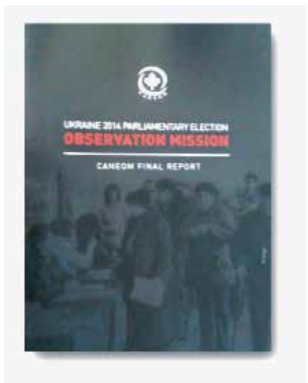
These educational videos were produced by the Forum of Federations, with the support of the Government of Canada, as part of its program in the Middle East and North Africa. Academics, activists (especially from civil society), politicians, and civil servants, all participated in Forum-sponsored workshops held in Tunis in 2013 and 2014. The first video introduces and defines ‘decentralisation’, and its optimization in the MENA region. The second discusses decentralisation’s potential for improved service delivery in these countries. Video three examines how decentralisation can increase women’s political participation. The fourth video prospectively considers how decentralisation can be implemented. This facilitator’s guide serves to inform those interested in organizing and managing discussion events with the videos.



CANEOM Reports

Ukraine 2014 Parliamentary Election Observation Mission CANEOM Final Report

This report details CANEOM’s observation mission and findings at the 2014 Ukrainian Parliamentary Elections. It provides a political background to the election, a context of conflict and threat to Ukraine’s territorial integrity. It also examines the country’s election system and legal framework, analyzing the changes which occurred before and during the election period. The basis of this report is that the 2014 Ukrainian Parliamentary Elections met international democratic standards for free and fair elections.



Ukraine 2014 Presidential Election Observation Mission CANEOM Final Report

This report provides information about the 2014 Ukrainian Presidential Election, including how the conflict contributed to the disenfranchisement of Donetsk and Luhansk voters. This report shows that the electoral and legal framework underwent several amendments during the election period, to ensure compliance with election standards. Overall, this report holds that the Early Presidential Election in Ukraine met international democratic standards for free and fair elections.



Forum of Federations Financial Information 2014-2015

	2014	2015
Financial position		
Assets		
Current Assets	\$1,967,719	\$2,429,812
Capital Assets	\$39,593	\$30,146
Total Assets	\$2,007,312	\$2,459,958
Liabilities and net worth		
Current Liabilities	\$354,944	\$210,892
Deferred Contributions	\$398,029	\$881,456
Total Liabilities	\$752,973	\$1,092,348
Net Assets	\$1,254,339	\$1,367,610
Statement of Revenues and Expenses		
Revenues		
Government of Canada - DFAIT	\$3,067,121	\$5,246,597
Other foreign country contributions	\$838,241	\$949,848
Federal Republic of Germany (Projects)	\$439,726	\$208,912
US State Department (Projects)	\$279,882	-
Government of Switzerland (Projects)	\$39,945	\$65,247
Others	\$128,568	\$49,097
	\$4,793,483	\$6,519,701
Expenses		
Projects	\$4,237,184	\$5,626,967
Salaries and benefits	\$254,518	\$457,637
Administration	\$301,699	\$321,826
	\$4,793,401	\$6,406,430
Excess Revenue over Expenses	\$82	\$113,271

Complete audited financial statements are available on our website, www.forumfed.org.

Summary of Forum Activities 2014-2015

May 7, 2014 The Forum hosts David J. Kramer, President of Freedom House, who delivers a presentation on the Ukraine Crisis to Ottawa's political and diplomatic community – Ottawa, Canada

May 13, 2014 In collaboration with the German Development Cooperation (Gesellschaft für Internationale Zusammenarbeit – GIZ) the Forum delivers a workshop on the relevance of federalism and decentralization projects in approaches to international development. Forum Chairman Georg Milbradt gives the keynote speech – Frankfurt, Germany

May 21-26, 2014 The Forum delivers two intensive federalism training sessions in ethnic states: in Loikaw (May 21-23), the capital of Kayah state, and Taunggyi (May 24-26), the capital of Shan state, targeting Burmese politicians, party leaders as well as CSO representatives – Loikaw and Taunggyi, Myanmar

May 23, 2014 The Forum launches *Governance and Finance of Metropolitan Areas in Federal Systems*, a book focused on comparative assessments of the governance and finance of municipal areas, edited by Enid Slack (Director, Institute on Municipal Finance & Governance, Munk School of Global Affairs) and Rupak Chattopadhyay (President of the Forum of Federations) who gives a presentation on the publication – Toronto, Canada

June 8-12, 2014 The Forum, in partnership with the Friedrich Ebert Stiftung, delivers capacity building training for media and academic practitioners from throughout Yemen to increase knowledge and understanding of concepts and practices of federal governance – Beirut, Lebanon

June 10-12, 2014 With the support of the Swiss Foreign Ministry's Human Security Division, the Forum organizes a workshop for experts from the seven countries which comprise the Intergovernmental Authority for Development (IGAD) to provide input to IGAD on how a regional learning network on federal-decentralized governance could be established – Bishoftu, Ethiopia

June 26, 2014 Forum President Rupak Chattopadhyay meets with the organization's key governmental and non-governmental partners in Tunisia, including: the Secretary of State for Women and Family Affairs and the Secretary of State for Local Authorities; Canada's Ambassador to Tunisia; and representatives of the United Nations Development Program, to discuss the work of the Forum in the country since 2012 – Tunis, Tunisia

July 3, 2014 The Forum supports a federalism training event for senior Burmese political leaders organized by Myanmar Egress, one of the organization's key partners in Myanmar – Bangkok, Thailand

July 14-20, 2014 The Forum delivers two intensive federalism capacity building training workshops in Burma: in Sittwe (July 14-16), capital of Arakan state, and in Kalaymyo, Sagaing Region (July 18-20) for participants from nearby Chin state. Stakeholders targeted include parliamentarians, state/regional government officials, and political party leaders as well as civil society and media representatives - Sittwe and Kalaymyo, Myanmar

July 23, 2014 Forum President Rupak Chattopadhyay participates in a round table discussion jointly hosted by the Forum and the International Political Science Association's (IPSA) Research Committee at the IPSA World Congress 2014. The event focuses on comparative federalism research and practice in the area of homeland security – Montreal, Canada

September 9-11, 2014 Members of the Forum's Strategic Council meet in Brazil to provide advice and offer recommendations to the Forum on its strategic orientation and future thematic work. Council representatives participate in a technical visit to the Observatory of Public Consortia and Federalism, and to the Institute of Applied Economic Research, one of the Forum's partner institutions in Brazil – Various Locations, Brazil

September 13-20, 2014 The Forum hosts an Ethiopian parliamentary delegation during their trip to Ottawa to visit institutions key to Canada's federal governance system - Ottawa, Canada

October 8, 2014 Launch of Forum publication *Public Security in Federal Systems* at an event organized by the Forum – New Delhi, India

November 12-13, 2014 Senior federal and provincial leaders from across Pakistan participate in a Leadership Summit on Federalism, hosted by the Forum in collaboration with the Pakistani Ministry of Interprovincial Coordination and the Hanns Seidel Stiftung. Participants discuss challenges of intergovernmental relations and practical implementation of devolution of fiscal management in the context of the 18th Constitutional Amendment – Islamabad, Pakistan

November 15, 2014 The Forum, in collaboration with the India Policy Foundation, organizes a 1 day brainstorming seminar on the replacement of the Indian Planning Commission – New Delhi, India

November 27-28, 2014 Swiss member of the Board of the Forum of Federations Thomas Pfisterer attends the Swiss National Conference on Federalism, giving a presentation on 'International Experiences and Development Assistance in the Area of Federalism and Decentralization' – Solothurn, Switzerland

November 28, 2014 The former Chairman of the Board and current Fellow of the Forum of Federations, Professor Arnold Koller, receives the first Federalism Prize awarded by the *Fondation ch pour la collaboration confédérale* – Solothurn, Switzerland

December 11-12, 2014 The Forum, in collaboration with the Victoria Department of Premier and Cabinet, delivers a workshop on international experiences of federal reform for Australian officials, academics, and other stakeholders – Melbourne, Australia

February 10, 2015 Head of Programs, Felix Knuepling, delivers a presentation on the link between federalism and democratic participation from a multi-disciplinary and comparative perspective at the *Winter School on Federalism and Governance* – Bolzano, Italy

February 10, 2015 Forum President Rupak Chattopadhyay meets with German Parliamentarians from the Bundestag, in the context of the visit of the German-Canadian inter-parliamentary friendship group to Canada – Ottawa, Canada

February 17, 2015 The Forum's Ethiopia office, in collaboration with the House of Federation and the Canadian Embassy in Ethiopia, organizes a 1 day seminar on natural resource management in federal systems, in which representatives of federal, regional, and city governments and academia discuss and share the experiences of Canada and Ethiopia in relation to natural resource governance in federal systems – Addis Ababa, Ethiopia

March 4-10, 2015 A series of 1 day national consultation workshops on 'Intergovernmental Policy Formulation in Ethiopia', jointly organized by the Forum, the House of Federation, and the Ministry of Federal Affairs, are delivered in various locations across the country. Participants from federal ministries, state legislative councils, regional ministries, federal city administrations, and academia discuss the development of a common understanding and awareness of intergovernmental relations in federal systems, and Ethiopia's intergovernmental policy formulation process – Dire Dawa, Bahur, Dar, and Addis Ababa, Ethiopia

March 12, 2015 Forum Board member Senator Mian Raza Rabbani is elected Chairman of the Pakistani Senate – Islamabad, Pakistan

March 17-18, 2015 The Forum holds its annual Board of Directors meeting during which the Board reviews the work of the organization over FY 2014-2015, and approves the program of work and budget for FY 2015-2016. Forum staff and members of the Board visit the federal parliament building and the House of the Cantons in Bern – Aarau and Bern, Switzerland

March 18, 2015 In cooperation with the Conference of Cantonal Governments, the Forum organizes an event on centralization and federalism held at the House of Cantons in Bern to coincide with the Forum's annual board meeting. Chairman of the Forum Board Georg Milbradt gives a presentation on Germany's federalism trends, and other members of the Board make presentations on the centralization and decentralization tendencies in their respective countries – Bern, Switzerland

March 24, 2015 Secretary of State of the Inter-State Council and Forum Board member H.K. Dash and Forum President Rupak Chattopadhyay sign an agreement renewing India's partnership agreement with the Forum of Federations for the next three years – New Delhi, India

