

# The Forum of Federations: making a difference



**An International Network on Federalism**

700-325 Dalhousie, Ottawa ON K1N 7G2

Canada

Tel: (613) 244-3360

Fax: (613) 244-3372

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

**The Forum of Federations, an international network on federalism,  
seeks to strengthen democratic governance by promoting dialogue on and  
understanding of the values, practices, principles, and possibilities of federalism.**

The Forum of Federations, created in 1998, is a nonprofit international organization based in Ottawa, Canada. It has an international board of directors with members from Nigeria, India, Germany, Switzerland, South Africa, Mexico, Brazil, Australia and Canada.

The Forum works with countries and organizations of the North and of the South, with established federal states and newly-emerging federations, and with countries that are exploring the possibilities of federalism.

The raison d'être of the Forum is the promotion of dialogue on federalism.

The way we understand federalism today was explained by Bob Rae, the president of the Forum, in his opening speech at the International Forum on Federalism in Mexico in November, 2001:

*"At a very fundamental level, federalism is about accepting values that are essential for civil society – an acceptance of pluralism, a realization that others are not always like ourselves, the importance of a deep tolerance, a respect for the rule of law and the respect for minorities."*

The activities of the Forum are focused mostly on "practitioners" – people who work in the field, such as elected officials, civil servants, consultants, and others, including academics, with a practical interest in challenges of governing in federal systems.

Future practitioners of federalism are a special target group for the Forum's activities. We design and implement a number of programs aimed at youth.

One of the main objectives of the Forum is to be a clearinghouse of experience, expertise, and best practices in federal governance. Our aim is to make it possible for people who have different kinds of expertise and knowledge to learn from one another.

We achieve our goals through methods such as forums where practitioners from all federal countries can exchange ideas about challenges they face, workshops and a variety of publications. The Forum also looks to set up continuing processes and programs to help practitioners put newly acquired knowledge into practice.

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**[forum@forumfed.org](mailto:forum@forumfed.org)**

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## THE FORUM OF FEDERATIONS: MAKING A DIFFERENCE

Nation building is becoming one of the big challenges of the 21<sup>st</sup> century. There is a growing awareness in the world community that peace, development and stability depend on good governance and strong democratic institutions.

Many groups and organizations focus on democratic and electoral principles and best practices. But more and more the world is coming to realize that nation building often means *federation* building as well. This is a specialized need that the Forum of Federations is seeking to meet.

In 1999 the Forum brought together more than 500 elected representatives, civil servants, academics, and others from over 25 countries to Canada, where they met at Mont-Tremblant, Québec, to share ideas and experiences in federalism.

There, for the first time

- major world leaders addressed a gathering specifically focused on the role and place of federalism in the contemporary world;
- practitioners and experts gathered together to learn from each other about federalism in a large-scale setting;
- many of the participants discussed notions about federal governance with counterparts from all regions of the globe.

After the conference, the Forum of Federations got underway as an international organization. It set about organizing workshops and training sessions, major conferences, an interactive web site complete with an online library and a number of important publications on federalism around the world. Today the Forum has programs in Brazil, India, Nigeria, the Philippines, Sri Lanka and in North America.

The Forum now operates the multi-year, multi-country Global Dialogue on Federalism in the 21<sup>st</sup> Century in partnership with the International Association of Centers for Federal Studies. This vast program is taking place

simultaneously in 16 countries, including Canada, USA, Germany, Australia and Belgium. It will result in a series of unparalleled educational resources on comparative federalism, dealing with basic subjects ranging from constitutions to the economy and fiscal management. And the program integrates theory and practice – active practitioners are deeply involved in the work, gauging the academic analyses and descriptions against their own hands-on experience.

The Forum's work is already beginning to have concrete outcomes. We can see genuine advances in the practice and understanding of federalism all over the world as a result of Forum projects and programs:

- Mexican intergovernmental relations have advanced after a series of workshops and conferences that the Forum helped to sponsor with its local partner, INAFED.
- Indigenous communities and governments in Canada, Brazil, Mexico and the USA are talking to each other about co-operation on fiscal policy and other areas.
- Brazilians are now actively working to overcome the tax wars in which states slashed tax rates to lure industries away from each other.
- There are international conferences on federalism taking place every two years since the very first such conference, organized by the Forum at Mont-Tremblant in 1999.
- Governors of the Nigerian states have formed an association that has regular meetings to help ease regional tensions and work out common positions.
- Both parties in the conflict in Sri Lanka have agreed in negotiations that federalism will be the goal of the future peace settlement in that country.
- The 12,000 civil servants, politicians, academics and negotiators who receive *Federations* magazine and the 300 per day who are doing research on the Forum's web site, can easily view world events through the perspective of federalism.
- The Forum began exchanges between practitioners of federalism that continue to bridge all ideological, military, cultural and geographic divides.



## PRESIDENT'S INTRODUCTION



by Bob Rae

**V**iewed from space, the earth has no borders. No dotted lines separate one country from another or one province or state from its neighbour. Yet while ideas, inventions and trade can now leap across frontiers, so too can new diseases, war and terrorism.

This means that knowledge of ways of handling new challenges must move fast. So when one federal country comes up with an idea or method for meeting a challenge, the other federal countries also need to know it – and soon.

The Forum of Federations, founded in 1998, has been helping to meet those challenges. Since that year, dozens of Forum roundtables, conferences, and assemblies have

been organized all over the world. Teams of experts from different federal countries have gathered at Forum conferences to share their knowledge. The results of these gatherings are available to all. With just an internet connection, anyone around the world can receive the reports and expert analysis from past conferences – a total of 650 documents – from the online library on our web site, [www.forumfed.org](http://www.forumfed.org).

And the Forum's work has not slowed down. There are Forum workshops and roundtables taking place all through this year. Such face-to-face meetings take time and effort to organize: visas, flights, venues and background papers can't be cranked out overnight. Yet such meetings have advantages that no telephone call, no email can provide. The informal meetings in the corridors and cafés of these gatherings are where much valuable sharing of ideas takes place. Because so much is gained from these events, they will remain a top priority. The Forum will continue to provide these valuable opportunities to share and hear expertise in all areas of federalism.

To share these resources even more widely, we need even greater participation from federal countries both North and South, from every continent and area of this planet. In a very short time, we hope to achieve this goal.

## PUBLICATIONS AND COMMUNICATIONS

The Publications and Communications Division of the Forum publishes *Federations* magazine, posts documents electronically on the Forum's web site, and publishes books on federalism and on the topics researched and reported in the Forum's own workshops and conferences.

### *In past years ...*

#### **Handbook of Federal Countries 2002**

Published in English and French by McGill-Queen's University Press

The *Handbook of Federal Countries 2002*, a new book edited by the Forum, was published by McGill-Queen's University Press in both English and French editions. A compendium of information on the world's federal countries, the book gives a concise introduction to the politics and elements of each country's federal system. There are individual chapters on such countries as Russia, India, Belgium, Mexico, Brazil, Germany, and the Comoros as well as Australia, the United States and Canada. The *Handbook* contains up-to-date statistical data and descriptions of the systems of government of all federations.



#### **Intergovernmental Relations in Federal Countries**

The Forum of Federations published the Spanish, French and English editions of this book in 2002. The book, a "working document" for practitioners, is based on a conference in Mexico on international experiences in the coordination of federalism.

#### **Federations magazine**

Since it began in November 2000, *Federations* magazine has had 14 issues in English and French. In February 2003,

*Federations* changed to its new magazine-style format, with a glossy cover, photographs, and a magazine binding. In addition to regular issues of *Federations* magazine, the Forum published a Special Triple Issue on the three themes of the International Conference on Federalism 2002 in Saint Gallen, Switzerland in August. This special issue had 21 articles on three themes: federalism and foreign policy, decentralization and conflict management in multicultural societies, and assignment of responsibilities and fiscal federalism.

### *During this year ...*

- the first issue of a Russian version of *Federations* magazine has been produced with the help of a Russian NGO
- later this year the first issue of a Spanish version of *Federations* magazine will appear with the help of our Mexican partner
- filming is also underway for a video on federalism

#### **Fiscal Relations in Federal Countries: Four Essays**

In early 2003, the Forum published this short book in English, French and Portuguese versions, illustrating the experiences of Australia, Canada, Argentina and Mexico in fiscal management, in taxing, spending and sharing, and in borrowing by sub-national governments.

#### **New Forum web site at [www.forumfed.org](http://www.forumfed.org)**

The latest version of the Forum's web site, finished in March 2003, includes

- an online library of more than 650 original documents
- a page to search for Forum documents by program
- all articles from *Federations* magazine in English and in French

#### **Federalismo y políticas de salud**

This book on the politics of health was published by the Forum in Spanish in early 2003 and is being revised and will also be published in English and French versions. It compares experiences in health care management in federal countries such as Brazil, Germany, Canada, Colombia, Spain and Mexico.

## LIAISON AND PARTNERSHIPS

The Liaison and Partnerships section of the Forum seeks specific partners – academic institutes, NGOs, and foundations in different federal countries – with whom the Forum works on joint initiatives.

### *In past years ...*

After its inception, the Forum began to actively seek partner organizations in Federal countries – partners with whom we could co-operate on shared activities. Partnership is key to the Forum's work. In 2002-2003, the Forum worked with a number of governments and non-governmental organizations on particular projects. You can read about them in the following pages of this report.

In addition to the many relationships with governments and organizations on individual projects, conferences and forums, liaison staff established formal ongoing working relationships with institutions around the world, listed here. In 2002-2003 we have added partners to our network from Austria, Belgium, and Sri Lanka. We hope to include new partners from Argentina, Ethiopia, Germany, Italy, Malaysia, Pakistan, Russia, Spain and the Philippines.

The Forum hosted and liaison organized luncheon talks at the Forum with academics and practitioners from Mexico, India, Australia, Philippines and former Yugoslavia. We organized an extensive tour in Canada for our Mexican partner in 2002. We hosted the visit of Senator Pimentel of the Philippines to Ottawa as part of our program development strategy, also highlighted by our participation in an International Conference on Decentralization in Manila in July.

The liaison department co-ordinated our Youth International Internship Program funded by the Canadian Department of Foreign Affairs and International Trade and the Canadian International Development Agency. In that program, we co-ordinated the work of eight Canadian interns who work in our partners' organizations for a six-month period which started in September 2002. The interns worked in Australia, Brazil, Switzerland, South Africa, United States and India. These internships were a first for the Forum and our partners.

### *During this year ....*

The Liaison and Partnerships section in 2003/ 2004, notably:

- assisted with a Forum study tour on public security in Canada for Brazilian practitioners and experts.
- organized a roundtable in Ottawa to discuss the status of the Sami People of Norway and of the Aboriginal Peoples of Canada, with the Former Chief Justice of Norway
- signed a new formal partnership agreement with a Constitutional Institute in Madrid, Spain
- is seeking out new potential partners in federal states and emerging federations worldwide

### **The Forum's liaison partners:**

**Centre for Comparative Constitutional Studies**  
Melbourne, Australia

**Centre for Policy Alternatives**  
Colombo, Sri Lanka

**Community Law Centre**  
Bellville, South Africa

**Council of State Governments**  
Lexington, Kentucky, USA

**Fundação do Desenvolvimento Administrativo (FUNDAP)**  
São Paulo, Brazil

**Institut für Föderalismus (Innsbruck)**  
Innsbruck, Austria

**The Institute for Constitutional Law**  
Catholic University of Leuven, Belgium

**Institute of Federalism**  
Fribourg, Switzerland

**Institute for Governance and Social Research (IGSR)**  
Jos, Nigeria

**Institute of Social Sciences**  
New Delhi, India

**Instituto de Derecho Público Comparado "Manuel García-Pelayo"**  
Universidad Carlos III de Madrid, Spain

**Instituto Nacional para el Federalismo y el Desarrollo Municipal (INAFED)**  
Mexico City, Mexico

**Meyner Center for the Study of State and Local Government**  
Easton, Pennsylvania, US



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*In past years ...*

### AFRICA

#### **Nigerian Governors' Forum Strategic Thinking Session / Roundtable on Nigerian Federalism**

The Forum organized the Nigeria Governors' Forum Strategic Thinking Session, from April 10-12, 2002 in cooperation with the Abuja office of the National Democratic Institute. Twelve state governors participated in all or part of the two days of meetings concerning the direction of the Governors' Forum, and of their soon-to-be-commissioned secretariat. On April 6, 2002, the Forum of Federations was also involved in a roundtable session on Nigerian federalism, entitled "Federal Governance in Nigeria: The Role of Intergovernmental Cooperation in Strengthening Democracy."

#### **Nigerian Governors' Workshop 2000**

Collaborating with the National Democratic Institute, the Forum organized a workshop for 26 Nigerian governors and experts from federal countries in August 2000 in Abuja.

### ASIA

#### **Program in Support of the Sri Lankan Peace Process**

The Forum of Federations and the Centre for Policy Alternatives, the Forum's partner organization in Colombo, Sri Lanka, held a second set of public education activities starting in March 2003. These public education activities, with an emphasis on federal and multi-level models, including such issues as minority rights, intergovernmental relations and fiscal arrangements within federal systems, are part of a larger program in Sri Lanka, aimed at supporting that country's peace process (See *Federations*, Vol. 2 No. 5). The Forum's team of experts came from Canada and South Africa. The first session, held in September 2002, brought together experts in the field of multi-level governance from the United Kingdom, Canada and Sri Lanka. Forum experts are also providing direct advice to the peace negotiation teams on

questions of federalism and multi-level governance. In December 2002, the Government of Sri Lanka and the Tamil organization, the LTTE, agreed to pursue a federal model of government.



#### **Transforming a Federation, 2003: India's Experience**

The Forum organized a conference on India's experience as a federation in collaboration with the Center for Advanced Study of India at the University of Pennsylvania. The conference, held in New Delhi from February 16 to 19, 2003, brought together scholars and practitioners from India and around the world to explore the changes taking place in India and to assess the proposals for reform that have been put forward so far.

#### **Intergovernmental Relations in India, April 22 and 25, 2002**

The Forum held two workshops on intergovernmental relations, in Delhi and Bangalore, in partnership with the Institute of Social Sciences in India. The main goal of the discussions was to compare practices in India to those in a number of other federal countries.

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### EUROPE

#### **Language and Governance (UK) 2001**

The roundtable brought together 70 legislators, policy actors and academics from Wales, Scotland, Northern Ireland and the Republic of Ireland, and Canada to compare legislative and institutional frameworks and to discuss the impact of language governance initiatives.

#### **Canada-Russia Roundtable on Northern Municipal Partnerships**

The Forum held a roundtable in Moscow in March 2001, in partnership with the Canadian Department of Indian Affairs and Northern Development, the Federation of Canadian Municipalities, and the Congress of Russian Municipalities. Attending were more than 80 Russian and Canadian participants from federal, regional, and municipal governments, aboriginal groups, NGOs, and academia.

#### **Workshop at the World Forum on Democracy**

The Forum participated in the World Forum on Democracy in Warsaw, Poland, from 25-27 June 2000. The Forum organized a session entitled "Federalism and Democracy".



### LATIN AMERICA

#### **Health Policy and Federalism Workshops in Mexico 2002**

The Forum and its Mexican partners held workshops on Health Policy and Federalism in three cities in Mexico from November 4 to 8, 2002. The workshops were organized by the Forum of Federations in partnership with the National Institute for Federalism and Municipal Development (INAFED) and the three participating Mexican states of Baja California Sur, Puebla and Nuevo Leon.

#### **Inter-American Network on Decentralization (RIAD)**

A summit on decentralization was held in Cancun, Mexico, in September 2002, with the Forum's participation. The summit was hosted by the Inter-American Network on Decentralization (RIAD), a body established as an outcome of the 2001 Summit of the Americas, held in Québec City.

#### **Federalism in the Mercosur: the challenges of regional integration**

The Forum of Federations, in association with Argentine and Brazilian government officials and the Forum's liaison partners, sponsored a conference on the challenges of regional integration for Argentina and Brazil - the federal countries in Mercosur. Mercosur is a free trade union that also includes Paraguay, Uruguay, and for most agreements, Chile and Bolivia as well. The conference took place in Porto Alegre, Brazil from June 26 to 27, 2002. The Forum contributed by providing expert technical perspectives on the ways federal states can co-ordinate their policies and manage the conflicts and tensions.

#### **Cities and federalism: the challenges for intergovernmental relations**

From May 6 to 7, 2002, in Rio de Janeiro the Forum of Federations and the National Confederation of Brazilian Municipalities (NCM) hosted a conference to examine the role of cities in federal countries. The conference addressed the questions of fiscal imbalances and of intergovernmental co-operation. The meeting was held during the NCM's annual meeting, which had co-operative federalism as its focus.



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### **International Forum on Federalism in Mexico**

The Forum and the Mexican government worked together to organize this major international conference from 15-17 November 2001. Over 1000 people took part – the majority of them practitioners from Mexico. Mexican President Vicente Fox opened the conference.

### **Health Policy and Federalism 2001**

In collaboration with the governments of Brazil and Mexico, the Forum organized two workshops on health policy and federalism in October 2001. The first session took place in São Paulo from 15-16 October, 2001, and the second workshop took place in Mexico City on 18 October. International experts provided a comparative analysis of the health systems in European countries, Canada, the United States, Australia, Mexico, and Brazil.

### **Alternatives to Tax Wars: Sustainable Economic Development**

In partnership with the São Paulo Finance Department, the Forum held a conference in São Paulo, Brazil on 21 and 22 June 2001. The session dealt with the question of tax competition between the states, and alternative ways of attracting private sector investment.

### **E-Government and Intergovernmental Relations**

On 24 January 2001, the Forum organized a workshop on E-Government and Intergovernmental Relations in Santiago, Chile to explore ways that new technologies can improve intergovernmental relations in federal countries.

### **Workshop on Intergovernmental Relations Federal Countries - Mexico 2000**

On 16 November 2000, the Forum of Federations organized a workshop in Mexico City on institutional mechanisms for the effective functioning of federalism. Practitioners from Canada, the United States, Germany, Brazil, Argentina and Australia shared best practices with their counterparts in Mexico.

### **Roundtable sessions at the World Movement for Democracy**

The Forum of Federations participated in the Second Global Assembly of the World Movement for Democracy, held in São

Paulo, Brazil, in November 2000. The Assembly was entitled "Confronting the Challenges to Democracy in the 21st Century". The Forum organized three roundtable sessions.

### **Seminar on Federalism in the Americas**

The Forum worked with several partners to organize an international seminar entitled "Federalism in the Americas" in São Paulo, Brazil, from 20-21 September 2000. Practitioners participated from both state and municipal governments in Rio de Janeiro and São Paulo.

### **Conference on Cooperative Federalism**

The Forum of Federations, in cooperation with the Brazilian government and the Fundação do Desenvolvimento Administrativo (FUNDAPE), organized a conference on federalism held in Brasília 9-11 May 2000. The conference led to the creation of a Brazilian Intergovernmental Working Group to discuss federal-state mechanisms and a joint approach to problem solving.

## CANADA and USA

### **Fiscal Equalization and Economic Development Policy within Federations**

The Forum of Federations helped organize the Conference on Fiscal Equalization and Economic Development Policy within Federations, in partnership with the Prince Edward Island Provincial Treasury. The conference was held in



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Charlottetown, Prince Edward Island, Canada, from October 28 to 29, 2002. The Forum of Federations recruited practitioners and experts from six countries: Argentina, Australia, Canada, Germany, Spain, and the United States.

### **Conference on the Foreign Relations of Constituent Units**

The Forum hosted a conference on “The Foreign Relations of Constituent Units” in Winnipeg, Manitoba, from 10-13 May 2001. Over one hundred people took part from a number of countries, including Argentina, Brazil, Canada, Ethiopia, India, Mexico, Nigeria, Russia, South Africa, Spain, Switzerland, and the USA.

### **Constituent Units and Free Trade in the Americas**

From 17-21 April 2001, in conjunction with the Conférence de Montréal, the Forum of Federations organized two panel sessions to explore the role played by constituent units in the Americas.

### **A Century of Citizenship in Australia and in Canada**

From 8-10 February 2001, the Forum of Federations, in collaboration with the Australian High Commission and the Institute of Canadian Studies, hosted a three-day conference at the University of Ottawa on the past, present, and future of citizenship in Australia and in Canada.

### **Challenges of Federal Governance in the Russian and Canadian Federations**

From 15-16 December 2000, as part of the state visit to Canada of the President of the Russian Federation, the Forum of Federations organized a 2-day conference on “The

Challenges of Federal Governance”. The event brought together Russian Ministers, Governors, officials and experts, a similar group of Canadians, senior World Bank and OECD representatives and practitioners from Brazil and India.

### **Workshop on Asymmetrical Federalism at the IPSA World Congress**

On 1 August 2000, the Forum organized a special session entitled “Asymmetrical Decentralization: A Variable-Speed Approach to Improving Governance?” at the International Political Science Association’s 28th Congress in Quebec City.

## MULTINATIONAL

### **Federalism & Trans-Border Integration in North America**

The Forum of Federations helped organize this conference at Carleton University in Ottawa from February 7 to 8, 2003. The Forum invited three experts to present country-specific papers addressing issues of jurisdiction, regulation, the environment and the role of aboriginal peoples in an integrated North America.

### **Indigenous Institution Building in Mexico, Brazil and Canada 2003**

The Forum organized a workshop in Oaxaca, Mexico, in March 2003 to examine both the institutional linkages between indigenous groups and government and the most important issues associated with development of indigenous institutions. As a follow-up, there were meetings and workshops planned for the latter part of 2003 to continue the dialogue on institution-building. Government representatives and aboriginal leaders from three countries participated in this event.

### **International Conference on Federalism 2002 - Saint Gallen, Switzerland**

The International Conference on Federalism 2002 was held in Saint Gallen, Switzerland from August 27-30, 2002. For this conference, the Forum of Federations prepared a Special Triple issue of *Federations: What’s new in federalism* worldwide on the three themes of the conference, and

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issued this special issue not only in the usual French and English editions, but in German as well.

More than 600 people from all regions of the world attended the conference, including the Prime Minister of Canada and the Prime Minister of Belgium. The Conference themes were federalism and foreign policy, conflict management in multicultural societies, and fiscal federalism. The Belgian Prime Minister announced that Belgium would host another international conference on federalism in 2004.

### **Second International Conference on Decentralization in Manila 2002**

About 200 participants, including 45 from overseas, attended the 2nd International Conference on Decentralization, held in the capital of the Philippines from July 25 to 27, 2002. Representatives of the Forum addressed the conference, which was well attended by Filipino academics and practitioners, Senators, Members of Parliament, and provincial, municipal and local officials.

### **Indigenous Governments' Fiscal Systems**

In partnership with the Assembly of First Nations (Canada) and the National Congress of American Indians (USA), the Forum organized a workshop on revenue-raising options for First Nations of those two countries. The workshop took place in Vancouver from April 11 to 12, 2002. This session was the first one in a series of events examining the fiscal relationship between First Nations governments and the various orders of governments within Canada and the USA. Indigenous representatives from Australia, Brazil and Mexico participated in this first workshop.

### **Intergovernmental Relations in Federal Countries**

Building on the presentations made at a workshop organized in October 2000 for the transition team of Mexican President Vicente Fox, the Forum of Federations published a compendium on intergovernmental relations in 2002.

### **International Conference on Federalism. Mont-Tremblant, Québec, Canada. October 5 to 8, 1999**

The Forum hosted the International Conference on Federalism in an Era of Globalization from October 5 to

8, 1999 in Mont-Tremblant, Canada. The Conference brought together over 500 elected representatives, civil servants, academics and private-sector representatives from over 25 countries. The conference was structured around four themes: citizenship and social diversity, economic and fiscal federalism, intergovernmental relations, and social policy and federalism. The format of the sessions maximized the opportunity for participants to share information, best practices and experiences in problem-solving. Presentations by US President Bill Clinton, Mexican President Ernesto Zedillo, Canadian Prime Minister Jean Chrétien, and other leading figures alternated with small roundtable workshops.

### ***During this year...***

During the year 2003-2004, the Forum will be engaged in many activities with our partners in countries around the world, including:

- providing technical expertise for both parties at the Sri Lanka Peace negotiations and developing workshops on multi-level governance in Sri Lanka;
- Global Dialogue's conferences, round tables, and publications in a dozen federal countries;
- a summer session on federalism for young practitioners in July 2003;
- youth international internships in Sri Lanka, South Africa and Nigeria;
- a workshop in India in August 2003 on economic relations among India's states;
- work with Brazilian ministers of finance on federalism and fiscal policies in Brazil;
- support for the International Conference on Federalism to be held in Belgium in 2004;
- workshops on health decentralization policy in selected Mexican states in November 2003;
- providing experts to a Nigerian working group and to the Nigerian round table on subnational debt management to be held in November 2003 by the World Bank and the Debt Management Office;
- accompanying the key stakeholders (practitioners, civil society and youth ) in the Philippines in assessing the value of a federal constitution he project in the Philippines;
- conferences in Brazil on the mechanism of intergovernmental relations and on metropolitan management.

## STAFF AT THE FORUM



- Céline Auclair [vice president and director of research and programs] was one of the founders of the Forum. She has a PhD in international relations from the University of Geneva, Switzerland. She was Deputy Ombudsperson for Bosnia and Herzegovina in 1997-1998 and advisor to the office of the High Representative in Bosnia-Herzegovina in 1996-1997. Her languages are French, English and Spanish.
- Rebeca Batres [contract staff - youth programs] has worked for different government and political organizations in Mexico and Canada. She has an MA in international affairs from the Norman Paterson School of International Affairs at Carleton University. She is fluent in Spanish and English. She also reads French, Italian and Portuguese.
- Rita Champagne [administrative assistant – communications] has extensive experience working on international programs for Canadian NGOs. She is editorial assistant for *Federations* magazine and other Forum publications. Her technical and communications skills are used to maintain the flow of information within the Forum and to its friends. She is fluent in French and English and reads Spanish.
- Rupak Chattopadhyay [research and program officer] is the Program Manager for India. He has Master Degrees in economics and political science from the Universities of Ottawa and Illinois-Urbana Champaign and did his doctoral work in political science at the University of Toronto. He is fluent in English, Bengali, Maithli, Hindi and Urdu.
- Barb Brook [program officer] has a Master in Environmental Studies degree and has more than ten years' management experience in international development education and municipal development. At the Forum, she manages the Global Dialogue program. She speaks English, French and German.
- Sachin Chadha [Junior Accountant] has recently graduated with a B.Com. Honours in finance and accounting from the University of Ottawa. He is currently obtaining a professional accounting designation. His languages are English and Hindi.

## STAFF AT THE FORUM

- Diana Chebenova [research and program officer] is responsible for projects in Brazil, and has worked on projects in Russia, Mexico and India. She has an MA in Commerce from the University of Economics of Bratislava and an MA in international affairs from the Norman Paterson School of International Affairs at Carleton University. Diana speaks Slovak, Czech, Spanish, English, Russian, and some Portuguese.
- Chantal DeBellefeuille [administrative assistant – funding and administration] has been with the Forum since 2001. She has a background in medical insurance and worked for the Public Service Health Care Plan for seven years. She is fluent in French and English.
- Don Dennison [vice president and chief operating officer] served as deputy minister in the Departments of Intergovernmental Affairs, Environment and Public Safety of the Canadian province of New Brunswick. He has a BA from the University of Toronto, an MA in political science from Carleton University and an MA in public administration from Queen’s University. His languages are French and English.
- Sheela Embounou [director of funding and administration] a recent arrival in Canada, brings to the Forum 20 years’ experience in managing UNFPA assistance programs in Central and West Africa. She graduated from the University College of Wales, Aberystwyth and directs the Forum’s funding, administration and human resources activities. Her languages are English and French.
- Sarah Evanetz [youth coordinator] brings a range of experiences in international development, youth empowerment and high performance sport to her work at the Forum. She has lived and worked in Southern Africa and was also a member of the Canadian Olympic swim team in Atlanta in 1996. Her languages are English and French.
- Mahalya Havard [translator and editor] has been with the Forum since July 1999. She has a BA in French studies and communication, and a degree in web design and multimedia. Her political interests are in linguistic minorities and women’s rights. She is fluent in both French and English, and has a basic knowledge of Tagalog.
- Paul King [program consultant for A Global Dialogue] has been affiliated with the Forum of Federations in various capacities since February 2000. Previously, he lectured at universities in Ontario and British Columbia. His research interests are nationalism, ethnicity and conflict resolution. He studied at the University of Western Ontario and the London School of Economics.
- David-Alexandre Mac Donald [head of international liaison] has worked in Intergovernmental relations in Canada and has a BA and an MA in International Politics from the University of Ottawa. His languages are French, English, Portuguese and some Spanish.
- Jordan Markov [research assistant] does research on federalism, manages the library and keeps the documentation database up-to-date. He has an MBA from the University of Aix-en-Provence, France, and speaks, reads and writes Bulgarian, French, Russian and English. He also reads Serbo-Croatian, Macedonian and Spanish.
- Annie McLaughlin [administrative assistant - programs] has been with the Forum since May 2002. Her background includes the coordination of fundraising events and graphic designing for a Montréal-based non-profit organization for people with intellectual handicaps for eight years. Her languages are French and English.



## STAFF AT THE FORUM

- Marta Montes [accountant] is the senior accountant of the Forum of Federations, with over ten years' experience in the NGO sector. She speaks Spanish and English and has been with the Forum since February 2000.
- Paul Morton [research and program officer] is responsible for the Forum's activities in Africa. He has an MA in international affairs from the Norman Paterson School for International Affairs at Carleton University. He is fluent in English, French and German.
- Karl Nerenberg [director of communications and senior editor] worked for more than twenty years as a producer and executive producer of television and radio programs, in both English and French, for the Canadian Broadcasting Corporation. He has been very involved in the Forum's work in Sri Lanka. He is fluent in English and French.
- David Parks [research and program officer] is the Project Manager for Mexico. He has an MA in international development. Before joining the Forum, he developed alternative energy projects in Cuba and also worked with fair trade coffee producers in Central America. His languages are English and Spanish.
- Nicole Pedersen [administrative assistant – travel and logistics] has been with the Forum of Federations since 1999. She began as a volunteer in Mont-Tremblant and was hired full-time after the conference. Nicole has a BA in social sciences with a concentration in political science. She is fluent in English and French and speaks Arabic and some Spanish.
- Bob Rae [president and chair] was the premier of the Canadian province of Ontario from 1990 to 1995 and is a partner at the Canadian international law firm of Goodmans LLP in Toronto. He is the author of two books and is an Adjunct Professor at the University of Toronto. He has a BA and an LLB from the University of Toronto, and a B.Phil from Oxford University. His languages are English and French.
- Chris Randall [LAN administrator] has been with the Forum of Federations since August 1999. He does system design and user support for the Forum. His languages are English and French.
- Neelima Shah [Human Resources/Finance Support Officer] is an industrial engineer and has an MBA in human resources. She brings 12 years of experience in HR from India. She is responsible for the HR functions at the Forum and also supports the director in funding and administration. She speaks English, Hindi and Gujarati.
- Priya Sood [research and program officer] is working on the Sri Lanka project at the Forum. She has an MA in international development studies from Dalhousie University (Halifax) and has worked on governance issues in India. She speaks English and French fluently and some Hindi.
- Carl Thomas Stieren [writer and editor] has worked for Canadian NGOs in peacebuilding, international relations and development. He has a BA in history from York University, and also worked as a reporter and as a technical writer. He speaks English, French and German.
- Susan Stigant [executive assistant to the president] has a degree in International Relations and in French from the University of British Columbia. She worked in South Africa before joining the Forum. At the Forum, she coordinates the program in the Philippines and International Internship. Her languages are English and French.
- Cathy Strauss [contract staff – intern] works on communications and liaison projects. Originally from Ottawa, she is an undergraduate at Brown University in the development studies program. Her areas of activity include environmental work, political student groups, and theatre. Her languages are English, French, and Hebrew.



## FUNDING AND ADMINISTRATION

### *In past years ...*

Funding and Administration kept systems operating so the Forum's programs could all be carried out. The division elaborated the Forum's annual budget allocations and monitored the implementation of work plans. It also ensured that the Forum's funding was received on schedule by ensuring that the necessary reports were sent to funding sources and that all the requirements for funding contributions were met. Staff members tracked, monitored and recorded project allocations, and ensured that cash flow and payment requirements were met. The division ran the payroll and administered benefits, and kept accounts payable and receivable operating smoothly. Staff prepared documents for meetings of the Board of Directors as well as for their subcommittees—the Programme Committee, the Finance and Audit Committee and the Investment Committee.

The Forum's policy framework continued to be expanded and improved. A new Operational Handbook, comprised of three sections, Administration, HR and Finance, is being compiled. The Human Resource section was entirely rewritten to provide a complete and comprehensive HR policy. The Finance section is still to be done. A consultant was hired to work with the division on revising job

descriptions and undertaking a basic salary and benefits comparison with other Ottawa based NGOs – all in preparation for a salary survey to be conducted later. A compensation scale for experts and consultants was elaborated. New positions and special contracts were defined, advertised and selected candidates interviewed in consultation with the director of each division. Three staff members received Portuguese language training.

The Local Area Network (LAN) and Systems Administration section ensured that all information systems and communication equipment was continuously operational. Work with the systems consultants to integrate the website and information system progressed. Significant time was devoted to completing the new website and to adapting the program management system to the Forum's terminology and reporting requirements.

The division also ensured the smooth flow of the Forum's general administration from office maintenance and supplies to fire security coverage.

### *During this year ...*

In addition to all other tasks to keep Funding and Administration running, the division is

- developing and implementing a salary scale and salary administration guidelines
- writing the financial component of the operational handbook
- finalizing the integrated website and information system – including the program management system and the design and upload of the HR/financial database
- improving the Forum's performance evaluation process
- organizing training sessions for staff in five essential areas



## BOARD OF DIRECTORS

**The Honourable Bob Rae (Chair)**

Lawyer, Goodmans  
Former Premier of Ontario  
Toronto, Canada

**Professor Rui de Britto Álvares Affonso**

Superintendente de Projetos, Fundação do  
Desenvolvimento Administrativo (FUNDAP)  
Sao Paulo, Brazil

**Professor David Cameron**

University of Toronto  
Toronto, Canada

**Dr. Alex Ekwueme**

Former Vice-President of Nigeria  
Enugu, Nigeria

**Dr. Nicholas Haysom**

Former Advisor to President Nelson Mandela  
Cape Town, South Africa

**Clarence (Manny) Thomas Jules**

Indian Taxation Board  
Kamloops, Canada

**Arnold Koller**

Former President of Switzerland  
Appenzell, Switzerland

**Her Excellency Teresa de Madero**

Mexican Ambassador to Canada  
Ottawa, Canada

**Mr. Narisimhan Ram**

Editor, Frontline  
Anna Salai, India

**Professor Gil Rémillard**

Lawyer, Fraser Milner Casgrain  
Former Minister of Justice and  
Intergovernmental Affairs, Québec  
Montréal, Canada

**Dr. Henning Voscherau**

Notary  
Former Mayor of Hamburg  
Hamburg, Germany

**Professor Ronald Watts**

Fellow, Institute of Intergovernmental Affairs,  
Queen's University  
Kingston, Canada

**Mr. Michael Zorbas**

Chief Advocate  
Property Council of Australia  
Canberra, Australia



– June, 2003



**McIntyre & Associates**  
**Professional Corporation**

Chartered Accountants/comptables agréés

200-900 Morrison Drive, Ottawa, ON K2H 8K7  
Telephone: 613-726-7788 Fax: 613-729-4477

**AUDITORS' REPORT ON SUMMARIZED FINANCIAL STATEMENTS**

To the Directors of the **Forum of Federations/Forum des Fédérations**:

The accompanying summarized statement of financial position and statement of revenues and expenses are derived from the complete financial statements of **Forum of Federations/Forum des Fédérations** as at March 31, 2003 and the year then ended on which we expressed an opinion without reservation in our report dated May 1, 2003. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

Ottawa, Ontario  
May 1, 2003

"McIntyre & Associates  
Professional Corporation"  
Chartered Accountants

STATEMENT OF FINANCIAL POSITION – FORUM OF FEDERATIONS/FORUM DES FÉDÉRATIONS

	General Fund	Long-term Fund	March 31	
			2003	2002
<b>ASSETS</b>				
<b>CURRENT ASSETS</b>				
Cash	\$ 684,557	\$ -	\$ 684,557	\$ 937,140
Amounts receivable	656,873	-	656,873	95,174
Prepaid expenses	25,080	-	25,080	65,170
Investments	<u>667,547</u>	<u>1,295,000</u>	<u>1,962,547</u>	<u>2,516,906</u>
	2,034,057	1,295,000	3,329,057	3,614,390
<b>CAPITAL ASSETS</b>	377,357	-	377,357	461,835
<b>INVESTMENTS</b>	<u>-</u>	<u>7,263,948</u>	<u>7,263,948</u>	<u>7,851,326</u>
	<u>\$ 2,411,414</u>	<u>\$ 8,558,948</u>	<u>\$ 10,970,362</u>	<u>\$ 11,927,551</u>
<b>LIABILITIES AND NET ASSETS</b>				
<b>CURRENT LIABILITIES</b>				
Accounts payable and accrued liabilities	\$ 594,651	\$ -	\$ 594,651	\$ 184,867
Deferred revenue	<u>812,741</u>	<u>1,295,000</u>	<u>2,107,741</u>	<u>2,849,198</u>
	1,407,392	1,295,000	2,702,392	3,034,065
<b>DEFERRED REVENUE FOR CAPITAL ASSETS</b>	167,405	-	167,405	212,119
<b>DEFERRED REVENUE</b>	400,000	7,263,948	7,663,948	8,251,326
<b>NET ASSETS</b>				
Invested in capital assets	209,952	-	209,952	249,716
Unrestricted	<u>226,665</u>	<u>-</u>	<u>226,665</u>	<u>180,325</u>
	<u>436,617</u>	<u>-</u>	<u>436,617</u>	<u>430,041</u>
	<u>\$ 2,411,414</u>	<u>\$ 8,558,948</u>	<u>\$ 10,970,362</u>	<u>\$ 11,927,551</u>

Complete audited financial statements are available upon request.

**STATEMENT OF REVENUES AND EXPENSES – FORUM OF FEDERATIONS/FORUM DES FÉDÉRATIONS**

	Year Ended March 31	
	2003	2002
	<u>2003</u>	<u>2002</u>
<b>REVENUES</b>		
Department of Foreign Affairs and International Trade		
Contribution agreement	\$ 1,580,400	\$ 1,919,599
Long-term Fund	1,584,603	-
Contribution for capital assets		
Amortization	44,714	57,121
Projects	196,784	-
Privy Council Office-Core Funding	-	500,000
Canadian International Development Agency-Projects	1,357,542	1,352,382
Indian and Northern Affairs Canada - Projects	-	68,424
Environment Canada	9,725	-
Conference registration fees	-	9,000
Heritage Canada	-	3,210
Health Canada	-	7,918
Manitoba Provincial Government	6,900	-
Interest	3,322	12,023
Other	11,053	5,030
	<u>4,795,043</u>	<u>3,934,707</u>
<b>EXPENSES</b>		
Advertising and promotion	510	1,888
Amortization	115,697	138,799
Consultants	159,982	107,617
Leased equipment	32,751	36,026
Meetings and facilities	1,672	2,177
Office and general	43,731	50,012
Printing and publications	3,161	4,759
Professional fees	130,909	17,774
Projects	3,603,870	2,944,646
Rent	152,043	152,043
Salaries and benefits	627,564	575,298
Telephone and internet	42,412	33,027
Travel	53,735	79,468
	<u>4,968,037</u>	<u>4,143,534</u>
Administration costs charged to projects	<u>(179,570)</u>	<u>(226,554)</u>
	<u>4,788,467</u>	<u>3,916,980</u>
<b>EXCESS OF REVENUES OVER EXPENSES</b>	<u>\$ 6,576</u>	<u>\$ 17,727</u>

Complete audited financial statements are available upon request.