



# Forum of Federations

THE GLOBAL NETWORK ON FEDERALISM

Annual Report 2006 – 2007

# THE GLOBAL NETWORK ON FEDERALISM

The Forum of Federations is an independent organization that was initiated in Canada and is supported by many countries and governments.

The Forum is concerned with the contribution federalism makes and can make to the maintenance and construction of democratic societies and governments. It pursues this goal by:

- Building international networks and fostering the exchange of experience on federal governance;
- Enhancing mutual learning and understanding among practitioners of federalism; and
- Disseminating knowledge and technical advice of interest to existing federations and of benefit to countries seeking to introduce federal elements into their governance structures and constitutions.

On the cover: Indian Home Minister Shivraj Patil and Forum Chairman Arnold Koller at the Pre-Conference in New Delhi on February 21, 2007. The Pre-Conference laid the groundwork for the Fourth International Conference on Federalism which will take place on Nov. 5-7, 2007 in New Delhi.



Argentine senators and academics discuss fiscal reform, with Forum participation, in the Senate of Argentina, Buenos Aires, March 2007.

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# From the Chairman



Arnold Koller, Chairman of the Forum's Board of Directors.

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As chairman of the Forum of Federations I am honoured to present you with the organization's annual report for 2006–2007.

The past year was marked by important progress in our internationalization. A highlight was the joining of Ethiopia as the Forum's eighth partner government. I had the pleasure of participating in the signing ceremony in Addis Ababa on Dec. 8, 2006, when the speaker of Ethiopia's House of Federation, Mr. Degefe Bula, added his country's name to the ever-growing list of partners. Just two months earlier, on October 19, I was delighted to co-sign with Dr. Wolfgang Schäuble, Germany's Federal Minister of the Interior, a formal statement of his government's intention to become a partner of the Forum in the fiscal year 2007–08. These two important partnerships increase our support to nine federal countries.

The signing with Dr. Schäuble was at a conference in Berlin where international experts and practitioners discussed the ongoing reform of Germany's federalism in a comparative perspective. The two-day event, organized by the Forum and the Konrad Adenauer Foundation, demonstrated the Forum's ability to convene high-level international federalism experts to share their expertise at such important gatherings. In the future the Forum expects to assist in similar events with countries with federal attributes, which although not officially federal, will have struck a special relationship with the Forum.

Earlier in the year, the Strategic Council, which is composed of representatives of our partner governments, held its second meeting. The council's role is to advise the Board of Directors on our strategic orientation and governance practices. Key subjects of discussion

at the council meeting were the Forum's strategic direction and how other countries could become affiliated with the Forum. The council met June 8-9, 2006, in Morschach, Switzerland, where it also received an update on the Fourth International Conference on Federalism to be held in New Delhi this Nov. 5-7. The council will next meet during the New Delhi event.

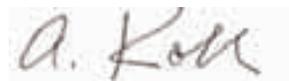
Since then, planning for the Fourth International Conference on Federalism, the marquee event of the Forum, has reached an advanced stage, thanks to the engagement of the Government of India with the support of Forum co-organizers. In that regard, I was delighted to attend a most impressive pre-conference set of preparatory events in New Delhi from Feb. 21-23, 2007.

The Global Dialogue program motored along with the publishing of a book on legislative, executive and judicial governance, and two booklets, *Dialogues on the Practice of Fiscal Federalism* and *Dialogues on Foreign Relations in Federal Countries*. It also held an international roundtable last October in Ottawa, on the topic of Foreign Relations in Federal Countries.

The Forum's level of activity was noticeably higher this past year - with 76 distinct activities, up from 57 the previous year. The Forum continued its assistance work under difficult circumstances in Iraq, Sudan and Sri Lanka.

The Forum's Board of Directors and its committees held two general meetings by way of teleconference. Most memorable for me was naming Prof. Ronald Watts as a Fellow of the Forum of Federations. Prof. Watts joins former Forum president Bob Rae as a Fellow of the Forum. Sadly for us, this was also the occasion of Prof. Watts's retirement from the board of the organization he co-founded.

I am proud to chair an organization that continues scaling up its work, year after year, broadening its reach in all its undertakings.



Arnold Koller  
Chairman of the Board  
Former Federal Councillor of Switzerland

# Board of Directors

Prof. Dr. Arnold Koller (Chairman)  
Former Federal Councillor of Switzerland  
Appenzell, Switzerland

Prof. David Cameron  
Department of Political Science  
University of Toronto  
Toronto, Canada

The Right Honourable A. Kim Campbell  
Secretary General of the Club of Madrid  
and Former Prime Minister of Canada  
Paris, France

Dr. Alex Ekwueme  
Former Vice President of Nigeria  
Enugu, Nigeria

Mr. S. Lakshminarayanan  
Secretary, Inter-State Council Secretariat  
Ministry of Home Affairs  
New Delhi, India

Prof. Dr. Wolf Linder  
Institute of Political Science  
University of Bern  
Bern, Switzerland

Prof. Dr. Wolf Okresek  
Former Head of the Constitutional Law  
Department at the Federal Chancellery  
Vienna, Austria



Forum President George Anderson and Chairman Arnold Koller prepare for a Forum board meeting.

Prof. Gil Rémillard  
Lawyer, Fraser Milner Casgrain  
Former Quebec Minister of Justice and  
Intergovernmental Affairs  
Montreal, Canada

Mr. Roger Wilkins  
Head of Government & Public Sector Group  
Australia & New Zealand Citigroup Centre  
Sydney, Australia

#### RETIRED FROM THE BOARD:

Mr. Clarence (Manny) Thomas Jules (effective March 6, 2007)  
Chairman, Indian Taxation Advisory Board  
Kamloops, Canada



Forum President George Anderson (right) flanked by founding Forum director Ronald Watts.

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# From the President

Last year in this space, I mentioned how struck I was on assuming this job by the Forum of Federations' success in establishing itself around the world in only a very few years. 2006–2007 marked significant further progress in this direction.

The Forum is committed to becoming a truly international non-governmental organization, with broad support from governments in federal countries. In 2006–2007, Ethiopia became a partner while Germany committed itself to becoming one, bringing the number of our partner countries to nine.

Our new partners are very different from each other. Germany, with a federal history going back to the 1860s, is the archetype of “interlocking federalism.” Ethiopia, whose democratic and federal history dates only from the 1990s, has opted for “ethnic” federalism, which it is implementing in a difficult environment. We are pleased that these two very different countries each consider our work important.

There is a saying, “partnership has its privileges,” which captures our focus on and increased activity in all our partner federations. There has been a substantial broadening of our country program activity, overseen by program officers responsible for each partner federation. In 2006–2007, we administered activities in all our partner countries, a situation which will intensify during 2007–2008.

While the Forum was originally established to provide a learning network among existing federations, we have been drawn into the role of providing assistance for transitional federations and in conflict situations where federalism is being considered. Thus we are active in Iraq, Sudan and Sri Lanka, all of which face major challenges. These activities have been major learning experiences for us, as well as occasions to share the knowledge within our network and we are gratified by the positive response we have had.

The Global Dialogue on Federalism was an early program of the Forum, using a highly interactive approach to exploring major

themes of comparative federalism. Last year, we accelerated our work to one-and-a-half themes and arranged translation of more of our published materials into various languages. At year's end, we received a very positive program evaluation that will be helpful in our future planning.

Another major global program is assisting in the preparation of the triennial federalism conference. Working hand-in-glove with our colleagues at the Inter-State Council in New Delhi, we are gearing up for the Fourth International Conference on Federalism, which will be held there in November. February's preparatory meeting was a major and highly successful event in itself that augurs well for an outstanding meeting later this year.

We also made progress on internal operations and planning. We invested time and money toward the launch of a much-improved format of our magazine, *Federations*, which will take place in the near future, as well as for a major overhaul of our website, which we hope will be the “go to” site on federalism. We strengthened our staffing and internal financial systems.

The Forum has never had a busier year, with more activities on all six continents and in more than fifteen federations. That provides a strong foundation as we plan the future. We hope for an even more fulfilling year in 2007–2008.

George Anderson  
President, Forum of Federations



U.S. officials discuss municipal finance at a Global Dialogue roundtable on local government, January 2007, in Chicago.

## Global Programs

In its fourth year, the Global Dialogue on Federalism program explored the themes Foreign Relations in Federal Countries and Local Government and Metropolitan Regions in Federal Countries. Roundtables held in a dozen countries for each theme, followed by an international roundtable, enabled practitioners and scholars of federalism to learn from each other while enhancing their understanding of the challenges and opportunities of federalism as a form of governance. The program is a joint venture of the Forum of Federations and the International Association of Centers for Federal Studies. A number of publications were also published following the roundtables. Full details of events are listed by country starting on page 8. For the coming year, the topic Diversity in Federal Systems was chosen as the topic for Theme 7 in the Global Dialogue series.

The Forum launched the following Global Dialogue publications:

- Dialogues on Foreign Relations in Federal Countries – Booklet 5 (English, Spanish, Arabic)
- Dialogues on the Practice of Fiscal Federalism, Comparative Perspectives – Booklet 4 (English, French, Spanish, Arabic)
- Dialogues on Legislative, Executive and Judicial Governance in Federal Countries – Booklet 3 (Spanish, Arabic)
- Dialogues on the Distribution of Powers and Responsibilities in Federal Countries – Booklet 2 (Spanish, Arabic)
- Dialogues on Constitutional Origins, Structure and Change in Federal Countries – Booklet 1 (Spanish, Arabic)
- Legislative, Executive and Judicial Governance in Federal Countries – Book 3 (English)

The Forum's young professionals program included the formation of a Young Professionals Steering Committee, composed of five international representatives, which met to plan their participation in the Fourth International Conference on Federalism in India in November 2007. In addition, three interns were sent to work on six-month work terms with two agencies in South Africa: the Community Law Centre at the University of Western Cape in Cape Town, and the Centre for Land-related, Regional and Development Law and Policy at the University of Pretoria.

To prepare for the Fourth International Conference on Federalism in New Delhi in November 2007, the Forum and the Government of India organized a pre-conference in New Delhi Feb. 21-23, 2007. Raoul Blindenbacher, the Forum's Vice-President of Global Programs, also accompanied Amitabha Pande, Secretary of the Inter-State Council of India, to meetings with his counterparts in the Swiss federal and cantonal governments who had planned the Second International Conference on Federalism in St. Gallen, Switzerland, in 2002.

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Ethiopian participants met for a three-day workshop on intergovernmental relations in Addis Ababa, March 2007.

*Governance programs bring together practitioners of federalism to learn and share from the experiences of their counterparts in other federal countries.*

## Governance Programs

Governance programs at the Forum are designed for public servants, elected officials, and staff of civil society organizations in federal countries. The topics of these programs span the entire range of issues on governing in a federal country, from intergovernmental relations to fiscal federalism, from power sharing to constitution building. Governance programs can also deal with conflict resolution, foreign relations, public security, health and education.

During the past year, the addition of new countries as partner governments has resulted in the growth of governance programs. In addition to Mexico, Nigeria, India and Canada, which have long had Forum governance programs, other countries are now engaged: Austria, Germany, Switzerland, Australia and Ethiopia. In this fiscal year the Forum undertook a series of consultations aimed at developing programs in each of these countries, and these programs are set to begin at the start of 2007–2008.

Some governance programs have also been conducted in countries with which we have long-standing relations, such as Brazil and Spain. Argentina has been given special attention as the Forum intends to develop an ambitious governance program in this country in 2007–2008. The Forum has also been active in giving support to countries in conflict situations. Intense collaboration has taken place in Sudan, Sri Lanka and Iraq. In view of the expansion of its governance programs, the Forum has structured its staff accordingly, assigning a director for each continent.

# Africa

## *Ethiopia*

### **Forum co-sponsors conflict management conference**

A conference on Managing Conflicts in a Federal System was organized in Addis Ababa by the Forum in co-operation with the German agency *Gesellschaft für Technische Zusammenarbeit* (GTZ) and the Swiss Embassy in partnership with Ethiopia's House of Federation, the upper chamber of the central government. Shawn Houlihan, the Forum's director for Africa, participated in the July 2006 event along with all of the members of the House of Federation, plus some members of opposition parties from the House of Peoples' Representatives (the lower house), academics and members of the international community. Speakers from India, Kenya, Switzerland and Germany participated with Ethiopian experts in extensive discussions on the major mandates and powers of the House. The deliberations centred on constitutional interpretation, fiscal federalism and conflict management. Another focal point was Ethiopia's first 10 years of experience as a federal government and its international experience with related issues. The events took place on July 20–21, 2006.

Mr. Houlihan and Prof. Yash Ghai, the Forum's conference resource person, held consultations on future collaboration with the Ministry of Federal Governance and officials from Addis Ababa University who want to establish a new Institute for Federalism.

### **Workshop on master's degree in federalism**

The Forum held a workshop on the creation of a Master of Arts program in federalism in Addis Ababa. Discussions focused on the draft curriculum, staffing, graduate profile and other preparations required for the planned launching of this new program in October 2007. The workshop included Ethiopian academics interested in federalism, as well as senior university officials and various international experts. Forum representatives included Shawn Houlihan, the Forum's director for Africa, Forum advisor Norman Moyer and visiting experts Dr. B. K. Joshi of India and Dr. Jaap De Visser of South Africa. Ethiopian academic Dr. Assefa Fiseha has been commissioned by the Forum to assist Addis Ababa University's new Institute for Federalism in drafting the curriculum. The workshop took place on March 27, 2007.



Ethiopian officials plan for success at a workshop on intergovernmental relations in Addis Ababa, March 2007.

### **Workshop explores intergovernmental relations**

A workshop on Exploring Intergovernmental Relations was organized by the Forum of Federations and Ethiopia's Ministry of Federal Affairs in Addis Ababa. The three-day event, from March 28–30, 2007, was opened by Siraj Figessa, Ethiopia's minister of federal affairs.

The workshop, the first of its kind in Ethiopia, featured the participation of senior political figures and officials from eight of Ethiopia's nine regional state governments, the House of Federation and House of Peoples' Representatives. Also participating were central government institutions including the ministries of finance, education and agriculture, the Civil Service Commission and Addis Ababa University's new Institute of Federalism. International experts from India and South Africa complemented presentations by Ethiopian practitioners. Working sessions saw participants express their views on the strengths and weaknesses of Ethiopia's intergovernmental relations (IGR) related practices and institutions, the relevance of South African and Indian experience to Ethiopia's situation, on priorities for further developing IGR in Ethiopia, and on each participant's plans for addressing IGR in their respective positions.



Participants explore priorities for federalism during a training session in Khartoum, Sudan.

## *Nigeria*

### **Nigerian officials debate local governance**

More than 20 practitioners of federalism from across the country gathered in Jos on Nov. 17, 2006, to join in a Nigerian Global Dialogue roundtable. Participants included an assistant director from the federal ministry of intergovernmental affairs, senior officials from state ministries of local governments, and elected members of local governments. The meeting was part of the Global Dialogue series on Local Governments and Metropolitan Regions in Federal Countries.

### **Forum president joins Nigerian deliberations**

Meetings between the Forum and Nigerian academics, civil society leaders and members of the international community were held to brainstorm on how to enhance the Forum's Nigerian program activities. Representing the Forum on the mission in late November 2006 were Forum President George Anderson and Shawn Houlihan, the Forum's director for Africa. Mr. Anderson met with Abullahi Adamu, Governor of Nasarawa state and with senior staff at the National Institute for Policy and Strategic Studies in Bukuru, Plateau State; and attended the Nigeria National Roundtable on Local Government and Metropolitan Regions at the University of Jos as part of the Forum's Global Dialogue series.

## *South Africa*

### **Provinces focus on foreign relations**

Officials from five provinces in South Africa and representatives from cities and the national government participated in a Forum event on foreign relations in South Africa. The Global Dialogue series on Foreign Relations in Federal Countries formed the framework for the gathering, held in Cape Town on June 2, 2006.

### **South African internships**

The Forum sent three Canadian interns, Omo Atkintan, Margaret Flynn and Meghan McDermott to South Africa from September 2006 to March 2007 with funding provided by the Forum and the Canadian International Development Agency. Ms. Atkintan and Ms. McDermott interned at Cape Town's Community Law Center, while Ms. Flynn's internship was with Johannesburg's Southern African Development Community.

Ms. Atkintan holds an LLB from the University of Toronto and is a member of the Ontario bar. Ms. McDermott graduated from the University of Victoria and also holds an LLB. Ms. Flynn earned an LLB from the University of Toronto.

### **South African MP chairs Dialogue event**

Officials from all three orders of government considered the current and future challenges facing local governments and metropolitan regions at a Forum event in Cape Town. The keynote speaker was the Honourable Lechesa Tsenoli, member of parliament and chairperson of the portfolio committee on provincial and local government. The two-day event, held Feb. 8-9, 2007, was the South African contribution to the Global Dialogue roundtable on Local Governments and Metropolitan Regions in Federal Countries.

## *Sudan*

### **Forum helps establish Sudanese constituencies**

A Civil Society Advisory Committee on Federalism was established under the Forum's multi-year program, Federal Governance in Sudan. The committee includes a cross-section of senior leaders in the academic and NGO communities interested in peace, governance and federalism issues. In addition to meetings and recommendations to the Forum on program priorities, the committee took a leadership role in many of the Forum's Sudan activities during 2006–2007. It has also conducted wider consultations with seven different groups on their needs and interests regarding federal issues in Sudan. The groups include media, parliamentarians, NGOs, gender, youth, academics and political parties. The committee advises the Forum on its program activities and, more importantly, ensures legitimacy, local ownership and long-term sustainability of the Forum's work by building constituencies for Sudan's emergent federalism. The committee held its first meetings in July 2006.

### **Indian official assists Sudan in capacity building**

A Forum project, Federal Governance in Sudan, funded by Canada's Department of Foreign Affairs and International Trade, placed an advisor in Sudan's Ministry of Federal Governance. Chandra Sinha, on leave from his post as special secretary for the state government of West Bengal in India, worked with Sudan's ministry officials to assess preparation and capacity-building needs which resulted from the new federal arrangements under the Peace Agreement and Interim National Constitution. Mr. Sinha provided support and advice for eight weeks between July and September 2006.

The Sudanese ministry welcomed Mr. Sinha's comprehensive report, which included extensive recommendations on operational methods, staff development needs, stakeholder relations and priorities in training. Mr. Sinha held three workshops with the federal governance ministry and officials from other ministries giving an overview of federal governance on state and local levels, fiscal federalism and civil service training in federal systems.

### **Forum organizes workshops for officials and NGOs**

The Forum organized a workshop for Sudanese central, state and local government officials, titled Dialogue on Federalism: Sudanese and International Experience. The workshop was held a second time for members of civil society and university faculty. Sessions, held from Nov. 20–28, 2006, featured experts Nico Steytler of the Community Law Centre in South Africa, Prof. Akhtar Majeed of the Centre for Federalism Studies in India and Isawa Elaigwu of the

Institute of Governance and Social Research in Nigeria – all Forum liaison partner organizations.

### **Forum president visits Sudan**

Forum President George Anderson spoke in November 2006 to professors of the University of Khartoum, Sudan, on Federalism in the 21<sup>st</sup> Century. He also made a presentation to the Panel of Experts of the newly formed Fiscal and Financial Allocation and Monitoring Commission. Extensive discussions took place afterward on comparative fiscal federalism. Mr. Anderson also held meetings with various members of civil society and senior officials.

### **Developing awareness programs on federalism**

The Forum co-organized a four-day workshop on Training and Public Awareness of Federalism in Sudan in Khartoum from Feb. 10–13, 2007.

Participants from civil society and government discussed short- and long-term training strategies, key target groups and learning needs geared to people wanting to better understand federalism. A key conclusion formulated by workshop participants was that tools need to be developed to help people better understand federalism – an unfamiliar concept to many – and how it will impact on Sudanese culture, sociopolitical realities and mindsets.

### **Sudanese hold roundtable on fiscal federalism**

Sudan's Fiscal and Financial Allocation and Monitoring Commission and the Forum held a roundtable on Fiscal Federalism and its Importance to the Development of Federalism. Visiting Forum advisors, Michael Bell of George Washington University in Washington, D.C., and Rory Riordan of Port Elizabeth, South Africa, opened the discussion attended by representatives of Sudanese civil society at the commission's Khartoum office on March 21, 2007.

### **Forum advises fiscal commission**

Forum advisors Michael Bell of the United States and Rory Riordan of South Africa worked with Sudan's Fiscal and Financial Allocation and Monitoring Commission in Khartoum, focusing on such issues as measures and tools for data needs, and the design of a financial transfer formula. They also held a comprehensive discussion of the commission's capacity-building needs. The consultations took place from March 18–25, 2007.



Two Indian specialists in federalism attend a meeting to prepare for the Fourth International Conference on Federalism at the Pre-Conference in New Delhi, February 2007.

## *Australia*

### **Australians discuss role of cities and towns**

Officials from all six Australian states and from all three orders of government met in Sydney to discuss local government at a Forum Global Dialogue roundtable. The meeting, part of the Forum's series on Local Governments and Metropolitan Regions in Federal Countries, was held Feb. 8-9, 2007.

### **Forum to organize health care conference with Australians**

The Forum signed a partnership agreement with the South Australian government and the Menzies Centre for Health Policy to organize a national conference on health care in Australia with international experts from other federal countries. The Forum will provide Australian stakeholders with access to comparative experiences in the management and reform of health care in other federal countries. The Menzies Centre is working with the Forum to produce an issues paper on Australian health care and a series of fact sheets on select federations. Rupak Chattopadhyay, the Forum's Asia-Pacific region director, was the Forum representative in the meeting, which took place in Sydney from Feb. 26-28, 2007.

# Asia-Pacific

## *India*

### **Practitioners attend New Delhi meeting**

Practitioners of federalism from around India gathered on June 14, 2006, in India's capital to participate in the Indian Global Dialogue roundtable on Foreign Relations in Federal Countries, organized by the Forum and experts from India.

### **Indian official meets Swiss counterparts for conference**

Mr. Amitabha Pande, Secretary of the Inter-State Council of India, held meetings with his counterparts in the federal and cantonal governments of Switzerland on Oct. 16-17, 2006. Mr. Pande participated in detailed discussions with the Swiss, who hosted the 2002 International Conference on Federalism, concerning India's role as host of the next International Conference on Federalism.

### **Indians debate merits of local governments**

Twenty Indian scholars and practitioners of federalism came together in New Delhi to discuss the functioning of local governments within India's federal system. The scholars and practitioners took part in the Forum's Global Dialogue program on Local Government and Metropolitan Regions in Federal Countries on Dec. 9, 2006.

### **Preparing for the Fourth International Conference**

The Government of India hosted a three-day "pre-conference" gathering in New Delhi from Feb. 21-23, 2007, at which federalism experts fine-tuned background papers that will serve as a key resource to the Fourth International Conference on Federalism to be held in New Delhi Nov. 5-7, 2007. The pre-conference event was opened Feb. 21 by the Home Minister of India, Shri Shivraj Patil, and by Prof. Arnold Koller, the Chairman of the Forum. Participants included experts on federal issues from federal countries around the world. More than 500 people attended the event, including senior officials from the federal and state governments. About 1,000 participants from 100 countries will be invited to attend the November conference.

## Indonesia

### Forum conducts assessment mission to Indonesia

An assessment mission was conducted in Indonesia from Feb. 6–10, 2007, during which Irina Shmakova, the Forum's Asia-Pacific region program officer, met with members of Indonesia's Regional Representatives' Council (DPD) to evaluate opportunities for future collaboration. Her mission included meetings with various DPD officials.

## Malaysia

### Malaysians examine foreign relations

A cross-section of participants from state and national governments, higher education and industry met in Penang on June 19, 2006, to debate and exchange views in the Forum's Global Dialogue series on Foreign Relations in Federal Countries.

## Sri Lanka

### Forum conducts assessment mission to Sri Lanka

The Forum's director for the Asia-Pacific region, Rупak Chattopadhyay, participated in an assessment mission to Sri Lanka to determine the future role for the Forum in the governance component of World Vision Canada's project on Rural Integrated Water, Sanitation and Hygiene (RIWASH). The Forum will mobilize experts to advise on issues of devolution, subsidiarity and best practices in local government. Other members of the mission, which took place from Oct. 2–6, 2006, included B. K. Joshi from the Uttarakhand Planning Commission and Terry Grey of World Vision Canada.

### Sri Lankans examine power-sharing options

The first of the three workshops, titled Power-Sharing Options for Sri Lanka and the Federal Idea, was organized by the Forum in partnership with the Centre for Policy Alternatives (CPA) of Colombo. The workshop, held Feb. 15–16, 2007, in Kandy, drew more than 50 participants including provincial councillors, lawyers, academics, religious leaders, representatives from women's organizations and a journalist.

International workshop resource persons for the event were Prof. Akhtar Majeed, from the Centre for Federal Studies, Hamdard University, New Delhi and Forum President George Anderson.

Local resource persons included Dr. G. H. Peiris of the University of Peradeniya, CPA executive director Paikiasothy Saravanamuttu and Rohan Edrisinha, director and head of the CPA legal unit. Forum staff member Irina Shmakova and consultant Jean-Philippe Linteau also participated.

### Forum president speaks on federalism and the future

A presentation on Federalism in the 21<sup>st</sup> Century was given by Forum President George Anderson at an event organized by the Centre for Policy Alternatives in Sri Lanka. On the same day, Feb. 19, 2007, Mr. Anderson also participated in roundtables hosted by the Canadian high commissioner and the Swiss ambassador in Colombo, and met with Loku Banda Aluvihare, the mayor of Kandy; Nandimithra Ekanayake, Central Province chief minister; M.I.M. Mohideen, Secretary General of the Peace Secretariat for Muslims; and D. E.W. Gunasekara, minister of constitutional affairs.

### Sri Lankan journalists learn about power sharing

Six Sri Lankan journalists participated in a 10-day study tour of Canada organized by the Forum and supported by the Canadian High Commission in Colombo. The study tour, held from February 26 to March 6, 2007, demonstrated how a federal system of power sharing enables Canada, a long-established federation, to function as a multicultural, multilingual and plural society.

The Sri Lankan journalists visited four Canadian cities (Ottawa, Montreal, Quebec City and Toronto) where they met with government officials, academics and journalists familiar with federalism-related issues.



Ms. Ayesha Zuhair, journalist for the *Daily Mirror* in Sri Lanka, wrote about her experience with federalism in Canada.



Andreas Kiefer (right) of Salzburg, Austria, explained the role of Austria's regions – the *Länder* – in foreign and European policy at the Forum's office in March 2007.

### Forum adds a European director

Felix Knüpling, the Forum's new director for Europe, completed a two-week mission to Austria, Belgium, Germany and Switzerland in February 2007, where he consulted key experts and practitioners to identify common policy themes that will form the basis for designing a full-fledged program for the year 2007–2008. Mr. Knüpling was appointed in January to the position, which was created to reflect the growing importance of Europe in the Forum's work.

## Austria

### Austrian regions participate in foreign relations

Officials from six of Austria's nine constituent units met with their federal and city counterparts on June 26, 2006, to discuss how foreign relations are handled in the Austrian federation. The meeting, the Forum's Austrian Global Dialogue roundtable on Foreign Relations in Federal Countries, was held in Vienna.

### Austrians discuss role of regions at Forum event

The Forum hosted a presentation by Andreas Kiefer, director of the European department of the regional administration of the *Land Salzburg* on March 28, 2007. Dr. Kiefer spoke on the role of Austria's *Länder* (the constituent units of the Austrian federation) in its foreign and European policy.

# Europe

### Austrian official discuss local government

Officials and academics from the federal government, the regions and cities from across Austria assembled in Vienna to discuss the relationship of Austria's cities and municipalities to the regional and federal governments. The event, part of the Forum's Global Dialogue on Local Governments and Metropolitan Regions, was held on March 15, 2007.

## Belgium

### Belgians organize meeting on foreign relations

Practitioners of federalism from the Flanders and Wallonia communities and the federal government gathered in Brussels on June 27, 2006, to engage in a Forum Global Dialogue roundtable on Foreign Relations in Federal Countries.

## Germany

### Germans attend roundtable on foreign relations

Officials from the German foreign ministry, governments of the regions and German academics met at the University of Tübingen to discuss foreign relations in the German federal system. The gathering, part of the Forum's Global Dialogue series on Foreign Relations in Federal Countries, was held on May 12, 2006.

### Forum and German foundation host event

The Forum and the Konrad Adenauer Foundation hosted a conference in Berlin on the theme of Competition Versus Convergence, German Federalism in Need of Reform: a Comparative Perspective. The conference was held Oct. 19–20, 2006.

Included in the events was a public meeting hosted by Bernhard Vogel, chairman of the Konrad Adenauer Foundation, which featured the participation of Dr. Wolfgang Schäuble, Germany's Federal Minister of the Interior; Arnold Koller, chairman of the Forum; and Cheryl Saunders, president of the International Association of Centers for Federal Studies.

### **Germans organize roundtable on local governments**

Practitioners of federalism from across Germany gathered in Berlin on Feb. 2, 2007, to participate in the German Global Dialogue Roundtable on Local Governments and Metropolitan Regions in Federal Countries.

## *Spain*

### **Forum president conducts mission to Spain**

Forum President George Anderson spent several days in Spain in June 2006, meeting with government, political and civil society leaders to explore potential roles for the Forum and forge potential partnerships with Spanish organizations.

The research phase of the Intergovernmental Relations Program in Spain is a joint venture of the Forum, the Institute of Autonomous Studies in Barcelona, the Centre for Political and Constitutional Studies in Madrid and the Spanish Ministry of Public Administration, continues its development.

### **Spanish governments discuss external relations**

Officials from the central government, Catalonia, the Basque Country, and other regions in Spain discussed foreign relations in Madrid on July 18, 2006. The occasion was the Forum's Spanish Global Dialogue roundtable on Foreign Relations in Federal Countries.

### **Forum official speaks at Spanish event**

Forum President George Anderson delivered a presentation to the Giménez Abad Foundation in Zaragoza, Autonomous Community of Aragon, Spain, on Federalism in the 21<sup>st</sup> Century. At the event, on Feb. 28, 2007, a memorandum of understanding on co-operation between the Forum of Federations and the Foundation was signed.

### **Spain participates in roundtable on local governments**

Members of the Spanish parliament joined participants from the regions of Spain and local municipalities in Madrid to discuss how local governments fit in the Spanish governmental system. The event, the Spanish Global Dialogue roundtable in the Forum's series on Local Governments and Metropolitan Regions, was held on Jan. 26, 2007.



Prof. Arnold Koller (at right) with participants of the Swiss Global Dialogue roundtable held in Zurich in June 2006.

## *Switzerland*

### **Swiss engage in foreign relations**

More than 20 practitioners of federalism from across Switzerland gathered in Zurich on June 23, 2006 to participate in the Forum's Swiss Global Dialogue roundtable on Foreign Relations in Federal Countries. Participants discussed the role of the cantons in foreign relations and the cross-border activities of local municipalities.

### **Indian official prepares for International Conference**

Ravi Dhingra, executive director of the 2007 International Conference on Federalism, met with the hosts of two previous conferences in a working tour organized by the Forum. Mr. Dhingra, a member of the Indian Inter-State Council Secretariat, visited Brussels, Belgium and St. Gallen, Switzerland, accompanied by Forum Vice-President Raoul Blindenbacher, executive director of the 2002 conference. In Brussels, they met with Johan Verkammen, chair of the 2005 Third International Conference on Federalism. In St. Gallen, they held discussions with Peter Schönenberger, president of the Canton of St. Gallen, which hosted the Second International Conference on Federalism in 2002. The meetings took place from June 15–21, 2006.

### **Young professionals meet in Switzerland**

Five young representatives from Ethiopia, Switzerland, Spain, the United Kingdom and India, met in Ermatingen, Switzerland to develop an action plan for the Forum's young professionals agenda in preparation for the November 2007 international conference in India. The meeting of the Forum's Young Professionals Steering Committee was chaired by Rupak Chattopadhyay of the Forum. Raoul Blindenbacher, Vice-President of the Forum, and Amitabha Pande, secretary of the Indian Inter-State Council Secretariat, also took part in the meeting, which was held Oct. 13–15, 2006.

### **Swiss discuss local governance**

Thirty participants, including civil servants, elected officials and academics from Switzerland's cities, cantons and the federal government met in Bern to discuss challenges to local government. They gathered Dec. 21, 2006, to participate in the Forum's Swiss Global Dialogue roundtable on Local Governments and Metropolitan Regions.



Prof. David Cameron of the University of Toronto explains how federalism works to Iraqi participants in Baghdad, August 2006.

## Iraq

### Forum participates in three UN conferences on Iraq

Three mini-conferences were held by the United Nations Assistance Mission for Iraq with Forum participation. The first event on Oil and Gas Revenue Sharing was held from April 4–6, 2006 on the shores of the Dead Sea and was co-chaired by Forum President George Anderson. Forum Middle East program director Marc Lemieux, together with Forum subject matter experts Paul Boothe, former deputy finance minister of Saskatchewan, and Roland Priddle, former chairman of Canada's National Energy Board, also participated in the conference. Mr. Boothe also delivered several presentations for the Forum at a UN conference on fiscal federalism May 16–18, 2006.

In Madrid, Spain, Prof. David Cameron of the University of Toronto made presentations for Iraqi participants on the constitutional allocation of powers at the federal and regional level on June 12–13, 2006. He addressed the subject of federal arrangements in the new Iraqi constitution at a third UN conference on fiscal federalism.

### Iraqi journalists trained in Baghdad

About 25 Iraqi journalists and regional media representatives received three days of federalism training in Baghdad from Prof. David Cameron, an expert on federalism. The training was part of the Forum's governance project in Iraq funded by the Canadian International Development Agency. Forum Middle East program

# Middle East

director Marc Lemieux assisted in the mission, held Aug. 23 to Sept. 2, 2006, which also included a needs assessment for the development of a training course for Iraqi university academics. Meetings were held with Iraqi deans and professors, government officials and international civil society partners.

### Iraqis support Forum project to train academics

A two-year project to assist Iraqis in the training of university academics on federalism was launched by the Forum following a Nov. 17–19, 2006, conference held in Amman, Jordan.

The Amman conference was attended by 18 Iraqi academics and education administrators, including the Iraqi Kurdish minister of higher education and six university presidents. Arif Lalani, Canada's ambassador to Iraq and Jordan, opened the event. Forum experts participating were David Cameron, professor of political science at the University of Toronto and the lead academic adviser and member of the Forum's board of directors; Prof. Violeta Ruiz Almendral of the University of Madrid, also a Forum board member and an expert on federalism; and Marc Lemieux, the Forum's program director for the Middle East.

Funded by a \$2 million grant from the Canadian International Development Agency, the project enabled the Forum to deepen its involvement in Iraq, where its experts have provided advice on the drafting of constitutional elements related to federal governance since early 2005.

### Forum takes part in UNAMI conference on Iraq

Forum President George Anderson and federalism experts Richard Simeon of the University of Toronto and Prof. Cheryl Saunders of the University of Melbourne participated in a conference organized by the United Nations Assistance Mission to Iraq (UNAMI) Office for Constitutional Support (OCS). The conference, titled *The Multi-Party Dialogue on Federal Structures and Fiscal Issues*, took place in Dubai, United Arab Emirates, with funding from the European Union. It was held Feb. 25–28, 2007. Participants received copies of the Forum's trilingual DVD, *The Challenge of Diversity* (in Arabic, Kurdish and English) as well as the Arabic edition of the book *Comparing Federal Systems* by federalism expert Ronald Watts.

The first dialogue concentrated on the federal structures envisaged in the Iraqi Constitution while the second focused on fiscal arrangements. The dialogues built upon the recently concluded

# North America

study missions sponsored by UNAMI and the United Nations Office for Project Services to Germany, Spain and Malaysia, giving delegates an opportunity to apply their examination of these federal systems toward elaborating and refining the federal and fiscal architecture of the Iraqi constitution.

Nineteen Iraqi delegates participated in the dialogues, including sixteen members of the Constitutional Review Committee along with advisers to three federal government officials.

Prof. Saunders also participated in a conference for Iraqis organized by UNAMI-OCS in Cairo the month before, speaking about federal adjudication issues and the challenges of administering justice in a federation. Seventeen Iraqi delegates attended the January 2007 conference, including members of the Constitutional Review Committee, the Council of Representatives, the Higher Judicial Council, the Prime Minister's office, the Kurdistan regional government and the Iraqi civil society and academia.

## **Forum DVD on federalism in Arabic and Kurdish**

The Forum released a multilingual DVD in March 2007 for use in its development assistance programs. The DVD, titled *The Challenge of Diversity*, compares the federal systems and practices of five ethnically-diverse federations: Belgium, Canada, India, Spain and Switzerland. A core Forum learning product, the DVD will be used as an educational tool for its federalism training programs in Iraq and Sudan.

With funding from the Canadian International Development Agency, the DVD is to be used to train about 70 Iraqi academics, and will form part of the curriculum for a course on federalism for law and political science students in Iraq's publicly-funded universities. There are 20 law colleges and six departments of political science in Iraq. The 42-minute DVD contains Arabic, Sorani-Kurdish and English versions. It is also available in French, Tamil and Sinhala.



Participants learn from the experiences of various federations at the Conference on Post-Secondary Education in Federal Countries in Gatineau, Canada, January 2007.

## *Canada*

### **Canadian officials join roundtable on foreign relations**

Officials from provincial governments, the federal government and universities across Canada met in Montreal to discuss how foreign relations are conducted in Canada. The event was held on April 21, 2006, as part of the Forum's Global Dialogue series on Foreign Relations in Federal Countries.

### **Canadians hold roundtable on local governments**

A panel of business people and academics gathered on Oct. 16, 2006, to debate the role of local governments and metropolitan regions in Canada. The roundtable meeting in London, Ontario, was part of the Forum's Global Dialogue program. The gathering was organized by Prof. Robert Young of the University of Western Ontario (UWO), and co-sponsored by the federal government's Infrastructure Canada and the UWO.

### **Forum holds international roundtable in Ottawa**

The Global Dialogue on Federalism held its international roundtable on Foreign Relations in Federal Countries in Ottawa from Oct. 23–25, 2006. International experts stayed on for a one-day conference with federal and provincial officials and members of the diplomatic corps. On Oct. 26, immediately following the international roundtable, a workshop was organized by the Forum to examine the foreign relations of federal countries and what Canada could learn from the experience of other federations.

### **Global Dialogue book launched by Forum**

The book *Legislative, Executive and Judicial Governance in Federal Countries* was launched by the Forum on Oct. 25, 2006 in Ottawa, to coincide with the Global Dialogue's international roundtable on Foreign Relations in Federal Countries.

### **Experiences shared on post-secondary education**

An international conference on post-secondary education in federal countries was held by the Forum in Gatineau, Canada from Jan. 14–16, 2007. The conference was opened with an address by Mr. Monte Solberg, minister of human resources and social development Canada. Experts from many countries presented case studies to the conference. Participants shared experiences and ideas, ranging from funding and jurisdiction over higher education to the new trend of universities establishing branches in other countries, so-called “offshore campuses.” The event was chaired by Richard Van Loon, past president of Carleton University in Ottawa.

### **Global Dialogue booklets published in Spanish**

The Forum published Global Dialogue Booklets 1 to 5 in Spanish on March 31, 2007. This first-time publication in Spanish makes the booklet series accessible to practitioners of federalism in Mexico, Argentina, Spain and other Spanish-speaking countries.

## *Mexico*

### **Forum holds workshops in three Mexican cities**

In partnership with Mexico's National Institute for Federalism and Municipal Development, an agency of Mexico's interior ministry, the Forum organized a series of workshops on decentralization and intergovernmental institutions in federal systems. These workshops, held in March 2007, took place in Mexico City, San Nicolás (Nuevo Laredo) and Boca del Río (Veracruz), bringing Mexican officials and specialists in the field of intergovernmental relations together with their counterparts from selected federations around the world. Senator Ramon Galindo Noriega, president of the Senate Commission on Federalism and Municipal Development, partici-

pated in all three workshops, as did Beatriz Zavala Peniche, president of the National Council on Social Development. This panel of national and international experts was augmented by the participation of local mayors and senior civil servants from state governments.

### **Mexican officials attend roundtable on local governments**

Representatives of governments, public agencies and universities met in Mexico City, on March 6–7, 2007, to take part in the Forum's Global Dialogue series on Local Governments and Metropolitan Regions in Federal Countries.

### **Roundtable aims to improve public security**

The Forum and Mexico's National Institute for Federalism and Municipal Development organized a roundtable discussion in March 2007 on the theme of intergovernmental co-ordination to improve public security.

### **Forum helps to prepare OAS meeting**

The Forum is assisting Mexico's National Institute for Federalism and Municipal Development and the Organization of American States (OAS) in organizing the second thematic meeting of the federal countries of the OAS high-level Network on Decentralization. It is known by its Spanish acronym RIAD. The meeting is scheduled for September 2007.



Participants discuss intergovernmental coordination and public safety in federal systems at a roundtable organized by the Forum and Mexico's National Institute for Federalism and Municipal Development in March 2007.

# South America

## *United States of America*

### **U.S. state and federal officials discuss foreign relations**

Representatives of the federal government, state governments, universities and government organizations met in Washington, D.C., on April 27, 2006, to discuss foreign relations in the U.S. federal system. The roundtable was part of the Forum's Global Dialogue series on Foreign Relations in Federal Countries.

### **Americans hold roundtable on local governments**

Local government in the United States will need to adapt to meet the challenges of regionalism, the global economy, climate change and homeland security. This was the conclusion stressed by academics and government officials meeting in Chicago for a one-day conference on Local Government and Metropolitan Regions. The event, held on Jan. 18, 2007, was part of the Forum's Global Dialogue on Federalism, which is examining the issues of local government in 12 federal countries around the world.



Participants exchange ideas during the Forum's North American Global Dialogue roundtable on Local Government and Metropolitan Regions held in Chicago in January 2007.

## *Argentina*

### **Argentine officials debate foreign relations**

Senior Argentine officials from federal and provincial governments joined academics in Buenos Aires on May 8, 2006, to discuss the topic of Foreign Relations in Federal Countries. The roundtable, organized by Ambassador Eduardo Iglesias from the Argentine Council on International Relations, was one of a series of meetings held in 12 federal countries on the topic, and part of the Forum's Global Dialogue series on foreign relations in federations.

### **Forum participates in seminar on federal reforms**

The Forum participated in an international seminar in Buenos Aires on reforms to Argentina's fiscal regime. The event, titled Reforms and Fiscal Responsibility in Federal Countries, was held in the Senate of Argentina on March 20, 2007. Participants discussed previous reforms to the federal system in Argentina, which were compared to the situations of Australia, Brazil, Canada, Germany and Mexico. The seminar was co-organized by Argentina's Senate and the Center for the Implementation of Public Policies Promoting Equity and Growth. The seminar featured the participation of Mr. David Colmenares of Mexico, Dr. Christian Maiwald of Germany, Mr. José Roberto Afonso of Brazil and three Forum experts: George Anderson, President of the Forum; Australian fiscal expert Roger Wilkins; and David Mac Donald, acting Forum director for South America.

### **Experts compare notes on energy management**

Forum presentations were given in Buenos Aires on energy management, comparing experiences in Canada, Australia and Argentina. George Anderson, President of the Forum, presented for Canada; Australian fiscal expert Roger Wilkins presented for Australia, and compared both countries with the case of Argentina. The event, organized by the Argentine Council for International Relations, took place on March 22, 2007.

### **Forum holds roundtable on challenges to federalism**

A roundtable on fiscal, economic and institutional challenges to federalism was held in Santa Fe, Argentina, on March 23, 2007. Participants included members of provincial governments in Argentina, academics



Brazilian finance officials learn about Canada in a study tour, December 2006.

and Argentine senators as well as Forum experts. The roundtable was co-organized by the Forum and Prof. Miguel Asensio from the Nacional Litoral University.

## *Brazil*

### **International bodies partake in Brazilian event**

The Forum partnered with three organizations to stage a workshop on fiscal federalism in Brasilia. The event, organized by the Getulio Vargas Foundation, the International Monetary Fund and the World Bank, was held July 20–21, 2006. It included a one-day roundtable on fiscal equalization organized by the Forum in cooperation with the National Council for Fiscal Policy (CONFAZ) and the Fiscal Forum of Brazilian States. The experiences of four countries were presented by experts from Canada, Australia, India and Germany. The roundtable explored mechanisms of fiscal equalization in the four countries.

### **Brazilians join roundtable on local governments**

Representatives from all three orders of government in Brazil – municipal, state and federal – participated on Dec. 1, 2006, in the Forum’s Global Dialogue roundtable on Local Governments and Metropolitan regions. Their gathering was held in Rio de Janeiro.

### **Brazilian finance officials study Canada’s system**

A group of government finance officials from Brazil took part in a four-day study tour of Canada organized by the Forum of Federations. Starting in Ottawa on Dec. 11, 2006, they learned about Canada’s fiscal arrangements from Jonathan Will of Finance Canada and attended an introduction to Canadian federalism by Prof. François Rocher of the University of Ottawa. The group visited

Ottawa, Montreal and Quebec City.

### **Meetings with officials from three orders of government**

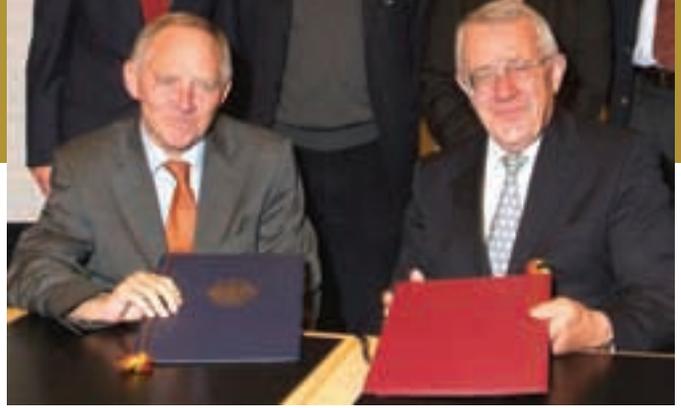
Forum President George Anderson met with more than 100 senior Brazilian state and federal government officials during a mission to Natal, Brazil, on March 29–30, 2007. Mr. Anderson and Australian fiscal expert Roger Wilkins also met with finance secretaries and the federal vice-minister of finance. Discussions centred on fiscal federalism and the feasibility of establishing a new dual value added tax. The invitation to Mr. Anderson and Mr. Wilkins arose from the extensive work the Forum has done with the Fiscal Forum of the Brazilian States.

Forum staff also met with representatives of the city of Belo Horizonte, the vice-governor of the state of Minas Gerais, the governor of Rio Grande do Norte and directors of the Forum’s liaison partner institution, the Institute for Applied Economics.



Forum President George Anderson speaks at a meeting with Brazilian officials in March 2007. To his left is Carlos Mauro Benevides Filho, secretary of finance for Ceará and Lina Maria Vieira, secretary of taxation for Rio Grande do Norte.

# Partnerships



German Interior Minister Wolfgang Schäuble (left) presents Forum Chairman Arnold Koller with a letter of intent for Germany to join the Forum.

## *Partner countries*

### **Ethiopia becomes eighth partner country of the Forum**

Ethiopia became the eighth partner country of the Forum of Federations on Dec. 8, 2006, at a ceremony in Addis Ababa. Arnold Koller, chairman of the Forum's Board of Directors, signed the partnership agreement on behalf of the Forum of Federations, while Mr. Degefe Bula, Speaker of the House of Federation, signed for the Government of Ethiopia. Prof. Koller also met with President Girma Woldegiorgis and with Prime Minister Meles Zenawi, as well as with ministers of the central government and representatives of regional states.

### **Germany to become ninth partner country of the Forum**

German Interior Minister Wolfgang Schäuble signed a letter of intent on Oct. 19, 2006, stating that Germany would become a partner country of the Forum of Federations. The signing took place in Berlin during the Competitive vs. Co-operative Federalism conference. Germany's membership will bring the number of partner countries to nine, joining Australia, Austria, Canada, India, Mexico, Nigeria and Switzerland and the most recent affiliate, Ethiopia.

## *Strategic Council*

### **Forum's strategic council meets in Switzerland**

The Strategic Council, the Forum's advisory body, met for its second annual meeting June 8–9, 2006, in Morschach, Switzerland. During the two day meeting, chaired by Switzerland's René Holenstein, council members discussed the Forum's strategic direction, its relationship with its partner countries and the modalities of how other countries could become affiliated with the Forum. The council was updated on plans for the Fourth International Conference on Federalism, to be held in New Delhi, India, where the next meeting of the Strategic Council will take place.

Representatives at the meeting included Australia's Warren McCann; Austria's Karl Irresberger; Canada's Manon Dumas, Anne Scotton, Gregory Gillespie, Martin Bourgeois and Stéphane Marsolais; India's Ravi Dhingra; Mexico's Gloria del Carmen Muñoz León, Ofelia Saavedra Archundia and Graciela Gómez-García; Nigeria's George Ajonye and Stephen M. Baba; Switzerland's

Canisius Braun, Nicole Gysin, Markus Dürst, Chantal Nicod and Christine Löwe as well as Forum Chairman Arnold Koller, the Forum's President, George Anderson and Forum Vice-President, Raoul Blindenbacher.

### **Spanish foundation becomes liaison partner**

The Giménez Abad Foundation for the Study of Parliaments and Autonomous Status became a Forum liaison partner during a visit by Forum President George Anderson to its headquarters in Zaragoza, Spain, in February 2007. A liaison partner is a non-government organization with which the Forum collaborates on developing and implementing projects.

## *Networking*

### **Forum assists Mexican president-elect's visit to Ottawa**

During Mexican President-elect Felipe Calderon's visit to Ottawa Oct. 26–27, 2006, Forum President George Anderson co-ordinated briefings for him on Canada's energy and forestry sectors, which were also attended by Maria Teresa Garcia Segovia de Madero, Mexico's ambassador to Canada.

### **Forum board of directors honours Prof. Ronald Watts**

Prof. Ronald Watts was named a Fellow of the Forum of Federations during the Board of Directors' annual general meeting June 26, 2006, on the occasion of his retirement from the board. Prof. Watts becomes the Forum's second Fellow, joining former Forum president Bob Rae. Prof. Watts has worked for more than 40 years on the comparative study of federal systems and Canadian federalism.

Also retiring from board service in June 2006 were Ambassador Theresa García de Madero, a member from Mexico since August 2002; Prof. Rui de Britto Álvares Affonso, on the board from Brazil since April 2000; and Australia's Michael Zorbas, youth representative since August 2002.

During the meeting, the board approved the 2005–2006 Annual Report and the revised 2006–2007 budget. It also received advice and recommendations from the Strategic Council.

# Liaison Partners

The Forum has liaison partner institutions in many federal countries. We work closely with these institutions in project development and implementation, and look to them for information and advice.

## **INTERNATIONAL**

Comparative Federalism and Federation  
Research Committee of the International  
Political Science Association (IPSA)  
Bad Honnef, Germany

International Association of Centers for  
Federal Studies  
University of Melbourne  
Melbourne, Australia

World Bank Institute  
Washington, D.C., USA

## **ARGENTINA**

*Instituto de Economía y Finanzas*  
*Facultad de Ciencias Económicas*  
*Universidad Nacional de Córdoba*  
Cordoba

## **AUSTRALIA**

Centre for Comparative Constitutional  
Studies  
University of Melbourne  
Melbourne

## **AUSTRIA**

*Institut für Föderalismus*  
Innsbruck

## **BELGIUM**

The Institute for Constitutional Law  
*Katholieke Universiteit Leuven*  
Leuven

## **BRAZIL**

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

*Instituto de Pesquisa Econômica Aplicada*  
(IPEA)  
Brasilia

## **CANADA**

Institute of Intergovernmental Relations  
Queen's University  
Kingston, Ontario

## **INDIA**

Institute of Social Sciences  
New Delhi

## **MEXICO**

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

## **NIGERIA**

Institute for Governance and Social  
Research  
Jos, Plateau State

## **RUSSIAN FEDERATION**

Foundation for the Development of  
Parliamentarism in Russia  
Moscow

## **SOUTH AFRICA**

Community Law Centre  
University of the Western Cape  
Bellville

## **SPAIN**

*Institut d'Estudis Autònoms*  
Barcelona

*Instituto de Derecho Público Comparado*  
*Universidad Carlos III de Madrid*  
Madrid

Giménez Abad Foundation for the Study of  
Parliaments and Autonomous Status  
Cortes de Aragon (Parliament of Aragon)  
Zaragoza

## **SRI LANKA**

Centre for Policy Alternatives  
Colombo

## **SWITZERLAND**

*Institut du fédéralisme*  
*Université de Fribourg*  
Fribourg

## **UNITED STATES OF AMERICA**

The Council of State Governments  
Lexington, Kentucky

The Meyner Centre for the Study of State  
and Local Government  
Lafayette College  
Easton, Pennsylvania

# Public Information and Education



## Website

### Forum website becomes communications cornerstone

Reflecting the importance of its website to the Forum's mission and activities, a new web presence at [www.forumfed.org](http://www.forumfed.org) has been designed to provide more user-friendly functions, attractive features and enhanced design to draw increased traffic to the site and assert a definitive message: the Forum of Federations is "the global network on federalism."

Department staff invested considerable time over the past year developing this new web presence. As the Forum's new website becomes established, the organization's dynamism, its array of programs, activities and resources will be better showcased, resulting in improved recognition among stakeholders and the general public. The new website's information architecture, navigation facilities and enhanced visual appearance will draw visitors to a rich selection of federalism research documents and other valuable information. It will be launched in June 2007.

## Federations magazine

*Federations* magazine, the Forum's flagship publication, is also undergoing a makeover. The magazine will continue providing authoritative, timely and in-depth articles on news and developments in federal countries and its compelling redesign will present a

more stylish and contemporary look and appearance.

The magazine's many enhancements will include tightened editorial content and fresh typefaces. The magazine will also have a dynamic new web presence. As a result, more readers are expected to be attracted to the on-line and print formats of the magazine. Visitors will be drawn to the print version via the web edition just as readers will be prompted by the print magazine to visit the web version of the publication.

*Federations* introduced a special thematic section in its last 2006-2007 issue. It is hoped that these sections with articles on one theme will prove useful to practitioners interested in the subject, as well as reference material that will prove of continuing value.

The magazine's refurbished print and web editions will be launched in the first quarter of 2007-2008.

## Branding

The Forum has modified its visual identity to sharpen its core messages and enhance visibility. The redesigned logo features new colours, bolstered by the revised tagline, "the global network on federalism." These new branding elements have been blended into the Forum's web presence, *Federations* magazine and other communications tools.

# Finance, Systems and Operations

The Finance and Operations division continues to provide human resource and administrative support to all of the Forum's programs and activities. The division continued to lead the budget, investment and accounting activities of the Forum and to ensure that the Forum's financial operations are in accordance with all funding agreements and recognized financial standards.

The finance and budget program adapted processes to accommodate the Forum's diversifying and expanding funding base. Policies dealing with internal operations, human resources and financial matters continued to be adapted to meet the challenges of the Forum's more entrepreneurial outlook and to integrate the details of the management of an increasing number of contracts. Financial reporting systems were revised to enable accurate monitoring of implementation trends. Forecasting tools were upgraded and staff skills were reinforced.

A review of the Forum's business processes was commissioned in the last quarter of the fiscal year of 2006-07 to shed light on improve-

ments to current process and new requirements to enable the forum to switch from a single core to a diversified funding base. This review recommended fuller integration of Results-Based Management approaches into the Forum's program management processes. The review also recommended full use and updating of our integrated management system, known as GYST, to increase efficiencies in both financial and program management. These recommendations will be implemented in 2007-2008.

The Forum underwent a compliance audit of its agreement with the Government of Canada and the division coordinated the annual audit of its financial statements.

The organization had 26 staff members at the end of 2006-2007, an increase of two from the previous year. Recruitment for four new positions had begun at the end of this fiscal year. For the first time, an employee was brought in with Foreign Worker Status. This approach will allow the Forum to enhance the internationalization of its personnel.

## Total Value of Project Funding

The Forum's cash income and expenditures are examined in detail in the audited Financial Statements for 2006-2007. However, the monetary value of the Forum's work is far greater than its own revenues and expenditures. The table below offers a clearer measure of the value of the Forum's programming funding. Column 2 shows funds spent directly by the Forum. Column 3 shows funds paid by partners for activities that are an integral part of Forum operations (e.g. staff salaries, translation costs.) Column 4 shows cash costs borne by partner and other governments for activities such as conferences sponsored by the Forum.

### *Total Cost of Programs in 2006-2007*

\* Table prepared by Forum Finance, Systems and Operations department

1. Programs 2006-2007	2. Forum Cash	3. In Kind	4. Spent by others	5. Total
Internationalization	217,080	0	0	217,080
Governance Programs	2,303,136	0	1,093,088	3,396,224
Global Programs	1,047,821	350,000	42,000	1,439,821
Large Conference Support	0	0	1,152,900	1,152,900
Public Information	962,228	100,000	24,250	1,086,478
Operations	841,328	10,000	0	851,328
<b>Total</b>	<b>5,371,593</b>	<b>460,000</b>	<b>2,312,238</b>	<b>8,143,831</b>

## Statement of Financial Position

as at March 31, 2007

CURRENT ASSETS	2007	2006
Cash	\$1,257,639	\$648,655
Accounts receivable	333,036	418,776
Investments	1,803,334	1,762,249
Investments - restricted	3,600,000	4,000,000
Prepaid expenses	37,866	23,943
Program advances	73,372	-
	<b>7,105,247</b>	<b>6,853,623</b>
CAPITAL ASSETS	<b>204,404</b>	173,351
INVESTMENTS - RESTRICTED	<b>10,745,988</b>	13,857,214
	<b>\$18,055,639</b>	<b>\$20,884,188</b>
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$679,946	\$445,928
Deferred contributions	1,826,525	1,714,048
Deferred contributions - Long-Term Fund	3,600,000	4,000,000
	<b>6,106,471</b>	<b>6,159,976</b>
DEFERRED CONTRIBUTIONS FOR CAPITAL ASSETS	<b>65,901</b>	82,711
DEFERRED CONTRIBUTIONS - LONG-TERM FUND	<b>10,745,988</b>	13,857,214
	<b>16,918,360</b>	<b>20,099,901</b>
CONTINGENT LIABILITY		
NET ASSETS		
Invested in capital assets	138,503	90,640
Unrestricted	998,776	693,647
	<b>1,137,279</b>	<b>784,287</b>
	<b>\$18,055,639</b>	<b>\$20,884,188</b>

## Statement of Revenue and Expenses

year ended March 31, 2007

	2007	2006
<b>Revenue</b>		
Department of Foreign Affairs and International Trade		
Long-Term Fund	<b>\$4,289,022</b>	\$3,232,235
Projects	<b>357,534</b>	171,401
Canadian contribution	<b>57,645</b>	55,665
Other foreign country contributions	<b>283,158</b>	177,140
Canadian International Development Agency (CIDA)	<b>367,794</b>	117,223
Government of India Project	<b>214,058</b>	-
Government of Switzerland Project	<b>84,405</b>	81,800
Government of Norway Project	<b>73,221</b>	-
Other projects	<b>65,351</b>	33,280
Interest	<b>23,966</b>	8,728
Foreign exchange gain (loss)	<b>1,025</b>	(15,666)
Other income	<b>43,367</b>	6,768
National Democratic Institute	-	633,678
	<b>5,860,546</b>	4,502,252
<b>Expenses</b>		
Advertising and promotion	<b>2,491</b>	9,641
Consultants	<b>149,097</b>	117,807
Grants and Honorariums	<b>36,000</b>	36,000
Leased equipment	<b>4,727</b>	5,478
Meetings and facilities	-	311
Office and general	<b>134,140</b>	69,844
Printing and publications	<b>686</b>	2,863
Professional fees	<b>65,132</b>	26,803
Projects (Schedule)	<b>4,471,277</b>	3,082,620
Rent	<b>186,333</b>	186,784
Salaries and benefits	<b>387,642</b>	504,688
Telephone and internet	<b>20,946</b>	18,838
Travel	<b>15,085</b>	105,468
	<b>5,473,556</b>	4,167,145
Excess of revenue over expenses before the undernoted	<b>386,990</b>	335,107
Amortization of deferred contributions for capital assets	<b>16,810</b>	21,156
Amortization of capital assets	<b>(50,808)</b>	(54,575)
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>\$352,992</b>	\$301,688

# Forum Events 2006–2007

April 4–6, 2006	Dead Sea, Jordan	UN conference on fiscal federalism for Iraq
April 21, 2006	Montreal, Canada	Canadian roundtable on Foreign Relations in Federal Countries
April 27, 2006	Washington D.C., U.S.	U.S. roundtable on Foreign Relations in Federal Countries
May 8, 2006	Buenos Aires, Argentina	Argentine roundtable on Foreign Relations in Federal Countries
May 12, 2006	Tübingen, Germany	German roundtable on Foreign Relations in Federal Countries
May 16–18, 2006	Dead Sea, Jordan	UN conference on fiscal federalism for Iraq
June 2, 2006	Cape Town, South Africa	South African roundtable on Foreign Relations in Federal Countries
June 12–13, 2006	Madrid, Spain	UN conference on federal arrangements of the new Iraqi Constitution
June 14, 2006	New Delhi, India	Indian roundtable on Foreign Relations in Federal Countries
June 19, 2006	Penang, Malaysia	Malaysian roundtable on Foreign Relations in Federal Countries
June 23, 2006	Bern, Switzerland	Swiss roundtable on Foreign Relations in Federal Countries
June 26, 2006	Vienna, Austria	Austrian roundtable on Foreign Relations in Federal Countries
June 27, 2006	Morschach, Switzerland	Forum's Strategic Council meeting
June 27, 2006	Brussels, Belgium	Belgian roundtable on Foreign Relations in Federal Countries
June 15–21, 2006	Brussels, Belgium & St. Gallen, Switzerland	Dr. Blindenbacher accompanied Ravi Dhingra of the Indian Inter-state Council Secretariat to two former conference venues: Brussels, Belgium and St. Gallen, Switzerland
July 18, 2006	Madrid, Spain	Spanish roundtable on Foreign Relations in Federal Countries
July 18–26, 2006	Venice, Italy	Italian government seminar on practical federalism in Iraq
July 20–21, 2006	Addis Ababa, Ethiopia	Workshop on managing conflicts in a federal system.
July 29, 2006	Khartoum, Sudan	Signing of MOU with Sudan's Ministry of Federal Governance
July 30, 2006	Khartoum, Sudan	Inaugural meeting and planning workshop of the Forum's Sudanese Advisory Committee on Civil Society
July–Sept., 2006	Khartoum, Sudan	Three workshops with Sudan's Ministry of Federal Governance
July 20–21, 2006	Brasilia, Brazil	Workshop on fiscal federalism with Getulio Vargas Foundation, IMF and World Bank
Aug. 1, 2006	Ottawa, Canada	Publication of <i>Dialogues on the Practice of Fiscal Federalism: Comparative Perspectives</i>
Aug. 23–Sept. 2, 2006	Baghdad, Iraq	Needs assessment mission and training of 25 Iraqi and regional journalists
Aug. 28–31, 2006	Guadalajara, Mexico	International seminar on inter-municipal management of urban services
Sept. 2006–March 2007	Khartoum, Sudan	Seven public awareness raising and consultation sessions
Sept. 1, 2006–March 31, 2007	Cape Town & Johannesburg	Three Forum interns sent on work terms to South Africa
Sept. 28–29, 2006	Kingston, Canada	Seminar on fiscal federalism and the future of Canada
Oct. 11, 2006	Brussels, Belgium	Presentation by Mr. Anderson at the <i>Université Libre de Bruxelles</i>
Oct. 13–15, 2006	Ermatingen, Switzerland	Meeting of Forum of Federation's Young Professionals Steering Committee for the Fourth International Conference on Federalism 2007
Oct. 16, 2006	London, Canada	Canadian roundtable on Foreign Relations in Federal Countries
Oct. 16–17, 2006	Bern, Switzerland	Dr. Blindenbacher accompanied Mr. Amitabha Pande, the new Secretary of the Inter-State Council of India, to meet his counterparts in the Swiss federal and cantonal governments

Oct. 18-20, 2006	Berlin, Germany	International Conference: Competition vs. Co-operation: German Federalism in Need of Reform
Oct. 23-25, 2006	Ottawa, Canada	Global Dialogue: international roundtable on Foreign Relations in Federal Countries
Oct. 25, 2006	Ottawa, Canada	Publication of <i>Legislative, Executive, and Judicial Governance in Federal Countries</i>
Oct. 26-27, 2006	Ottawa, Canada	Forum assists Mexican president-elect's visit to Ottawa
Nov. 17, 2006	Jos, Nigeria	Nigerian roundtable on Local Governments and Metropolitan Regions in Federal Countries
Nov. 17-19, 2006	Amman, Jordan	Federalism training project launch and curriculum development session with 18 Iraqi academics and education administrators
Nov. 20-21, 2006	Khartoum, Sudan	Dialogue on Federalism workshop: Sudanese and International Experience, with national, state and local governments
Nov. 20-28, 2006	Khartoum, Sudan	Mr. Anderson speaks on Federalism in the 21 <sup>st</sup> Century at the University of Khartoum
Nov. 27-28, 2006	Khartoum, Sudan	Dialogue on Federalism workshop: Sudanese and International Experience
Nov. 30-Dec. 2, 2006	Khartoum, Sudan	Mr. Anderson presents to Sudan's Fiscal and Financial Allocation and Monitoring Commission
Dec. 1, 2006	Rio de Janeiro, Brazil	Brazilian Global Dialogue roundtable on Local Governments and Metropolitan Regions in Federal Countries
Dec. 8, 2006	Addis Ababa, Ethiopia	Ethiopia signs partnership agreement with the Forum, becoming the eighth partner country
Dec. 9, 2006	Delhi, India	Indian Global Dialogue roundtable on Local Governments and Metropolitan Regions in Federal Countries
Dec. 11-15, 2006	Ottawa, Quebec City, Canada	Officials from Brazil attend Canadian study tour on fiscal issues
Dec. 21, 2006	Bern, Switzerland	Swiss Global Dialogue roundtable on Local Governments and Metropolitan Regions in Federal Countries
Jan. 14-16, 2007	Gatineau, Canada	International conference on post-secondary education
Jan. 18, 2007	Chicago, U.S.	U.S. Global Dialogue roundtable on Local Governments and Metropolitan Regions in Federal Countries
Jan. 26, 2007	Madrid, Spain	Spanish Global Dialogue roundtable on Local Governments and Metropolitan Regions in Federal Countries
Feb. 2, 2007	Ottawa, Canada	Publication of Global Dialogue Booklet 5, <i>Dialogues on Foreign Relations in Federal Countries</i>
Feb. 2, 2007	Berlin, Germany	German Global Dialogue roundtable on Local Governments and Metropolitan Regions in Federal Countries
Feb. 8-9, 2007	Sydney, Australia	Australian Global Dialogue roundtable on Local Governments and Metropolitan Regions in Federal Countries

Feb. 9, 2007	Cape Town, South Africa	South African Global Dialogue roundtable on Local Governments and Metropolitan Regions in Federal Countries
Feb. 11–14, 2007	Khartoum, Sudan	Workshop on developing tailored training and awareness programs on federalism for Sudan
Feb. 21–23, 2007	New Delhi, India	Pre-Conference for Fourth International Conference on Federalism 2007
Feb. 24–28, 2007	Canada	Sri Lankan journalists learn about the Canadian power-sharing experience
Feb. 25–28, 2007	Dubai, United Arab Emirates	UN conference with member of Iraqi Constitutional Review Committee on Federal Structures and Fiscal Federalism
Feb. 28, 2007	Zaragoza, Spain	Presentation by Forum President George Anderson to Giménez Abad Foundation
March 1, 2007	Ottawa, Canada	The publication of Global Dialogues Livret 4, <i>Dialogues sur la pratique du fédéralisme fiscal: perspectives comparatives</i>
March 6–7, 2007	Mexico City, Mexico	Mexican Global Dialogue roundtable on Local Governments and Metropolitan Regions in Federal Countries
March 15, 2007	Vienna, Austria	Austrian Global Dialogue roundtable on Local Governments and Metropolitan Regions in Federal Countries
March 16–23, 2007	Mexico	Series of workshops on decentralization and intergovernmental institutions in federal systems in Mexico City, San Nicolás (Nuevo Laredo) and Boca del Río (Veracruz)
March 18–25, 2007	Khartoum, Sudan	Workshops with and advice to the Fiscal and Financial Allocation and Monitoring Commission
March 21, 2007	Khartoum, Sudan	Civil society roundtable on fiscal federalism and its importance to the development of federalism in Sudan
March 20, 2007	Buenos Aires, Argentina	Workshop on federal reforms and fiscal responsibility in federal countries, in partnership with the Commission and the <i>Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento</i> (CIPPEC), Senate of Argentina
March 22, 2007	Buenos Aires, Argentina	Forum presentations on energy management comparing experiences in Canada, Australia and Argentina, attended by members of the Argentine Council for International Relations
March 23, 2007	Santa Fe, Argentina	Roundtable on fiscal, economic and institutional challenges to federalism with provincial government members and Argentine senators
March 26, 2007	Mexico City, Mexico	Workshop on public security
March 27, 2007	Addis Ababa, Ethiopia	Workshop to plan MA degree at Addis Ababa University
March 28–30, 2007	Addis Ababa, Ethiopia	Workshop: Exploring Intergovernmental Relations in Ethiopia
March 29, 2007	Aguascalientes, Mexico	Mexican forum on innovation and good governance
March 29–30, 2007	Natal, Brazil	Meetings with more than 100 senior Brazilian government officials and finance secretaries, and the federal vice-minister of finance, on the feasibility of establishing a new value added tax
March 31, 2007	Ottawa, Canada	Launch of Global Dialogue booklets 1 to 5 in Spanish

# Staff



**George Anderson** [president] has been President of the Forum of Federations since 2005. He was a deputy minister in the Canadian government for over nine years, first for Intergovernmental Affairs (relations with Canada's provinces) and then for Natural Resources Canada. He began working in Canada's federal public service in 1972, serving in senior positions

in Finance, Foreign Affairs and Privy Council Office before becoming a deputy minister. From 1992 to 1993, he was a fellow at Harvard University's Center for International Affairs. George Anderson has a BA from Queen's University, an M.Litt. in Political Science from Oxford University, and a diploma from the *École nationale d'administration* in Paris, France. He is a trustee of Queen's University in Kingston, Ontario. He is the author of *Federalism: An Introduction* (Oxford University Press, forthcoming 2007).



**Joyce Abarbanel** [program officer, Africa programs] has worked for the UN and numerous NGOs and government organizations, including UNICEF, the International Rescue Committee, the *Centre d'Etude et de Coopération Internationale* and the Canadian Department of Foreign Affairs and International Trade. She has also worked

in international/community development, peace-building and protection in many African conflict and post-conflict settings. She has a BA in history and Spanish from Carleton University, a B.Ed. from University of Ottawa, a BFA (Fine Arts in Film Production) from Concordia University, and certification in conflict resolution. She is fluent in English and French.



**Céline Auclair** [vice-president, director of research and governance programs] is one of the founders of the Forum of Federations. 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. She speaks French, English and Spanish.



**Raoul J. Blindenbacher** [vice-president, director of global programs] is on secondment from the Swiss Agency for Development and Cooperation. Prior to joining the Forum, he was the executive director of the Second International Conference on Federalism held in St. Gallen, Switzerland, in 2002. From 1988 until 2000 he was special adviser to the general director of the Department of

Human Resources of the Swiss Federal Administration. He has a PhD in education, organizational sociology and political science from the University of Zürich and has an MA from St. Louis University. He was a postgraduate fellow at the University of Michigan and recently completed the Executive Education program at Harvard University's John F. Kennedy School of Government. He is fluent in German, English and French.



**Rita Champagne** [program assistant, public information] 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 stakeholders. She is fluent in French and English, and also speaks Spanish.



**Rupak Chattopadhyay** [director, Asia-Pacific and head, international conferences] has MAs in economics and political science from the University of Ottawa and the University of Illinois (Urbana-Champaign) and did doctoral work in political science at the University of Toronto. He is fluent in English, Bengali, Maithili, Hindi and Urdu.



**Keely Gregory** [human resources manager] has a BA in social sciences from the University of Ottawa with a concentration in sociology, a human resources management certificate, and an office administration executive diploma. She has worked for more than six years in human resources in the private and public sectors in Canada. A member of the

Human Resources Professionals Association of Ontario, she is fluent in English and French.



**Diana Chebenova** - on leave - [program manager, governance] is responsible for the Forum's program 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 Carleton University's Norman Paterson School of International Affairs. Diana speaks Slovak, Czech, Spanish, English, Russian, and Portuguese.



**Shawn Houlihan** [director, Africa] has an MA in public administration from the Kennedy School of Government at Harvard University, as well as BA and Master's degrees in development economics from Dalhousie University. He spent five years in Ethiopia (1993-1998) working in governance and civil service reform. He has extensive experience in Sudan working for Canada and the United Nations Development Programme.

He worked as a consultant for the Canadian International Development Agency on governance, capacity development and conflict management matters concerning the Middle East, the Horn of Africa, Pan Africa and Southern Africa.



**Rhonda Dumas** [program assistant, Global Dialogue] is responsible for logistics for the Global Dialogue program. Her past experience includes bookkeeping, conference planning and corporate travel. In a previous position, she was responsible for membership with a non-profit organization focusing on youth issues. She speaks English and French.



**Eric K. Kalambay** [program assistant, finance, systems & operations] specialized in communication at university and multimedia in college. Before joining the Forum, he worked at various francophone NGOs in Ontario. He speaks French, English, Lingala and several other languages.



**Sheela Embounou** [senior director of finance, systems and operations] brings to the Forum 20 years of experience in managing United Nations Population Fund programs in Central and West Africa. She graduated from the University College of Wales, Aberystwyth and directs the Forum's Finance, Operations and Human Resources activities. She speaks English and French.



**Abigail Ostien Karos** - on leave - [program manager, Global Dialogue] has an MA in philosophy of education from McGill University. She has lived in Hong Kong, Nigeria, the U.S., France and Canada and worked as an educator, editor and researcher. She speaks English and French.



**David-Alexandre Mac Donald** [director, partnerships and development] has worked in intergovernmental relations in Canada and holds an MA in international politics. He speaks French, English, Portuguese and some Spanish.



**Felix Knüpling** [director, Europe programs] worked at the International Secretariat of the Parliamentary Assembly of NATO in Brussels before joining the office of a member of the Foreign Affairs Committee of the German parliament (*Bundestag*) where he worked as a senior staffer for six years. He also worked as a journalist for the German-Polish quarterly, *DIALOG*. He holds an MA in political science from Free University Berlin and a BA in international relations from University of Kent (Canterbury) and is fluent in German and English.



**Rod Macdonell** [senior director, public information and education] is the former executive director of Canadian Journalists for Free Expression. He graduated in law from Quebec's *Université de Sherbrooke* and was an award-winning investigative journalist at the *Montreal Gazette* from 1983–1999. He also taught Media Law at Concordia University's journalism department in Montreal for several years, after which he managed a media program at the World Bank in Washington from 1999–2004, training journalists in Africa, Asia, Latin America and Eastern Europe. He speaks English and French.

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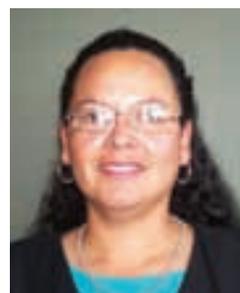


**Marc Lemieux** [director, Iraq and Middle East programs] worked for two years in Iraq for the International Foundation for Elections Systems providing civic education training to local civic groups and partners. He also worked on UN-supervised elections in Cambodia in 1993. He has monitored elections in Haiti, Bosnia, Serbia, Ukraine, Russia and Georgia. In addition to working with civic groups in



**Rose-Anne McSween** [public information officer] has a BA in political science from McMaster University, a certificate in translation from *l'Université du Québec en Outaouais* and a certificate in international commerce from the *Université de Montréal*. She has worked in international commerce and translation for several organizations and is fluent in French and English.

Kinshasa, Democratic Republic of Congo, he worked with numerous Canadian election monitoring delegations for the Canadian International Development Agency between 2000 and 2002. He also worked for Elections Canada during three elections. He has an MA in international relations from McGill University and is fluent in English and French.



**Marta Montes** [finance manager] is the Forum's senior accountant with more than 14 years' experience in the NGO sector. She joined the Forum in February 2000 and speaks Spanish and English.



**David Parks** [North American senior program manager, governance] helped develop alternative energy projects in Cuba, worked for an international development agency in Mexico and worked with fair trade coffee producers in Central America before joining the Forum. He has an MA in international development and speaks English, French and Spanish.



**Chandra Pasma** [program manager, Global Dialogue] has lived in the U.S., France and Canada, and uses this international experience in working with the many international participants of the Forum's Global Dialogue on Federalism program. Before joining the Forum, she worked in Canadian politics. She has an MA in French from Bowling Green State

University and an MA in political science from Carleton University. She is fluent in English and French, and speaks some Spanish.



**Nicole Pedersen** - on leave - [program assistant, global programs] began as a volunteer for the Forum at the Mont-Tremblant conference and was subsequently hired full-time in 1999. She has a BA in social sciences (concentration in political science). She is fluent in English and French and also speaks Arabic and some Spanish.



**Irina Shmakova** [program officer, Asia-Pacific] previously worked on peace building and democratic governance issues for Canadian and international organizations including the Pearson Peacekeeping Centre, the Organization for Security and Co-operation in Europe (OSCE) Mission to Serbia and the OSCE/Office for Democratic Institutions and Human Rights Election Observation Mission to Montenegro. Irina holds MAs in international affairs from Carleton University's Norman Paterson School of International Affairs and in international relations from Central European University, Budapest. She also has a degree in Oriental Studies from St. Petersburg State University, Russia. She speaks English, Russian, French and Hindi.



**Carl Thomas Stieren** [program manager, public information] has worked for Canadian NGOs in peace building, international relations and development. He has a BA in history from Toronto's York University and a certificate in business computer systems and programming from Ryerson University. He is a former co-ordinator of Canadian Friends Service

Committee and has worked as a reporter and as a technical writer. He speaks English, French and German.



**Yonghua (Alan) Zhang** [finance officer] has worked in accounting for several organizations including the Assembly of First Nations in Ottawa and the Shanghai Institute of Rubber Products. He has an MBA from University of Ottawa and a BA from the East China University of Science and Technology in Shanghai. He is fluent in English, Mandarin and Cantonese.





# Forum of Federations

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