



**MAKING THE TIME FOR DIALOGUE**



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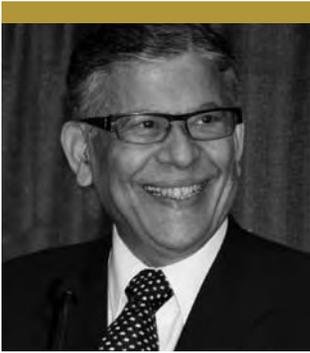
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## Chairman's Message

As chairman of the Forum of Federations, I am honoured to present you with the organization's annual report for 2010-2011. I note with pride that even though the Forum is a relatively young organization, in the 11 years since its founding, it has established itself as the recognized leader on federalism worldwide. The Forum is highly regarded for its professionalism both in our partner countries and in other countries where we have programs. The past year has been particularly productive for the Forum with 81 activities in over 20 countries.

Most significantly during the current year, Ethiopia co-hosted the 5<sup>th</sup> International Conference on Federalism with the Forum in Addis Ababa from December 13-16, 2010. The conference provided occasion for over 600 delegates from over 80 countries to share experiences on federalism and to learn about Ethiopia. The conference was the first-ever of the series of triennial international conference on federalism held in Africa and it was also a significant event in the dialogue on federalism in Africa, which is becoming more and more important. The conference provided the Forum the opportunity to organize a face-to-face board meeting, as well as a meeting of the Forum Strategic Council from December 12-13, 2010, in Addis Ababa. I thank our friends in the Ethiopian government for facilitating these meetings.

During the year, I had the pleasure of welcoming Ken Boessenkool from Canada, Abay Tsehaye from Ethiopia, Ramon Galindo from Mexico and Ajoy Acharya from India as new members of our board of directors. I note the departure from our board of Samuel Assefa of Ethiopia, Mukul Joshi from India and David Cameron from Canada, and thank them for their contribution to the board. In recognition of his contribution to the organization, David Cameron has been named as a fellow of the Forum. Significantly, the board approved a broader mandate for the Forum's work by recognizing that the Forum of Federations is the global network on federalism and multi-level governance, and is equipped to support established federations as well as countries transitioning to devolved and decentralized governance options.

The end of 2010-11 also marks a time of transition at the Forum. As part of a general restructuring plan, in March 2011, the board named Rupak Chattopadhyay as the Forum's fourth President and CEO. He succeeds George Anderson. I personally look forward to working with Rupak Chattopadhyay and congratulate him on behalf of the board on his new position. I also take this opportunity to extend very warm thanks to Mr. Anderson for his outstanding leadership of the Forum over the past six years, a period during which the Forum's expertise and programs have made major strides. Mr. Anderson has accepted the honorary title of President Emeritus and will serve as a part-time Senior Adviser. It is indeed regrettable that as part of the organization's general restructuring that we have been obliged to eliminate the positions of a number of very valuable staff. Let me thank those who left the Forum in 2011 for their dedication and contribution to building the organization and wish them all every success in their future endeavors.

In the current era of economic uncertainty, the Forum's staff is to be congratulated for their imagination and resolve in addressing the challenges that the Forum faces and I thank them all.

A handwritten signature in black ink, appearing to read 'Vijay Kelkar'. The signature is fluid and cursive, with a large, sweeping 'V' at the beginning and a long, horizontal stroke at the end.

**Vijay Kelkar**  
Chairman, Forum of Federations



## President's Message

The past year has been truly remarkable for the organization. The number of activities and publications in 2010-2011 is greater than ever. Our continued emphasis has been on how different federations deal with public policy issues. This approach has elicited considerable interest because of its focus on the day-to-day challenges of governments.

In addition to the Forum's activities in its nine partner countries, the Forum saw its highest level of engagement yet in new federal countries and in those emerging from conflict. The expansion and deepening of our development assistance programs is our response to the appetite for knowledge about federalism as a way to promote more stable and democratic governance. The year was also significant because Ethiopia hosted the first-ever International Conference on Federalism on the African continent in December 2010. The event was held in partnership with the Forum and attended by a number of heads of state and over six hundred delegates from about eighty countries.

2010-11 was also a year of renewal and restructuring. The Forum launched new projects in the area of immigrant integration, subnational taxation, integrated service delivery, public security and metropolitan governance. The year marks the end of an era at the Forum, with the publication of the final volume of Federations magazine, which coincided with the Fifth International Conference on Federalism in Ethiopia. During this period the Forum has launched a new line of publications through its Occasional Papers series, seven of which were published last year. The Forum also continues to add new volumes to its Global Dialogue and Thematic publication series.

I would like to acknowledge the contribution of my predecessor George Anderson in building up the organization. George stepped down in March 2010, after six years at the helm. I am greatly honoured that the Board selected me to succeed him. I look forward to working closely with Dr. Kelkar and the Board in the year to come.

Over the last decade the organization's productivity has been truly astounding. Our small and tightly knit team does a remarkable job maintaining relationships and running programs around the world, working in many languages and sometimes under very difficult circumstances. And it is through the efforts of this team that the Forum has become such a well-regarded organization the world over. I am most fortunate to be their leader.

I believe that in the coming year, the Forum will continue to remain very productive while diversifying the basis of its support. Onwards and upwards!

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

**Rupak Chattopadhyay**  
President and CEO, Forum of Federations

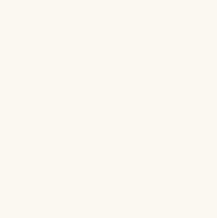
# Board of Directors



Vijay Kelkar (Chair)



Former Chairman of India's Finance Commission



Ajoy Acharya



Secretary, Inter-State Council of the Government of India



Alexander Alvaro



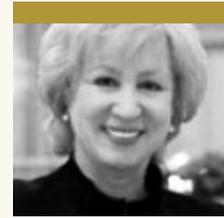
Member of the European Parliament



Ken Boessenkool



Executive Fellow at the School of Public Policy at the University of Calgary and Senior Counsel at GCI Canada



Kim Campbell



Former Prime Minister of Canada



John de Chastelain



Former Chief of the Defence Staff



Walter Fust



Former Director-General of the Swiss Agency for Development and Cooperation



Ramón Galindo Noriega



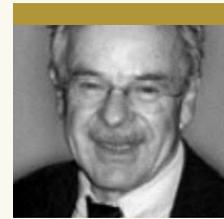
Senator of the United States of Mexico



Julius Ihonvbere



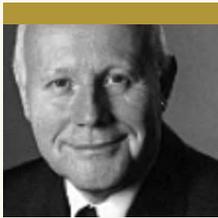
Former Special Advisor to the President of Nigeria and a member of the Technical Committee on the Niger Delta



Wolf Linder



Professor, Institute of Political Science of the University of Bern in Switzerland



Georg Milbradt



Former Minister-President, Free State of Saxony



Vincent Carlos y Plá Trevas



Consultant to the Presidency of Brazil's Caixa Economica Federal



Johanne Poirier



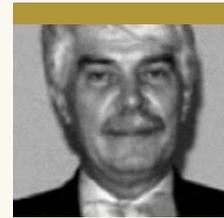
Professor of Law at the *Université Libre de Bruxelles*



Abay Tsehaye



National Security Advisor (Minister) to the Prime Minister



Roger Wilkins



Secretary of the Attorney General's Department, Australia

## Members who left the Board in 2010-2011

Samuel Assefa



David Cameron



Mukul Joshi







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In 2010-11, the Forum continued its move to programs based on specific themes rather than on individual countries.

## Governance Programs

**In 2010-11, the Forum continued its move to programs based on specific themes rather than on individual countries. This new approach has given the work of the Forum much more flexibility. We can easily integrate programs based on themes and global programs with activities in specific countries. And we can do this in aid-receiving countries as well as in other countries.**

We can also more easily carry out multi-year planning and activities with thematic work staged and planned over a period of years. The newer thematic work typically has a focus in a specific sector or might also be related to policy management in federations. We find that such programs are often considered most relevant by those who work within in a federal system.

The Forum's partner countries were the focus of the Forum's 2010-11 thematic programs in these themes:

- Australia: Benchmarking, Capital Cities, Immigrant Integration, Integrated Service Delivery, Metropolitan Governance, Oil and Gas.
- Brazil: Capital Cities, Intergovernmental Fiscal Accountability and Metropolitan Governance, Oil and Gas.
- Canada: Benchmarking, Capital Cities, Immigrant Integration, Integrated Service Delivery, Metropolitan Governance, Oil and Gas, Public Security.
- Ethiopia: Capital Cities. The Forum also runs a large Development Assistance Program (DAP) in Ethiopia – see section on DAP.
- Germany: Benchmarking, Capital Cities, Immigrant Integration, Integrated Service Delivery, Metropolitan Governance, Public Security.
- India: Capital Cities, Metropolitan Governance, Oil and Gas, Public Security.
- Mexico: Capital Cities, Climate Change, Metropolitan Governance, Oil and Gas, Public Security.
- Nigeria: Capital Cities, Intergovernmental Fiscal Accountability, Oil and Gas.
- Switzerland: Benchmarking, Capital Cities, Immigrant Integration, Metropolitan Governance.

Non-partner countries were the focus of the Forum's 2010-11 thematic programs in these themes:

- Argentina: Oil and Gas.
- Belgium: Capital Cities, Immigrant Integration, Metropolitan Governance.

- Russia: Oil and Gas.
- Spain: Immigrant Integration.
- South Africa: Capital Cities, and Metropolitan Governance.
- United States: Benchmarking, Capital Cities, Climate Change; Immigrant Integration, Public Security.
- Pakistan: Intergovernmental Fiscal Accountability, Oil and Gas.

### Benchmarking

Benchmarking, the custom of adapting and implementing the best practices of others, began in the private sector. It has since spread to governments. The program "Benchmarking in Federal Systems," which the Forum has run since 2009, aims at generating knowledge by comparing the experiences of federal systems of developed countries in introducing benchmarking methods in policies carried out by subnational governments. The Forum uses this knowledge as a way to foster learning and to improve performance. The program has an explicit focus on the implications of using benchmarking as an alternative to controls tied to fiscal transfers of funding to subnational governments. The Forum's work in this theme also examines the politics of benchmarking – how to put it in place and make it function. The case studies cover Australia, Canada, Germany, Spain, Switzerland, the US and the EU.

The Forum's lead expert on this program is Prof. Alan Fenna, John Curtin Institute of Public Policy, Curtin University, Western Australia. In 2010-11, the Forum organized a major international conference on this subject in Melbourne, Australia, in co-operation with Australia's Productivity Commission, bringing together experts from Australia, Canada, Germany, United States, and the European Union.

The findings and conclusions of the conference were further discussed at two high-level national roundtables in January 2011 in Switzerland, (partner: Centre of Competence for Public Management of the University of Bern) and

Germany (partner: German Research Institute of Administrative Science, Speyer). In December 2010, the Forum released a preliminary report authored by Prof. Fenna entitled "Benchmarking in Federal Systems" as Number 5 in its *Occasional Paper Series*.

## Capital Cities in Federal Systems

The purpose of this theme is to examine federal policy towards each capital city in ten federal countries with a particular emphasis on the funding arrangements and governance of capital cities. Capital cities are unique because each one is the seat of the national government and it hosts national institutions such as legislative buildings, national museums and arts centres, and other institutions for which the federal government is responsible. Capital cities take on political, administrative, and cultural and symbolic roles that are different than those of other cities in the country. At the same time, federal capitals are cities where people live, use local services, and engage in local political activity. This theme draws on capital cities as case studies in Australia, Canada, Ethiopia, Germany, India, Mexico, Nigeria, South Africa, Switzerland, and the United States.

As part of this program, the Forum held national roundtables in the following capital cities:

- Brussels, Belgium, in June 2010 with *Facultés universitaires Saint-Louis*
- Washington DC, USA in September 2010 with the Washington DC Economic Partnership and the World Bank, as well as the School of Business and Public Administration and the Office of International Programs and Exchange of the University of the District of Columbia
- New Delhi, India, in December 2010 with the Indian Institute of Public Administration
- Ottawa, Canada, in February 2011 in partnership with the University of Ottawa's Centre on Governance

## Climate Change

As part of its program comparing climate change in federal countries, the Forum held an international workshop on climate change in collaboration with Mexico's National Institute for Federalism and the Queretaro State Department for Sustainable Development. The workshop examined the role of subnational governments in climate change action planning. The event examined how sub-national governments can develop influential and innovative policies,

focusing on the experiences of Canadian provinces and Mexican states.

## Conflict and Federalism

This program is designed to address three fundamental problems in current scholarship and practice with respect to institutional design in developing countries emerging out of protracted conflict. First, the literatures on conflict resolution and institutional design tend to exist in two separate silos and currently do not have much to do with each other. Second, the institutional design literature is rooted largely in models, theories, concepts and experiences developed in and for advanced western democracies. It often does not travel well, especially to the Global South. Third, students of federalism and decentralization and students of power sharing and central government design do not speak to each other often enough. The interaction between the two, which can highlight tradeoffs, synergies, duplicative functions and other factors, has been relatively neglected. To meet this need, the Forum will publish a policy paper at the end of 2011, capturing lessons learned in studies by the United States Institute of Peace (USIP). The project was supported by the USIP.

## Immigrant Integration in Federations

This major project, comparing how immigrants are welcomed into the social and economic life of six federal countries, is co-directed by Leslie Seidle from the Forum and Christian Joppke of the American University of Paris. This program continued in 2010-11. It examines the interaction between federalism and laws, policies and programs for immigrant integration in Canada, the United States, Australia, Germany, Switzerland and Belgium.

As part of the program, two major conferences were held.

1. Immigrant integration in Belgium: About 60 participants from Western Europe and four federal countries attended a conference on this topic at a function held by the Forum of Federations in collaboration with the European Union's Committee of the Regions and the *Centre de droit public*, of the *Université libre de Bruxelles*. The event examined different views and approaches to immigration taken by federal and subnational governments from seven countries: Australia, Belgium, Canada, Germany, Spain, Switzerland and the United States.

2. Immigrant Integration and Canadian Federalism: In collaboration with the Mowat Centre at the University of Toronto, the Forum sponsored a conference in Toronto in January 2011 on this theme. The event was attended by 120 participants from the federal and Ontario governments, a range of organizations that provide services to immigrants, and academics and students from several universities. A book on this theme was being compiled in the summer of 2010.

### **Integrated Service Delivery in Federations**

This new project, which responds to a suggestion from the Canadian federal government, was launched in 2010-11. Over the past two decades, governments and public service organizations have been responding to rapid changes in the economy. These changes also occurred in internet-based communications and commerce. Citizens' expectations then increased, with demands for faster and more responsive service delivery. A central part of this government response has been the evolution of integrated or merged approaches to policy development and service delivery. In many countries, this has involved working across both departmental and jurisdictional boundaries of different subnational governments.

In February 2011, Tony Dean and Marie Boutilier of Maplevue Consulting submitted a background report on joint service delivery in federations, comparing research and interviews in Australia, Germany, the UK and Switzerland. This report formed the basis of the next phase of the program.

### **Intergovernmental Fiscal Accountability, Transparency and Responsibility in Federal Regimes**

A number of federations have been struggling with three linked tasks: implementing fiscal accountability, transparency and responsibility in intergovernmental relations. This is particularly true in some middle and low-income federations where the federal government is a major—or often the only major—source of funding for the subnational governments. In some federations, there is federal liability for debts incurred by subnational governments. In others, the fiscal policies of subnational governments are constrained by federally imposed rules. But these major challenges arise in virtually all federations – especially around intergovernmental accountability.

This new project looks at experiences in a number of federations by examining some of the underlying principles associated with accountability, transparency and responsibility in federal regimes. The project includes a review of fiscal responsibility laws and related policies and provisions. It also focuses in particular on the experience of middle and lower-income federations.

The project is led by Dr. Lars Feld, Director of the Walter Eucken Institute in Freiburg, Germany, and member of the Council of Economic Advisers of the German Federal Government. On commission for the Forum, Dr Feld held interviews in Nigeria, Brazil, and Washington DC in the summer of 2010. He presented his preliminary conclusions at a Forum conference in Islamabad, Pakistan, in October 2010 that was opened by Dr. A. Hafiz Shaikh, Pakistan's Minister of Finance.

This project was partially financed through the Forum's project in Pakistan, sponsored by the German Federal Foreign Office.

### **Metropolitan and Local Government**

A number of the Forum's partner countries, including Australia, Brazil, Ethiopia and India, have identified metropolitan governance as a major public policy concern. The current phase of the project has been developed in response to the needs of partners in Australia – the Major Cities Unit and the Australian Centre of Excellence on Local Government. The project ties into the need for Australia's states and territories to formulate strategic plans for their capital cities by 2012. These plans must meet national criteria for transport, housing, urban development and sustainability. The Brazilian Undersecretariat for Federative affairs has also identified the governance of fragmented metropolitan regions as a priority issue.

The Forum worked closely with its Australian and Brazilian partners on developing workshops in specific countries comparing experiences in other federations. In Brazil, the Undersecretariat for Federative Affairs (SAF) organized a workshop on "The Role of Local Governments in Federations" under the framework of the India-Brazil-South Africa alliance. This event took place in Brasilia at the margins of the heads of government summit in April 2010. In Australia, a follow-up workshop was organized in Brisbane in co-operation with the Australian Council of Mayors, the Local Government Association of Queensland, and the Brisbane City Council. This workshop looked specifically

at the processes and institutions of intergovernmental relations between metropolitan regions and the regional and federal governments, and across fragmented metropolitan regions.

In addition, the Forum, in co-operation with Mexico's National Institute for Federalism, delivered a workshop on state and local government financing in Mexico City in September 2010. The workshop examined the fiscal arrangements of state and local governments in Mexico.

The Forum's project also fed into the national discourse in Spain on metropolitan governance. In partnership with the Metropolitan Region of Barcelona (*Metropolitans de Barcelona*) the Forum organized a two-day conference comparing financing and governance of metropolitan regions in federal countries. The event was hosted by the *L'Institut d'Economia de Barcelona* at the University of Barcelona. It brought together experts from eight countries including Australia, Brazil, Canada, India, South Africa, Switzerland, Spain and the United States. Country presentations were made according to a previously developed set of questions. The experience of each country was presented through case studies of two differing metropolitan areas.

## Public Security

The Forum developed a program of activities that examined the challenges of public security coordination between multiple orders of government (federal and regional, or federal, regional and municipal) and the challenges of security reforms aimed at improving coordination between agencies, orders of government, and federal countries. In the first phase of the program, the Forum co-organized a roundtable on security and federalism in India with the Centre for Public Affairs (CPA), bringing together elected officials, academics and public servants to exchange experiences on the management of public security in federal contexts.

With the support of the Inter-State Council of the Government of India, the CPA and Forum organized an international conference in December 2010 to discuss the ideas, premises and practices of public security. The conference also examined the mechanics of public security: practical experiences and innovations; and the challenges and responses to emerging jurisdictional issues in public security. The program featured experts from Canada, Germany, India, Nepal and the United States.

## Oil and Gas

As part of the Forum's program on "Oil and Gas in Federal Systems", which is comparing the experiences of 12 federations, the Forum co-organized a conference on oil and gas in federations of the Western hemisphere in co-operation with the *Centro de Investigacion y Docencia Economicas* (CIDE) in November 2010. The conference looked at issues such as ownership and control of the resources, macroeconomic management issues, fiscal decentralization, raising and sharing revenue, having a centralized or a decentralized petroleum sector, revenue management, and accountability and transparency.

Countries included in this study are: Australia, Argentina, Brazil, Canada, India, Malaysia, Mexico, Nigeria, Pakistan, Russia, the United States and Venezuela. The conference helped to raise policy makers' awareness of alternative policy options for the management of petroleum resources in federal and decentralized countries.

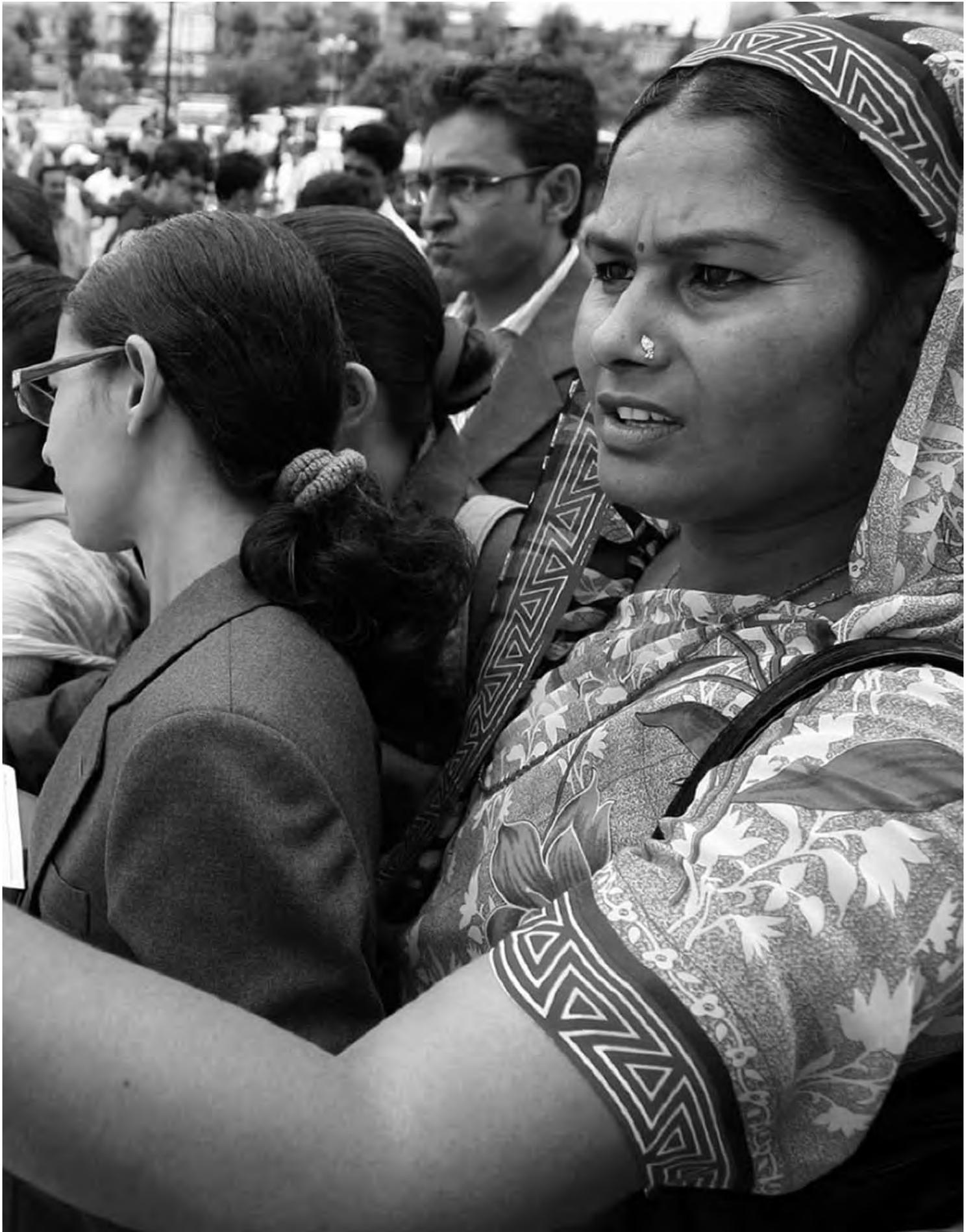
## Global Dialogue Theme 9: Political Parties and Civil Society

Established in 2002, the Global Dialogue program is a joint project of the Forum of Federations and the International Association of Centres for Federal Studies (IACFS).

The international roundtable on political parties and civil society took place in July 2010 in Berlin, Germany, in co-operation with the *Konrad Adenauer Stiftung*.

This theme is concerned with political parties and civil society organizations as the most important intermediary groups in contemporary democracies. In focusing on federal democracies, we explore the specific conditions of interest mediation in compound policies in which political sovereignty and competencies may be divided but are also shared. The patterns of mutual interaction between political parties, civil society and federal institutions are at the centre of this theme. While federalism shapes the ways parties compete and organize, parties as central actors in parliaments and governments have a decisive impact on federal dynamics. In a similar vein, the structures and behavioural norms of civil society, which are in part influenced by federal institutions, also influence federal dynamics.

Theme 9 covers twelve countries: Australia, Belgium, Canada, Germany, India, Malaysia, Mexico, Nigeria, South Africa, Spain, Switzerland, and the United States. Klaus Detterbeck and Wolfgang Renzsch are the Theme Coordinators.



## Country-specific Activities

In 2010-11, the Forum held some activities specific to certain countries that were not part of the thematic program. These activities stand alone, responding to specific interests and needs in these countries.

### Brazil



A roundtable on fiscal federalism and the struggle against regional inequality was recently held in Brazil. The roundtable discussed the effect that redistribution of revenues by the federal government to the states and municipalities has had. The recent revenue distribution has played a role in fostering improved federal-state-municipal relations in Brazil while helping to reduce inequalities in the country.

The roundtable also provided an opportunity to compare the Brazilian experience in redistributing federal government revenues with those of Spain and Germany.

The event was an initiative of Brazil's Undersecretariat of Federative Affairs of the Secretariat of Institutional Relations of the Presidency, in co-operation with the Forum of Federations and the Bahia State Finance Secretariat. It was held on July 22-23, 2010, in the city of Salvador.

In addition, the Forum, the Undersecretariat for Federative Affairs of the Brazilian Presidency and the Institute for Applied Economic Research recently co-organized a conference on intergovernmental co-operation in the Americas.

The purpose of the event, held on November 29 and 30, 2010, in Brasilia, was to assess the mechanisms of intergovernmental co-operation in a number of federal and decentralized countries in the Americas – and to draw out potential applications for Brazil.

### Germany



The Forum of Federations in co-operation with Prof. Arthur Benz of the Institute of Political Science of Darmstadt Technical University and with the *Bundesrat* (Germany's upper house) organized a two-day international conference in Berlin in February 2011. This event, held at the *Bundesrat*, brought together one hundred experts and those who work within federal systems from ten different countries. The aim of the conference was to compare constitutional reforms in federal and devolving countries in order to identify structures, processes and strategies which have proven to be indispensable for successfully amending constitutions.

Participants addressed the external and internal pressures influencing these countries over the last decades, the globalization of markets and the pluralisation or fragmentation of national societies. They also debated the new demands on central governments due to technological and social change in the face of declining or stagnating resources. Participants then explored the struggle for power and influence by leaders of the federal government and business, labour and civil society groups as well as leaders of regions and municipalities. These influences have created, among other effects, pressure to amend regional constitutions. Under these conditions, federal countries and multinational states have changed their multi-level structures through constitutional reforms. At the same time, unitary governments have decentralized, and mono-national federations have struggled to cope with the increasing complexity of intergovernmental politics.

Focusing on the different types and procedures of various successful and failed constitutional reforms, participants also tried to identify practical suggestions for designing future reforms. Case studies examined not only federations (Austria, Belgium, Canada, Germany and Spain) but also countries that are not fully federal but have started the processes of federalization, devolution or regionalization (Italy, France and the United Kingdom). A publication is slated for late 2011.

## Spain



In Spain, the Forum, in co-operation with the Centre for Political and Constitutional Studies of Madrid and the Gimenez Abad Foundation of Zaragoza, co-organized a seminar on constitutional courts entitled “Constitutional Courts and Guaranties of Federalism.” This event took place in Madrid in June 2010. The issues that were analyzed included not only the guarantees of a jurisdictional character exercised by the constitutional courts, but also the guarantees of a political nature. These political guarantees included the role of second chambers and mechanisms of loyalty and institutional co-operation between different levels of government. The country case studies relevant for Spain that were included in the seminar were those of Germany and Italy, among others.

The Forum also organized a workshop in co-operation with the Gimenez Abad Foundation in Zaragoza on “Health Care in Federal Systems” in June 2010, covering Canada, Spain, and the United States.

## Switzerland



A new six-week Internship Program for six young professionals from different countries in Asia and Africa was launched in Bern, Switzerland, in September 2010 by the Forum of Federations, the Conference of Cantonal Governments and the Institute of Federalism of the University of Fribourg. The Internship program is sponsored by the Swiss Agency for Development and Cooperation.

The participants were hosted by six different cantonal governments in French- and German-speaking parts of the country, as well as in urban and rural regions of Switzerland. The purpose of the program was to offer an opportunity to young persons from developing and middle-income countries to experience federalism in action. The participants expanded their knowledge by experiencing the daily political and administrative realities of an established federation.

An initiative of the Forum, the program took advantage of the summer program of the Institute of Federalism of the University of Fribourg. The program provided practical training and found internships with governments of Swiss cantons for the high achievers from the institute’s international students.

The Swiss Working Group “Guidelines for Good Federal Practices” continued its work throughout 2010-11 with the support of the Forum. It presented its preliminary report to an international group of federalism experts and those who work within federal systems at the 5<sup>th</sup> International Conference on Federalism in Addis Ababa on December 10, 2010. The objective of this project was to develop guidelines of “good federal practices,” not a binding code. This project, announced by Prof. Arnold Koller at the 4<sup>th</sup> International Conference on Federalism in Delhi in 2007, built upon the rich material developed in the context of the Forum’s Global Dialogue program. The working group included Prof. Daniel Thürer, Prof. Arnold Koller, Prof. Thomas Pfisterer, Prof. Bernhard Ehrenzeller, Prof. Bernhard Waldmann and Prof. Bernard Dafflon, all from Switzerland.

# Development Assistance Programs

## Ethiopia

The Forum project on “Conflict Management in Federal Systems: Mobilizing Ethiopian Leaders” created a significant number of trained leaders throughout Ethiopia’s federal system and society who could use their new knowledge and leadership skills. The leaders were prepared to better promote respect for the “federal idea” and more effective utilization of it as well as learning about specific federal instruments to manage conflicts. This project was designed to help mitigate existing and latent conflict, and generally deepen the sustainability of Ethiopia’s young federation.

The project included these components:

- leadership retreats (training-dialogue sessions) with a wide range of actors from all regions
- training of trainers
- university curriculum development
- a national workshop
- technical assistance

For 2010-11, there were four retreats with a total of 675 person-days. Women constituted about 25 per cent of the participants in the four retreats (34 women out of 135 total participants). A total of 30 per cent of the participants were from the capital and 70 per cent from regions. Three of the retreats were organized at the federal level, participants drawn from the federal government, the regional governments and non-governmental institutions. Just one of the four took place in a regional state. Three more retreats are planned to be held at a regional level in 2011-2012.

The retreat programs involved a series of leadership exercises and presentations and group exercises on conflicts in a federal system. It gave participants the ability to understand the challenges and opportunities of federalism. They saw the roles that leaders of young federations could play in strengthening federal governance and to learn from international experiences. Participants also learned the nature of conflicts in the country and how federalism could help in managing and mitigating them.

Another important component of the Ethiopia Program was a five-day academic workshop designed to improve the scholarship in federalism in the country. The workshop, titled Enhancing Federalism Scholarship, suggested ways of integrating federalism courses into the curriculum of higher education institutions.

Participants were drawn from public and private universities and colleges from across the country. A total of 37 academics representing about 20 institutions from seven regional states and two federal cities took part on the workshop.

The Forums work in Ethiopia is funded by the German Federal Foreign Office.

## Nepal

The Forum has been very productive in Nepal in 2010-2011. Project activities have involved education and training events on themes of interest to Nepalese on federalism, fiscal federalism and building the capacity to carry out government services. The Forum was responsible for holding over 16 events in Nepal covering a gamut of federal issues that are of great importance to the process of nation building.

These programs included:

- six roundtables on constitution writing and the federalization processes with federalism expert Ron Watts
- a seminar on finance and governance of capital cities discussing the future status of Kathmandu
- a security and management meeting dealing with the delivery of public security, the integration of forces and how to achieve representation and diversity while managing their policing
- two roundtables on fiscal federalism with renowned expert Dr. Srivastava: “Fiscal Federalism in Nepal: Transition Challenges” and “Designing Fiscal Transfers in Nepal: Some Lessons from Selected Federations”
- a two-day event on transition to federalism in Nepal with lessons comparing transition experiences from Spain, South Africa, and Ethiopia

- a two-week course on India's federal governance that included federalism training for young professionals and opinion makers from Nepal
- a roundtable titled "Key Elements of a New Fiscal Regime in Federal Nepal: Some Perspectives," held in collaboration with the Centre for Constitutional Dialogue of the United Nations Development Programme

The Forum also sent 20 Nepali delegates to the 5<sup>th</sup> International Conference on Federalism. The delegation included Nepali academics, civil society activists and members of the Constituent Assembly. The international conference offered a unique opportunity for the Nepali delegation to exchange views and learn from leading international experts and those who work within federal systems on many questions they are confronting along their federal path.

The Forum's Nepal project also produced several publications that will be used to inform Nepalese academics, civil society, government officials and practitioners of federalism:

- *Federalism and the Constitution of Nepal: 30 Questions & Answers* written by Prof. Ronald L. Watts. The book provides the impetus for discussion on the key challenges that the country will likely tackle in the transition to a federal system.
- "Transition to Cooperative Federalism: The South African Experience," by Derek Powell, *Occasional Paper Series* Number 3
- "The Transition to a Decentralized Political System in Spain," by Carles Viver Pi-Sunyer, *Occasional Paper Series* Number 4
- "Transition to Federalism: The Ethiopian Experience," by Hashim Tewfik, *Occasional Paper Series* Number 5

The Forum's work in Nepal is sponsored by the Swiss Agency for Development and Cooperation.

## Pakistan

During this period the Forum continued to assist Pakistan in its efforts to strengthen its federal systems after the country's return to democracy in 2008. This program is funded by the German Federal Foreign Office and in collaboration with its partner organization, the Centre for Civic Education Pakistan (CCEP).

Constitutional reform was identified by the provincial stakeholders' needs assessment conducted in 2009 as the first priority to be addressed. The process of deliberation on the constitutional reforms package initiated through provincial discussions culminated with the "National Conference on Pakistan's Constitutional Reform Process, Prospects for Inclusive Federalism" in Kathmandu, Nepal, in May 2010. The conference discussed Pakistan's constitutional reform process with a key focus on the 18<sup>th</sup> Constitutional Amendment proposed by the parliamentary constitutional reform committee, later passed by the National Assembly and the Senate, and signed into effect by the president.

The topic of fiscal federalism, as linked to provincial autonomy, was identified as the second priority concern by the 2009 needs assessment. The discussion became increasingly vibrant after the 7<sup>th</sup> National Finance Commission (NFC) awarded an increased share of funding to the provinces and when the 18<sup>th</sup> Amendment to the Constitution empowered the provinces. The Forum organized provincial roundtables on this topic in the provinces of Punjab, Sindh, Khyber Pakhtunkhwa and Balochistan.

The deliberations of the Provincial Advisory Groups (PGA) fed into a national conference on fiscal federalism held in Islamabad in October 2010. The national conference included four global fiscal experts. The provincial and national consultations of the Forum and the CCEP – the Forum's local partner – were welcomed by the fiscal experts as well as other stakeholders. After the 7<sup>th</sup> NFC award, there was a considerable appetite by everyone for understanding and debating the consequences of the award, especially in the changed political context of the 18<sup>th</sup> Constitutional Amendment.

The Forum and the CCEP held two thematic events at the national level on education after the passage of the 18<sup>th</sup> Amendment and the Senate reforms in Pakistan.

The two agencies also held two regional thematic events:

1. a workshop examining of the act issued by the Pakistani cabinet granting self-rule Gilgit Baltistan, a northern area along the border with China
2. an event on the governance of federal capital cities

Each event was complemented by research papers and publications comparing federalism in other countries commissioned under the project. The participants developed a set of recommendations for relevant institutions and shared them with relevant policy makers, ideas and the research community.

A nine-member Pakistani delegation headed by Senator Mian Raza Rabbani, adviser to the prime minister of Pakistan on provincial coordination, participated in the Fifth International Conference on Federalism held in Addis Ababa in December 2010. A ten-member delegation including politicians, civil society, office bearers and media participated in the conference "Changing federal constitutions: Lessons learned from international comparisons," held February 24-25 in Berlin. The conference took place in the *Bundesrat* building, the seat of Germany's upper house of parliament. The delegation also benefitted from a three-day visitors' program to broaden their understanding of the role of municipalities in Germany's federalism and the role of the *Länder* (regions) in the German federation. The delegation also studied the outcomes of the recent reforms to Germany's federal system, the relationship between Germany and Pakistan, and the role of federations in the world and federalism in Europe.

To provide technical assistance, the Forum and its local partner held one national and four provincial trainings of trainers on federalism. In all, 164 mid-career professionals, mandate bearers, duty bearers, academicians, civil society representatives and media professionals were trained in the principal and corresponding concepts of federalism.

The Forum and the CCEP also held public education events on federalism at 11 universities across the country along with four events for media professionals. In these trainings more than 700 youths, students, reporters from newspaper, radio and TV as well as representatives from wider civil society were trained on the basic principles of federalism. The trickle-down effect of these training sessions will be significant as these 700 Pakistani citizens will interact, debate and discuss their newly-acquired knowledge on federalism with hundreds of their peers and colleagues.

There was a paucity of high-quality research on the topics and themes related to federalism in Pakistan that have now been addressed by the project. To begin meeting

this demand, research papers were commissioned by the Forum for the national conferences and were widely distributed and also posted on the CCEP and Forum websites for widespread access. The project also translated relevant materials into Urdu and distributed them widely. This knowledge about federalism from many countries is invaluable for those who are charting out paths for Pakistan to translate the 18<sup>th</sup> Amendment into a new institutional architecture and policy framework.

In the same vein, a number of publications, reprints and educational materials were produced along with promotional materials. These publications were widely distributed to stakeholders, including participants attending the events as well as decision makers, politicians and academics. These materials were distributed through the public educational campaign and also mailed to libraries, political party offices, media outlets and civil society organizations. Books were also distributed at events organized by other institutions. Some basic Forum publications and tools of public education were translated into Pashto and Urdu, which are widely spoken and read in Pakistan.

Production of public education materials for outreach is continuing with the publication of a quarterly newsletter by CCEP and a page on its website dedicated to federalism. A DVD kit with a primer on federalism was completed and will be distributed and used widely in public education programs by the end of 2011. This DVD kit and teachers' guide will also be translated into Urdu to increase the potential for its utilization and outreach.

In spite of the continuing volatile security situation and an uncertain political environment, the project has been able to engage stakeholders in federalism and other participants to steadily increase their involvement and interest in reviving the federal debate in Pakistan. These efforts took place at national and provincial levels and within governments and civil society organizations. All 15 political parties were interested in the program and sent their representatives to the events. The media has been involved and activities have received good electronic and print coverage.

The engagement of high-profile policy makers, including those on the Special Parliamentary Committee for Constitutional Reforms has also promoted openness and further awareness of the decisions taken, and the reasons

for them among the participants in the national and provincial advisory groups. The 7<sup>th</sup> National Finance Commission award and the 18<sup>th</sup> Amendment have given federalism in Pakistan a new importance and this has significantly increased interest in the lessons in comparative federalism provided by the Forum-CCEP program and publications. During the program, stakeholders expressed a clear appreciation for the relevance of federal experiences in other countries and the crucial timing of the project. As a result of this successful outreach, the Pakistan Government has a positive impression of the Forum of Federations. In March 2011, Pakistan's Ministry of Inter-Provincial Cooperation requested support related to the preparation of an operational manual for devolved ministries and related training courses for new "duty bearers" in provinces.

The Forum's work in Pakistan is funded by the German Federal Foreign Office.

## Sri Lanka

During the fiscal year 2010-11, the Forum completed the implementation of its Support to Dialogues on Devolution and Power-Sharing in Sri Lanka Program, which ran for one year and eight months. The program was aimed at supporting local initiatives and partners engaged in dialogues on the need for devolution and power-sharing in the country. Despite the persistent anti-devolution atmosphere perpetuated by the central government, most of the program activities were implemented as planned and were reasonably successful due to the commitment of pro-devolution forces in the country, including provincial councillors, provincial officials and civil society organizations.

The Forum implemented its activities with the support of the local partner, the Institute for Constitutional Studies. The Forum's work included the translation, launch, consultation on and dissemination of the evaluation report on the working of provincial councils in Sri Lanka from 1988 to 2010. Events included a national symposium on 20 years of devolution in Sri Lanka. Other activities included a workshop for media persons and three public consultations in different parts of the country, as well as the translation and dissemination of educational materials on power sharing and federalism. Also, experts made presentations on

different aspects of power sharing and federal experiences; and a group of Sri Lankan politicians and opinion-makers was sent to participate in the 5<sup>th</sup> International Conference on Federalism held in Addis Ababa, Ethiopia. Although the program was successful in achieving its stated objectives, upon its completion the Forum decided to discontinue its engagement in the country due to a limited space to operate within the current political circumstances.

The Forum's work in Sri Lanka is funded by the Swiss Agency for Development and Cooperation.

## Sudan

The Forum's work in Sudan consisted of building capacity in fiscal federalism that would bolster the Comprehensive Peace Agreement (CPA) between north and South Sudan and strengthening the academic base for establishing federalism in Sudan. Other work included giving technical advice on the subject matters of federalism to CPA-mandated institutions and others as well as providing general training, dialogue and public awareness on federalism within the Sudanese political dialogue. This support was accomplished by giving federalism policy development workshops and a seminar on federalism with the State Council. The Forum also organized a series of "theory and practice of federalism" workshops as well as seminars on secession experiences of other federations. A series of consultative and planning meetings were held with Southern Kordofan and Blue Nile State leaders, the international community and civil society representatives. The Forum also produced an internal report providing assessment and recommendations and a draft implementation plan for a series of activities. We also completed production of the special Sudan edition of Federations magazine titled "Preparing for 2011: Federalism and Post-Referendum Sudan". The Forum's Sudan program was featured in 17 media spots (nine newspapers, five TV clips, two radio programs and one website).

The Forum's work in Sudan is sponsored through the Canadian Government funded 'Support to Federal Decentralization Policy and Negotiations in Sudan project.



The Forum of Federations has had a prolific year in publications and has produced more than 20 publications.

# Publications

The Forum of Federations has had a prolific year in publications and has produced more than 20 publications. Our publications have been commissioned, edited, reviewed, laid out and sent to print and website by the Public Information and Education, Development Assistance, and Programs divisions as well as the entire organization.

## Global Dialogue Publications

- *Diversity and Unity in Federal Countries* – Global Dialogue Book 7, by Luis Moreno and César Colino. Leading scholars and experts working in federal systems analyze the current political, socio-economic, spatial, and cultural diversity in 12 federal countries. The authors delve into the role that social, historical, and political factors have had in shaping the balance between diversity and unity. Not all federal countries have the same configuration of diversity: different institutional responses are highlighted in chapters on the 12 federal countries considered: Australia, Belgium, Brazil, Canada, Ethiopia, Germany, India, Nigeria, Russia, Spain, Switzerland and the United States of America.
- *Intergovernmental Relations in Federal Systems* – Global Dialogue Booklet 8, edited by Rupak Chattopadhyay and Karl Nerenberg. The eighth booklet in the Global Dialogue Series explores the topic of intergovernmental relations within 13 federal-type countries or regimes as case studies: Argentina, Australia, Austria, Brazil, Canada, Germany, India, Nigeria, South Africa, Spain, Switzerland, the United States, and the European Union.

## Special Publications

- *Switzerland: Insights into a Paradigmatic Federation*, by Andrea Iff and Isabelle Stadelmann-Steffen, published in June 2011 – a compendium of the Global Dialogue analysis on Switzerland
- *Access to Property rights: Integrating Indigenous Communities into the Federal Scheme – International Experiences*, by Celine Auclair and Nawel Hamidi
- *Federalism an Introduction*, by George Anderson – published in Japanese and Urdu editions
- *Fiscal Federalism: A Comparative Introduction*, by George Anderson – published in French and Urdu editions

## Occasional Paper Series

This year the Forum launched its Occasional Papers Series. This series was introduced as a vehicle for documenting compelling issues in the practice of federalism in a timely and accessible fashion. Seven Occasional papers were published:

- Number 1: *Pension Reform in Canada: An Often Fractious Federation*, by Bruce Little
- Number 2: *Foreign Development Policy of Constituent Units: Trends, Challenges and Lessons Learned*, by Noé Cornago
- Number 3: *Transition to Cooperative Federalism: The South African Experience*, by Derek Powell
- Number 4: *The Transition to a Decentralized Political System in Spain*, by Carles Viver Pi-Suñyer.
- Number 5: *Transition to Federalism: The Ethiopian Experience*, by Hashim Tewfik
- Number 6: *Benchmarking in Federal Systems*, by Alan Fenna
- Number 7: *The Gamble of Fiscal Federalism in Italy*, by Tommaso E. Frosini

## Development Assistance Programs Publications

The Development Assistance Programs division of the Forum produced three educational learning tools for its training activities. These tools complement the Forum's Federalism Library, used in development and training projects in the Forum's Development Assistance Program (DAP) countries:

- *Key Elements of a New Fiscal Regime in Federal Nepal*, by D. K. Srivastava
- *Federalism and the Constitution of Nepal: 30 Questions and Answers*, by Ron Watts
- Learning about Federalism and Fiscal Federalism: Two educational videos

## Federations Magazine

The final edition in the current series of Federations magazine was published; the 5<sup>th</sup> International Conference edition. Three editions in total were published in 2010-2011, including a Special Edition on Sudan.

## Forum of Federations online

The Forum's website continues to evolve as the Forum's main source of communication and information. It has expanded its online content to make more Forum publications freely available online. The Forum also produces a quarterly on-line newsletter that serves as a medium for reporting on our ongoing activities around the world as well as providing links to research and findings.

Forum of Federations

# Financial Information 2010-11

	2011	2010
<b>Financial position</b>		
<b>Assets</b>		
Current Assets	3,888,459	5,687,809
Capital Assets	84,333	111,540
Investments	952,671	1,789,429
<b>Total Assets</b>	<u>\$4,925,463</u>	<u>\$7,588,778</u>
<b>Liabilities and net worth</b>		
Current Liabilities	2,752,673	4,629,926
Deferred Contributions for Capital Assets	26,676	33,425
Deferred Contributions – Long Term Fund	952,671	1,789,429
<b>Net Assets</b>	<u>1,193,443</u>	<u>1,135,998</u>
	<u>\$4,925,463</u>	<u>\$7,588,778</u>
<b>Statement of Revenues and Expenses</b>		
<b>Revenues</b>		
Government of Canada – DFAIT	3,733,766	5,772,504
Other foreign country contributions	318,711	368,433
Federal Republic of Germany	1,929,608	467,482
Government of Switzerland	982,690	737,620
Others	103,614	436,488
	<u>\$7,068,389</u>	<u>\$7,282,527</u>
<b>Expenses</b>		
Projects	5,936,343	5,837,602
Salaries and benefits	462,854	532,268
Administration	611,747	797,356
	<u>\$7,010,944</u>	<u>\$7,167,226</u>
<b>Excess Revenue over Expenses</b>	<u>\$57,445</u>	<u>\$115,301</u>

Complete audited financial statements are available on our website, [www.forumfed.org](http://www.forumfed.org).

## Summary of Forum activities in 2010-2011

Apr. 8, 2010 Citizens discuss key constitutional changes and propose more reforms – Islamabad, Pakistan

Apr. 13-14, 2010 Roundtable shares solutions for municipal problems with South – South Cooperation, Brasilia, Brazil

Apr. 22-23, 2010 Nepal's constitution writers shift their focus to security and capital city issues – Kathmandu, Nepal

Apr. 29, 2010 Second roundtable held on public security and federalism – New Delhi, India

May 1-2, 2010 Pakistani stakeholders meet in Nepal to take analyze sweeping constitutional changes – Kathmandu, Nepal

May 3, 2010 Forum holds meeting on conflict management and federalism – Toronto, Canada

May 17-20, 2010 Fiscal data collection plus monitoring and evaluation training – Khartoum, Sudan

May 25-27, 2010 Participants at Ethiopian workshop design leadership retreats – Addis Ababa, Ethiopia

June 1, 2010 Spanish book on fiscal federalism co-edited by Forum staffer – Zaragoza, Spain

June 1, 2010 Government of Australia presented with report on international roundtable – Sydney, Australia

June 7, 2010 International participants learn how Germany reformed its constitution – Ottawa, Canada

June 9-11, 2010 International experts discuss role of political parties – Berlin, Germany

June 14, 2010 Forum launches Occasional Paper Series with analysis of Canadian pension reform – Ottawa, Canada

June 14, 2010 Forum co-hosts Belgian capital cities event – Brussels, Belgium

June 14-15, 2010 Seminar from federal countries shares approaches to regional diversity – Madrid, Spain

June 15, 2010 Forum forges link with European Union – Brussels, Belgium

June 18, 2010 Practitioners of federalism agree on how to beef up

fiscal accountability in Nigeria – Abuja, Nigeria

June 18, 2010 Spain shares lessons from decentralized health care system, 25 years later – Zaragoza, Spain

June 19, 2010 Forum President leads South Sudan seminar on oil and gas – Juba, Sudan

June 25, 2010 Seminar examines European Union and its economic crisis – Ottawa, Canada

June 28, 2010 Forum's Pakistan program stages fiscal events – Lahore, Pakistan

June 28, 2010 Expert explains Italy's long road to federalism – Ottawa, Canada

June 28-30, 2010 Southern Sudanese meet to find way forward on fiscal issues – Juba, Sudan

July 1, 2010 Fiscal federalism training provided to newly-elected politicians in Southern Sudan – Juba, Sudan

July 5-7, 2010 Civil society workshop maps out Ethiopian leadership retreats – Addis Ababa, Ethiopia

July 12, 2010 Stakeholders discuss shift of powers to Pakistan's provinces – Peshawar, Pakistan

July 12-13, 2010 Pakistani participants upbeat about future prospects of newly-named region – Islamabad, Pakistan

July 19, 2010 Pakistan event focuses on fiscal federalism – Karachi, Pakistan

July 22-23, 2010 Brazilian officials discuss curbing regional inequality – Salvador, Brazil

Aug. 1-5, 2010 Workshop looks at vital issues facing Sudan in 2011 and beyond – Khartoum, Sudan

Aug. 2, 2010 Forum issues Occasional Paper No. 2 on foreign aid policies of regional governments – Ottawa, Canada

Aug. 4, 2010 Members of Sudan's Upper House discuss federal options – Omdurman, Sudan

Aug. 7-8, 2010 Forum holds workshop with Sudanese universities – Khartoum, Sudan

Aug. 12-13, 2010 Fiscal expert advises Nepalis on financial benefits of a federal system – Kathmandu, Nepal

Aug. 17, 2010 Forum president delivers presentation on Canadian federal-provincial transfers – Kingston, Canada

Aug. 18, 2010 Pakistan provincial officials ponder new fiscal arrangements – Islamabad, Pakistan

Aug. 19-21, 2010 Conference examines problems of metropolitan

regions – Sydney/Brisbane, Australia

Aug. 23 – Oct. 22, 2010 Summer Session at the Institute of Federalism, University of Fribourg – Fribourg, Switzerland

Aug. 31, 2010 Australian professor gives lecture on election and current state of Australian federation – Ottawa, Canada

Sep. 10, 2010 Forum expert gives lecture on India's security apparatus – Ottawa, Canada

Sep. 13, 2010 Federalism training for young professionals begins in Switzerland – Fribourg, Switzerland

Sep. 16, 2010 Forum shares findings on capital cities at two events – Washington, DC, USA

Sep. 20, 2010 Argentine expert explains how Canada and Argentina took different federal paths – Ottawa, Canada

Sep. 21, 2010 Roundtable held to discuss federal-provincial authority over education – Islamabad, Pakistan

Sep. 27, 2010 Forum holds Mexican fiscal event on state and local governments – Mexico City, Mexico

Oct. 1, 2010 Special Arabic-English magazine devoted to Sudan and its coming referendum – Sudan

Oct. 6, 2010 International constitutional expert speaks on Kenya's challenges – Ottawa, Canada

Oct. 17, 2010 Forum President visits Kenya to discuss devolution after new constitution adopted – Nairobi, Kenya

Oct. 18-25, 2010 Forum holds Ethiopian leadership retreat – Addis Ababa, Ethiopia

Oct. 19-20, 2010 Benchmarking: Australian and overseas experts discuss federal service delivery – Melbourne, Australia

Oct. 25, 2010 Forum President addresses the Indian Institute of Public Administration – New Delhi, India

Oct. 27-28, 2010 Nepal stakeholders learn about three countries' transition to federal systems – Kathmandu, Nepal

Oct. 30, 2010 Experts meet to discuss tax reforms and federal-provincial relations in Pakistan – Islamabad, Pakistan

Nov. 17, 2010 Ottawa professors discuss their "Federalism and Feminism" book at Forum event – Ottawa, Canada

Nov. 22, 2010 Forum President holds talks with government officials on Forum's work in Mexico – Mexico City, Mexico

Nov. 22-26, 2010 Federalism and conflict resolution programs attract Ethiopian leaders – Adama, Ethiopia

Nov. 22 – Dec. 4, 2010 Forum holds federalism training seminars for Nepali officials in India – New Delhi, India

Nov. 25, 2010 Mexican conference learns how sub-national

governments curb climate change – Queretaro, Mexico

Nov. 25-28, 2010 Federalism training sessions held in Islamabad – Islamabad, Pakistan

Nov. 29-30, 2010 Forum holds conference on federal immigrant integration policies – Brussels, Belgium

Nov. 29-30, 2010 Forum co-organizes meeting on federal arrangements and intergovernmental Relations – Brasilia, Brazil

Dec. 6-8, 2010 Conference examines security management in federal countries – New Delhi, India

Dec. 7, 2010 Participants conclude changes are needed in governing Pakistan's capital city – Islamabad, Pakistan

Dec. 9, 2010 Forum holds workshop on capital cities in India – New Delhi, India

Dec. 13-16, 2010 5<sup>th</sup> International conference on federalism held in Ethiopia – Addis Ababa, Ethiopia

Dec. 17-18, 2010 Experts re-think post-conflict constitutional design – Addis Ababa, Ethiopia

Dec. 26, 2010 Ethiopian graduate students learn about journalism in federal countries – Addis Ababa, Ethiopia

Jan. 12, 2011 Experts examine public sector benchmarking: international experiences and approaches – Speyer, Germany

Jan. 14, 2011 Roundtable evaluates benchmarking for Swiss cantons and local governments – Bern, Switzerland

Jan. 28, 2011 Conference held on immigrant integration and Canadian federalism – Toronto, Canada

Jan. 28-29, 2011 Experts explore new options for Canada's Federal Capital Region – Ottawa, Canada

Feb. 10, 2011 Advisers suggest paths for diversity and democracy within Pakistani federalism – Punjab, Pakistan

Feb. 10-13, 2011 Forum retreat examines federal dimension to wealth and power sharing – Southern Kordofan, Sudan

Feb. 19-23, 2011 Pakistani study mission examines German federalism – Berlin, Germany

Feb. 21-25, 2011 Young Ethiopian academics add to their study of federalism – Adama, Ethiopia

Feb. 24, 2011 Nepalis learn how to make the finances of their new federal system work – Kathmandu, Nepal

Feb. 24-25, 2011 International conference analyzes constitutional change in federal countries – Berlin, Germany

Feb. 27, 2011 Roundtable conference examines Senate reforms in Pakistan – Pakistan

Feb. 28, 2011 Meeting on Key Elements of a New Fiscal Regime – Kathmandu, Nepal

March 8, 2011 Forum launches book on Diversity and Unity in Federal Countries with seminar – Madrid, Spain

March 8-10, 2011 Experts examine financing and governing metropolitan regions in federal countries – Barcelona, Spain

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