

ANNUAL REPORT 2013 | 2014



Forum of Federations

The Global Network on Federalism and Devolved Governance



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

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

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01

PEOPLE

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CHAIRMAN'S MESSAGE

Reflecting on my first year as Chair of the Forum of Federations I am pleased to note that the organization had a constructive and productive 2013-2014. The Forum has deepened its democracy building and development assistance work through successful programs in Burma/Myanmar, Tunisia, and the broader MENA (Middle East and North Africa) region, while continuing its long term activities in Ethiopia and Pakistan. The Forum's regional MENA Gender and Decentralization program has produced groundbreaking work which can serve as the foundation for increasing the participation of women in decentralized systems around the world. Alongside this, the Forum has completed a number of policy and research programs on a diverse variety of subjects such as benchmarking in federal systems, emergency government in federal regimes, and fiscal federalism. Moreover, this year the organization has continued to demonstrate its qualities as a valuable source of published intellectual capital on various topics of federalism, producing a number of comparative volumes and reports on a variety of subjects, including a pioneering study into the nexus between gender and decentralization.

These achievements must also be placed in the broader context of the challenging transition process of recent years. The considerable decline in the Forum's core funding required a drastic transition and the adoption of a new business model – we can now say that this transition period has been successfully negotiated. Currently, the majority of Forum funding is derived from non-core sources, primarily contracts for democracy building. In this context in the last year the Forum has implemented programs on behalf of the national governments of Canada, Germany, and Switzerland. I believe success of the Forum's implementation of large development assistance programs in challenging and complex environments has laid the groundwork for deeper and more sustained engagement in this area in the future.

The contribution and dedication of the partner governments to the Forum has been invaluable throughout this period of transition. In parallel with its development assistance work, the Forum has continued to address governance challenges relevant to our partner countries, and will continue to do so in the future.

The Forum is likely to face additional obstacles in the future as it moves towards long term sustainability. I am confident that the organization and its staff will overcome these challenges, continue to deepen and increase the ranges of services provided, and diversify sources of funding.

I would like to express my thanks to President and CEO Rupak Chattopadhyay and the staff for their hard work, dedication, and engagement this year. I welcome the new members of the Board of the Forum of Federations: Andreas Eshete (Ethiopia), Tabom Bam (India), Salma Siddiqui (Canada) and Ana Carolina Lorena (Brazil).

A handwritten signature in blue ink that reads "Georg Milbradt".

GEORG MILBRADT
Chairman | Forum of Federations



PRESIDENT'S MESSAGE

The current year has been remarkably productive and marks a turning point for the Forum of Federations. For the first time since the end of the organization's core funds, we have seen a growth in the turnover of the Forum. During 2013-14, the organization's turnover reached the same level it achieved before the end of our multi-year grant. This has only been possible due to the increased productivity and dedication of all our staff.

The Forum has continued to balance its work in its partner countries with a significant expansion of its activities in transitional nations. This year we have launched a major thematic project looking at the federalism dimensions of emergency management. It is gratifying to note that the organization's work on thematic policy issues such as benchmarking, intergovernmental relations, and natural resource management have found direct applicability in countries where we have supported transitions to democracy and devolved government. The organization's work in Burma/Myanmar, Tunisia, and Yemen has been very well appreciated by our partners and key stakeholders.

As part of our commitment to inclusion and diversity, during the current year the Forum launched a dedicated program on Gender and Decentralization which brought together stakeholders from a number of countries from the Middle East and North Africa as part of a peer-to-peer learning network. We hope that in the coming years we will be able to deepen the network and replicate it in other parts of the world where the Forum is active. Another significant program milestone was the Forum's ground breaking initiative that brought stakeholders from both the Myanmar government and ethnic armed groups together in Indonesia to learn about their host's decentralization and transitional experiences. The current year also saw the launch of a regional learning platform on federalism and decentralization in partnership with IGAD, designed to engage policy makers from across the horn of Africa.

I would like to thank all our partner governments for their ongoing support of the organization's work. We would like to particularly acknowledge the governments of Canada, Germany, and Switzerland whose foreign offices have supported major project work undertaken by the Forum during the current year. We appreciate the support and faith they invest in the organization's programming and look forward to working with them in the coming years.

We have successfully managed this transition because of unwavering support from our board of directors. In this regard I would like to extend my appreciation to our Chair, Georg Milbradt, for his active support. Finally, I would like to commend my colleagues for their contribution to what has been a very productive year.

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

RUPAK CHATTOPADHYAY
President & CEO | Forum of Federations

WHAT WE DO

The Forum runs training and knowledge sharing programs to address governance challenges in existing and emerging federations, as well as in devolved and decentralized countries.

The Forum is concerned with the contribution that multi-level government can make to democracy building and democratic consolidation.

- We assist in democracy promotion in fragile states or regions in post-conflict situations.
- We provide innovative solutions to challenges posed by multi-level governance in federal, devolved, and decentralized countries.
- We focus on the key issues of local empowerment and federal structures.
- We provide expertise that bridges the worlds of academic research and real-world practice.

The Forum Advantage:
Hands-on Experience and High-level Expertise

The Forum has a practical, problem-solving approach to achieving results. Since its foundation 15 years ago it has supported governments and citizens around the world - through training, the provision of expertise, and impartial practical education.

The Forum helps to:

1. find common ground among diverse ethnic groups
2. improve resource and tax sharing arrangements
3. enhance public service delivery
4. develop strategies to improve intergovernmental cooperation

The Forum's direct relationship with governments on each continent makes it uniquely placed to promote intergovernmental learning by working in tandem with its partner governments.

The Forum In Action

The Forum has an unparalleled global network of experts which can be rapidly tapped to provide expert counsel and support for countries facing acute governance problems. The Forum has been active in more than 20 countries since its establishment in 1999. It has tackled challenges such as:

Increasing Knowledge and Capacity

- Technical assistance and capacity building for federalization and devolution in Pakistan, Burma, Yemen, and Tunisia.
- Training and knowledge dissemination on the integration of women into governance systems of federal, devolved, and decentralized countries in the Middle East and North Africa (MENA) region.
- Facilitating increased understanding of federal emergency management practices in Australia and other countries.

Fiscal Relations

- Federal finance reform and equalization in Germany, Pakistan, and Nepal.
- Natural resource management in Australia, Brazil, Nigeria, and Pakistan.
- Fiscal transparency and accountability in Pakistan, Nigeria, and Nepal.

Accommodating Diversity

- Integration of disparate ethnic groups into governance systems in Burma, Nepal, and Sudan.
- Participation of women in leadership roles in federal and decentralized governance systems in post-Arab Spring countries in the Middle East and North Africa (MENA) region.

Intergovernmental Coordination and Public Service Provision

- Benchmarking and evaluation of service delivery in Australia, Canada, the United Kingdom, and Germany.
- Decentralization, intergovernmental relations, and local governance capacity building in Pakistan, Nepal, and Tunisia.
- Public service delivery and civil service capacity in Tunisia, Australia, South Africa, and Pakistan.
- Public security and emergency management in Australia, India, Canada, Pakistan, and the United States.

BOARD OF DIRECTORS



**Georg
Milbradt**

Chairman
Former Minister President,
Free State of Saxony,
Germany



**Tabom
Bam**

Secretary of the Inter-State
Council, India



**John
de Chastelain**

Former Chief of the Defence
Staff, Canada



**Vandana
Chavan**

Member of Parliament of
India



**Andreas
Eshete**

Advisor to the Prime Min-
ister of the Federal Demo-
cratic Republic of Ethiopia



**Ramon
Galindo**

Former Senator of the Unit-
ed Mexican States



**Ana Carolina
Lorena**

Advisor for International
Affairs, Secretariat for
Federative Affairs of the
Presidency of the Republic
of Brazil



**Thomas
Pfisterer**

Former Judge of the Swiss
Federal Supreme Court



**Johanne
Poirier**

Professor of Law, Université
Libre de Bruxelles



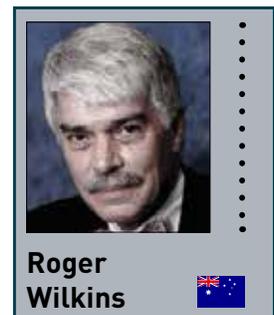
**Mian Raza
Rabbani**

Lawyer and constitutional
scholar, member of the
Senate of Pakistan



**Salma
Siddiqui**

Entrepreneur and commu-
nity activist, Canada



**Roger
Wilkins**

Secretary of the Attorney
General's Department,
Australia

FORUM STAFF



Head Quarters - Ottawa

Rupak Chattopadhyay	President and CEO
Charles Cloutier	Vice President, Operations
Sheela Embounou	Head, Funder Relations and Monitoring
Diana Chebenova	Head, Partnerships and Information
Felix Knüpling (Germany Office)	Head, Programs
Phillip Gonzalez	Program Manager
Pietro Merlo	Senior Diplomatic Advisor
Oludare Austin Ayeni	Finance Officer
Rosanne Beaudoin	Project Officer
Rhonda Dumas	Project Officer
Fauziah Pruner	Finance Officer
Chris Randall	Network Manager

Field Staff

<i>Burma/Myanmar</i>	
Htet Min Lwin	Consultant
<i>Ethiopia</i>	
Shawn Houlihan	Senior Director, Africa
Maeregu Habtemariam Kazentet	Senior Program Manager, Governance Leadership Development Program
Martha Sahlou	Administration Officer
Meron Girma	Administration Assistant
Endale Girma	Facilitator

Nepal

Sagar Manandhar Program Manager

Pakistan

Emmanuel Khurshid Alam Program Manager

Yemen

Muaamar Batawil Program Officer

Program Advisors

Clive Grace	Senior Advisor
Reinold Herber	Senior Advisor
David Parks	Senior Advisor
Franklin Leslie Seidle	Senior Advisor
Dalbir Singh	Senior Advisor
Leila Haououi-Khouni	Senior Advisor
André Juneau	Senior Advisor

Interns

Dunja Apostolov	PhD student, Carleton University
Christopher Millar	MA student, Carleton University
Dorothea Stroh	Research Assistant

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PROJECTS

Policy and Research
Programs
Highlights
Development Assistance
Programs



POLICY AND RESEARCH PROGRAMS

1. The Forum's Policy and Research Programs aim to facilitate knowledge exchange on topical public policy questions and on issues related to the management and reforms of federal systems.
2. They also aim to build a comparative body of knowledge on contemporary, usually structural, themes of federal governance.
3. Policy and Research Programs are developed in response to the priority interests of the Forum's partner countries and are typically closely tied to issues of immediate interest in the host country. Where appropriate, non-partner countries are also included or featured.
4. In FY 2013-14 the Forum continued to work on a number of thematic programs initiated in previous years. The Forum held knowledge exchange activities and worked on the release and/or preparation of publications as a major output.

This year the Forum worked on eleven distinct thematic programs:

- Benchmarking in Federal Systems
- Courts and Judicial Systems in Federations
- Emergency Management in Federations
- Environmental Governance in Federal Regimes
- Fiscal Federalism
- Gender and Leadership
- Health Care and Federalism
- Joint Service Delivery
- Metropolitan and Local Governance
- Public Security in Federal Systems
- Territorial Cleavages in Federations



ACHIEVEMENTS →→→ OUTCOMES

Benchmarking in Federal Systems

Completed knowledge exchange publication on benchmarking in federal systems

The Forum and Cardiff Business School completed the program ‘Learning by Comparing: Benchmarking and Performance Assessment in Public Service,’ an initiative funded through a research grant provided by the Economic and Social Research Council (ESRC) of the United Kingdom. As a conclusion to the program, in June 2013 the ESRC and the Forum held a seminar at the Local Government Association in London entitled ‘Public Service Performance Assessment and Benchmarking.’ The event provided an opportunity for policy makers, practitioners, and academics from England, Scotland, Wales, and Northern Ireland to exchange their experiences of public service benchmarking. This knowledge exchange program also drew on the experiences of other countries and the insight gained from previous events.

The program resulted in a publication – “Benchmarking for Improvement: Solace Foundation Pamphlet”, Clive Grace, ed. – released in November 2013.

Courts and Judicial Systems in Federations

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

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

In FY 2013-14, the Forum worked with the country experts on finalizing the manuscript of the book to be published as an output of this project.

Emergency Management in Federations

Shared best-practices and lessons observed in emergency management

The purpose of this program is to facilitate a better understanding of disaster management in federal systems. The program is supported by the Government of India (Inter-State Council Secretariat), India’s National Disaster Management Agency (NDMA), and the Commonwealth Government of Australia (Department of the Attorney-General/Australian Emergency Management Institute).

A workshop on emergency management in federal countries was held in Mt. Macedon, Victoria, Australia from the 20-21 February 2014. The event brought together senior government officials from Australia, Canada, India, Pakistan, and the United States to discuss a range of issues, including emergency management structures, assignment of responsibilities at different levels of government, and the capacity and mandate of agencies dealing with emergency situations. Delegates highlighted the primary challenges, opportunities, successes, and differences in approach and the workshop concluded with the identification of best practices and lessons learned. The product of this workshop is a Forum Report on comparative experiences in emergency management.

Environmental Governance in Federal Regimes

Enhanced knowledge on the responsibilities and harmonization of environmental assessment within federations

In concluding this program the Forum published a comparative report: “Environmental Assessment in Federations.” The report reviews how federal governments and their constituent units share responsibilities for, and harmonize the application of, environmental assessment. In cases in which different levels of governance are required to undertake environmental assessments of the same project/area, it is often more efficient for joint analyses to be conducted. The report examines the challenges and opportunities of these processes based on the experiences of Australia, Austria, Canada, Germany, India, Switzerland, the United States, and the European Union.

Fiscal Federalism

Improved understanding of fiscal federalism and its potential to foster economic equalization in decentralized systems

Issues of fiscal federalism are pertinent to many Forum partner countries. A number of federations have been struggling to meet the challenges of, or rethinking appropriate regimes for, the linked concepts of fiscal accountability, transparency, and responsibility in intergovernmental relations. The need for greater understanding and knowledge of fiscal federalism has also arisen where there have been issues of federal liability for debts incurred by constituent units (e.g. through insolvent CU-owned banks), or where the fiscal policies of constituent units have an impact on or are constrained by federally imposed rules.

On 25 March 2014 the Forum, in collaboration with the Hanns-Siedel Foundation, organized an expert conference held in Munich, Germany. The event focused on how the experiences of other federal nations that have adopted fiscal equalization schemes can inform Germany's upcoming fiscal federalism reforms. Experts from Canada, Germany, Switzerland, Australia, and Pakistan discussed a variety of issues, identifying examples of best practice and lessons learned.

Gender and Leadership

Promoting and supporting women's leadership in federal, multilevel, and devolved systems of governance

This program seeks to promote the political leadership of women by providing them with the necessary skills and concrete examples of how to assume leadership roles. Within this program, the Forum published an Occasional Paper: "Decentralization and Gender Equity", authored by Enid Slack, Zachary Spicer, and Makram Montacer.

Health Care and Federalism

Deeper understanding of health care systems in federations

This program is developing a comprehensive publication on the division of responsibilities, funding mechanisms, and means of cooperation between levels of government in relation to health care in 10 federations – Brazil, Canada, Germany, India, Mexico,

Nigeria, Spain, South Africa, and Switzerland. The publication aims to increase knowledge of these issues and identify lessons upon which emerging federations can draw.

In FY 2013-14, the Forum worked with the country experts on improving and finalizing the manuscript of the book to be published as the output of this project.

Joint Service Delivery

Supported collaborative research for the continuous improvement of joint service delivery

The Forum, in conjunction with the Victoria Department of Premier and Cabinet, held a workshop on "Service Delivery Reform in Federal Systems in a Time of Austerity" in Melbourne, Australia on 12 July 2013. The workshop focused on promoting continuous improvement in public services and brought together international experts from Canada, Germany, and the United States. Drawing on this event, the "Joint Service Delivery in Federations", report written by Tony Dean and Marie Boutilier, was produced which investigates the current status of, and future plans for, joint delivery of public services in Canada, Australia, Germany, and the United Kingdom.

As part of the project, the Forum also organized a panel on "Joint Policy Process and Service Delivery in Multilevel Systems" during the Annual Conference of the International Political Science Association's Research Committee on Comparative Federalism and Multilevel Governance, held in Delhi, India from 14-16 November 2013.

Metropolitan and Local Governance

Completed a comparative analysis on the structure and finances of metropolitan areas

The Forum released a nine country comparative study - Metropolitan Governance in Federal Systems - edited by Enid Slack and Rupak Chattopadhyay and published by Oxford University Press. The volume examines the governance structure and finances of metropolitan areas in federal systems. Utilising a comparative approach, each chapter examines two large metropolitan areas in a single federal country, including cities in Australia, Brazil, Canada, Germany, India, South Africa, Spain, and the United States.

Public Security in Federal Systems

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

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

The Forum continued to work on the publication associated with this project.

Territorial Cleavages in Federations

Facilitated research into constitutional transition in territorially divided states

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

- Constitutional transitions from authoritarian to democratic rule, often in post-conflict states, but also in environments of on-going or potential conflict; and

- Constitutional transitions (actual or potential) within functioning electoral democracies in response to demands for territorial autonomy (and where political violence potentially has been or is a central issue).

This project consists of 15 case studies from federal, devolved, and unitary countries (Ethiopia, India, Iraq, Kenya, Nepal, Nigeria, Spain, South Africa, Cyprus, Bosnia-Herzegovina, Indonesia, Philippines, Bolivia, Sri Lanka) and is jointly implemented by the Forum, New York University, and the Gimenez Abad

Foundation with the support of International Institute for Democracy and Electoral Assistance (International IDEA), and the Mediation Support Unit in the United Nations’ Department of Political Affairs.

An initial authors’ conference took place in Saragossa, Spain on 28-29 March 2014. The authors made initial presentations of their case studies or themes and the draft template was discussed for revision.

Knowledge dissemination

The Forum released the following publications on thematic programs.

Comparative Volumes:

- Autonomy in Subnational Income Taxes – Evolving Powers, Existing Practices
- Benchmarking for Improvement
- Governance and Finance of Metropolitan Areas in Federal Systems
- Gender and Decentralization

Forum Reports:

- Emergency Management in Federal Countries

Occasional Paper Series:

- Subnational Personal Income Tax in Select OECD Countries: A Comparative Perspective
- Aspects of Subnational Taxation in Brazil
- Federalisation of Indian Foreign Policy
- Decentralization and Gender Equity

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BURMA

Support for Democratic Decentralization



As the Burmese governance reform process moves the nation towards an increasingly democratic system, the importance of ensuring the participation of all stakeholders in the political system is paramount. Federalism is viewed as a potential solution to the challenge of meeting the complex requirements of Burma's many different ethnic groups, allowing for diversity while maintaining unity. In this context, in 2013-2014 the Forum developed and delivered a program to support decentralized democracy in Burma. The Forum exposed Burmese decision makers to the federalism experiences of other nations. Its primary objective was to increase key stakeholder knowledge of federalism, democracy, and civil-military relations and to build local capacity to educate others on these concepts. This program was supported by the Department of Foreign Affairs, Trade and Development, Government of Canada.

One of the primary components of the program was the implementation of eight 2.5 day training sessions delivered to parliamentarians, government officials, ethnic party leaders, and civil society organizations in Burma. These sessions, all of which were facilitated by the Forum's international experts, were tailored to the specific needs of Burma, exploring a range of concepts such as unity and diversity, constitutional models, and fiscal decentralization. They particularly highlighted the experiences of other countries in the region (India, Indonesia, Malaysia) that went through similar processes and to which Burmese stakeholders can relate. To ensure the training reached the appropriate key stakeholders, two sessions were held in Chiang Mai in Thailand for ethnic group leaders from the Burmese diaspora. The Forum translated a

series of training material into Burmese.

Secondly, the Forum conducted three 5 day 'Training of Trainer's workshops to provide participants with the necessary subject matter knowledge and training skills required to make them effective facilitators of Federalism-Decentralization workshops for all audiences across Burma. This form of capacity development enables ongoing knowledge sharing and dialogue at a relatively low cost, in local languages, and creates a sense of 'ownership' of the program by local organizations.

Additionally, to address the lack of party organization and poor constituent outreach prevalent in Burmese political parties, the Forum mandated the International Republican Institute to increase the capacity of these groups through one-on-one technical coaching of party leaders and members.

These training activities were complemented by a series of outreach events for representatives of civil society organizations in Yangon and the regions, including a public lecture delivered by Forum President Rupak Chattopadhyay at the Myanmar Peace Center.

The Forum has also supported efforts to address the fundamental issue of the reform of civil-military relations in Burma. In February 2014 the Forum facilitated a policy dialogue between a Burmese delegation of senior politicians, including both government representatives and ethnic leaders, and key policy makers in Indonesia's reform of its own civil-military relations. This was the first time that Burmese Government officials and leaders

from Ethnic Armed Groups participated in a joint delegation to discuss such sensitive issues on a foreign excursion. This activity therefore not only enabled the Burmese delegation to identify lessons learned from the Indonesian reform process and dominant themes in the Burmese reform efforts, but also contributed to building confidence between opposed groups in Burma.

The Government of Burma judged the training programs implemented by the Forum to be a great success. These activities amounted to a significant intervention and contribution by the Canadian Government in Burma, acting through the Forum.

MENA REGIONAL GENDER AND DECENTRALIZATION PROGRAM

Facilitating the Sustained Participation of Women in Democratization Processes



Women played a fundamental role in the Arab Spring across the Middle East and North Africa (MENA) region. In the decentralization reform processes which have emerged in several countries in the aftermath of those events, however, women and their interests have often become underrepresented or marginalized. As MENA nations seek to develop new, more democratic governance systems, the Forum is supporting the empowerment and participation of women in the political process through increasing knowledge and leadership skills relating to gender, decentralized governance, and the participation of women and men in the political system. The Forum is also increasing intellectual capital on the impact

of gender and democracy on women's political participation. In 2013-2014 the Forum conducted a number of activities towards these objectives, supported by the Department of Foreign Affairs, Trade and Development, Government of Canada.

One of the most important capacity building activities undertaken in this program was the delivery of a number of inter-regional training and policy dialogues, designed to increase participant's understanding of decentralization and the importance of the contribution of women to decentralized state building. A necessary condition for greater participation of women in decentralized governance

structures in the MENA region is an increase in the capacity of women. In this context, in December 2013 the Forum delivered a two day dialogue bringing together male and female senior policymakers from Yemen, Jordan, Libya, and Tunisia to discuss decentralization and the gender dimension, which reinforced both the need for more gender training, and the value of inter-regional discussion fora. It also highlighted the particular importance of local governance in relation to gender interests ,as well as, perhaps, its ability to provide an effective entry point for women into politics. In January 2014 a team of international and regional Forum experts delivered training to activists, parliamentarians, and members of the business community from the MENA region, increasing the participants' understanding and knowledge of decentralization, participation, and gender issues, and enabling networking and the exchange of experience on both a regional and international level.

In February 2014 the Forum conducted a capacity building training workshop attended by representatives of women's coalitions and civil society organizations from Yemen, Jordan, Libya, and Tunisia. This training also highlighted both the need for further training and a specific interest in local levels of government (service delivery). In particular, it made evident the need for a practical understanding of topics such as participatory budgeting and electoral processes, in addition to knowledge of the basic principles of decentralized governance.

Gender specific/sensitive training materials, including four instructional video modules with accompanying guides on different aspects of local governance as it relates to gender and decentralization in the MENA region, were produced for this project. These were complemented by the production of message cards on women's political participation that are attached to a key ring. These materials will be used in future programs and can be translated into different languages.

Finally, a steering committee composed of Forum experts supervised a study undertaken by regional research organization the Center for Arab Women for Training and Research (CAWTAR) into the nexus between gender and decentralization. The study was published in English and Arabic. A short paper on Gender and Decentralization was published under the Forum's Occasional Paper Series.

The Forum's work on the nexus between gender and decentralization is ground breaking and represents the beginning of the development of a knowledge base which has the potential to contribute substantially to the sustained participation of women in democratization processes around the world, not just in the MENA region.

DEVELOPMENT ASSISTANCE PROGRAMS

In support of Canada's goal of promoting pluralism and democratic growth globally, in fiscal year 2013-2014 the Forum focused on implementing externally funded projects in emerging democracies and countries in transition. The Department of Foreign Affairs, Trade and Development (DFATD) of the Government of Canada mandated the Forum to implement second phases of ongoing multi-year programs in Burma/Myanmar, Tunisia, and Yemen, and a regional Gender and Decentralization program in the MENA region. Additionally, the DFATD engaged the Forum to implement a program in Pakistan.

The German Federal Foreign Office also supplied development assistance funds to the Forum for ongoing work in Ethiopia. The Swiss Federal Department of Foreign Affairs, through its Embassy in Ethiopia, provided support for a program to develop a regional network on knowledge and practice sharing on federal-decentralized governance in East Africa.



ACHIEVEMENTS →→→ OUTCOMES

Increased understanding of decentralization, devolution, power-sharing, and democracy among local stakeholders

In Burma, the Forum's expert-led intensive training sessions increased the understanding of federalism, democracy, and civil-military relations among decision makers. This training, tailored to the specific political conditions of Burma, successfully engaged a range of stakeholder groups including parliamentarians, government officials, political party leaders, ethnic group leaders, and civil society organizations.

In Tunisia, the Forum's regional workshops aimed at citizens, civil society representatives, bureaucrats, and local politicians enhanced stakeholders' understanding of decentralization.

Forum activities in Yemen assisted political actors and decision makers to gain knowledge about federalism and decentralization options, to enable them to make informed decisions about the country's future political structure. The Forum's regional training sessions for politicians and civil society representatives that were held in cities across Yemen were complemented by special training sessions for specific stakeholder groups, ensuring knowledge dissemination to a wide range of interested parties.

Fostered sustainable local capacity for federalism, decentralization, and democracy

In Burma, the Forum's 'Training of Trainers' workshops provided local trainers with the necessary knowledge and skills to make them effective facilitators of federalism-decentralization knowledge sharing across the country. This low-cost capacity development enables relevant issues to be tackled in local languages and can take account of the specific political conditions found in the country.

The Forum's Federalism Leadership program, designed for government officials in Ethiopia, increased the leadership capacity of local political actors and government officials in relation to strengthening federal governance. With the assistance of Forum coaches, Ethiopian trainers were able to deliver successful pilot federalism training sessions.

In Tunisia, the Forum enhanced the capacity of local political actors to disseminate knowledge

on federalism and decentralization through the production of syllabus to be used by local trainers when they deliver sessions to stakeholders. The syllabus, together with web-based information tools, was one of the core elements of the 'Training of Trainers' program the Forum delivered in the country.

Supported constitutional reform and decentralization processes

In Ethiopia, the Forum's studies on constitutional interpretation and adjudication, and high-level workshops on this topic, informed a draft bill on constitutional interpretation. The Forum was asked to improve aspects of the draft bill, which was later passed into law.

Strengthened processes of intergovernmental relations development and increased governance capacity

In Pakistan, the Forum enhanced understanding of how to strengthen federal governance practices and institutions through the development of a training curriculum and delivery of tailored workshops to key government officials and political actors at different levels of government.

In Ethiopia, the Forum is directly involved in the ongoing process of the development of a 'Road Map' for the production of a comprehensive policy framework document for inter-governmental relations in the country.

Facilitated development of regional federalism-decentralization knowledge networks

The policy dialogues conducted as part of the Forum's Middle East and North Africa (MENA) gender and decentralization program brought policy makers from Yemen, Jordan, Libya, and Tunisia together to discuss experiences of decentralization issues, in particular the gender dimension, leading to the identification of lessons learned and examples of best practice.

In Ethiopia, the Forum's Addis Ababa office provided technical support to the Intergovernmental Authority for Development (IGAD) and Swiss Federal Department of Foreign Affairs' project to develop a program for an East Africa network

PROJECTS

on knowledge and practice sharing on federal-decentralized governance.

Increased knowledge, understanding, capacity, and intellectual capital on issues of gender equality and women's political participation among local stakeholders

The Forum's MENA gender and decentralization program increased knowledge and leadership skills in relation to gender issues and the political participation of women in Yemen, Jordan, Libya, and Tunisia through a variety of activities. Inter-regional training sessions and policy dialogues provided by Forum experts to government officials, administrators, and women's networks enhanced participant understanding of: gender issues within decentralization processes; the need to enable full participation of women; and the importance of the contribution of women to decentralized state building. These sessions provided the valuable opportunity for attendees to share their country experiences with participants from other countries. Gender-specific/sensitive training materials were produced for this program and will supplement Forum work in this area in the future. The Forum also supervised the production of a report on the current status of the political situation of women in the four countries, and the nexus between gender and decentralization.

In Yemen, the Forum delivered a bespoke gender and power sharing training session to women's leaders from across the country, increasing the understanding of the importance of the role of women in any future decentralization activities.

Gender issues also formed a crucial component of the Forum's Support of Constitutional Reform and Decentralization project in Tunisia, with several workshops held to increase intellectual capital on the issue.

Facilitated access to knowledge

The Forum has continued to facilitate access to knowledge and information on federalism and decentralization through the production of materials in local languages. Training materials have been translated into native languages in Burma, Pakistan, Tunisia, and Yemen.

Development Assistance Programs in a Snapshot

Project	Number Of Seminars/ Training Sessions/ Workshops/Outreach Events	Number Of Trained/ Informed Participants	Number Of Local, National And International Experts Used
Burma	11	1080	8
Ethiopia	3	200	13
MENA Regional Gender Program	4	76	17
Pakistan	9	270	8
Tunisia	20	45	10
Yemen	18	900	8
Totals	65	2571	64

BURMA

The challenges faced by Burma as it undertakes democratic reform processes and continues the transition from military rule to quasi-civilian government are numerous. Since the democratization process began in 2011 significant progress has been made but many challenges remain which must be overcome for the country to develop a stable democratic system which responds to the needs of its citizens. One of the most prominent issues is the incorporation of the many different Burmese ethnic groups into a democratic governance process.

In FY 2013-2014, the Forum of Federations continued to work in Burma, implementing a second program funded by the Department of Foreign Affairs, Trade and Development (DFATD) of the Government of Canada.

In its second phase of operation in Burma, the Forum, working alongside its local partners Myanmar EGRESS and EBO Myanmar, conducted a number of activities to engage with political actors, stakeholders, and ethnic groups and increase their understanding of democracy and federalism.

As part of this program, the Forum developed and implemented eight 2.5 day intensive training workshops on democracy, federalism, and decentralization for a variety of stakeholders in Burma, including parliamentarians, government officials, ethnic group leaders, local political party leaders, and civil society organizations. Two of the training workshops were held in Chiang Mai (Thailand) for senior leaders of the Burmese diaspora. Each training session was facilitated by three international experts, two of whom were from the region, with the events held between August 2013 and February 2014. To complement this work, the Forum mandated the International Republican Institute to provide training to political parties to increase their organizational and constituent outreach capacity,

knowledge, and skills. This included workshops held for members of the Burmese diaspora to improve their knowledge of topics related to federalism and the democratic reform process.

In cooperation with Myanmar EGRESS, the Forum also organized three 5 day 'Training of Trainers' seminars, held in October 2013, December 2013, and January 2014 respectively. These seminars were designed to increase the capacity of Burmese stakeholders to disseminate knowledge about federalism and governance structures. To supplement this activity the Forum produced bespoke training materials in Burmese, which local trainers are able to use in their own training sessions, and translated existing material on federalism and decentralization into the local language. These training activities were complemented by a series of outreach events for representatives of civil society organizations in Yangon and the regions.

In February 2014 the Forum also facilitated a high level policy dialogue between 15 Burmese delegates and Indonesian counterparts in Jakarta, Indonesia. The Burmese delegation was composed of Government representatives and lawmakers, including a minister from the President's Office, as well as senior leaders from the Ethnic Armed Groups. At this event key policy makers from the Indonesian reform process discussed the challenges faced by Indonesia in reforming its civil military-relations, and how the lessons learned could apply to the Burmese democratization efforts. This enabled the identification of dominant themes in the current Burmese reform efforts, including constitutional issues such as the structure of power sharing, the time needed for transition, and the need for a reduction in the representation of the armed forces in the legislature.

This project was supported by the Department of Foreign Affairs, Trade and Development, Government of Canada.



ETHIOPIA

In FY 2013-2104 the Forum of Federations continued its ongoing implementation of a second phase of the Ethiopian Federalism Leadership Program, an initiative supported by the German Federal Foreign Office. Ethiopia continues to be an enthusiastic partner of the Forum, which undertook a number of activities in the country with the objectives of strengthening the capacity for leadership of democratic federal governance, and supporting efforts to ensure democratic constitutional interpretation and reform processes.

The Forum helped to strengthen constitutional inquiry and adjudication through the production of a baseline study of constitutional issues in the country. This was complemented by the organization of two high-level workshops held on the topic. Participants in these events included senior figures such as Supreme Court Presidents and other senior judges, senior parliamentarians and Ministerial advisors, and academics. On the basis of this work, the Government of Ethiopia engaged the Forum to improve aspects of its draft constitutional interpretation reform bill, which has since been passed into law.

The 5 day Federalism Leadership program - a “Training

of Trainers’ initiative – was delivered to local trainers with the objective of enabling Ethiopia to develop sustainable capacity for knowledge dissemination on federalism issues. Following the completion of the training, Forum coaches supervised a pilot program in which the local trainers delivered training in their regions. Nine pilot events were held across the country attracting a total of 200 participants, with high levels of attendance by senior government officials.

Alongside these initiatives the Forum remains directly involved in the process of developing the ‘Road Map’ required for the production of a comprehensive policy framework document for Ethiopian intergovernmental relations.

Finally, the Addis Ababa office received funding from the Swiss Federal Department of Foreign Affairs, through the Swiss Embassy in Ethiopia, to provide technical support to an initiative to develop a program for a regional network on knowledge and practice sharing on federal-decentralized governance in East Africa. It is hoped that this program will be embraced by other interested regional parties and move forward.

This project was funded by the German Federal Foreign Office.



MIDDLE EAST AND NORTH AFRICA

As Middle East and North African (MENA) countries have emerged from the Arab Spring facing altered geopolitical and social conditions, some nations have begun to examine governance systems which can accommodate these changes. Several states have initiated democratic reforms and begun to address two of the most fundamental challenges faced by states in transition: determining the system of governance; and ensuring the political participation of women. Decentralization is a system of governance which can increase political participation and engagement, but in the past there has been difficulty in actively engaging women in the political process in the MENA region. The experience of other countries has shown that while women played a key role in the events of the Arab Spring, their participation and interests have sometimes been marginalized in the subsequent political processes.

Building on its scoping and consultation mission undertaken in FY 2012–2013, in FY 2013–2014 the Forum of Federations conducted several activities with the objective of increasing knowledge and understanding regarding gender and the importance of the political participation of women in decentralization processes in the MENA region. More specifically, these initiatives were designed to empower women to participate effectively in the political process and assume leadership roles through the provision of decentralization knowledge and skills.

Forum experts delivered a number of inter-regional training workshops and policy dialogues to delegates from the MENA region. In December 2013, a two day dialogue brought a total of 18 participants (75% of whom were women) from Yemen, Jordan, Libya, and Tunisia together to discuss local governance and gender in decentralizing and transitioning states. In January

2014, 33 participants (activists, elected representatives, members of the business community, international and regional experts) engaged in politics or leadership roles in Yemen, Jordan, Libya, and Tunisia came together with a multidisciplinary team of international and regional experts from Canada, Egypt, India, Mexico, and Tunisia to discuss common platforms and challenges and increase overall understanding of basic concepts of political participation and decentralized/devolved governance state building. Experts and participants shared global experiences, analyzed the obstacles to and successes of gender participation, and discussed different leadership skills including relationships between the media and politicians. In February 2014, 25 representatives of women's coalitions and civil society organizations from Yemen, Jordan, Libya, and Tunisia attended a Forum workshop on capacity building in relation to decentralization and local governance.

The Forum also supervised a study conducted by the Center of Arab Women for Training and Research (CAWTAR) into the nexus between gender and decentralization.

To complement these activities, the Forum produced a variety of gender specific/sensitive training materials on decentralization and political participation in local languages. These include instructional video modules with an accompanying guide and training tools.

This project was funded by the Department of Foreign Affairs, Trade and Development, Government of Canada.



PAKISTAN

In FY 2013–2014 the Forum of Federations continued its work to support Pakistan’s transition to a more democratic decentralized state following years of military rule. Although the 18th Amendment to Pakistan’s constitution fundamentally shifted Pakistan’s intergovernmental relations, the transition and devolution of power from central government to the provinces has not been smooth. One of the central challenges of the decentralization of power is a lack of capacity of provincial institutions and the strained relations they maintain with other levels of governance.

In FY 2013-2014 the focus of Forum activities in the country was strengthening intergovernmental relations between the various levels of government in Pakistan’s federal system, and improving governance capacity at federal and provincial levels. To achieve this, the Forum implemented a number of training activities in close cooperation with its local partner the Pakistan Institute of Legislative Development and Transparency.

The Forum developed a training curriculum that addressed cooperative federalism, conflict resolution, and democratic accountability, and which contained examples of best practice based on international experiences of intergovernmental relations in federal and transitioning states. A manual, entitled ‘Perspectives on Comparative Federalism and Intergovernmental Relations’, was produced containing papers on federalism by prominent Pakistani authors. Some of the topics addressed include the historical evolution of federalism in Pakistan, and Pakistani fiscal management and accountability. This

material was subsequently made available through an e-learning platform.

Alongside the production of the training curriculum, the Forum also conducted a total of nine 2-3 day training workshops for different groups of political actors and stakeholders in Pakistan. The workshops, which were held either in Islamabad or Karachi, were specifically tailored to the respective parties, with separate events held for: federal representatives; provincial representatives; civil society and non-governmental organization representatives; YDA parliamentarians; and constituency coordinators. The workshops were led by experts and designed to foster inquiry and debate on decentralization and federalism issues. Each workshop consisted of between 25 and 35 participants and one third of all attendees were women. Some of the topics addressed in the workshops included: intergovernmental relations and horizontal cooperation between different tiers of government; the promotion of accountable forms of government; and operationalizing the 18th Amendment.

This project was funded by the Department of Foreign Affairs, Trade and Development, Government of Canada.



TUNISIA

The new Tunisian Constitution, adopted by the Tunisian parliament in January 2014, identified decentralization as the key governance model for democratic development in the country. Political power is being devolved from central government to the regions. While the adoption of the decentralization process was broadly supported by government and civil society actors, there was a lack of knowledge and understanding as to what this shift would entail in relation to implementation and the new system of governance.

In this context, since 2012 the Forum has supported the process of Tunisian constitutional reform and decentralization, and in FY 2013-2014 the Canadian Department of Foreign Affairs, Trade and Development mandated the organization to implement Phase 2 of its Tunisia program.

The primary objectives of the Forum's work in Tunisia were to: increase understanding of decentralization and democratic devolution processes among stakeholders and practitioners; increase women's technical capacity to participate effectively in the political process and assume leadership roles; and improve Tunisian stakeholders' understanding of the importance of women's contribution to decentralized state building.

The Forum developed a variety of training materials for parliamentarians, civil servants, and civil society, designed to provide these groups with greater knowledge and skills on decentralization. Furthermore, a training syllabus was produced to enable Tunisian trainers to develop their capacity to act as knowledge disseminators. The syllabus, which was provided to Tunisian trainers at Forum-delivered 'Training of Trainers' workshops, addresses the fundamentals of governance and decentralization, but also takes account of the specific political conditions

of a post-Arab Spring Tunisia. Some of the topics covered include: the current status of service delivery in Tunisia; examples of decentralized service delivery in other countries; and planning and implementation of decentralization. A web-based support tool was developed through which all participants are able to access the training syllabus and related expert documentation.

The gender component of the program was met through the organization of four separate workshops, each of which targeted a different group of stakeholders. The first, a technical session comprised of 20 Tunisian experts, focused on the development of the new electoral code and how to ensure it is gender-sensitive. The second, a 2-day meeting of academics, associations, public actors and other civil society organizations on the theme "Women, Elections and Local Democracy", focused on reinforcing understanding of the relationships between equality, local democracy, and decentralization. A regional workshop brought together representatives of women's networks/coalitions and centered on basic principles of democratic governance, structural decentralization, local governance, voter and citizen rights and responsibilities, and the importance of women's political participation. Finally, a skills-building workshop, led by a multidisciplinary team of regional and international Forum experts, was organized for activists, parliamentarians, members of the business community, and aspiring candidates engaged in politics or leadership roles.

This project was funded by the Department of Foreign Affairs, Trade and Development, Government of Canada



YEMEN

The Arab Spring revolution and the peaceful transition from the long-time rule of Ali Abdullah Saleh to the interim presidency of Abd Rabbuh Mansur Hadi has had a profound impact on the politics of Yemen. In 2013 the country engaged in an eight month long National Dialogue Conference (NDC), established to examine political reform and various forms of federal and devolved governance. The NDC concluded in January 2014.

In this context, in FY 2013–2014 the Forum of Federations continued its work to support the NDC’s examination of federal and decentralized governance. In a program funded by the Department of Foreign Affairs, Trade and Development of the Government of Canada, the Forum implemented a series of training sessions. The objectives of Forum activities were to enhance the capacity of Yemeni political actors to enable them to make informed decisions on options for federalism and decentralization, and to increase knowledge and understanding among key civil society stakeholders of various governance options and models.

The primary Forum activities undertaken in Yemen consisted of the implementation of ten intensive training workshops on international experiences of devolved governance. The majority of these sessions targeted public officials, civil society representatives, and academics and were held outside of the capital Sana’a, in the cities of Taiz, Mukallah, Aden, Hodeidah, and Hadibo (Socotra). The sixth workshop brought both regional and Sana’a based participants together to discuss the NDC’s outcomes and the way forward. Each of these sessions lasted 2.5 days and was attended by 35 participants, with the content focused on definitions and concepts of devolved governance, unity and diversity, strengthening of local government, and fiscal federalism and resource wealth-sharing.

In addition to holding four public outreach events in Taiz, Mukallah, Aden and Hodeidah, each of which attracted between 125 and 150 participants, the Forum also delivered four additional training sessions targeting specific groups of stakeholders. The first was a media training event designed to educate Yemeni media practitioners about federalism and devolved governance, and identify areas for the media to responsibly articulate the opportunities and limitations of Yemen’s new governance structures. The second delivered training on constitutional aspects to participants from across Yemen, including NDC members, constitutional lawyers, and political party representatives. A third training session held in Sana’a brought together 30 representatives of women’s groups from across Yemen, including Nobel Peace Prize recipient Tawakkol Karman, and focused on issues of gender and power sharing and the opportunities devolved governance may provide to increase gender equality in Yemen. Finally, the Forum trained Yemeni diplomats on the potential impact of federalism on conducting foreign relations.

The Forum developed and disseminated training material specific to Yemen’s political agenda and translated this into Arabic. This included the translation of a number of papers on federalism and decentralization issues, and the translation and reprinting of Forum publications. 2,000 copies of the Arabic version of the Forum’s “Federalism: An Introduction” and “Fiscal Federalism” publications were reprinted and distributed.

This project was funded by the Department of Foreign Affairs, Trade and Development, Government of Canada.



03

PUBLICATIONS



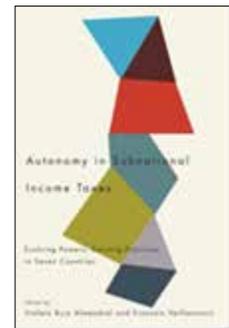
PUBLICATIONS

The Forum of Federations has produced several publications this year. In addition to the following publications, a number of educational learning tools were also produced within the Development Assistance Programs for specific development and training activities.

Thematic Publications

Autonomy in Subnational Income Taxes – Evolving Powers, Existing Practices in Seven Countries,
Violeta Ruiz Almendral and François Vaillancourt, eds.,
(McGill-Queen’s University Press, 2013).

Subnational tax autonomy is a cornerstone of a viable system of fiscal federalism. The underlying principle is that spending by constituent units in a federal or quasi-federal country is paid for by revenues that are under the control of that unit. Economists recommend that the taxations base remain the same across all constituent units in a country to minimize administrative and compliance costs as well as tax avoidance activities.



Benchmarking for Improvement, SOLACE Foundation Pamphlet,
Clive Grace, ed.,
(SOLACE Foundation, 2013).

The SOLACE Foundation published this pamphlet in partnership with the UK Economic and Social Research Council (ESRC) and Forum of Federations. This collection brings together academics and practitioners from across the globe to tell the story of how public services can and should do better.



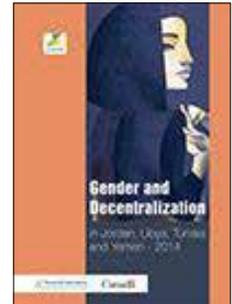
Governance and Finance of Metropolitan Areas in Federal Systems,
Enid Slack and Rupak Chattopadhyay, eds.,
(Oxford University Press, 2013).

This volume examines the governing structures and finances of metropolitan areas in federal systems. Taking a comparative approach, each chapter examines two large areas in a single federal country including: Australia (South East Queensland and Perth); Brazil (Belo Horizonte and São Paulo); Canada (Toronto and Vancouver); Germany (Hamburg and Central Germany); India (Hyderabad and Mumbai); South Africa (Cape Town and Guateng metropolitan region); Spain (Barcelona and Madrid); Switzerland (Geneva and Zurich); and the United States (Louisville and Los Angeles).



Gender and Decentralization, Center of Arab Women for Training and Research, steering committee Johanne Poirier and Enid Slack (Forum of Federations, 2014).

This publication was produced for the Forum by the Center of Arab Women for Training and Research to explore the nexus between women's political participation and decentralized governance, and to reflect on the cause and effect relationship between decentralization and gender as well as the impact that the process of decentralization may have on women's political participation and on gender in general.



Forum Reports

Emergency Management in Federal Countries (Forum of Federations, 2014).

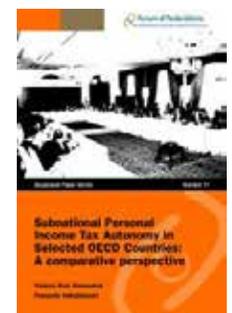
This publication investigates the institutional arrangements and innovative practices of five federal countries: Australia, Canada, India, Pakistan, and the United States, with an appendix outlining German disaster management arrangements.



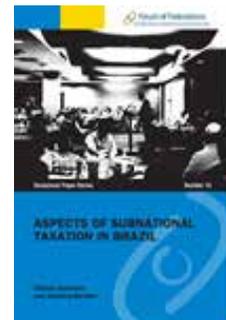
Occasional Paper Series

Subnational Personal Income Tax in Select OECD Countries: A Comparative Perspective

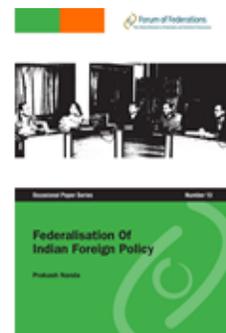
Violeta Ruiz Almendral and François Vaillancourt



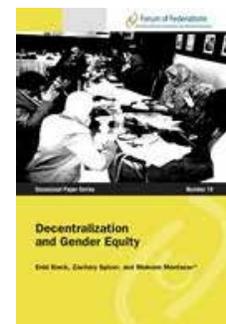
Aspects of Subnational Taxation in Brazil
Fátima Guerreiro and Gedalva Beratto



Federalisation of Indian Foreign Policy
Prakash Nanda



Decentralization and Gender Equity
Enid Slack, Zachary Spicer, and Makram Montacer



Forum of Federations Online

The Forum’s website continues to evolve as the Forum’s main source of communication and information. Every year we make an effort to make more Forum publications freely available online. The Forum uses different tools to gauge the impact of its online resources and tailors future communications to assure that we reach our targeted audience. The Forum has continued to expand its use of social media to engage with our target audience.

04

FINANCES



Forum of Federations Financial Information 2013-14

	2014	2013
Financial Position		
Assets		
Current Assets	\$1,967,719	\$1,694,829
Capital Assets	\$39,593	\$47,977
Total Assets	\$2,007,312	\$1,742,806
Liabilities and net worth		
Current Liabilities	\$739,391	\$471,544
Deferred Contributions for Capital Assets	\$13,582	\$17,005
Total Liabilities	\$752,973	\$488,549
Net Assets	\$1,254,339	\$1,254,257
 Statement of Revenues and Expenses		
Revenues		
Government of Canada – DFAIT	\$3,067,121	\$1,980,391
Other foreign country contributions	\$838,241	\$609,227
Federal Republic of Germany (Projects)	\$439,726	\$420,578
US State Department (Projects)	\$279,882	-
Government of Switzerland (Projects)	\$39,945	\$54,416
Others	\$128,568	\$38,074
	\$4,793,483	3,102,684
Expenses		
Projects	\$4,237,184	\$2,399,032
Salaries and benefits	\$254,518	\$253,960
Administration	\$301,699	\$407,944
	\$4,793,401	\$3,060,936
Excess Revenue over Expenses	\$82	\$38,903

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

05

ACTIVITES



SUMMARY OF FORUM ACTIVITIES 2013 - 2014

April 1, 2013 Professor Georg Milbradt elected Chairman of the board of the Forum of Federations – Ottawa, Canada

April 3-5, 2013 The Forum hosts two discussion sessions for key stakeholders and decision makers on the results of a Forum study into the options for the design and implementation of Nepal’s fiscal transfers – Kathmandu, Nepal

April 22-25, 2013 The Forum hosts a parliamentary delegation from Burma to discuss the political will of the Burmese people to reform the governance system and how this can be achieved – Ottawa, Canada

June 6, 2013 The Forum sponsors a lecture given by H.E. Dr. Jürgen Rüttgers, former Prime Minister for the German Federal State of North Rhine-Westphalia on the present situation of European Union integration in relation to the outlook for the future – Ottawa, Canada

June 27, 2013 Policy makers, practitioners, experts, and academics from England, Scotland, Wales, and Northern Ireland exchange knowledge and experiences of public service benchmarking and performance assessment from across the UK and internationally at a Forum-hosted seminar – London, United Kingdom

June 29 - July 3, 2013 Forum experts provide training on federalism, decentralization, and power sharing to Yemeni politicians and civil society representatives in two training sessions – Taiz and Mukalla, Yemen

July 12, 2013 The Forum organizes a workshop on service delivery reform in federal systems at a time of austerity, bringing together international experts from Australia, Canada, Germany, and the United Kingdom – Melbourne, Australia

August 1, 2013 The Forum hosts 120 students from the Lal Bahadur Shastri National Academy of Administration of India – Ottawa, Canada

August 10-16, 2013 Members of the national-level bicameral legislature of Burma and senior government officials from union/federal departments receive Forum training on the challenges of Burma’s decentralization process – Nay Pi Taw, Myanmar

August 13-October 11, 2013 Ethiopian government officials participate in intensive 8 day Forum-delivered ‘Training of Trainers’ workshops. Subsequently, Forum experts supervise the delivery of the graduate’s own 5 day Federalism workshops in regions across Ethiopia – Hawassa, Adama, Kombolcha, Gonder, and Mekel, Ethiopia

August 20-22, 2013 Forum experts provide a 2 day training session on federalism, decentralization, and power sharing to Yemeni stakeholders, and also deliver a public event – Aden, Yemen

August 25-27, 2013 Forum experts provide a training session on federalism, decentralization, and power sharing to Yemeni stakeholders, and also deliver a public event – Hodeidah, Yemen

September 25-27, 2013 The Forum organizes an international conference on Participatory Federalism and Decentralization in Pakistan, at which national and provincial representatives from across the country, civil society

representatives, academics, and the international development community discuss Pakistan's decentralization – Islamabad, Pakistan

October 3, 2013 President of the Forum, Rupak Chattopadhyay, moderates the annual Forum on Pluralism, organized by the Global Centre for Pluralism – Ottawa, Canada

October 10-18, 2013 International experts deliver an intensive Forum training workshop on Decentralization, Democratic Transition, and Good Governance to Burmese political party leaders. A 'Training of Trainers' workshop is delivered to provide participants with the knowledge and training skills needed to act as facilitators of decentralization/federalism workshops – Yangon, Myanmar

October 16, 2013 Forum President Rupak Chattopadhyay makes a presentation at and participates in a roundtable discussion on 'The Revival of Federalism in a post-Cold war and post-Arab Spring context' at an event organized by the University of Kent – Canterbury, Kent, United Kingdom

November 3-6, 2013 Forum Chairman Professor Georg Milbradt delivers his keynote speech on the challenges of reforming fiscal federalism in Germany at the 2nd Wilbad Kreuther Federalism Days Conference – Munich, Germany

November 4-5, 2013 Tunisian legal and constitutional experts on gender, guided by international and Tunisian experts, discuss the role of gender in the constitutional and electoral aspects of the Tunisian decentralization process in a Forum workshop. A second Forum organized workshop on the local democratic political process brings together activists and experts – Tunis, Tunisia

November 13, 2013 Forum President Rupak Chattopadhyay addresses students of the 38th Advanced Professional Program in Public Administration course at the Indian Institute of Public Administration – New Delhi, India

November 14-16, 2013 The Forum organizes a panel on Joint Policy Process and Service Delivery in Multilevel Systems at the annual conference of the International Political Science Association's Research Committee on Comparative Federalism and Multilevel Governance – New Delhi, India

November 17, 2013 – January 26, 2014 The International Republican Institute, mandated by the Forum, increases Burmese political party capacity through the delivery of one-on-one technical coaching for party leaders in party organization, communication, strategic planning, and more – Multiple Locations, Myanmar

November 18, 2013 Forum President Rupak Chattopadhyay delivers a public lecture on federalization as a pragmatic response to prevailing political and social realities to a group of 150 Burmese attendees, including senior leaders from all political parties – Yangon, Myanmar

November 21-22, 2013 Tunisian academics, associations, civil society organizations, and public actors participate in Forum workshops which aim to increase women's capacity to participate effectively in the electoral and political process, and enable participants to develop a better understanding of the importance of women to decentralized state building – Tunis, Tunisia

November 27-December 4, 2013 The Forum delivers a 'Training of Trainers' decentralization education program to Tunisian officials to enable successful graduates to conduct their own training sessions in various parts of Tunisia – Tunis, Tunisia

November 29-December 4, 2013 In collaboration with the Euro Burma Office, the Forum delivers two training workshops to members of the Burmese diaspora, providing them with in-depth knowledge on federalism and constitutional reform. Two groups receive training (20 senior leaders of Ethnic Armed Groups; and 28 members of the Burmese diaspora civil society community) and sessions stimulate rigorous discussion and debate – Chiang Mai, Thailand

December, 2013 The Forum undertakes a number of 'Training of Trainers' sessions across Tunisia – Multiple Locations, Tunisia

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ACTIVITIES

December 3-4, 2013 The Forum organizes a 2-day workshop on federalism, language, culture, and the environment - Socotra, Yemen

December 7-8, 2013 Media practitioners from across Yemen receive Forum training in federalism and devolved governance, to assist them to identify areas in which the media can responsibly articulate the opportunities and limitations of Yemen's new governance structures – Sana'a, Yemen

December 12-14, 2013 In cooperation with its local partner organization, Myanmar EGRESS, the Forum organizes intensive 2.5 day training sessions on federalism for Members of Parliament (both State and Union-level), political party leaders, civil society representatives and journalists - Mandalay Region, Myanmar

December 16-20, 2013 Thirty young local trainers participate in a five-day 'Training of Trainers' seminar run by the Forum with the objective of teaching attendees how to deliver federalism training – Yangon, Myanmar

December 23-27, 2013 Some of Ethiopia's most senior legislators participate in a Forum-conducted 5 day Federalism Leadership workshop – Adama, Ethiopia

January 6-7, 2014 The Forum holds a 2-day regional workshop on basic principles of democratic governance, structural decentralisation, local governance, voter and citizen rights and responsibilities, and the importance of women's political participation for 25 participants from women's networks/coalitions - Tabarka Region, Tunisia

January 9-10, 2014 The Forum delivers a 2-day refresher program to Ethiopian 'Training of Trainers' workshop attendees to review and evaluate their pilot training courses, and improve content, approaches, and methodologies – Addis Ababa, Ethiopia

January 20-21, 2014 The Forum holds a 2-day technical session on the gender dimension of the electoral code and sharing of best practices for the drafting of a gender sensitive electoral code attended by 20 Tunisian experts – Tunis, Tunisia

January 23-24, 2014 Twenty five academics, associations, public actors and other CSO's meet on the theme "Women, Elections and Local Democracy" to reinforce the understanding of the relationships between equality, local democracy, and decentralization - Tunis, Tunisia

January 28, 2014 The Forum conducts a series of workshops for a range of different governance stakeholders in Pakistan with the aim of consolidating democratic devolution in Pakistan and providing Pakistani and international comparison on the role and function of intergovernmental relations, fiscal management, accountability, and transparency in the Pakistan context – Islamabad, Pakistan

January-March, 2014 The Forum conducts a series of 13 regional workshops on decentralized governance which address the new constitution and its impact on a new decentralized model of governance from a political and administrative perspective - Various, Tunisia

February 2-3, 2014 With the support of the Government of Canada's Fund for Local Initiatives, the Forum holds a training session on gender and power sharing in Sana'a, Yemen, attended by over 30 Yemeni officials, youth, and civil society leaders – Sana'a, Yemen

February 4-5, 2014 The Forum delivers a 2-day skill building leaders workshop for 25 women engaged in politics or leadership roles (activists, parliamentarians, members of the business community, aspiring candidates, etc.) – Tunis, Tunisia

February 5-6, 2014 The Forum holds a 2 day training session on federalism and devolved governance for 25 officials from the Yemeni Foreign Affairs Ministry. The second day of the training session focused on the federal dimensions of conducting foreign relations, including issues of sub-national representation and consultation – Sana'a, Yemen

February 9-12, 2014 The Chairman of the Forum Board of Directors, Dr. Georg Milbradt, visits Ottawa and delivers a speech on the Ukrainian situation to an audience of selected Canadian diplomats at the Department of Foreign

Affairs, Trade and Development, Government of Canada. The Forum, in collaboration with the Konrad Adenauer Stiftung, organizes a presentation by Dr. Milbradt on the European financial situation held at the Fairmont Chateau Laurier – Ottawa, Canada

February 11, 2014 The Forum co-hosts a book launch and panel discussion on integrative and disintegrative forces in the European unification process, bringing together approximately 60 representatives of politics and academia to share experience and stimulate discourse – Berlin, Germany

February 12-14, 2014 The Forum delivers a ‘Training of Trainers’ decentralization education program to Tunisian officials to enable successful graduates to conduct their own training in various parts of Tunisia – Hammamet, Tunisia

February 13-15, 2014 An international group of experts provide federalism training to Burmese ethnic party leaders in an intensive 2.5 day workshop organized by the Forum in collaboration with Euro Burma Office and the Nationalities Brotherhood Federation – Yangon, Myanmar

February 17-18, 2014 The Forum organizes a high level “Policy Dialogue on Civil Military Relations in a Process of Democratic Transition”, at which a delegation comprised of Burmese government representatives and representatives of Burmese Ethnic Armed Groups meet with key decision makers in the Indonesian reform process to discuss whether any lessons or themes identified from the Indonesian experience could inform Burma’s governance reforms – Jakarta, Indonesia

February 17-19, 2014 The Forum arranges a high level policy dialogue on Ethiopian intergovernmental relations, at which senior policy makers from the federal and regional government, as well as other stakeholders, gather to review and discuss existing intergovernmental relations practices, learn from other examples of best practice, and develop a roadmap on how Ethiopia should develop its intergovernmental relations system – Bishoftu, Ethiopia

February 17-21, 2014 In collaboration with its local partner organization Myanmar EGRESS, the Forum delivers a 5 day federalism ‘Training of Trainers’ program to 26 Burmese trainers to increase the capacity of these local trainers to disseminate knowledge on federalism and related issues to others in Burma – Yangon, Myanmar

February 20-21, 2014 Alongside its partner, Emergency Management Australia of the Australian Attorney General’s Department, the Forum holds a workshop on emergency management in federal countries. Senior government officials from Australia, Canada, India, Pakistan, and the United States discuss issues of federal emergency management, provide national policy case studies, identify lessons learned and best practice, and highlight challenges, opportunities, and successes in approach – Mount Macedon, Victoria, Australia

February 23-25, 2014 The Forum delivers a 2.5 day federalism training workshop to 40 regional party leaders, civil society representatives, and democracy activists in the key Burmese region of Mon State – Mon State, Myanmar

February 24-25, 2014 The Forum delivers a training session on constitutional aspects for 30 participants from across Yemen, including National Dialogue Conference members, constitutional lawyers and political party representatives – Sana’a, Yemen

February 26-27, 2014 The Forum brings together 30 individuals from across Yemen who had participated previously in regional training sessions, to reflect on the outcomes of the National Dialogue Conference and to identify potential challenges to the implementation of federal governance in Yemen – Sana’a, Yemen

March 25, 2014 The Forum, in collaboration with the Hanns-Seidel Foundation, organizes an expert conference on the reform of Germany’s fiscal equalization scheme, bringing together German policy makers and international delegates to discuss the extent to which Germany can learn from the experiences of other countries.

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