

# The Forum of Federations: An international Network on Federalism



ANNUAL  
REPORT

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

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

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

## BOARD OF DIRECTORS

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## Flexible and responsive, building partnerships, and ...

“The Forum of Federations.” – The name implies a meeting-place for federal countries, where they can share and exchange ideas on matters of common interest. Certainly the Forum does play that role. But it plays that role as an NGO, not as a formal alliance of countries. This gives the Forum the flexibility and independence to work all over the world in a great variety of ways.

The Forum works with partners on the worldwide Global Dialogue project, a multi-year enterprise that in the years to come will produce a series of unparalleled resources on comparative federalism. The Global Dialogue brings together scholars, researchers and seasoned practitioners. Its worldwide range of activities, building from country workshops to global conferences, is unprecedented in its scope.

The Forum also works intensively in a select group of countries, in collaboration with local partner organizations. For the next few years these countries are India, Nigeria, Mexico and Brazil. The Forum has multi-year programs in all four. One of the unique advantages that the Forum brings is a vast international network of experts and practitioners. In the four country programs, the Forum’s role is to bring this international expertise to bear on the challenges the countries confront.

In areas of the world where federalism could be part of a solution to conflicts between ethnic, religious and tribal groups, the Forum also offers its expertise and services. These areas include Sri Lanka, the Philippines and Sudan.

The Forum produces high quality publications and multimedia products, all directed at busy practitioners and citizens in general. The Forum does not duplicate scholarly and academic work. Its goal is to make expertise and knowledge accessible and useful to a broad public internationally.

The Forum’s flexible structure assures that it can carry out all these activities, while maintaining a clear, central focus on the practice of federal governance worldwide.

It is not surprising that it was Canada that provided the impetus to get the Forum off the ground.

Federalism has long been a central preoccupation of Canadian society. Since 1980 Canada has experienced two secession referendums, a fundamental reform of the constitution, an unsuccessful effort to further change the constitution, a national referendum on constitutional change, and ever more insistent demands for recognition from the country’s aboriginal peoples.

The shape and character of the federal system is not a background issue in Canada. It is very much on the public’s mind.

Part of the reason for creating the Forum was to open the windows to the Canadian federal debate and let in air and ideas from around the world. The Forum’s inaugural world conference at Mont-Tremblant, Quebec, in 1999, achieved that purpose. Hundreds of experts and practitioners from every part of the world gathered in Canada, bringing with them a wide range of perspectives on federalism.

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## ... international dialogue

There were Russians, Nigerians, Americans, Mexicans, Argentineans, Swiss, Belgians, Indians, South Africans and many, many more. Few had ever participated in such a broad-based dialogue on federal governance.

The Mont-Tremblant Conference led to the establishment of the Forum as an ongoing, active institution, based in Ottawa. It also led to the International Conference of 2002, held in St. Gallen, Switzerland. Participants from even more countries were present at this event.

One of the great accomplishments of the St. Gallen Conference was to advance the process of engagement and dialogue begun at Mont-Tremblant. The motto of the St. Gallen Conference was: "Learning from each other" and that spirit has continued to guide the Forum's work.

Subsequent to the 2002 Conference, Swiss authorities committed to work more closely with the Forum in a continuing way. One important symbol of that commitment was the appointment in 2003, supported by the Swiss government, of a Swiss national, Dr. Raoul Blindenbacher, Executive Director of the International Conference on Federalism 2002, as the Forum's Vice President of Global programs.

The Forum is already international in the scope of its activities and in its network. Its current Board of Directors has members from Germany, Switzerland, Australia, Nigeria, India, Mexico, South Africa, and Brazil as well as Canada. Its staff speaks, collectively, a dozen languages and hails from the four corners of the globe.

Nonetheless, the Forum is engaged in a further process of internationalization, all the while maintaining the goal of working as a flexible, action-oriented NGO.

The Forum looks forward to building partnership with governments, NGOs and the private sector around the world to enhance our role in federal governance and conflict resolution.



*Paul Martin, then Canadian Finance Minister and now Prime Minister, speaking at the Forum's inaugural conference at Mt. Tremblant, Quebec.*



*Forum President Bob Rae addressing large Forum conference in Veracruz, Mexico.*

## A Global Dialogue on Federalism

A Global Dialogue on Federalism is an innovative program of the Forum of Federations and the International Association of Centers for Federal Studies (IACFS). Academic and practicing experts from more than a dozen countries are exploring some of the most important problems in federal governance today in their own countries and across all federal states.

The practitioners have been gathering in federal capitals and key provincial centres all around the world, to learn from each other and to build an international network. This is the third year of the Global Dialogue program.

Scholars, academics, constitutional lawyers, judges, politicians and civil servants have met in a series of roundtables examining federal concerns in their own countries and across international borders. The knowledge and ideas generated from the dialogue at each roundtable are captured in publications on each theme, fostering future learning opportunities.

In this past year, the Global Dialogue carried out activities in three themes:

### **Constitutional Origins, Structure, and Change in Federal Democracies**

Country Coordinators for this theme wrote a chapter for the forthcoming theme book and an article for the

corresponding booklet based on their country roundtables in Australia, Belgium, Brazil, Canada, Germany, India, Mexico, Nigeria, Russia, South Africa, Switzerland, and the United States. Senior Editor John Kincaid edited the chapters and the first book and booklet of the series will be published by McGill-Queen's University Press early in 2005.

### **Distribution of Powers and Responsibilities in Federal Countries**

Country Coordinators organized a country roundtable and wrote a chapter for the theme book and an article for the corresponding booklet during this year. The countries featured in this theme are: Australia, Belgium, Brazil, Canada, Germany, India, Mexico, Nigeria, Spain, Switzerland, and the United States. Theme Coordinator Akhtar Majeed hosted the International Theme Conference in New Delhi in November, to provide participants from country roundtables with an opportunity to share their experiences and to reach comparative conclusions.

### **Legislative and Executive Governance in Federal Countries**

Cheryl Saunders and Katy Le Roy developed an internationally complete set of questions on this third theme and identified twelve countries and coordinators to explore these questions. The featured countries are: Argentina, Australia, Austria, Canada, Germany, India, Malaysia, Nigeria, Russia, South Africa, Switzerland, and the United States.

# GLOBAL PROGRAMS

## Youth

The Forum has embraced youth as a theme that is included in all its activities, engaging young people as participants, experts and contributors to the Global Dialogue program, governance programs and Forum publications.

The Forum launched its International Youth Network, including a special youth website which acts as the virtual hub of this network of more than 1000 practitioners of federalism both young and old. In Nigeria, South Africa, Sri Lanka and the United States, the Forum coordinated internships with its local partner organizations, where young people gained valuable federalism experience. Five young people worked in the fields of policy analysis, communications, research and project management.

In addition, the Forum organized specific youth initiatives around the world, involving young people from over 50 different countries. The Forum's annual Summer Session on Federalism brought together young people from 14 different countries, who participated in on-the-scene visits to federal institutions and seminars with leaders in Canada and Mexico. For two weeks, they engaged in analysis, debate, discussion and learning about different federal systems.



*International students spoke with Canadian Member of Parliament, Mauril Bélanger, at a model UN Assembly in Ottawa that the Forum helped organize in 2003.*

## Asia

In Asia, the Forum of Federations shared experiences of federal institutions through roundtables and programs in countries searching for solutions to internal conflict. The Forum, along with its local partner organization, the Centre for Policy Alternatives, brought senior journalists from different federal countries and held workshops on federalism in four cities in Sri Lanka. Forum President Bob Rae also presented a paper on federalism in Colombo, the capital of Sri Lanka. The Forum's new video on federalism, *The Challenge of Diversity*, was shown in Tamil and Sinhala versions in different parts of the country. Forum Public Information Director Karl Nerenberg held seminars for journalists in Sri Lanka with a panel of senior Swiss, Canadian and Belgian journalists.



*Forum workshop in Sri Lanka*

At the request of several Philippine senators, the Forum participated in a workshop on a proposal for a federal system for the Philippines in August 2003 as part of the Third International Conference on Decentralization, in Manila.

In New Delhi, the Forum helped organize a Global Dialogue international roundtable on the distribution of responsibilities in federal systems.

Domestic issues for federal countries were also part of the focus of Forum work in Asia. The Forum brought international experts to work on the thorny question of financing and delivering healthcare in a federal state. The Forum also co-organized an Intra-federation Economic Relations Workshop in New Delhi that brought participants from across the country.



*Global Dialogue Workshop in India*

## Africa

In West Africa, the Forum worked with Nigerian officials to help cope with a problem that often escapes the headlines. Managing the debt of constituent units, such as states or provinces, is a difficult challenge for many federal countries. The Forum brought international experts to Nigeria to share experiences in managing this special “subnational” debt. The Forum also provided ongoing feedback throughout the process of developing borrowing guidelines. To exchange ideas in federal governance, the Forum brought the speaker of the Ethiopian Upper House along with finance officials to look at fiscal federalism practices in Canada and Mexico, with the support of the German development agency GTZ.

In Southern Africa, the Forum sent an intern to work with the SADC centre for Land Related, Regional and Development Law and Policy. The intern helped draft key documentation for the land reform program. Another Forum intern went to work at the Community Law Centre at the University of the Western Cape to help promote the human rights and democratic norms that were enshrined in South Africa’s 1996 constitution and in international human rights instruments.

In Africa, the Forum is also looking at possible ways of using federal institutions to help countries find peace with justice. In May 2003, the Forum, represented by its President Bob Rae, and by Dr. Peter Meekison, held a discussion with Sudanese Foreign Minister Mustafa Ismael on the prospects for federal governance in Sudan.

## Europe

In Europe, the Forum of Federations participated in key events on federalism. In Switzerland, a study tour on power sharing and the federal approach was organized for Sri Lankan ministers and former ministers, by Forum Vice President Raoul Blindenbacher. The event also featured Forum board member Ron Watts as an expert on federalism from Canada. The Forum also organized conferences on the distribution of responsibilities in specific federal countries in Hannover, Germany; Brussels, Belgium; and Barcelona, Spain as part of Global Dialogue. The Forum also launched and promoted the book *Federalism in a Changing World: Learning from Each Other*, containing the scientific background, proceedings and plenary speeches from the International Conference on Federalism 2002 in St. Gallen, Switzerland.



*In Europe, there were Global Dialogue roundtables in Barcelona, Hannover, and Brussels.*

## Latin America

In Latin America, the Forum worked with partner organizations and both state and federal governments in Brazil, Mexico and Argentina to share expertise from around the world. One conference this year in Brasilia tackled the problems of major metropolitan areas such as Rio de Janeiro. Another in Mexico brought international experts from Canada and Australia to share their experiences in finding solutions to interstate water conflicts, a problem Mexico is facing in the Lerma-Chapala-Santiago River Basin. A third, in Argentina, compared the federal systems of Argentina, Brazil, Mexico and Canada. The Forum carried out that event in partnership with the United Nations Development Programme and the Province of Buenos Aires.

In Brazil, the Forum did one of the things it does best: bringing international expert practitioners together - this time from India, Canada, Germany, the USA, Mexico and Australia – to share experiences in intergovernmental relations. The Forum also worked with Brazil's National Council for Fiscal Policy to examine solutions for imbalances among Brazil's states and how to efficiently and equitably share the tax revenue in a complex modern economy. In April 2003, in co-operation with the Council and the Secretariat of Finance of the State of Bahia, the Forum brought international experts to a seminar held in Salvador, Brazil, on the reform of the social security system. In October 2003, the Forum signed an agreement with the State Finance Ministries for the Forum to provide technical support and international experience to State Finance Ministries in analyzing issues of interest in the area of fiscal federalism. The Forum co-organized a conference



*Earl M. Baker of the USA, Vicente Trevas of Brazil and Don Dennison of the Forum at a workshop on intergovernmental relations in Brasilia.*

on "The Challenges of Metropolitan management in Federations" in Brasilia in March 2004, in co-operation with the Secretariat for Federative Affairs of the Ministry for Political Coordination of Brazil, the Ministry of Cities of Brazil, the Institute of Applied Economic Research, and the Congress Commission on Urban and Interior Development.

In Mexico City, the Forum of Federations staff, together with Mexican elected officials and health policy practitioners, launched the publication *Federalismo y políticas de salud: Descentralización y relaciones intergubernamentales desde una perspectiva comparada*, based on the presentations from Mexican and international experts at a series of health workshops organized by the Forum in Mexico.

## North America

In North America, the Forum of Federations has worked with organizations and individuals on issues of importance to federal countries. For the Conference on Constructing Tomorrow's Federalism in March 2004, organized by the Saskatchewan Institute of Public Policy in Regina, Canada, the Forum brought international experts from Germany and Switzerland. Kurt Nuspliger, from the Canton of Bern, explained the role of the cantons in the Swiss government and the way that Switzerland has implemented proportional representation in their legislature. Julian Wuertenberger, from the *Land* of Baden Wuerttemberg, explained the German commission set up to reform their federal system – the *Bundestaatskommission* – whose far-reaching recommendations are expected in the fall. In a world beset by drug trafficking and security concerns, the Forum brought a Brazilian delegation of civil servants, police chiefs, politicians and criminal lawyers to talk with their counterparts in Canada on how countries that are both federal and democratic can meet these challenges. For the video, *The Challenge of Diversity*, the Forum filmed Canadian federal and provincial institutions as one of five federal countries profiled.



*Julian Wuertenberger of Germany speaking at a conference on federalism in Regina, Canada.*



*Brazilian police during visit of Canadian police and justice officials. The Forum also sponsored the visit of the Brazilian officials to Canada in May 2003.*

# INTERNATIONAL PARTNERSHIPS

**Starting** at the Mont-Tremblant international conference in 1999, a fundamental goal of the Forum's work has been to bring together governments and groups from around the world that share an interest in federalism. The Forum's activities, from the outset, have achieved this goal in a *de facto* way. This year the Canadian and Swiss governments launched a major initiative to move beyond a *de facto* relationship to an ongoing multilateral commitment to work together with the Forum on matters related to federalism.



In September of 2003, the Canadian government hosted a meeting in Brussels, site of the next major international conference. This meeting included more than a dozen countries, from all regions of the world that agreed to continue exploring ways to support the Forum's work in a systematic way. The next stage of this process will take place in Bern in September 2004, when the Swiss government is slated to host discussions among an expanded group of countries. A number of countries have already indicated a strong interest in supporting the work of the Forum, and September's meeting should result in concrete agreement on ways of doing that.



*Cheryl Saunders (top) of Australia, Pablo Perez Tremps of Spain and George Mathew of India, headed institutes that have partnership agreements with the Forum.*

In its first multimedia venture, the Forum produced two videos this year, now available in DVD format:

**Speaking of Federalism**, an exploration of the ideas of the 2002 International Conference on Federalism in the words of the participants who came to St. Gallen, Switzerland, for the event. The Forum subtitled and produced both English and French versions of this video.

**The Challenge of Diversity**, an on-the-spot look at systems of federal governance in India, Spain, Switzerland, Belgium and Canada. The video shows citizen democracy in the town square in Swiss villages (*Landsgemeinde* is the Swiss word for it), and explains the French, Flemish and German language community governments in Belgium. There is a section on French and English schools in Canada, and on the Autonomous Communities of the Basque Country, Catalonia, and elsewhere in Spain. In India, the video examines the grassroots democracy of the *panchayat*, where one-third of the members must by law be women.

On its website, the Forum of Federations now has entire sections dedicated to the Global Dialogue program and to the Forum's International Youth Network. The website also includes an online federalism library, information about governance programs, publications, and international liaison work.

*Federations Magazine* this past year had in-depth cover articles on German federalism after 50 years, the legal challenges between the US federal government and its state governments over air pollution, and how different federal systems manage ethnic and national diversity and even cope with the effects of civil war.



Two new videos from the Forum

New publications of the Forum this past year included the book *Fiscal Relations in Federal Countries*, in French, English, Portuguese and Spanish. The new book on health care in federal countries, *Federalismo y políticas de salud*, was launched in Spanish in Mexico City. *The Art of Negotiation* was published in Spanish for the first time, as *El Arte de la negociación*.

In preparation for the second edition next year, the Forum revised and updated the chapters on each country and the accompanying data for the *Handbook of Federal Countries 2005*, which will be published by McGill-Queen's University Press.

**This** past year the Forum's finance, systems and operations division developed a job classification grid and employee evaluation system. The purpose of these changes was to streamline and professionalize the job categories and to establish a more rigorous and collaborative method of evaluating staff.

The division also took a leadership role in the Forum's response to a financial audit and program evaluation undertaken at the behest of the Canadian Foreign Affairs Department. The audit was in addition to the annual auditing exercise the Forum itself undertakes. The Foreign Affairs audit and evaluation both reached favourable overall conclusions, with a few specific recommendations for improvement that the Forum has adopted. Both are available on the Canadian Foreign Affairs Department's web site.

The division is taking a leading role in the implementation of an integrated information system for the Forum called GYST. One of the features of this new automated system will be that staff traveling around the world will have access to program and financial information instantly.



*Practitioners from Canada and around the world tackled the complex question of fiscal equalization at a workshop in Charlottetown, Prince Edward Island.*

# FORUM EVENTS

Mar. 30-31, 2004	The Challenges of Metropolitan Management in Federations – Brasilia, Brazil
Mar. 24-26, 2004	Conference on Constructing Tomorrow's Federalism – Regina, Canada
Feb. 9-13, 2004	Managing Interstate Water Conflicts in Mexico – Mexico City, Leon and Guadalajara, Mexico
Feb. 8-15, 2004	Workshops for journalists – Four cities in Sri Lanka
Feb. 8-10, 2004	Decentralization of Health Care Delivery in India – New Delhi
Sept. 2003-Feb. 2004	Youth International Internship Program 2003-2004 – various countries
Nov. 19, 2003	The Art of Negotiation simulation – Montreal, Canada
Nov. 19, 2003	Decentralization of Health Care Delivery - Ahmedabad, India
Nov. 15-16, 2003	Global Dialogue: International Theme Development Conference: Distribution of Responsibilities – New Delhi, India
Nov. 5, 2003	Federalism Day at Collège Edouard Montpetit – Montreal, Canada
Oct. 31, 2003	Global Dialogue: Distribution of Responsibilities in Spain - Barcelona, Spain
Oct. 24, 2003	Global Dialogue: Distribution of Responsibilities in Belgium - Brussels, Belgium
Oct. 7-9, 2003	Third International Conference on Decentralization – Manila, Philippines
Oct. 2003	Federalism and Fiscal Policies in Brazil
Sept. 25-26, 2003	Comparative Workshop on Federalism in Argentina, Brazil, Mexico and Canada - San Nicolás, Argentina
Sept. 24-26, 2003	Inter-American Network on Decentralization – multilateral meeting (OAS)
Sept. 20, 2003	Global Dialogue: Distribution of Responsibilities in India - New Delhi, India
Sept. 17-18, 2003	The Mechanisms of Intergovernmental Relations in Brazil – Brasilia, Brazil
Sept. 15, 2003	Global Dialogue: Distribution of Responsibilities in Nigeria - Jos, Nigeria
August 23, 2003	Global Dialogue: Distribution of Responsibilities in Australia - Adelaide, Australia
August 14, 2003	Global Dialogue: Distribution of Responsibilities in Mexico - Mexico City, Mexico
Aug. 4-6 & 9, 2003	The Federal Debate in the Philippines – Manila and Davao City, Philippines
August 5 to 6, 2003	Intra-Federation Economic Relations Workshop – New Delhi, India
July 26-27, 2003	Paper on Federalism presented by Bob Rae – Colombo, Sri Lanka
July 16, 2003	Global Dialogue: Distribution of Responsibilities in Germany - Hannover, Germany
July 14-26, 2003	Youth Summer Session on Federalism – Canada and Mexico
June 25, 2003	Global Dialogue: Distribution of Responsibilities in Brazil - Brasilia, Brazil
June 20, 2003	Global Dialogue: Distribution of Responsibilities in Canada - Toronto, Canada
June 6-7, 2003	Global Dialogue: Distribution of Responsibilities in the United States - Philadelphia, USA
May 27-June 6, 2003	Study tour of Ethiopian officials to Ottawa, Edmonton and Mexico City
May 12-17, 2003	Public security and policing in Brazil and Canada
May 5-9, 2003	Visit of former Chief Justice of Norway to Canada
April 25, 2003	Launch of health publication in Mexico
April 2-3, 2003	An international seminar on the reform of the social security system in Brazil



## STAFF



**Marta Arnaldo** [corporate secretary] has a degree in psychology from the Anahuac University in Mexico City and pursued her master's studies at Carleton University in psychology and computer user research. She is fluent in English, French and Spanish and has twelve years' experience working with international non-governmental organizations.



**Céline Auclair** [vice president, research and governance programs] was one of the founders of the Forum. She has a PhD in international relations from the University of Geneva, Switzerland. She was Deputy Ombudsperson for Bosnia and Herzegovina in 1997-1998 and advisor to the office of the High Representative in Bosnia-Herzegovina in 1996-1997. Her languages are French, English and Spanish.



**Rebeca Batres** [program assistant, global programs] has an MA in international affairs from the Norman Paterson School of International Affairs at Carleton University. She has worked for various Mexican governmental and political organizations. Her languages are Spanish, English and French. She also reads Italian and Portuguese.



**Raoul Blindenbacher** [vice president, global programs] has a master's degree from St. Louis University, St. Louis, USA, and a doctorate from the University of Zürich, Switzerland. He co-edited the publication *Federalism in a Changing World - Learning from Each Other* and is the author of publications in communication theory, political science and public administration. He is a lecturer at universities on Europe and the United States. He is fluent in German, English and French.



**Barb Brook** [program manager, global dialogue] has an MA in environmental studies and has more than ten years' management experience in international development education and municipal development. At the Forum, she manages the Global Dialogue program. She speaks English, French and German.



**Maxime Cappeliez** [intern, public information] has been involved in peace and social justice issues, and hopes to pursue a career in international cooperation. He has a BA in political science from the University of Ottawa, and has participated in international youth conferences. He speaks French, English and Spanish.



**Sachin Chadha** [finance officer] has recently graduated with a B.Com. Honours in finance and accounting from the University of Ottawa. He is currently obtaining a professional accounting designation. His languages are English and Hindi.

# STAFF



**Rita Champagne** [program assistant, public information] has extensive experience working on international programs for Canadian NGOs. She is editorial assistant for *Federations* magazine and other Forum publications. Her technical and communications skills are used to maintain the flow of information within the Forum and to its friends. She is fluent in French and English.



**Rupak Chattopadhyay** [program manager, governance] is the Program Manager for India. He has master's degrees in economics and political science from the University of Ottawa and the University of Illinois (Urbana-Champaign) and did his doctoral work in political science at the University of Toronto. He is fluent in English, Bengali, Maithli, Hindi and Urdu.



**Diana Chebenova** [program manager, governance] is responsible for the Forum's program in Brazil, and has worked on projects in Russia, Mexico and India. She has an MA in commerce from the University of Economics of Bratislava and an MA in international affairs from the Norman Paterson School of International Affairs at Carleton University. Diana speaks Slovak, Czech, Spanish, English, Russian, and some Portuguese.



**Don Dennison** [vice president, chief operating officer] served as deputy minister in the Departments of Intergovernmental Affairs, Environment and Public Safety of the Canadian province of New Brunswick. He has a BA from the University of Toronto, an MA in political science from Carleton University and an MA in public administration from Queen's University. His languages are French and English.



**Sheila Embounou** [director of finance, systems and operations] brings to the Forum 20 years' experience in managing UNFPA population assistance programs in Central and West Africa. She graduated from the University College of Wales, Aberystwyth and directs the Forum's Finance, Operations and Human Resources activities. Her languages are English and French.



**Sarah Evanetz** [program manager, youth] brings a range of experiences in international development, youth activism and sports to her position as youth coordinator. She was also a member of the Canadian Olympic swim team in Atlanta in 1996. Her languages are English and French.



**Mahalya Havard** [editor and translator] has been with the Forum since 1999. She has a BA in French studies and communication, and a degree in web design and multimedia. Her political interests are in linguistic minorities and women's rights. She is fluent in both French and English, speaks some Tagalog and is learning Spanish.



## STAFF



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



**David-Alexandre Mac Donald** [head, international partnerships] has worked in intergovernmental relations in Canada and has a master's in international politics. His languages are French, English, Portuguese and some Spanish.



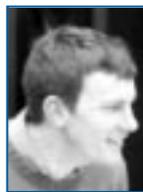
**Jordan Markov** [program manager, documentation] is a resource on federalism and federal countries. He keeps the documentation database up-to-date and is involved in program delivery. He has an MBA, and speaks, reads and writes Bulgarian, French, Russian and English. He also reads Serbo-Croatian, Macedonian and Spanish.



**Annie McLaughlin** [program assistant, governance] has been with the Forum since her arrival in Ottawa in 2002. In the past, she co-ordinated fundraising events, designed computer graphics and worked for a Montreal-based non-profit organization for people with intellectual handicaps. She is fluent in French and English.



**Marta Montes** [finance manager] is the senior accountant of the Forum of Federations, with over ten years' experience in the NGO sector. She speaks Spanish and English and has been with the Forum since February 2000.



**Paul Morton** [program manager, governance] is responsible for the Forum's activities in Africa. He has an MA in international affairs from the Norman Paterson School for International Affairs at Carleton University. He is fluent in English, French and German.



**Karl Nerenberg** [director of public information and senior editor] worked for more than twenty years as a writer, director, producer and executive producer of television and radio programs, in both English and French, for the Canadian Broadcasting Corporation. In addition to Forum public information projects, he has been deeply involved in the Forum's work in St-Kitts and Nevis and in post-conflict situations, particularly Sri Lanka.



**Abigail Ostien** [communications coordinator] has a master's degree in philosophy of education from McGill University. She has lived in Hong Kong, Nigeria, the US, France and Canada and has worked as an educator, editor and researcher. At the Forum she manages the publication process for the Global Dialogue on Federalism publications and the Global Dialogue section of the website. Her languages are English and French.

# STAFF



**David Parks** [program manager, governance] is the Program Manager for Mexico. He has an MA in international development. Before joining the Forum, he developed alternative energy projects in Cuba and also worked with fair trade coffee producers in Central America. His languages are English and Spanish.



**Nicole Pedersen** [program assistant, global programs] has been with the Forum of Federations since 1999. She began as a volunteer at Mont-Tremblant and was hired full-time after the conference. Nicole has a BA in social sciences with a concentration in political science. She is fluent in English and French and speaks Arabic and some Spanish.



**Lorraine Prézeau** [administrative assistant, database & central services] has been with the Forum since May 2003. She has previously worked as an administrative assistant for the Canadian Bar Association and for Stentor Communications as an administrative assistant to the Director of Communications. Her languages are English and French.



**Bob Rae** [President] was the premier of the Canadian province of Ontario from 1990 to 1995 and is a partner at the Canadian international law firm of Goodmans LLP in Toronto. He is the author of two books and is an Adjunct Professor at the University of Toronto. He has a BA and an LLB from the University of Toronto, and a B.Phil from Oxford University. His languages are English and French.



**Chris Randall** [LAN administrator] is a computer engineer who has been with the Forum of Federations since August 1999. He does system design and user support for the Forum. His languages are English and French.



**Neelima Shah** [human resources manager] is an industrial engineer and has an MBA in Human Resources. She brings 12 years of experience in HR from India. She is responsible for the HR functions at the Forum and also supports the Director in funding administration. She speaks English, Hindi and Gujarati.



**Priya Sood** [program manager, governance] is working on the Sri Lanka project at the Forum. She has an MA in international development studies from Dalhousie University (Halifax) which focused on governance issues in India. She speaks English and French fluently and some Hindi.



**Carl Thomas Stieren** [program manager, public information] has worked for Canadian NGOs in peacebuilding, international relations and development. He has a BA in history from York University, and has worked as a reporter and as a technical writer. He speaks English, French and German.



# STATEMENT OF FINANCIAL POSITION

A complete audited statement is available at [www.forumfed.org](http://www.forumfed.org).

as at March 31, 2004

	<b>2004</b>	<b>2003</b>
<b>CURRENT ASSETS</b>		
Cash	\$ 531,727	\$ 684,557
Accounts receivable	197,183	656,873
Prepaid expenses	49,944	25,080
Investments (Note 3)	731,036	667,547
Investments - restricted (Note 3)	1,295,000	1,295,000
	<b>2,804,890</b>	<b>3,329,057</b>
<b>CAPITAL ASSETS (Note 4)</b>	<b>299,779</b>	<b>377,357</b>
<b>INVESTMENTS - RESTRICTED (Note 3)</b>	<b>4,599,702</b>	<b>7,263,948</b>
	<b>\$ 7,704,371</b>	<b>\$ 10,970,362</b>
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	\$ 373,797	\$ 594,651
Deferred contributions (Note 5)	857,816	1,212,741
Deferred contributions - Long-Term Fund	1,295,000	1,295,000
	<b>2,526,613</b>	<b>3,102,392</b>
<b>DEFERRED CONTRIBUTIONS FOR CAPITAL ASSETS (Note 6)</b>	<b>130,517</b>	<b>167,405</b>
<b>DEFERRED CONTRIBUTIONS - LONG-TERM FUND (Note 7)</b>	<b>4,599,702</b>	<b>7,263,948</b>
	<b>7,256,832</b>	<b>10,533,745</b>
<b>CONTINGENT LIABILITY (Note 8)</b>		
<b>NET ASSETS</b>		
Invested in capital assets	169,262	209,952
Unrestricted	278,277	226,665
	<b>447,539</b>	<b>436,617</b>
	<b>\$ 7,704,371</b>	<b>\$ 10,970,362</b>

# STATEMENT OF REVENUE AND EXPENSES

year ended March 31, 2004

	2004	2003
<b>REVENUE</b>		
Department of Foreign Affairs and International Trade		
Contribution agreement	\$ –	\$ 1,580,400
Long-term Fund	<b>3,975,715</b>	1,584,603
Projects	<b>35,874</b>	196,784
Canadian International Development Agency (CIDA)	<b>440,383</b>	1,359,301
Gesellschaft fur Technische Zusammenarbeit (GTZ)	<b>47,354</b>	5,464
Alberta Provincial Government	<b>15,000</b>	9,725
Manitoba Provincial Government	<b>8,100</b>	6,900
Interest	<b>2,658</b>	1,563
Other	<b>14,470</b>	5,589
	<b>4,539,554</b>	4,750,329
<b>EXPENSES</b>		
Advertising and promotion	<b>204</b>	510
Consultants	<b>124,120</b>	159,982
Leased equipment	<b>3,508</b>	32,751
Meetings and facilities	<b>155</b>	1,672
Office and general	<b>71,177</b>	43,731
Printing and publications	<b>3,601</b>	3,161
Professional fees	<b>31,059</b>	130,909
Projects (Schedule)	<b>3,202,977</b>	3,603,870
Rent	<b>178,504</b>	152,043
Salaries and benefits	<b>758,585</b>	627,564
Telephone and internet	<b>15,461</b>	42,412
Travel	<b>70,973</b>	53,735
	<b>4,460,324</b>	4,852,340
Excess (deficiency) of revenue over expenses before the undernoted	<b>79,230</b>	(102,011)
Administration costs charged to CIDA projects	<b>32,107</b>	179,570
Amortization of deferred contributions for capital assets	<b>36,888</b>	44,714
Amortization of capital assets	<b>(137,303)</b>	(115,697)
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>\$ 10,922</b>	\$ 6,576

