

# ANNUAL REPORT 2015 2016



## Forum of Federations

The Global Network on Federalism and Devolved Governance

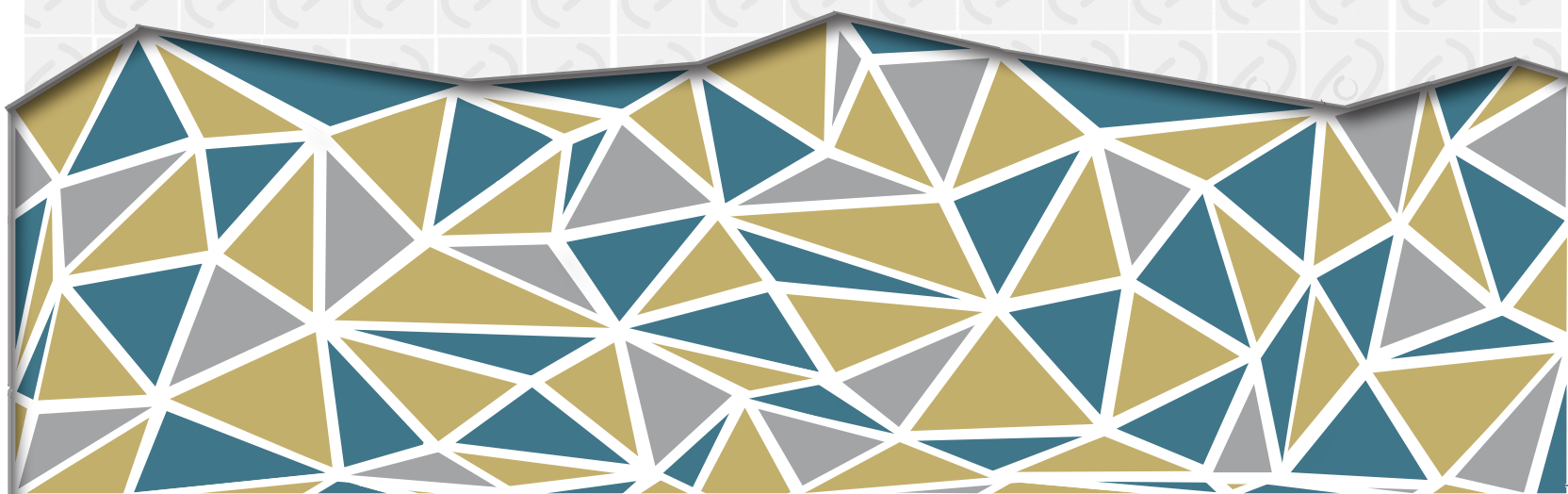


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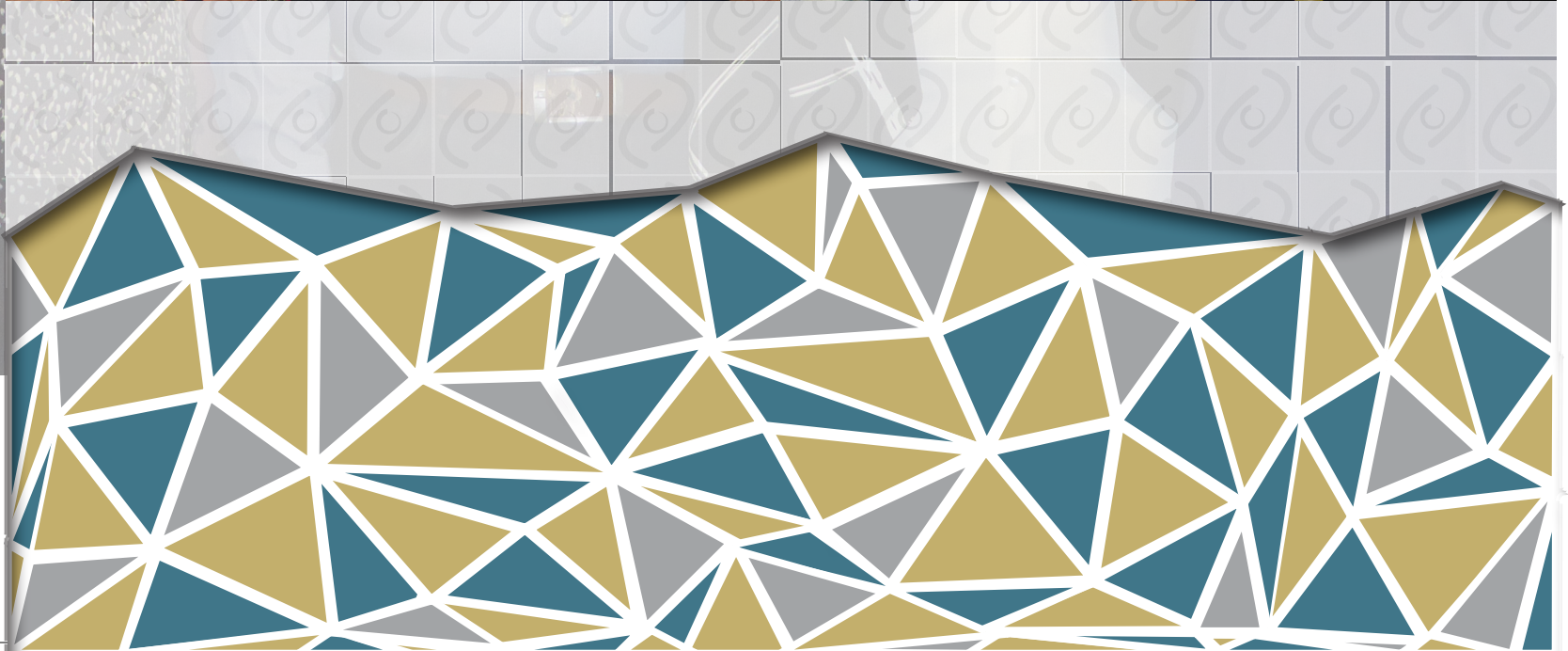
The Global Network on Federalism and Devolved Governance

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# 01 PEOPLE



# CHAIRMAN'S MESSAGE

GEORG MILBRADT, CHAIRMAN, FORUM OF FEDERATIONS



This year the Forum of Federations has once again made valuable contributions to the development of democratic federal governance around the world. The organization continues to support governments transitioning to federal or decentralized governance models through its development assistance programs. The Forum's track record of providing long term ongoing support to a number of countries has enabled it to establish a reputation as the source for comparative international expertise on devolved governance in those nations. In 2015/2016 the Forum continued to deliver initiatives in countries in which it has operated for a significant number of years. Ongoing programs - in Tunisia, Burma (Myanmar), Nepal, and Ethiopia - to support stakeholders in those nations to improve their federal and decentralized government structures demonstrate the Forum's capacity to provide valuable, meaningful long term contributions in often challenging contexts. The convening of the Forum's annual Board meeting in Kathmandu highlighted the importance of the work undertaken by the organization to help an extremely diverse country create a more effective governance system, as well the value ascribed to this activity by beneficiaries. Moreover, this year saw the Forum re-engage in Somalia with the implementation of a new program to increase political stakeholders' understanding of federal principles and support the country's nascent federal structure. The success of the project has laid the groundwork for further activity in Somalia in the near future.

In addition, the Forum has conducted a number of research and policy programs as part of its core mandate to advance knowledge and understanding of federalism topics that are focus areas of its partner governments. Alongside ongoing work on issues such as territorial cleavages, intergovernmental relations, and fiscal federalism, a number of publications have been produced as core program

outputs, including volumes on: fiscal equalization; courts in federal countries; and public security in federal systems. New programs on education and federalism, and immigration and integration, have also been launched with promising starts. The intellectual capital produced by these programs allows the Forum to remain at the cutting edge of federalism expertise, while also bolstering its development assistance activities.

Alongside written content, this year the Forum has successfully expanded its use of video and new media technology in the execution of its activities and day-to-day operations. The development of a highly successful series of video modules on federalism in Canada, Switzerland, South Africa, and Tunisia, and the distribution of this content through the Forum's social media accounts, exposed the work of the organization to a new audience. This year's launch of the re-designed Forum website provides a platform from which the organization can more effectively utilize new media technologies to communicate with both traditional and new audiences.

The successes of the Forum this year point to a promising future and exciting times ahead. I believe the organization will meet and overcome any challenges it may face in the coming year with professionalism and dedication to ensure it remains the foremost international learning network on federalism and governance in multi-level democracies.

As always, I would like to express my thanks to the President and CEO Rupak Chattopadhyay and the staff of the Forum for their competence, commitment, and hard work this year.

A handwritten signature in blue ink, reading "Georg Milbradt". The signature is fluid and cursive.

GEORG MILBRADT

Chairman, Forum of Federations



# PRESIDENT'S MESSAGE

RUPAK CHATTOPADHYAY, PRESIDENT & CEO, FORUM OF FEDERATIONS



The current year marks a period of consolidation for the Forum of Federations. Through its foundational programs in support of countries transitioning to federal or decentralized governance models the Forum

has built a reputation as a credible source for comparative international expertise on building peaceful pluralism. Ongoing programs in Tunisia, Burma (Myanmar), Nepal, and Ethiopia assisted a number of these countries achieve major political and constitutional milestones. A pilot program in Somalia has laid the groundwork for long term engagement in that country's federalization process, as has the Forum's support to IGAD's Federal-Decentralized Governance Network. The Forum worked closely with a number of stakeholders to deliver major research programs in support of policy making in partner countries. Programs addressing the institutional choices for bridging territorial cleavages, intergovernmental relations, and fiscal federalism were at the heart of these efforts. New programs on education and federalism, and immigration and integration, have also been launched with promising starts. The intellectual capital produced by these programs allows the Forum to remain at the cutting edge of federalism expertise, while also bolstering its development assistance activities.

The Forum has also had a productive year on communications and outreach. First, a number of publications were produced as outputs from our core programs, including volumes on: fiscal equalization; courts in federal countries; and public security in federal systems. Additionally, a number of occasional papers and training guides were published in support of our development assistance programs. Significantly, the Forum has expanded the use of audiovisual material for its training activities in development assistance projects. This year's launch of the re-designed Forum website provides a platform from which the organization can utilize new media technologies to more effectively communicate with its audience. A re-launch of the organization's social media presence has provided us with unprecedented reach. By the end of the year the Forum's Facebook page already had 25,000 followers and its audiovisual materials had been downloaded by thousands of users.

The continued high level of output has allowed the Forum to remain the leading organization on federalism and devolved multilevel government. This would not be possible without generous contributions from our partner countries. The support of the board and the stewardship of our Chairman Georg Milbradt has been critical in surmounting many challenges. The professionalism and productivity of the organization is a testament to the diligence of all my colleagues at the Forum.



**RUPAK CHATTOPADHYAY**

President & CEO, Forum of Federations

# BOARD OF DIRECTORS



**Georg Milbradt**  
Chairman

Former Minister President, Free State of Saxony, Germany



**Thomas Pfisterer**

Former Member of the Swiss Federal Supreme Court, the Government of the Canton of Aargau and the Swiss Council of States (Senate)



**John de Chastelain**

Former Chief of the Defence Staff, Canada



**Johanne Poirier**

Professor of Law, Université Libre de Bruxelles, Chair in Federalism, McGill University, Montreal



**Andreas Eshete**

Advisor to the Prime Minister of the Federal Democratic Republic of Ethiopia



**Mian Raza Rabbani**

Lawyer and constitutional scholar, Chairman of the Senate of Pakistan



**Muhammed Ali Gardezi**

Secretary of the Interprovincial Secretariat of Pakistan



**Salma Siddiqui**

Entrepreneur and community activist, Canada



**Naini Jayaseelan**

Secretary of the Inter-State Council, India



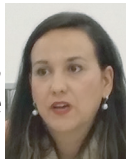
**Roger Wilkins**

Former Secretary of the Attorney General's Department, Australia



**Ana Carolina Lorena**

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



# FORUM STAFF

## HEADQUARTERS - OTTAWA

Rupak Chattopadhyay	President and CEO
Charles Cloutier	Vice President
Sheela Embounou	Head, Gender Programs & Monitoring
Diana Chebenova	Head, Partnerships & Information
Felix Knüpling (Germany Office)	Head, Programs
John Light	Head, Special Projects
Phillip Gonzalez	Program Director, Asia & Australia
Pietro Merlo	Senior Diplomatic Advisor
Liam Whittington	Project Officer
Oludare Austin Ayeni	Finance Officer
Donna Duffett	Administrative Assistant
Rhonda Dumas	Project Officer
Fauziah Pruner	Finance Officer
Chris Randall	Network Manager

## FIELD STAFF

### **BURMA (MYANMAR)**

Htet Min Lwin	Consultant
Chit Oo Ko Ko	Communications Officer

### **NEPAL**

Sagar Manandhar	Program Manager
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### **PAKISTAN**

Emmanuel Khurshid Alam	Program Manager
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## **ETHIOPIA**

Shawn Houlihan	Senior Director, Africa
Maeregu Habtemariam Kazentet	Director, East Africa Region
Meron Girma	Program Administrator
Medhanit Teklu	Administration Assistant
Endale Girma	Facilitator

## SENIOR ADVISORS

Clive Grace
Leila Haououi-Khouni
Reinold Herber
Francis Kok-Wah Loh
André Juneau
David Parks
Rekha Saxena
Franklin Leslie Seidle
Sandeep Shastri
Dalbir Singh
Roberta Ryan

## INTERNS

Dunja Apostolov	PhD student, Carleton University
Ashley Boyes	MA student, Carleton University
Boluwatito Coker	MA student, University of Ottawa/St. Paul University
Matthias Ribka	MA student, University of Edinburgh, Scotland
Devyn Wallenius	MA student, Carleton University

# 02 WHAT WE DO



# WHAT WE DO

The Forum provides training and knowledge sharing programs to address governance challenges in existing and emerging federations, devolved and decentralized countries, and nations undertaking governmental and administrative reform.

The Forum is focused on the impact that multi-level government can make to democracy building and democratic consolidation.

- We support democracy building in developing, fragile, or post conflict states.
- We provide innovative solutions to challenges posed by multi-level governance in federal, devolved, and decentralized countries.
- We focus on the key issues of stakeholder empowerment, democratic governance, and devolved structures.
- We provide comparative international expertise that bridges the world of academic research with real-world practice.

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

The Forum utilizes a practical, experience-based, problem-solving approach to governance development challenges. Since its founding it has supported governments and citizens around the world through the provision of training, expertise, and impartial practical education.

The Forum helps to:

- Find common ground among diverse ethnic groups.
- Improve resource and tax sharing arrangements.
- Enhance public service delivery.
- Foster inclusive governance.
- Develop strategies and processes to enhance intergovernmental cooperation.
- Train elected and public officials, politicians, and administrative staff in constitutional principles of federalism and devolved power.
- Develop federal governance leadership capacity among stakeholders.

The Forum's **direct relationship with governments** on six continents and **comparative international methodology** makes us **uniquely placed to promote intergovernmental learning** by working in tandem with our partner governments.



## Leadership Summit on Federalism

January 28-29, 2014, Serena Hotel, Islamabad



# THE FORUM IN ACTION

The Forum has an unparalleled global network of experts which can be swiftly mobilized to provide expert counsel and support to countries tackling acute governance problems. The Forum has been active in more than twenty countries since its establishment in 1999.

It has also tackled challenges such as:

## **Accommodating Diversity**

Integration of disparate ethnic groups into governance systems in Burma (Myanmar), Nepal, and Sudan.

Participation of women in leadership roles in federal and decentralized governance systems in post-Arab Spring countries in the Middle East & North Africa (MENA) region.

## **Developing Fiscal Relations**

Federal finance reform and equalization in Brazil, Germany, Italy, Pakistan, and Nepal.

Natural resource management in Australia, Brazil, Nigeria, and Pakistan.

Fiscal transparency and accountability in Pakistan, Nigeria, and Nepal.

## **Increasing Knowledge and Capacity**

Capacity building and technical support for federalization, decentralization, and devolution in Burma (Myanmar), Ethiopia, Nepal, Pakistan, Tunisia, and Somalia.

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).

Facilitating understanding of federal governance reform options in Australia, Germany, India, and Switzerland through international comparative perspectives.

Providing expert advice on constitutional inquiry, adjudication, and interpretation in Ethiopia.

## **Improving Intergovernmental Coordination and Public Service Provision**

Intergovernmental coordination and immigrant and refugee integration in Austria, Canada, Germany, and Netherlands.

Intergovernmental coordination, innovation and financing of compulsory education in Australia, Austria, Belgium, Canada, Germany, India, Italy, Spain, the United Kingdom, the United States, and Switzerland.

Benchmarking and evaluation of service delivery in Australia, Canada, Germany and the United Kingdom.

Decentralization, intergovernmental relations, and local governance capacity building in Ethiopia, Mexico, Nepal, Pakistan, Tunisia, and South Africa.

Public service delivery and civil service capacity in Australia, Ethiopia, Pakistan, Nepal, South Africa, and Tunisia.

Public security and emergency management in Australia, Canada, India, Pakistan, and the United States.

# 03 PROJECTS




# POLICY & RESEARCH PROGRAMS

1. The Forum's Policy and Research Programs aim to facilitate knowledge exchange on relevant public policy questions and on issues related to the management and reform of federal and decentralized systems.
2. They also aim to build an international comparative body of knowledge on contemporary, usually structural, themes of federal governance.
3. Policy and Research Programs are developed in response to the priority concerns 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 2015-2016 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 preparation and release of publications as major program outputs.

This year the Forum worked on ten distinct thematic programs:

- Territorial Cleavages in Contexts of Constitutional Transition
- Fiscal Federalism
- Intergovernmental Relations
- Local Governments and Metropolitan Regions
- Education and Federalism
- Centralization and Decentralization in Federations
- Immigration and Integration
- Courts and Judicial Systems in Federations
- Health Care and Federalism
- Public Security in Federal Systems





# ACHIEVEMENTS >>> OUTCOMES

## TERRITORIAL CLEAVAGES IN CONTEXTS OF CONSTITUTIONAL TRANSITION

*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. 'Constitutional transitions' in this context refers to two distinctive 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;
- 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).

The project consists of fifteen case studies from federal, devolved, and unitary countries (Bolivia, Bosnia-Herzegovina, Cyprus, Ethiopia, India, Indonesia, Iraq, Kenya, Nepal, Nigeria, the Philippines, South Africa, Spain, Sri Lanka, and Ukraine) and is jointly implemented by the Forum, International IDEA, the Centre for Constitutional Transitions at University of California, Berkeley, and the Manuel Gimenez Abad Foundation of Zaragoza, Spain, with the support of the Mediation Support Unit of the United Nation's Department of Political Affairs.

On 29 and 30 September 2015, the Forum and its partners – in cooperation with the European Union External Action Service – organized a "launch conference" hosted by the European Union Committee of the Regions (COR) in Brussels. The conference provided both a platform for the authors to present their research findings and a forum for focused discussion on ongoing crises related to territorial cleavages. The event was attended by national and sub-national government representatives, representatives of intergovernmental organizations, senior academics, and prominent civil society actors.

## FISCAL FEDERALISM

*Shared lessons learned in various federations to enhance understanding of fiscal federalism*

From 7-9 April 2015, Mr. Roger Wilkins, Forum Board member from Australia, attended the Third Meeting of Municipalities with Sustainable Development held in Brasilia, Brazil. At this event he participated in a roundtable discussion on the growing imbalance of municipal finances. In addition, Mr. Wilkins spoke at the inauguration of the 2015 Program of the Fiscal Forum of the Brazilian States, also held in Brasilia on 14 April, 2015.

On September 8, 2015, Forum Chairman Professor Georg Milbradt gave testimony to the Italian Parliament in relation to Italy's debating of the implementation of fiscal federalism pursuant to the adoption of Article 119 of the Italian Constitution. Addressing the bicameral "Committee for the Implementation of Fiscal Federalism", Professor Milbradt spoke about the German system of financial relations in order to highlight recent developments in Germany that may potentially provide lessons for Italy.

A workshop coinciding with the launch of the "Making Fiscal Equalization Work" publication was held in Berlin, Germany on 26 November, 2015. Attendees included the editors of the book and 30 experts in the field of fiscal federalism, representing the spheres of government, academia, and think tanks. The editors of the volume discussed the challenges and opportunities of fiscal reform in Germany in the context of the refugee crisis. The "Making Fiscal Equalization Work" publication is a product of a conference on Germany's fiscal equalization reform process, organized in June 2014 by the Forum in conjunction with the Free University Berlin, German University of Administrative Sciences Speyer, and Bertelsmann Foundation. The book examines different reform options – and the prospects for successful implementation – from political science, financial, economic, and constitutional perspectives, thereby contributing to a deeper understanding of federal financial relations.



## INTERGOVERNMENTAL RELATIONS

### *Shared experiences and knowledge on cooperative federalism*

On 7 December 2015, the Forum and the Department of Political Science of the University of Delhi jointly organized a launch event for the “Intergovernmental Relations in Federal Systems” book at the University of Delhi, India. The workshop was attended by government officials, members of parliament, and academic experts. The event also paid tribute to Ronald Watts, one of the founders of the Forum of Federations and a long term board member who passed away in October 2015.

An international conference on Cooperative Federalism, jointly organized by the Forum in collaboration with the Inter-State Council Secretariat, UNDP, the World Bank, and CUTS International Public Policy Centre, was held in New Delhi from January 20-21, 2016. The event facilitated an exchange of global experiences of cooperative federalism and identified relevant lessons to support the Government of India’s objective for further development in this sphere. The conference targeted senior members of the Indian State and Central governments. Participants had the opportunity to learn about the relevant experiences of other countries, such as Australia, Canada, Germany, Ethiopia, South Africa, and Switzerland.

On 28-29 January 2016, the Forum held a “Leadership Summit on Federalism” in Islamabad, Pakistan. Federal and provincial leaders were brought together with international experts to discuss the effective implementation of governance powers in the context of the 18th Constitutional amendment. Supported by the Inter Provincial Coordination (IPC) and Council of Common Interest (CCI), this activity facilitated interaction between different orders of government and enabled federal and state officials to discuss and develop mechanisms of policy coordination and communication. Themes covered included intergovernmental relations, local government, and health policy.

## LOCAL GOVERNMENTS AND METROPOLITAN REGIONS

### *Increased capacity of local governments in federal systems*

On 17-18 February 2016, the Forum participated in the Smart Cities Conference held in Puebla, Mexico. The event, which was organized by the Government of Mexico and Mexico’s National Municipal Conference, brought together over 5,000 public officials from all orders of government. The conference focused on increasing the understanding of how local governments can deliver better government by encouraging autonomy, citizen engagement, transparency, accountability, and technology in their respective countries.

On 29 March 2016 the Forum, in collaboration with the School of Public Leadership, Stellenbosch University South Africa and with the support of the Konrad Adenauer Foundation, organized a seminar on financial governance reform in multi-level systems of government. The seminar, held in Stellenbosch, South Africa, comprised the pre-conference event of the 15th International Winelands Conference, hosted by the School of Public Leadership, Stellenbosch University.



## EDUCATION AND FEDERALISM

### *Increased understanding of the education system in established federal governments*

In FY 2015-2016, the Forum, in collaboration with the Gimenez Abad Foundation in Zaragoza, Spain, initiated a comparative program on “Federalism and Education: Governance, Standards, and Innovation for the 21st Century.” The objective of the initiative is to examine how countries with federal systems of government differ with regard to: how they design, govern, finance, and assure quality in their educational systems; how competencies in the area of education are divided between orders of government; and the mechanisms of intergovernmental cooperation they have developed in this policy field. Through this project, the Forum aims to draw out comparative lessons and experiences in an area of great importance to many federal countries. The project includes case studies from 10 countries: Austria, Australia, Belgium, Canada, Germany, Italy, Spain, Switzerland, the United Kingdom, and the United States.

The duration of the program is approximately two years and the program outputs will comprise an international authors’ conference, and a comparative publication including a manual of best practices/key lessons. In fiscal year 2015-2016, the authors worked on their case studies in preparation for the authors’ conference held in April 2016 in Zaragoza, Spain.



## CENTRALIZATION AND DECENTRALIZATION IN FEDERATIONS

### *Knowledge disseminated on the state of centralization and decentralization within established federations*

This project is analyzing the state of decentralization within a variety of federal nations including Australia, Canada, Germany, India, Switzerland, and the United States. The program is led by a consortium of federal research institutes spearheaded by the University of Kent and sponsored by the Leverhulme Trust, a scholarship foundation based in the United Kingdom.

The project examines the opportunities and challenges faced by federal governments in the implementation of devolution in various policy sectors and across jurisdictions. In addition, the project will also map the changes in the distribution of powers between the central and subnational orders of government over time. The output of the project will be a comprehensive piece that maps competing forces of centralization and decentralization, and discusses how the framework for decentralization can be operationalized in each particular federation.

A number of events have been held as part of this project. The Forum, in collaboration with the Jamia Hamdard University, convened an Asia-Pacific workshop “Why Centralization and Decentralization in Federations? A Comparative Analysis” in Delhi, India on 20 February 2016.

Furthermore, the Forum, in collaboration with the Manuel Giménez Abad Foundation, the Institute of Judicial Studies of UNAM, Mexico, the Institute of Public Administration of Tabasco, and the Centre of Law and Parliamentary Studies (CDIP) of Mexico, organized the “Comparative Constitutional Dialogues: Constitutional Decentralization and Territorial Organization in Latin America” event in Villahermosa, Mexico on 10-11 December 2015. Forum representatives Diana Chebenova, Head of Partnerships and Information and Paula Ravanelli Losada, Special Advisor at the Secretariat of Federative Affairs, Presidency of Brazil, attended the decentralization workshop. Utilising a comparative approach, the workshop explored the role of large metropolitan regions in the territorial organization of Latin America. The experiences of Mexico, Brazil, and Spain were analyzed.

## IMMIGRATION AND INTEGRATION

### *Increased understanding on challenges related to integrating immigrants in federal countries*

The Forum held the “Subnational Governments and the Integration of Immigrants and Refugees: Facing New Challenges” workshop on 3 March 2016 in Toronto, Canada. This event was part of the Metropolis 2016 national conference. In Canada, provincial and territorial governments play a major role in immigration matters, more so than in many other countries around the world. As such, the workshop addressed concerns related to the impact and consequences of integrating immigrants and refugees, in addition to current and potential immigration developments in the context of multi-level and multi-partner governance.

The dramatic increase in asylum applications and immigration to the European Union as a result of geopolitical instability over recent years presents a number of challenges in federal countries. Many of the debates on this issue thus far have focused on integrating new arrivals into the labor market. However, civic integration requires particular attention. In this context, the Forum, in collaboration with the Sachverständigenrat Deutscher Stiftungen für Migration und Integration (SVR Migration), and the Embassy of Canada in Berlin, organized an expert roundtable and panel discussion on “The Refugee Crisis and Civic Integration: Looking Beyond Labor Market Aspects”. The discussion was held in Berlin, Germany on 15 March 2016 and brought together country experts from Austria, Germany, Canada, and Switzerland to share lessons related to the socio-political integration of refugees, and provide concrete examples of good practices from different federal countries.

From 14-18 March 2016 the Forum, in collaboration with the Canadian mission in Germany (Berlin), Austria (Vienna), and the Netherlands (The Hague), implemented an expert lecture tour. During the tour, Forum Senior Advisor Leslie Seidle gave public lectures and background talks on “Canada’s Approach to Immigrant and Refugee Integration” to government officials, parliamentarians, and experts.

## COURTS & JUDICIAL SYSTEMS IN FEDERATIONS

### *Deeper understanding of judicial systems in federations*

In FY 2015-2016, a joint project between the Forum and the Government of Quebec resulted in the production of the book “Courts in Federal Countries: Federalists or Centralist?”. The publication features the experiences of thirteen federal systems: Australia, Belgium, Brazil, Canada, Ethiopia, Germany, India, Mexico, Nigeria, South Africa, Spain, Switzerland, and the United States. It explores the role of judicial power in relation to federalism and analyzes and compares the transformative capacity and functions of judicial systems within federations. Specifically, it examines the constitutional framework of courts and the legal tradition in which they operate, the institutional role of courts compared to that of the executive and legislative process, and the role of the courts in adjudicating disputes regarding federalism. The book will be published in late 2016 by the University of Toronto Press.

## HEALTH CARE AND FEDERALISM

### *Expanded knowledge of health care systems in federations*

This program focuses on comparing and examining key themes in the sphere of health care in federal systems, which include: the division of responsibilities, funding mechanisms, and means of cooperation between levels of government to ensure equity, access, quality, and efficiency. The program aims to deepen knowledge of these issues and develop lessons for emerging federations.

In FY 2015-16, the Forum concluded an agreement with the University of Toronto Press to publish the book that is one of the primary outputs of the program.

## PUBLIC SECURITY IN FEDERAL SYSTEMS

### *Better understanding of best practices in federal and multi-level government systems*

In FY 2015-16, the Forum, in collaboration with the Manuel Gimenez Abad Foundation, implemented the “Public Security in Federal Systems” program. The project examined the centralizing-decentralizing dynamic in the realm of public safety in federal systems such as Brazil, Canada, Germany, India, Mexico, South Africa, Switzerland, and the United States. More specifically, focus

was placed on counter-terrorism and emergency management. The comparative approach enabled the identification of lessons learned and best practices with respect to constitutional and institutional division of responsibilities. Furthermore, mechanisms to facilitate effective intergovernmental cooperation in federal and multilevel government systems were identified.

The Forum is currently identifying a publisher for the publication produced as a result of the “Public Security in Federal Countries” program.



# HIGHLIGHTS



## Forum of Federations holds its ANNUAL BOARD MEETING IN NEPAL

On 10 March, 2016 the Forum of Federations held its annual Board of Directors meeting in Kathmandu, Nepal. Representatives of several of the Forum's member countries, including Australia, Brazil, Canada, Germany, India, and Switzerland, met to review the Forum's work and achievements during the current fiscal year, and approve the program of work and budget for the fiscal year 2016-17 - as well as the Forum's medium-term strategy. The Forum has implemented various development assistance activities in Nepal over recent years to support the promulgation of a federal constitution and transition to a devolved model of governance. The convening of the Board Meeting in Kathmandu enabled members to see the impact of the Forum's work in the country as well as lend their considerable expertise to Nepal's federal transition. While in Nepal, the Members of the Board met with the Prime Minister, Khadga Prasad Sharma Oli, for an informal exchange of views on the challenges of implementing the federal Constitution that was adopted in September 2015. In addition, the Government of Nepal hosted a dinner for the Forum Board Members and staff to which a number of government representatives, parliamentarians, and civil society representatives were invited.

Prior to the board meeting, on 9 March, Members of the Board and Forum staff participated in a number of Citizen's Forums organized within the Forum's "Consolidating Democratic Transition in Nepal" program, funded by the Government of Canada and managed by the Forum's Phillip Gonzalez. Citizen's Forums are public outreach activities that target a range of stakeholders, including civil society, community leaders, academia, students, members of the media and general public. They are designed to increase awareness and facilitate discussion on pertinent topics among stakeholders not directly involved in the spheres of politics.

Three Citizen's Forums were held on three different topics. The first - "Implementing Federal Governance: Comparative Experiences in Intergovernmental Relations and Fiscal Federalism" - addressed Nepal's current intergovernmental structure and fiscal structure, and how lessons from countries such as India could inform Nepali reforms in this area. In the second - "Federal Judicial Systems and Constitutional Dynamics: Lessons for Nepal" - Forum experts assessed the current state of Nepal's judicial systems and constitution in the context of the transition to a federal model, and shared experiences in this sphere from Switzerland and Australia. The final Citizen's Forum, entitled "Gender, Leadership and Federalism: Access and Engagement", examined how the transition to a federal governance model can provide opportunities to foster women's participation and leadership in political and governance processes. Forum experts addressed points of access for women in decentralized models, and leadership in federal systems promoting pluralism. Board members shared their respective countries' experiences in these three areas, providing valuable international comparative perspectives.

# HIGHLIGHTS



## Forum supports creation of a unique regional **LEARNING NETWORK IN EAST AFRICA**

The Forum achieved a major milestone in 2015 in its work with the Intergovernmental Authority for Development (IGAD) in establishing an East Africa Practitioners' Network for Federal & Decentralized Governance (FDG). IGAD is a regional intergovernmental body, led by the region's Heads of State, that plays lead roles in managing conflicts within and among member states -- Sudan, South Sudan, Somalia, Ethiopia, Kenya, Uganda and Djibouti. This is a very conflict prone region of the world, and issues of resource and power sharing (i.e., under federal-devolved-decentralized governance) are at the forefront of their respective political debates or even violent conflicts. Thus, IGAD has adopted the creation of a FDG network as part of its strategy for accomplishing sustainable peace through political accommodation, good governance, democracy and development.

There are distinct advantages to a special regional platform for "learning from each other" given the countries' relatively similar circumstances and their common destiny in accomplishing sustainable peace and development, be it in the realm of security, trade, migration, etc.

The Forum has been working on this initiative since 2013 in very close collaboration with IGAD, the Swiss embassy in Addis Ababa and a growing network of partner institutions in the member countries. Over 2013-2014, IGAD, the Forum and their other partners, through various consultations with political, technocratic and wider stakeholders, established the general need for such a network as well as some initial priorities and guiding principles. The year 2015 was set as an interim period to conduct more systematic consultations and a baseline study of the federal-decentralized governance systems operating in the member countries.

Comprehensive baseline studies were conducted in five of the member countries, which followed a common methodology and format for the studies as well as for formal consultations conducted throughout different parts of each country. Over 400 people were involved in the process throughout the second half of 2015. The study findings were presented at a conference in Nairobi in December 2015, which included senior officials, parliamentarians, academics and civil society representatives from across East Africa. The conference served as verification for the study and consultation findings, and provided direct inputs for a planning document on the establishment of a permanent FDG network under IGAD and for its first four years of programming.

IGAD has since formally adopted the plan and is now working with the Forum and other partners to mobilize resources for programming in the areas of: creating a Regional Leadership Forum on FDG, Applied Policy Research, Engendering Decentralization, Technical Training and Training of Trainers, Academic Strengthening, Experience Sharing, and Biannual Regional Conferences on Federal-Decentralized Governance in East Africa. Subject to expected funding, implementation should start in late-2016.

# DEVELOPMENT ASSISTANCE PROGRAMS

In fiscal year 2015-2016, the Forum delivered a variety of programs in multiple countries as part of its development assistance activity. This included both the continued provision of support to countries with which the Forum has engaged extensively over several years, and the development of new programs in countries that have expressed renewed interest in federal and decentralized models of governance. Primarily, the Forum's development assistance activities have focused on increasing and deepening the support to countries in which the organization has developed a reputation for excellence in the provision of training and dissemination of information and knowledge on federal, decentralized, and devolved forms of government. The Forum's ongoing activities

in Nepal, Burma (Myanmar), Tunisia, and Ethiopia – as well as with the East Africa Regional Network on Federal-Decentralized Governance (IGAD) – demonstrate the value of the work of the organization to stakeholders in those countries. Alongside this, the Forum implemented a new program that re-engaged with Somalia, whose government has identified federalism as a potential means to develop more effective governance in the country. In 2015-2016 the Forum implemented development assistance projects on behalf of a variety of international donors, including the Government of Canada's Department of Foreign Affairs, Trade and Development (now Global Affairs Canada), the Swiss Federal Department of Foreign Affairs, and the German Federal Foreign Office.



# BURMA (MYANMAR)

## ACHIEVEMENTS >>> OUTCOMES

### *Enhanced knowledge of principles of federal governance to support the transition to democracy and devolved governance in Burma (Myanmar)*

The 'Time for Change' slogan of the Burmese (Myanmar) Opposition signifies a critical event in the history of the country. The national election held in November 2015, won by Aung San Suu Kyi's National League for Democracy (NLD) in a landslide-victory, highlighted a key transitional process that welcomed a newly elected democratic government in contrast to the antecedent military regime.

The Forum's work in Burma (Myanmar) in 2015-2016 responded to the political process in the country. Burma (Myanmar) is currently transitioning from a military dictatorship fragmented by ethnic-based internal conflict to democratic decentralized governance and accommodation with Burma (Myanmar)'s ethnic groups. There is now a consensus among major stakeholders on the need for a more inclusive decentralized political system.

However, challenges related to the realization of federalism persist, including: constraints under the current constitution; limited understanding of federalism among newly elected members of parliament, government officials and the general public; inadequate knowledge about the

experience of other countries with federal systems; limited awareness of the importance of greater engagement of women in the political process; and a lack of practical tools and approaches to advance related reforms. Building a federal system in Burma (Myanmar) also touches on sensitive issues such as constitutional reform and how natural resources should be shared. In general, the capacity to address governance questions remains low and misconceptions about political concepts such as federalism prevail.

Given the substantial progress made generally towards democratization in Burma (Myanmar), in 2015-2016 the Forum continued to deliver activities aimed at enabling political stakeholders in the country to make informed decisions about the nation's future state structure, and inform them about federal options:

1. Intensive federalism training/capacity building for key stakeholders;
2. Development of local federalism training capacity ("Training of Trainers");
3. Field Trainings on Federalism, implemented by local trainers; and
4. Development and translation of country-specific training manual.





The Forum, in cooperation with various local and international organizations, held a total of eight 2.5 day intensive federalism, democracy, and electoral systems training workshops in various cities in Burma (Myanmar). In Yangon, the Forum delivered an intensive training workshop to 70 candidates for the November 8 national elections, in collaboration with the Bayda Institute – an organization affiliated with the NLD.

In its stakeholder workshops Forum experts communicated crucial information designed to strengthen the capacity of key stakeholders. The behaviour of these actors has major influence on democratic federal governance and the conduct of democratic elections. Overall, the training focused on issues of managing diversity, assignment of functions in federations, fiscal federalism, the role of local government, and constitutional reform.

In this context, in July and August 2015 the Forum also implemented two 5-day Training of Trainers (ToT) seminars on Federalism for aspiring young leaders and trainers from ethnic states, in cooperation with Euro Burma Office. This activity is designed to create an indigenous training capacity that enables the dissemination of information to empower citizens to exercise their political rights and meaningfully engage in discussions on political concepts such as democracy and

federalism. Furthermore, the Forum implemented two advanced ToT sessions as part of its capacity building program. Since 2012 the Forum, in collaboration with its local partner organizations Myanmar Egress and EBO, has educated more than 150 local trainers on federalism topics.

Following the ToT seminars, successful candidates were selected to deliver field trainings on basic principles of federalism to local stakeholders in various locations. In the first pilot training phase undertaken in FY 2015-16, more than 1,200 participants were educated on basic concepts of federalism through 30 field trainings held across the country. The field trainings were implemented in cooperation with EBO and Myanmar Egress.

Lastly, the Forum delivered a training workshop designed to strengthen the dialogue on constitutional reform and transforming the role of the military. The workshop focused on the sharing of lessons learned from countries which have extensive experience of constitutional review in a decentralized/multiethnic setting, as well as in reforming civil military relations.

Funding for the federalism capacity building program in Burma (Myanmar) was provided by Canada's Department of Foreign Affairs, Trade and Development (now Global Affairs Canada).





# ETHIOPIA

## ACHIEVEMENTS >>> OUTCOMES

### *Facilitated development of national intergovernmental relations (IGR) policy and legal framework, and strengthened federal governance leadership capacity*

The development and implementation of an effective decentralized system of federal government in Ethiopia continues to mature. In order to facilitate the establishment of an efficient and responsive governance model in the country, new institutions, structures, procedures, and capacities are required. Over recent years the Forum's development assistance engagement in Ethiopia has aimed to increase institutional and stakeholder capacity in federal governance in a range of areas.

In 2015-2016 the Forum implemented a variety of development assistance activities in the country, focused primarily in the areas of IGR and federalism leadership. Over the past two years the Forum has supported the Government of Ethiopia to develop a comprehensive policy and legal framework for intergovernmental relations. In September 2015 the Forum organized an expert-level national consultation workshop on a draft Ethiopian IGR 'White Paper', attended by participants from all Regional States and two federal cities (Addis Ababa and Dire Dawa), as well as key federal ministries, the House of Federation, and a number of universities. The aim was to reach a consensus on the recommendations for advancing and finalizing the comprehensive IGR policy in the country. Furthermore, in March-April 2016 the Forum held a series of additional consultation workshops on IGR in Ethiopia in various locations around the country to support the Government in the formulation of their draft 'White Paper'. One event, held in Jijiga, Somali Region, was attended by over fifty senior officials from the Somali regional parliament, regional cabinet members,

representatives of academic institutions, and members of civil society organizations. These workshops increased understanding of IGR among key regional stakeholders, and highlighted the need for formalization of IGR procedures in the country.

Furthermore, in June 2015 the Forum, in collaboration with the House of Federation, delivered a workshop on intergovernmental fiscal transfer systems to a range of officials from federal and regional state institutions including the Ministry of Finance and Economic Development, the National Planning Commission, and regional Bureaus of Finance and Economic Development. The workshop focused on international experiences of revenue sharing in federal systems in comparison with Ethiopia's current model, and on the strengths and weaknesses of the Ethiopian intergovernmental transfer system.

Alongside work on IGR, the Forum continued to strengthen Ethiopian governance capacity through the activities of its Federalism Leadership Development Program. In October and November 2015, the Forum delivered Training of Trainers (ToT) courses on federalism governance principles and leadership essentials to thirty-one participants from federal and regional state institutions. In addition to this training, the Forum implemented a refresher and skills enhancement workshop for twenty-two participants of previous ToT workshops. These activities provide Ethiopian institutions with indigenous training capacity that can further disseminate knowledge on principles and practices of federalism to a wider number of stakeholders. In November-December 2015, the



Forum implemented eight 5-day Cascade training events on principles of federalism and federalism leadership development in various locations around the country. Over 200 participants received training from graduates of the Forum's October ToT courses, with the support of Forum experts.

Furthermore, in January 2016 the Forum implemented a 7-day Training of Coaches (ToC) program for twenty-four senior officials from key strategic institutions in Ethiopia: the House of Federation, the Ministry of Federal and Pastoral Development Affairs, and the Ministry of Urban Development. The objective was to improve understanding of the principles of Ethiopia's federal system and how these relate to key leadership questions. Participants are expected to disseminate

this knowledge by coaching other leaders in their respective institutions.

In line with its previous work in supporting constitutional understanding, in November 2015 the Forum delivered a workshop on strengthening the Ethiopian Constitutional interpretation system in collaboration with the House of Federation and the Council of Constitutional Inquiry (CCI). Participants included 40 judges and experts drawn from the House of Federation, the Office of the CCI, the FDRE Supreme Court, and from the Supreme Courts of all regional states.

Funding for this program was provided by the German Federal Foreign Office.



# INTERGOVERNMENTAL AUTHORITY FOR DEVELOPMENT (IGAD)

## ACHIEVEMENTS >>> OUTCOMES

### *Facilitated the establishment of an East African regional network on federal-decentralized governance*

The implementation of a federal-decentralized governance practitioners' network in the East-African region has made significant progress since the first Regional Conference on Federalism and Decentralization in East Africa was held in early 2013. The Intergovernmental Authority for Development (IGAD), currently comprised of seven member states - Djibouti, Ethiopia, Kenya, Somalia, South Sudan, Sudan, and Uganda - is, in collaboration with the Embassy of Switzerland and the Forum, establishing a regional practitioners' network with a long-term agenda. Since early 2013, the Forum has continuously contributed to developing a more permanent program strategy in which it would provide technical support to IGAD.

As the East African region is prone to conflict and instability, it is hoped that the exchange platform will permit participating countries to share knowledge and best practices in order to improve and strengthen governance.

In this context, the Forum implemented two separate activities in 2015-2016 that support the development of a permanent regional learning network on federal-decentralized governance with the finalization of a recommended 5-year business plan.

The project elaborated a variety of standardized baseline case studies for five of the seven IGAD member countries - Ethiopia, Kenya, Somalia, South Sudan, and Sudan. Together with the national researchers involved in the project, the Forum conducted Focus Groups and interviews

in various regional centers in each country. The consultations facilitated input from a wider range of stakeholders (i.e. those from outside the national capitals) for the case studies, as well as for the design of the permanent practitioners' network. The project assembled a total of 350 participants from throughout East Africa at a total of twenty-four events. The studies produced by this activity will be used to guide the elaboration and design of the practitioners' network.

In December 2015, the second East African Regional conference on "Establishing a Federal-Decentralized Governance Network" was held. One of the key objectives of the conference was to present the findings of the case studies and consultations (noted above) in order to ensure ownership, consolidate the inputs from all the sources covered, and provide direct inputs for the business plan to be presented to IGAD decision-making structures. This conference was attended by seventy participants from seven IGAD-member countries and a variety of institutions, including senior officials from different branches of government, academia, and civil society. Officials from the Swiss embassy and the Human Security Division of Switzerland's Federal Department of Foreign Affairs also attended the event.

Funding for the East Africa Regional Project was provided by the Federal Department of Foreign Affairs, Switzerland.

# NEPAL

## ACHIEVEMENTS >>> OUTCOMES

### *Advanced pluralism and diversity towards the adoption of a federal constitution in Nepal*

Nepal faces a variety of challenges in its transition towards true plural democracy. Since its foundation as a federal republic in 2008, and the adoption of a federal Constitution in September 2015, the opportunity to achieve meaningful devolution has remained elusive and yet closer than ever before.

Nepal is marked by ethnic and cultural diversity, and marginalized groups remain politically ostracized and hostile, despite demands for greater inclusion and a constitution which provides for significant inclusive political accommodation. Federalism has been codified as the force of change.

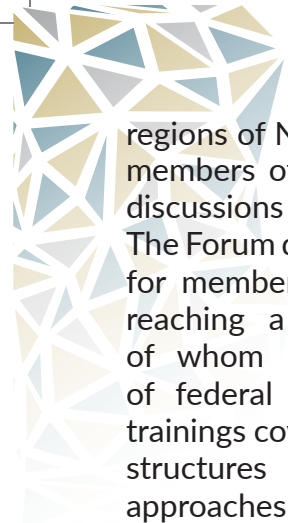
Forum activities in Nepal have focused on assisting its leaders and citizens in redefining Nepali nationalism and providing for proportional representation by supporting state transition towards federal and devolved governance.

The Forum's Nepal program in FY 2015-2016 focused on three target outputs:

- Enhancing the capacity of members of the 2nd Constituent Assembly to design a new constitution for Nepal.
- Strengthening the ability of key stakeholders outside the 2nd Constituent Assembly to effectively engage in political discussions on Nepal's state structure.
- Increasing capacity of citizens, including women and youth, to exercise their political rights and to articulate their political preferences.

In FY 2015-2016 Forum activities focused primarily on providing support to members of the 2nd Constituent Assembly in the design of a new constitution. Other activities implemented by the Forum included engaging stakeholders in all





regions of Nepal - including party political leaders, members of the media, and citizens - in political discussions on the structure of the state.

The Forum delivered a total of 6 training workshops for members of the Constituent Assembly (CA), reaching a total of 144 CA members, some of whom had only a rudimentary knowledge of federal systems. Among other themes, the trainings covered: comparative examples in federal structures and intergovernmental relations; approaches to inclusive government and policy coordination; federal judicial systems and constitutional dynamics; and building capacity at the provincial and local levels of government.

In its other Nepal project activities, the Forum held 8 regional training workshops targeting political leaders, media and civil society. A total of 504 beneficiaries participated in this series of workshops. Discussions focussed on federal systems, inclusive governance practices, and the constitution of Nepal.

A major component of the Nepal project was to increase the capacity of citizens across the country to understand: federal systems of government and state structures; approaches to increasing the participation of marginalised groups, women, and youth in the political process; and constitutional issues relating to plural participation in law and the political process. These Citizens' Forums targeted local stakeholders, academics, students, former and current members of the Constituent Assembly, political leaders, the media, and civil society. A

total of 16 Training workshops were held across every region of Nepal benefitting a total of 1479 participants. Nepal-specific training materials, containing analysis and comparative research that covered key themes discussed throughout all activities, were developed for training sessions.

The Forum also produced a video entitled "The Quest for Federalism in Nepal" – An Educational Video and Facilitator's Guide, which portrays the transition to democratic federalism in Nepal as of spring 2016. It endeavours to portray the wide range of opinion on federalism that exists among Nepal's numerous groups and political actors. Perhaps most importantly, it also explains the nature of the federal system that is currently being implemented in the country. These useful learning tools have been disseminated across Nepal, and are freely available on the internet where they can be accessed at any time by any individual or organization.

At such a critical juncture in the political federal democratic transition of Nepal, these activities provided much needed context and international experiences for many stakeholders across the country that otherwise may not have been able to participate in a crucial discussion that will transform the nation.

Funding for this program was provided by Canada's Department of Foreign Affairs, Trade and Development (now Global Affairs Canada).



# TUNISIA

## ACHIEVEMENTS >>> OUTCOMES

### *Enhanced the democratic decentralization process through the strengthening of Tunisia's institutional capacity to implement decentralization*

The considerable progress made in reforming governance in Tunisia since the Arab Spring provides hope that long term peace and stability can be achieved through the establishment of a more democratic model of government. Although all political parties supported the decentralization ideals enshrined in the new Tunisian constitution, one of the key challenges in democratic devolution is weak institutional capacity, particularly at the local and regional levels. There is great need to empower stakeholders at all levels, particularly women, to take an active role in facilitating and implementing decentralization principles.

In this context the Forum, in collaboration with several Government departments, national institutions, and civil society organizations, delivered Phase III of its decentralization support program to the Tunisian government. This assistance focuses on reinforcing Tunisia's institutional capacity at national and local levels to facilitate transition from a centralized to a decentralized system. The program strengthened the capacity of Tunisian institutions, public servants, elected officials, and civil society stakeholders to steer the decentralization process by furthering understanding of devolved state building.

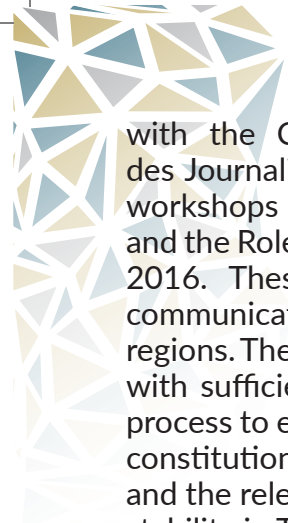
At the national level, the Forum collaborated with the Ministry of Finance, a key stakeholder in the decentralization process to hold three high level dialogues for senior Ministry bureaucrats in January, February, and March 2016. The first provided a basic introduction to the principles of decentralization and an update on the Tunisian process, especially with regard to state restructuring. The other two dialogues enabled senior Ministry of Finance officials to discuss specific policy reform issues with international and national fiscal decentralization experts.

At local and regional levels, the Forum worked with the Ministry of Development, Investment

and International Cooperation to bring together representatives of both the Directorate for Regional Development and civil society organizations in March 2016 to discuss the challenges, realities, and expectations of decentralization in Tunisia. This enhanced the dialogue on decentralization between the Regional Bodies and local populations. The program also supported the government's CFAD (Centre de Formation et d'Appui à la Décentralisation) to integrate the syllabus developed in Phase II into their on-going Training of Trainers programs. A total of 120 trainers from various regions were trained over four 3-day sessions, and the Moodle web interface designed in Phase II was updated and integrated into CFAD's web portal.

The Forum, in collaboration with the Centre de recherches, d'études, de documentation et d'information sur la femme (CREDIF) and the Centre de développement international pour la gouvernance locale innovante (CILG-VNGi), held two workshops in February and March 2016 on "Equality, Women's Leadership, and Decentralization" for 20 newly appointed female regional delegates. The workshops were designed to enable participants to better understand the basic principles of decentralization, as well as the decentralization provisions of the 2014 constitution.

The Forum also delivered two 2-day workshops on "Decentralization, Local Governance and Women's Political Participation: The Role of Civil Society" to members of civil society groups and representatives of the Ministry of Women, Family and Children. Another two 2-day workshops on "Decentralization, Local Governance: The Role of Civil Society" were organized for members of civil society, in collaboration with the Ministry for Relations with Constitutional Bodies, Civil Society and Human Rights. Furthermore, in cooperation



with the Centre Africain de Perfectionnement des Journalistes et Communicateurs, four training workshops on “Decentralization, Local Elections and the Role of the Media” were delivered in March 2016. These events gathered 120 media and communication practitioners from Tunis and the regions. They were designed to provide participants with sufficient knowledge of the decentralization process to enable them to report effectively on the constitution, decentralized systems, state building, and the relevance of decentralization to peace and stability in Tunisia.

Additionally, a twenty question Q&A guide on decentralization based on the Tunisian experience

was produced in French, Arabic and English; two occasional papers written by Tunisians were published as part of the Forum’s Occasional Paper Series; and a paper developing a preliminary set of decentralization indicators on health and education was created. A DVD training tool, comprising four modules and a utilization manual illustrating the role of central and regional government in a decentralized system through the experiences of South Africa, Canada, Switzerland and Tunisia, was also produced.

Funding for this program was provided by Canada’s Department of Foreign Affairs, Trade and Development (now Global Affairs Canada).

## SOMALIA

### ACHIEVEMENTS >>> OUTCOMES

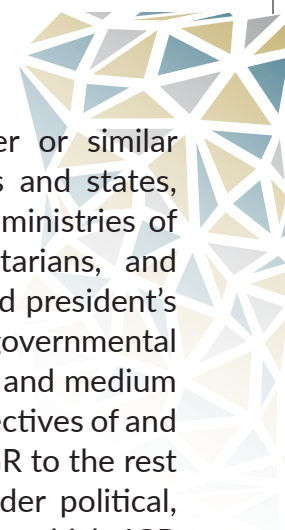
*Increased understanding of key federal governance topics among political stakeholders*



Federalism has been identified as a critical component of the solution to bring sustainable peace to Somalia. The adoption of a Provisional Federal Constitution in 2012 created a platform upon which the development of a more effective governance system is attainable. Despite this progress however, a number of challenges remain that must be addressed if Somalia is to establish security and a peaceful future. The state continues to suffer occupation by a major international terrorist group and various rival clan-based armed groups still compete for power and influence.

In this context, in FY 2015-2016 the Forum collaborated with Somalia’s Ministry of Interior and Federal Affairs to assist senior office holders and other political leaders to enhance their understanding of federal governance topics. The Forum implemented two dialogue-training sessions to create a group of influential actors that can bolster the current ongoing constitutional and policy debates in this emerging federation.

In January 2016, the Forum launched its “Joint



Program on Federal Governance in Somalia” program in Nairobi, Kenya. The project aimed to address a number of the key design issues related to fundamental federalism and decentralization concepts, such as the distribution of powers, fiscal arrangements, second chambers, and others. Facilitated by the Forum’s international experts, including Mr. Bob Rae, the workshop gathered together 34 senior and influential officials from all Somali regions, interim member states, and key federal government offices. In addition, the Forum organized an event to enable a broader audience to benefit from program activity - a public lecture on “The Federal Idea”, given by Mr. Rae. Over 100 participants, including members of the press and the international community attended the two hour lecture and discussion session.

In March 2016, the Forum held a workshop on “Intergovernmental Relations in Somalia” in Nairobi. The workshop - which was attended

by senior officials (primarily minister or similar level) from all of the Somali regions and states, as well as by representatives of key ministries of the federal government, parliamentarians, and advisors from the prime minister’s and president’s offices - reviewed the needs for intergovernmental relations (IGR) in Somalia in the short and medium term. Areas of focus included: the objectives of and options for IGR; the relationship of IGR to the rest of the federal system; and the broader political, social, and economic environment in which IGR must be embedded.

Two publications that focus on the distribution of powers and provide an overview on a range of federal governance topics were produced in the Somali language as part of this project.

Funding for this program was provided by Canada’s Department of Foreign Affairs, Trade and Development (now Global Affairs Canada).

## SRI LANKA

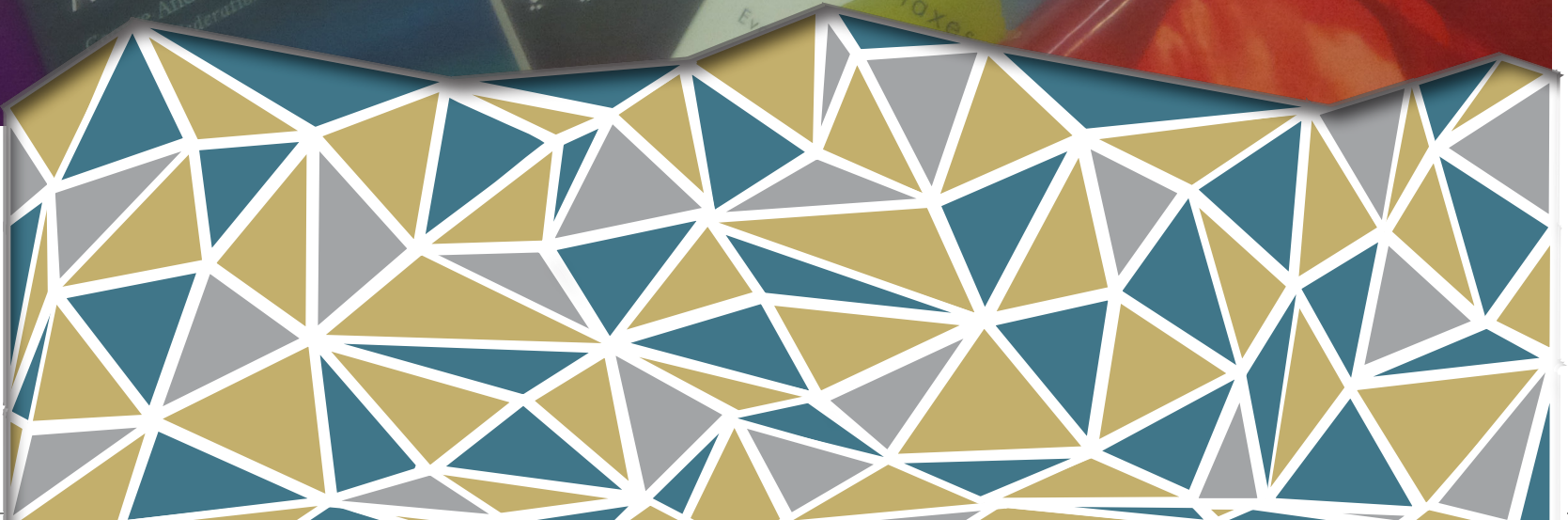
### ACHIEVEMENTS >>> OUTCOMES

#### *Implementation of Election Observation Mission*

In August 2015, the Forum participated in an Election Observation Mission in Sri Lanka on behalf of Canada’s Department of Foreign Affairs, Trade and Development. The Forum realized its observation activities under CANEOM - Canadian Election Observation Missions. In collaboration with the Centre for Monitoring Election Violence (CMEV), a local observation group, CANEOM deployed a team of Canadian and International observers to monitor the Sri Lankan Parliamentary election. A total of 25 Short Term Observers were sent to observe the parliamentary elections. CANEOM observers, who had extensive experience of election observation in Southeast Asia and other nations around the world, monitored election processes across Northern, North Western, Eastern, North Central, and Southern provinces.

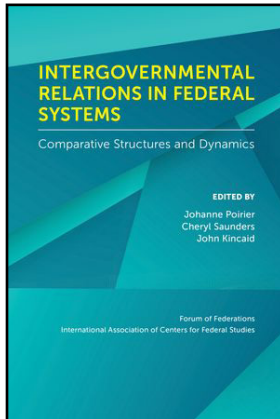
This activity permitted the Forum to support the CMEV in their production of an interim report that assessed the strengths and weaknesses of the Sri Lankan electoral process, and declared that the Parliamentary Elections were fair and free. Overall, collaboration between the domestic (CMEV) and international (CANEOM) observer groups facilitated the sharing of experience and enabled the CMEV to strengthen its approaches to election observation. It achieved this through concentrating on technical implementation and compliance with international norms, the promotion of greater civic participation, and an increased focus on the development of metrics to measure inclusive policies and practices for disadvantaged/marginalized groups.

# 04 PUBLICATIONS



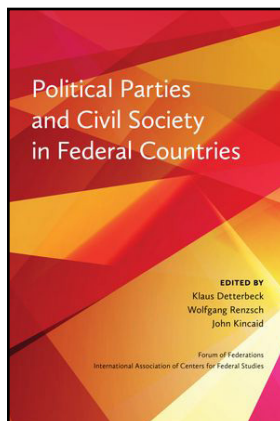
# PUBLICATIONS & MULTIMEDIA

## THEMATIC PUBLICATIONS



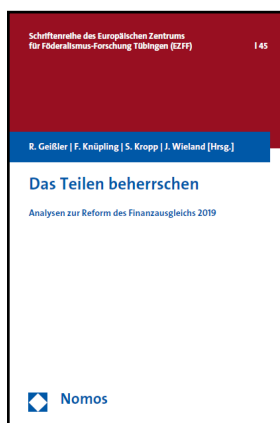
***Intergovernmental Relations in Federal Systems,***  
Cheryl Saunders, Johanne Poirier and John Kincaid, eds.,  
(Oxford University Press, 2015).

This volume addresses both formal and informal institutions and processes of Intergovernmental Relations (IGR). IGR is not limited, however, to interdependence and cooperation between federal partners. The range of interaction within a federal regime includes “cooperative” institutions and processes (consultation, co-decision, coordination), but also collusion, competition, confrontation, control, conflict, and coercion. This publication uses the following federal-type countries or regimes as case studies: Argentina, Austria, Australia, Brazil, Canada, Germany, India, Nigeria, South Africa, Spain, Switzerland, and the United States.



***Political Parties and Civil Society in Federal Countries,***  
Klaus Detterbeck, John Kincaid and Wolfgang Renzsch, eds.,  
(Oxford University Press, 2015).

This publication examines the federal context of party politics and civil society in eleven federations: Australia, Belgium, Canada, Germany, India, Malaysia, Mexico, Spain, South Africa, Switzerland, and the United States.



***Das Teilen beherrschen: Analysen zur Reform des Finanzausgleichs 2019***  
René Geißler, Felix Knüpling, Sabine Kropp, Joachim Wieland, eds.,  
(Nomos, 2015).

At the end of 2019, the three main laws governing German fiscal federalism will expire: the law on general standards; the law on fiscal equalization; and the “Solidarity Pact II”. Therefore, one of the main pillars shaping German federalism must be renegotiated. This volume examines different reform options and their prospects for implementation from political science, finance, economic and constitutional perspectives. It contributes to a deeper understanding of federal financial relations. It also draws on international examples of financial equalization schemes, to assess the similarities and differences between them and the German model.

## OCCASIONAL PAPER SERIES



### *Subnational Tax Powers in Argentina*

Miguel Angel Asensio

Occasional Paper Number 16



### *Les défis juridiques et politiques à la mise en oeuvre de la décentralisation*

Salsabil Klibi, Salwa Hamrouni

Occasional Paper Number 17



### *Financement des collectivités territoriales et mécanismes de péréquation*

Mohamed El-Mensi

Occasional Paper Number 18

*Why Central and Local/Provincial Governments Are Both Necessary – A Five Part Educational Video Series and Facilitator's Guide*

This video aims to demonstrate how both central (also termed national) and sub-national institutions of government, of various types and forms, are necessary for democratic governance in decentralized countries. The series focuses on four countries. Two have had decentralized federal systems since the mid-19th century: Canada and Switzerland. One achieved a peaceful transition to non-racial democracy in the 1990s, and is now significantly decentralized, although not formally federal: South Africa. The final country is now in the early stages of its own decentralization process: Tunisia. The videos also provide an over-arching introduction describing some of the essential features of countries that maintain strong central (or national) governments together with active and effective constituent unit (sub-national) and/or local governments.

*The Quest for Federalism in Nepal – An Educational Video and Facilitator's Guide*

This video portrays the transition to democratic federalism in Nepal as of spring 2016. It endeavours to illustrate the diversity of views on federal governance that exist in Nepal among various ethnic, cultural and religious groups, and the country's political actors. Perhaps more importantly, it also aims to explain the nature of the federal system that is now being implemented in Nepal.



# SUMMARY OF FORUM 05 ACTIVITIES, 2015-2016



## APRIL 2015

- 7** Forum Board Member Roger Wilkins participates in the Third Meeting of Municipalities with Sustainable Development (III EMDS). The series of debates discusses the current context of the financial difficulties of municipalities – Brasilia, Brazil
- 14** Expert in fiscal federalism and Forum Board Member Roger Wilkins attends the inauguration of 2015 Program of the Fiscal Forum of the Brazilian States (FBBS) – Brasilia, Brazil
- 22** Forum President and CEO Rupak Chattopadhyay meets with a Vietnamese delegation headed by Prof. Dr. Dinh Xuan Thao, President of the Institute for Legislative Studies of the National Assembly Standing Committee of the S.R. Vietnam, during their study visit to Canada – Ottawa, Canada
- 23** Head of Programs, Felix Knüpling delivers a presentation on German federalism at a workshop entitled "How Federal is Britain? Self-Rule and Shared Rule in the Evolving Constitution", jointly organized by the Forum, the ESRC Centre on Constitutional Change, and the Edinburgh Centre for Constitutional Law – Edinburgh, United Kingdom
- 27** Forum Senior Advisor André Juneau gives a presentation at a training workshop on "Decentralization and the Political Participation of Women in Local Authorities", organized by the Forum with the support of the Tunisian Ministry of Women, Family and Children – Tataouine, Tunisia

## MAY 2015

- 1** The book "Das Teilen beherrschen: Analysen zur Reform des Finanzausgleichs 2019" is published. The volume is the product of a conference on the reform of Germany's fiscal federalism laws jointly organized by the Forum, the Free University Berlin, German University of Administrative Sciences Speyer, and Bertelsmann Foundation
- 21-23** A 2-day workshop on "Decentralization, Local Governance and Women's Political Participation: The Role of Civil Society" is held by the Forum with the support of the Tunisian Ministry of Women, Family and Children – Kairouan, Tunisia
- 25** Three Forum experts conduct working sessions with members and presidents of two parliamentary committees to draw up a list of focus areas for training to support the Assemblée Representative du Peuple (ARP) – Tunis, Tunisia
- 26** In collaboration with the Centre Africain de Perfectionnement des Journalistes et Communicateurs, the Forum delivers a workshop on "Decentralization, Local Elections, and the Role of the Media" – Tunis, Tunisia
- 27** The Canadian Embassy in Tunis hosts a reception to launch Phase III of the Forum's "Support for Decentralization in Tunisia" project. Several training tools including a gender and decentralization publication are also launched at the event – Tunis, Tunisia
- 29** Forum President and CEO, Rupak Chattopadhyay, delivers a keynote speech to the international workshop on the "Canada-European Union Comprehensive Economic and Trade Agreement" (CETA) – Rome, Italy

## JUNE 2015

1

A major federalism study “Federalism as Decision-Making - Changes in Structures, Procedures and Policies”, which features two papers developed as part of the Forum’s thematic programs, is released

26

The Forum launches its “Consolidating Democratic Transition in Nepal” program. The first program activity - a citizens’ forum on “Comparative Examples in Constitution Building and Federal Design: Reflections from Canada and India” - is held – Kathmandu, Nepal

27

28

The Forum, in collaboration with the Ethiopian House of Federation, delivers a 2-day workshop on “Intergovernmental Fiscal Transfer Systems and Practices in Ethiopia” – Bahir Dar, Ethiopia

## JULY 2015

18

The Forum delivers a training workshop on “Comparative Experiences in Decentralized Governance and Constitution Building” for political party leaders, members of the media, and civil society organizations – Pokhara, Nepal

20

24

The Forum, in collaboration with the Euro Burma Office (EBO) and the support of the Myanmar Peace Center, delivers a 5-day ToT course on federalism – Yangôn, Burma (Myanmar)

27

29

The Forum, in collaboration with EBO and the Karen Unity and Peace Committee, organizes a 2.5-day intensive federalism training workshop for ethnic leaders and senior Karen State ethnic party members – Hpa-An, Burma (Myanmar)

## AUGUST 2015

1

NOV  
30

Beneficiaries of the Forum’s ToT courses give ‘township trainings’ to local civilian stakeholders as part of the Forum’s Federalism Outreach program – Various Locations, Burma (Myanmar)

12

14

The Forum, in collaboration with the Bayda Institute, organizes a 2.5-day intensive federalism training workshop – Yangôn, Burma (Myanmar)

15

19

The Forum, in cooperation with EBO and the Bayda Institute, delivers a 5-day intensive federalism ToT course – Yangôn, Burma (Myanmar)

## SEPTEMBER 2015

- 4 Forum Head of Programs Felix Knüpling gives a presentation on "Structuring Governance in a Weak State: Federalism and Multilevel Governance" at the international conference on "Federalism and Decentralization: Perceptions for Political and Institutional Reforms" – Manila, Philippines
- 4-5 The Forum, in collaboration with the Ethiopian House of Federation and Ministry of Federal Affairs, organizes an expert-level discussion workshop on a "White Paper" on the Inter-Governmental Relations (IGR) in Ethiopia – Addis Ababa, Ethiopia
- 9 Forum chairman Professor Georg Milbradt gives testimony to the bicameral "Committee for the implementation of fiscal federalism" of the Italian Parliament – Rome, Italy
- 21-26 The Forum, in cooperation with Myanmar Egress, delivers two 2.5 day intensive federalism training workshops – Mandalay, Burma (Myanmar)
- 29-30 The EU Committee of the Regions (COR) hosts a launch conference for the "Territorial Cleavages in Transitions to Constitutional Democracy" program. The project is jointly implemented by the Forum, New York University, and the Gimenez Abad foundation, with the support of International IDEA and the Mediation Support Unit of the United Nations' Department of Political Affairs

## OCTOBER 2015

- 1-3 The Forum supports the Konrad-Adenauer Stiftung and the Manuel Gimenez Abad Foundation, to organize a discussion forum on the "Current and future challenges" of the Spanish state of Autonomies – Altea, Spain

## NOVEMBER 2015

- 23-24 The Forum delivers a 2-day training workshop that highlights comparative experiences in IGR and Policy Coordination – Kathmandu, Nepal
- 25 The Forum, in cooperation with EBO, delivers an intensive federalism training workshop to senior representatives from ethnic parties and newly elected members of the State parliament of Shan State – Lasho, Burma (Myanmar)
- 26 The Forum organizes a fiscal federalism workshop to mark the launch of the book "Making Fiscal Equalization Work" – Berlin, Germany

## DECEMBER 2015

- 3-5 The Forum, in collaboration with the Tunisian Ministry of Women, Family, and Children, organizes a workshop on "Decentralization and Local Governance: The Role of Civil Society" for members of constitutional bodies and civil society – Djerba, Tunisia
- 7 The Forum and the Department of Political Science of University of Delhi jointly organize a launch event and accompanying discussion workshop for the "Intergovernmental Relations in Federal Systems" book at the University of Delhi – Delhi, India
- 10-11 Forum Head of Partnerships and Information Diana Chebenova, and Forum expert Paula Ravanelli Losada, participate in the "Comparative Constitutional Dialogues: Constitutional Decentralization and Territorial Organization in Latin America" workshop. The event is jointly organized by the Manuel Gimenez Abad Foundation, the Institute of Judicial Studies of UNAM, the Institute of Public Administration of Tabasco, and the Centre of Law and Parliamentary Studies (CDIP) of Mexico, with the support of the Forum and other organizations – Villahermosa, Mexico

## JANUARY 2016

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The Forum, in collaboration with EBO, implements an advanced ToT workshop – Yangôn, Burma (Myanmar)

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The Forum, in partnership with the Tunisian Department of Finance, organizes a series of workshops on “Decentralization in Tunisia: Operationalization and Financing” – Tunis, Tunisia

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The Forum and the Somali Ministry of Interior & Federal Affairs (MOIFA) launch a new joint program on Federal Governance in Somalia. Founding President and current Fellow of the Forum Mr. Bob Rae delivers a speech on the “Federal Idea” – Nairobi, Kenya

13

The Forum, in collaboration with Myanmar Egress, implements an advanced ToT workshop – Yangôn, Burma (Myanmar)

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The Forum, in collaboration with the Bayda Institute; delivers a 3-day training workshop on federalism and civil-military relations for elected MPs of the National League for Democracy – Yangôn, Burma (Myanmar)

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The Forum, in collaboration with the Tunisian Department of Relations with Constitutional Entities, Civil Society and Human Rights, delivers two training workshops on Civil Society in the Regions – Kairouan, Tunisia

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The Forum, in collaboration with the Indian Inter-State Council Secretariat, the UNDP, the World Bank, the CUTS International Public Policy Centre, organizes an international conference on “Cooperative Federalism: National Perspectives and International Experience” – Delhi, India

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The Forum organizes a “Leadership Summit on Federalism” – Islamabad, Pakistan

## FEBRUARY 2016

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The Forum, in collaboration with the Centre de Formation et d’Appui à la Décentralisation (CFAD), delivers four training workshops on “Decentralization in Tunisia and Modern Management Processes” – Tunis, Tunisia

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The Forum, in partnership with the Centre de recherches, d’études, de documentation et d’information sur la femme (CREDIF) and the Centre de développement international pour la gouvernance locale innovante (CILG-VNGi), organizes two workshops on “Equality, Women’s Leadership and Decentralization” for female territorial delegates – Tunis, Tunisia

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The Forum, in partnership with Hamdard University, delivers an Asia-Pacific workshop on “Why Centralization and Decentralization in Federations? A Comparative Analysis” – Delhi, India

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The Forum, in cooperation with Myanmar Egress, delivers two 2.5 day intensive federalism training workshops – Mandalay, Burma (Myanmar)

## MARCH 2016

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- 3** The Forum holds a workshop on “Substantial Governments and the Integration of Immigrants and Refugees: Facing New Challenges”, as part of the Metropolis 2016 National Conference – Toronto, Canada
- 8 – 10** The Forum, in collaboration with the Centre Africain de Perfectionnement des Journalistes et Communicateurs (CAPJC) and the Instance Supérieure Indépendante pour les Élections (ISIE) holds a training workshop on “Decentralization, Local Elections, and Media” for journalists and media practitioners – Tunis, Tunisia
- 9** The Forum delivers a citizens’ forum on “Gender, Leadership, and Federalism: Access and Engagement” – Kathmandu, Nepal
- 9** The Forum organizes a citizens’ forum on “Federal Judicial Systems and Constitutional Dynamics – Lessons for Nepal / Comparative Experiences in IGR and Fiscal Federalism” – Kathmandu, Nepal
- 14 – 18** Senior Advisor to the Forum Leslie Seidle gives public lectures during a speaking tour on “Canada’s approach to immigrant and refugee integration” – Various Locations, Europe
- 15** The Forum, in partnership with the Embassy of Canada in Berlin and the Expert Council on Migration and Integration, jointly organize an expert roundtable and discussion panel on “Refugee Crisis and Civic Integration” – Berlin, Germany
- 23** The Forum delivers a citizens’ forum on “Implementing Federal Governance – Lessons for Nepal” – Dhankuta, Nepal
- 25** The Forum delivers a citizen’s forum on “Implementing Federal Governance – Lessons for Nepal” – Dhulikel, Nepal
- 25 – 28** The Forum holds a workshop on federalism and access points for the media in the new federal state – Kathmandu, Nepal
- 29** The Forum, in collaboration with the School of Public Leadership, Stellenbosch University (South Africa), delivers a seminar on “Financial governance reform in multi-level systems of government” – Stellenbosch, South Africa
- 29 – APR 16** The Forum holds consultation workshops to assist the Government of Ethiopia in the formulation of its IGR Policy framework – Addis Ababa, Ethiopia

