

# RESULTS REPORT



19  
20



Forum of Federations

The Global Network on Federalism and Devolved Governance

## INTRODUCTION

This report presents the corporate strategic results of the Forum of Federations (the Forum) for the 2019-20 financial year. The Forum's Results Based Management (RBM) system is, in concert with the organization's corporate Strategic Plan 2018-23, designed to:

- Enable the Forum to more effectively assess the impact of its activities, identify potential weaknesses, and demonstrate the value of its work;
- Aid the design of future programs, improve program delivery, and steer the organization more effectively towards its institutional objectives;
- Facilitate improvements in processes, operational practice, and quality assurance of the Forum's work to maximize its impact;
- Facilitate a more systematic and methodical approach to Forum activities on an institutional and program level.

In 2019-20, the Forum undertook an institutionalization process to embed its new RBM system across its programming activity. This included developing and refining data collection procedures, practices, and tools. In addition, the baseline data that provides the benchmark against which the Forum measures its progress towards its organizational objectives was collected. This foundational work institutionalized the results based approach, and provides the platform for the results achieved this year, as detailed in this report.

2019-20 thus represents the first year in which the Forum has collected data which can be measured against its baseline. This year the Forum is able to analyze the results data to assess the extent to which it is progressing towards its objectives,



including the areas in which it has performed well, and those in which corrective action may be required. The analysis of results provides critical information to be used in decision making on an operational and programming level. Moving forward, the results data will enable the Forum to track its performance year on year.

This report presents the corporate strategic results of the Forum in 2019-20, and highlights the key findings to emerge from the analysis of the results data. In addition, it details the activities undertaken this year to strengthen the Forum's results-based approach, including the development of new data collection processes, training of Forum staff, and the filling of gaps in the results based framework.

The analysis of the results data for this year indicates that the Forum is performing well overall and currently is on course to achieve the organizational objectives established within its Strategic Plan. It is meeting or exceeding its results targets in the majority of its outcome and output areas, and currently there are no areas in which there is cause for concern due to significant underperformance. Through the systematic and ongoing assessment of the Forum's achievements, the organization will improve its operational and programming practice, and more effectively serve the needs of its stakeholders.

## RESULTS BASED MANAGEMENT: 2019-20 SUMMARY

In 2019-20, the Forum took a number of steps designed to refine and strengthen its results based approach. While the data collection procedure for 2019-20 mirrored that used to collect the baseline data – a two stage process in which data was collected at mid-year and year end – this year gaps were addressed and the collection process refined to ensure that the data on Forum activity is as accurate and representative as possible.

In 2018-19, the Forum was unable to collect data under one of its indicators due to challenges in implementing post-event surveys in Policy Program activities. This is attributable primarily to the fact that the structure of these activities is often not conducive for the completion of surveys by participants. However, in 2019-20, the Forum addressed this gap by developing a new post-event online Policy Programs survey, delivered to participants via SurveyMonkey. This has proven to be a highly efficient method of collecting survey data from Policy Program participants. Furthermore, in order to ensure that the Forum is able to better understand the gender composition of its beneficiaries, and work towards a gender balance across all of its activities, in 2019-20 an additional indicator was added to the results framework. This indicator measures the percentage of participants in Forum Policy Program learning activities that are female, bringing it into alignment with the indicator which measures the gender balance in Development Assistance Programs.

In June and July 2019, all Forum HQ staff received training in RBM principles and practice. This was designed to support the development of RBM capacity within the organization as well as the

institutionalization of a results-based approach to programming and operations. Delivered by the Forum's Organizational Development Officer, the training covered both the theoretical principles and practical application of RBM, including instruments such as the Logic Model, the Theory of Change, and Performance Management Framework. As part of the training – which adopted an applied learning approach - the Forum staff developed a concept for a Development Assistance Program in Peru, structured utilising RBM principles. Through this process, HQ staff were able to develop an improved understanding of the Forum's results-based approach, which has been applied in Policy and Development Assistance activities, including the organization's Myanmar and Cuba programs.

Finally, in 2019-20 the Forum implemented its Annual Stakeholder Survey for the second time. This year the Survey was disseminated more broadly to the Forum's online audience through social media platforms. It was also distributed to a larger number of stakeholders in each of the countries in which the Forum implements Development Assistance Programs. As a consequence of this wider dissemination, the total number of responses more than doubled. The results data obtained from the Survey this year is derived from a larger sample and is therefore more representative of the views of Forum stakeholders. This provides an indication that the generally positive results of the Annual Stakeholder Survey are reflective of the Forum's stakeholders at large.

## FUTURE ACTIVITY

It is anticipated that in 2020-21, the Forum will undertake a review of its Results Framework to ensure that the indicators, targets and data collection sources and methods continue to be appropriate in measuring the organization's progress towards its institutional objectives. Adjustments to the Results Framework will be made as necessary in accordance with the review. Furthermore, Forum HQ staff will provide further training and guidance to staff in the organization's country offices around the world to help improve and refine further the corporate data collection process.

## RESULTS DATA: 2019-20 HIGHLIGHTS

This year, the Forum is able to compare the results achieved in the previous 12 months with the baseline collected in 2018-19 for the first time. This enables an assessment of the Forum's performance across its various results areas in accordance with its targets, and its overall direction of travel.

A number of notable results have emerged from this year's data. Highlights from the analysis of the results data are presented below.



# ▶ RESULTS



## ► INTERMEDIATE OUTCOMES

**10** Increased knowledge, open attitudes and increase levels of understanding and appreciation for federal and decentralized governance.

### INDICATOR:

**A.** Forum stakeholders<sup>1</sup> demonstrating behavioural change, gender equality and decision making in line with characteristics of federal and decentralized governance.

### TARGET:

**75%** of Forum stakeholders demonstrating increased knowledge, open attitudes, and increased levels of understanding and appreciation for federal and decentralized governance.

### ► BASELINE: 2018-19

**89%** of stakeholders in Annual Stakeholder Survey Strongly Agree (**31%**) or Agree (**58%**) that “Involvement in Forum activities and/or exposure to Forum content increased my knowledge and understanding of federal and decentralized governance.”

**76%** of stakeholders in Annual Stakeholder Survey indicated that they had “Used what [they] had learned as a result of [their] involvement in Forum activities and/or exposure to Forum content in [their] work or role.”

### RESULTS 2019-20:

**88.5%** of stakeholders in Annual Stakeholder Survey Strongly Agree (**37.5%**) or Agree (**51%**) that “Involvement in Forum activities and/or exposure to Forum content increased my knowledge and understanding of federal and decentralized governance.”

**79.5%** of stakeholders in Annual Stakeholder Survey indicated that they had “Used what [they] had learned as a result of [their] involvement in Forum activities and/or exposure to Forum content in [their] work or role.”

*In 2019-20, the Forum maintained a very high level of impact on stakeholders in relation to increasing levels of understanding and knowledge of federal and decentralized governance, as reflected by the responses to the Forum's Annual Stakeholder Survey. While the overall percentage of stakeholders indicating that they increased their knowledge and understanding decreased very slightly from the baseline year (by 0.5%), the proportion of stakeholders who 'strongly agreed' their knowledge and understanding had increased was larger.*

*Furthermore, the percentage of stakeholders who stated that they had used what they learned as a result of participation in Forum activity or accessing Forum content increased, indicating its utility in the performance of their functions. This suggests that the Forum is providing knowledge, understanding and perspective which stakeholders are able to use in their national and sectoral contexts.*

*The results data under this indicator is drawn from the responses to the Forum's Annual Stakeholder Survey. This year, the number of responses to the Survey more than doubled, producing a larger, more representative sample of Forum stakeholders. When compared to the baseline data, which was derived from a much smaller survey sample, the maintenance of the positive results from a larger sample in 2019-20 indicates that the Forum's impact in this area is likely to extend to its stakeholder group as a whole.*

*In 2019-20 the Forum exceeded the targets established for this Outcome.*

<sup>1</sup> *Forum stakeholders' defined as individuals, organisations, institutions, and governments that participate in Forum activity, either as beneficiaries, delivery/implementation partners, or funders.*

## ► INTERMEDIATE OUTCOME

**20** Values, practices, principles, and possibilities of federalism and decentralization demonstrated, transferred, and applied

### INDICATOR:

**A.** Percentage of targets met relating to policy changes/directives supporting federal idea and decentralization included in Forum project plans.

### TARGET:

**75%** of targets met relating to policy changes/directives supporting the federal idea and decentralization included in Forum annual project plans.

### ► BASELINE: 2018-19:

**80.1%** of targets included in Forum project plans met.

### RESULTS 2019-20:

**82.5%** of targets included in Forum project plans met.

*Across its Policy and Development Assistance Programs, the Forum slightly increased the percentage of targets met in project plans across the year. This indicates that the Forum is effectively planning and implementing activities designed to support policy changes/directives focused on the federal idea and decentralization. Not only did the Forum achieve an increase in the percentage of targets met over the baseline, the results target under this indicator was also comfortably exceeded.*



Forum of Federations

The Global Network on Federalism and Devolved Governance

# ► STRATEGIC GOAL 1

## LEARNING AND SOLUTIONS

Facilitate Learning, Understanding, and Delivery of Innovative Solutions in Federal, Decentralized, and Devolved Countries

## ▶ IMMEDIATE OUTCOMES

**100** Learning, Understanding, and Delivery of Innovative Solutions in Federal, Decentralized, and Devolved Countries Facilitated.

### INDICATOR:

**A.** The number of new knowledge products developed/existing products updated (including cross cutting themes: gender; leadership; environment)

### TARGET:

By end of FY 2022-23<sup>2</sup> the following number of knowledge products produced:

- **4** books
- **40** papers
- **20** audiovisual products

### ▶ BASELINE: 2018-19:

In 2018-19 Forum developed/updated:

- **2** books
- **12** papers
- **45** audiovisual products

### RESULTS 2019-20:

In 2018-19 Forum developed/updated:

- **8** books
- **40** papers
- **54** audiovisual products

<sup>2</sup> The end of the Forum's 5 year Strategic Plan period.

## ▶ IMMEDIATE OUTCOMES

**100** Learning, Understanding, and Delivery of Innovative Solutions in Federal, Decentralized, and Devolved Countries Facilitated.

### INDICATOR:

**B.** Number of learning activities implemented relating to issues in multilevel governance (including cross cutting themes: gender; leadership; environment).

### TARGET:

By end of FY 2022-2023<sup>3</sup>:

**1,460** learning activities implemented (1 per day).

### BASELINE: 2018-19:

**514** learning activities implemented.

### RESULTS 2019-20:

**243** learning activities implemented.

*In 2019-20, there was a significant reduction in the number of learning activities implemented across Forum programs. This is attributable to two primary factors. Firstly, in 2019-20 the type of activities implemented under the Forum's largest Development Assistance Program shifted. In 2018-19 a large number of small 'coffee morning' type activities were implemented under the program. This year, however, a smaller number of larger scale events with broader audiences were organized, which was found to increase the efficiency and impact of the activities. This evolution of the activities resulted in an increase in the number of people trained within the program in 2019-20.*

*Secondly, as the Forum has worked to improve its data collection process over the past year, the understanding of the specific type of data that needs to be recorded has been refined. During the baseline year, in some cases meetings and other events which would not be classified as a 'learning activity' were incorrectly included within the baseline figure. The work undertaken this year to refine the approach has ensured that the data collected is now more reflective of the number of learning activities implemented. This learning process has been useful, and the Forum remains on course to meet its target by the end of FY 2022-23.*

► **IMMEDIATE OUTCOME**

**100** Learning, Understanding, and Delivery of Innovative Solutions in Federal, Decentralized, and Devolved Countries Facilitated.

**INDICATOR:**

**C.** The percentage of beneficiaries who demonstrate increased knowledge as a result of participation in Forum events

**TARGET:**

**75%** of beneficiaries demonstrating increased knowledge in Forum program survey instruments

► **BASELINE: 2018-19:**

**93.3%** of beneficiaries demonstrated increased knowledge

**RESULTS 2019-20:**

**94.5%** of beneficiaries demonstrated increased knowledge

<sup>3</sup> See note 2 above.

## ▶ **OUTPUTS**

**110** Expanded network of organisational intellectual capital through the development of a number of knowledge products relevant to our partners and network; Expanded knowledge capital on crosscutting thematic issues. (e.g. gender, environment, leadership)

### **INDICATOR:**

**A.** The number of new products developed/ existing products updated (including those incorporating cross cutting issues; gender; leadership; environment)

### **TARGET:**

By end of FY 2022-2023<sup>8</sup> the following number of knowledge products produced:

- **4** books
- **40** papers
- **20** audiovisual products

### **BASELINE: 2018-19:**

Forum developed / updated:

- **2** books
- **12** papers
- **45** audiovisual products

### **RESULTS 2019-20:**

Forum developed / updated:

- **8** books
- **40** papers
- **45** audiovisual products

<sup>8</sup> The end of the Forum's 5 year Strategic Plan period.

## ▶ **OUTPUTS**

**110** Expanded network of organisational intellectual capital through the development of a number of knowledge products relevant to our partners and network; Expanded knowledge capital on crosscutting thematic issues. (e.g. gender, environment, leadership)

### **INDICATOR:**

**B.** The quality and utility of knowledge capital produced by the Forum (including on cross-cutting issues)

### **TARGET:**

**60%** of Forum stakeholders indicating satisfaction with Forum knowledge products

(e.g. scoring three and above in relevant question in Forum Annual Stakeholder Survey/event exit surveys)

### **BASELINE: 2018-19:**

Forum developed / updated:

**87%** of stakeholders in Annual Stakeholder Survey indicated that the Forum knowledge products they came into contact with were Very High Quality (**28%**) or High Quality (**59%**)

**85%** of stakeholders in Annual Stakeholder Survey indicated that the Forum knowledge products they came into contact with were Extremely Useful (**24%**) or Very Useful (**61%**)

### **RESULTS 2019-20:**

Forum developed / updated:

**89%** of stakeholders in Annual Stakeholder Survey indicated that the Forum knowledge products they came into contact with were Very High Quality (**39%**) or High Quality (**50%**)

**90%** of stakeholders in Annual Stakeholder Survey indicated that the Forum knowledge products they came into contact with were Extremely Useful (**30%**) or Very Useful (**60%**)

## ► **OUTPUTS**

**120** Forum's position as the leading platform for knowledge sharing on established and emerging issues of multilevel governance enriched.

### **INDICATOR:**

**A.** The number of participants in learning activities.

### **TARGET:**

**3-5%** increase in the number of participants in learning activities.

### **BASELINE: 2018-19:**

**274** participants in learning activities.

### **RESULTS 2019-20:**

**606** participants in learning activities.

*The number of participants in Forum learning activities increased substantially this year, by well over 100% compared to the baseline year. The more than two-fold increase can be explained by the fact that in 2019-20 a higher proportion of Policy Programs were in the implementation phase, while in the baseline year substantial effort was dedicated to the design and preparatory phases. Furthermore, during the baseline year work was focused more on aligning programming with the Strategic Plan rather than on implementing programs. It is anticipated the increase in the number of participants in Policy Program learning activities will be lesser in subsequent years, as it is expected that Policy Programs will be implemented at a similar pace as in 2019-20.*

## ▶ **OUTPUTS**

**120** Forum's position as the leading platform for knowledge sharing on established and emerging issues of multilevel governance enriched.

### **INDICATOR:**

**B.** The number of positive responses to learning activities.

### **TARGET:**

**Maintain or increase** positive feedback in Forum survey instruments.

### **BASELINE: 2018-19:**

No data available for this indicator in 2018-19.

### **RESULTS 2019-20:**

**145** positive responses to learning activities.

*This year the Forum started collecting feedback from participants of Policy Program activities on their satisfaction with the activities and the usefulness of the information provided during the event. As the Forum was unable to collect this data during the baseline year, this year an online Policy Programs participant questionnaire was developed to facilitate the collection of the data. 145 of the participants who responded to the questionnaire indicated that they increased their knowledge or understanding of the federal or decentralized governance topic addressed in the activities. Given that this is the first year in which this data has been collected, the 145 positive responses obtained this year will serve as the baseline against which satisfactions with Policy Program activities will be measured in subsequent years.*

## ► **OUTPUTS**

**120** Forum's position as the leading platform for knowledge sharing on established and emerging issues of multilevel governance enriched.

### **INDICATOR:**

**C.** The percentage of participants in learning activities who are female.

### **TARGET:**

**50%** of total participants in learning activities comprised of women.

### **BASELINE: 2018-19:**

No data available for this indicator in 2018-19 (newly added in FY 2019-20).

### **RESULTS 2019-20:**

**30%** female participants in learning activities.

*This indicator was added to the Results Framework in the 2019-20 financial year. The Forum began collecting data on the percentage of female participants in Policy Program learning activities, to ensure there is alignment between the measurement of female participation across all Forum programming – Policy and Development Assistance. Women comprised 30% of participants in Forum Policy Program activities in 2019-20, 20% short of the 50% target. Recognizing that gender equality is one of the key components of inclusive governance, the Forum strives to achieve gender parity in its Policy Program activities. It actively recruits and engages female experts to work on different Policy Programs, and targets female participants when disseminating invitations to its events. While acknowledging that achieving 50% female participation across all Policy Program activities is challenging, the Forum is committed to this goal, and will continue to work to increase its performance in this area in the coming years.*

# ▶ STRATEGIC GOAL 2

## GLOBAL NETWORK

Develop, Maintain, and Expand the Global Network of Partnerships

2018-2023

## ► IMMEDIATE OUTCOME

**200** - Global Network of Partnerships Developed, Maintained, and Expanded.

### INDICATOR:

**A.** The number of new partner organizations engaged in Forum activity.

### TARGET:

**3%-5%** increase in the number of new partners engaged in Forum activity.

### BASELINE: 2018-19:

**60** new partner organizations.

### RESULTS 2019-20:

**74** new partner organizations.

*This year the Forum exceeded its target for engaging new partner organizations in its Policy and Development Assistance Programs. In 2019-20, 74 new partner organizations were engaged in Forum activity, the majority of which were local civil society organizations working on the implementation of ongoing Development Assistance Programs. 14 new partner organizations were engaged in Policy Programs, ranging from international organizations, government agencies, universities, and research institutes engaged in research and dissemination of knowledge on various themes of federal and decentralized governance. New partners were also engaged through new programs, such as the Forum's Cuba program, which supported the Cuban government in the process of decentralization, and a new Policy Program initiative in Cyprus, which explored the potential of federal models in the development of a settlement to the Cyprus conflict. The Cyprus project alone involved five new partner organizations.*

*These results indicate that the Forum has been successful in maintaining and expanding its global network of partnerships in the past year.*

## ► IMMEDIATE OUTCOME

**200** Global Network of Partnerships Developed, Maintained, and Expanded.

### INDICATOR:

**B.** Partner organization's perceptions of their participation<sup>4</sup> in Forum activity

### TARGET:

**Meaningful expressions of satisfaction** from partner organizations

### ► BASELINE: 2018-19:

**92%** of partner organizations in Annual Stakeholder Survey indicated they were Very Satisfied (**51%**) or Satisfied (**41%**) with their "Involvement in the development or implementation of Forum programs/activities"

### RESULTS 2019-20:

**97%** of partner organizations in Annual Stakeholder Survey indicated they were Very Satisfied (**51.5%**) or Satisfied (**45.5%**) with their "Involvement in the development or implementation of Forum programs/activities"

<sup>4</sup> *Partner Organizations' defined as any organisation, institution, or group the Forum works with in the development and implementation of activities, including programs, projects, events, and the production of knowledge products.*

► **OUTPUTS**

**210** Expanded range of program partnerships<sup>9</sup>.

**INDICATOR:**

**A.** Number of new partner organizations engaged in Forum activity

**TARGET:**

**3%-5%** increase in the number of new partners

► **BASELINE: 2018-19:**

**60** new partner organizations

**RESULTS 2019-20:**

**74** new partner organizations

► **OUTPUTS**

**210** Expanded range of program partnerships.

**INDICATOR:**

**B.** Type of partnership entered into<sup>10</sup>

**TARGET:**

**3** different types of partnership (as defined in Forum partnerships document)

► **BASELINE: 2018-19:**

**4** different types of partnership (Partner government; Implementation; Funding; Communications)

**RESULTS 2019-20:**

**4** different types of partnership (Partner government; Implementation; Funding; Communications)

<sup>9</sup> Program partnerships' defined as any partnership the Forum enters into with a stakeholder for the implementation of activities.

<sup>10</sup> Type of partnership' refers to the different partnerships utilised by Forum in its activity. The different types of partnership used by the Forum are defined in the institutional 'Forum Partnership Definitions' document.

## ▶ **OUTPUTS**

**220** Enhance organisational value to partner countries<sup>11</sup>

### **INDICATOR:**

**A.** Formal agreement to work with the Forum and contribute to its activity

### **TARGET:**

Maintain or increase support from partner countries. (renewal/continuation of partnership agreement)

### **BASELINE: 2018-19:**

**2** renewals of partnership agreements (with Canada & Switzerland)

**1** MoU signed with Senate of Pakistan

### **RESULTS 2019-20:**

**5** continuations of partnership agreements (Canada, Germany, Switzerland, Brazil & Ethiopia)

<sup>11</sup> *Partner Countries' defined as those countries who contribute a membership fee to the Forum.*



Forum of Federations

The Global Network on Federalism and Devolved Governance

# ► STRATEGIC GOAL 3

## REACH AND RECOGNITION

Increase the Reach and Recognition of the Forum  
and its Activities

2018-2023

## ▶ IMMEDIATE OUTCOME

**300** Reach and Recognition of the Forum and its Activities Increased.

### INDICATOR:

**A.** The number of Forum products disseminated to wider audiences.

### TARGET:

**20%** increase in the number of knowledge products disseminated.

### ▶ BASELINE: 2018-19:

**9** knowledge products disseminated to audiences.

### RESULTS 2019-20:

**19** knowledge products disseminated to audiences.

*This year the Forum achieved a more than 100% increase in the knowledge product dissemination. This is the consequence of a concerted effort to produce and disseminate more knowledge products in accordance with the objectives of the Forum Strategic Plan, and meet the substantial demand for new publications from the rapidly growing online Forum audience.*

*This audience includes federalism researchers (students, professors and practitioners) and civil society actors in countries in which the Forum works, or where there is significant interest in federal/decentralized systems of government.*

## ► IMMEDIATE OUTCOME

**300** Reach and Recognition of the Forum and its Activities Increased.

### INDICATOR:

**B.** The number of visitors accessing the Forum's website and social media content.

### TARGET:

**3% increase** in number of visitors accessing the Forum website and social media content.

### BASELINE: 2018-19:

**1,630,749 visitors** accessed the Forum's website and social media content.

### RESULTS 2019-20:

**5,982,535 visitors** accessed the Forum's website and social media content.

*In 2019-20 the Forum's online audience expanded hugely, vastly exceeding its target in this Outcome area. The rapid increase in new visitors to the Forum's website and social media content has been an ongoing trend since the organization developed a communications plan and undertook work to professionalize its social media content and engagement. The impressive increase in visitors this year can also be attributed to the allocation of a specific budget to promote Forum knowledge products online and through social media.*

*The Forum developed an advertising plan that matches content with individuals most likely to be interested in its products. Additionally, a concerted effort was made to increase and diversify social media content, leading to more engagement and a larger audience of followers. The Forum will review the target for this indicator in the review of the Results Framework.*

► **IMMEDIATE OUTCOME**

**300** Reach and Recognition of the Forum and its Activities Increased.

**INDICATOR:**

**C.** Number of requests for Forum support/invitations to contribute to meaningful activity from key actors

**TARGET:**

**5% increase** in number of requests for Forum support/invitations to contribute to meaningful activity from key actors<sup>5</sup>

► **BASELINE: 2018-19:**

**70** requests for Forum support/invitations to contribute to meaningful activity

**RESULTS 2019-20:**

**84** requests for Forum support/invitations to contribute to meaningful activity

<sup>5</sup> Key actors' defined as government departments and institutions, universities, major NGOs & research organizations.

► **OUTPUTS**

**310** Increased audience, interest and participation in Forum activities

**INDICATOR:**

**A.** The number of Forum products disseminated to wider audiences

**TARGET:**

**20%** increase in the number of knowledge products disseminated

► **BASELINE: 2018-19:**

**9** knowledge products disseminated to audiences..

**RESULTS 2019-20:**

**19** knowledge products disseminated to audiences.

► **OUTPUTS**

**310** Increased audience, interest and participation in Forum activities

**INDICATOR:**

**B.** The number of visitors accessing the Forum's website and social media content.

**TARGET:**

**3%** increase in number of visitors accessing the Forum website and social media content

► **BASELINE: 2018-19:**

**1,630,749** visitors accessed the Forum's website and social media content

**RESULTS 2019-20:**

**5,982,535** visitors accessed the Forum's website and social media content

## ▶ **OUTPUTS**

### **310** Increased audience, interest and participation in Forum activities

#### **INDICATOR:**

**C.** Number of requests for Forum support/invitations to contribute to meaningful activity from key actors (Requests sent to HQ only)

#### **TARGET:**

**Sustained increase** in requests for Forum expertise/activities

#### **BASELINE: 2018-19:**

**8** requests for support/invitations to contribute to meaningful activity (HQ only).

#### **RESULTS 2019-20:**

**6** requests for support/invitations to contribute to meaningful activity (HQ only).

*In 2019-20 Forum HQ received six requests for support from different actors around the globe. This represents a 25% decrease in the number of requests compared to the baseline year. Some of the requests led to the development and implementation of joint projects with partners, such as two workshops held at the International Metropolis Conference in Ottawa, Canada and the related publication “Migrant Integration in Cities: Learning from Others” prepared specifically for the conference. Another led to the Forum’s intervention in Cyprus, which examined the potential of federal models in the development of a settlement to the Cyprus conflict. Other requests were directed to the Forum from government and civil society groups from countries as diverse as Iran, Ecuador, Turkey, and Ethiopia, with stakeholders seeking the Forum’s expertise in different aspects of federal and decentralized governance.*

*While this year the Forum fell slightly short of its target for this Output, the reduction in requests was not drastic, and is offset by the increase in requests for support within its Development Assistance programming. The Forum will monitor this Output over the next year, and if necessary review the target in accordance with performance.*



Forum of Federations

The Global Network on Federalism and Devolved Governance

# ► STRATEGIC GOAL 4

## GOVERNANCE TRANSITION SUPPORT

Contribute to the Development of Effective Governance  
and Inclusive Societies In Transitioning States

## ► IMMEDIATE OUTCOME

**400** Effective Governance and Inclusive Societies in Transitioning States Enhanced.

### INDICATOR:

**A.** Number of individuals with leadership potential<sup>6</sup> trained by the Forum.

### TARGET:

By end of FY 2022-23<sup>7</sup>:

**12,000** individuals with leadership potential identified in Forum program plans receive training.

### BASELINE: 2018-19:

**2,806** individuals with leadership potential trained by the Forum.

### RESULTS 2019-20:

**3,603** individuals with leadership potential trained by the Forum.

*This year the number of individuals with leadership potential trained by the Forum in its Development Assistance Programs was substantially higher than during the baseline year. This can be attributed to a number of factors: individual training activities were organized with larger numbers of participants; a number of new training activities were implemented within existing programs for the first time, particularly in Myanmar; and the Forum initiated a new program in Cuba, reaching new individuals with leadership potential in a country in which the organization has not worked in the past. While the number of individuals trained within respective programs in a given year can vary according to the project cycle and a range of external factors, currently the Forum remains on course to meet its target of training 12,000 individuals with leadership potential by the end of 2022-23.*

<sup>6</sup> Individuals with leadership potential' defined as stakeholders with an interest/stake in governance and a position of potential influence within their respective organisation, institution, community, or practitioner group. This includes: Members of Parliament; government officials; community leaders; NGO members; academics; policy practitioners; political party members; student leaders; journalists; bureaucrats.

<sup>7</sup> See note 2 above.

## ► IMMEDIATE OUTCOME

**400** Effective Governance and Inclusive Societies in Transitioning States Enhanced.

### INDICATOR:

**B.** Number of expert deployments in Forum Development Assistance countries.

### TARGET:

**3-5%** increase in the number of expert deployments.

### BASELINE: 2018-19:

**101** expert deployments in Forum Development Assistance Program countries.

### RESULTS 2019-20:

**188** expert deployments in Forum Development Assistance Program countries.

*The number of experts deployed by the Forum to support development assistance activities in countries around the world increased significantly. In 2019-20 there was an approximately 90% growth in the number of deployments over the baseline year. Two primary causes can be identified for this increase. Firstly, the number of expert deployments in MENA program activities doubled over the baseline year, owing to the implementation of more activities in which expert training was delivered to beneficiaries. Secondly, during the baseline year no experts were deployed in Ethiopia, due to the program being in the early stages of the project cycle. In 2019-20, however, the implementation of program activities accelerated, and a significant number of expert deployments were made as a consequence. In addition, this year the Forum implemented a new Development Assistance Program in Cuba, deploying experts to support training activities on the island for the first time.*

## ▶ **OUTPUTS**

**410** Increased opportunities as preferred partner to deliver solutions in federal, devolved and decentralized governance.

### **INDICATOR:**

**A.** Number of activities implemented in response to meaningful requests for activity.

### **TARGET:**

Forum meets **25%** of requests for meaningful activity.

### **BASELINE: 2018-19:**

**17** activities implemented in response to **70** requests (**24.3%** of total requests).

### **RESULTS 2019-20:**

**32** activities implemented in response to **84** requests (**38%** of total requests).

*In 2019-20, the Forum not only received more meaningful requests for activity in the Development Assistance countries in which it works than in the baseline year, but was also able to respond to a greater proportion of these requests. This suggests that the Forum is increasingly sought out by stakeholders for support in relation to governance challenges in the countries in which it operates, and that the work of the organization is relevant to the needs of those stakeholders.*

*While the capacity to implement activities in response to meaningful requests is dependent on a number of external factors, the Forum's performance in this area indicates that it is currently on course to meet its target in this area.*

## ► OUTPUTS

**420** Direct participation in key processes in transitioning states increased (e.g. constitutions, laws, peace processes, key policy development) (Development Assistance Programs only).

### INDICATOR:

**A.** Number of expert deployments in Forum Development Assistance countries

### TARGET:

**3%-5%** increase in the number of expert deployments

### BASELINE: 2018-19:

**101** expert deployments in Forum DAP countries

### RESULTS 2019-20:

**188** expert deployments in Forum DAP countries

## ► OUTPUTS

**420** Direct participation in key processes in transitioning states increased (e.g. constitutions, laws, peace processes, key policy development) (Development Assistance Programs only).

### INDICATOR:

**B.** Number of training sessions delivered to individuals with leadership potential

### TARGET:

By the end of FY 2022-23<sup>12</sup> :

**280** training sessions delivered (70 per year)

### BASELINE: 2018-19:

**92** training sessions delivered to individuals with leadership potential

### RESULTS 2019-20:

**88** training sessions delivered to individuals with leadership potential

<sup>12</sup> The end of the Forum's 5 year Strategic Plan period.

## ▶ **OUTPUTS**

**420** Direct participation in key processes in transitioning states increased (e.g. constitutions, laws, peace processes, key policy development) (Development Assistance Programs only).

### **INDICATOR:**

**C.** Percentage of participants in Forum activities who are female

### **TARGET:**

**50%** of total participants in Forum activities comprised of women

### **BASELINE: 2018-19:**

**52.4%** female participants in total Forum activity in 2018-19

### **RESULTS 2019-20:**

**52.25%** female participants in total Forum activity in 2019-20

*The Forum continued to achieve a broadly equal gender balance within its Development Assistance activities in 2019-20. In subsequent years, the Forum will continue to work to achieve an equal representation of women and men across all of its Development Assistance and Policy Program activity.*



# RESULTS REPORT



## Forum of Federations

The Global Network on Federalism and Devolved Governance

### **FORUM OF FEDERATIONS**

75 ALBERT STREET  
SUITE 411 OTTAWA, ONTARIO  
CANADA K1P 5E7

**FORUMFED.ORG**