

# RESULTS REPORT



2018•2019

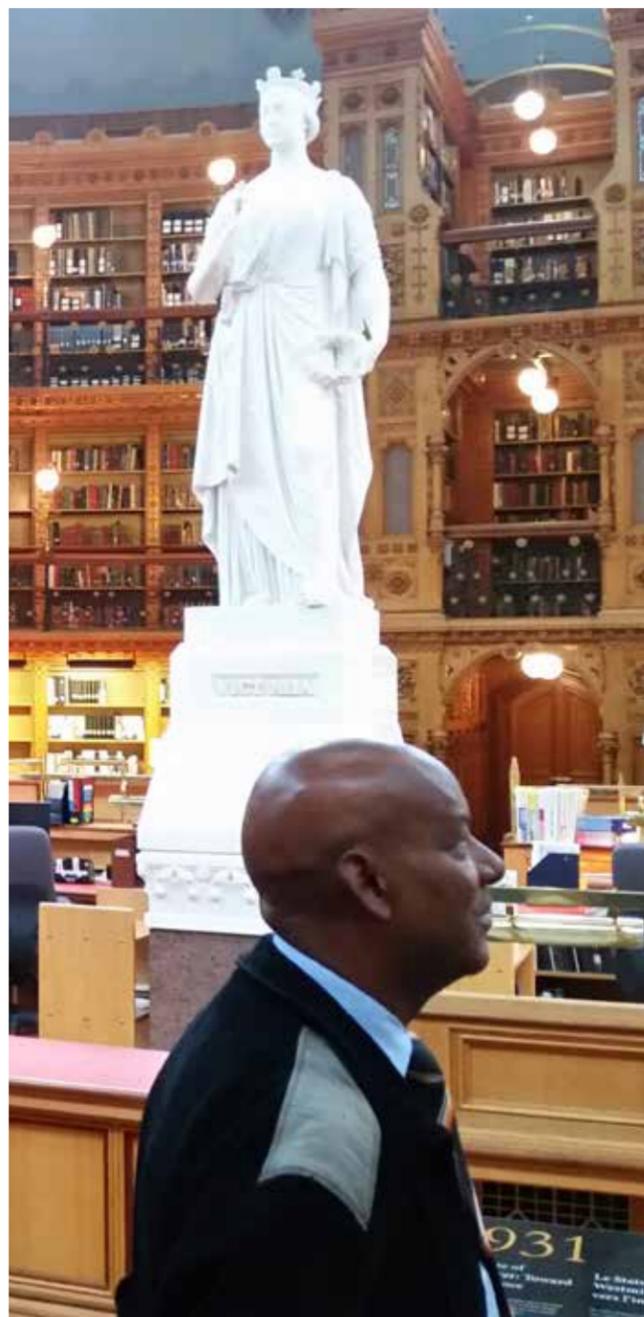
## INTRODUCTION

This report presents the corporate strategic results of the Forum of Federations (the Forum) for the 2018/2019 financial year. In summer 2017, with the support of the Government of Switzerland (SDC), the Forum began a process of strengthening its results-based approach to its work, an initiative which included the development of a new five-year Strategic Plan 2018-2023 and an integrated Results Based Management (RBM) system for the organization. Through the development and implementation of its holistic RBM system, the Forum aims to improve its capacity to monitor, measure, assess and report on its results on an institutional and program level, as well as learn and improve its work.

The Forum Strategic Plan and Results Based Management System are 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 help steer the organization more effectively towards its institutional objectives;
- Facilitate improvements in the operational practice, processes, 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 the two years following the initiation of this project, the Forum has made significant progress in its shift to improving and strengthening its results based approach. The five-year Strategic Plan was finalized and approved by Forum Board in early 2018. A Forum RBM Manual, consisting of a general guidelines and an RBM toolkit, was completed in January 2019 and provides an institutional resource to support the embedding of RBM principles into programming. Furthermore, a range of internal data collection processes and instruments have been developed to facilitate the collection of results based data across all of the organization's activities. This work operationalizes a results based approach. While it is anticipated that adjustment and refinement of approach will be necessary, the development of the system has already fostered a demonstrable increase in RBM capacity within the organization and among its staff.



This report presents the baseline corporate strategic results data against which the Forum's progress – according to the goals and objectives defined in the Strategic Plan - will be measured in subsequent years. Through the systematic and ongoing assessment of the Forum's achievements, the organization will seek to improve its operational and programming practice, and therefore more effectively serve the needs of its stakeholders. This report can be viewed as a companion document to the *Forum Annual Report 2018/2019*.



## 2018/2019 – RBM INSTITUTIONALIZATION

The 2018/2019 financial year can be viewed as a 'pilot year' for the Forum's new RBM system. During this year, Forum developed and tested the processes and instruments necessary for the institutionalization and operationalization of the system throughout all of its activity. An iterative approach was adopted for the institutionalization process, incorporating direction from the Forum's executive team and feedback from the organization's country offices. This approach was used in order to ensure that the data collection processes were rigorous but not onerous, and the data was supported by appropriate evidence.

Following the completion of the Strategic Plan, the first key milestone in institutionalization was the finalization of the Forum corporate Performance Management Framework (PMF). Senior staff developed a range of performance indicators and targets associated with the goals and strategic objectives of the Forum for the five-year period. A considered, participatory and iterative approach was adopted, with indicators and targets refined over a period of several months. Subsequently, data sources and data collection methods associated with the indicators were identified, and responsibilities for data collection assigned to respective members of staff. The Forum corporate PMF thus provides an overview of the goals and strategic objectives of the organization, the units of measurement used to assess progress towards these goals, and the targets which it aims to achieve in each respective area. Moreover, it is a key management instrument used to guide Forum's corporate monitoring and evaluation activities.

Implementing the data collection process required the elaboration of a number of protocols, tools, templates, and internal guidance materials to facilitate data collation. During 2018/2019, the Forum developed a range of new documents, including surveys, questionnaires, data collation templates, and guidance notes, as part of this endeavour. The internal protocols for the use of these instruments, as well as the corporate RBM procedures and annual timetable were also established. In accordance with the iterative approach, these tools and processes were developed, tested, and refined on an ongoing basis throughout the year. The Forum anticipates that its RBM procedures and instruments will evolve further in the future as its RBM practice becomes more refined.

The institutionalization of the Forum's RBM approach over the past year also required the organization to undertake numerous specific activities for the first time. This includes the alignment of all Forum activity under a results based framework, implementation of the organization's first Annual Stakeholder Survey, the training of country office staff in results-based data collection procedures, and the collection of corporate baseline data against which to measure the Forum's progress.



### BASELINE DATA COLLECTION – SUMMARY OF ACTIVITY

In 2018/2019 the Forum, utilising the indicators developed as units of measurement for its goals and strategic objectives, collected the baseline data against which its achievements will be measured in the future. Data was collected on all Forum programs and activities from both the Policy and Development Assistance programming areas, with staff from the Forum's Ottawa headquarters (HQ) and all of its country offices around the world contributing to the collation process.

The baseline data collection for Policy and Development Assistance programs was undertaken in two stages: a first phase undertaken at the mid-year (6 month) point; and a second phase conducted at year-end (12 months). It is anticipated that this semi-annual approach to corporate data collection is the standard protocol which the Forum will utilize over the next four years. Following the production of a series of data collection instruments and guidance documentation, HQ and country office staff were provided with a briefing. This briefing was held before the first (six month) phase of baseline data collection. Subsequently, mid-year RBM data was gathered from all Policy and Development Assistance programs and collated in a program data consolidation document. The primary methods used to collect program RBM data this year were:

- Documentary analysis
- Quantitative analysis
- Questionnaire analysis
- Data analytics (online platforms)

In early 2019 the Forum implemented its first Annual Stakeholder Survey, disseminating an online questionnaire to program participants, knowledge product users, partners, experts, funders, and other Forum stakeholders around the world. Distributed via email, the Forum website and social media platforms, and through the country offices, this instrument was used to gather data for some of the highest level results in the performance framework. The responses were subsequently analyzed and various disaggregated results presentations produced. This data supplemented the data gathered internally by staff working on the Forum's Policy and Development Assistance programs. The Stakeholder Survey not only enabled the collection of crucial RBM data relating to the high-level goals of the organization, but also facilitated an improved understanding of the impact the Forum's work has on its stakeholders.

In advance of the second phase of data collection, iterative improvements were made to the data collection process and instruments, and staff were briefed a second time. Subsequently, staff conducted the year-end data collection activities.

**The Forum's RBM baseline is thus assembled from program data collected by Forum program staff, the results of the Annual Stakeholder Survey, and data derived from the Forum's online and social media platforms (data analytics). This baseline data, gathered over the 2018/2019 financial year, now forms the basis for the assessment of the Forum's progress over the next four years.**

### BASELINE DATA – TARGET ASSESSMENT

The indicators and targets established in the corporate PMF were elaborated concurrently with the process of developing indicators. Targets were carefully selected through discussion by senior staff, with considerations such as validity, feasibility, and ambition taken into account. The targets provide a marker of the aspirations of the Forum in each respective results area. The organization will work towards these targets as a means to improve its corporate results and the impact of its work.

As per good RBM practice, the targets identified will be reviewed by the Forum on an annual basis to determine their ongoing suitability as marks of achievement to which to aspire. This will ensure that the Forum works towards targets which are sufficiently ambitious to achieve the desired results.

The majority of targets established in relation to each indicator were chosen before the baseline data had been collected. In some cases, the data collected in 2018/2019 suggests that the Forum will exceed some of the targets originally established for particular results over the four-year measurement period. The Forum will take this into account in the PMF review process, and if necessary will adjust the targets to ensure that they are suitably ambitious. However, any revision of the targets will not be implemented until after the end of the first year of full data collection for measurement (2019/2020). This is designed to help minimize the potential for anomalous results (i.e. results not representative of the typical achievements in a particular area in a given year) in the 2018/2019 baseline data to result in the setting of unrealistic targets. With the baseline data, and a set of data from the 2019/2020 year in hand, the Forum will be able to make an informed assessment of its RBM targets and adjust them accordingly.



## IMPLEMENTATION EXPERIENCE

The experience of institutionalizing the RBM system over the 2018/2019 year has generated a significant volume of internal learning for the Forum. It has led to a demonstrable and necessary increase in the understanding of RBM theory and practice among Forum staff, as well as improving the organization's capacity to systematically collect and present data on all of its activities. Implementing RBM and measuring progress in the area of governance is a challenging task, but one which the Forum has made significant progress in the past two years.

The iterative approach adopted for institutionalization was broadly effective, as it enabled the development and elaboration of the internal processes and data collection tools necessary for the baseline data collection to be informed by input from all Forum HQ staff. It also facilitated the testing of the processes and tools, which were refined as weaknesses and strengths of the different approaches used were identified.

While the institutionalization process was generally successful, a number of challenges also emerged which will inform the Forum's RBM practice moving forward. Some of the data collection methods and instruments utilized to collect data proved to be unsuitable or ineffective, thus necessitating a re-assessment of the approach. Gathering and collating data from multiple country offices around the world required the development of an online solution which, while effective, required a significant degree of coordination which was not fully achieved in the first phase (mid-year – 6 months) of data collection. This process was further complicated by the fact that a number of the Forum's existing programs were designed and began their implementation before the finalization of the Strategic Plan and RBM system. As each of these programs has their own data collection requirements, methods and tools, it took some time to synchronize the approaches used in these individual programs with the requirements of the corporate RBM system. Related to this, misinterpretation among members of staff in relation to the types of data which should be collected under each corporate indicator illustrated the need for effective guidance documentation and training to ensure the collation of a consistent data set.

## FUTURE ACTIVITY

In the 2019/2020 financial year, the Forum will collect the first full year of performance data to be measured against the baseline. It is anticipated that Forum HQ and country office staff will undertake training in principles and practice of RBM, in order to increase their effectiveness in the design and implementation of Policy and Development Assistance programs with a results orientation.

In addition, the data collection processes and tools developed in this year will be further refined to increase their efficiency and effectiveness. Following the collection of the 2019/2020 data, a review of the indicators and targets will be undertaken to determine any necessary revisions or adjustments.

In the upcoming year, the Forum will also further develop its processes for extracting the key learning which can be derived from the collected data. This learning will be fed back into Forum activity in order to improve the effectiveness and impact of the organization's programming.



# ▶ RESULT STATEMENTS FROM OUTCOMES



▶ **ULTIMATE OUTCOME (LONG TERM)**

Inclusive and Responsive Governance, including Pluralism and Gender Equality, strengthened in Federal and Decentralized Countries

▶ **INTERMEDIATE OUTCOMES (MEDIUM TERM)**

**10** Increased Knowledge, Open Attitudes and Increased Levels of Understanding and Appreciation for Federal and Decentralized Governance

**INDICATORS**

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

**BASELINE: FY 2018/2019**

**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 their 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.”

**TARGETS**

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

▶ **INTERMEDIATE OUTCOMES (MEDIUM TERM)**

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

**INDICATORS**

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

**BASELINE: FY 2018/2019**

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

**TARGETS**

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

▶ **INTERMEDIATE OUTCOMES (SHORT TERM)**

**100** Learning, Understanding, and Delivering Innovative Solutions in Federal, Decentralised, and Devolved Countries Facilitated  
*(Primarily, but not exclusively related, to Policy programs)*

**INDICATORS**

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

**BASELINE: FY 2018/2019**

In 2018/2019 Forum developed / updated: **2** books, **12** papers, **45** audiovisual products

**TARGETS**

A. By end of FY 2022-2023<sup>2</sup> the following number of knowledge products produced:  
**4** books (1 per year)  
**40** papers (10 per year)  
**20** audiovisual products (5 per year)

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

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

The baseline data for this outcome, gathered via the Annual Stakeholder Survey, indicates that a high proportion of Forum stakeholders have increased their knowledge and understanding of federal and decentralized governance as a result of involvement in Forum activity. Furthermore, the vast majority indicate that they use what they learned in their job or role.

Moving forward, the challenge will be to maintain or increase the percentage of stakeholders demonstrating increased levels of understanding and application of these principles in their functions.

### IMMEDIATE OUTCOME (SHORT TERM)

#### 200 Global Network of Partnerships Developed, Maintained, and Expanded

##### INDICATORS

A. The number of new partner organizations<sup>4</sup> engaged in Forum activity

##### BASELINE: FY 2018/2019

60 new partner organizations

B. Partner organizations' perceptions of their participation in Forum activity

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"

##### TARGETS

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

B. Meaningful expressions of satisfaction from partner organizations

In 2018/2019, the Forum engaged 60 new partner organizations in its activity. The majority of these new partners were local civil society organizations engaged to support the delivery of activities under the Forum's various Development Assistance programs. In particular, many new partnerships were established with local groups in Morocco, Tunisia and Jordan as part of the implementation of the Forum's Empowering Women for Leadership Roles in the Middle East and North Africa Region project (MENA project). Alongside new local Development Assistance partners, the Forum also worked with a number of new partners in its Policy Programs, including universities, research institutes, and government agencies engaged in research on thematic aspects of federal and decentralized governance.

As a key element of increasing its global network, the Forum aspires to engage with and leverage the capacities of as many new partner organizations as possible over the next four years.

### IMMEDIATE OUTCOME (SHORT TERM)

#### 300 Reach and Recognition of the Forum and its Activities Increased

##### INDICATORS

A. The number of Forum products disseminated to wider audiences

##### BASELINE: FY 2018/2019

9 knowledge products disseminated to audiences

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

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

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

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

##### TARGETS

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

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

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

In its baseline year, the Forum received more than one request for support/invitation to contribute to meaningful activity per week. These requests/invitations were made by a variety of key actors operating in the area of governance, including government ministries, research institutions, universities, and civil society organizations. As the Forum increases its reach and the recognition of its activities around the world, it aims to cement its position as the 'go-to' organization providing support on multilevel governance.

<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.

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

► **IMMEDIATE OUTCOME (SHORT TERM)**

**400** Effective Governance and Inclusive Societies in Transitioning States enhanced  
(Relating primarily, but not exclusively, to Development Assistance Programs)

**INDICATORS**

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

**BASELINE: FY 2018/2019**

By end of FY 2022-2023<sup>7</sup>:  
**2,806** individuals with leadership potential trained by the Forum

B. The Number of expert deployments in Forum development assistance countries

**101** expert deployments in Forum DAP countries

**TARGETS**

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

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

*In 2018/2019, the Forum trained close to 3,000 individuals with leadership potential through its various activities. These individuals are people with a concerted interest or stake in governance and a position of potential influence within their respective organization, institution, community, or practitioner group. In working with these stakeholders, the Forum transfers knowledge to those with the capacity to both effect change within their community of practice and further transmit the knowledge gained to their peers.*

<sup>6</sup> Individuals with leadership potential<sup>7</sup> 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 above.

► **OUTPUTS**



## ▶ OUTPUTS

**110** Expanded network of organizational 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)

### INDICATORS

- A. The number of new products developed/ existing products updated (including those incorporating cross cutting issues: gender; leadership; environment)
- B. The quality and utility of knowledge capital produced by the Forum (including on cross-cutting issues)

#### BASELINE: FY 2018/2019

In 2018/2019 Forum developed / updated:

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

**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%**)

### TARGETS

- A. By end of FY 2022-2023<sup>8</sup> the following number of knowledge products produced:
  - 4** books (1 per year)
  - 40** papers (10 per year)
  - 20** audiovisual products (5 per year)
- B. **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)

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

## ▶ OUTPUTS

**120** Forum's position as the leading platform for knowledge sharing on established and emerging issues of multilevel governance enriched (Policy Programs only)

### INDICATORS

- A. The number of participants in learning activities
- B. The number of positive responses to learning activities

#### BASELINE: FY 2018/2019

**274** participants in learning activities

No data available for this indicator in FY 2018/2019

### TARGETS

- A. **3%-5%** increase in the number of participants in learning activities
- B. **Maintain or increase** positive feedback in Forum survey instruments

*A number of factors prevented the Forum from collecting baseline data for this indicator this year. During the pilot year, the development process for Policy Programs was restructured in order to bring all activity in this area into alignment with the framework defined in the Strategic Plan. Furthermore, developing an approach to the collection of RBM data in Policy Programs, and the instruments required to action this, took longer than initially anticipated. The first approach and tools developed were tested at Policy Program events during the year but proved ineffective for collecting the data required. Finally, in the 2018/2019 year, a relatively small number of Policy Program events were implemented, meaning that the opportunities to collect data against this indicator were restricted.*

*The Forum has undertaken steps to remedy this issue in the coming year. A new mixed methods data collection strategy has been developed for this indicator which will be implemented early in the 2019/2020 fiscal year. The Forum is confident that this will produce the required data for the remaining four years of the measurement period.*

## ▶ OUTPUTS

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

### INDICATORS

- A. Number of new partner organizations engaged in Forum activity
- B. Type of partnership<sup>10</sup> entered into

**BASELINE: FY 2018/2019**

**60** new partner organizations

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

### TARGETS

- A. **3%-5%** increase in the number of new partners
- B. **3 different** types of partnership (as defined in Forum partnerships document)

## ▶ OUTPUTS

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

### INDICATORS

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

**BASELINE: FY 2018/2019**

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

**1** MoU signed with Senate of Pakistan

### TARGETS

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

*The Forum's value to countries with which it works is most effectively demonstrated by the various agreements signed between the organization and partner governments. Government partnerships with the Forum (new or continuing membership) reflect the worth the activities the organization have to those countries. In 2018/2019, the Forum renewed its partnership agreement with the government of Canada (5 years) and the government of Switzerland (4 years). In addition, Pakistan signaled its willingness to re-join the Forum as a member by signing an MOU between the Senate of Pakistan and the Forum.*

<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.

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

## ▶ OUTPUTS

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

### INDICATORS

- A. The number of Forum products disseminated to wider audiences
- B. The number of visitors accessing the Forum's website and social media content
- C. Number of requests for Forum support/invitations to contribute to meaningful activity from key actors (Requests sent to HQ only)

**BASELINE: FY 2018/2019**

**9** knowledge products disseminated to audiences

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

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

### TARGETS

- A. **20%** increase in the number of knowledge products disseminated
- B. **3%** increase in number of visitors accessing the Forum website and social media content
- C. **Sustained increase** in requests for Forum expertise/activities

## ▶ OUTPUTS

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

### INDICATORS

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

**BASELINE: FY 2018/2019**

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

### TARGETS

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

## ► OUTPUTS

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

### INDICATORS

A. Number of expert deployments in Forum Development Assistance countries

#### BASELINE: FY 2018/2019

**101** expert deployments in Forum DAP countries

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

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

C. Percentage of participants in Forum activities who are female

**52.4%** female participants in total Forum activity in 2018/2019

### TARGETS

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

B. By the end of FY 2022-2023<sup>12</sup>: **280** training sessions delivered (70 per year)

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

*The Forum's global network of federal and devolved governance practitioners, scholars, and experts enables the organization to contribute to governance development processes in a range of transitioning states. By leveraging its network, the Forum identifies the most relevant expertise for a given context and supplies this to support the development of solutions to governance challenges. The provision of relevant comparative expertise is particularly valuable to countries in a state of transition. By deploying its experts to support these development processes, the Forum makes a direct contribution to fostering more inclusive and responsive governance. In 2018/2019, the Forum deployed experts over one hundred times across its Development Assistance Programs.*

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



# RESULTS REPORT



## Forum of Federations

The Global Network on Federalism and Devolved Governance

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