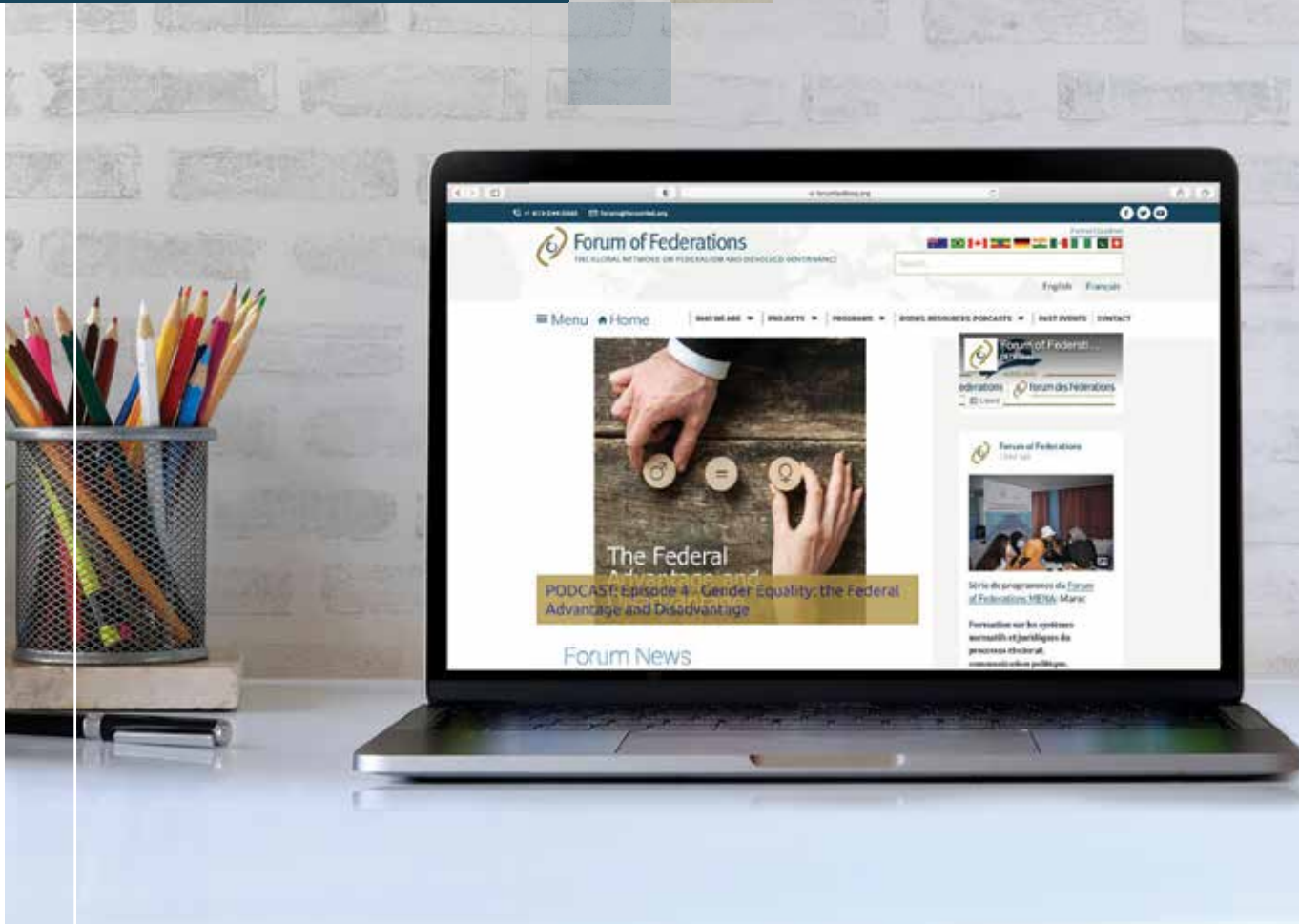


RESULTS REPORT



2020
2021



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 2020-21 financial year. The Forum's Results-Based Management (RBM) system is, in concert with the organization's corporate Strategic Plan 2018-2023, 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;
- Facilitate a more systematic and methodical approach to Forum activities on an institutional and program level;
- Enable the Forum to maximize the impact of activities.

2020-21 is the third year in which the Forum has collected results data via its RBM system. The data gathered in previous years provide an empirical foundation against which this year's data can be measured. The end of 2020-21 also marks the mid-point in the RBM cycle under the Forum's corporate Strategic Plan 2018-2023. With two complete sets of annual data in addition to the baseline, the results now provide a good indication of the Forum's progress towards its long-term institutional objectives year over year. This report presents the results achieved in 2020-21, details the adjustments in Forum operational practice as a consequence of the global COVID-19 pandemic and



highlights a number of notable achievements over the past twelve months derived from results analysis.

The analysis of results provides critical information to be used in operational and programmatic decision-making, including identifying the areas in which the Forum has performed well and those requiring corrective actions. This year's data will inform the planning process for the upcoming year and provide a benchmark against which to assess performance over the next twelve months.

The analysis of the results for 2020-21 indicates that the Forum - despite facing numerous operational challenges over the year - is performing well overall and remains on course to achieve the organizational objectives established in its Strategic Plan. It has maintained a high level of activity and is meeting or exceeding its results targets in the majority of its outcome and output areas. There are currently no areas in which there is cause for concern due to significant underperformance without mitigating circumstances. 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.

ADAPTATION DURING A CHALLENGING YEAR

From inception to conclusion, the 2020-21 financial year was dominated by the global COVID-19 pandemic, prompting governments worldwide to take unprecedented action to control the spread of the virus. Infection control measures such as lockdowns, restrictions on group gatherings, and social distancing regulations greatly impacted the Forum's capacity to implement in-person activity. Faced with this challenging operational environment, the Forum rapidly adjusted its programming model to incorporate online modalities to deliver its knowledge exchange and training activities. Furthermore, the volume of digital knowledge production and dissemination increased significantly in comparison with previous years. In the digital sphere, the Forum implemented webinars and streamed events live online for the first time. In addition, the Forum launched a new podcast, diversifying the methods through which it engages with stakeholders. The pivot to a digital delivery model required the development of institutional capacities, necessitating a period of experimentation and learning in the early parts of the year. While this presented some challenges and required rapid upskilling among Forum staff, the organization adapted rapidly and is now proficient in many aspects of digital program delivery.

While the delivery modalities of Forum programming shifted during the pandemic year, the activity level across Policy and Development Assistance Programs remained high throughout. This year's data reflect the maintenance of pre-pandemic activity levels despite operating for the entire year in a COVID-19 context. Indeed, in some areas, the results achieved increased substantially. Moreover, the Results Framework proved resilient to the unpredictable and ever-changing circumstances presented by the pandemic. Because of this, no changes to outcomes, outputs or their respective performance Indicator were necessary.

However, while the fundamental underpinnings of the RBM system were unaltered, the adoption and

expansion of digital delivery approaches created several challenges with regard to data collection. Some of the Forum's existing data collection tools were not suitable for use in a digital-only environment and thus had to be adapted appropriately. While online events and digital products carry the advantage of being highly accessible to stakeholders all around the world, it is typically more difficult to gather specific information about the participants and their opinions on the content- particularly in the case of streamed events. In some cases, this necessitated adjustments to data collection approaches and the establishment of time-bound thresholds to ensure a consistent approach to enumerating stakeholder engagement with Forum events and knowledge products.

In addition to the complications posed by operating in pandemic conditions, political instability in Myanmar proved highly disruptive to Forum activity in the country. While programming was delivered in Myanmar for the majority of the year, the February 2021 military coup d'état initiated a period in which the Forum was forced to pause its activity in the country. Due to the precarity of the governance situation, it was not possible to collect all data for the Myanmar program for the 2020-21 year, and consequently the overall results include only partial data from the Forum's Myanmar activity. As such, the results detailed in this report do not provide an entirely comprehensive picture of the organization's achievements over the past twelve months: in fact, the Forum delivered even more than is reflected herein.

Despite the challenges faced over last year, the RBM system continued to operate largely uninterrupted and facilitated the collection of an almost complete set of results data. This reflects the utility of the results framework and data collection processes, the improving capacity of Forum staff to operate using results-based methodologies, and the incremental refinement of the system to better fit institutional practice and resources.

RESULTS BASED MANAGEMENT - 2020-21 SUMMARY OF ACTIVITY

In 2020-21, the Forum undertook several steps to ensure that the collection of results data under its RBM system was sufficiently adapted to an almost exclusively online delivery model. Beyond this, a more fundamental revision of the data collection and evidence procedures was undertaken, with an amended approach and collection tools developed to increase the efficiency and accuracy of data collection. Having identified some methods of improving the evidencing process for results, the Forum team developed a combined data collection and evidencing tool, to be used uniformly across the organization's program suite.

This tool was deployed at the year-end collection phase to great success. It is anticipated that the new tool will increase the efficiency of the RBM process, reduce staff workload, and enable better information sharing on results across Forum program areas. In concert with the development of the new tool and based on feedback from program staff, the decision was made to move from a semi-annual to annual collection frequency for results data.

The Forum HQ RBM team also continued to provide advice and guidance to wider staff on RBM issues and made incremental improvements to the system overall, particularly in relation to Forum Policy Programs. The Annual Stakeholder Survey was successfully implemented for the third consecutive year, achieving an excellent response rate from Forum stakeholders and very positive feedback concerning their experiences of Forum activity.

FUTURE ACTIVITY

It is anticipated that in 2021-22, the Forum will create an internal RBM Monitoring and Evaluation (RBM&E) Working Group, comprised of Forum staff members responsible for undertaking institutional and programmatic results assessment and monitoring and evaluation tasks. The group's objectives will include improving coordination and learning on RBM&E issues across the organization's different programs. It will also aim to ensure that institutional RBM practice remains relevant, that the RBM system aligns effectively with organizational resources, and that the Forum continues to implement state-of-the-art practices that meet the needs of its stakeholders and partners.

RESULTS DATA – 2020-21 HIGHLIGHTS

At the halfway point of the data collection cycle under the Forum's Strategic Plan 2018-2023, the results data for this year provide an indication of the organization's progress towards its institutional objectives. Furthermore, as the second year in which data have been collected against the baseline, a comparative assessment can be made between 2020-21 and the previous year.

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



Forum of Federations

The Global Network on Federalism and Devolved Governance

RESULTS



2020/2021 BY THE NUMBERS

298

LEARNING ACTIVITIES
IMPLEMENTED

1,650

PARTICIPANTS IN POLICY
PROGRAM LEARNING
ACTIVITIES

82%

of respondents in the Annual
Stakeholder Survey express using
the knowledge and skills they
acquire from the Forum in their
work.

12,677,596

VISITORS ACCESSED THE FORUM'S
WEBSITE AND SOCIAL MEDIA CONTENT

183

TRAINING SESSIONS
DELIVERED TO
INDIVIDUALS WITH
LEADERSHIP POTENTIAL

4,095

INDIVIDUALS WITH
LEADERSHIP POTENTIAL
TRAINED BY THE FORUM
IN DAP COUNTRIES

311

EXPERT DEPLOYMENTS IN FORUM DAP COUNTRIES

► INTERMEDIATE OUTCOMES

10 Increased knowledge, open attitudes and increased levels of understanding and appreciation for federal and decentralized governance

INDICATOR

a. Forum stakeholders¹ 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

► RESULTS 2020-21:

90% of stakeholders in Annual Stakeholder Survey Strongly Agree (**36%**) or Agree (**54%**) that “Involvement in Forum activities and/or exposure to Forum content increased my knowledge and understanding of federal and decentralized governance”

82% 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”

BASELINE DATA:

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”

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

► INTERMEDIATE OUTCOMES

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

► RESULTS 2020-21:

105.41% of targets included in Forum project plans met

BASELINE DATA:

80.1% of targets included in Forum project plans met

RESULTS 2019-20:

82.5% of targets included in Forum project plans met

Despite the challenges posed by the COVID-19 pandemic, this year the Forum maintained a high level of activity across its Policy and Development Assistance programming. While a figure of 105.4% of targets met may appear anomalous, it is reflective of the shift in program delivery from in-person to online during the year. Necessarily, the COVID pandemic resulted in changes to project plans at short notice as the Forum strove to continue program delivery in a work-from-home environment. While many of the in-person events originally planned for the year had to be postponed, or in some cases cancelled, the utilization of digital platforms to deliver content and facilitate discussion and trainings through webinars, streamed events, videos and podcasts increased overall output. The accessibility offered by digital platforms and the relative expediency with which online events can be implemented enabled the Forum to increase the level of activity and exceed the number of events and knowledge products produced this year. This is particularly applicable for Policy Programs, which were delivered exclusively online throughout the year. The percentage of targets met this year thus exceeded both the baseline and the percentage of targets met last year. It is anticipated that – assuming the extenuating circumstances of the COVID-19 pandemic do not once again impact delivery – the percentage of targets met will drop slightly in 2021-22, as the Forum is likely to be able to more effectively anticipate the need for online or in-person delivery in the planning process.



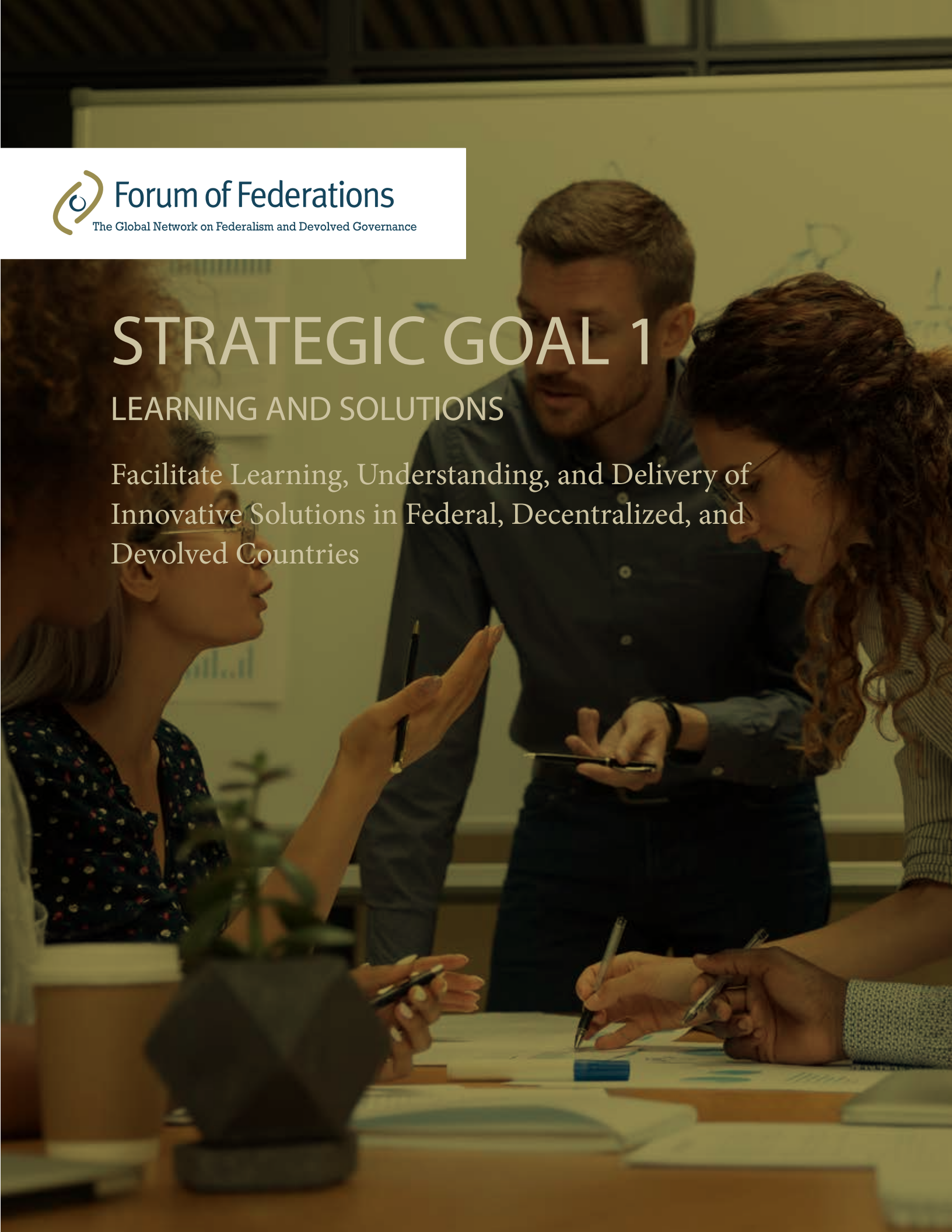
Forum of Federations

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 OUTCOME

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

INDICATOR

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

TARGET

By end of FY 2022-23² the following number of knowledge products produced:

4 books (1 per year)

40 papers (10 per year)

20 audiovisual products (5 per year)

► RESULTS 2020-21:

In 2020-21 Forum developed/updated:

5 books

35 papers

14 audiovisual products

BASELINE DATA:

In 2018-19 Forum developed/updated:

2 books

12 papers

45 audiovisual products

RESULTS 2019-20:

In 2019-20 Forum developed/updated:

8 books

40 papers

54 audiovisual products

² The end of the Forum's 5 year Strategic Plan period.

► IMMEDIATE OUTCOME

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

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 2022-23³: **1,460** learning activities implemented (1 per day)

► RESULTS 2020-21:

298 learning activities implemented

BASELINE DATA:

514 learning activities implemented

RESULTS 2019-20:

243 learning activities implemented

In 2020-21, the number of learning activities implemented by the Forum increased compared to the previous fiscal year. This level of activity demonstrates the capability of the organization to adapt to the challenging situation caused by the COVID-19 pandemic and continue delivering planned activities.

The Forum's Policy Programs had to be adjusted to an exclusively online delivery model using diverse online platforms, while Development Assistance programs were delivered in a mixed online/face-to-face modality depending on the pandemic situation in each program country at the respective point in time.

The remote delivery of program activities resulted in a significant increase in the number of people who attended and/or were trained within the Forum's programs in 2020-21, a consequence of the accessibility of online activities to broader audiences. The Forum remains on course to meet its target by the end of the 2022-23 financial year, with 72% of the target met and two years remaining within the current Strategic Planning period.

³ The end of the Forum's 5 year Strategic Plan period.

► IMMEDIATE OUTCOME

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

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

► RESULTS 2020-21:

89.77% of beneficiaries demonstrated increased knowledge

BASELINE DATA:

93.3% of beneficiaries demonstrated increased knowledge

RESULTS 2019-20:

94.5% of beneficiaries demonstrated increased knowledge



► **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 cross-cutting 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 2022-23⁴ the following number of knowledge products produced:

- 4** books (1 per year)
- 40** papers (10 per year)
- 20** audiovisual products (5 per year)

► **RESULTS 2020-21:**

In 2020-21 Forum developed/updated:

- 5** books
- 35** papers
- 14** audiovisual products

BASELINE DATA:

In 2018-19 Forum developed/updated:

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

RESULTS 2019-20:

In 2019-20 Forum developed/updated:

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

⁴ 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 cross-cutting 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)

► RESULTS 2020-21:

85% of stakeholders in Annual Stakeholder Survey indicated that the Forum knowledge products they came into contact with were Very High Quality **(31%)** or High Quality **(54%)**

89% of stakeholders in Annual Stakeholder Survey indicated that the Forum knowledge products they came into contact with were Extremely Useful **(28%)** or Very Useful **(61%)**

BASELINE DATA:

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:

85% of stakeholders in Annual Stakeholder Survey indicated that the Forum knowledge products they came into contact with were Very High Quality **(31%)** or High Quality **(54%)**

89% of stakeholders in Annual Stakeholder Survey indicated that the Forum knowledge products they came into contact with were Extremely Useful **(28%)** or Very Useful **(61%)**

► OUTPUTS

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

INDICATOR

a. The number of participants in learning activities

TARGET

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

► RESULTS 2020-21:

1,650 participants in learning activities

BASELINE DATA:

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 150% compared to the previous year, and even more considerably as compared to the baseline year. While the increase compared to the baseline year can be explained by the fact that in 2019-20 a higher proportion of Policy Programs were in the implementation phase, the increase in 2020-21 is attributable to online delivery of program activities in pandemic circumstances. While a small proportion of the Policy Program activities were targeted to specific audiences by invitation only, most activities were open to a wide spectrum of Forum stakeholders and interested parties, and the majority were streamed on different platforms thus allowing for attendance by stakeholders from all around the world. Furthermore, in the case of activities organized jointly with the Forum's partner organizations, the online activities reached not only the Forum's network of stakeholders but also the partner organizations' networks, thus contributing to a higher number of participants. It is anticipated that there will be a slight decrease in the number of participants in Policy Program learning activities in the coming years, as some activities move back to in-person delivery.

► OUTPUTS

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

INDICATOR

b. The number of positive responses to learning activities

TARGET

Maintain or increase positive feedback in Forum survey instruments

► RESULTS 2020-21:

58 positive responses to learning activities

BASELINE DATA:

No data available for this indicator in FY 2018-19

RESULTS 2019-20:

145 positive responses to learning activities

► OUTPUTS

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

INDICATOR

c. The percentage of participants in learning activities who are female

TARGET

50% of total participants in learning activities comprised of women

► RESULTS 2020-21:

55% female participants in learning activities

BASELINE DATA:

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

RESULTS 2019-20:

30% female participants in learning activities



Forum of Federations

The Global Network on Federalism and Devolved Governance

STRATEGIC GOAL 2

GLOBAL NETWORK

Develop, Maintain, and Expand the Global Network of Partnerships

► IMMEDIATE OUTCOME

200 Global Network of Partnerships Developed, Maintained, and Expanded

INDICATOR

a. The number of new partner organizations⁵ engaged in Forum activity

TARGET

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

► RESULTS 2020-21:

30 new partner organizations

BASELINE DATA:

60 new partner organizations

RESULTS 2019-20:

74 new partner organizations

This year saw a significant reduction in number of new partners engaged in Forum activity in comparison to both the previous year and the baseline year. While the shift to a digital delivery model facilitated an increase in overall output in other areas of Forum activity, it presented challenges in developing new partnerships.

This can be attributed partially to the inability of Forum staff to meet with prospective new partners in face-to-face meetings for the vast majority of the year. In addition, it reflects that much of the Forum's online and digital delivery was undertaken in-house during the pandemic year, rather than implemented in person by local partners on the ground in Development Assistance program countries. It is expected that the number of new partners will increase when in-person programming is possible once again. Finally, it is likely there is some level of attrition in the engagement of new partners in countries in which the Forum is well established and has been operating for some years.

Despite the drop off in the number of new partner organization in 2020-21, the Forum nevertheless established relationships with important new partners, including with Organization of American States and Cooperation Canada, facilitating further connections with new stakeholders and experts now part of the Forum network. The organization will seek to continue add new partners to its network in 2021-22.

► IMMEDIATE OUTCOME

200 Global Network of Partnerships Developed, Maintained, and Expanded

INDICATOR

b. Partner organization's perceptions of their participation in Forum activity

TARGET

Meaningful expressions of satisfaction from partner organizations

► RESULTS 2020-21:

94% of partner organizations in Annual Stakeholder Survey indicated they were Very Satisfied (**49%**) or Satisfied (**45%**) with their "Involvement in the development or implementation of Forum programs/activities"

BASELINE DATA:

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"



► OUTPUTS

210 Expanded range of program partnerships⁶

INDICATOR

a. Number of new partner organizations engaged in Forum activity

TARGET

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

► RESULTS 2020-21:

30 new partner organizations

BASELINE DATA:

60 new partner organizations

RESULTS 2019-20:

74 new partner organizations

► OUTPUTS

210 Expanded range of program partnerships⁷

INDICATOR

b. Type of partnership⁸ entered into

TARGET

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

► RESULTS 2020-21:

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

BASELINE DATA:

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

RESULTS 2019-20:

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

⁶ 'Program partnerships' defined as any partnership the Forum enters into with a stakeholder for the implementation of activities.

⁷ 'Program partnerships' defined as any partnership the Forum enters into with a stakeholder for the implementation of activities.

⁸ '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 organizational value to partner countries

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)

► RESULTS 2020-21:

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

BASELINE DATA:

2 renewals of partnership agreements (Canada & Switzerland)

1 MoU signed with Senate of Pakistan

RESULTS 2019-20:

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





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

► IMMEDIATE OUTCOME

300 Reach and Recognition of the Forum and its Activities

INDICATOR

a. The number of Forum products disseminated to wider audiences

TARGET

20% increase in the number of knowledge products disseminated

► RESULTS 2020-21:

35 knowledge products disseminated to audiences

BASELINE DATA:

9 knowledge products disseminated to audiences

RESULTS 2019-20:

19 knowledge products disseminated to audiences



► IMMEDIATE OUTCOME

300 Reach and Recognition of the Forum and its 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

► RESULTS 2020-21:

12,677,596 visitors accessed the Forum's website and social media content

BASELINE DATA:

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

The Forum's success in attracting new online visitors this year stems from several key factors. The most significant was the increased investment in online promotion to both current and new audiences. Over the last few years, the Forum has developed profiles of individuals interested in Forum products and has directed advertising to this audience. By focusing advertising on an interested audience, the Forum attracted the largest group of online visitors in Forum history. Secondly, the pandemic and the accompanying lockdown measures created conditions conducive to increased growth because more people used digital platforms to connect and spent more time online. The Forum further delivered most of its learning activities via online platforms. It also created several publications centred on the governance of the pandemic in federal and decentralized contexts, which generated interest from both new and established stakeholders with a particular interest in pandemic governance.

The third factor that contributed to the increased growth is past investment in building online followers across platforms. Once stakeholders become official followers of the Forum's social media accounts, they typically remain engaged and make multiple visits. In addition, stakeholders who use the website for governance research tend to become return visitors. Finally, some of the growth in visitors can be attributed to the increased volume of content made available on the Forum's YouTube platform. Between webinars and newly produced educational video content, the organization has broadened the use of this platform in 2020-21. It is anticipated that the YouTube audience will continue to grow in the coming years.

► IMMEDIATE OUTCOME

300 Reach and Recognition of the Forum and its Activities

INDICATOR

C. Number of requests for Forum support/ invitations to contribute to meaningful activity from key actors⁹

TARGET

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

► RESULTS 2020-21:

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

BASELINE DATA:

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



⁹ '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

► RESULTS 2020-21:

35 knowledge products disseminated to audiences

BASELINE DATA:

19 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

► RESULTS 2020-21:

12,677,596 visitors accessed the Forum's website and social media content

BASELINE DATA:

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

► RESULTS 2020-21:

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

BASELINE DATA:

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

RESULTS 2019-20:

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





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
(Relating primarily, but not exclusively, to Development Assistance Programs)

INDICATOR

a. Number of individuals with leadership potential¹⁰
trained by the Forum

TARGET

By end of FY 2022-23¹¹:
12,000 individuals with leadership potential
identified in Forum program plans receive training

► RESULTS 2020-21:

4,095 individuals with leadership potential trained
by the Forum

BASELINE DATA:

2,806 individuals with leadership potential trained
by the Forum

RESULTS 2019-20:

3,603 individuals with leadership potential trained
by the Forum

In 2020-21, there was a substantial increase in the number of individuals with leadership potential trained by the Forum over the previous year. The Forum remains on track to meet its final target of training 12,000 individuals with leadership potential by 2022-23. This year, however, the pandemic changed the nature of how the organization trains individuals. The pivot to an online delivery model required the development of new capacities in the use of online tools to train beneficiaries during global lockdowns. Alongside developing new methods of training, this also led to the Forum using resources more efficiently than in the past.

The move to online learning eliminated the need for individuals to travel long distances within a country to attend workshops and training sessions. Because of this, more individuals signed up and were able to participate. The efficiencies of online delivery also meant that Forum staff on the ground were able to organize more events.

Next year, it is anticipated that the Forum will once again deliver in-person sessions as the pandemic wanes, but in a hybrid model in which online events continue in parallel.

¹⁰ '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.

¹¹ See note above.

► IMMEDIATE OUTCOME

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

INDICATOR

b. Number of expert deployments in Forum development assistance countries

TARGET

3-5% increase in the number of expert deployments

► RESULTS 2020-21:

311 expert deployments in Forum DAP countries

BASELINE DATA:

101 expert deployments in Forum DAP countries

RESULTS 2019-20:

188 expert deployments in Forum DAP countries

The substantial increase in the number of expert deployments in 2020-21 – vastly exceeding the number of deployments in the baseline year and in 2019-20 – is indicative of the benefits of the Forum’s adoption of online delivery modalities. With experts unable to travel due to COVID-19 restrictions, the Forum had to deploy experts digitally, through their participation in webinars, streamed online events, and consultation meetings using video call platforms. With travel time reduced virtually to zero, and platforms such as Zoom providing a highly accessible means of convening participants and experts, the Forum was able to significantly increase the number of deployments in program activity.

Furthermore, the increased volume of activities implemented via online delivery, particularly in Policy Programs, provided more venues across the year for a greater number of expert deployments. The Forum was thus able to utilize and draw upon the expertise of its network more frequently this year than in previous two years combined. Moreover, in 2020-21 the experts were deployed in a wider variety of roles than previously, including making contributions to podcasts and videos, alongside their roles as expert trainers and knowledge product authors. The Forum anticipates that the diversity of expert deployments will increase over the next year as it develops its digital offer further.

► 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 requests for meaningful activity

TARGET

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

► RESULTS 2020-21:

22 activities implemented in response to 50 requests (**44% of total requests**)

BASELINE DATA:

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**)

► 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

► RESULTS 2020-21:

311 expert deployments in Forum DAP countries

BASELINE DATA:

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 2022-23¹²:

280 training sessions delivered (70 per year)

► RESULTS 2020-21:

183 training sessions delivered to individuals with leadership potential

BASELINE DATA:

92 training sessions delivered to individuals with leadership potential

RESULTS 2019-20:

88 training sessions delivered to individuals with leadership potential

The shift to online delivery of programming played an outsized role in the significant increase of training sessions. Online events are often more efficient than in-person events with regard to the time and staff resources required to organize, host and facilitate them. In many countries in which the Forum works, the technology also allows people who cannot travel to in-person events to participate digitally.

The unexpected circumstance of the pandemic has thus enabled the Forum to achieve a higher than anticipated number of training sessions delivered this year. The groundwork has now been laid to continue using the technology in the future, and it is anticipated that the Forum's capacity to deliver in-person and digital trainings will increase the organization's capacity to engage with its stakeholders.

¹² 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

► RESULTS 2020-21:

51.86% female participants in Forum activity

BASELINE DATA:

52.4% female participants in Forum activity

RESULTS 2019-20:

52.25% female participants in Forum activity



RESULTS REPORT



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