20 YEARS/ANS

Forum of Federations
The Global Network on Federalism and Devolved Governance

Forum des fédérations
Le Réseau mondial sur le fédéralisme et la gouvernance dévolue

RESULTS REPORT 2021 2022

INTRODUCTION

This report presents the corporate strategic results of the Forum of Federations (the Forum) for the 2021-22 financial year. It details the work undertaken to support the RBM system in the past year, describes the impact of the ongoing COVID-19 pandemic on Forum operational practice in 2021-22, and presents a number of highlights from the past twelve months of Forum activity. It provides a snapshot of the impact of the Forum as it works towards its ultimate outcome of strengthening inclusive and responsive governance in federal, decentralized and transitioning countries.

> 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;
>
> - Support institutional decision making to enable the Forum to maximize the impact of activities.

This year, the Forum continued to implement a high volume of program activity, generating and transferring high quality, useful and relevant knowledge on federal and multilevel governance to a broad range of stakeholders. In 2021-22, the organization undertook a variety of new initiatives to support its stakeholders, broadening and deepening its engagement with scholars and practitioners of multilevel governance. The results data for 2021-22 reflects these new actions, alongside existing and ongoing Policy and Development Assistance programming.

2021-22 is the fourth year in which the Forum has collected results data through its Results Based Management (RBM) system. With three years of data gathered against the baseline, there is now a solid empirical foundation on which the organization can begin to make an initial assessment of the progress toward its goals. As the Forum performs the final year of data collection in the RBM cycle under the Strategic Plan 2018-2023, analysis will be undertaken of the organization's performance over the previous five years. The conclusions of this analysis will inform the development process of the Strategic Plan 2023-2028.

The analysis of the results data 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. It will further be used to support the development of a revised results framework for the next five-year strategic planning period.

The analysis of the results for 2021-22 indicates that the Forum is performing well overall and remains on course to achieve the organizational objectives established in its Strategic Plan 2018-2023. With some minor exceptions, the Forum has maintained its steady upward trajectory in the majority of its performance target areas this year, continuing the trend of previous years. Indeed, the past 12 months have been especially productive with regard to the number of different knowledge products and events delivered under the Forum's Policy Programs. 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.

ENSURING IMPACT DURING A GLOBAL PANDEMIC

During 2021-22, the Forum was once again forced to operate under the highly challenging conditions imposed by the second year of the COVID-19 pandemic. The pandemic continued to inhibit the Forum's ability to implement in-person activity. Despite this challenging environment, the work undertaken by the Forum to develop online delivery modalities and digital products in the first year of the pandemic meant the organization was well placed to continue delivering knowledge exchange, dialogue and training activities. Indeed, this year the Forum further enhanced its online and digital offering, increasing the variety of knowledge products and engagement activities offered. Notable achievements include Forum 20th anniversary webinar series, the launch of the Forum blog, and the overhaul of the Forum website.

Accompanying these milestones has been a significant development in staff capacity in areas such as video production and multi-language streaming, online training delivery pedagogy, social media content development, and web content management. These skills have been leveraged across Policy and Development Assistance programs to support engagement with Forum stakeholders. The Forum is now in a position to utilize various online and in-person modalities in the implementation of its activity. The development of the organization's capacities in the digital and online space over the past two years means that it now possesses a great range of tools with which it can engage its stakeholders.

While in-person activities were implemented where possible throughout the year, the majority of activity remained online in 2021-22. As a result, the Forum has become increasingly proficient in the use online delivery modalities. Webinars, videos, podcasts, online trainings and other activities have been refined this year in an effort to enhance their impact for beneficiaries. Activity levels and outputs remained high across the year, and despite the challenges of the pandemic, the Forum has remained on track to achieve its programming objectives. While COVID-19 developments sometimes required quick adjustment of delivery approaches, the Forum remained agile and flexible to pivot program delivery as necessary.

Initially, the rapid adoption of digital and online delivery modalities posed challenges with regard to the Forum's data collection methods. As part of the ongoing learning process, this year the Forum has refined its approach to data collection from its online events. The result of this effort is that the organization now has more detailed and disaggregated data in relation to the participants in those activities. It is anticipated that the data collection methodology for digital products and online events will continue to be refined in the coming year.

While the sub-optimal circumstances presented by the COVID-19 pandemic continued to pose challenges for program delivery this year, the results framework has remained robust and sufficient for measuring the Forum's progress towards its objectives. Once again, this year a full set of data - encompassing all of the organization's activity across its entire programming suite - was collected.

The RBM process is now well-established and embedded within the Forum's standard operating procedures. 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: 2021-22 SUMMARY OF ACTIVITY

In 2021-22, the Forum established an internal RBM Monitoring and Evaluation (RBM&E) Working Group, with the aim to support staff in the development and application of RBM&E processes within the organization. It operates as a platform for consultation and experience exchange, designed to facilitate discussion on corporate and programmatic RBM issues, better enable alignment of RBM processes across the organization, develop recommendations for improvement, and support the development of program results frameworks, logic models, and theories of change. It is anticipated that the RBM&E Working Group will meet bi-annually, with smaller groups convening as necessary to discuss specific RBM issues as required. The RBM&E Working Group is thus a mechanism to further support institutional capacity building and learning on the practice of RBM on an organization-wide basis.

In addition, this year the data and evidencing tool developed in 2020-21 was further refined to increase its usability on the basis of feedback from RBM&E officers working on Development Assistance programs. In the second year of deployment, the data collection and evidencing tool has proven to be very successful, resulting in a more efficient, uniform and comprehensive data collection process. 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 fourth consecutive year, achieving an excellent response rate from Forum stakeholders and very positive feedback concerning their experiences of Forum activity. This year, the Forum included within the survey a number of questions concerning how stakeholders see the functions of the Forum, and the areas in which its work contributes to the development agendas of funders. This data will be used to inform the elaboration of the Forum's Strategic Plan for the 2023-28 period.

FUTURE ACTIVITY

In 2022-23, the final year of data collection under the current Strategic Plan period will be undertaken. Alongside incremental refinement processes, an analysis will be conducted of the Forum's progress towards its objectives over the past five years. This analysis will help to determine the extent of the Forum's achievements, as well as where there remains room for improvement. This data will be used to inform the planning process for the next five-year strategic period. Furthermore, in the coming year, the Forum will begin the process of developing the results framework which will underpin the Strategic Plan 2023-2028. The experience and learning from the RBM cycle over the previous five years will inform the development of the new plan. A focus will be placed on ensuring that the new framework provides an effective foundation to measure the outcomes the Forum aspires to achieve, as well as the overall impact of the Forum's work.

RESULTS DATA: 2021-2022 HIGHLIGHTS

The penultimate year of data collection under the Strategic Plan 2018-2023 provides an indication of the direction of travel of the Forum towards its institutional objectives as it nears the end of the current five-year strategic period and the beginning of the next. The results data for 2021-22 reflects another highly productive year of Forum activity across Policy and Development Assistance programs.

As in previous years, a number of notable results emerge from the data on Forum activity over the past twelve months. Highlights from the analysis of the results data are presented below.

RESULTS

POLICY PROGRAMS

Facilitate knowledge exchange on topical public policy questions and on issues related to the management, reform, and development of federal and decentralized systems.

These programs also aim to build a comparative body of knowledge on contemporary, usually structural, themes of federal and decentralized governance

DEVELOPMENT ASSISTANCE PROGRAMS

Facilitate knowledge exchange on topical public policy questions and on issues related to the management, reform, and development of federal and decentralized systems.

These programs also aim to build a comparative body of knowledge on contemporary, usually structural, themes of federal and decentralized governance

▶ www.forumfed.org/wp-content/uploads/2021/03 StrategicPlan.pdf

▶ INTERMEDIATE OUTCOMES

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

INDICATOR

a. Forum stakeholders[1] 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 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 2021-22:

95% of stakeholders in Annual Stakeholder Survey Strongly Agree (**45%**) or Agree (**50%**) that "Involvement in Forum activities and/or exposure to Forum content increased my knowledge and understanding of federal and decentralized governance".

84% 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".

▶ *The results data for the 2021-22 year shows that the Forum continues to enhance the capacities of stakeholders to participate in federal and decentralized governance systems. It indicates that the Forum is improving its ability to deliver activities which transfer knowledge, and that this knowledge is increasingly applied by stakeholders in a variety of different contexts. Over the past three years, the proportion of stakeholders who have indicated that their knowledge and understanding of federalism and decentralization has improved as a result of Forum activity has steadily increased. Moreover, the proportion of stakeholders who state that they use what they learn has also increased. In 2021-22, increased knowledge and understanding among stakeholders, and the application of learning by beneficiaries, are at their highest ever recorded levels.*

These record figures were achieved in the context of the challenging delivery environment of COVID-19. This success indicates that the Forum's online and digital offerings remained engaging and pertinent to stakeholders in the second year of the pandemic. The year-on-year increase suggests that the Forum's knowledge generation and transfer activities have become more relevant and useful to stakeholders over time. This is a validation of the Forum's approach to its programming, tailoring content and activities closely to the express needs of the prospective beneficiaries, and working closely with local partners in the development and delivery of programs. It further reflects the fact that the Forum is increasingly responsive to stakeholders seeking the expertise of the Forum to support them with specific multilevel governance challenges.

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.

▶ BASELINE DATA:

80.1% of targets included in Forum project plans met.

▶ RESULTS 2021-22:

98% of targets included in Forum project plans met.

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STRATEGIC GOAL 1

LEARNING AND SOLUTIONS

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

▶ IMMEDIATE OUTCOME

100 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 2022-23[2] the following number of knowledge products produced:

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

▶ BASELINE DATA:

In 2018-19 Forum developed/updated:

2 books
12 papers
45 audiovisual products

▶ RESULTS 2021-22:

In 2021/2022 Forum developed/updated:

5 books
25 papers
16 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 rograms)*

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 2022-23[3]: **1,460** learning activities implemented (1 per day)

▶ BASELINE DATA:

514 learning activities implemented

▶ RESULTS 2021-22:

168 learning activities implemented

In 2021-22, the Forum released a record number of knowledge products and organized, on average, two monthly webinars. However, against this backdrop, the overall number of learning activities decreased substantially year over year due to transitions in Development Assistance Programs.

Most of this reduction is attributable to the conclusion of a program in Nepal (25 fewer activities in 2021-22), and the transition of Forum's largest Development Assistance Program (MENA) into a capitalization phase as it nears the end of its life cycle. These changes reduced activities by half in comparison to previous years.

While the total number of learning activities decreased overall, the aggregate number does not reflect the more than 50% increase in Policy Program learning activities this year, facilitated through the use of digital and online technology.

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3 *See note above*

▶ 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

▶ BASELINE DATA:

93.3% of beneficiaries demonstrated increased knowledge

▶ RESULTS 2021-22:

89.24% 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 2022-23[4] the following number of knowledge products produced:

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

▶ BASELINE DATA:

In 2018-19 Forum developed/updated:

6 books
12 papers
45 audiovisual products

▶ RESULTS 2021-22:

In 2021/2022 Forum developed/updated:

1 new book and **4** translations of existing publications

25 papers

16 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)

▶ 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 2021-22:

90% of stakeholders in Annual Stakeholder Survey indicated that the Forum knowledge products they came into contact with were Very High Quality **(31.76%)** or High Quality **(58.24%)**

90% of stakeholders in Annual Stakeholder Survey indicated that the Forum knowledge products they came into contact with were Extremely Useful **(28.24%)** or Very Useful **(64.12%)**

In the past two years, the Forum has expanded the range of knowledge products it produces to include new formats and mediums designed to appeal to different audiences and provide different ways to engage with Forum content, particularly online. The challenges of the COVID-19 pandemic accelerated this process. In 2021-22, alongside its more traditional publications, the Forum produced a number of videos (including livestreams), podcasts, and custom social media content. The results data indicates that the vast majority of stakeholders who engage with Forum knowledge products believe them to be high quality and useful. This year, a greater proportion of Forum stakeholders stated they believe the knowledge products to be high quality and useful than in any previous recorded year. This reflects a positive trend over the past three years of increasing quality and utility of Forum knowledge products. In the coming year, the Forum will aim to continue to produce high quality, relevant and innovative knowledge products which facilitate learning among stakeholders and support the development of solutions to multilevel governance challenges.

▶ 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

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▶ BASELINE DATA:

274 participants in learning activities

▶ RESULTS 2021-22:

2,832 participants in learning activities

In 2021-22, the number of participants in Forum learning activities increased by 58% compared to the previous year, maintaining the trend of a yearly increase that exceeds the target established under this indicator. The increase this year is attributable to the almost exclusive online delivery of program activities in pandemic circumstances (as in 2020-21). Also, as noted above, the Forum organized and co-organized a large number of Policy Program activities in 2021-22 - a total of 27 activities compared to 12 the previous year - and was thus able to reach a large online audience.

While a small proportion of Policy Program activities were targeted to specific audiences by invitation only, the majority were open to a wide spectrum of Forum stakeholders and interested parties. The majority of these events were streamed on different platforms (primarily YouTube and Facebook) and some of them in different languages, thus increasing their accessibility for stakeholders all around the world. Furthermore, in the case of online activities organized jointly with the Forum's partner organizations, these events reached not only the Forum's network of stakeholders but also the partner organizations' networks, therefore contributing to the higher number of participants in Forum learning activities this year.

▶ 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

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▶ **BASELINE DATA:**

No data available for this indicator in FY 2018/2019.

▶ **RESULTS 2021-22:**

37 positive responses to learning activities

There was a slight decline in the number of positive responses to learning activities in this financial year as compared to 2020-21. This reduction is attributable to the overall decline in the response rate to the post-activity survey distributed at the completion of Policy Program activities. While the Forum significantly increased its efforts to distribute the post-activity survey to the Policy Program participants this year, the response rate has been disappointingly low. This may be a result of oversaturation of online activities and related survey instruments used by organizations, due to the fact that in 2021-22 the majority of international events were still held remotely. However, the data gathered against other indicators, and the results of the Annual Stakeholder Survey, demonstrate a strongly positive perception of the Forum's work among those who attend Forum learning activities, and therefore the decline in this metric does not give cause for concern of a broader, systemic issue.

In the coming year and beyond, the Forum will work to develop new innovative methods of surveying participant satisfaction with its activities with the aim of reaching a significantly higher response rate.

▶ 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

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▶ BASELINE DATA:

No data available for this indicator in FY 2018/2019 (newly added in FY 2019/2020)

> ### ▶ RESULTS 2021-22:
> **78%** female participants in learning activities

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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 organizations[4] engaged in Forum activity

TARGET

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

▶ BASELINE DATA:

60 new partner organizations

▶ RESULTS 2021-22:

24 new partner organizations

▶ 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

▶ 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 2022-22:

91% of partner organizations in Annual Stakeholder Survey indicated they were Very Satisfied (**48.21%**) or Satisfied (**42.86%**) with their "Involvement in the development or implementation of Forum programs/activities"

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5 '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[6]

INDICATOR

a. Number of new partner organizations engaged in Forum activity

TARGET

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

▶ BASELINE DATA:

60 new partner organizations

▶ RESULTS 2021-22:

24 new partner organizations

▶ OUTPUTS

210 Enhance organisational value to partner countries[7]

INDICATOR

b. Type of partnership[7] entered into

TARGET

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

▶ RESULTS 2021-22:

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

▶ BASELINE DATA:

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

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

7 '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[8]

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 DATA:

2 renewals of partnership agreements (with Canada & Switzerland)

1 MoU signed with Senate of Pakistan

▶ RESULTS 2021-22:

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

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8 "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

▶ 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 DATA:

9 knowledge products disseminated to audiences

▶ RESULTS 2021-22:

37 knowledge products disseminated to audiences

▶ *When the Forum was developing its results framework for the 2018-23 period, this key performance indicator was established to measure the extent to which the organization engaged in consistent and active dissemination and promotion of its knowledge products. This was designed to address a weakness in the Forum's operational practice: high quality knowledge products were created and published on a regular basis, but were not promoted among interested audiences as effectively as they might.*

Since 2018, the Forum has developed and pursued a robust marketing plan which involves, at its core, promoting new and legacy Forum knowledge content. As a result, in 2021-22 the Forum promoted hundreds of past publications along with the new knowledge products. As the communications culture and priorities have changed, the active promotion and dissemination of Forum knowledge content through various platforms has now become standard operating practice.

The current iteration of this performance indicator measures only the newly created knowledge products that were promoted in a given year. It therefore cannot accurately capture the broad extent of the dissemination of Forum knowledge content which the organization now undertakes. Because of this, the Forum plans to re-examine and assess how to capture this metric more accurately in the future.

▶ 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

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▶ BASELINE DATA:

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

▶ RESULTS 2021-22:

7,302,426 visitors accessed the Forum's website and social media content

Over the 2018-23 period, the Forum's promotion strategy has shifted focus several times in order to ensure the objectives of the organization's current communications plan are achieved. When this process began, the Forum undertook work necessary to develop and update professional platforms to host and promote content effectively. Subsequently, it worked to increase its reach through those platforms and build brand awareness. The Forum successfully achieved these outcomes and built large followings across many platforms reaching a much larger audience than anticipated.

In 2021-22, rather than focusing on purely growing its audience, the Forum concentrated on promoting its events and products to the existing audience. The aim was to turn these followers into repeat users through supplying them with a steady volume of pertinent and engaging Forum content. This strategy led to a numerical drop in the overall one-time visits to Forum platforms. However, downloads and views of Forum products skyrocketed, and participation in Forum webinar events measured higher than the NGO industry standard. As a consequence, in 2021-22 the Forum achieved much higher online engagement rates from its audience.

This increased engagement also reflects the wide range of Forum digital content now disseminated through a variety of online platforms. This year, new content included a high-level online 20th anniversary Future of Federalism Conference. The Forum adopted a new focused marketing and promotion approach to draw in as large an audience as possible for this event.

▶ 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[9]

TARGET

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

▶ BASELINE DATA:

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

▶ RESULTS 2021-22:

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

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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

▶ BASELINE DATA:

9 knowledge products disseminated to audiences

▶ RESULTS 2021-22:

37 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 DATA:

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

▶ RESULTS 2021-22:

7,302,426 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 DATA:

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

▶ RESULTS 2021-22:

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

STRATEGIC GOAL 4

GOVERNANCE TRANSITION SUPPORT

Contribute to the Development of Effective Governanceand 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 potential[10] trained by the Forum

TARGET

By end of FY 2022-23[11]:
12,000 individuals with leadership potential identified in Forum program plans receive training

▶ BASELINE DATA:

2,806 individuals with leadership potential trained by the Forum

▶ RESULTS 2020-21:

3,665 individuals with leadership potential trained by the Forum

▶ *In 2021-22, the Forum exceeded its five-year (2018-2023) target for the number of individuals with leadership potential receiving training via its programming. To date, a total of 14,169 such individuals have been trained. Surpassing the target for the period with a year remaining is a significant achievement, particularly in the context of COVID-19 which has inhibited the delivery of in-person training for the past two years. This year, the Forum expanded and refined its online training offering in an effort to improve learning outcomes. Interactivity functions (polls, breakout rooms, audience Q&A tools) were increasingly integrated into online training sessions, and future training programs which will be delivered entirely online in 2022-23 were initiated. While online and in-person training modalities have different strengths and weaknesses, the Forum has the capacity to utilize both to engage stakeholders and provide meaningful training activities. Now that the overall target for the 2018-23 period has been exceeded, in 2022-23 the Forum will endeavour to train a similar number of individuals with leadership potential as it did this year.*

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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

▶ BASELINE DATA:

101 expert deployments in Forum DAP countries

▶ RESULTS 2021-22:

142 expert deployments in Forum DAP countries

Supporting Decentralized and Inclusive Governance in the Philippines "Pathways for Gender and Youth Engagement in the Governance of Bangsamoro"

VENUE — VIA ZOOM

▶ 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

▶ BASELINE DATA:

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

▶ RESULTS 2021-22:

53 activities implemented in response to **61** requests **(87 %** 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

▶ BASELINE DATA:

101 expert deployments in Forum DAP countrie

▶ RESULTS 2021-22:

142 expert deployments in Forum DAP countriess

▶ 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[12]:
280 training sessions delivered (70 per year)

▶ BASELINE DATA:

92 training sessions delivered to individuals with leadership potential

▶ RESULTS 2021-22:

104 training sessions delivered to individuals with leadership potential

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

▶ BASELINE DATA:

52.4% female participants in total Forum activities in 2018/2019

▶ RESULTS 2021-22:

51.29% female participants in total Forum activities in 2021-22

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.

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Forum of Federations

The Global Network on Federalism and Devolved Governance

RESULTS REPORT

2021
2022

RESULTS
REPORT

Forum of Federations
The Global Network on Federalism and Devolved Governance

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