



Forum of Federations

The Global Network on Federalism and Devolved Governance

RESULTS REPORT

2018-2023

2018



2019



2020



2021



2022



2023



INTRODUCTION

In March 2023, the Forum of Federations reached the conclusion of its five-year 2018-2023 strategic period. Since 2018, the Forum has monitored the impact of its activity through its corporate Results Based Management (RBM) system, in alignment with the organization's Strategic Plan 2018-23. This report presents the overall corporate strategic results of the Forum over the period 2018-23. It includes an analysis of the achievements of the organization and the impact of its work over the past five years, as per the strategic goals established in the 2018-23 Strategic Plan. It demonstrates how the work of the Forum over the past five years has contributed to the organization's intended ultimate outcome of strengthening inclusive and responsive governance in federal, decentralized and transitioning countries. Key accomplishments concerning the impact of the Forum's work on individuals and institutions are presented. The report further includes the results data for the 2022-23 financial year, and details the work undertaken in 2022-23 to develop a new strategic plan and results framework for the 2023-2028 period.

The Forum's Results-Based Management (RBM) system is, in concert with the organization's corporate Strategic Plan 2018-23, designed to:

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

In 2022-23, the Forum continued to implement a wide variety of program activity, generating and transferring high quality, useful and relevant knowledge on federal and multilevel governance to a broad range of stakeholders. The organization also undertook various internal assessment and evaluation processes, reflecting on the impact of its activity in the previous five years, the key lessons learned with regard to supporting its stakeholders and where room for improvement still exists. Alongside undertaking the data collection for the 2022-23 year, and the analysis of the 2018-23 strategic period, the Forum further spent



considerable time elaborating a new Strategic Plan and Results Framework for the 2023-28 strategic period in consultation with key partners. Importantly, in 2022-23 the findings of the independent External Institutional Evaluation of the Forum of Federations, undertaken by the Swiss consulting firm Ximpulse GMBH, were reported. The evaluation, which aimed to assess the positioning of the Forum among other actors, the relevance of the Forum's strategic orientation and activities, and the effectiveness and efficiency of the Forum's implementation of activities, highlighted the unique role the organization plays in the federalism and multilevel governance landscape, and the value of its comparative knowledge mobilization and multilevel governance development support activities. It also provided a series of recommendations for the development of the Forum's Strategic Plan 2023-28. The evaluation's reflection and insights on the organization's

results framework and RBM approach, particularly with regard to the indicators that can demonstrate the impact of the Forum's work, have also informed the development of the results framework for the 2023-28 strategic period.

As the fifth and final year in which the Forum has collected results data through its RBM system, 2022-23 represents a milestone for the organization. With full four years of data gathered against the baseline, it is possible to assess the extent to which the Forum met, exceeded, or fell short of its targets. The analysis presented in this report was conducted from May-August 2023 by the Forum's headquarters (HQ) RBM team, subsequently validated by the Forum's Executive Management team in September 2023.

Over the 2018-23 period, the results data has proven to be a valuable indicator of Forum performance in its different areas of activity. Furthermore, the development and implementation of the corporate RBM system has itself proven to be an important learning experience. Forum activity and programming is today underpinned by a results-based approach, and Forum staff have significantly enhanced capacity to approach work with a greater focus on outcomes and impact. The RBM system now allows the Forum to assess both its impact and performance on ongoing basis, and provides information which can be used to inform programmatic and operational decision making.

The implementation of the system has helped to foster a more results-oriented culture within the organization, with a greater awareness and recognition of the importance of comprehensively tracking activity and undertaking post-implementation tasks to understand the impact of its work. Furthermore, the evolution of the RBM system over time provided valuable learning, prompting periodic re-assessment, revision, and refinement of the Results Framework, data collection tools and processes, and the approach to data analysis over the strategic period.

As noted by the External Institutional Evaluation, there remains room for improvement in relation to the Forum's monitoring and evaluation systems. The Forum can streamline and refine its results framework to ensure that its indicators and units of measurement more accurately capture the impact of Forum activity, and do not place undue pressure on the organization's human resource capacity. Furthermore, there is a need to use the data and insights provided by the RBM system to inform decision making in a more sophisticated manner. In the 2023-28 period, the Forum will aim to improve in these areas to ensure that advanced monitoring and evaluation practice always underpins its activity. The challenges encountered with the RBM system over the 2018-23 period have generated lessons which will be incorporated into the development and operationalization of the Forum's 2023-28 Results Framework.



SUMMARY OF ACTIVITY 2022-23



In 2022-23, the Forum elaborated its Strategic Plan 2023-28, including a new and refined Results Framework. Drawing on the lessons learned from the development and implementation of the RBM system over 2018-23, as well as the findings of the External Institutional Evaluation, the Forum HQ team identified the most valuable components of that framework to create refined indicators which can better demonstrate the impact of the Forum's work. Part of a process of sharpening the Forum's overall strategic orientation – and informed by the responses to the Forum's 2021-22 Annual Stakeholder Survey - the new Results Framework provides a platform through which the organization will be able to measure its impact in its three functional areas of: knowledge development and mobilization; capacity enhancement; and supporting implementation processes. The new Strategic Plan and Results Framework have been developed in consultation with key institutional partners to ensure that the Forum's objectives align with the priorities of its funders and supporters. The new Results Framework will be operationalized through an incremental approach which uses the Forum's existing RBM system, processes and tools as solid foundation which will be refined as appropriate to ensure suitability for the new outcomes and indicators.

The Forum implemented its fifth Annual Stakeholder Survey in 2022-23, receiving an excellent response rate from partners, donors and beneficiaries of Forum activity. The survey results continued to be a rich dataset, demonstrating not only the positive impact that Forum activity had on stakeholders over the past year, but also providing an invaluable source of information on the ways in which the beneficiaries of Forum activity use what they learn. Moreover, this year additional questions were included on the Forum's future areas of focus and delivery modalities, the answers to which will inform Forum program design moving forward.

Finally, as the last year of the 2018-23 strategic period, the Forum's HQ RBM team undertook a systematic analysis of the results data over the past five years, assessing data gathered, the performance, strengths and weaknesses of its activity with regard to the Forum's established Strategic Goals, and ultimately the achievements of the organization from April 2018 to March 2023. The data from each respective year in the strategic period was collated, with the results assessed in accordance with RBM evaluation principles. This in-depth assessment, the findings of which are presented in this report, was informed by feedback provided by the Forum's partner governments and the development of the organization's new Strategic Plan 2023-28. The data analysis, and the subsequent conclusions drawn from this process, were validated by the Forum Executive Management Team in September 2023.

FORUM RESULTS 2018-2023: A PERIOD OF SUCCESS AND ACHIEVEMENT

The consolidated results data collected on the various aspects of Forum activity over the past five years indicates that the Forum has achieved the Strategic Goals it established in 2018.

The four key Strategic Goals toward which the organization has worked in the 2018-23 period are:

- Facilitate learning, understanding and delivery of innovative solutions in federal, decentralized and devolved countries.
- Develop, maintain and expand the global network of partnerships.
- Increase the reach, relevance and recognition of the Forum and its activities.
- Contribute to the development of effective governance and inclusive societies in transitioning states.

Through its Results Framework, the Forum established a series of intermediate outcomes, immediate outcomes, and outputs associated with these goals, with a series of corresponding indicators against which data was collected to measure ongoing performance. Targets were established under each indicator, the achievement of which would result in the desired outcome or output.

The consolidated results data 2018-23 shows that the Forum met or exceeded the targets set for all of its intermediate outcomes and outputs, as well as for the vast majority of its immediate outcomes. Overall, the Forum met or exceeded its targets for 93% of its outcomes and outputs. For the two immediate outcomes in which the organization failed to meet its targets, there was nevertheless still important achievement, with the shortfall partially attributable to various mitigating circumstances and abnormally high baseline figures in 2018-19.

The high percentage of targets achieved by the Forum in the 2018-23 period are particularly significant in the context of the COVID-19 pandemic, which could not have been anticipated when the Results Framework was being established, and had a profound effect on the Forum's ability to implement activities for two years. Despite these challenges, the Forum adjusted effectively to the new circumstances, made no changes to the Results Framework, and continued to make good progress towards its intended results.

The results data for 2018-23 captures both the activities undertaken by the Forum, and the impact of this work, over the period. The process of developing a results framework and internal RBM infrastructure, collecting data on a routinized basis year-on-year, and conducting analysis of that data to determine and monitor the Forum's progress toward its goals on an ongoing basis, has been a definitively positive learning experience for the organization.





The Forum now works with a more systematic and holistic focus on the achievement of results and impact through its activities. There is greater internal staff capacity to collect and analyze data, and assess what the data shows with regard to the Forum’s ongoing progress towards its institutional goals and mission.

While the RBM infrastructure developed is now strong, a small number of challenges and limitations emerged during the strategic period. Perhaps most significantly, in some years it was not possible to collect sufficient data against certain indicators to report on, due to a range of exogenous and endogenous factors. This has highlighted some of the complexities of collecting data from hybrid and online activities in particular.

The 2018-23 RBM experience has also emphasized the need to sharpen some of the indicators the Forum uses to measure the impact of its work, especially in relation to its network and partners. These issues will be taken into consideration in the development of data collection approaches in the Forum’s 2023-28 Results Framework. The results of the Forum in the 2018-23 strategic period clearly indicate that in the past five years the work of the organization has had a demonstrable impact on its stakeholders, partners and beneficiaries. They point to a range of achievements aligning with the Forum’s strategic goals and objectives for the period. These achievements are presented below.

KEY ACHIEVEMENTS 2018-2023

OUTCOME

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

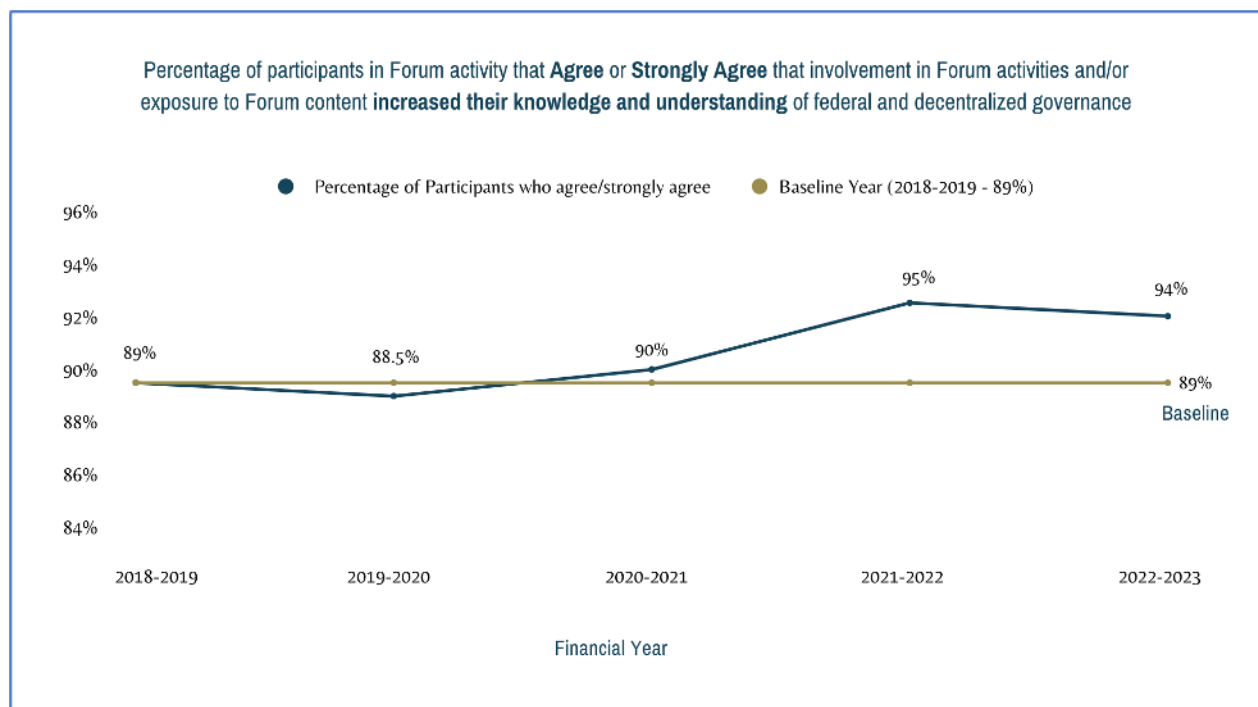
INCREASED KNOWLEDGE AND UNDERSTANDING OF FEDERAL AND DECENTRALIZED GOVERNANCE

Over the strategic period 2018-23, the Forum has enhanced knowledge and understanding of federal and multilevel governance among its stakeholders effectively. The results of the Forum's Annual Stakeholder Survey and post-activity surveys indicate that the overwhelming majority of stakeholders who have either been involved in Forum activity or been exposed to Forum content over the period have increased their knowledge and understanding of relevant topics. This suggests that the Forum has provided activities and content that has enhanced capacity among its target audiences.

From 2018-23 the Forum's knowledge development and transfer activities focused on key themes relevant to the Forum's country partners, as well as those countries undertaking federal and multilevel governance processes. It included key comparative knowledge development and mobilization programs on: Gender Equality and Federalism; Climate Change; Digitalization of Public Administration in Federations; Language Policy in Federations; the Response to COVID-19; and Peacebuilding, Federalism and

Fragility. The knowledge produced within Forum Policy Programs has provided a basis for training and capacity enhancement activities in these topic areas in Forum Development Assistance programming.

Since 2018, the extent to which Forum activity and content has increased knowledge and understanding among stakeholders has steadily increased overall. Despite starting at a high level of 89% of stakeholders indicating their knowledge and understanding had increased during the baseline year 2018-19, the percentage of stakeholders among whom knowledge and understanding had increased by 2022-23 was significantly higher. Following a slight dip in 2019-2020, the percentage of stakeholders indicating an increase in knowledge and understanding maintained an upward trajectory over the subsequent two years, reaching 95% in 2021-22, and remaining steady at 94% in 2022-23. From 2019-23, an average of 91% of participants in Forum activity increased their knowledge and understanding.



Source: Data compiled from Forum Annual Stakeholder Surveys 2018-2023.

Knowledge Transfer in Challenging Circumstances

The Forum has maintained this very high level of knowledge transfer to stakeholders throughout a period characterized by both important evolution in the Forum's activities and by global and country-specific challenges that could have inhibited the ability of the Forum to effectively transfer and mobilize knowledge. For a significant portion of the 2018-23 period, the global COVID-19 pandemic had unprecedented effects, impacting the Forum's operational practice and program delivery, particularly affecting the years 2020-21 and 2021-22, with the organization forced to rapidly shift to an exclusively online/digital delivery model for an extended period. Accompanying this shift was the development of new types of digital and online activities (such as webinars and online trainings), as well as knowledge products (videos, podcasts, blogs and social media content). While the suspension of in-person engagement could have negatively impacted the effectiveness of the Forum to transfer knowledge and enhance understanding, the results data shows that during the pandemic the percentage of participants in Forum activity who increased their knowledge and understanding actually increased. Indeed, the pandemic circumstances provided a catalyst for work that has equipped the Forum with new and flexible tools to transmit knowledge to different stakeholder groups.

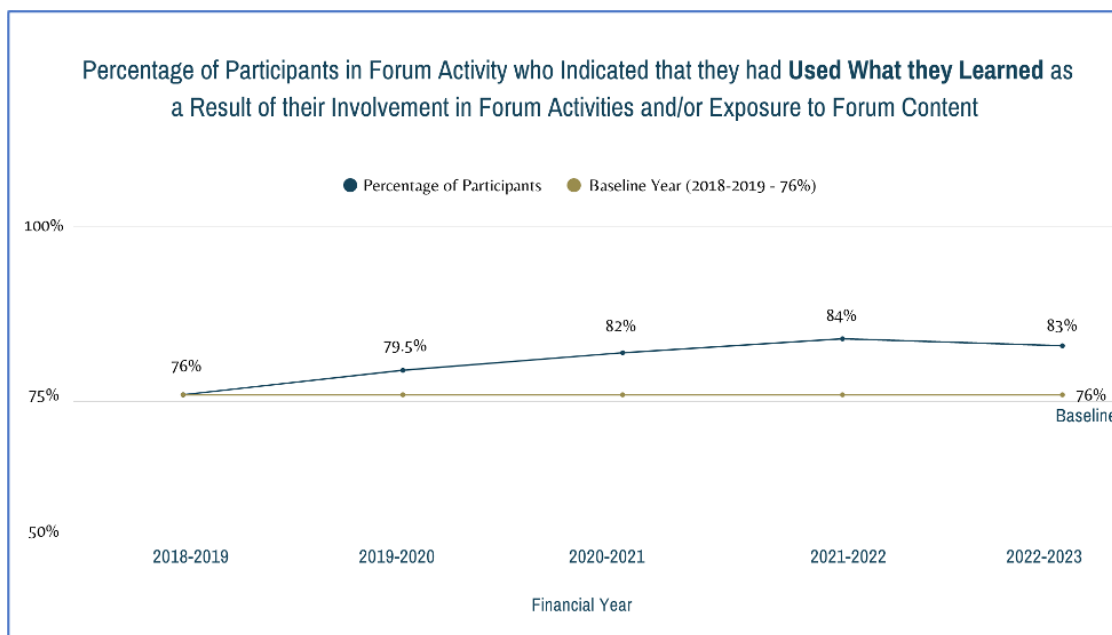
The Forum has also maintained its capacity to effectively transfer knowledge and enhance understanding among stakeholders in countries which experienced significant periods of instability. In Ethiopia, the war in Tigray (November 2020-November 2022) presented a significant threat to the territorial integrity of the state, while in Myanmar, the military coup of February 2021 was a substantial blow in the progress towards the development of an inclusive, democratic federation. In both countries, the Forum delivers multi-year capacity enhancement programs. The Forum has effectively navigated these challenging circumstances and continued to provide valuable knowledge transfer activities to key stakeholders in those countries. This highlights the importance of the Forum's reputation as a trusted broker of comparative knowledge on federalism, the relationships it maintains with national and local partners, and its understanding of the political economy of the countries in which it works.



ENHANCED CAPACITY OF STAKEHOLDERS WITH RELEVANT AND APPLICABLE KNOWLEDGE

Alongside increasing the knowledge and understanding of various federal and decentralized governance topics among a very high percentage of stakeholders over the period 2018-23, the results data suggests that the Forum's activity and content has become more and more relevant to its partners and beneficiaries. Over the strategic period, the percentage of Forum stakeholders who indicated that they used what they learned as a result of their involvement

in Forum activity or exposure to Forum content in their work or role increased steadily. While the percentage of stakeholders who indicated they used what they learned started at a high level in the baseline year – 76% in 2018-19 – by 2022-23, this had increased to 83% of participants. From 2019-23, an average of 82% of participants in Forum activity and consumers of Forum content indicated that they used what they learned in their role or work.



Source: Data compiled from Forum Annual Stakeholder Surveys 2018-2023.

Capacity Enhancement Leading to Action

This data indicates the Forum's efforts to enhance capacity and transfer knowledge that is both useful to and applicable by stakeholders – both individuals and institutions – have been successful. Over the strategic period, the Forum has worked to ensure its activities and knowledge products are relevant to its different stakeholder groups, tailoring content and drawing on the most pertinent comparative examples. Over the past five years, the Forum's Annual Stakeholder Survey has explored how stakeholders use and apply the knowledge mobilized through its activities and knowledge products.

The array of different responses reflects both the utility of the Forum's capacity enhancement and knowledge mobilization activities, as well as the variety of stakeholders the Forum impacts upon in its work. Forum stakeholders have used what they learned to support their own personal and professional development, enhancing their ability to work as participant in, practitioner of, or analyst of federal and decentralized governance. A significant portion of Forum stakeholders have used what they learned from the Forum in various academic and applied research, teaching and writing activities.

Reflecting the Forum’s efforts to develop local, cascading training capacity in the countries in which it works, stakeholders also indicated that they share what they learned with their communities of practice, use it to work towards and advocate for positive change in federal and decentralized governance, and to establish initiatives in their own communities.

Individual stakeholders have also used their increased knowledge and capacity to participate in politics, run for public office, and directly participate in governance decision making.



Source: Data compiled from Forum Annual Stakeholder Surveys 2018-2023.

Supporting Development Agendas

The Annual Stakeholder Survey also indicates the value of the Forum’s activity to the development agendas of its partner governments over 2018-23. According to these partners, the Forum has most prominently contributed to: building capacity of stakeholders to participate in multilevel governance; supporting gender equality and women’s empowerment in governance and related fields; building responsive and inclusive governance systems; and facilitating knowledge development and exchange on federal and multilevel governance systems. Forum activity has further been cited as significant in supporting post-conflict peace and stabilization efforts in fragile states.

Over the past five years, the Forum has provided stakeholders with useful and applicable governance knowledge and skills. In the new strategic period 2023-28, the Forum aims to continue this work and further enhance the pertinence, utility and applicability of its knowledge mobilization and capacity enhancement activities to better support its stakeholders develop and participate in democratic, inclusive, gender-responsive federal and multilevel governance systems.

OUTCOME

Global Network of Partnerships Developed, Maintained and Expanded

EXPANDED THE FORUM NETWORK TO MOBILIZE KNOWLEDGE, ENHANCE CAPACITY AND SUPPORT IMPLEMENTATION PROCESSES

New Partners and Collaborators



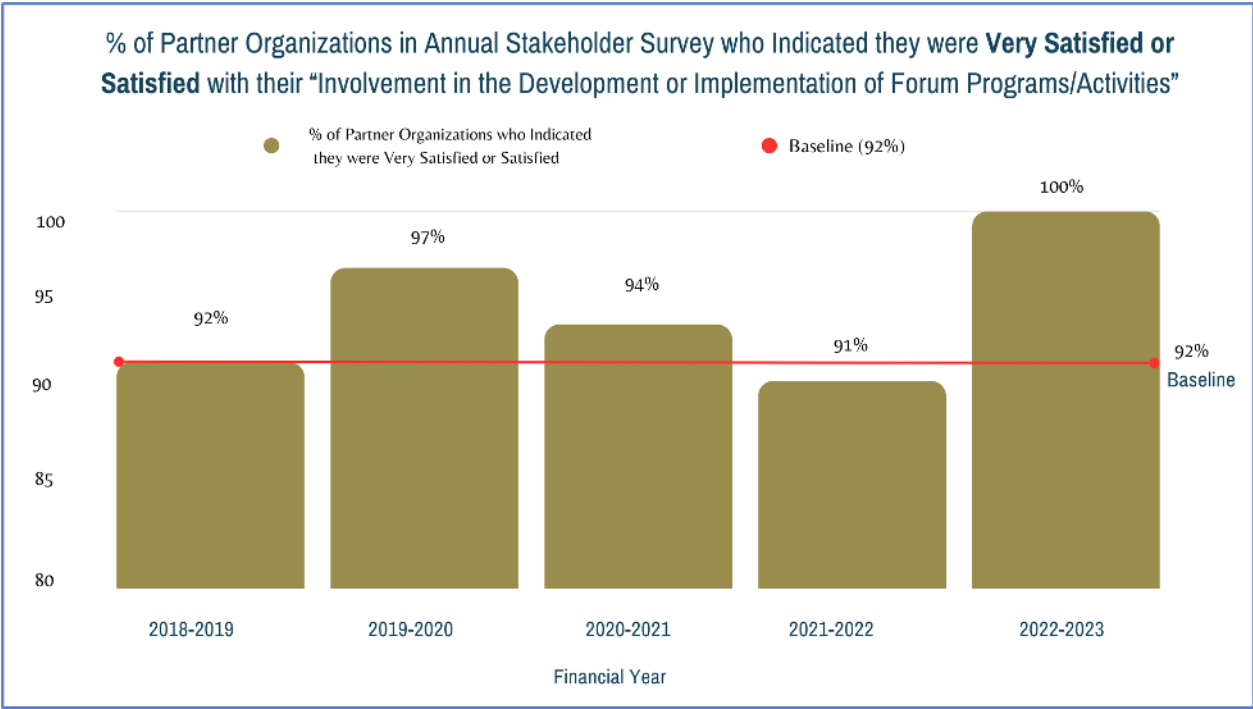
Working in partnership with organizations, institutions and individuals best placed to ensure that the Forum's work is tailored, relevant and value-added for its stakeholders is a fundamental principle of the Forum approach, and critical to its success. In the period 2018-23, the Forum successfully achieved its strategic goal of maintaining and expanding its network of different partner organizations, ranging from partner governments, implementing partners, funding partners to communications partners, thus demonstrating the continued value and relevance of its work to key stakeholders. These partners included (among others): international organizations, government departments and agencies, multilateral institutions, elected bodies, universities, foundations, research institutes, NGOs and CSOs from all continents. They engaged with the Forum in mobilization and dissemination of knowledge on various themes of federal and decentralized governance, as well as in supporting the implementation of Development Assistance programs, greatly enriching Forum activity.

By establishing relationships with important new partner organizations, the Forum also gained access to new stakeholders and experts who became part of the Forum network, widening the organization's thematic expertise and capacity to support governance development and reform processes. In the period 2019-23, the Forum engaged 164 new partner organizations in its activities, an average of 41 new partners a year. There was a drop in the number of new partner organizations engaged during the COVID-19 pandemic years (2020-21; 2021-22). This was attributable to the shift to a digital delivery model of activities and more intensive in-house knowledge development. Despite the challenges that COVID circumstances presented to network expansion, by the end of 2023 the Forum had achieved a 206% increase in number of new partners engaged in Forum activity as compared to the baseline year of 2018.

Strong Working Relationships

In addition to adding new partners to the Forum’s network, these individuals and organizations expressed a high level of satisfaction in working with the Forum. An average of 95.5% of partner organizations in Annual Stakeholder Survey indicated they were Very Satisfied

(56.52%) or Satisfied (43.48%) with their “Involvement in the development or implementation of Forum programs/ activities”, with this high level of satisfaction remaining consistent over the strategic period.



Source: Data compiled from Forum Annual Stakeholder Surveys 2018-2023.

While the Forum’s efforts to recruit new partners have been successful over the past five years, moving forward the organization will ensure that any further expansion of the network is more strategically targeted. As highlighted by the evaluators in the External Institutional Evaluation report, it is important that the Forum develops partnerships with organizations that directly align with and support the Forum’s strategic goals and mission. Expansion of the network should be a means to an end, rather than an end in and of itself.

Therefore, building on the success of the expansion of the network, in the 2023-28 strategic period, the Forum will focus on strengthening and deepening the partnerships and relationships with key strategic partners. While the Forum will remain dynamic and open to partnership with new collaborators, it recognizes that its approach to partnerships needs to be sharpened further to enhance the impact of the Forum’s work and ensure it best meets the needs of stakeholders. The Forum will strengthen and deepen collaboration with partners who either complement Forum’s expertise, or play a key role in program development and implementation and/or program co-funding.

OUTCOME

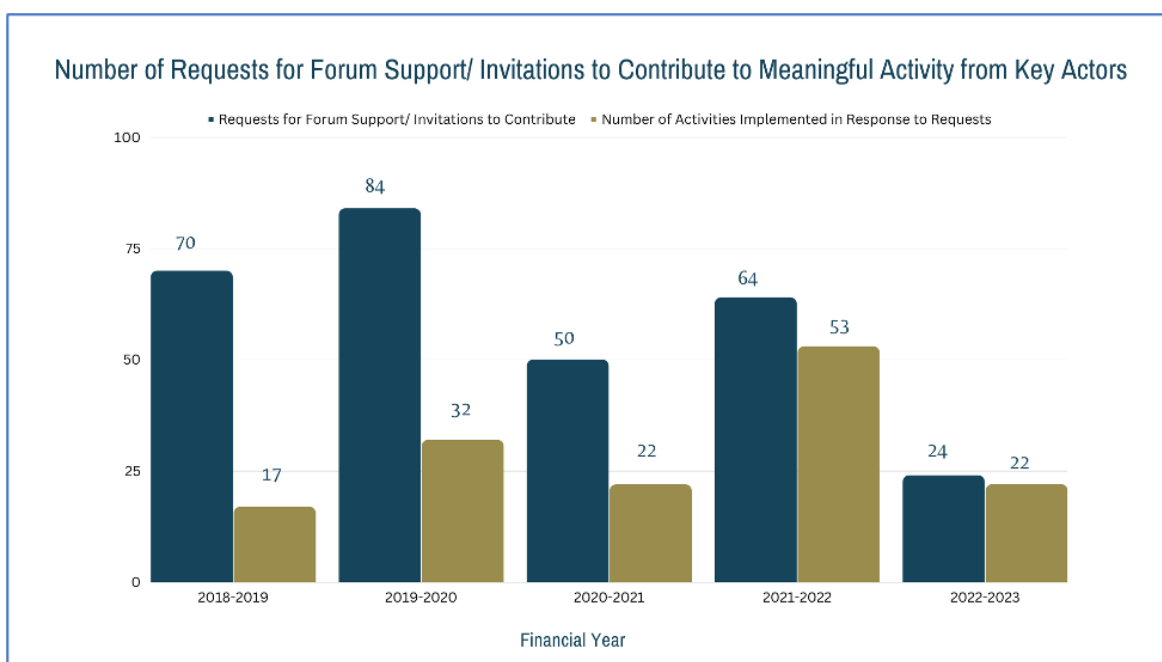
Reach and Recognition of the Forum and its Activities Increased

CEMENTED THE FORUM AS THE 'GO TO' ORGANIZATION FOR EXPERTISE ON FEDERAL AND MULTILEVEL GOVERNANCE

In the strategic period 2018-23, the Forum has strengthened its position as the 'go to' organization for expertise on the practice of federal and multilevel governance around the world. Over the past five years, the Forum has been approached regularly by key actors with requests to partner with the organization in the development and/or implementation of programs and activities. These actors have included government departments and institutions, legislatures, universities, NGOs & CSOs, research institutions, and multilateral organizations from Forum partner and program countries on all continents. These actors sought out the Forum with the aim of mobilizing its unique expertise in federal and multilevel governance practice in diverse policy areas, as well as its specialist capacity in assisting countries transitioning to federal/decentralized governance. In the countries in which Development Assistance Programs have been active, including Myanmar, Ethiopia, Morocco, Tunisia, Jordan, the Philippines, Nepal and Somalia, the Forum has received more enquiries than it has been able to respond to. Furthermore, outside of the countries in which the Forum has an active development program, over the past five years the organization has received requests from government and civil society groups from countries as diverse as Cuba, Cyprus, Iran, Ecuador, Turkey, Colombia, Mexico, Iraq, Israel, Libya, India, and Brazil, with stakeholders seeking the Forum's expertise in different aspects of federal and decentralized governance.

Forum Expertise in Demand

The number of requests for assistance received from 2019-23 fluctuated somewhat, averaging 56 requests per year. Over this period, the Forum received a total number of 222 requests for support, the majority of which were made in the context of the Forum's Development Assistance programs. This uneven frequency of requests year-to-year is attributable to the different stages of the implementation cycle of major Forum Development Assistance programs, where the number of requests tended to increase commensurately with intensity of activities, and as more people became aware of the Forum's work in the respective program country. While the Forum fell short of its target of a 5% year on year increase in the number of requests by the end of 2022-23, this is largely attributable to a disproportionately high number of requests in the baseline year (the baseline figure being exceeded only once over the period, in 2019-20). The number of solicitations for support sent directly to Forum headquarters did increase over the strategic period, and the fact that, overall, from 2019-23 the Forum received an average of one request per week attests to the strong position of the organization as a sought-after partner.



Source: Data compiled from Forum Results Data 2018-2023.



Providing Responsive, Tailored Support

While organizational resources have prevented the Forum from responding to every request with action, it has met an increasing proportion of the requests for assistance positively over the past four years, reflecting its ability to deliver both proactive and responsive programming. The Forum was able to respond with activity in 129 cases out of 222 requests, which represents 58% of total requests. The Forum thus exceeded the target of 25% of activities implemented in response to requests for meaningful activity by 28%. Some of the requests led to the development and implementation of joint projects with partners, such as workshops and publications on the themes of fiscal federalism, immigrant integration, climate change, gender equality or digitalization of public administration, while others led directly to Forum programming interventions in Cyprus, Cuba, and Somalia.

The steady interest of different actors to work with the Forum demonstrates the organization's continued relevance and attests to it being recognized as a leading institution in the field of federal and multilevel governance. Furthermore, it indicates the value of the Forum's reputation as an impartial, politically neutral broker of knowledge and education on governance issues. It validates the Forum's approach to its activity, predicated on working with an acute understanding of the context and political economy of the country in question. The Forum's work on the crosscutting issues of gender equality and on climate change as they relate to federalism has increased awareness of its expertise among key actors who may not be traditional players in the multilevel governance space. This has led to the Forum receiving requests for support among non-traditional partners working in different fields. Notable examples include a request from UNWomen to implement federalism and gender equality training to stakeholders in Myanmar, and a request from the Organization of American States to support the activities of their new Department for the Promotion of Peace and Coordination with the Subnational Governments.

CREATED AND EXPANDED ACCESS TO CUTTING-EDGE COMPARATIVE KNOWLEDGE ON FEDERAL AND MULTILEVEL GOVERNANCE

The Forum's suite of governance knowledge products is one of the most comprehensive and valuable collections of materials on the practice of federalism and multilevel governance available anywhere. The Forum of Federations Federalism library explores an expansive range of governance topics within federal and decentralized systems and provides unique comparative perspectives on different federal models. Governance practitioners, scholars, members of civil society, and those involved in participating in and building effective federal and multilevel governance systems have found the Forum's suite of knowledge products to be an invaluable resource for over two decades.

Creating and Sharing High Quality Knowledge

However, when the 2018-23 Strategic Plan was developed, it was evident that accessing the Forum's knowledge archive was more challenging than was ideal, and this was hampering the ability of the Forum to mobilize practical comparative knowledge on federal and multilevel governance. Over the 2018-23 period, the Forum has undertaken a range of activities to both expand its suite of knowledge products and enhance access to its library. The Forum concentrated initially on building its online presence, with these efforts focused on creating and expanding access to its volumes of comparative knowledge. Priority was placed on making these publications open access, to enable stakeholders to read and use the content for free. The Forum communications team established long-term goals to broadly disseminate existing legacy knowledge products and keep the library relevant by regularly creating new knowledge and updating existing content and research.

The results data indicates that the Forum's knowledge development and mobilization activities have been some of the most successful efforts of the organization over the past five years. The Forum established targets of producing 1 published book per year, 10 papers per year and 5 audiovisual products per year from 2019-23. This aligned with the expected availability of funding, past performance, and the 2018-19 baseline, and set a clear target for achievement. Through dedicated efforts, the Forum exceeded all expectations in this area, publishing 21 books (larger and smaller volumes), 127 papers and 93 audiovisual products through its Policy and Development Assistance programs by the end of 2022-23. The impact of COVID-19 re-oriented how audiences accessed online content and made the use of online events such as webinars essential.

During the early stages of the pandemic, the Forum adapted rapidly to the challenging circumstances and developed a new suite of digital and online knowledge products.

Significantly, the knowledge products produced and disseminated by the Forum in the 2018-23 strategic period have been perceived by stakeholders to be both high quality and useful. According to data from the Forum's Annual Stakeholder Surveys, between 2019 and 2023, an average of 89% of stakeholders indicated that the Forum knowledge products they came into contact with were either of high quality or of very high quality. Furthermore, an average of 90.5% of stakeholders over the same period ranked the Forum's knowledge products to be extremely useful or very useful. The Forum's efforts to produce practically-focused knowledge on themes and areas of practice that resonate with its audiences, such as its volumes on federalism and the response to COVID-19 and its report on gender and federalism, have contributed to this success.



New Digital Knowledge Products

Access to Forum knowledge has been expanded through the re-building of the Forum website. The re-designed platform, which now includes a powerful and user-friendly search function, hosts all Forum content, and provides easy access to the Forum's Open-Access library as well as its digital audiovisual products: videos, podcasts, and webinars. Once the new Open-Access library was launched in January 2022, the Forum created awareness and mobilized its products through establishing its presence as the premier federalism knowledge provider on social media, building large, targeted audiences across several relevant platforms: Facebook, Twitter, LinkedIn, Newsletter, and YouTube. Once these networks were established, new and legacy content was disseminated to this global audience through customized social media content.

The success of the Forum's efforts to expand access to knowledge on federalism and multilevel governance is reflected in the growth of its online audience and popularity of its digital knowledge products from 2018-23. Through targeted advertising and wide dissemination to a global federalism audience, Forum products and services reached an average audience of over 6 million individuals a year, and knowledge products were downloaded hundreds of thousands of times.

The Forum's success at disseminating knowledge products has had a noticeable impact in increasing knowledge capacity in the broader federalism audience and has grown the Forum brand in governance circles. In the 2023-28 Strategic period, the Forum intends to build on this success to provide access to even more targeted, relevant, and useful knowledge through a wide range of products on its various platforms.



Source: Forum website.

ESTABLISHED THE FORUM AS THE LEADING PROVIDER OF ONLINE AND DIGITAL CONTENT ON FEDERAL AND MULTILEVEL GOVERNANCE

Directly related to the Forum's activities in creating and expanding access to knowledge on federalism and multilevel governance, over the past five years the Forum has developed an invaluable online and digital infrastructure enabling it to engage directly with its stakeholders all over the world. Before the 2018-23 strategic period began, the Forum had a small online presence, and had only recently begun to promote content online and through social media. Awareness of the Forum library was very limited, aside from among a small group of networked Forum alumni and experts.

A series of advertising campaigns implemented from 2018-21 developed awareness of the Forum offer in the broader federalism community around the globe and - as a direct consequence of this initiative - in 2020-21, the Forum's online platforms registered over 12 million total visits. As of 2022-23, there are 50,000 downloads of publications in the online Open-Access library per year, a figure that is growing year on year.

Creating an Online Digital Content-Delivery Infrastructure

This success of the Forum's online engagement is attributable to the concerted and focused efforts made to develop an online digital infrastructure targeted to key stakeholders. The Forum established accounts on relevant social media platforms and engaged in a strategy of content output, which targeted paid advertising to specific audiences. The advertising campaigns allowed the Forum to track and develop target audiences for specific Forum products and then use this information to grow a tailored audience for each platform. As the audiences grew, the Forum also built different content offerings such as podcasts, blogs, whiteboard videos, webinars, and short papers in response to stakeholder preferences. This content was disseminated to tailored federalism audiences based on levels of interest. The Open-Access Federalism Library was made a central focus in the construction of the new Forum website.

As of 2022-23, all Forum online and digital platforms are used to promote all content, which is posted or housed on each platform. This ensures steady organic audience growth of key stakeholders such as decision-makers, practitioners, students, professors, and public servants.

Engaging Online Audiences With New and Legacy Content

Over the , disseminating new knowledge products online became routine, and a plan was implemented to re-package and share legacy products, which then found new audiences. One of the Forum's signature products, the "What is Federalism?" whiteboard video, has amassed half a million views on YouTube and has been used by universities such as the University of Ottawa (Canada) and Lafayette College (USA) to communicate principles of federalism to students and researchers. Other key online digital products established in this cycle include the Forum podcast and blog, both of which mobilize knowledge through different digital formats. Furthermore, the Forum has developed the capacity to implement digital/in-person events and stream events live online, increasing its reach among online international audiences.

The Forum now receives repeated requests to disseminate material from other governance organizations on its platforms and to host their material in the Forum library. Visits to Forum platforms have remained very high following the end of paid targeted promotion campaigns, which demonstrates the relevance and quality of Forum content for a return audience.

The Forum's online library is now the go-to platform for international comparative knowledge on the practice of federal and multilevel governance for academics, practitioners, researchers, and students. In the 2023-28 strategic period, the Forum's digital and online offerings will continue to evolve as the online ecosystem develops, with a focus on providing stakeholders with relevant and varied knowledge products and activities.

OUTCOME

Effective Governance and Inclusive Societies in Transitioning States

PROVIDED FUTURE LEADERS WITH KEY KNOWLEDGE AND SKILLS

The Forum's global activities have generated substantial interest among well-established and experienced governance practitioners, politicians, and civil servants. But in many countries engaged in federal and multilevel governance development and reform processes, there is a need for knowledge and capacity enhancement among those with the potential to effect positive change. In this context, over the past five years the Forum has been deliberate in its efforts to actively engage individuals with leadership potential, particularly in its Development Assistance program countries where the need is typically more acute. Recognizing the pivotal role of emerging leaders in governance effectiveness and inclusivity, the Forum is dedicated to training future leaders capable of sustaining multilevel governance practices.

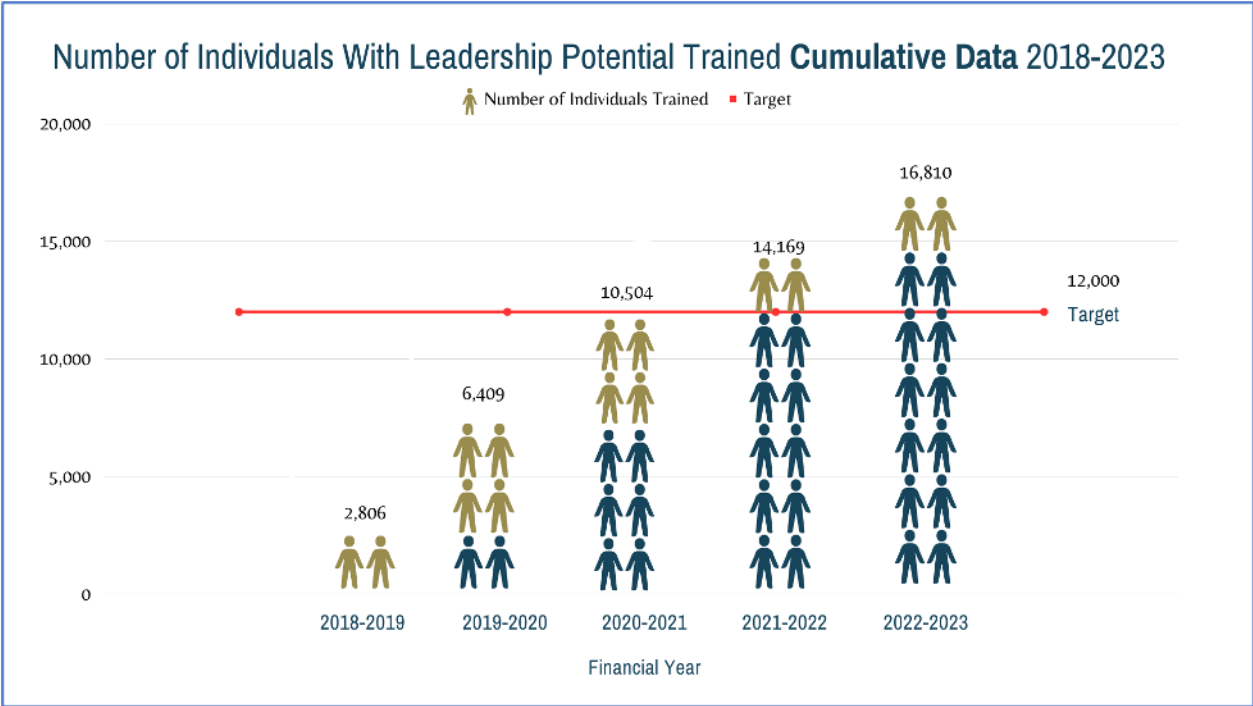
Equipping Agents of Change with Key Skills and Competences

During the strategic period, the Forum conducted a total of 510 training sessions, benefiting more than 14,000 potential future leaders. These training sessions encompassed federalism and multilevel governance training for a diverse audience, including members of legislatures, government officials, community leaders, members of CSOs and NGOs, academics, policy practitioners, political party members, student leaders, journalists, and others. The Forum also implemented various thematic training programs and Training of Trainers courses aimed at building domestic training capacity within the respective countries where Forum programs are active. The impact of these capacity development activities has been reflected in a number of success stories highlighting the achievements of individual beneficiaries, as presented in the Forum's Annual Reports.

Following the collection of baseline data in 2018-19, which identified 2,806 individuals with leadership potential trained, the Forum set an ambitious goal to train an additional 12,000 such individuals by the end of the strategic period. The fiscal year 2020-21 witnessed an increase in the number of potential leaders trained and the highest number of activities implemented for this group. Out of the three years following the baseline, only one year saw a lower number of sessions, with an annual average of 127 activities, reaching an average of 3,500 future leaders per year.

In each of the three subsequent years, the Forum exceeded the number of individuals trained in 2018-19. At the end of 2022-23, the cumulative total of individuals trained during the strategic period stands at 16,810 people. The Forum's commitment to enhancing the capacity of a larger number of individuals with leadership potential thus not only met but surpassed its initial goal.

This achievement underscores both the widespread interest in and the necessity of capacity building in federal and multilevel governance, as well as the organization’s ability to deliver training programs to a significant number of change agents.



Source: Data compiled from Forum Results Data 2018-2023.

Mobilizing World Leading Expertise

The Forum’s capacity enhancement training relies on a meticulously selected and strategically deployed network of international governance experts. Between 2019 and 2023, thematic experts were deployed a total of 789 times, playing a pivotal role in delivering Forum training on a wide array of crucial topics, including multilevel governance, gender equality, and leadership.

The Forum’s international expert network includes a host of world-leading specialists who have contributed to curriculum development and knowledge transfer, critical to achieving tangible results within Development Assistance programming. Notably, fiscal year 2020-21 marked the zenith of expert deployments during the strategic period, with experts deployed 311 times, constituting 40% of total deployments from 2019-2023.

Over 2018-23, the Forum has expanded the number of experts within its network, as well as the range of subject matter specializations among the group.

This has enabled the Forum to leverage knowledge creation activities in Policy Programs to develop thematic curricula and training courses used in Development Assistance countries, most notably on gender equality, climate change, intergovernmental relations, and fiscal federalism.



Source: Data compiled from Forum Results Data 2018-2023.

SUPPORTED GENDER EQUALITY AND WOMEN'S EMPOWERMENT IN MULTILEVEL GOVERNANCE PROCESSES

The Forum's unwavering commitment and dedication to advancing gender equality and to empower women globally have been reflected both in the activities it has delivered, and the stakeholders targeted by those activities. In alignment with this commitment, from 2018-23 the Forum has systematically equipped women with the essential skills they require to actively engage in critical governance processes within their respective nations. Since 2019, on average, more than 50% of individuals who have participated in Forum initiatives have been women. Notably, an ample portion of the Forum's initiatives have been explicitly tailored for women and focused on gender equality and women's empowerment in multilevel governance. In this strategic period, the Forum implemented a number of projects on gender equality and federalism across the globe, with a particular focus on Myanmar, Jordan, Ethiopia, Morocco, and Tunisia. Overall, the percentage of women participants in Forum Development Assistance programs has remained stable over the 2018-23 period. Importantly, even in initiatives that do not have gender equality as their primary focus, women are well represented, sometimes comprising as much as 70% of total participants, as was the case in Policy Program activities in fiscal year 2021-22.

Creating and Sharing Knowledge on Gender Equality, Women's Leadership and Governance

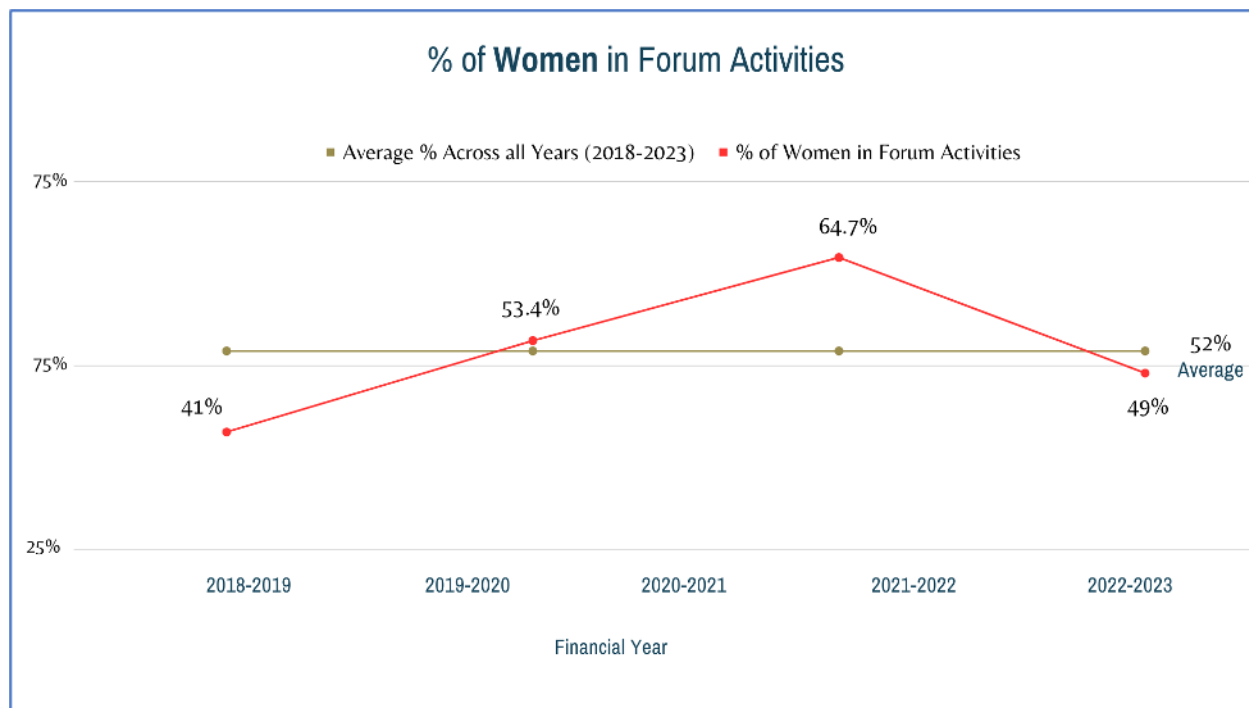
Through its cutting-edge Gender Equality and Federalism Policy Program, the Forum has cultivated knowledge and expertise on the relationship between gender equality and federal and multilevel governance. This expertise has positively impacted the Forum's ability to implement activities that interest women and attract them to its programs. Additionally, this capacity has drawn the attention of donors engaged in gender equality work, resulting in new partnerships. For instance, UN Women approached the Forum to collaborate on strengthening the capacity of Civil Society Organizations and Women's Rights Organizations in Myanmar. The Forum's innovative and impactful women's leadership program in the Middle East and North Africa (MENA) region, which specifically targets women, has significantly increased female participation in Forum activities and enhanced the organization's institutional expertise in women's leadership within decentralized contexts.



Implementing a Gender-Equal Programming Approach

Over the past four years, the Forum has achieved a nearly equal gender balance in its program activities, consistently surpassing the target of 50% female participation throughout its Policy and Development Assistance programs. This achievement reflects the Forum's consistent efforts to engage female stakeholders as participants in its activities, alongside a sustained commitment to ensuring a balanced representation of male and female experts in our programming. It is also a testament to the success of the organization's gender equality policy and gender mainstreaming efforts.

Looking ahead to the strategic period 2023-28, the Forum plans to build upon the knowledge gained regarding the intersection of gender equality and federal and multilevel governance, as well as the accomplishments in integrating gender equality into its programming in previous years. A new Gender Equality Strategy will aim to further strengthen gender equality as a pervasive theme across the Forum's programs.



Source: Data compiled from Forum Results Data 2018-2023.

FUTURE ACTIVITY

In 2023-24, the Forum will undertake the first year of RBM data collection under its new Results Framework. The data collected in 2023-24 will act as the baseline against which the Forum's performance in subsequent years will be measured. Furthermore, performance targets under the various indicators will be established following the baseline data collection. In the coming year, the Forum HQ RBM team will work to develop and design the approaches and tools required to align the current RBM system with the requirements of the new Results Framework, including operationalizing new data collection processes for indicators which require specific methodologies the Forum has not implemented before. The HQ RBM team will further work with colleagues in the Forum's country offices to help familiarize them with the new data collection requirements, and will produce a range of support documentation to assist institutionalization across all programs.

Following the success and achievements of the 2018-23 period, the Forum recognizes the importance of building on its existing RBM system to further strengthen its results-orientation and ensure that it has an effective means of measuring its progress towards its mission. The experiences of the past five years will inform the development and implementation the new Results Framework, with the focus placed on further sharpening the focus on measuring the impact of the Forum's activities. The Forum is confident that its new Results Framework will help it to assess and communicate the impact of its work more effectively in the future

[illegible]

[illegible]

RESULTS REPORT



Forum of Federations

The Global Network on Federalism and Devolved Governance

FORUM OF FEDERATIONS

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

FORUMFED.ORG