



**forus**

CONNECT  
SUPPORT  
INFLUENCE

**20  
19**

**ANNUAL REPORT**  
**FORUS**

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**FIGHT TODAY**  
**FOR A BETTER**  
**TOMORROW**

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IARA PIETRICOVSKY

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# FOREWORD



## A UNIQUE DISTRIBUTED MODEL TO HARNESS THE POWER OF CIVIL SOCIETY IN GLOBAL ADVOCACY & CAPACITY DEVELOPMENT

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BY FORUS CHAIR - IARA PIETRICOVSKY

2019 was a pivotal year for Forus. Not only did we implement a vast program of activities with and for our members, but building on several years of consolidation of the network and its new identity, we also embarked on the development of a new, ambitious strategy towards 2025.

In a context where uncertainty and instability affected the lives of many in the countries where Forus members work, we aimed for the new strategy to set the direction of travel for the next 5 years while reaffirming the role of civil society in promoting inclusive and sustainable societies.

Faithful to the Forus spirit, members wanted to design a narrative and theory of change around a positive agenda, one that would be anchoring a vision of positive change through a people-centered approach.

And that is no easy feat. This is a time where civic space is undergoing many transformations – too often for the worse - and civil society in over half of the world's countries is facing serious restrictions on their freedom to engage, express themselves and be heard. Many CSOs have come under attack, Human Rights defenders and environmental defenders in Africa, Latin America, Asia and other parts of the world are targeted. Technology advances have brought increased surveillance and new risks. At the same time, digitalization and social media enable citizens to mobilize and advocate directly for their own and others' rights, without an intermediary; which also puts into question the ability of organized civil society to represent citizens due to overlaps of mandates, growth of movements and alternative forms of organizing, and declining public engagement with CSOs.

But this is also a time where we witness more and more citizens fighting back.



There is growing awareness of the interconnectedness of people and struggles: civil society actors working in development, climate, health and human rights are increasingly linking their demands and actions, recognizing that challenges are interlinked, and solutions are mutually reinforcing.

To achieve transformative change, a more coordinated, synergistic civil society is required. In that ecosystem, networks and platforms have a key role to play to bring together diverse actors and create new windows for collaboration.

Forus' ability to link civil society action from the local to the global level, to come together and join forces across its diversity, is unique. As a global network, Forus brings together thousands of organizations and networks, represented through a unique nodal ecosystem of national and regional platforms.

We acknowledge and celebrate the diversity of our membership, while embracing the value of speaking collectively and finding a common voice. We work simultaneously at national, regional and international levels, recognizing that each level is intrinsically linked to the others. We link community aspirations to global ambitions. We help create the links and strengthen capacities to support members build momentum to generate change. We place our values at the centre of our action, recognising that changes need to be made at all levels of society, including within Forus.

Thus, even in times where society is polarized between fear and solidarity, our collective engagement is to propose solutions and pathways towards a new paradigm that holds the needs of people as its guiding light. This is the spirit which will permeate Forus' strategy for the coming years.

Finally, 2019 was also a pivotal year because it marked the beginning of a leadership transition process. Forus began to search for a new Director who would take over from Magda Toma who successfully managed Forus since 2011. The Forus family is extremely grateful to Magda for the boundless energy and dedication with which she led the network over so many years. Magda and colleagues, as well as the Forus governance, worked to put everything in place to allow for a smooth transition and enable the new Director to take over to facilitate Forus' continuous strengthening and evolution towards an increasingly influential network with a distinctive and powerful voice and role in achieving the positive agenda we collectively envision. You will find examples of our collective approach and action throughout this report. And as we continue to look to the future with hope and resolve, we look forward to writing the next chapter together.



# Forus, a global network dedicated to connecting and supporting civil society



Our work is organized around three strategic pillars of action: **Connect** - **Support** - **Influence**. We work together, linking on-the-ground realities to global agendas, strengthening a vibrant network of effective and influential Regional Coalitions and national platforms. We strive for transformative change towards more inclusive societies for all people. In the context of the climate emergency, we place sustainability at the centre of our action, recognising that changes need to be made at all levels of society including within Forus.

## OUR VISION

A vibrant global network of credible and effective national platforms and Regional Coalitions making a major collective contribution to Development, Peace, Democracy and Justice.

## OUR MISSION

A world-wide partnership aiming at having a positive impact on poverty eradication, reduction of inequalities, and promotion of social justice and peace around the world.

**"We need to protect and promote the role of civil society organisations for a sustainable, fair and green future."**



## OUR MEMBERS

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Our members collectively represent over 22,000 organizations including national NGOs, international NGOs and CSOs working on development. They create a space for collective action around shared interests, purposes and values. Our members are at the heart of Forus. They include 69 National platforms and 7 Regional Coalitions.

The [69 national platforms members of Forus](#) include:

- 27 from **Africa**
- 15 from **Europe**
- 11 from **Latin America**
- 9 from **Asia**
- 4 from **the Pacific**
- 2 from **North America**
- 1 from **North Africa/Middle East**



## OUR GOVERNANCE

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Our structure is designed to allow Forus to have strong leadership by members, and for decision-making to be emerging from members according to their needs and priorities. We ensure everyone has the opportunity to contribute to Forus' governance, with a geographical and gender balance.

Our structure is composed of:

• **A General Assembly** is the highest decision-making entity within the Forus network and is held every two years. The General Assembly consists of one representative from each national platform. As associated members, Regional Coalitions participate without an official vote.

• **A Council of 15 members** is renewed by a third every two years. Council members are elected on a regional basis by the members of the General Assembly.

• **An Executive Committee** is elected every two years by the Council, composed by a Chair, 3 Vice- chairs and a Treasurer.

## OUR EXECUTIVE COMMITTEE

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In **2019**, the Executive Committee (Excom) is composed of :

- Chair: **Iara Pietricovsky** (ABONG, Brazil)
- Vice-Chairs: **Saroeun Soeung** (CCC, Cambodia), **Rilli Lappalainen** (FINGO, Finland) and **Sam Worthington** (InterAction, USA)
- Treasurer : **Jean-Marc Boivin** (Coordination Sud, France)

With a 2-year mandate, the Executive Committee is committed to work with the Council, the Secretariat and the members on the implementation of Forus' current strategy and the implementation of the **2021- 2025 strategic plan**.

## OUR TEAM

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The partially decentralised Secretariat consists of dedicated individuals bringing the voices of Forus members forward.





## FORUS

Membership-driven.

From Nepal to Colombia to Denmark, our members guide our actions and build our collective power.

A black and white photograph of a protest. In the center, a large black sign with the word 'RESIST' written in bold, white, sans-serif capital letters is held up. Several hands are visible at the bottom of the sign, indicating it is being held by a group of people. The background is blurred, showing other people and possibly other signs, suggesting a large gathering.

RESIST

# CONNECT

membership, partners & alliances



We multiply interconnections among Forus members and with allies to collectively achieve greater impact.

The CONNECT Strategic Pillar encompasses Forus' role as a convenor to promote and support different levels of connections among civil society actors globally. The promotion of strong links between members based on our shared values, our vision and the search for a common voice to advocate for a fairer and more sustainable world is the basis of our network's ethos.

Our approach is inclusive: enabling marginalized and fragile organizations which are under attack to join a wider collective, to share a sense of belonging and to experience support and solidarity.

Connecting with allies & partners is an increasingly important aspect of our approach. Our work involves building tools and creating spaces for these connections to grow and flourish. International links between CSOs allow our members to break out of traditional silos, to become aware of other contexts, learn from others, find new allies and to reach new audiences.

The diversity of our network means we bring together multiple perspectives from five continents - using our shared values to develop a common agenda.

We connect members to amplify their messages, including around urgent actions linked to attacks on civil society , or during emergencies such as during health crises and disasters. We remain committed to translating all our work in at least 3 languages to facilitate inclusion.

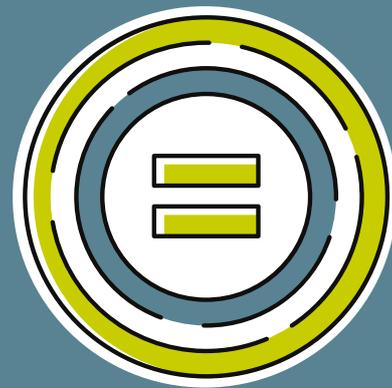


**BUILD JOINT  
ACTIONS, LEARN  
FROM EACH OTHER  
AND FIGHT FOR AN  
ENABLING  
ENVIRONMENT  
FOR CIVIL SOCIETY  
ORGANISATIONS.**



## FORUS 2021-2025 STRATEGY

Throughout 2019, Forus engaged in a process to design a new strategy 2021-2025. A Council meeting was organised back-to-back with the cycle 3 of the Leadership Development Programme in Dakar, which brought over 20 Forus members together over the course of several days' reflections on the future of civil society, capacity development, and implications for the global network.



**ACTION FOR SUSTAINABLE DEVELOPMENT**

Forus also continued to play a major role as one of the facilitators of the discussions within the international initiative Action for Sustainable development. Civil Society activists come together to call for significant actions from governments on inequality, climate and social justice.

# SUPPORT



**We strengthen the capacities of our members to represent NGOs and convene diverse civil society actors. We use the network's collective intelligence and innovative approaches.**

The SUPPORT strategy pillar encompasses Forus' work on developing the capacities of our members and other civil society actors. Our approach is based on peer-to-peer processes, including peer learning and knowledge exchange, pooling resources in a dynamic and multilingual environment. Focus areas and tools are driven by members' needs and expectations, which we assess on an ongoing basis. We aim to develop our members' technical and operational capacities, as well as their political role. We recognize the importance of fostering strong leadership in civil society, including women's leadership.

The diversity of our membership allows us to capitalize on a broad range of experience and knowledge on different topics and contexts. Forus' members have expertise on national and international governance and democratic participation. They are also multi-thematic, working on justice, health, gender equality, disaster risk reduction, defense of human rights, climate action and environmental protection, sustainable resources management, etc.

Our mission consists of creating the conditions and capacities for collaborative work among our members, influencing global/international public policies affecting development and democracy, while strengthening the capacity of Regional Coalitions, national platforms and their members to engage at both national and regional/international levels in policy-making processes, deliberations and public mobilization.



# NATIONAL CAPACITY DEVELOPMENT PROJECTS

Since 2017, Forus is establishing partnerships with its national members, so that they implement concrete capacity development projects elaborated by themselves and aligned with their and their members' specific priorities and needs.

In 2019, a total of 16 projects were carried out. Since 2018, 46 projects have been carried out, implemented by 49 members of which 3 projects are in consortium. The impact and results of the national projects will be published on Forus' website in 2020.

**71%**

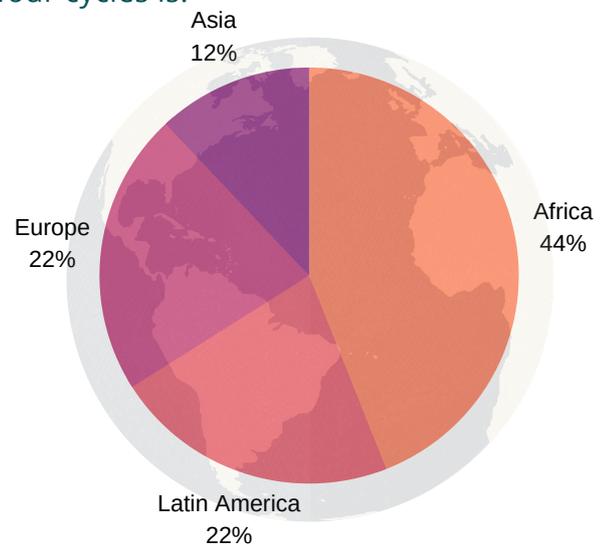
Since 2017, around three quarters of Forus membership or 71% of national platforms have already been supported.



Projects focus on one or several of **4 priority areas**:

- **54%** in Communications and strengthening national platforms' member engagements
- **46%** in Advocacy and Partnerships
- **37%** in Leadership and Governance of National Platforms
- **22%** in Resource mobilization, financial management and accountability

The **geographic distribution** of projects for all the four cycles is:



# OTHER PROJECT EXAMPLES



## **DISTASTER RISK REDUCTION**

In December 2019, Forus received funds from the Fondation de France, to develop the understanding of disaster preparedness and response of national platforms and launched a new project to strengthen the capacities of national NGO platforms operating in crisis and post-emergency situations and in contexts of democratic urgency. In this context, Forus is collaborating with the Global Network of Civil Society Organisations for Disaster Reduction (GNDR), which is the largest international network of civil society organisations working to build resilience and reduce disaster risk in communities around the world, Fondation de France and Save the Children. A Steering committee and a issue-expert will research the role of civil society platforms in coordinating disaster risk reduction and post-emergency interventions. A toolkit will be released in 2020 with tailor-made capacity-development responding to the needs of the network.

## **SOLIDARITY GRANTS: Asia & MENA regions**

In the framework of a dialogue that has been ongoing for several years among the two organisations, Forus is implementing its first activity in partnership with ANND (a regional coalition in the MENA region). ANND and Forus have noted the reduced number of umbrella civil society platforms in the region and the need to support civil society coordination. Three countries have been identified for this purpose and three national dialogues are planned : in Jordan, Tunisia, and Lebanon (for Syrian organisations).

ANND has identified CSO representatives and organizing preliminary meetings on site (in Jordan in September 2019, in Tunisia in October 2019), and facilitating a committee built by CSO nationals to prepare national-level dialogues on different themes. Each national dialogue will last two days and will include approximately fifty participants. They will be assisted using a participatory approach to identify challenges and priorities for the CSOs.

# REGIONAL COALITIONS



## REGIONAL COALITIONS

In the framework of Forus' 2016-2020 strategy, the **5 Regional coalitions (RC) ADA, MESA, REPAOC, REPONGAC, PIANGO** played a major role in capacity development activities and for advocacy & coordination work on the 2030 Agenda. The regional level constitutes a key building block for the organising and influence of civil society. Regional Coalitions support platforms at the national level, engage in regional level advocacy activities and also bring the key issues and messages from their region to the international scene. Here are a **few examples** of how the coalitions played a regional convener role in 2019.

### The Pacific – PIANGO

PIANGO convened a Pacific Regional CSO Roundtable, providing a regional space for Civil Society representatives from the Pacific to reflect on CSO perspectives ahead of the 52nd meeting of the Asian Development Bank. The roundtable was inspired by the Pacific concept of “Talanoa”, which refers to a conversation, to storytelling, and idea share, in order to exchange information, teach a skill, resolve problems, and build relationships.

### West Africa – REPAOC

REPAOC organised a training for OAFRESS champions, from May 31st to June 2nd, 2019, in Dakar. The objective of this training was to strengthen the capacities and skills of the Champions in targeted advocacy. The Champions work on health issues around the region and were equipped with key tools enabling them to act as influential spokespersons and to carry powerful messages for public health.

### Central Africa -REPONGAC

REPONGAC organised a capacity building workshop with all its 7 members in Douala in September 2019 in order to improve the internal governance of its members. This strategic event was attended by sister coalitions from Central Africa, as well as REPAOC. Group work and peer exchange further supported the implementation of the principles of Legitimacy, Transparency and Accountability in the region.

## Latin America - Mesa de Articulación

A regional capacity development meeting was organised in July on the subject of tax justice and SDGs. LATINDADD, a Lima-based regional network specialized in tax matters was invited to hold a workshop on tax justice. The regional workshop explored linkages among the social and citizen movement for tax justice and the social and citizen movement for compliance with the SDGs. This was also the opportunity to learn about the funding restrictions for compliance with the SDGs in some countries of the region.

## Asia - ADA

ADA supported the organisation of the Ulaanbaatar Democracy Forum which is a Regional Consultation on “Promoting Democracy, Human Rights and Peace through SDG 16+: Towards Peaceful, Just and Inclusive Societies in Asia.” ADA organised trainings for NGO networks across Asia helping to bring together CSO networks from different countries in the region. The focus of ADA trainings has mainly been on Goal 16 of the SDGs which deals with issues of Peace, Democracy, Human Rights, Governance, Human Security and Justice.

Forus will continue to work with all of its civil society partners at global regional and national levels to make sure that this important work is properly resourced and supported.



# LEADERSHIP DEVELOPMENT PROGRAM (CYCLE 3)

Forus' Leadership Development Program (LDP) is an 8-month program gathering participants for online and face-to-face peer learning on leadership skills. The second cycle of the LDP ended in February 2019 and the final evaluation indicate a highly positive perception from the participants (an average note of 9,2/10 for the second cycle).

The third cycle has been launched in January and began in June 2019 with the first online meeting. All 14 participants have sent their initial researches in September, reflecting on innovative approaches to improve NGO's work on issues of capacity development, social change and the role of national NGO platforms. The face-to-face workshop of this cycle took place in Dakar back-to-back with the Council meeting. Following those 4 days of intense exchange, participants had 5 months to implement their back-home project that aims at having multiplier effect at the national level and strengthening the platforms.



THE MAIN TAKEAWAY IS THAT ALTHOUGH WE HAVE MANY CHALLENGES, WE ALSO HAVE MANY WAYS OF SOLVING THOSE CHALLENGES. AND THAT COLLECTIVELY WE ARE IN A BETTER POSITION TO ACHIEVE OUR COMMON GOALS.



- GLENN FARRED - SADC-CNGO (SOUTHERN AFRICA)

# CAPACITY DEVELOPMENT REFLECTION GROUP

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This group aims to redesign and improve Forus' capacity development activities, making sure they reflect members' expectations. The reflection group focuses on how to operationalize the directions given by the General Assembly and concretely define the means to implement our ambitions in the framework of the next strategic period.

Recommendations from participants influence current activities, such as the thematic surveys sent to participants to encourage joint projects in the framework of cycle 4 of the Leadership Development Program, as well as future activities, such as Forus' next global strategy (2021-2025).

## SAFEGUARDING WORKING GROUP, WEBINARS & TOOLKITS

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In response to the increasing interest of Forus members on Protection from Sexual Exploitation and Abuse (PSEA) Forus launched a Safeguarding working group in 2019 which was joined by 31 Forus members & 3 external civil society networks. This group builds upon the safeguarding practices and the expertise already found in the network. BOND, Forus' British member, is a founding member of the Safeguarding working group. In December 2019, BOND members organised Safeguarding for Development Conference in London, with participation from Forus. Exchanges are flourishing through the Forus Working Group's online webinars.

Based on the knowledge generated, a toolkit is being collaboratively prepared. The toolkit will help equip organisations with adapted guidelines, resources and tools to prevent exploitation, abuse and harassment across the international development sector with a particular focus on CSO networks. The toolkit will be action-oriented, with case studies, clear steps and recommendations, especially for organisation that are new to safeguarding. The Steering Committee is formed by Forus' national members from the UK, Canada, India and Nigeria, as well as Forus' regional member from Asia and Pacific. The toolkit will be finalised in 2020.



# RESEARCH REPORT “EXPLORING NEW FUNDING APPROACHES FOR CIVIL SOCIETY”

The toolkit on “**Exploring new funding approaches for civil society**” is aimed at civil society networks and organisations interested in improving their practices around funding, financial sustainability and influencing the donors supporting them. The recommendations are also relevant for funders, partners and other key stakeholders seeking to better support civil society. This toolkit is action-driven and explores the concrete implications of literature review and interviews undertaken with 20 networks, suggesting specific actions that civil society networks can take to improve their financial sustainability.

**4 videos, in English/French/Spanish & Portuguese** have been realized to promote the toolkit and to highlight the key recommendations of the report.



# INFLUENCE

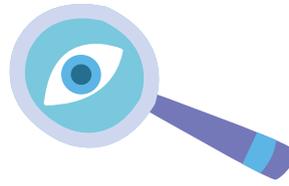


**We influence public policies together with our members, by engaging in official negotiations, deliberations and public mobilisations at national, regional and international levels**

The INFLUENCE Strategy Pillar focuses on Forus' advocacy actions to promote inclusive and sustainable societies around the world. Our advocacy is strongly driven by our shared values and by our members' priorities and expertise. Forus and our members promote civil society as a key actor of international governance, challenging the development model which fosters inequality and threatens ecosystems. We seek strategic alliances outside the Forus network to amplify our messages. Our advocacy is connected to global priorities such as Agenda 2030, and particularly to SDGs 16 and 17.

The broad diversity of Forus' membership means that its advocacy also considers priorities linked to regional and national contexts. The role of the Forus network is to ensure that national perspectives and priorities influence the regional and global levels, and vice versa. A main focus of Forus advocacy is to realize a common agenda for positive and transformative change, to create a more sustainable world, and to promote an enabling environment for civil society everywhere. We use our collective leverage across regions and countries to influence key political processes. We are simultaneously active on many different levels, working with community leaders at grassroots levels, government at local and national levels, and with regional and global institutions such as the United Nations at the global level.





## HIGH LEVEL POLITICAL FORUM (HLPF) 2019

High profile Forus presence at the United Nations HLPF in New York and participation in 4 key side events with Forus members & other CSO networks and partners, along with prominent role during Civil Society Weekend. This was an opportunity for Forus and its partners to meet, to exchange learning & experiences and to jointly advocate for transformative change based on the SDGs.

- Forus was involved in 6 main side events during the HLPF 2019. Forus also co-organised the Civil Society Weekend with A4SD and organised a Strategic Planning brainstorming meeting with its own members.
- 4 reports were launched by Forus and its partners during the HLPF 2019 which are available to download from the new [Forus website section](#) dedicated to the event.

## REPORTS AND POLICY

- [FUNDING CIVIL SOCIETY ORGANISATIONS & NETWORKS : “Promising approaches to financing development in the 21st century”](#)

Forus commissioned research into the current funding sources and modalities for civil society networks and platforms at national and regional level. The research investigated the strengths and weaknesses of different CSO funding sources and modalities in order to shape informed recommendations about more effective resourcing.

- [The review of the HLPF as an opportunity to strengthen multi-stakeholder participation & improve SDG implementation](#)

Civil Society is calling for greater transparency in relation to the process of HLPF review.

- [Delivering on the Capacity Development of Civil Society and other Stakeholders to ensure a successful implementation of the 2030 Agenda - An analysis of the 2017 & 2018 VNRs to evaluate what national governments are doing in this area](#)

Goal 17 recognizes the role of Capacity Development as an important means of implementation of the 2030 Agenda. For this reason, Forus carried out an analysis of the 2017 & 2018 VNRs in order to determine how capacity development is being implemented by national governments and whom it benefits.

- [Empowering Civil Society for National Reporting and Action on SDG16](#)

Increased fragility and conflict, negative impacts of climate change, slowing economic growth, rising inequalities, growing intolerance, and frequent attacks on international norms and human rights are threatening the momentum towards equitable and sustainable development. This report by Forus, the Asia Development Alliance (ADA), and the Transparency, Accountability, and Participation (TAP) Network provides analysis of the implementation and monitoring of SDG16 by civil society. The report examines gaps, challenges, and opportunities for robust accountability at all levels, and provides key recommendations for enhancing civil society monitoring and action going forward.

## MEETING WITH UNITED NATIONS SECRETARY GENERAL ANTONIO GUTIERREZ

Meeting with UN Secretary General Antonio Gutierrez during UN HLPF 2019 as part of a delegation of CSO signatories to Belgrade Call to Action. The [Belgrade Call to Action](#), is a civil society call to stand together to defend peoples' voices for a just and sustainable world. The focus was place on reversing the closing and shrinking space for civil society and to stop the increasing attacks on human rights defenders. The meeting also included a presentation of Forus Global Initiative document to the UN Secretary General.

## GLOBAL WEEK OF ACTION

"#StandTogetherNow for a Just, Peaceful & Sustainable World"

Civil Society and activists, including Forus & its members, came together in September 2019, to call for significant actions from governments on inequality, climate and social justice. Forus, Action for Sustainable Development ; ACT Alliance ; ActionAid; Amnesty International; CAN; CIVICUS; CPDE; GCAP; Oxfam; and Restless Development and other networks, called heads of state for a genuine commitment to take action in order to live up to the ambition of the Sustainable Development Goals and the Paris Climate Agreement, and to coerce governments to commit on their promise to 'Leave No One Behind'.



# GLOBAL INITIATIVE

The Forus Global Initiative is a blueprint for the mobilization, self-organisation and increased connectivity of civil society across all regions of the world, and at all levels.

The aim of the initiative is **to increase the power, independence and capacities of civil society globally and its ability to contribute to a more positive social, ecological, economic and political future for people and planet.** The initiative outlines an approach to providing sufficient space and resources for civil society globally to strengthen the ability of CSOs around the world to survive and thrive and elaborates eight key pillars of action requiring operationalisation in order to achieve the Global Initiative's ambitious objectives.

In 2019, Forus also discussed the Global Initiative with representatives of various governments and private foundations including the Spanish Government ( European Development Days, Brussels, June) the Finnish Government, the Swedish Development Agency SIDA, the Korea International Cooperation Agency (KOICA), and the Ford Foundation (HLPF, July 2019), the French Development Agency (June 2019, Paris) and the OECD (June 2019, Paris).

The purpose of these meetings was to make key actors aware of the initiative and to establish their interest in participating in the Global Initiative's Advisory Group. Forus took advantage of the UN HLPF meeting with the UN Secretary General to present him with a copy of its Global Initiative advocacy document.

This document, which is based on consultation with key Forus members from different regions, focuses on Enabling Environment, covers "Building essential infrastructure for the NGO sector & encouraging the emergence of supportive ecosystems" and addresses issues of civic space and access for CSOs to strategic funding. The Global Initiative Task Force is an internal group within the Council mandated to work on Forus 'vision for the next phase.



# PERSPECTIVES FOR 2020 AND BEYOND

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At the heart of our Theory of change is our belief that a vibrant civil society is an essential and enabling ingredient of inclusive and sustainable societies. We also posit that inclusive and sustainable societies lead to a fairer and more sustainable world. Forus understands change as a complex, non-linear process.

In 2020, Forus members will jointly agree on the network's direction of travel towards 2025. Forus will aim to understand our own and unique contribution to change, while acknowledging how collective action, alliances and initiatives led by a wide range of civil society actors contribute to implementing a positive agenda.

# FINANCIAL REPORT

Income Statement for the year ended  
31 December 2019

- **Revenues:** €1,082,963

Forus activities in 2019 are mostly financed by public grants: EuropeAid's grant (€842,142) transferred by Forus French member Coordination Sud (acting as fiscal agent) and the grant awarded by the French Development Agency, of which €183,333 was allocated for financing activities in 2019. The level of private grants is limited (€30,000 awarded by Fondation de France). The total membership fees collected in 2019 reached the level of €23,957.

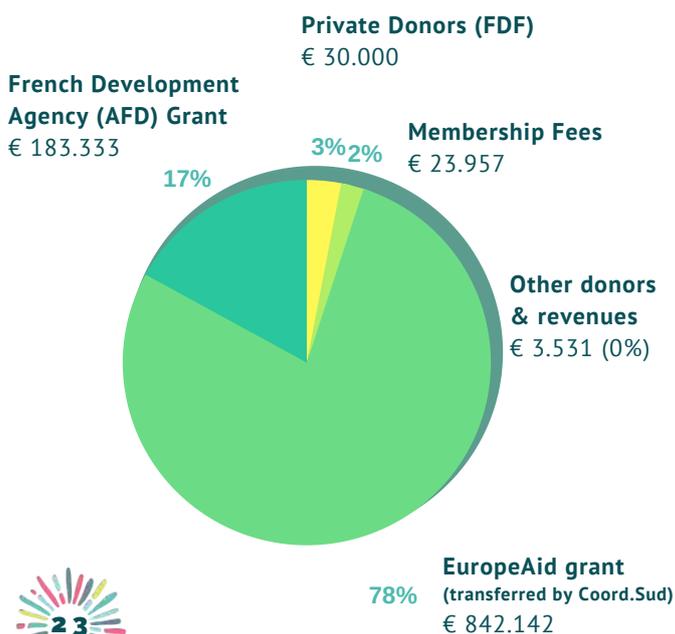
- **Expenditures:** €1,055,514

The main expenditure items are HR costs (€289,259) and subgrants transferred to members: subgrants were awarded to 5 regional coalitions and 13 national platforms (€387,457 in 2019). Meeting costs are mainly related to the Council meeting and other events organized in Dakar (Senegal). Expertise and evaluation costs are significant in 2019, in relation to the mid-term review, the development of the new strategy and several research works.

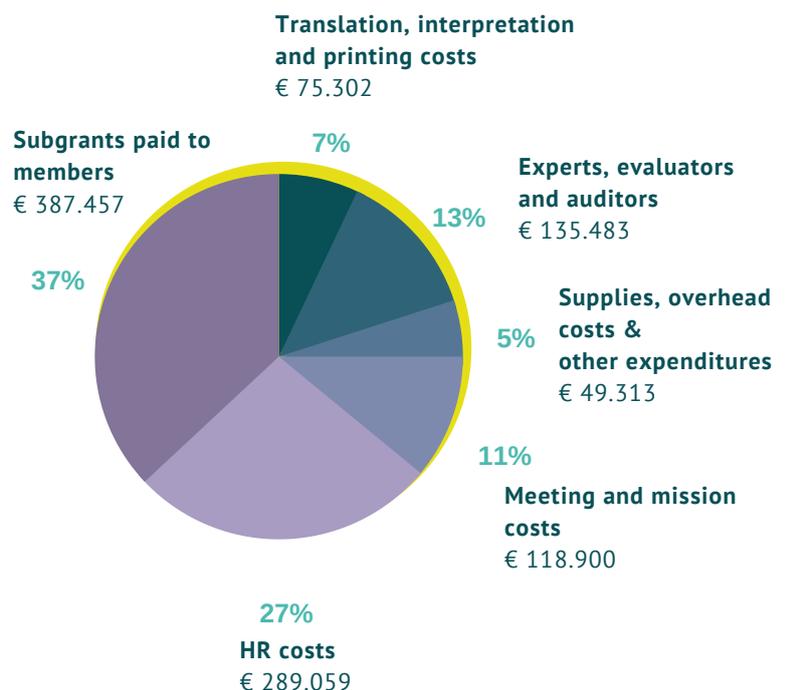
- **In-kind contributions:** The regional and national members supported by Forus in 2019 through a subgranting scheme could identify cofunding for a total of €49,743.

- **Result:** The positive result (+ €27,448) of the 2019 financial year is related to unrestricted revenues (such as the membership fees) and savings with respect to overhead costs at the secretariat level.

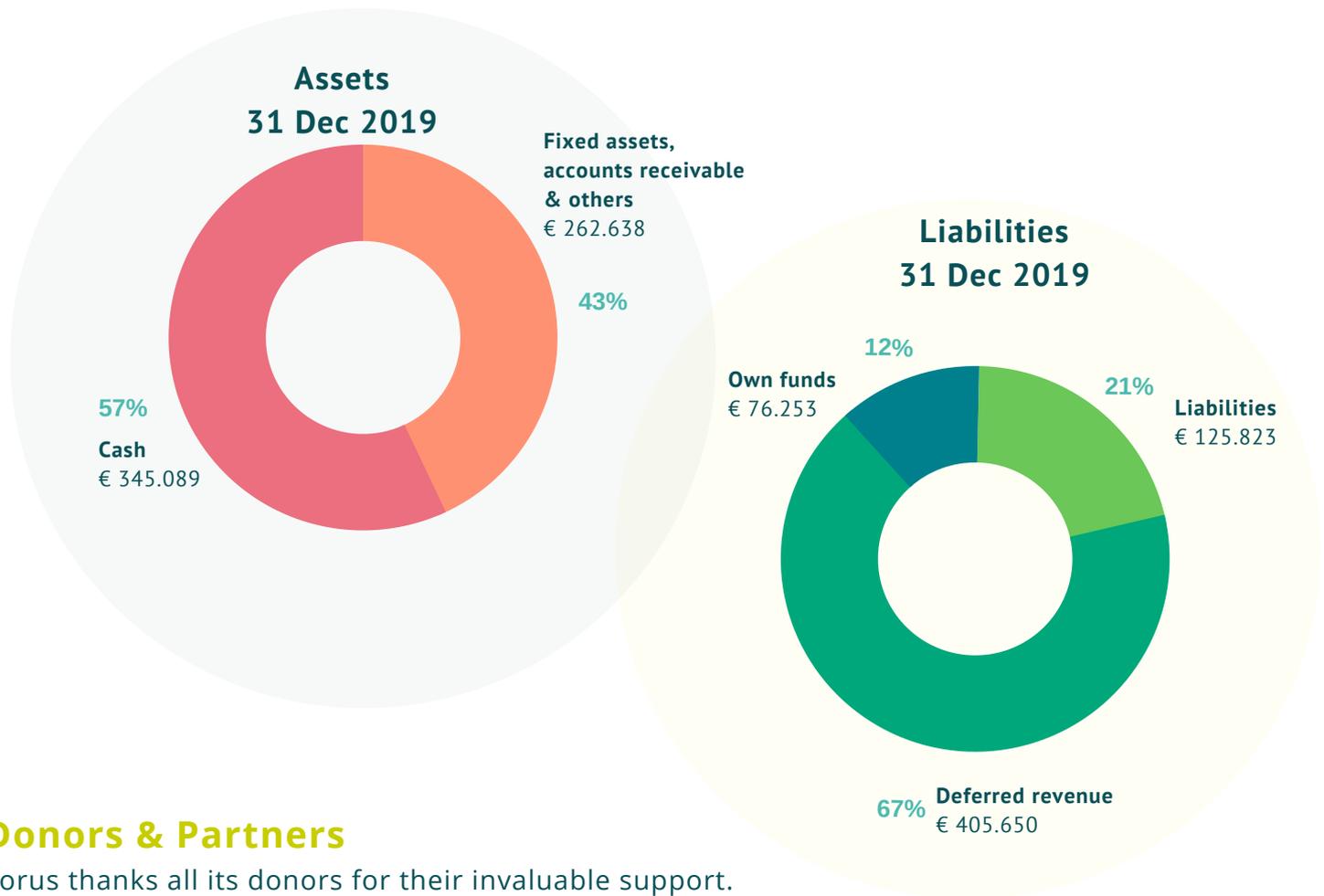
## 2019 Revenues



## 2019 Expenditures



The main feature of the balance sheet is the significant level of cash available as per 31 December 2019 related to unspent grants (or prepaid income). The Own funds have increased in relation to the positive result of the year 2019. Liabilities are accounts payable and accrued social contributions.



## Donors & Partners

Forus thanks all its donors for their invaluable support.

### Donors:

- European Union (EU)
- Agence Française de Développement (AFD)
- Fondation de France

### Partners:

Forus thanks all its partners for the enriching collaboration, we look forward to deepening our work together in 2020.

**Bread for the World, WINGS, the Centre for International Development (University of Wolverhampton), Action for Sustainable Development (A4SD), the TAP Network, Together 2030 and the CSO Partnership for Development Effectiveness (CPDE), the Global Network of Civil Society Organisations for Disaster Reduction (GNDR), Tamarind Tree Associates and the OECD civil society team.**



## Regional Coalitions

**ADA** - Asia Development Alliance, Asia  
**CONCORD** - European NGO Confederation for Relief and Development, Europe  
**MESA** - Mesa de Articulación de Asociaciones Nacionales y Redes de ONGs de América Latina y el Caribe  
**PIANGO** - Pacific Islands Association of Non-Governmental Organisations, Pacific  
**REPAOC** - Réseau des Plate-formes nationales d'ONG d'Afrique de l'Ouest et du centre, West Africa  
**REPONGAC** - Réseau des Plate-formes des ONG de l'Afrique Centrale, Central Africa  
**SADC-CNGO** - Southern Africa Development Community Council of Non-Governmental Organizations, Southern Africa

## National NGO Platforms

**ABONG** - Associação Brasileira de ONGs, Brazil  
**ACCIÓN** - Asociación Chilena de ONG, Chile  
**ADIR** - Action Développement et Intégration Régionale, Burundi  
**Alianza ONG** - Alianza de Organizaciones No Gubernamentales, Dominican Republic  
**ANC** - Asociacion Nacional de Centros de Investigacion, Promocion Social y Desarrollo, Peru  
**ANONG** - Asociación Nacional de ONG, Uruguay  
**ASONOG** - Asociación de organismos no gubernamentales, Honduras  
**BOCONGO** - Botswana Council of NonGovernmental Organisations, Botswana  
**Bond** - British Overseas NGOs for Development, the UK  
**CANGO** - China Association for NGO Cooperation, China  
**CCC** - Cooperation Committee for Cambodia, Cambodia  
**CCIC** - Canadian Council for International Co-operation, Canada  
**CCOAIB** - Conseil de Concertation des Organisations d'Appui aux Initiatives de Base, Rwanda  
**CCOD** - Conseil de Concertation des ONG de développement, Congo  
**CCONG** - Confederación Colombiana de ONG, Colombia  
**CEPS** - Citizens Engagement Platform Seychelles

**CFRONG** - Collectif des Fédérations et Réseaux d'ONG du Bénin, Benin  
**CID** - Council for International Development, New Zealand  
**CILONG** - Centre d'information et de Liaison des ONG, TCHAD, Chad  
**CIONGCA** - Conseil Inter ONG de Centrafrique, Central African Republic  
**CNONGD** - Conseil National des ONG de Développement, The Democratic Republic of the Congo  
**CODE-NGO** - Caucus of Development NGO Networks, Philippines  
**CICSO** - Cook Islands Association of NGOs, Cook Islands  
**Coordination Sud** - Solidarité Urgence Développement, France  
**Coordinadora** - Coordinadora de ONG de cooperación para el Desarrollo, Spain  
**CONGAC** - Collectif des ONG Agréées du Cameroun, Cameroon  
**CONGAD** - Conseil des ONG d'Appui au Développement, Sénégal  
**CONGCOOP** - Coordinacion de ONG y Cooperativas, Guatemala  
**CSCI** - Convention de la Société Civile Ivoirienne, Ivory Coast  
**Dóchas** - The Irish Association of Non-Governmental Development Organisations, Ireland  
**EENGD** - Encuentro de Entidades No Gubernamentales para el Desarrollo, Argentina  
**Espace Associatif**, Morocco  
**FCOSS** - Fiji Council of Social Service, Fiji  
**FECONG** - Fédération des Collectif d'ONG du Mali, Mali  
**FINGO** - Finnish NGO Platform, Finland  
**FOND** - Romanian NGDO Platform, Romania  
**FONGDD** - Forum des ONG pour le Développement Durable, Guinea  
**FONG-STP** - Federação das ONGs de Sao Tomé e Príncipe, Sao Tome & Principe  
**FONGTO** - Fédération des ONG au Togo, Togo  
**FONGA** - Foro das ONGs Angolanas, Angola  
**FORS** - Czech Forum for Development Cooperation, Czech Republic  
**Global Focus**, Denmark  
**HAND** - Hungarian Association of NGOs for Development and Humanitarian Aid, Hungary  
**INFID** - International NGO Forum on Indonesian Development, Indonesia  
**InterAction**, USA  
**JANIC** - Japan NGO Center for International Cooperation, Japan

**JOINT** - League For NGOs in Mozambique, Mozambique  
**KANGO** - Kiribati Association of NGOs, Kiribati  
**KCOG** - Korea NGO Council for Overseas Development Cooperation, Korea  
**LAPAS** - Latvijas Platforma attīstības sadarbībai, Latvia  
**Lithuanian NGDO Platform** - Lithuanian National Non-Governmental Development Cooperation Organisations' Platform, Lithuania  
**MACOSS** - Mauritius Council of Social Service, Mauritius  
**NFN - NGO** - Federation of Nepal, Nepal  
**NNNGO** - Nigeria Network of NGO, Nigeria  
**PFNOSCM** - Plateforme Nationale des Organisations de la Société Civile de Madagascar, Madagascar  
**Plataforma ONGD** - Plataforma Portuguesa das Organizações Não-Governamentais para o Desenvolvimento Portuguese Platform NGOD, Portugal  
**Plateforme belge des ONG de développement et d'urgence**, Belgium  
**PLATONG** - Plataforma das ONGs de Cabo Verde, Cape Verde  
**POJOAJU** - Asociación de Organizaciones No Gubernamentales del Paraguay, Paraguay  
**SKOP** - National Platform of Maltese NGDOs, Malta  
**SLOGA** - Slovenian Global Action, Slovenia  
**SPONG** - Secrétariat Permanent des ONG du Burkina Faso, Burkina Faso  
**Taiwan-Aid** - Taiwan Alliance in International Development, Taiwan  
**TANGO** - The Association of NonGovernmental Organizations, Gambia  
**Uganda NGO Forum**, Uganda  
**UNITAS** - Unión Nacional de Instituciones para el Trabajo de Acción Social, Red Unitas, Bolivia  
**UNNGOF** - Uganda National NGO Forum Uganda  
**VANI** - Voluntary Action Network India, India  
**ZCSD** - Zambia Council for Social Development, Zambia



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