Call for proposals
Combined evaluation works for 2 multi-year projects

February 2026

Deadline for submitting a proposal: 10. March 2026 EOB

Service timeline: from April 2026 to October 2026

Location: Remotely

Forus is an innovative global network empowering civil society for effective social change. It brings together 73 National NGO Platforms and 7 Regional Coalitions from Africa, America, Asia, Europe, and Pacific.

Forus is seeking an external evaluator or team of evaluators to lead **2 successive project evaluation works**:

Evaluation work	Project	Donor	Timeline
Final evaluation	3-year (April 2023 – Spring 2026) project	French Development Agency (AFD).	Q2 2026
Mid-term review	5-year (2024-2028) project	European Commission (DG INTPA)	Q3 2026

Detailed expectations for both processes are described in annex:

Annexes	Evaluation work
Annex 1	Final evaluation
Annex 2	Mid-term review

The maximum budget (including VAT, all taxes and costs) for the services is:

Final evaluation – AFD-funded project	EUR30,000
Mid-term review – EU-funded project	EUR25,000
TOTAL	**EUR55,000**

Application procedure

Forus wishes to work with a **unique team** on these two successive processes, which are closely related. Indeed, the two projects largely cover the same activities.

Therefore, **Forus will only consider bids submitted by evaluators who undertake to carry out both evaluation tasks**. Service bids relating to only one of the projects will not be accepted.

Applicants are invited to submit **a single consolidated narrative and financial proposal** that meets the requirements and format detailed in the two ToRs. See annexes.

The application documents must be submitted no later than March 10th, 2026 EOB in electronic format to the following address: recruitment@forus-international.org.

Annex 1 – ToR #1 - Final evaluation of a 3-year AFD-funded project

Terms of Reference (ToR)
Final evaluation of a 3-year AFD-funded project

Evaluation tentative start date: April 2026

Location: Remotely

Forus is an innovative global network empowering civil society for effective social change. It brings together 73 National NGO Platforms and 7 Regional Coalitions from Africa, America, Asia, Europe, and Pacific.

Forus is seeking an external evaluator or team of evaluators to lead the final evaluation of its 3-year (2023-2026) project "*Renforcer la capacité d'action et la résilience de la société civile pour répondre aux enjeux du développement aux niveaux national, régional et international*" (Strengthen civil society's capacity for action and resilience to respond to development challenges at national, regional and international levels) co-funded by the French Development Agency (AFD).

The findings of the final evaluation will contribute to the final project reporting to the donors.

The evaluation is expected to generate strong evidence on the impacts of Forus activities within the framework of the project. Likewise, the recommendations of the evaluation will enable the Forus network to continue strengthening its accountability and learning processes.

1. Background on the project to be evaluated

The project is supported by the French Development Agency (AFD), and it being implemented at the global level with Forus national and/or regional members. The project duration was 3 years: from April 2023 to 31 March 2026. The project has been extended until 30 June 2026.

Objectives: The overall objective of the project is to enable "*A civil society that is better equipped and coordinated to influence public development policies at national, regional and international levels through a strengthened network serving national platforms and regional coalitions of NGOs.*".

Forus and its members pursue this aim as a legitimate and representative catalyst of NGOs' voices across the globe. Forus' mission is divided into three pillars: to CONNECT civil society, to SUPPORT its capacities and to INFLUENCE public policies.

The project has three interlinked specific objectives, related to each of the aforementioned pillars.

1. CONNECT: (SO1) Multiply and strengthen connections and the capacity for joint action among network members through inclusive spaces for dialogue, experience sharing, and common analyses and strategies.
2. SUPPORT: (SO2) Strengthen civil society platforms in their operational capacities, accountability, and ability to support civil society in their respective national and regional contexts.
3. INFLUENCE: (SO3) Working towards a better coordinated and better informed civil society, able to mobilize quickly at national, regional and international levels and take action to promote an enabling environment and sustainable development goals.

Key project activities include:

- Connect (SO1): strengthening the levels of transnational collaboration among Forus members, facilitating peer-sharing and interconnection spaces between members, and ensuring an inclusive, representative, and democratic governance within the network, development of a new strategy for 2026-2030.
- Support (SO2): peer-learning activities, sub-granting scheme and support to national and regional capacity development projects, dissemination and creation of toolkits, and implementation and consolidation of monitoring, evaluation, leadership development, accountability and learning processes.
- Influence (SO3): thematic advocacy working groups, policy/position papers, participation in/contribution to international fora, collaboration with other civil society networks and other relevant stakeholders, such as regional and international institutions, reflections on post-2030, advocacy activities towards policy coherence, global democratic governance, enabling environment for CSOs.

2. Purpose & scope of the Final evaluation

The final evaluation will focus on the progress made in achieving overall and specific objectives of the project.

The overall purpose of the final evaluation is to:

- **collect evidence** of impact and change by evaluating both qualitative and quantitative data against a selected set of project indicators; capturing achievements of the project's results and indicators
- **draw lessons and concrete recommendations** for enhancing the quality of Forus activities and support to national and regional members, contributing to the project's learning
- **showcase examples** of change and lessons learnt
- **contribute to strengthening accountability practices** within the Forus network

<u>Key evaluation questions:</u>

1. Connect (SO1):
    a. How impactful were Forus communications activities?
    b. How can Forus make communications activities more focused on achieving advocacy objectives?

c. How can Forus communications activities better contribute to capacity strengthening objectives?

2. Support (SO2:
    a. To what extent did Forus members increase their capacities and structures?
    b. How confident are leaders of Forus members in engaging with governments and strategic power holders after receiving dedicated support for leadership development?
    c. To what extent did Forus members self-assess their ability to use new technologies in an efficient and safe way to mobilize resources and implement their work?
3. Influence (SO3):
    a. To what extent has the support of Forus enabled members to increase their influence in national, regional and international processes?
    b. Were the spaces in which Forus mobilized members relevant, accessible and inclusive in terms of their priorities?
    c. What added value have Forus' coordination and collective mobilization activities brought to members in their efforts to influence?
    d. How could Forus better build on members' existing actions, expertise and advocacy dynamics to strengthen the network's collective impact?
    e. To what extent have Forus' advocacy outputs and campaigns been useful and used by members and partners?
    f. How do institutional partners perceive Forus' contribution in spaces of influence?
    g. To what extent has Forus contributed to strengthening the effective participation and voice of members in the post-2030 debate?

Cross-cutting questions:

a) To what extent was diversity in terms of gender ensured in the project?
b) To what extent was the inclusion of youth strengthened in the project? To what extent did Forus members improve their collaboration with youth movements?
c) To what extent were transparency, accountability and good governance ensured in the project? How could it be improved?
d) Does the project actively contribute to the promotion of Human Rights? How could it be improved?
e) To what extent has Forus ensured diversification of its financial support?

The audience of the evaluation will be:

- Forus' decentralized Secretariat team and governance: for mapping out reflections and lessons learnt from the project activities;
- Members and partner organizations (in particular, institutions and CSOs that collaborate with Forus) that may be interested in the results and lessons learned from this evaluation
- Other external stakeholders (e.g., donors): for assessing the impact of the network's activities, and/or the effective and efficient use of the funding to achieve stated goals and results of the project

3. Evaluation approach and methods

The evaluation will be carried out by a specialized consultant or team of consultants reflecting the intercultural nature of the Forus network. The Secretariat team will support the steering of the evaluation, the result of which will be shared with Forus' governance.

Contributions from members will be used to determine the perception, image and added value of Forus to its members. The evaluation shall be conducted remotely and will also include a desk review, questionnaires and/or interviews with key Forus partners and external stakeholders. It will also pay attention to lessons learnt on project methods and strategies and determine the overall relevance, effectiveness, impact, and sustainability of the project.

The evaluation will develop and apply a rigorous analytical framework to identify the impact of Forus in the above-mentioned areas. Evaluators are expected to detail this framework in the technical offer.

The evaluation will draw out how Forus contributed to the impact of its members' advocacy work, particularly around SDGs. Consultants will be expected to collect data from a cross-section of representatives of Forus members and external partners, including a diversity of respondents and different levels of seniority. Interviews of a minimum of 5+ external partners, (e.g., representatives of donor agencies, national governments, international institutions such as the UN and EU, and partner CSOs) are to be conducted. Case studies of Forus members could also be included, if relevant. The list of interviewees and subjects for the case studies will be determined with Forus at the inception phase. The evaluation methodology and data collection tools will also be determined during the inception phase. Likewise, the Forus Secretariat will also provide the evaluators with key data from the Forus MEAL systems during the inception phase.

Principles underpinning the evaluator's **approach** are:

- Participatory and culturally sensitive process valuing knowledge and approaches from within the context;
- Impartiality and independence of the evaluation process from the programming and implementation functions;
- Credibility of the evaluation, through use of appropriately skilled and independent experts;
- Transparency of the evaluation process, including wide dissemination of results;
- Usefulness of the evaluation findings and recommendations, through timely presentation of relevant, productively critical, clear, and concise information, and commitment to building capacity. The evaluator may refer to the Critical Friend methodology.

The evaluation must have a cross-cutting consideration for inclusion, ensuring that factors related to gender, culture, and language.

The evaluation will consist of several **phases**:

- Contracting: contract is signed, and a discussion of the assignment takes place. First documents and key data are provided to the evaluator team.
- Inception phase: a kick-off meeting and an inception meeting will be held. Submission of inception report (which describes a proposal for the design of the evaluation and elaborates on how data will be obtained and analysed). The Forus Secretariat will also provide quantitative and qualitative data to evaluators from the Forus' Monitoring, Evaluation, Accountability and Learning systems used by the Secretariat. Data triangulation and quality control are very important and need to be discussed in the inception report. Evaluation questions and evaluation matrix will also be discussed and validated at that stage.
- Evaluation phase: The evaluator studies all necessary project documents and data; re-constructs and analyses the intervention logic and its assumptions. It is expected that data and information will be obtained through different methods such as: analysis of documents and data, online interviews (with a limited number of persons), online-survey (if applicable), others. (No field trips to visit the partners and members are foreseen)
- Final draft report: submission and presentation of final draft report. Inclusion of comments from partners and Forus.
- Final delivery: submission of final deliverables. Presentation of final evaluation findings to the project's main donor together with Forus staff.

The evaluators will work closely with the Forus Secretariat, ensuring regular communications and meetings throughout the different phases. Support for the logistical aspects of the evaluation can be provided by the Forus Secretariat.

4. Deliverables

a) Inception report, including a detailed methodology, list of interviewees and tools for the evaluation
b) Draft and final evaluation report in English addressing the evaluation questions and including:
    - Executive summary of key findings and recommendations.
    - Evaluation findings, analysis and conclusions with associated evidence and data clearly illustrated. Use of tables, graphs, quotes, anecdotes, and stories to illustrate findings and conclusions is encouraged.
    - Case studies (if relevant) illustrating stories of the impact of Forus and its members on specific policies, processes and for a.
    - Recommendations for the next actions, which should be practical and linked directly to conclusions.
    - Appendices, including methodology and evaluation tools, list of interviewees, questionnaire, and brief biography of evaluators.
c) Two presentations of final findings: to Forus team and governance, and to the main donor (French development agency - AFD)

Final payment is dependent on the submission and approval of the final evaluation report.

5. Profile and qualifications of the consultant

Applicants may be individuals or a team of consultants. As a diverse network, Forus encourages mixed teams, with different backgrounds and genders.

Key qualifications :

- Relevant academic degree (master level).
- A minimum of ten years' experience and expertise in the non-profit sector, preferably networks in the field of development and linked to networks.
- At least three evaluations in the last five years, ideally impact evaluations, and focusing on advocacy, policy, campaigning, or communication work implemented by NGOs.
- Demonstrated experience of evaluation involving qualitative data and 'soft' outcomes.
- Demonstrated experience of evaluating multi-country projects.
- Working experience in several countries and continents.
- An understanding of the nature of capacity development work and advocacy activities.
- Experience in project cycle management.
- Excellent oral and written English skills.
- Capacity to study documentation and conduct interviews in French and Spanish is a strong asset.

6. Application procedure

The application documents must be submitted no later than March 10th, 2026 EOB in electronic format to the following address: recruitment@forus-international.org.

The application should include:

a) A technical offer including:

- Evaluation methodology: Describing your overall approach and evaluation methodology including, but not limited to, evaluation questions, evaluation design, proposed tools, and methodology.
- Understanding of the issues at stake and the Terms of Reference.
- Relevant experience: Provide details of projects of similar scope, complexity, and nature you have worked on previously.
- Specific expertise: advocacy & campaigning, Agenda 2030, civic space, international networks.
- Key personnel and staffing: Describe key personnel who will be part of the proposed plan and include their CVs (max. 2 pages each and attached as annex)
- Timeline: Include a detailed timeline of key activities.
- Three references (name and email).
- Web links to previous work (if available).

b) A detailed financial offer including:

- A line-item budget: The cost estimates used to prepare the budget should be presented in Euros (including VAT and any other taxes). The tenderer should include their proposed daily rate, including all costs.
- A budget narrative.

The maximum budget for the evaluation is EUR 30,000 including all taxes and costs.

Applicants should clearly highlight any current or previous working or personal links to Forus, as well as any risk around conflict of interest.

7. Provisional calendar

A total of 30 to 40 working days is currently estimated for this assignment.

Deadline for applications	March 10th, 2026
Contracting of evaluators	End March 2026
Inception phase, including kick-off meeting and inception meeting	April 2026
Evaluation phase	April-May 2026
Final delivery	June-July 2026

Annex 2 – ToR #2 – Mid-term review of a 5-year EU-funded project

Terms of Reference (ToR)
Mid-term review of Forus 5-year EU-funded project

Evaluation tentative start date: Q3, 2026

Location: Remotely

Forus is an innovative global network empowering civil society for effective social change. It brings together 73 National NGO Platforms and 7 Regional Coalitions from Africa, America, Asia, Europe, and Pacific.

Forus is seeking an external evaluator or team of evaluators to lead the mid-term review of its 5-year (2024-2028) project "*Enabling CSO networks to effectively contribute to inclusive and sustainable societies at national, regional and international levels*" co-funded by the European Commission (DG INTPA) in the context of Forus Framework Financial Partnership Agreement (FFPA) with the European Commission.

1. Background on the project to be evaluated

The project is supported by the European Commission (DG INTPA) and is being implemented at the global level with Forus national and/or regional members. The project duration is 5 years: from December 2023 to December 2028.

Objectives: three closely interrelated specific objectives are pursued:

- To multiply interconnections among Forus members and with allies to collectively achieve greater impact (CONNECT)
- To strengthen the capacity of Forus members to represent NGOs and convene diverse civil society actors (SUPPORT)
- To advocate with and empower NGOs to exercise more influence on international, regional and national decision-making processes and policies. (INFLUENCE)

Key project activities include:

- Connect: strengthening the levels of transnational collaboration among Forus members, facilitating peer-sharing and interconnection spaces between members and with external partners, ensuring an inclusive, representative, and democratic governance within the network, developing a new strategy for 2026-2030.
- Support: peer-learning activities, sub-granting (FSTP) scheme and support to national and regional capacity development projects, dissemination and creation of toolkits,

and implementation and consolidation of monitoring, evaluation, leadership development, accountability and learning processes.

- Influence: thematic advocacy working groups, policy/position papers, participation in/contribution to international fora, collaboration with other civil society networks and other relevant stakeholders, such as regional and international institutions, reflections on post-2030, advocacy activities towards policy coherence, global democratic governance, enabling environment for CSOs.

2. Purpose & scope of the mid-term review

The mid-term review will examine the first phase of the project's implementation, from December 2023 to June 2026.

The overall purpose of the mid-term review is to:

- gather evidence of change by evaluating both qualitative and quantitative data against the project's indicators; capture achievements of the program's results and indicators;
- reflect on the project's implementation in line with the 5 DAC criteria: relevance (are we doing the right thing?), effectiveness (are we achieving results), efficiency (are resources used well?), impact (what difference does it make?), and sustainability (will it last?);
- advise and support Forus in adjusting processes for the implementation of the remaining project period;
- draw lessons and concrete recommendations for enhancing the quality of Forus activities as well as ensuring accountability towards stakeholders and donors;
- contribute to the project's learning culture and support the project on harvesting change and showcasing the lessons learnt, thus informing Forus operationalization of the new 2026-2030 strategy.

The mid-term review will immediately follow the evaluation carried out for one of the project's co-funders. It will therefore be possible to draw on the results of this evaluation to identify the specific focus(es) of the mid-term review.

In any case, the mid-term review will include a special focus on the following impact indicator: Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the SDGs.

The audience of the evaluation will be:

- Forus' decentralized Secretariat team and governance: for mapping out reflections and lessons learnt from the project activities;
- Members and partner organizations (in particular, institutions and CSOs that collaborate with Forus) that may be interested in the results and lessons learned from this review;
- Other external stakeholders (e.g., donors): for assessing the impact of the network's activities, and/or the effective and efficient use of the funding to achieve stated goals and results of the project.

3. Evaluation approach and methods

The mid-term review will be carried out by a specialized consultant or team of consultants reflecting the intercultural nature of the Forus network. The Secretariat team will support the steering of the evaluation, the result of which will be shared with Forus' governance.

Contributions from members will be used to determine the perception, image and added value of Forus to its members. The mid-term review shall be conducted remotely and will also include a desk review, questionnaires and/or interviews with key Forus partners and external stakeholders. It will also pay attention to lessons learnt on project methods and strategies and determine the overall relevance, effectiveness, impact, and sustainability of the project.

The mid-term review will develop and apply a rigorous analytical framework to identify the impact of Forus in the above-mentioned areas. Evaluators are expected to detail this framework in the technical offer.

Consultants will be expected to collect data from a cross-section of representatives of Forus members and external partners, including a diversity of respondents and different levels of seniority. Case studies of Forus members could also be included, if relevant. The list of interviewees and subjects for the case studies will be determined with Forus at the inception phase. The evaluation methodology and data collection tools will also be determined during the inception phase. Likewise, the Forus Secretariat will also provide the evaluators with key data from the Forus MEAL systems during the inception phase.

Principles underpinning the evaluator's **approach** are:

- Participatory and culturally sensitive process valuing knowledge and approaches from within the context;
- Impartiality and independence of the evaluation process from the programming and implementation functions;
- Credibility of the evaluation, through use of appropriately skilled and independent experts;
- Transparency of the evaluation process, including wide dissemination of results;
- Usefulness of the evaluation findings and recommendations, through timely presentation of relevant, productively critical, clear, and concise information, and commitment to building capacity. The evaluator may refer to the Critical Friend methodology.

The evaluation must have a cross-cutting consideration for inclusion, ensuring that factors related to gender, culture, and language are taken into consideration.

The mid-term review will consist of several **phases**:

- Contracting: contract is signed, and a discussion of the assignment takes place. First documents and key data are provided to the evaluator team.
- Kick-off and scoping: Focus and key questions are defined on the basis of the outcome of the previous evaluation process. Mid-term review ToR are updated accordingly.

- Inception phase: Submission of inception report (which describes a proposal for the design of the evaluation and elaborates on how data will be obtained and analysed). The Forus Secretariat will also provide quantitative and qualitative data to evaluators from the Forus' Monitoring, Evaluation, Accountability and Learning systems used by the Secretariat. Data triangulation and quality control are very important and need to be discussed in the inception report. Evaluation questions and evaluation matrix will also be discussed and validated at that stage.
- Evaluation phase: The evaluator studies all necessary project documents and data; re-constructs and analyses the intervention logic and its assumptions. It is expected that data and information will be obtained through different methods such as: analysis of documents and data, online interviews (with a limited number of persons), online-survey (if applicable), others. (No field trips to visit the partners and members are foreseen)
- Final draft report: submission and presentation of final draft report. Inclusion of comments from partners and Forus.
- Final delivery: submission of final deliverables. Presentation of final evaluation findings to the project's main donor together with Forus staff.

The evaluators will work closely with the Forus Secretariat, ensuring regular communications and meetings throughout the different phases. Support for the logistical aspects of the evaluation can be provided by the Forus Secretariat.

4. Deliverables

d) Recommendations on focus and key questions; support for updating ToR.
e) Inception report, including a detailed methodology, list of interviewees and tools for the evaluation
f) Draft and final evaluation report in English addressing the evaluation questions and including:
    - Executive summary of key findings and recommendations.
    - Evaluation findings, analysis and conclusions with associated evidence and data clearly illustrated. Use of tables, graphs, quotes, anecdotes, and stories to illustrate findings and conclusions is encouraged.
    - Case studies (if relevant) illustrating stories of the impact of Forus and its members on specific policies, processes and for a.
    - Recommendations for the next actions, which should be practical and linked directly to conclusions.
    - Appendices, including methodology and evaluation tools, list of interviewees, questionnaire, and brief biography of evaluators.
g) Two presentations of final findings: to Forus team and governance, and to the main donor (European Commission)

Final payment is dependent on the submission and approval of the final evaluation report.

5. Profile and qualifications

Applicants may be individuals or a team of consultants. As a diverse network, Forus encourages mixed teams, with different backgrounds and genders.

Key qualifications :

- Relevant academic degree (master level).
- A minimum of ten years' experience and expertise in the non-profit sector, preferably networks in the field of development and linked to networks.
- At least three evaluations in the last five years, ideally impact evaluations, and focusing on advocacy, policy, campaigning, or communication work implemented by NGOs.
- Demonstrated experience of evaluation involving qualitative data and 'soft' outcomes.
- Demonstrated experience of evaluating multi-country projects.
- Working experience in several countries and continents.
- An understanding of the nature of capacity development work and advocacy activities.
- Experience in project cycle management.
- Excellent oral and written English skills.
- Capacity to study documentation and conduct interviews in French and Spanish is a strong asset.

6. Application procedure

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The application should include:

c) A technical offer including:

- Evaluation methodology: Describing your overall approach and evaluation methodology including, but not limited to, evaluation questions, evaluation design, proposed tools, and methodology.
- Understanding of the issues at stake and the Terms of Reference.
- Relevant experience: Provide details of projects of similar scope, complexity, and nature you have worked on previously.
- Specific expertise: advocacy & campaigning, Agenda 2030, civic space, international networks.
- Key personnel and staffing: Describe key personnel who will be part of the proposed plan and include their CVs (max. 2 pages each and attached as annex)
- Timeline: Include a detailed timeline of key activities.
- Three references (name and email).
- Web links to previous work (if available).

d) A detailed financial offer including:

- A line-item budget: The cost estimates used to prepare the budget should be presented in Euros (including VAT and any other taxes). The applicant should include their proposed daily rate, including all costs.
- A budget narrative.

The maximum budget for the evaluation is EUR 25,000 including all taxes and costs.

Applicants should clearly highlight any current or previous working or personal links to Forus, as well as any risk around conflict of interest.

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A total of 30 to 40 working days is currently estimated for this assignment.

Deadline for applications	March 10th, 2026 EOB
Contracting of evaluators	End March 2026
Inception phase, including kick-off meeting and inception meeting	June / July 2026
Evaluation phase	June - September 2026
Final delivery	October 2026