

Terms of Reference

Forus Post-2030 Vision Paper

October 2025

1. Background and Rationale

Research start date: November 2025

Location: Flexible (Remote work)

[Forus](#) is an innovative global network empowering civil society for effective social change. It brings together 72 National NGO Platforms and 7 Regional Coalitions from Africa, America, Asia, Europe, and the Pacific, representing more than 24,000 civil society organizations worldwide.

The year 2030 marks the formal deadline for the **2030 Agenda for Sustainable Development** and the **Sustainable Development Goals (SDGs)**. As governments and multilateral institutions start to debate the future of the agenda — whether through a simple extension, a more limited focus on implementation and financing, or a full renegotiation — civil society needs to position itself early to **shape the debate, safeguard ambition, and strengthen accountability**.

Forus intends to **develop a shared vision and positioning for the post-2030 agenda** to guide its advocacy strategy and rally its members around clear priorities. This work will feed into the preparation of the **Forus General Assembly (GA)** at the end of March 2026, where members will review, refine, and adopt this collective vision.

The resulting Vision Paper will set out:

- Forus’ **strategic “must-haves”** for the post-2030 framework (process and substance);
- **Core principles** on financing, reporting, accountability and civil society's enabling environment and meaningful participation;
- **A narrative** that can inform global, regional and national advocacy work; and
- A foundation for **collective engagement** across the Forus network and partners.

This assignment will co-create, with strong member engagement and targeted external input, a Forus Post-2030 Vision Paper to be presented at the Forus General Assembly (GA) in late March 2026 as the foundation for collective advocacy.

2. Objective of the Service

The consultant will deliver a **politically grounded, member-owned vision** for the post-2030 agenda that:

1. Maps credible **political and institutional scenarios** for the post-2030 agenda process and their implications for civil society participation and delivery;
2. Facilitate **strategic reflection** and structured consultation with Forus members and external key informants (Forus partners, think tanks, UN insiders, member states, CSO coalitions);

3. Define Forus' network **vision, principles, must-haves and advocacy priorities** for Forus' positioning (with emphasis on MOI/financing, compulsory reporting/accountability, and meaningful participation/civil society's enabling environment);
4. Identify **entry points, alliances and timelines** for influence at national, regional and multilateral levels;
5. Produce a **concise Vision Paper** and a **communications/engagement package** suitable for member endorsement and external use.

Methodology Requirements:

The consultant must propose a **participatory and multilingual-aware** approach that includes at minimum:

1. **Political & Scenario Mapping**
 - Structured desk review of post-2030 process options and institutional timelines;
 - **10–15 external key-informant interviews** (e.g., UN system, member states, think tanks, partner networks).
2. **Member Engagement (core expectation)**
 - **12–15 structured interviews/FGDs** with National Platforms and Regional Coalitions (balanced by region/language);
 - **Two virtual strategic workshops** (90 min each) with simultaneous interpretation (EN/FR/ES) to co-define principles, must-haves and priorities [Forus can support with the logistics and recruitment of interpreters];
 - Clear feedback loops (summary notes shared back to participants).
3. **Synthesis & Validation**
 - Iterative drafting with **one full network validation session** (EN/FR/ES);
 - Traceability matrix (how consultation feedback shaped the final text).
4. **Ethics & Safeguards**
 - Informed consent; option to anonymize quotes; do-no-harm approach for sensitive inputs; secure data storage.
5. **Accessibility & Languages**
 - Produce **final executive summary + GA slides + 2–3p brief in EN/FR/ES** (Forus can support translation if needed);
 - Screen-reader-ready PDFs; concise, plain-language style.

Key Questions:

- What political and institutional scenarios are emerging for the post-2030 framework?
- What non-negotiable principles and advocacy priorities should Forus defend?
- How can Forus articulate a network vision that is inclusive, ambitious, and strategic?
- Which advocacy entry points and alliances will be most relevant for influencing the process?
- How can the vision serve as a rallying agenda for the network going into the negotiation phase?

3. Tasks of the Consultant

The consultant will be responsible for the following:

a) Inception

- Detailed workplan, stakeholder map, data-collection tools (interview/FGD guides), and risk/mitigation plan.

b) Political and scenario mapping

- Conduct a desk review and analysis of emerging debates on the post-2030 agenda (e.g., UN, Summit of the Future follow-up, regional and donor agendas).
- Interview key external informants (e.g., UN insiders, think tanks, member states, CSO coalitions, Forus partners).
- Map plausible post-2030 pathways (extension, reopening, hybrid MOI/reporting track);
- Identify implications for accountability, financing, civic space, and national follow-up/review;
- Short “what it means for National Platforms” note.

c) Forus member engagement and consultation

- Conduct 12–15 structured interviews or focus group discussions with Forus members across regions.
- Facilitate two virtual strategic reflection workshops (with interpretation) to identify core principles and advocacy priorities.
- Produce a consultation summary with regional insights and areas of convergence/divergence (to be annexed to the final report).

d) Drafting of the vision narrative

- Draft the Vision Narrative (principles, must-haves, advocacy priorities);
- Propose advocacy entry points (venues, timelines, alliances), and a 2026–2030 influence map.
- Develop a first draft of the Forus Post-2030 Vision Paper, including proposed principles, advocacy hooks, and strategic directions.

e) Validation and finalization

- Facilitate one virtual validation session with members and partners.
- Integrate feedback into a final Vision Paper and prepare a GA presentation package (slides, talking points, summary brief).

f) Handover

- Provide editable files and a short implementation note (how to use this vision in 2026–2030).

4. Deliverables

- **Inception report**, including methodology, consultation plan, stakeholder list, and updated work calendar.
- **Political and Scenario Mapping Report (10–12 pages)** — analysis of post-2030 scenario options, implications for participation/accountability/financing; preliminary entry-point timeline; 2-page summary for members.
- **Member and External Stakeholder Consultation Dossier:**

- Workshop 1 & 2 agendas + slide packs (EN/FR/ES friendly);
- Interview/FGD synthesis (5–7 pp);
- **Draft Forus Vision Narrative (5 pages)** — Vision statement; emerging principles and advocacy directions; must-haves; advocacy priorities; skeleton of influence map.
- **Network Validation:**
 - Draft Vision Paper (12–15 pp) for consultation;
 - Validation webinar deck (20 slides);
 - Feedback form + traceability template.
- **Final Forus Post-2030 Vision Paper (15–20 pages)** — with executive summary (3–4 pp in EN/FR/ES) and annexes (methods, stakeholder list, feedback traceability).
- **Presentation package for GA**, including slides and a 2–3 page summary in EN/FR/ES.
- **Implementation Note (2 pp):** 2026–2030 advocacy roadmap & use-cases.

Acceptance criteria: each deliverable must be (i) on time, (ii) consultation-grounded (with citations/quotes anonymized as needed), (iii) concise and actionable, and (iv) provided in editable formats (docx, pptx) plus accessible PDFs.

5. Profile and Qualifications of the Consultant

Key qualifications:

- Postgraduate degree or equivalent experience in global development/public policy/international relations.
- At least 10 years of experience in global sustainable development, multilateral processes, or civil-society strategic advocacy.
- Demonstrated experience in participatory strategy-making with global networks
- Demonstrated experience in political scenario analysis and strategic visioning.
- Excellent facilitation skills with multilingual civil society networks.
- Proven ability to draft high-impact advocacy and positioning documents.
- Fluency in English; working knowledge of French and/or Spanish is an asset.

6. Location, Duration and Costing of Research

Location: Flexible. The consultant will work remotely. All activities (literature review, interviews, consultations, workshops) can be conducted online. Forus will support interpretation for key sessions.

Duration: Estimated 38–45 working days over a five-month period (November 2025 – March 2026).

Costing: Bidders should submit a detailed budget (day-rates, #days, other direct costs) encompassing any translation and design fees. VAT and all applicable taxes should be included.

Payment schedule (linked to deliverables):

- 20% on D1 approval;
- 40% on D3–D4 acceptance;
- 40% on D6 acceptance.

7. Calendar of Work

Period	Key Tasks
Phase 1 – Scoping & Political Mapping (Nov–Dec 2025)	<ul style="list-style-type: none">• Desk review of post-2030 debates and scenario analysis (UN, Summit of the Future follow-up, regional tracks, donor agendas).• Interviews with external key informants (Forus partners, think tanks, UN insiders, member states, CSO coalitions).• Short political mapping report outlining possible trajectories.
Phase 2 – Internal Vision-Building (Dec 2025–Jan 2026)	<ul style="list-style-type: none">• 12–15 structured interviews or focus group discussions with Forus members from all regions.• 2 virtual strategic reflection workshops with member leaders and Secretariat.• Drafting of a first vision narrative and strategic directions.
Phase 3 – Network Validation (Feb 2026)	<ul style="list-style-type: none">• Circulation of the draft vision paper to all members.• Online member consultation session with interpretation (EN/FR/ES).• Integration of network feedback.
Phase 4 – Finalization & Presentation (March 2026)	<ul style="list-style-type: none">• Final Forus Post-2030 Vision Paper (15–20 pp) in English, with translation to French and Spanish if possible.• Executive summary (3–4 pp), slides, talking points (EN/FR/ES).

8. Meetings and Reporting

- Steering Group: Advocacy Coordinator (lead), Advocacy Officer, 4 regional reps.
- Check-ins: bi-weekly (60 min); minutes and action points shared within 24h.
- The consultant will coordinate with Forus Comms for layout and accessibility.

9. Composition of the Application

The application file should include:

- **Motivation Letter** addressed to Forus' Advocacy Coordinator;
- **Technical proposal (max 10 pp)**: understanding, methodology, engagement plan, risks/mitigation, workplan;
- **Financial proposal**: day-rates, #days, other costs, payment schedule; VAT and all applicable taxes must be included in the fees.
- **CV(s)** of consultant/team (max 2 pp each);
- **Two writing samples** (strategy/advocacy/policy);
- **Two references** from comparable assignments.

10. Application Deadline

Applications should be submitted by **COB 12 November 2025** in electronic format at the following address: recruitment@forus-international.org