

# **Terms of Reference**

## **Consultancy: Digital Governance Working Group Facilitator**

**Submission deadline: June 21, 2026**

**Estimated start date: July, 2026**

**Estimated end date: July, 2027**

**Duration: 12 months**

**Location: Remote**

### **1 – Background**

[Forus](#) is an innovative global network empowering civil society for effective social change. It brings together 74 National NGO Platforms and 8 Regional Coalitions from Africa, America, Asia, Europe, and the Pacific.

The [European Center for Non-for-Profit Law \(ECNL\)](#) advances democratic spaces and progressive change by championing civic freedoms, anticipating and analyzing trends that shape collective action, and strengthening legal protections.

Forus and ECNL are part of the [Civil Society Alliances for Digital Empowerment \(CADE\)](#). CADE, an EU co-funded initiative, that aims to enhance the capacity of civil society organizations for effective advocacy in multilateral and multistakeholder internet governance processes. It fosters inclusive participation, particularly from the Global South (Global Majority), supports cross-regional engagement and collaboration, and promotes a human-centric policy approach in shaping digital policies and standards.

The Digital Governance Working Group (DG WG) is a key platform within CADE to:

- Strengthen Global North–Global South CSO strategic networking;
- Identify actionable collaboration opportunities;
- Generate tangible outputs that feed into CADE reporting and advocacy.

### **2 - Purpose and scope of the services**

The facilitator is responsible for facilitating and technically supporting the delivery of 9 online working group sessions over 12 months, including structured session design and documentation, under the strategic direction and approval of Forus Project Coordinator, ensuring alignment with CADE goals, outcomes and deliverables.

Success of the working group will be assessed not only through attendance and participation, but also through the quality of collaborations established, joint actions implemented, and evidence of continued engagement among participating organizations.

The facilitation of the sessions is characterized by regular engagement, the promotion of interregional exchange, the fostering of dialogue, and the development of common

strategies. Sessions should prioritize applied peer learning ('how-to' exchanges) and practical collaboration, for example by inviting 2–3 participating organizations per session to share concrete experiences across regions, followed by facilitated discussion focused on transferable lessons and joint action opportunities. Other approaches for applied peer learning are welcome.

At the thematic level, it is essential that the selected topics are relevant to the community and reflect their priorities. Topics that may be addressed [include](#), but are not limited to, artificial intelligence (AI), child safety online, cybersecurity, digital inclusion, encryption, freedom of expression online, gender rights online, privacy and data protection, and other priority topics identified by participants, with an emphasis on tangible joint outputs.

### **CADE Outcomes**

The objective of the working group is to generate connections, partnerships, initiatives, and networks that will last beyond the activity itself. The facilitator must ensure that the deliverables are aligned with CADE outcomes:

- Outcome 1: Increased CSO capacity for meaningful internet governance participation.
- Outcome 2: Enhanced CSO engagement in global/regional internet governance forums.
- Outcome 3: Strengthened GN–GS CSO strategic networking and actionable joint initiatives.

### **Project ownership, roles and coordination**

This consultancy provides facilitation capacity; strategic positioning and integration with wider CADE activities remain the responsibility of the consortium. Forus, ECNL, and CADE retain ownership of the project and its content. The facilitator will work in close coordination with the Project Coordinator (the main contact in Forus) to co-strategize, review and secure timely approval of all preparatory materials and session follow-ups, and align on related deliverables.

The Project Coordinator will also manage participant communications, distribute meeting links, produce registration and evaluation forms, and coordinate interpretation services (ENG-SP-FR) for both virtual sessions and other communications; the facilitator should focus on session design and delivery while liaising regularly with the Coordinator to ensure consistency and quality. If specific speakers are required, the Project Coordinator will support the facilitator by sourcing relevant profiles. The facilitator's role is to guide the group's work, while final decisions on direction rest with the group.

To ensure continuity and institutional memory, the facilitator will (i) hold a planning check-in with the Project Coordinator before each session; and (ii) join a quarterly coordination check-

in with Forus/ECNL to ensure alignment with the broader CADE calendar and emerging opportunities.

### 3- Tasks & Deliverables

The facilitator of the Digital Governance Working Group will be responsible for delivering nine online sessions over a period of one year. All of the following deliverables must be reviewed and approved by the CADE/Forus Project Coordinator in advance, within the timeframes specified below for each task.

**Before launching the cycle of sessions**, the facilitator must deliver:

- A schedule with proposed dates and times for each of the nine sessions, in consultation with the CADE/Forus Project Coordinator. The proposed timeline can be later adjusted based on the needs and availability of the participants.
- A brief (1–2 pages) engagement plan outlining:
  - Avenues for dissemination beyond Forus and CADE communication channels.
  - How to maintain organizational participation throughout the cycle.
  - Proposed approach to define session topics collaboratively.
  - Proposed methodologies for structured outputs per session.

In order to properly develop the above deliverables, the facilitator must [review](#) CADE baseline studies, mapping reports, and observatory data to inform session preparation.

In addition, **for each session**, the facilitator must:

- Propose the session agenda, preparatory materials, speaker list, and a 3–5 short evaluation questions per session (aligned with CADE MEL needs) with the CADE/Forus Project Coordinator at least three weeks in advance and adjust it if necessary.
  - The Project Coordinator will administer the survey; the facilitator will integrate learning points into the next session design and the quarterly coordination notes.
- Design and conduct the session using a structured, participatory methodology that produces:
  - Priority topic maps;
  - Opportunity trackers;
  - Identification of feasible joint actions with designated lead(s), progress status, and follow-up actions throughout the cycle. Possible joint actions include the co-organization of a webinar or workshop, position statements, communications campaigns, recommendations to public authorities on digital policy matters, research initiatives, among others.

- Draft the session follow-up package within 5 working days (English), comprising (i) concise minutes, including the topic of the next session; (ii) updated collaboration map/opportunity tracker; (iii) updated joint action tracker; and (iv) proposed next steps. The Project Coordinator will review/approve and disseminate via Forus' internal communication channels.

For each session, the facilitator must ensure GN–GS participation is balanced and inclusivity principles are applied. Accordingly, the facilitator will monitor participation trends and proactively recommend outreach measures if representation from specific regions or stakeholder groups declines during the cycle.

**At the end of the cycle of 9 sessions,** the facilitator must deliver:

- A consolidated report summarizing all 9 sessions, including:
  - Collaboration maps and opportunity trackers; List of joint actions completed (minimum 3), including responsible leads, outputs, and public links if applicable. Each joint actions must be carried out by two or more organizations within the working group. Participants organizations must be diverse, and the facilitator will encourage joint actions to be interregional.
    - While the reporting will be produced at the end of the cycle, the three joint actions must be carried out within the cycle. This implies planning tangible outputs throughout the sessions.
  - Lessons learned and recommendations for sustaining collaboration, partnerships, and joint initiatives beyond the conclusion of the working group cycle.
  - A strategic reflection for CADE reporting, linking outputs to Global Minority (Global North) – Global Majority (Global South) engagement and MEL indicators.

All data and materials are strictly confidential. Where joint actions lead to public outputs, links may be included in the consolidated report; otherwise, outputs may be referenced without public attribution, subject to participant consent.

#### **4. Profile and requirements**

- Proficiency in English; Spanish, French, and Portuguese are a plus.
- At least 2 years of experience facilitating online sessions, with strong facilitation and moderation skills in remote, cross-regional and multilingual contexts.
- At least 2 years of work focused on digital rights, internet governance processes, and multistakeholder forums.
- Familiarity with the Zoom platform and ability to provide basic troubleshooting and coordinate with technical support when needed.

- Good time management and ability to keep sessions focused, on track, and translatable to structured, actionable outputs.
- Ability to facilitate Global Minority (Global North) – Global Majority (Global South) strategic networking.
- Demonstrated experience in translating multistakeholder dialogue into concrete collaborative outputs, partnerships, or advocacy initiatives.
- Clear written communication skills for summaries and follow-ups.
- Strong and reliable internet connectivity.
- A commitment to diversity and inclusion, ensuring that sessions surface different perspectives, address potential biases, and actively promote participation from all voices.
- Collaboration: Must work closely with CADE/Forus Project Coordinator for all session plans, outputs, and communications, as well with other team members or CADE partners as needed.

## 5. Budget and Time Commitment

Maximum budget for the consultancy services: **€10,000** (inclusive of all taxes, including VAT).

Expected time commitment: approximately 3-4 days/month (including preparation, facilitation, and documentation).

### Payment schedule, linked to deliverables:

- **35% on D1 acceptance:** proposed schedule for the 9 sessions + engagement plan; delivery of sessions 1–3 and all related approved materials/follow-up packages;

- **30% on D2 acceptance:** delivery of sessions 4–6 and all related approved materials/follow-up packages;

- **35% on D3 acceptance:** delivery of sessions 7–9, all related approved materials/follow-up packages, and final consolidated report.

This consultancy will be contracted under EU funding eligibility rules. As a result, Forus can only contract consultants/legal entities established in an EU Member State or in an eligible ODA recipient country. This means that Forus cannot accept proposals from legal entities or self-employed consultants established in (non-exhaustive list): the United States, the United Kingdom, Canada, Japan, or South Korea.

It should be noted that the rules for invoicing intra-Community services excluding VAT do not apply to services provided to Forus, which must be invoiced including VAT.

## 6. How to apply

Interested consultants are invited to submit the following documents by **June 21 2026** in electronic format to the following address: [recruitment@forus-international.org](mailto:recruitment@forus-international.org) with “Facilitator - Digital Governance Working Group” in the subject line:

- **Technical proposal:** Max 2 pages outlining the proposed methodology, work plan, and timeline.
- **Financial proposal:** VAT and all applicable taxes must be included.
- **CV:** Detailed curriculum vitae of the consultant. Please describe experiences delivering online workshops or trainings for international organizations and networks.
- **References:** Contact information for two references from similar previous assignments.