



Booklet

Forus General Assembly

23 -27
March
Siem Reap
Cambodia

DEAR GENERAL ASSEMBLY PARTICIPANTS,

We are delighted to welcome you to the 2026 Forus General Assembly in Cambodia! ✨

The **2026 Forus General Assembly** will take place in Siem Reap, Cambodia, from 23 to 27 March 2026, and it is organised in partnership with Forus' national member platform, the Cooperation Committee for Cambodia (CCC).

ABOUT THE FORUS GENERAL ASSEMBLY

The General Assembly (GA) is the highest decision-making body of Forus. It is the key moment when members come together to collectively discuss strategy, finetune activities, and plan for the future.

OBJECTIVES OF THE 2026 GENERAL ASSEMBLY

- Identify and prioritise collective actions to face global challenges.
- Strengthen connections, mutual understanding, and a sense of belonging across the network.
- Share ownership of the 2026–2030 Forus Strategy and discuss the first steps for its implementation.
- Learn, reflect, and exchange about experiences and perspectives from across the network



HYBRID PARTICIPATION

In light of the war in the Middle East and related travel disruptions, the 2026 General Assembly has been adapted to a **hybrid format** to support participation for both onsite and online participants. As of today, we expect about 70 people in person, while others will be joining online.

HOW TO PARTICIPATE ONLINE

Join the plenary sessions online: Most plenary sessions will be accessible online via Zoom, with connection details provided in each session description below.

Join dedicated Daily Online Recap & Feedback Sessions: We understand that, due to time zone differences, not all online participants will be able to join every live session. To help support meaningful online participation, Forus will organise dedicated online sessions to reflect together on the day's discussions, exchange views, and raise key points. Main insights from the onsite discussions will be shared in these sessions, and key messages emerging online will in turn be brought back into the wider Assembly conversation. **The Zoom link for each online session is included in the programme for each day.**

 Professional **simultaneous interpretation** will be available in English, French, and Spanish during all General Assembly Sessions and daily online sessions.

PARTICIPANTS

The complete List of Participants (onsite and online) is [available here](#).



PROGRAMME

The **2026 General Assembly programme** was carefully designed by a member-led Steering Committee and Forus governance bodies to ensure a strategic, dynamic, and member-driven GA.

Below is the day-by-day programme, including session details, activities, and online participation information, so that all participants—onsite or remote—can fully engage in the GA.



DAY 1

23/03

**09:00-10:00 Siem
Reap / 02:00 UTC**

Opening Session

Welcome and GA
overview.

**10:00-10:30 Siem
Reap / 03:00 UTC**

Getting to know
who is in the
room (and
online)

**10:30-11:00 Siem
Reap / 03:30 UTC**

Coffee break

**11:00-12:30 Siem
Reap / 04:00 UTC**

Forus 2026-2030
Strategy
Present and discuss
Forus' strategic
direction.

**12:30-14:00 Siem
Reap / 05:00 UTC**

Lunch break

**14:00-15:30 Siem
Reap / 07:00 UTC**

Weaving the
Network: Who We
Are as Members

**15:30-16:30 Siem
Reap / 08:30 UTC**

Coffee Break

**16:30-18:00 Siem
Reap / 09:30 UTC**

Panel Discussion:
Global
Context and Emerging
Trends
Reflect on global shifts
and strategic
tensions

19:00 Siem reap

Welcome Dinner

**20:00 Siem Reap /
13:00-15:00 UTC**

DAY 1. Online Recap &
Feedback Session

SESSIONS AND PANELS

DAY 1

23/03

(09:00-10:00 Siem Reap / 02:00 UTC) [[Click to see your local time](#)]

Session 1. Opening Session

This session is open to remote participation. Join via the following link: <https://us02web.zoom.us/j/81762493776>

The Opening Session kicks off the Forus 2026 General Assembly, setting the stage for a week of dialogue, collaboration, and strategic reflection. Participants will be welcomed to the General Assembly, with key introductions, framing of objectives, and an overview of the agenda. This session establishes the tone for collective engagement, highlighting the shared purpose of strengthening the Forus network, fostering inclusive participation, and aligning on priorities for the 2026–2030 network strategy.

(10:00-10:30 Siem Reap / 03:00 UTC) [[Click to see your local time](#)]

Session 2. Getting to know who is in the room (and online)

This session is open to remote participation. Join via the following link: <https://us02web.zoom.us/j/81762493776>

An interactive session to connect with those in the room and online, reconnect with familiar faces, and build new relationships across the network.

(11:00-12:30 Siem Reap / 04:00 UTC) [[Click to see your local time](#)]

Session 3. Forus 2026-2030 Strategy

This session is open to remote participation. Join via the following link: <https://us02web.zoom.us/j/81762493776>

Session combining the presentation of the strategic direction for the coming five years with participatory elements to support collective understanding and appropriation of the strategy.

(14:00-15:30 Siem Reap / 07:00 UTC) [[Click to see your local time](#)]

Session 4. Weaving the Network: Who We Are as Members

This session is open to remote participation. Join via the following link: <https://us02web.zoom.us/j/81762493776>

An interactive session to explore who makes up the Forus network today. Through energisers, live polling, and platform profiles, participants will discover the network's diversity, strengths, and realities, while strengthening connections and reflecting on inclusive participation.



(16:30-18:00 Siem Reap / 09:30 UTC) [[Click to see your local time](#)]

Session 5. Panel Discussion: Global Context and Emerging Trends

This session is open to remote participation. Join via the following link:
<https://us02web.zoom.us/j/81762493776>

What is shaping the space for civil society influence today—and what does it mean for the years ahead? This panel brings the Forus network together to reflect on shifting global and regional dynamics. Drawing on the 2026–2030 Strategy and grounded in member realities, it combines short scene-setting interventions with an interactive member pulse to surface key risks, opportunities, and concrete examples from across the network.

Through facilitated discussion and quick prioritisation, participants will identify 3–4 strategic tensions to guide the rest of the Influence week—shaping priorities, focus areas for collective action, and engagement with key arenas such as multilateral and regional spaces, development finance, civic space, and the digital and AI landscape.

20:00-22:00 Siem Reap / 13:00-15:00 UTC [[Click to see your local time](#)]

DAY 1. Online Recap & Feedback Session

This session is designed for remote participants. Join via the following link: <https://us02web.zoom.us/j/86320647524>

Join the Daily Recap & Feedback Session to stay fully connected! This dedicated space allows remote participants to reflect on the day's discussions, share their insights, and see highlights from onsite sessions.

Your contributions will directly feed back into ongoing conversations, creating a dynamic exchange between online and onsite participants.

DAY 2

24/03

09:00-09:15 Siem Reap / 02:00 UTC

Connecting Insights
Review key takeaways from Day 1

09:15-09:30 Siem Reap / 02:15 UTC

Lightning Talk by Philippe Walfard (Agence Française du Développement, AFD)

09:30-11:00 Siem Reap / 02:30 UTC

Navigating Change in Shifting
Global Landscape 1/2
Identify network influence priorities

10:30-11:00 Siem Reap / 03:30 UTC

Coffee/Tea break (30')

11:30-13:00 Siem Reap / 04:30 UTC

Navigating Change in Shifting
Global Landscape 2/2
Power-mapping and influence bets.

12:30-14:00 Siem Reap / 05:00 UTC

Lunch break

14:00-15:30 Siem Reap / 07:00 UTC

How does a successful Support ecosystem look in Forus?

15:30-16:30 Siem Reap / 08:30 UTC

Coffee break

16:00-17:30 Siem Reap / 09:00 UTC

Meeting with local Cambodian civil society organizations
Learn from local Cambodian civil society initiatives.

19:00 Siem Reap

Dinner

20:00 Siem Reap / 13:00-15:00 UTC

DAY 2. Online Recap & Feedback Session

SESSIONS AND PANELS

DAY 2

24/03

(09:00-09:15 Siem Reap / 02:00 UTC) [[Click to see your local time](#)]

Connecting Insights: Key Takeaways and Perspectives (including feedback from remote participants)

This session is open to remote participation. Join via the following link: <https://us02web.zoom.us/j/88435069267>

A session to review key discussions from the previous days, integrate insights from online participants, and surface feedback to inform ongoing conversations and next steps.

(09:15-09:30 Siem Reap / 02:15 UTC) [[Click to see your local time](#)]

Lightning Talk by Philippe Walfard (Agence Française du Développement, AFD)

This session is open to remote participation. Join via the following link: <https://us02web.zoom.us/j/88435069267>

Philippe Walfard, from the Agence Française de Développement (AFD), will deliver a short intervention, outlining AFD's role in the current development cooperation ecosystem and sharing insights on collaboration between civil society and public development banks.

(09:30-11:00 Siem Reap / 02:30 UTC) [Click to see your local time]

Session 6. Navigating Change in Shifting Global Landscape 1/2

This session is open to remote participation. Join via the following link:
<https://us02web.zoom.us/j/88435069267>

This session translates Monday's "Setting the Scene" diagnosis into a small set of network-level influence priorities for Forus. Through short "Influence in action" duo conversations and an interactive table exercise, participants will envision what success looks like in 2026–27 if Forus' influence bets land — and identify the most meaningful outcomes to aim for across national, regional, and global levels.

Participants will surface concrete outcomes, connect them to member experience, and generate the building blocks needed for the power-mapping and "influence bets" decisions later in the day, as well as for Thursday's World Café labs.

(11:30-13:00 Siem Reap / 04:30 UTC) [Click to see your local time]

Session 7. Navigating Change in Shifting Global Landscape 2/2

This session is open to remote participation. Join via the following link:
<https://us02web.zoom.us/j/88435069267>

This second session moves from priorities to power: participants will translate the morning's shortlisted outcomes into a practical "from what to who" power-mapping exercise, identifying the key actors, arenas, channels, and windows of opportunity needed to shift systems. Building on Forus' national, regional, and global leverage, the group will then select 3-4 Influence Bets (plus a short watchlist) that are specific enough to act on, broad enough to unite, and owned across the network.

The session serves as a bridge to Thursday's World Café labs, where participants will further delve into the advocacy 'bets': what's already being done about it, and how to further, better advance these 'advocacy bets' together as Forus — ensuring the rest of the week moves from shared ambition to coordinated action.

(14:00-15:30 Siem Reap / 07:00 UTC) [[Click to see your local time](#)]

Session 8. How does a successful Support ecosystem look in Forus?

This session is open to remote participation. Join via the following link:
<https://us02web.zoom.us/j/88435069267>

This session brings members together to define shared capacity-strengthening priorities for 2026–2030, to increase the collective impact of national platforms and regional coalitions in a context of growing pressures on civic space.

The session will begin with a short framing and a rapid reflection on the capacities that have most strengthened platforms over the past five years. Participants will then work in small groups to explore common trends and gaps across the network, including areas such as coalition governance, advocacy systems, access to decision-makers, resource mobilisation, organisational safety, and strategic communications.

Building on this shared analysis, groups will identify the core capacities that platforms should strengthen by 2030 to build effective coalitions, advance collective positions, and mitigate risks in increasingly constrained civic spaces. These priorities will then be clustered, discussed, and validated collectively.

(16:00-17:30 Siem Reap / 09:00 UTC) [[Click to see your local time](#)]

Session 9. Meeting with local Cambodian civil society organizations

This session is open to remote participation. Join via the following link:
<https://us02web.zoom.us/j/88435069267>

This session, organised in collaboration with the Cooperation Committee of Cambodia (CCC), highlights and explores the work of local civil society organisations in Cambodia. Participants will learn about their initiatives, challenges, and successes, while exchanging insights on how international networks like Forus can support and amplify local impact.

20:00-22:00 Siem Reap / 13:00-15:00 UTC [[Click to see your local time](#)]

DAY 2. Online Recap & Feedback Session

This session is designed for remote participants. Join via the following link: <https://us02web.zoom.us/j/85480196603>

Join the Daily Recap & Feedback Session to stay connected! This dedicated space allows remote participants to reflect on the day's discussions, share their insights, and see highlights from onsite sessions.

Your contributions will directly feed back into ongoing conversations, creating a dynamic exchange between online and onsite participants.



DAY 3

25/03

08:00-12:00
Siem Reap

Cultural Heritage
Excursion
Visit Angkor Wat.

12:30-14:00 Siem
Reap / 05:00 UTC

Lunch break

14:00-15:30 Siem
Reap / 07:00 UTC

Regional
discussions
Parallel reflections
on how to
contribute to the
Forus strategy

15:30-16:30 Siem
Reap / 08:30 UTC

Coffee/Tea break

16:00-16:15 Siem
Reap / 09:00 UTC

Connecting
Insights
Key takeaways
from previous
days.

16:30-19:00 Siem
Reap / 09:30 UTC

Forus Statutory
Session

19:30 Siem Reap

Dinner

20:00 Siem Reap /
13:00-15:00 UTC

DAY 3. Online
Recap &
Feedback Session

SESSIONS AND PANELS

DAY 3

25/03

(08:00-12:00 Siem Reap) Cultural Heritage Excursion

In-person participants will have the opportunity to visit the iconic Angkor Wat Temple Complex, a UNESCO World Heritage Site and one of the world's most remarkable cultural and architectural treasures. Located in Siem Reap, Angkor Wat is celebrated for its stunning Khmer architecture, intricate bas-reliefs, and deep spiritual significance. The visit offers a unique chance to explore Cambodia's rich history and heritage while experiencing one of Southeast Asia's most iconic landmarks.



(14:00-15:30 Siem Reap / 07:00 UTC) [[Click to see your local time](#)]

Session 10. Regional discussions: Parallel reflections on how to contribute to the Forus strategy

This session is open to remote participation. Join via the following link: <https://us02web.zoom.us/j/86189994291>

Members will gather in regional groups to translate the Forus Strategy 2026–2030 into regional advocacy priorities and practical next steps. Building on Forus' three pillars (Connect, Support, Influence) and the Strategy's commitment to member leadership and regional coalition roles, this session will help regions identify what "success" looks like in their context, where the key power arenas are, and how national/regional/global roles can reinforce each other.

The session will also launch a member-led process (with dedicated budget support in Africa, LAC, Asia, and the Pacific) to create regional advocacy strategies, including the formation of regional steering committees and the drafting of Terms of Reference to recruit internal/external expertise. Regions will leave with a clear proposed pathway (who leads, what will be produced, and by when), and 1–2 concrete opportunities for inter-regional collaboration.

(16:00–16:15 Siem Reap / 09:00 UTC) [[Click to see your local time](#)]

Connecting Insights: Key Takeaways and Perspectives (including feedback from remote participants)

This session is open to remote participation. Join via the following link:
<https://us02web.zoom.us/j/86189994291>

A session to review key discussions from the previous days, integrate insights from online participants, and surface feedback to inform ongoing conversations and next steps.

(16:30–19:00 Siem Reap / 09:30 UTC) [[Click to see your local time](#)]

Session 11. Statutory Session

This session is open to remote participation. Join via the following link: <https://us02web.zoom.us/j/86189994291>

In the statutory session, a report on key activities and finances will be shared.

The General Assembly will also approve the updated list of Forum members, consider proposed amendments to the Statutes and elect several Council members to fill vacant seats.

20:00–22:00 Siem Reap / 13:00–15:00 UTC [[Click to see your local time](#)]

DAY 3. Online Recap & Feedback Session

This session is designed for remote participants. Join via the following link: <https://us02web.zoom.us/j/89138556446>

Join the Daily Recap & Feedback Session to stay connected! This dedicated space allows remote participants to reflect on the day's discussions, share their insights, and see highlights from onsite sessions.

Your contributions will directly feed back into ongoing conversations, creating a dynamic exchange between online and onsite participants.

DAY 4

26/03

09:00-09:15 Siem Reap / 02:00 UTC

Connecting Insights
Key takeaways from previous days

09:30-10:30 Siem Reap / 02:30 UTC

Book Talk with Sam Worthington
NGO adaptation and local empowerment

10:30-11:00 Siem Reap / 03:30 UTC

Coffee break

11:00-12:30 Siem Reap / 04:00 UTC

World Cafe Round 1/2
Enabling Environment (Support + Protection + Enhanced Network Solidarity)

12:30-14:00 Siem Reap / 05:00 UTC

Lunch break

14:00-15:30 Siem Reap / 07:00 UTC

World Cafe Round 2/2
Sustainable Development & Development Financing

15:30-16:00 Siem Reap / 08:30 UTC

Coffee Break

16:00-17:30 Siem Reap / 09:00 UTC

Fundraising for the Future:
Explore strategies, capacities, and funding models

18:00-19:00 Siem Reap / 11:00 UTC

Council Meeting (Closed)

19:30 Siem Reap

Closing Dinner

20:00 Siem Reap / 13:00-15:00 UTC

DAY 4. Online Recap & Feedback Session

SESSIONS AND PANELS

DAY 4

26/03

(09:00-09:15 Siem Reap / 02:00 UTC) [[Click to see your local time](#)]

Connecting Insights: Key Takeaways and Perspectives (including feedback from remote participants)

This session is open to remote participation. Join via the following link:
<https://us02web.zoom.us/j/89264715631>

A session to review key discussions from the previous days, integrate insights from online participants, and surface feedback to inform ongoing conversations and next steps.

(09:30-10:30 Siem Reap / 02:30 UTC) [[Click to see your local time](#)]

Book Talk with Sam Worthington

This session is open to remote participation. Join via the following link:
<https://us02web.zoom.us/j/89264715631>

Join an engaging conversation with [Sam Worthington](#) (former CEO of InterAction, Forus' USA national platform) on his latest book, [Prisoners of Hope](#). Drawing on decades of experience in global development and civil society, the book explores how NGOs can adapt, shift power to local actors, and remain relevant in a rapidly changing world.

(11:00-12:30 Siem Reap / 04:00 UTC) [[Click to see your local time](#)]

**Session 12. World Cafe Round I: Enabling Environment
(Support + Protection + Enhanced Network Solidarity)**

This session is open to remote participation. Join via the following link:
<https://us02web.zoom.us/j/89264715631>

This World Café session translates the strategic “power mapping” and influence pathways identified earlier in the week into concrete, practical action for strengthening an enabling environment for civil society. In rotating small groups, members will work across four thematic stations focused on urgent enabling environment challenges (legal restrictions, digital security, funding/partnerships, and countering stigmatizing narratives). Each station will capture actionable ideas grounded in member experience, including the allies/targets to engage, what different regions can contribute, and what support is needed from the Forus network.

The aim is to move from shared “bets” to clear action pathways: what we do, with whom, and with what support in 2026–27. Outputs from the four stations will feed into the overall Influence roadmap for the year ahead.

(14:00-15:30 Siem Reap / 07:00 UTC) [[Click to see your local time](#)]

Session 13. World Cafe Round II: Sustainable Development & Development Financing

This session is open to remote participation. Join via the following link:
<https://us02web.zoom.us/j/89264715631>

This World Café session helps members translate Forus’ influence priorities on sustainable development and financing into concrete action. Building on the earlier “Setting the Scene” diagnostics and Tuesday’s power mapping work, participants will rotate through four thematic stations to define practical action pathways: which priorities to focus on, the most relevant influence spaces and allies, and the roles and support needed to turn ambition into impact.

Outputs will capture 1–2 priority actions per station for 2026–27, key targets and allies, member contributions by region and role, and support needs from the Forus network. The session concludes with a brief cross-station share-back to consolidate key insights and next steps.

(16:00-17:30 Siem Reap / 09:00 UTC) [[Click to see your local time](#)]

Session 14. Fundraising for the Future: Strategy, Capacity & Funding Approaches

This session is open to remote participation. Join via the following link:
<https://us02web.zoom.us/j/89264715631>

Session exploring the key elements of effective fundraising, from organisational capacity and strategic planning, to donor engagement and assessing which opportunities are worth pursuing. It will also reflect on how AI and review different funding models shaping the future of resource mobilisation.

The discussion will build on Forus' existing documents and tools, including the organisational assessment, the learning modules on fundraising, and the toolkit on exploring alternative funding approaches, to identify practical ways forward for members.

18:00-19:00 Siem Reap / 11:00 UTC

Council Meeting

OPEN TO COUNCIL MEMBERS ONLY

20:00-22:00 Siem Reap / 13:00-15:00 UTC [[Click to see your local time](#)]

DAY 4. Online Recap & Feedback Session

This session is designed for remote participants. Join via the following link: <https://us02web.zoom.us/j/82094880449>

Join the Daily Recap & Feedback Session to stay connected! This dedicated space allows remote participants to reflect on the day's discussions, share their insights, and see highlights from onsite sessions.

Your contributions will directly feed back into ongoing conversations, creating a dynamic exchange between online and onsite participants.

PROGRAMME

DAY 5

27/03

09:00-09:15 Siem Reap / 02:00 UTC

Connecting Insights
Key takeaways from previous days

09:15-10:30 Siem Reap / 02:30 UTC

Network Weaving:
How to stay connected!
Strengthen collaboration and connections

10:30-11:00 Siem Reap / 03:30 UTC

Coffee break

11:00-13:00 Siem Reap / 04:00 UTC

Closing session

13:00-14:00 Siem Reap / 05:00 UTC

Lunch break

19:30 Siem Reap

Dinner

20:00 Siem Reap / 13:00-15:00 UTC

DAY 5. Online Recap & Feedback Session

SESSIONS AND PANELS

DAY 5

17/05

(09:00-09:15 Siem Reap / 02:00 UTC) [[Click to see your local time](#)]

Connecting Insights: Key Takeaways and Perspectives (including feedback from remote participants)

This session is open to remote participation. Join via the following link: <https://us02web.zoom.us/j/87634614353>

A session to review key discussions from the previous days, integrate insights from online participants, and surface feedback to inform ongoing conversations and next steps.

(09:15 -10:30 Siem Reap / 02:15 UTC) [[Click to see your local time](#)]

Session 15. Network Weaving: How to stay connected!

This session is open to remote participation. Join via the following link: <https://us02web.zoom.us/j/87634614353>

This session focuses on sustaining a connected and vibrant Forus network beyond the General Assembly. Through interactive exercises and small-group discussions, participants will explore practical ways to strengthen collaboration spaces, enhance direct communication across the network, and make member information more visible—supporting stronger connections and ongoing engagement.

(11:00-13:00 Siem Reap / 04:00 UTC) [[Click to see your local time](#)]

Session 16. Closing Session

This session is open to remote participation. Join via the following link: <https://us02web.zoom.us/j/87634614353>

This closing session is designed to turn the week's Influence outcomes into realistic, energising next steps. It will recap the collective “bets,” emerging coalitions, and first actions agreed during the General Assembly, and then invite participants to make light, practical commitments to sustain momentum (what they can contribute, and what support they are looking for). Discussions will focus on how we enable follow-through without overloading members — including communications, safety, resourcing, and an achievable rhythm for collective work.

The session ends with clear next steps for sharing outputs and organising follow-up check-ins, including how the influence agenda will be carried forward through regional processes — leaving members with clarity, hope, and a tangible sense of collective reconstruction, solidarity, and influence.

20:00-22:00 Siem Reap / 13:00-14:00 UTC [[Click to see your local time](#)]

DAY 5. Online Recap & Feedback Session

This session is designed for remote participants. Join via the following link: <https://us02web.zoom.us/j/81600893517>

Join the Daily Recap & Feedback Session to stay connected! This dedicated space allows remote participants to reflect on the day's discussions, share their insights, and see highlights from onsite sessions.

Your contributions will directly feed back into ongoing conversations, creating a dynamic exchange between online and onsite participants.

LOGISTICS



The Forus General Assembly will take place at the Angkor Paradise Hotel.

Address:

National Road No.6, Phum Taphul, Sangkat Svay Dangkoum, Siem Reap, KH-17252, Cambodia

Phone: 0800 022 9563

Emergency Numbers

Ambulance - 119 (Toll Free)

Police - 117 (Toll Free)

For any urgent questions or if you are in need of assistance during the General Assembly feel free to contact **Arturo CORTÉS BARBABOSA** Coordinator — MEAL, Organisational Effectiveness & Special Projects - +33 6 56 66 21 97 - arturo@forus-international.org, **Isabella Camargo Méndez** - +33 6 98 74 27 14, isabella@forus-international.org. Make sure to contact them on WhatsApp or Telegram.



Arturo



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Jennifer



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Cooperation Committee
for Cambodia
Comité de Coopération
Pour le Cambodge



forus