



nswp

Global Network of Sex Work Projects
Promoting Health and Human Rights



**Monitoring and
Evaluation Framework: STRATEGIC PLAN 2016–2020**

2016–2020

Reflecting and learning

This Monitoring and Evaluation Framework supports the Strategic Plan 2016–20 for the Global Network of Sex Work Projects (NSWP).

The Strategic Plan outlines how, in five years, NSWP will build on its significant achievements and lessons to date, while also strengthening critical areas of its work and responding to a changing and challenging environment. The Strategic Plan is the result of extensive consultation among NSWP's members and other stakeholders. This included a comprehensive Strategic Review of the network's strengths and weaknesses in 2010–15.

The Monitoring and Evaluation Framework explains how NSWP will reflect on and learn from its work in 2016–20. It provides a means for the network to assess and report on its concrete results and progress – with indicators by which to measure outputs and outcomes. The Framework also outlines how NSWP will demonstrate the impact of its work – through a series of analytical case studies that show how the network's Theory of Change works in practice and brings positive changes to the lives of sex workers around the world.

Mission, goals and theory of change

The **MISSION** of NSWSP is to uphold the voice of sex workers globally and connect regional networks advocating for the rights of female, male and transgender sex workers. It advocates for: rights-based health and social services; freedom from abuse and discrimination; freedom from punitive laws, policies and practices; and self-determination for sex workers.

NSWP's work aims to contribute to the following **GOALS**:

- 1 Human rights:** Sex workers' human rights are promoted and protected.
- 2 Health:** Sex workers have universal access to health services, including for HIV.
- 3 Labour:** Sex work is recognised as work.
- 4 Stigma and discrimination:** Sex workers live free from stigma and discrimination.
- 5 Criminalisation and legal oppression:** Sex workers do not face criminalisation or legal punishment.
- 6 Violence:** Sex workers live free from all types of violence.
- 7 Migration and trafficking:** Sex work is not conflated with trafficking and sex workers can move and migrate freely.
- 8 Economic empowerment:** Sex workers have free choice of employment and economic security.

NSWP's **THEORY OF CHANGE** illustrates how, as a global network, NSWSP's work focuses on roles such as 'convening', 'strengthening', 'enhancing', 'building' and 'promoting'. Combined, these foster a dynamic and united global sex workers' rights movement that, ultimately, brings positive changes to the lives of sex workers.

NSWP THEORY OF CHANGE

PROBLEMS

PROBLEMS

- DENIAL OF HUMAN RIGHTS
- STIGMA, DISCRIMINATION AND VIOLENCE
- PUNITIVE LAWS, POLICIES AND PRACTICES
- SEX WORK NOT RECOGNISED AS WORK
- UNSAFE WORKING CONDITIONS
- LACK OF ACCESS TO SERVICES
- LACK OF INVOLVEMENT IN DECISION MAKING

STRATEGIES

1

Convening and strengthening NSWP as a global network committed to the realisation of sex workers' human rights

2

Enhancing the capacity of regional sex worker-led networks and emerging leaders

3

Promoting rights- and evidence-based policies and programmes, for and by sex workers

OUTCOMES

Sex worker-led organisations and networks work as a united global movement

Enhanced capacity to influence policy and programming at regional and national levels

Enhanced sex worker leadership and representation at national, regional and global levels

Improved engagement in policy-making and programming

Policy-makers and programme managers develop and implement rights-based practices

IMPACTS

INCREASED RESPECT FOR SEX WORKER RIGHTS

DECREASED STIGMA, DISCRIMINATION AND VIOLENCE

BETTER LAWS, POLICIES AND PRACTICES

GREATER RECOGNITION OF SEX WORK AS WORK

BETTER WORKING CONDITIONS

BETTER ACCESS TO SERVICE AND SUPPORT

INCREASED MEANINGFUL INVOLVEMENT

INPUTS

SEX WORKERS VOICES • HUMAN RESOURCES • GOOD PRACTICE • RIGHTS-BASED GUIDANCE AND POLICIES • SOLIDARITY • FUNDING

Monitoring and evaluation framework

The following pages provide the Monitoring and Evaluation Framework for NSWSP's Strategic Plan 2016–20. The first chart focuses on the impact level. The following charts focus on the outcome and output levels. All levels are supported by indicators. Those for the outputs are examples, which will be dependent on secured funding and confirmed in NSWSP's annual work plan.

The Framework is guided by the consultations with members and stakeholders conducted during NSWSP's strategic review and planning processes. It is also informed by the indicators and targets for key global processes to which NSWSP contributes. Examples include the Strategic Development Goals (SDGs) and *United Nations Political Declaration on HIV and AIDS* (2011).

Specific Monitoring and Evaluation Plans – that are informed by and support this Framework – will be produced for individual programmes developed and implemented by NSWSP in 2016–20.

The Monitoring and Evaluation Framework will be used to inform an annual assessment of NSWSP's progress by the Board of Directors. It will also form the basis of a Mid-Term Review in 2018 and a Strategic Review in 2020.

Impact level		
		IMPACT INDICATORS
ACHIEVING IMPACT	<p>Strategies 1, 2 and 3 will contribute to NSWP's overall, positive impact on the lives of sex workers. This includes that sex workers:</p> <ul style="list-style-type: none"> • Experience increased respect for their human rights and freedoms. • Experience decreased stigma, discrimination and violence. • Benefit from better laws, policies and practices. • Benefit from sex work having greater recognition as work. • Experience better working conditions. • Have better access to high-quality services and support, including for health. • Have increased meaningful involvement in local, national and international policy-making. 	<p>Each year, NSWP will produce 2 detailed and analytical case studies that demonstrate the positive impact of its work on the lives of sex workers. These will provide a qualitative description and, where possible, quantitative assessment, of the work carried out and the results achieved. They will show how NSWP's Theory of Change works in practice by 'telling the story' of the:</p> <ul style="list-style-type: none"> • Problem, including forecast • Goals • Strategies, including inputs • Outcomes • Impact analysis • Conclusions, including lessons learned

Outcome and output levels

STRATEGY 1:	Convening and strengthening NSWP as a global network committed to the realisation of sex workers' human rights.	
	MAKING CHANGE: STRATEGY 1 – by ensuring a strong infrastructure of membership, Secretariat, governance, communications and institutional alliances – will ensure that NSWP is a robust and well-informed global network. It will have the people and systems needed to advocate for and support the implementation of evidence and rights-based responses for sex workers.	
		OUTCOME INDICATORS
OUTCOME 1:	Sex worker-led organisations and regional networks: share experiences, ideas and information; and work as a united, global movement committed to the realisation of sex workers' human rights.	<ul style="list-style-type: none"> • Documentation of sex worker-led organisations and regional networks sharing experiences, ideas and information. • Documentation of sex worker-led organisations and regional networks working as a united, global movement committed to the realisation of sex workers' human rights.
	EXAMPLES OF ACTIVITIES	EXAMPLES OF OUTPUT INDICATORS
ACTION AREA 1.1: NSWP membership	<ul style="list-style-type: none"> • Maintaining an accountable and transparent NSWP membership system. • Better articulating the benefits of NSWP membership and encouraging more organisations to join both the regional and global networks. • Strengthening the links between NSWP members in countries and the regional sex worker-led networks. 	<ul style="list-style-type: none"> • # NSWP members. • # new NSWP members. • # NSWP members who are also members of regional networks. <p>NSWP membership system is transparent and operationalised.</p>

<p>ACTION AREA 1.2: Communications</p>	<ul style="list-style-type: none"> • Improving the accessibility of NSWP publications, including by producing advocacy tools that target different audiences and are shorter and simpler. • Strengthening the systematic dissemination of NSWP publications, including among members. • Maintaining and moderating NSWP's multi-lingual website, listservs and social media. • Developing thematic communication platforms for members, such as NSWP+ (for sex workers living with HIV). • Maintaining and managing NSWP's system of Regional Correspondents (who provide first-hand coverage of issues specific to their country or region). • Developing and implementing an internal and external Communications Strategy. • Developing an NSWP Style Guide to support the consistent use of language and reference to core sex worker-led tools 	<ul style="list-style-type: none"> • NSWP Communications Strategy is operationalised. • # NSWP publications disseminated. • NSWP website is maintained in five languages. • # NSWP website unique visitors. • # NSWP website return visitors. • # NSWP resources downloaded from website. • # NSWP listservs moderated. • # posts on NSWP listservs per month. • # posts on NSWP social media platforms. • # articles posted by NSWP Regional Correspondents per region.
<p>ACTION AREA 1.3: NSWP Secretariat</p>	<ul style="list-style-type: none"> • Maintaining high-quality NSWP Secretariat functions and systems, including in: membership management; operational management (including finance and administration); and programme management (including resource mobilisation, donor relations, technical support and policy analysis). • Maintaining the NSWP server and archive. • Reviewing and updating the <i>NSWP Organisational Development and Operational Handbook</i>. 	<ul style="list-style-type: none"> • Annual audit of NSWP is completed and submitted to Companies House. • Donor reports are submitted on time. • Annual Reports are published. • Annual NSWP work plan is produced. • NSWP Advocacy Plan is approved at the annual Board of Directors meeting and operationalised. • NSWP Organisational Development and Operational Handbook is reviewed annually. • NSWP Organisational Development and Operational Handbook is operationalised.

ACTION AREA 1.4:
NSWP governance

- Organising an annual meeting of the NSWP Board of Directors, including preparing the agenda.
- Facilitating the election of the NSWP President and the nomination of the regional representatives on the Board of Directors.
- Strengthening the functioning of the NSWP Board of Directors through improved induction and a skills audit.
- Strengthening information sharing systems both: between the NSWP Board of Directors and the NSWP Secretariat; and within the NSWP Board of Directors.
- Strengthening the connection between the regional representatives on the NSWP Board of Directors and the regional sex worker-led networks.

ACTION AREA 1.5:
Institutional alliances

- Building solidarity for sex workers by maintaining strong working relationships and ensuring close alignment on common issues with key international partners. Notably, this includes the global networks representing other key populations – people who use drugs, gay men and other men who have sex with men, transgender people, and people living with HIV.

- Annual meeting of NSWP Board of Directors is held.
- Bi-annual election of NSWP President is run by NSWP Secretariat in line with election procedure.
- Annual selection of regional representatives nominated to the NSWP Board of Directors is run according to regional procedures.
- Induction of new Board of Directors members is arranged prior to their first Board of Directors meeting.
- Quarterly Board of Directors teleconference is arranged by NSWP Secretariat.

- # activities implemented in collaboration with key international partners.
- # advocacy collaborations undertaken with key international partners.

STRATEGY 2:	Enhancing the capacity of regional sex worker-led networks and emerging leaders.	
	MAKING CHANGE: STRATEGY 2 – by providing sex worker organisations, networks and emerging leaders with increased capacity – will ensure that regional and national sex worker movements have the high quality knowledge and skills needed to successfully engage in policy-making and programming. This, in turn, will strengthen and sustain the global sex workers’ rights movement.	
		OUTCOME INDICATORS
OUTCOME 2A:	Regional sex worker-led networks have enhanced capacity in key areas of policy and programming and, in turn, enhance the capacity of sex worker-led organisations and networks in their regions.	<ul style="list-style-type: none"> • Documentation of regional sex worker-led networks having enhanced capacity in key areas of policy and programming. • Documentation of regional sex worker-led networks enhancing the capacity of sex worker-led organisations and networks in their regions.
	EXAMPLES OF ACTIVITIES	EXAMPLES OF OUTPUT INDICATORS
ACTION AREA 2.1: Regional sex worker-led networks	<ul style="list-style-type: none"> • Providing tailor-made technical and organisational support to address the needs and build the autonomy of individual regional sex worker-led networks. Examples include in relation to: governance; membership; financial management and budgeting; organisational development; change management; strategic planning; proposal development; donor reporting; development of sub-regional network structures; and alliance-building with other regional organisations. 	<ul style="list-style-type: none"> • regional networks provided with technical and organisational support by NSWP. • Documentation of technical and organisational support provided to regional networks by NSWP. • Annual NSWP members survey undertaken to document: <ul style="list-style-type: none"> • Development and expansion of sex worker-led organisations.

- Supporting South-South and peer-based capacity building by regional and, in turn, national sex worker-led organisations – to enhance their evidence and rights-based advocacy and programmes. Examples of key approaches include:
 - The Sex Worker Academy Africa. This started through collaboration between regional sex worker-led networks in Asia Pacific and Africa. The model – developed by the African Sex Workers Alliance and combining a comprehensive curriculum (delivered by sex workers) and demonstration sites – has significant potential for scale-up and adaptation.
 - Peer-led training in partnership with technical partners, such as capacity building workshops on The Global Fund to Fight AIDS, Tuberculosis and Malaria that are run by regional sex worker-led networks in collaboration with external resource people – to foster partnership and mutual learning, while building the expertise of national organisations and networks.
- Continuing to coordinate the involvement of sex worker organisations in programmes, such as Bridging the Gaps, that address the intersection of sex workers and other key populations.
- Continuing to coordinate consortia of global and regional sex worker-led organisations to develop and implement collaborative programmes to provide core and programmatic funding, such as through the Robert Carr civil society Networks Fund.
- Ensuring that all NSWP capacity building is based on agreed good practice approaches and tools, such as the *Sex Worker Implementation Tool (the SWIT)*.

- Positive change in national sex work legislation and policy.
- Positive change in sex work programming.
- # regional networks supported by NSWP in:
 - Facilitating South-South exchange between sex worker-led organisations.
 - Facilitating and documenting regional workshops to build capacity of Community Experts advocating for and implementing rights-based SRHR/HIV programmes.
 - Preparing and submitting monthly financial reports and quarterly narrative reports.
- # countries where sex worker-led organisations are supported by NSWP to engage in international programmes.
- # regional sex worker-led networks partnering with NSWP in consortia to develop and implement programmes.

		OUTCOME INDICATORS
OUTCOME 2B:	Emerging sex worker leaders have enhanced leadership skills and effectively represent sex worker-led organisations and networks in national, regional and global policy-making and programme development.	<ul style="list-style-type: none"> • Documentation of sex worker leaders supported by NSWSP to represent sex worker-led organisations and networks in national, regional and global policy-making and programme development.
	EXAMPLES OF ACTIVITIES	EXAMPLES OF OUTPUT INDICATORS
ACTION AREA 2.2: Emerging sex worker leaders	<ul style="list-style-type: none"> • Facilitating mentoring, capacity building (such as on network management) and learning opportunities (such as participation in international meetings) for emerging sex worker leaders. Based on peer learning (rather than a formal training programme), such as with established regional sex worker leaders mentoring emerging national leaders. 	<ul style="list-style-type: none"> • # emerging and young sex worker leaders mentored by NSWSP.

STRATEGY 3:	Promoting rights- and evidence-based policies and programmes for and by sex workers.	
	MAKING CHANGE: STRATEGY 3 – by ensuring meaningful and well-informed sex worker engagement in policy-making and programming, combined with the mobilisation of other stakeholders and movements – will ensure the development and implementation of policies and programmes that are rooted in the realities of sex workers lives and, in turn, bring them concrete benefits.	
		OUTCOME INDICATORS
OUTCOME 3:	Policy-makers and programme managers: have a better understanding of the rights and needs of sex workers; develop rights and evidence-based policies and programmes; and implement policies and programmes that contribute to a more enabling environment for sex workers.	<ul style="list-style-type: none"> • Documentation of policy-makers and programme managers: <ul style="list-style-type: none"> • Having a better understanding of the rights and needs of sex workers. • Developing and implementing rights and evidence-based policies and programmes that contribute to a more enabling environment for sex workers.

	EXAMPLES OF ACTIVITIES	EXAMPLES OF OUTPUT INDICATORS
<p>ACTION AREA 3.1: Policy and programme forums</p>	<ul style="list-style-type: none"> • Promoting and ensuring the fulfilment of the principles of sex worker self-determination and meaningful involvement in policy and programme forums at all levels. • Ensuring that NSWP advocacy is consistent with the identified needs of sex workers, through systematic use of the <i>Consensus Statement on Sex Work, Human Rights and the Law</i>. • Working with national, regional and international agencies to develop and/or implement good practice and rights-based guidance for sex workers, such as the <i>Sex Worker Implementation Tool (the SWIT)</i>. • Influencing the development of good practice international policies – and the implementation of good practice resources, such as <i>Sex Worker Implementation Tool (the SWIT)</i> – through global and regional sex worker engagement in the UNAIDS Steering Committee on HIV and Sex Work. • Ensuring that The Global Fund to Fight AIDS, Tuberculosis and Malaria is responsive to needs of sex workers through engagement in the Community, Rights and Gender Advisory Group and other national, regional and global mechanisms, and through promotion of the <i>Sex Worker Implementation Tool (the SWIT)</i>. 	<ul style="list-style-type: none"> • # sex worker leaders who participate in global or regional policy forums with NSWP support. • # draft documents produced by other stakeholders reviewed and commented on by NSWP. • # delegations and advisory bodies that NSWP representatives are members of. • Documentation of NSWP working with national, regional and international agencies to develop and/or implement good practice and rights-based guidance. • Documentation of NSWP engagement in and contribution to key global mechanisms, such as the UNAIDS Steering Committee on HIV and Sex Work and The Global Fund Community, Rights and Gender Advisory Group.

<p>ACTION AREA 3.2: Community consultations</p>	<ul style="list-style-type: none"> • Coordinating consultations across all five of NSWP's regions to identify the lived experiences and good practices of sex worker-led organisations in relation to key advocacy themes. • Continuing to use NSWP's established consultation method (of global consultants, regional consultants and national key informants) and to ensure inclusive processes, such as in relation to gender and key populations. • Ensuring the on-going promotion and use of reports resulting from NSWP consultations. These may address the on-going, core work of the network (such as sex worker-led HIV programming) or shorter-term, technical issues where rapid input is needed (such as pre-exposure prophylaxis (PrEP) for sex workers). 	<ul style="list-style-type: none"> • # NSWP global consultations conducted. • Documentation of the dissemination, use and long-term impact of NSWP publications resulting from global consultations.
<p>ACTION AREA 3.3: Advocacy tools</p>	<ul style="list-style-type: none"> • Developing a range of thematic advocacy tools to support sex workers, including community guides that are short and in plain English. • Producing <i>Smart Guides</i> for sex workers that are in plain English, provide a clear and step-by-step breakdown of information (such as on sustainable funding or The Global Fund to Fight AIDS, Tuberculosis and Malaria) and support community advocacy. • Developing a dissemination plan and supporting sex worker-led regional networks and national organisations to promote, translate and roll-out the use of NSWP's advocacy tools. 	<ul style="list-style-type: none"> • # NSWP briefing papers and policy briefs produced. • # accompanying NSWP community guides produced. • # <i>Smart Sex Worker's Guides</i> published. • Documentation of the dissemination, use and long-term impact of NSWP advocacy tools.

ACTION AREA 3.4: Specific advocacy actions	<ul style="list-style-type: none"> • Coordinating and/or leading advocacy campaigns to support action by other global organisations (such as Amnesty International) in support of the rights of sex workers. • Coordinating and/or leading advocacy campaigns to support NSWP members in contexts where it is unsafe or unfeasible for the organisations to take action themselves. 	<ul style="list-style-type: none"> • # advocacy campaigns by other global organisations supported by NSWP. • # local, national and regional advocacy campaigns for sex workers supported by NSWP.
ACTION AREA 3.5: External information sharing	<ul style="list-style-type: none"> • Producing publications to inform and influence external stakeholders in relation to sex work and related issues. Includes the <i>Sex Work Digest</i> – a compendium of news articles and recent publications. 	<ul style="list-style-type: none"> • # editions of <i>Sex Work Digest</i> published.
ACTION AREA 3.6: Alliances with other movements	<ul style="list-style-type: none"> • Further exploring and developing alliances with movements of relevance to the Sustainable Development Goals – such those related to women, labour, human rights and religious leaders – to build a broader base of support for sex workers’ rights. 	<ul style="list-style-type: none"> • # alliances developed by NSWP to further the Sustainable Development Goals. • Documentation of the development of alliances and resulting achievements.
ACTION AREA 3.7: Global mobilisation activities	<ul style="list-style-type: none"> • Strengthening the coordinated promotion of relevant global mobilisation events, such as the International Day to End Violence against Sex Workers (17 December). 	<ul style="list-style-type: none"> • # global mobilisation events promoted by NSWP.



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