



**nswp**

**Global Network of Sex Work Projects**  
Promoting Health and Human Rights

# Monitoring and Evaluation Framework

## **STRATEGIC PLAN 2022–2025**

# Reflecting and learning

## **This Monitoring and Evaluation Framework supports the Strategic Plan 2022–25 for the Global Network of Sex Work Projects (NSWP).**

The Strategic Plan outlines how 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 consultation among NSWP's members and other stakeholders. This included an evaluation of the implementation of NSWP's 2016–2020 Strategic Plan.

The Monitoring and Evaluation Framework explains how NSWP will reflect on and learn from its previous work. 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.



*Illustrations by  
Molly Hankinson*

# Mission, goals and theory of change

The **MISSION** of NSWP is to uphold the voice of sex workers globally and connect regional networks advocating for the rights of female, male and trans and gender diverse 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 and SRHR.
- 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 work is not criminalised and sex workers do not face other forms of legal oppression by police or other government officials.
- 6 Violence:** Sex workers live free from all types of violence.
- 7 Trafficking and migration:** 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, NSWP'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.





## Problems

DENIAL OF HUMAN RIGHTS  
 STIGMA AND DISCRIMINATION  
 VIOLENCE  
 CRIMINALISATION  
 SEX WORK NOT RECOGNISED AS WORK  
 SEX WORK CONFLATED WITH TRAFFICKING  
 PRECARIOUS 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 sex worker leaders



3  
 Promoting evidence- and rights-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

Decreased stigma and discrimination

Better access to services

Decreased Violence

Increased respect for sex workers rights

Greater recognition of sex work as work

Better laws, policies and practices

Better working conditions

Increased meaningful involvement

## Inputs

SEX WORKERS VOICES  
 RIGHTS-BASED GUIDANCE AND POLICIES  
 SUPPORT FROM ALLIES  
 EXPERTISE WITHIN SEX WORKER-LED ORGANISATION  
 FUNDING  
 SOLIDARITY



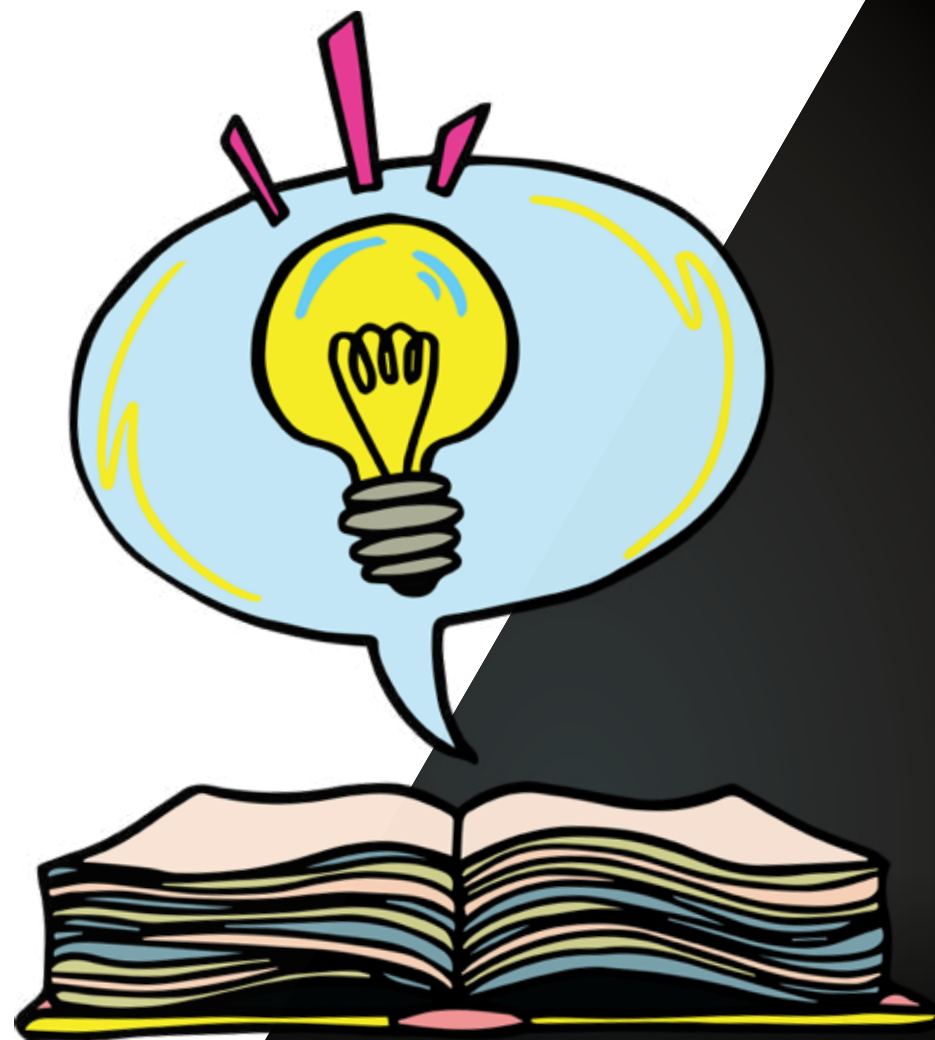
# Monitoring and evaluation framework

**The following pages provide the Monitoring and Evaluation Framework for NSWP's Strategic Plan 2022–25.**

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 will be confirmed for individual programmes once funding is secured and specific monitoring and evaluation plans – that are informed by and support this Framework – will be produced for each donor programme.


The Framework is guided by the consultations with members and stakeholders conducted during NSWP's strategic review and planning processes. It is also informed by the indicators and targets for key global processes to which NSWP contributes, including the Strategic Development Goals (SDGs) and United Nations Political Declaration on HIV and AIDS (2021).

The Monitoring and Evaluation Framework will be used to inform an annual assessment of NSWP's progress by the Board of Directors. It will also form the basis of a mid-term review in 2023 and a strategic review in 2024.



# Impact level

Achieving impact	Impact indicators
<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"><li>• Experience increased respect for their human rights and freedoms.</li><li>• Experience decreased stigma and discrimination.</li><li>• Experience decreased violence.</li><li>• Benefit from better laws, policies and practices.</li><li>• Benefit from sex work having greater recognition as work and sex workers benefit from labour rights.</li><li>• Experience better working conditions.</li><li>• Have better access to high-quality evidence- and rights-based services and support.</li><li>• Have increased meaningful involvement in sex work related policy and programme development.</li></ul>	<p>NSWP will produce 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.</p>



# 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:

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 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.

### Outcome indicators

- 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.



**ACTION AREA 1.1: NSWP membership**
**EXAMPLES OF ACTIVITIES**

- 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 communications between NSWP members in each region, and with the regional sex worker-led network.

**EXAMPLES OF OUTPUT INDICATORS**

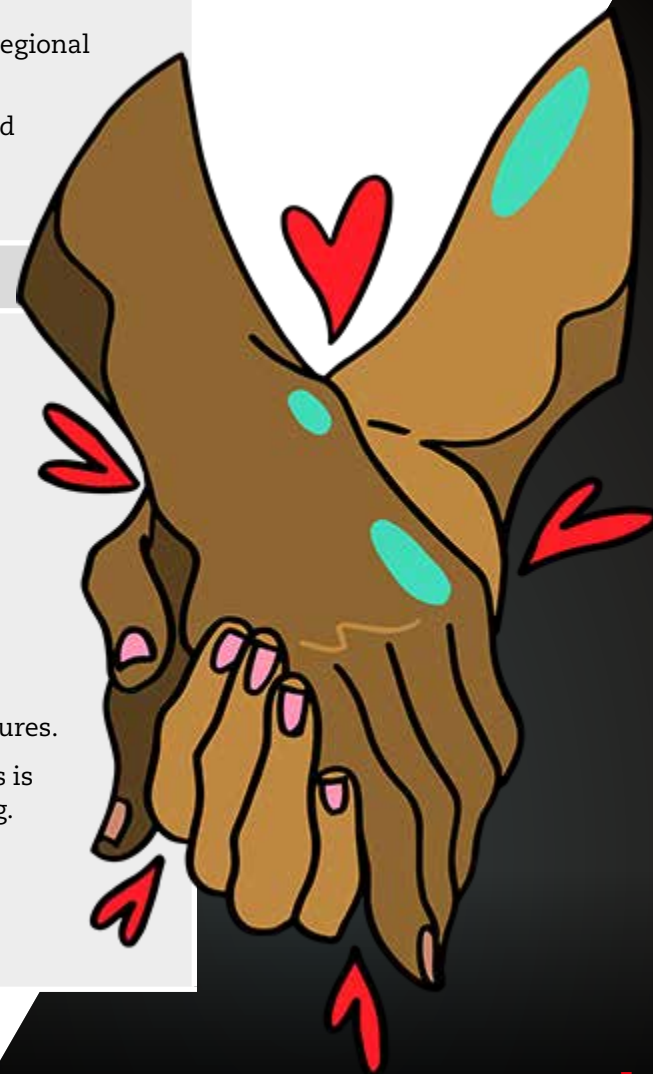
- # NSWP members.
- # new NSWP members.
- # NSWP members who are also members of regional networks.
- NSWP membership system is transparent and operationalised.

**ACTION AREA 1.2: NSWP governance**
**EXAMPLES OF ACTIVITIES**

- Organising the annual meeting of the Board of Directors, including preparing and disseminating the agenda and documents and the induction of new members.
- Facilitating the elections of the NSWP President and regional representatives on the Board of Directors.
- Strengthening communication between the regional representatives on the Board of Directors and the regional sex worker-led networks.
- Strengthening information sharing systems between the regional representatives on the Board of Directors and members in each of the regions, in collaboration with regional sex worker-led networks.
- Strengthening communication within the Board of Directors.
- Maintaining communications between the Global Secretariat and the Board of Directors

**EXAMPLES OF OUTPUT INDICATORS**

- Annual meeting of NSWP Board of Directors is held.
- Regular Board teleconferences are arranged by NSWP Secretariat.
- Bi-annual election of NSWP President is run by NSWP Secretariat in line with election procedure.
- Annual nominations to the NSWP Board of Directors are implemented according to accountable and transparent regional procedures.
- Induction of new Board of Directors members is implemented during their first Board meeting.





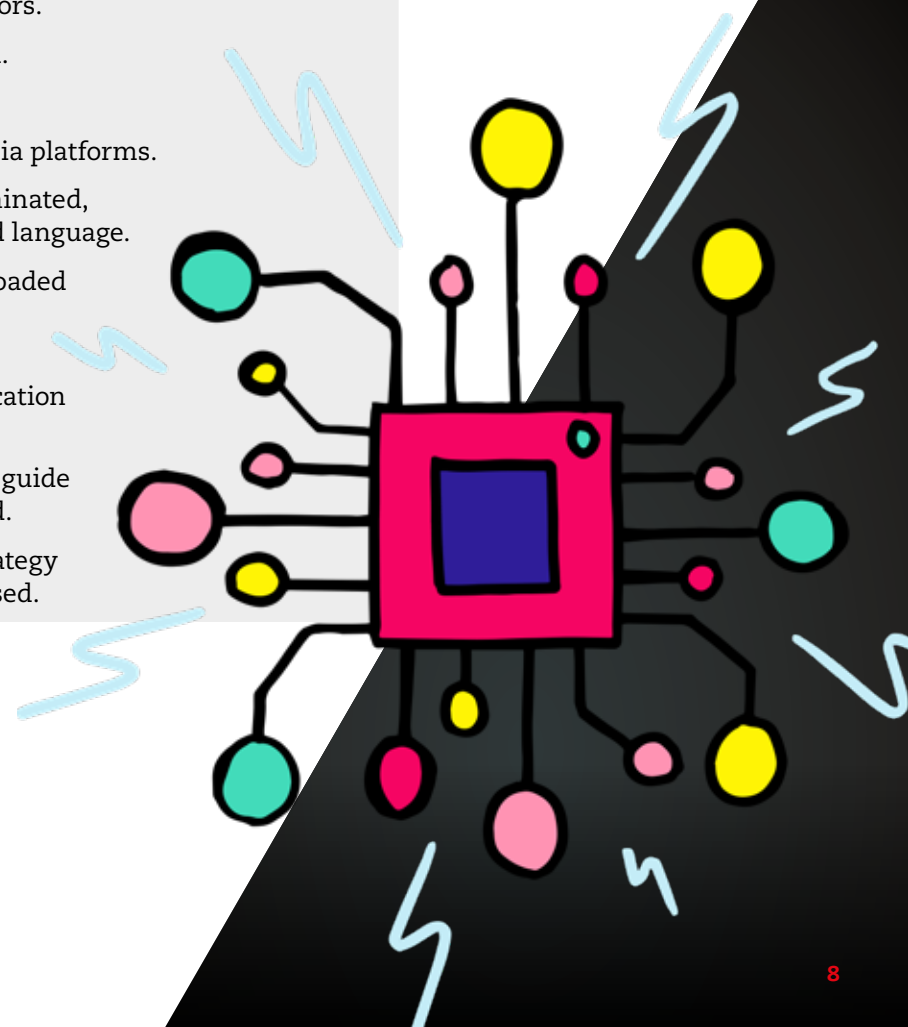
### ACTION AREA 1.3: NSWP communications

#### EXAMPLES OF ACTIVITIES

- Maintaining and updating NSWP multi-lingual website.
- Maintaining and moderating NSWP listservs and social media.
- Enhancing the accessibility of NSWP publications through producing resources in multiple formats and languages.
- Strengthening the external and internal dissemination of NSWP publications.
- Developing virtual regional communication platforms in collaboration with regional sex worker-led networks and regional representatives on the NSWP Board of Directors.
- Developing a terminology statement and guide to support the consistent use of appropriate, non-judgmental language around sex work and sex workers.
- Updating and implementing an internal and external Communications Strategy.

#### EXAMPLES OF OUTPUT INDICATORS

- # languages maintained on NSWP website, disaggregated by community translation teams and online translation service.
- # NSWP website unique visitors.
- # NSWP website return visitors.
- # NSWP listservs moderated.
- # posts on NSWP listservs.
- # posts on NSWP social media platforms.
- # NSWP publications disseminated, disaggregated by format and language.
- # NSWP publications downloaded from website, disaggregated by format and language.
- # virtual regional communication platforms established.
- Terminology statement and guide developed and disseminated.
- NSWP Communications Strategy is updated and operationalised.



#### ACTION AREA 1.4: NSWP operations

##### EXAMPLES OF ACTIVITIES

- Maintaining high-quality Global Secretariat functions and systems, including membership management; operational and programme management (including administration, finance, resource mobilisation, monitoring and evaluation, and donor reporting); policy analysis; and technical support.
- Maintaining the NSWP server and archive.
- Reviewing and updating the NSWP Organisational Development and Operational Handbook.

##### EXAMPLES OF OUTPUT INDICATORS

- NSWP annual staff workplans are developed and operationalised based on NSWP Strategic Plan and secured donor programming.
- Annual audit of NSWP is completed and submitted to Companies House.
- Donor reports are submitted on time.
- NSWP Annual Reports are published.
- NSWP files, including archives, are appropriately maintained on the server.
- NSWP annual advocacy priorities are approved at the NSWP Board meeting and operationalised.
- NSWP organisational development and operational handbook is reviewed annually at the NSWP Board meeting; and operationalised by the Secretariat.

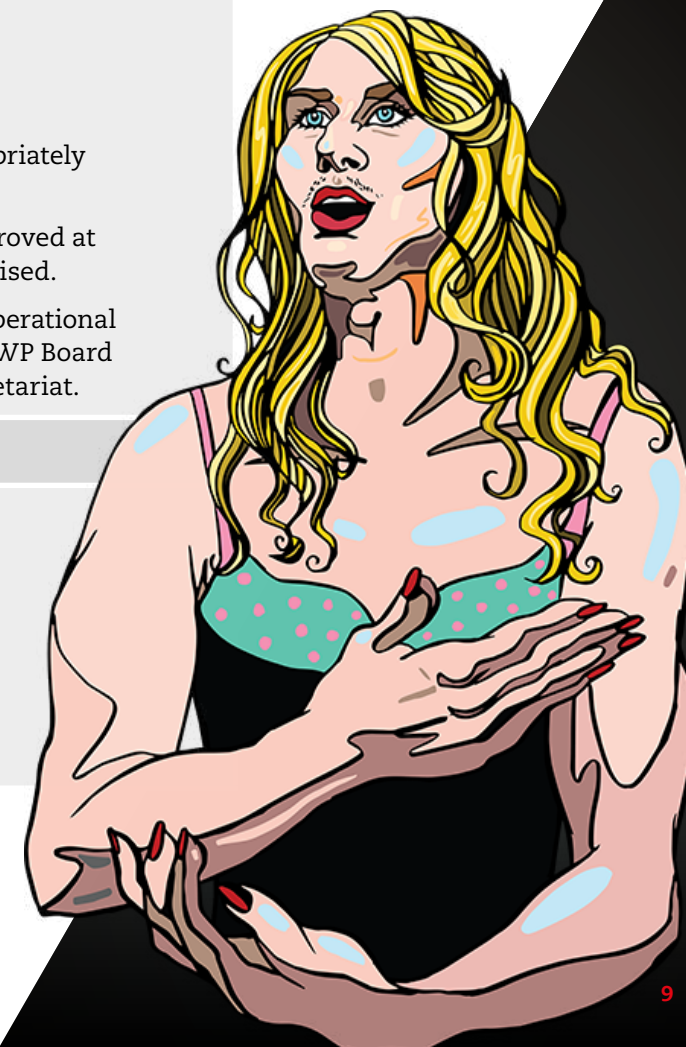
#### ACTION AREA 1.5: Intersectional alliances

##### EXAMPLES OF ACTIVITIES

- Maintaining strong working relationships and collaboration with global community-led networks advocating for the health and human rights of communities that intersect with the sex worker community, such as gay men and other men who have sex with men, people who use drugs, trans and gender diverse people and people living with HIV.

##### EXAMPLES OF OUTPUT INDICATORS

- # activities implemented in collaboration with global community-led networks.
- # advocacy collaborations undertaken with global community-led networks.



# Outcome and output levels

## STRATEGY 2:

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

## MAKING CHANGE:

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 policymaking and programming. This, in turn, will strengthen and sustain the global sex workers' rights movement.

### Outcome 2a

Regional sex worker-led networks have enhanced capacity in operations and programme management and organisational development, and in turn enhance the capacity of national sex worker-led organisations and networks.

### Outcome indicators

- 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.





## ACTION AREA 2a: Regional sex worker-led networks

### EXAMPLES OF ACTIVITIES

- Providing tailor-made technical and organisational support to address the needs and strengthen autonomy and capacity of regional sex worker-led networks, including financial and programme management; governance; membership; organisational development, including development of sub-regional networks and platforms; donor relations; and alliance-building.
- Continuing to coordinate the Sex Worker Networks Consortium, a consortia of global and regional sex worker-led organisations, to develop and implement collaborative programmes advocating for the implementation of evidence and rights-based policies and programmes for sex workers.
- Supporting peer-to-peer learning and South-South exchange among regional sex worker-led networks, and in turn among national sex worker-led organisations, through the Sex Worker Networks Consortium, to enhance their evidence and rights-based advocacy and programmes.
- Continuing to coordinate the involvement of sex worker organisations in multi-region programmes that address the intersection of sex workers and gay men who have sex with men, people who use drugs, trans and gender diverse people and people living with HIV.
- Ensuring that all NSWP capacity building and technical support is based on needs identified by regional sex worker-led networks and their members, and informed by agreed good practice approaches and tools, such as the Sex Worker Implementation Tool (the SWIT).

### EXAMPLES OF OUTPUT INDICATORS

- # regional networks provided with technical and organisational support by NSWP.
- Documentation of technical and organisational support provided to regional networks by NSWP.
- # regional sex worker-led networks partnering with NSWP in consortia to develop and implement programmes.
- # regional networks supported by NSWP in:
  - Facilitating South-South exchange between sex worker-led organisations.
  - Facilitating and documenting regional workshops to build capacity of national sex worker leaders 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.
- Annual NSWP members survey undertaken to document:
  - Development of sex worker-led organisations.
  - Change in national sex work legislation and policy.
  - Change in rights-based sex work programming.



Outcome 2b:	Outcome indicators
<p>Emerging sex worker leaders have enhanced leadership skills and effectively amplify the lived experiences and voices of sex workers in national, regional and global policy and programme platforms.</p>	<ul style="list-style-type: none"> <li>• Documentation of sex worker leaders supported by NSWP to represent sex worker-led organisations and networks in national, regional and global policymaking and programme development.</li> </ul>

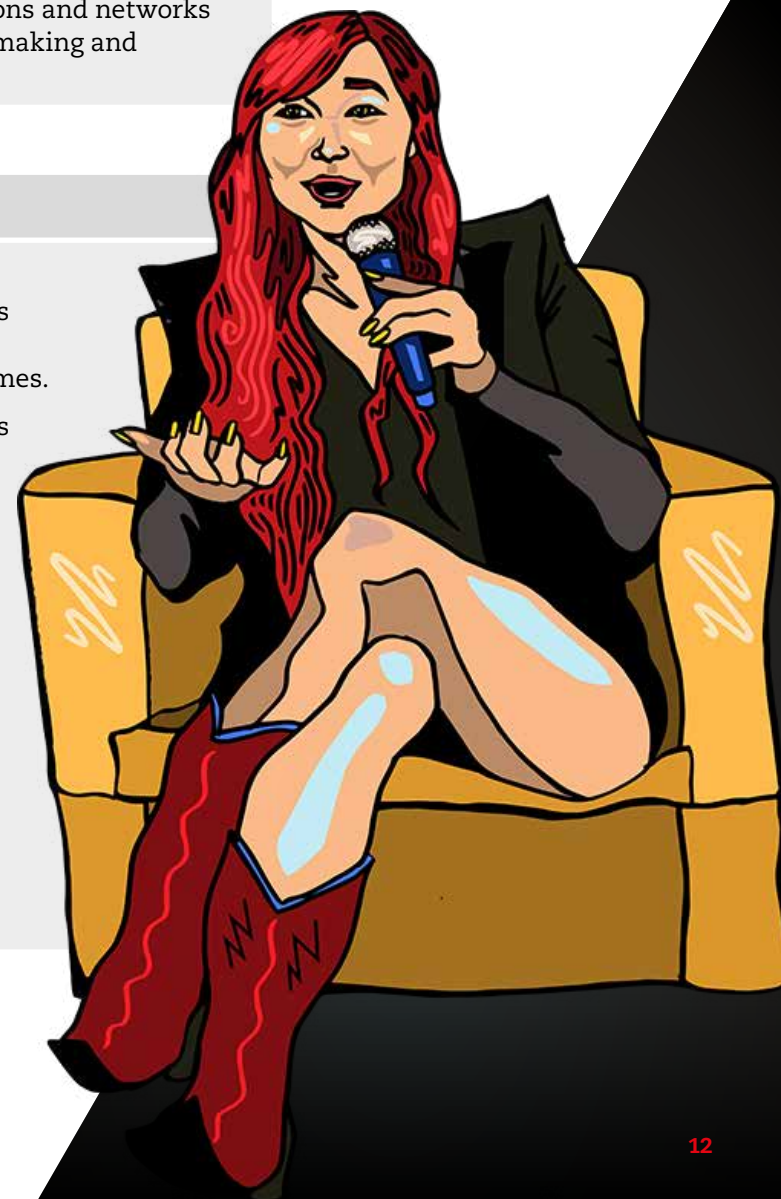
### ACTION AREA 2b: Emerging sex worker leaders

#### EXAMPLES OF ACTIVITIES

- Facilitating mentoring, capacity building and learning opportunities for emerging sex worker leaders, based on peer-to-peer learning between experienced sex worker leaders and emerging sex worker leaders, and experiential learning through supported engagement in national, regional and global policy and programme platforms.

#### EXAMPLES OF OUTPUT INDICATORS

- # national sex worker-led organisations partnering with NSWP to develop and implement capacity building programmes.
- # national sex worker-led organisations provided with technical and organisational support by NSWP.
- Documentation of technical and organisational support provided to regional networks by NSWP.
- # emerging and young sex worker leaders mentored by NSWP.
- # emerging and young sex worker leaders mentored by experienced sex worker leaders.
- # experienced sex worker leaders mentoring emerging and young sex worker leaders.



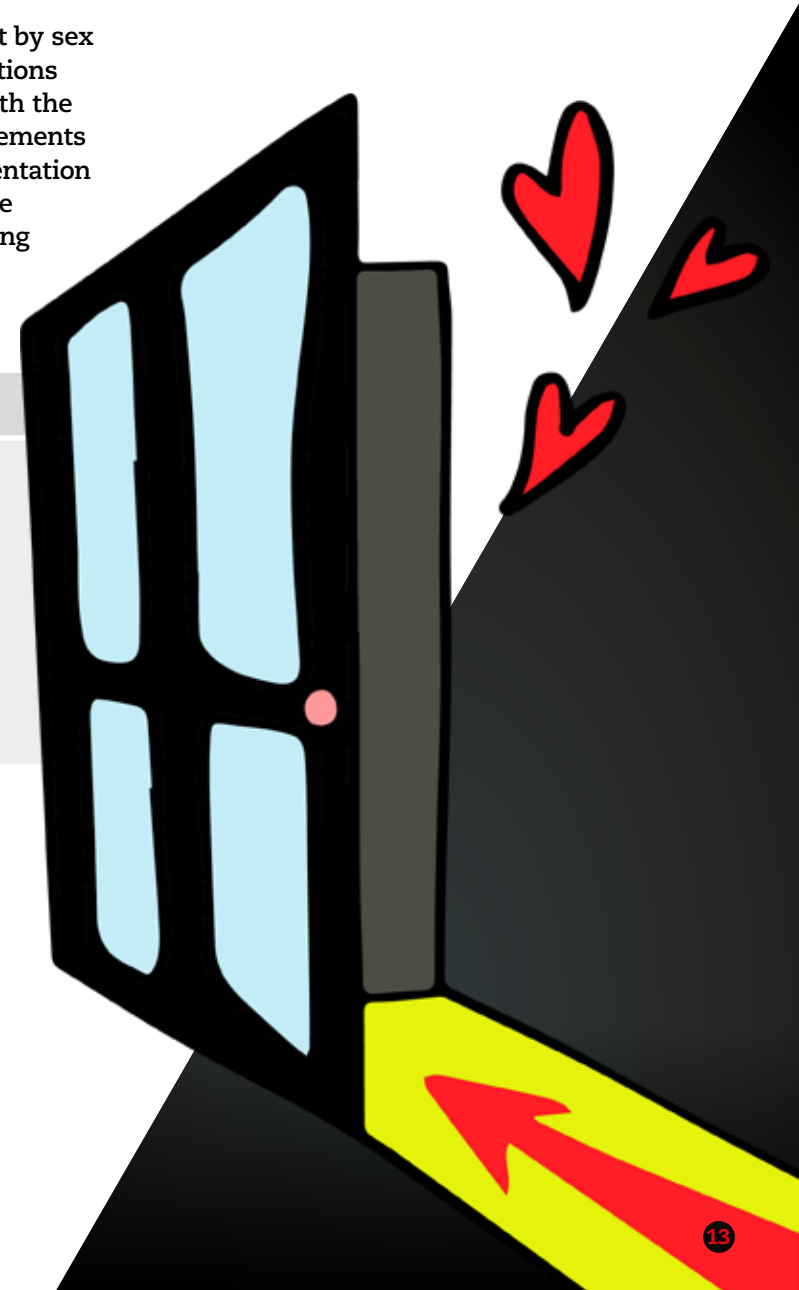
# Outcome and output levels

## STRATEGY 3:

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

## MAKING CHANGE:

Strategy 3 will ensure informed engagement by sex worker leaders and sex worker-led organisations in policy and programme fora, combined with the mobilisation of other stakeholders and movements it will ensure the development and implementation of policies and programmes are rooted in the diverse realities of sex workers, that will bring positive change in the lives of sex workers.



### Outcome 3:

Policymakers and programme implementers have a better understanding of the rights and needs of sex workers in all their diversity; develop evidence- and rights-based policies and programmes; and implement policies and programmes that contribute to a more enabling environment for sex workers.

### Outcome indicators

- Documentation of policy-makers and programme managers:
  - 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.



### ACTION AREA 3.1: Policy and programme forums

#### EXAMPLES OF ACTIVITIES

- Supporting the engagement of regional and national sex worker-led networks and organisations in global policy and programme forums, and the development of rights-based policies and programmes.
- Promoting the principles of sex worker self-determination and meaningful involvement in policy and programme fora at all levels.
- Ensuring that NSWP advocacy is consistent with the identified needs of sex workers, through alignment with the Consensus Statement on Sex Work, Human Rights and the Law.
- Working with international agencies to develop good practice and rights-based guidance for sex workers.
- Influencing international guidance through global and regional sex worker representation in the UNAIDS Steering Committee on HIV and Sex Work.
- Influencing The Global Fund to Fight AIDS, Tuberculosis and Malaria through engagement in the Community, Rights and Gender Advisory Group and other national, regional and global mechanisms.

#### EXAMPLES OF OUTPUT INDICATORS

- # sex worker leaders who participate in global or regional policy forums with NSWP support.
- # international delegations and advisory bodies that NSWP representatives are members of.
- # draft documents produced by other stakeholders reviewed and commented on by NSWP.
- 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.



## ACTION AREA 3.2: Advocacy tools

### EXAMPLES OF ACTIVITIES

- Developing a range of thematic advocacy tools to amplify the voices of sex workers and sex worker-led organisations and support national, regional and global advocacy by sex workers leaders. Advocacy tools will be produced in a number of formats to maximise accessibility.
- Continuing to use global e-consultations, national case studies in all five NSWP regions and key informant interviews to document good practices from sex worker-led organisations and the lived experiences of sex workers.
- Continuing to use global and national community consultants to develop thematic briefing papers, utilising an inclusive process when developing national case studies that ensures the perspectives of sex workers in all their diversity are included.
- Producing Smart Sex Worker's Guides on a range of topics that provide a clear and step-by-step breakdown of information in plain English to support advocacy.
- Producing briefing notes and statements on emerging issues that require rapid responses.
- Producing global case studies documenting the work and impact of global, regional and national sex worker-led networks and organisation.
- Producing Sex Work Digest – a compendium of news articles, resources and recent NSWP publications – to inform and influence external stakeholders in relation to sex work and related issues.
- Developing a dissemination plan and supporting regional and national sex worker-led networks and organisations to promote and use NSWP open-source publications, which are licensed under a Creative Commons License.

### EXAMPLES OF OUTPUT INDICATORS

- # thematic advocacy tools produced, disaggregated by theme and format.
- # global e-consultations undertaken.
- # national case studies undertaken.
- # key informant interviews undertaken.
- # briefing notes and statements produced for publication.
- # responses to global, regional and national sex work policy consultations submitted.
- # Sex Work Digests produced for publication.
- Documentation and analysis of the dissemination, use and impact of NSWP advocacy tools.
- Documentation of dissemination plan and support to regional and national sex worker-led networks and organisations.



### ACTION AREA 3.3: Advocacy actions

#### EXAMPLES OF ACTIVITIES

- Supporting actions and campaigns by other global networks and international organisations that are in support of the health and human rights of sex workers.
- Taking action to support NSWP members in contexts where it is unsafe for them to take action themselves.

#### EXAMPLES OF OUTPUT INDICATORS

- # actions and campaigns by other global networks and international organisations supported by NSWP.
- # actions and campaigns by NSWP members amplified by NSWP.
- # actions taken to support NSWP members where it is unsafe for them to do so.

### ACTION AREA 3.4: Global mobilisation actions

#### EXAMPLES OF ACTIVITIES

- Promoting and collating NSWP members actions on four themed international days that highlight sex workers rights – 3 March: labour rights, 2 June: access to justice, 14 September: pride and visibility, 17 December: end violence against sex workers.
- Collaborate with regional sex worker led networks and local members to organise a global sex worker networking zone during international conferences.

#### EXAMPLES OF OUTPUT INDICATORS

- # international day actions and campaigns promoted by NSWP.
- # NSWP members participating in global mobilisation actions, disaggregated by theme and region.
- Documentation of sex worker networking zones during international conferences.

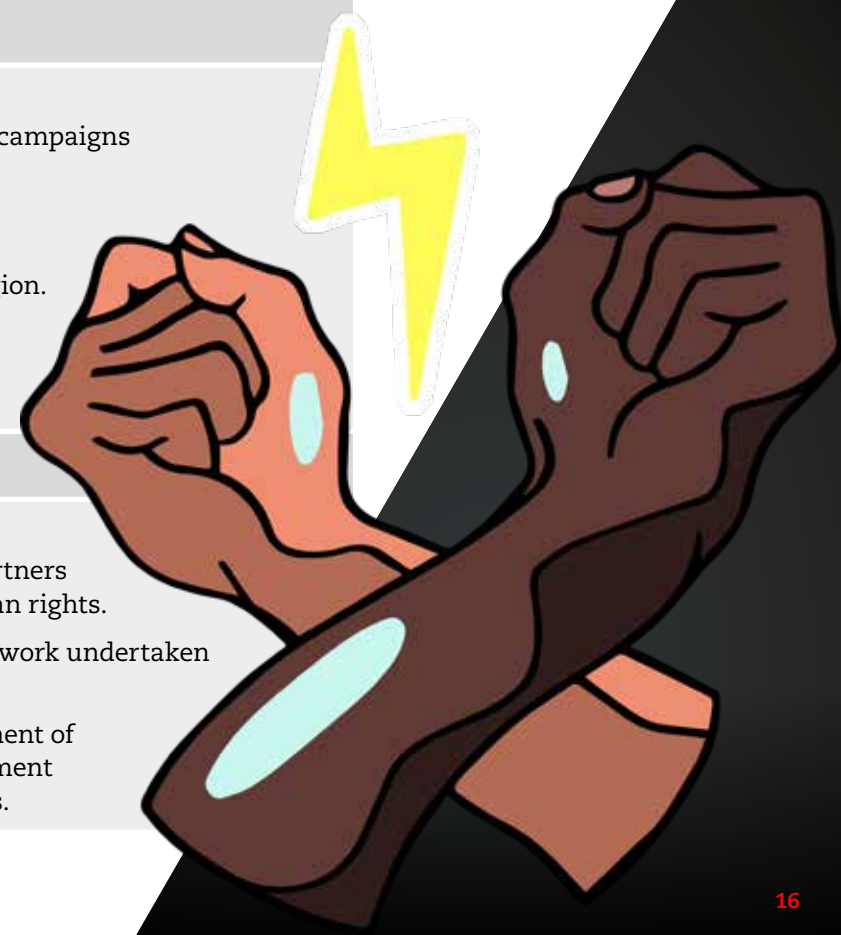
### ACTION AREA 3.5: Alliances with other movements

#### EXAMPLES OF ACTIVITIES

- Continuing to advance sex workers human rights within the women's rights movement through the Sex Worker Inclusive Feminist Alliance (SWIFA).
- Exploring potential alliances with the labour movement and human rights organisations to build a broader base of support for sex workers' human rights.

#### EXAMPLES OF OUTPUT INDICATORS

- # collaborations with SWIFA partners on advancing sex workers human rights.
- Documentation and analysis of work undertaken as part of SWIFA.
- Documentation of the development of alliances with the labour movement and human rights organisations.







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