

MONITORING AND EVALUATION FRAMEWORK

STRATEGIC PLAN

2018 - 2022



SEX WORKERS' RIGHTS ADVOCACY NETWORK
IN CENTRAL AND EASTERN EUROPE
AND CENTRAL ASIA

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**SEX WORKERS' RIGHTS ADVOCACY NETWORK
IN CENTRAL AND EASTERN EUROPE AND CENTRAL ASIA**

This Monitoring and Evaluation Framework outlines how SWAN will track its progress towards achieving its strategic goals as outlined in the Strategic Plan 2018-2022

MISSION:

SWAN is a regional network of sex worker-led organisations, and their allies that works to create societies in Central and Eastern Europe and Central Asia where:

- **sex work is depenalized and decriminalized;**
- **sex workers can live and work free from violence, stigma and discrimination;**
- **sex workers are empowered and actively engaged in issues that directly affect their lives and health.**

GOAL:

Sex workers will enjoy human rights, safety, well-being, health and dignity in Central and Eastern Europe and Central Asia.

STRATEGIC OBJECTIVE 1

To build the capacity of national and local sex worker-led initiatives and their allies to promote and advocate human rights- and evidence based policy and programming

OUTCOME:

Capacity of national and local sex worker-led initiatives and their allies to promote and advocate human right and evidence-based policy and programming has been raised

OUTCOME INDICATOR:

Documentation of national and local sex worker-led networks enhancing the capacity of sex worker-led organisations and networks to promote and advocate human rights and evidence-based policy and programming

ACTIVITY		Examples of outcome indicators
AREA 1.1: Enabling exchange of experience and learning between SWAN members	Identifying, documenting and disseminating good practices of SWAN members through brief news stories and more in-depth report	# news stories on good practices disseminated
	Giving members opportunities to meet (face-to-face or through online channels like webinars or skype calls) including by taking advantage of situations when SWAN members may be gathered for other purposes (such as conferences for example) to meet for SWAN purposes	# meetings or convenings where more than 2 members gather and share experiences

	Improving use of social media to encourage sharing and communication between members (see Activity 3.4 on communication)	# re-tweets on SWAN's Twitter of SWAN Members' Tweets # posts on listserv
	Facilitating mentorship or internship programs which enable groups to learn from each other	# exchange between SWAN members # South-South exchange implemented
ACTIVITY AREA 1.2: Providing training and technical assistance to members	Assessing members' needs	Annual survey implemented
	Assisting members to find the experts they need	# requests for information on TA experts responded to
	Developing tools for members to use to build their capacities	# tools developed and shared
	Fundraising to address member technical assistance needs	# applications submitted to address member technical assistance needs
	Evaluating the impact of technical assistance provided through SWAN	Documentation of the technical assistance provided through SWAN and its impact

ACTIVITY AREA 1.3: Developing and disseminating original research and briefings for use in advocacy work	Highlighting key gaps in information needed for advocacy and decision making around sex workers needs	Documentation of the identification of gaps needed for advocacy and decision making around sex workers' needs (Board meeting)
	Selecting the type of media that is best fit for the advocacy purposes	Documentation of the selection of format best fit for advocacy purposes (meeting minutes) # regional research or briefing developed
ACTIVITY AREA 1.4: Supporting individual members	Providing technical support to individual members to mobilize and organize the sex worker community in their localities or countries	# individual members requesting and provided with technical support to mobilize and organize the sex worker community
	In countries where SWAN does not have members, SWAN will promote community mobilization when opportunities arise	# countries where individuals have been contacted by SWAN to promote community mobilization # countries with new sex worker-led organisation/group
ACTIVITY AREA 1.5: Coordinating response in the case of emergency situations	In close cooperation with local activists, SWAN will help garner international support when needed and requested to respond to specific emergency situations	# emergency responses contributed to or led by SWAN # international organisations supporting local activists following SWAN's request for support

STRATEGIC OBJECTIVE 2

To advocate for regional and global stakeholders to increase the degree to which they meaningfully involve sex workers and address their needs in their programming around rights and health in the CEECA region

OUTCOME:

Regional and global stakeholders meaningfully involve sex workers and address their needs in their programming around health and rights in CEECA

OUTCOME INDICATORS:

Documentation of regional and global stakeholders:

- having a better understanding of the rights and needs of sex workers
- meaningfully involving sex workers in their programming

ACTIVITY AREA 2.1: Building and documenting consensus among sex workers on priorities and positions		Examples of outcome indicators
	Developing position papers	# position papers developed # consultations conducted
	Consulting with sex workers to build consensus on priorities to be raised in relation to specific opportunities	# regional and global policy fora at which SWAN raised members' priorities
	Mapping of sex worker-led initiatives and their capacities, needs and involvement in decision-making structures	Annual survey implemented

ACTIVITY AREA 2.2: Making the voices of sex workers heard and influential	Building skills of sex workers to present and negotiate their priorities at the regional and global level	# sex workers provided with technical support to ensure they feel confident and capable to represent SWAN's priorities and advocacy messages # sex workers representing SWAN in regional and global policy fora
	Enabling participation and representation of sex workers in dialogue with regional and global stakeholders in key meetings, conferences and opportunities for dialogue and their accountability to those they represent	Documentation of sex workers attending regional and global key meetings, conference and opportunities for dialogue and advocating in line with SWAN's Strategic Plan and agreed messaging
ACTIVITY AREA 2.3: Building and maintaining relationships with key stakeholders	Initiating calls or meetings with key stakeholders to discuss cooperation related to SWAN's new strategic plan	# committees, initiatives, consortia in which SWAN is an active participant
	Building solidarity with regional key population networks	# activities implemented in collaboration with regional key population networks # advocacy collaborations undertaken with regional key population networks # MoUs signed with key population networks # advocacy campaigns by other organizations supported by SWAN

	<p>Cooperating with regional key population networks to address intersectional populations including for example, planning joint capacity building activities around the Implementation Tools with other regional key population networks</p>	<p>Covered by previous indicators</p>
	<p>Securing support of regional partners for cooperation with SWAN members in country-level programs or activities (or with country representative offices of partners) that SWAN members can contact</p>	<p># regional networks that report to SWAN that they have initiated collaboration on national level</p> <p># collaborations initiated by SWAN on national level</p>
	<p>Promoting action on the key recommendations of SWAN publications to regional partners with a specific request that they disseminate them to their members, programs, national offices</p>	<p># SWAN positions, statements and publications shared with regional partners</p> <p># regional partners who report sharing positions, statements and publications with their members</p> <p># members, programs, national offices reported to have received the positions, statements and publications by regional partners</p>

	Promoting knowledge of good practices by SWAN members	# times where SWAN representatives presented good practice by SWAN members at regional and global fora
	Holding stakeholders accountable on adherence to evidence and rights - based policies and practices and meaningful engagement of sex workers (“Watchdog” function)	# times where SWAN representatives have had to challenge stakeholders for failing to adhere to evidence and rights-based policies and practices and meaningful engagement of sex workers

STRATEGIC OBJECTIVE 3

To strengthen SWAN as a sustainable, well-governed network responsive to its members' needs

OUTCOME:

SWAN is a sustainable, well governed network responsive to its members' needs

OUTCOME INDICATORS:

Documentation of SWAN working as a sustainable, well governed network responsive to its members' needs

ACTIVITY	Examples of outcome indicators	
AREA 3.1: Maintaining good governance of SWAN as a sex worker-led network	Maintaining SWAN's status as a sex worker-led organization	Adhering to Rules of Organization and Operation
	Maintaining accountability to members	Annual Report produced and shared with members # of times SWAN secretariat sought input from members on issues not addressed in the strategy ahead of key meetings/discussions with regional stakeholders # MC calls and meetings minutes disseminated

	Encouraging new people to become MC members	ToR for MC members specify that emerging activists are encouraged to apply
	Strengthening the functioning of the Management Committee	<p>Documentation of induction process conducted</p> <p>ToR for MC members are up-to-date</p> <p>Agenda is shared with members for input ahead of MC meeting</p> <p>Rules of organization and operation are reviewed annually by MC members</p> <p>Annual MC meeting is held</p>
ACTIVITY AREA 3.2: Strengthening the SWAN secretariat	Evaluating and revising staff job descriptions as needed	<p>Staff ToR are reviewed annually</p> <p>Annual audit of SWAN is completed and submitted to the Court</p> <p>Donor reports are submitted on time</p> <p>Annual SWAN work plan is produced</p> <p>Rules of organization and operation are operationalised</p>
	Performance evaluation	Staff performance is reviewed annually

	<p>Increase the portion of the secretariat staff that are sex workers and build staff capacities as needed</p>	<p>Staff meeting is held annually</p> <p>% of staff members who are sex workers</p> <p># sex workers engaged as experts</p>
<p>ACTIVITY AREA 3.3:</p> <p>Improving communication and increasing visibility about the needs and achievements of SWAN and its members</p>	<p>Evaluating and updating the communication strategy</p>	<p>Communication strategy is updated annually</p>
	<p>Modernizing and increasing use of social media</p>	<p># hashtags in SWAN’s social media platforms</p> <p># posts on SWAN’s Facebook</p> <p># posts on SWAN’s Facebook by SWAN</p> <p># members in SWAN’s Facebook Group</p> <p># posts on SWAN’s Twitter</p> <p># re-tweets from SWAN’s Twitter</p> <p># followers on SWAN’s Twitter</p> <p># people reached through SWAN’s Twitter</p> <p># website unique visitors</p> <p># website return visitors</p> <p># downloads from website</p>

ACTIVITY AREA 3.4: Ensuring sustainable funding through enhanced fundraising efforts and diversification of funding sources	Diversifying SWAN donors	# new donors
	Demanding and contributing to meaningful involvement of sex workers in regional funding opportunities including but not limited to the Global Fund	# consortia where SWAN subgrants to sex worker-led organisations at country level # times that SWAN representatives advocate for funding to go down to community-led organisations/networks in country # sex workers who are contracted on equitable conditions and remuneration



**THE SEX WORKERS' RIGHTS ADVOCACY NETWORK (SWAN)
in Central, Eastern Europe and Central Asia**

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