



Forward



Message from the Chairperson Board of Directors

It has been 10 years!

Ten (10) years is a long time to gauge the work of KESWA and we are indebted to the many activists, sex workers, and allies who have supported us in these past decade. We hope they, and many others, can continue with this for the next decade!

What does 10 years mean?

10 years have been years of growth as a national movement. From our increased visibility and membership growth, KESWA has stamped its identity as a national movement and of sex workers. Its unique identity has supported its work across the board to be the voice of sex workers living and working in Kenya.

The 10 years also represent the learning that has taken place. We have supported grassroots sex worker led organisations and facilitated the formation of new groups in regions that lacked sex worker organizing and visibility. To existing members, we have supported them in building their profiles and in capacity strengthening. To new, we have supported emerging and diverse organising in places such as rural and urban, areas, areas of conflict, and refugees.

KESWA members mandated the Secretariat in the last decade to support them in their initiatives. We are proud that we are now present in 47 counties with 75 member organisations representing male, female and transgender sex workers populations. Our thematic areas include advocacy, HIV, health, human rights, economic empowerment, media, LGBTQ and youth.

Our work has been amplified and visibilised in the media and internationally. We have seen increased funding for sex workers' organising in the last few years than before. We are particularly indebted to our funding partners, allies and networks for this. Through regular and sustained resource mobilisation, we can advance the rights of all sex workers in this country.

Our commitment to sex workers rights and lives does not end as we begin the next decade for KESWA. It has been a learning curve for us. From movement building to accountability to organising, we have learnt and shared a lot. But ultimately this is how movements are built and sustained – we learn and unlearn. We make mistakes, we make progress. We had 10 years of experience!

What next for us?

KESWA is undergoing a transition. We are adapting to new challenges, such as those posed by COVID19, to a changing funding landscape, to emerging new trends. As a movement, ours is to nurture new talent, new voices, new organising of sex workers across the country. But we remain committed to the realization of sex workers' rights.

For the next 10 years, KESWA is once again committing to the 'NEW' challenge and we are excited!

Doris Achieng

Board Chairperson
Kenya Sex Workers Alliance



Acknowledgments



Message from the National Coordinator

A celebration of a Decade of Excellence

Ten (10) years is enough time to look back and reflect where we have come from. As with any other social justice movement, we, as sex workers, can now begin to look back and appreciate the work we have done so far. It's never easy being the Coordinator of a national movement and as an activist, it has taught me so much. KESWA has experienced its ups and downs but the commitment of sex workers and organisations has not waned.

Our first strategic plan was very basic – increase membership, do advocacy and fundraise. This was the backbone of what KESWA would become in the five years after that. Having achieved what, we had set out to do, KESWA undertook its second strategic plan review some years back with a focus on increased funding, greater advocacy and new opportunities, especially for mobilising resources.

In the last five years, we have engaged our members, partners and allies on the needs of sex workers moving forward. We have listened, debated, asked, corrected, shared, and learned.

This new Strategic Plan was developed with our members' need in mind, but also with a third eye on the future. It was a much-needed consultative process with input from every stakeholder.

We want to thank the Board for birthing this process, and the Secretariat for the administrative support. To our members and partners, we say thank you! We also want to show appreciation for the able consultants and advisors who were called upon to input to this process.

I look forward to the new look KESWA in the next 10 years! KESWA is proud to present to you its 2021-2024 Strategic Plan!

Phelister Abolalla,

National Coordinator,
Kenya Sex Workers Alliance



Executive Summary

As the Kenya Sex Workers Alliance (KESWA) celebrates its 10-year anniversary on 17th December 2020, we are reminded of the reasons for its formation and continued existence. We are also reminded of its growing importance in amplifying the voices of sex workers towards a longer-term goal of a society where sex work is recognized as work; where all sex workers are respected, and their rights upheld; and where sex workers enjoy equal protection of their rights as foundational of a democratic society. This document sets out KESWA's Strategic Framework for advocating for sex workers' health and human rights within a five-year (2021-2025) period. The Plan was developed through the engagement and participation of the KESWA management and other stakeholders who provided robust ideas and thoughtful analysis of KESWA's work.

The Strategic Plan is informed by KESWA's previous strategy (2016-2020), the operating environment, and the global direction on integrated HIV programming. The strategic direction was collectively developed through consultative processes with the KESWA team, member organizations, and other stakeholders. An evaluation exercise of the implementation of KESWA's 2016-2020 strategy also identified achievements, lessons learned, and recommendations which informed this document. An analysis of the contextual background and operating environment further informed the document. Thus, this strategic plan provides KESWA with a framework within which to sustain and expand its efforts towards the goal. KESWA was formed by sex workers who believed in the philosophy of 'Nothing for Us Without Us', which will shape the Alliance's goals and inform all activities undertaken.



Chapter one provides background information about the organization and the strategic planning processes. It provides KESWA's history and milestones during the last decade. It also includes the revised vision and mission, core values, and organizational identity.

Chapter two reviews KESWA's 2016-2020 strategy implementation and highlights the key achievements and lessons learned. The contextual background also provides insights into KESWA's operational environment and the challenges therein. An environmental scan also provided detailed information on the external and internal challenges and opportunities likely to affect KESWA's future options. This chapter also includes an analysis of KESWA's stakeholders.



Chapter three outlines KESWA's strategic direction 2021-2025. The theory of change shows the problems KESWA seeks to address and the necessary input and the strategic goals, outcomes, and impacts. The strategic goals include.





The chapter also outlines the strategic themes on which this strategy will focus namely:



Advocacy



Health Access & Utilization



Legal Reform



Movement Building



Economic Empowerment



Capacity Strengthening



Strategic Partnership



Community-led Research



Organizational development

The chapter also includes the intended outcomes including.

- Improved access to health, social, and legal services for sex workers
- Involvement of sex workers decision-making processes
- Reduced stigma, discrimination, violence and rights violations against sex workers
- Supportive laws, policies, and enforcement practices
- Increased and sustained access to diverse funding sources by sex worker-led organizations

Chapter four introduces the Organizational Development Plan including KESWA's approach to achieving financial sustainability, creating appropriate organizational culture, and institutional systems.

Chapter five introduces the broad work plan including the strategies and activities to be implemented during the strategy implementation period.

Chapter six introduces the implementation plan including the organizational structure, assumptions, and risk management.

Chapter seven introduces the approaches to ensure successful implementation of a strategic plan while chapter eight introduces the monitoring and evaluation approaches for this strategic plan.



Acronyms and Abbreviations

Acronym	Definition
ACHPR	African Commission on Human and Peoples' Rights
CSW	Commission on the Status of Women
CAB	Community Advisory Board
CRAC	Community Research Advisory Board
CHMT	County Health Management Boards
FSW	Female Sex Workers
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
ICPD	International Conference on Population Development
KNCHR	Kenya National Commission on Human Rights
KESWA	Kenya Sex Workers Alliance
KPTWG	Key Populations Technical Working Group
LGBTQ	Lesbians, Gay, Bisexual, Transgender and Queer
LMICs	Low- and Middle-Income Countries
MSW	Male Sex Workers
MSM	Men who Have Sex with Men
MOH	Ministry of Health
NASCOP	National AIDS and STI Control Programme
NACC	National AIDS Control Council
NGEC	National Gender & Equality Commission
NPS	National Police Service
NCDs	Non-Communicable Diseases
PWID	People Who Inject Drugs
PEPFAR	President's Emergency Plan for AIDS Relief
SRH	Sexual and Reproductive Health
SWHRDs	Sex Workers Human Rights Defenders
SOGIE	Sexual Orientation Gender Identity and Expression
TWGs	Technical Working Group
ToC	Theory of Change
TSWs	Transgender Sex Workers
UHC	Universal Health Coverage
UNAIDS	Joint United Nations Programme on HIV and AIDS
WROs	Women Rights Organizations
WAD	World AIDS Day
YSWs	Young Sex Workers

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1. Background

Imagine a future in Kenya in which sex workers live free from stigma and discrimination; free from all types of violence; do not face legal punishment; sex workers rights are respected, promoted and protected; enjoy universal access to health services and support; have free choice of employment and economic security, and where sex work is recognized as work; not criminalized, and not conflated with trafficking. The future described (above) represents our goal; we have made many strides towards it, and we can still do more. We have, therefore, created this Strategic Plan and an Organizational Development Plan 2021 – 2025 to guide our organization's business over the next five years. We have also created a Strategic Framework to support the implementation of this Strategic Plan.

For a decade since its formation, KESWA focused on creating a robust national Alliance and sex worker movement bringing together all sex worker-led organizations in Kenya; amplifying voices of sex workers in advocating for the rights of female, male and transgender sex workers; convening and providing leadership on sex workers related issues; strengthening the capacity of member organizations; enabling sex worker leaders and activists representation in advocacy spaces; unifying and creating solidarity within member organizations; and developing, implementing, and achieving ambitious strategic goals to improve members effectiveness and inclusivity. Initially, the focus was on merely educating sex workers about their rights. However, it extended to include strengthening our member capacities to engage in vigorous advocacy and programming actions at county levels over the years.

Following the philosophy of 'Nothing for Us Without Us,' our member organizations demanded inclusion and are increasingly 'sitting at the table' at all levels of decision making around key policy and program decisions.

Following the philosophy of 'Nothing for Us Without Us,' our member organizations demanded inclusion and are increasingly 'sitting at the table' at all levels of decision making around key policy and program decisions. Towards the end of the decade, we started to do pioneering work on creating meaningful partnerships with Women Rights Organizations (WROs), Sexual Orientation Gender Identity and Expression (SOGIE) led organizations, and other feminist and gender-conscious organizations to advance and protect sex workers rights and increase inclusion of sex workers rights issues in their programs.

Our work has focused increasingly on advocacy, capacity building, and strengthening networking to enhance sex worker representation in other policy and program development spaces in the last five years. We built our member organizations' capacity in far-flung areas such as *Isiolo*, *Mandera*, and *Turkana*, among others helping them develop inclusive projects piloted in their partnerships outside mainstream sex work and human rights networks and county governments. We organized training programs on sex workers' rights and advocacy for such member organizations. As an organization, we have now come to the point where we are ready to continue improving in our core areas of work such as i) capacity strengthening, ii) movement-building, iii) policy and practice advocacy while also expanding our focus to include i) mental health/self-care, ii) representation, iii) community-led research, iv) documentation and production of communication materials. We will focus on strengthening other areas such as i) grantmaking, ii) sustainability, iii) young sex workers programming, iv) meaningful partnerships with other cross-movement organizations, and v) integration of feminist thinking into our work and shape our organization accordingly.

This Strategic Plan explains how, in five years, we will build on our significant achievements and improve the core areas of our work while responding in a challenging and changing environment. In the developing Strategic Plan, we consulted our members and stakeholders while also undertaking a comprehensive review of the Alliance's strengths and weaknesses under the previous Strategic Plan 2016 – 2020. The Strategic Framework outlines how we will reflect and learn from our work in 2021 – 2025 and provide us with a means to assess and report on our achievements/performance using and output indicators to measure the performance. We will also develop and disseminate case studies and briefs that show how our Theory of Change (ToC) works in practice and contribute to changing sex workers' lives in Kenya.

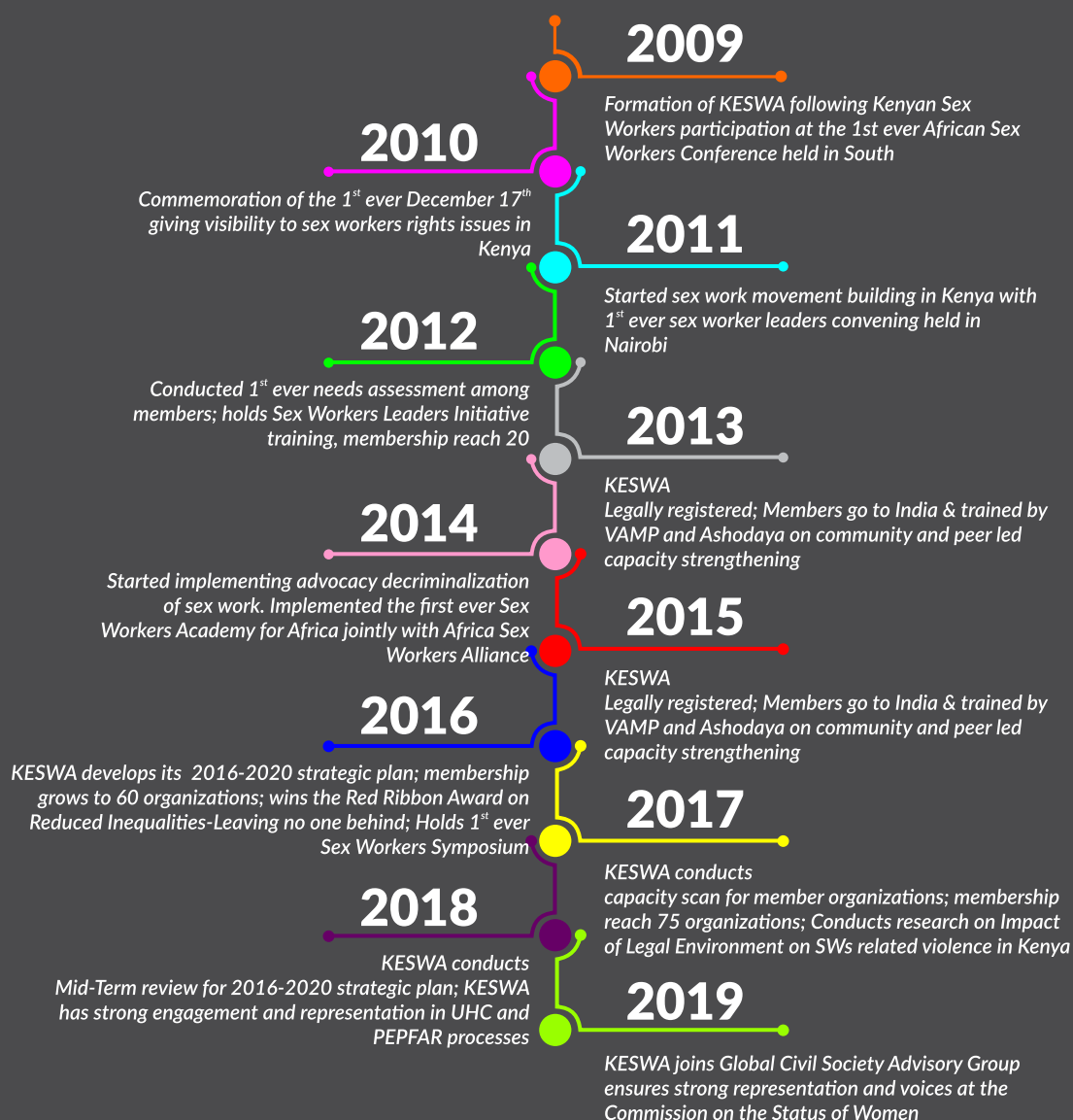


1.1 KESWA PROFILE

1.1.1. Who We Are

The Kenya Sex Workers Alliance (KESWA), legally registered as Key Affected Population Health and Legal Rights Alliance, is an umbrella body of the sex workers led organizations dedicated to amplifying the voices of sex workers and connecting sex workers led organizations in their diversities to progressively influence the intersectional needs of sex workers in Kenya. We were established in 2009, registered as a Non-Governmental Organization in 2010, according to Kenyan laws. KESWA has its head office in Nairobi, which houses its Secretariat that currently includes eight (8) staff members. KESWA recognizes diversity, thus includes female sex workers (FSWs), male sex workers (MSWs) and transgender sex workers (TSWs), sex workers who use and inject drugs, sex workers living positively, migrant sex workers, and refugees sex workers in Kenya. Our membership drawn from the devolved structures currently stand at 75 sex workers led organizations from across the 47 counties. Over ninety per cent of our board and staff are sex workers. We pride ourselves on achieving meaningful participation of sex workers at every level of decision-making on its programming, functions, structures, and systems.

1.1.2. Milestones





1.2. Vision, Mission, Core Values and Identity

1.2.1. Vision

We are driven by the Vision of a 'Kenyan society that recognizes sex work as work; where all sex workers are respected, and their rights upheld; and where sex workers enjoy equal protection of their rights as foundational of a democratic society.'

1.2.2. Mission

Our Mission is to amplify the voices of and connect sex workers led organizations in their diversities to progressively influence the intersectional needs of sex workers in Kenya

1.2.3. Core values

The following Core Values guide our work

1. **Accountability:-** We promote transparency in our movement's activities and resources and take responsibility for our actions.
2. **Respect and Equality:-** We act in a way that is open, fair, accessible, equitable, and put sex workers first. We are practical, professional, and responsive to the needs of our members while promoting their independence and self-determination.
3. **Reliability:-** We are dependable and commit to deliver on our mandate not only for the resources allocated to us, but also for how we carefully manage the relationships we build and sustain within the movement.
4. **Resilience:-** We are determined to work through challenging situations that arise within the sex work movement in their diversities and come out stronger.

1.2.4. Our Identity

At KESWA, our identity is informed by:

- Our membership of 75 sex worker-led organizations and groups present across the 47 counties in Kenya.
- Our clear mandate to amplify the voices of diverse sex workers in advocating for their rights.
- Our focus on strengthening the sex worker movement, including building the capacity of emerging members.
- Our role as a trusted convener and leader on sex workers related issues in Kenya
- Our ability to amplify the voices of our members and enable sex worker leaders and activists' representation on different platforms
- Our commitment to creating unified voices and solidarity within sex worker organizations and groups.
- Our diversity, including female, male, and transgender sex workers, sex workers who use and inject drugs, sex workers living positively, sexual minorities sex workers, migrant and refugee sex workers in Kenya.
- Our capacity to develop, implement, and achieve ambitious strategic goals improves our members' effectiveness and inclusivity.



1.3. Purpose of the Strategic Plan

The development of the Strategic Plan 2021 - 2025 comes at a crucial time for Kenya's sex worker community. A decade after its start, the sex work movement in the country, has grown in leaps and bounds. Sex workers have witnessed a steady but slow improvement in the visibility of sex work and sex workers' rights issues at the national and county (regions, counties, sub-counties, etc.) levels. This Strategic Plan is developed with the full recognition of the political, legal, and institutional resistances which continue to present significant barriers that sustain violations and violence towards sex workers' rights despite the Constitution's numerous provisions articulating human rights and security for all. Besides, this Plan recognizes the unbearable suffering by sex workers due to several factors among others: i) marginalization, ii) discrimination, iii) poverty, iv) rights violations, v) violence, and vi) poor access to essential health services, among others. Largely, punitive laws, policies, and practices have persistently disenfranchised sex workers of their fundamental constitutional rights, including equality before the law, human rights, and security. KESWA's 2021 - 2025 Strategic Plan hinges on the premise that the full implementation of the Constitutional provisions that articulate human rights and security for all will contribute towards sex workers achievement of goals set out herein. This Strategic Plan focuses on a broader, long-term approach that demands the: recognition of sex work as work; respect for sex workers' rights; freedom from punitive laws, policies, and practices; freedom from abuse, discrimination, and violence; and self-determination for sex workers and amplifying sex workers voices.

1.4. Strategic planning methodology

In the development of KESWA's 2021 - 2025 Strategic Plan and Organizational Development Plan, consultations were conducted via Zoom platform, telephone and online surveys with member organizations, Board of Directors, and Community Advisory Board (CAB) members to identify KESWA's priorities, areas of organizational change, and challenges going into 2021 - 2025 Strategic Planning period. A think tank group consultative meeting bringing together member organizations, the Secretariat, and Advisory Board members provided additional and invaluable input of developing the Plan.

This process adopted a deliberate and comprehensive goal-based planning model, which involves a strategic analysis in identifying member organizations' needs and constituents and prioritizing strategies for addressing significant issues. The consultations allowed deep reflections on the Alliance's vision, mission, outcomes, impacts, and the input needed for their actualization. Throughout the consultations, early attempts were made to broadly create KESWA's strategic themes and goals over the next five years. In the development of this Strategic Plan, KESWA considered the strategies for improving the internal and external processes and a Strategic Framework for monitoring performance against key strategic goals. The strategic planning process followed the critical steps described below.

- a. **Pre-strategic planning** - It involved a critical review of various documents such as KESWA's annual reports, 2016 - 2020 Strategic Plan and its evaluation report, capacity assessment reports, and yearly organizational work-plan among others to understand KESWA's Mandate, Vision, Mission, Outcomes, Achievements, Problems, and Operational processes.
- b. **Internal consultations** - It involved closely working with member organizations, KESWA staff, Board, and Community Advisory Board members to refine specific aspects of the strategies, outcomes, and impacts.
- c. **Strategic analysis** - It involved the situational analysis of the environment where KESWA works, including laws, policies, and practices vis-a-viz the Alliance's mandate.

The COVID-19 pandemic constrained the processes to develop this Strategic Plan through public health measures such as social distancing, which limited face-to-face member consultations.



2. SITUATIONAL ANALYSIS

2.1. Overview

A review of the implementation status of the 2016 - 2020 Strategic Plan was conducted with a view to establishing performance levels and lessons learned. Contextual analysis also provided insights into KESWA's operational environment and the challenges therein. An environmental scan focused on gathering and analyzing relevant global, regional, and national information that may have a positive or negative influence on the activities of the KESWA. The scan generated detailed information on the external and internal challenges and opportunities likely to affect KESWA's future options.

2.2. Key Achievements in the 2016 - 2020 implementation period

In developing this Strategic Plan, the implementation status of the previous 2016 -2020 was undertaken to determine; (i) whether KESWA met its aims and objectives, (ii) the extent to which member organizations benefitted from the membership, and how KESWA can be more relevant and efficient in the current planning period. Based on our evaluation of the 2016 - 2020 Strategic Plan period, we conclude that the implementation was mostly successful. The following is a summary of some of our key achievements:

Increased sex workers representation in crucial policy and civic spaces

- We represented sex workers' voices in key policy and program decision-making through active participation by sex workers. The key civic and policy making spaces where sex workers were present include: i) Universal Health Coverage (UHC), ii) African Commission on Human and Peoples' Rights (ACHPR), iii) Commission on the Status of Women (CSW64 / Beijing+25), iv) The Global Fund to Fight AIDS, Tuberculosis, and Malaria (GFATM) Board, and v) President's Emergency Plan for AIDS Relief (PEPFAR) country Board.
- We also enhanced sex worker representation at the National Key Populations Technical Working Group and nominated sex workers to advocacy platforms. We enhanced sex workers' participation in research, trained sex workers on local policymaking and program development, and ensured integration of sex workers' priorities.

Meaningful partnerships

- We increased meaningful partnerships with other cross movements such as Lesbians, Gay, Bisexual, Transgender and Queer (LGBTQ) and other feminist led organizations to advance the integration of sex workers' rights and programs within these non-sex work movements.
- In the last five years, we also laid a strong foundation for sex workers' engagements with intersectional cross-movements and opening up opportunities for sex workers to start looking at their programming using a feminist lens. Under this Strategic Plan, we will build on this strong foundation and scale up our engagement with strategic partners, including sensitizing them on sex workers' rights issues and lending sex workers' voices to their advocacy causes and ensure reciprocity of their support.



Sustained movement building and capacity strengthening

- We increased and sustained membership capacity strengthening initiatives through training, workshops, and technical assistance, thus equipping member organizations with skills and technical expertise on sex workers rights issues and health advocacy, networking, and collaboration at county levels.
- We also improved financial support to member organizations towards community organizing and sex work movement-building at the county levels through organizing and commemorating critical international days, including December 17th - International Day to End Violence Against Sex Workers.

Enabling environment

- We created a more enabling environment for sex work through our intense advocacy strategies and efforts, leading to accommodative practices that promote and protects sex workers rights

2.3. Lessons learned in the 2016 - 2020 implementation period

- Strategic partnerships are essential for the success of our work. Our county, national, regional, and international partnerships with organizations enabled us to work and undertake advocacy in spaces and issues where KESWA does not primarily have reach. However, we also learned that not all partnerships are valuable. Under this Strategic Plan, we will map out stakeholders, carefully choose the more strategic stakeholders as our partners, and classify them based on the value add of their expertise and high standing. Under this Strategic Plan, we will be more deliberate in measuring our progress and reporting on achievements. Partnerships that worked well will be strengthened, while those that did not work well will be re-evaluated.
- KESWA has rich history and successes, which is not effectively documented. We will deliberately document our history, achievements, challenges, good practices, and lessons shared with members, strategic partners, and other stakeholders as a marketing and awareness creation tool in this strategic planning period.
- There is a high demand for our capacity strengthening services, particularly among our budding member organizations. We can register significant impact by strengthening new sex worker-led organizations, particularly in counties where sex work organizing is just taking shape. This new strategic plan will strengthen and support new and member organizations in counties where sex work organizing is still lagging.
- Over the last five years, our public interest litigation faltered mainly due to reliance on external lawyers for litigation and resource limitations. Under this strategic planning period, we will focus on building our internal capacity for litigation by having a qualified in-house lawyer and strengthen resource mobilization earmarked explicitly for public interest litigation.



- Over the last few years, we have increasingly incorporated social media platforms and new technologies (for meetings) to implement our work. We recognize that there is much room for us to integrate technology into our work further. Under this new strategic Plan, we will focus on utilizing social media to strengthen our outputs, media monitoring, and highlighting our work and that of our members.
- Our work over the last five years has contributed to the slow but impactful changes to the sex work environment, including access to HIV services and removal of structural barriers. In this new strategic Plan, we will utilize partnerships and a strong sex worker movement to further strengthen and sustain our voices and presence at all levels.
- The declining funding opportunities for HIV programs and our traditional donors' changing priorities challenge us to think and incorporate new strategies of generating direct income and enhancing our financial sustainability. Under this Strategic Plan, we will create an ambitious Endowment fund and Reserve Fund policy, which will enable us to generate reserve funds to secure the organization's future during moments of difficulties in accessing donor funds. To ensure our fundraising goals further, we will strengthen and maintain relationships with current and previous donors.

In this Strategic Plan, KESWA will build on the achievements realized and lessons learned to take the organization to the next level of efficiency and effectiveness.

2.4. Contextual Analysis

The Kenyan context is rife with challenges and struggles for sex workers, and the sex worker movement. The following issues were raised during consultations as areas of grave concern that increase the vulnerability of sex workers.

2.4.1 *Discriminatory laws*

In Kenya, sex work, sex work-related behaviours, and same-sex sexual practices remain criminalized through national laws and county by-laws. Numerous legal provisions that prohibit activities associated with sex work, including living off the earnings of sex work, soliciting clients, and public indecency, have an indirect criminalizing effect on sex work. Such legal provisions deny sex workers their fundamental constitutional rights, including equality before the law, human rights, and security. The laws that indirectly criminalize sex work in Kenya include:

The Kenyan Penal Code, Sections 151, 153, 154, 155, and 156

These sections criminalize 'detention of females for immoral purposes' (151), 'male persons living off the earnings of prostitution or soliciting' (153); 'women living on the earnings of prostitution or aiding, abetting or compelling an individual to engage in sex work' (154); 'premises used for prostitution or residing in or frequenting or living in a house wholly or in part on the earnings of prostitution' (155) and 'running a brothel' (Section 156).



County by-laws

All County governments have by-laws prohibiting loitering for immoral purposes, importuning for prostitution, and indecent exposure. Such by-laws indirectly criminalize sex work as they empower law enforcement officers to arrest and detain sex workers frequently. For example, the Nairobi City General Nuisance By-law (2007) prohibits 'loitering, importuning or attempting to procure a female/male for prostitution' and empowers law enforcement officers to arrest sex workers arbitrarily.

The Penal Code, Sections 162 a and c, 163 and 165

These sections criminalize persons who identify under the umbrella of Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) identities by criminalizing 'unnatural offences' carnal knowledge of any person against the order of nature' or 'permits a male person to have carnal knowledge of him or her against the order of nature' (162 a and c), 'attempts to commit unnatural offences' (163) and 'indecent practices between males' (165). Persons found guilty under (162 a and c) commits a felony and could face imprisonment for 14 years and (163/165) five years. These sections mainly affect MSWs, but police officers also use them to harass other LGBTQ sex workers.

Specific laws and regulations prevent healthcare workers from providing services to young people under the age of 18. However, on the ground, the reality is that many minors are engaging in sex work. There is no sex worker-led organization that directly works with minors, though some peer educators provide condoms and lubricants and advice on safe sex. The Alliance must prioritize addressing this issue.

2.4.2 *Violence towards sex workers*

Kenyan sex workers experience rampant violence, including physical violence, sexual violence, emotional and economic violence. High levels of violence make it difficult for sex workers to access HIV services, leading to an increased risk of HIV/STI infections. Sex workers experience violence from a broad spectrum of perpetrators, including police, county askaris (who enforce local by-laws), clients, intimate partners, healthcare workers, peers, and third parties, including pimps and bar managers, bouncers, and criminal gangs. MSWs face a heightened risk of violence and additional (gender-based) violence due to the pervasive homophobic societal attitudes and anti-gay narratives against male and transgender people. Male and transgender sex workers' vulnerability to violence stems from societal hostility due to their SOGIE status. MSWs face arrests more times than FSWs for the same alleged crimes, including public nuisance, carrying a condom, and disobeying police instructions.

Given the stigma attached to sex work and same-sexual practices, most sex workers will not report incidences of violence to the police. The repressive police behaviours limit sex workers' access to police assistance and social justice. Sex workers' awareness of long-standing discriminatory police attitudes contributes to their decision not to report violence. Sex workers also fear being asked for a bribe, moral judgment, accusations for crimes not committed, arrest, and police detainment. MSWs face more barriers in accessing police assistance because most MSWs feel uncomfortable reporting to police as they may, in turn, get arrested because of their homosexuality or experience moral judgment and other forms of humiliation.



2.4.3 *Stigma and Discrimination*

Stigma and discrimination against sex workers remain deeply rooted in the Kenyan society due to sex workers' illegal status, public values of immorality, cultural and religious influences. Anti-sex work views and anti-gay narratives ostracise people involved in sex work from society, including family and friends. MSWs experience additional (gender-based) violence and exclusion, including expulsion from learning institutions because of their homosexuality. MSWs who appear 'female' or 'feminine' through body language and clothing experience more social rejection than those who do not. Sex workers' rejection, stigma, and discrimination at the family level and in public relates to the disapproval of sex work or same-sex sexual relationships as life choices that do not conform to society and family expectations.

2.4.4. *Health*

2.4.4.1. **HIV and AIDS**

In 2009, the National AIDS Control Council in its HIV Prevention Responses and Modes of Transmission Analysis reported that 14.1% of new HIV infections were attributable to sex workers and their clients; 15.2% were attributed to MSM and prisoners, while 3.8% were attributed to PWID. FSWs have elevated HIV prevalence (of about 29.3%) compared to both the national average and the general female population. Regarding healthcare in general and HIV, specifically, sex workers have experienced a long history of rampant stigma and discrimination, particularly in public healthcare facilities. Sex workers endure discriminatory treatment or no treatment at all, fueled by the patient's engagement in sex work or sexual orientation. Whenever sex workers visit public healthcare settings for HIV and STIs services, they have to endure judgment by health workers, verbal abuse, humiliation, neglect, denial of care, and gossip, among others. Consequently, many sex workers avoid or delay seeking health services leading to harmful effects on their health and quality of life. KESWA's response will focus on advocating for the removal of structural barriers limiting sex workers access to HIV services

2.4.4.2. **Sexual reproductive health and rights**

Sexual and Reproductive Health (SRH) rights are human rights and a public health concern that the Kenyan government must strive to fulfil. Globally, reproductive health rights are guaranteed in both international and regional treaties and instruments, including the International Covenant on Economic, Social and Cultural Rights; the Protocol to the African Charter on the Rights of Women in Africa (Maputo Protocol); and the 1994 Programme of Action from the International Conference on Population Development. In Kenya, Articles 26(4), 43(1)(a), and 43(2) of the Constitution obligate the government to protect, promote and fulfil the right to the highest attainable standard of health, including reproductive health. Legislations such as the Sexual Offences Act, the Prohibition Against Female Genital Mutilation Act, the Prohibition Against Domestic Violence Act, the Counter-Trafficking in Persons Act, and the Penal Code among others articulate the right to SRH by all Kenyans. Kenyan SRH laws and policies and strategies also state the importance of SRH as a critical driver to a healthy and productive population. However, there is minimal alignment between these policies and their actual implementation. Sex workers experience significant challenges in accessing SRH information and services. Many pregnant sex workers endanger their lives due to unsafe abortions resulting from unwanted pregnancies. KESWA studies show that an estimated 20 per cent of female sex workers start engaging in sex work at a young age and in dire need of adequate SRH information and services.



2.4.4.3. General health

Many sex workers work in bars and clubs where drinking alcohol and smoking are common, leading to high addiction levels. Sex workers also experience increased instances of non-communicable diseases (NCDs) such as diabetes, hypertension, other lifestyle diseases, and conditions associated with being out in the cold at night, such as asthma and persistent colds and coughs. The mental health needs of most sex workers, particularly MSWs and TSWs, also remain unmet, and access to these services are too expensive and unaffordable for sex workers.

2.4.5. *Community organizing and movement building*

Although, sex worker community organizing, and movement building has grown tremendously over the five years, there remains a great need for increased organizing across the northern and Eastern parts of the country. There are up to 75 sex worker led organizations and regional networks spread across the 47 counties. However, weak worker movement and organizing still exists in some areas. There is also a need to increase political education among sex workers across the country in order to build a stronger constituency base. This politically aware base is necessary for undertaking power analyses to determine the direction of the movement and strengthen the alliance leadership in the struggle for change.

2.4.6. *Capacity building needs*

A number of sex worker led organizations and regional networks particularly the new ones still lack the necessary capacity to undertake their advocacy work and achieve their mandate. There is a need to build the capacity of sex workers to run health programmes, provide social services to sex workers, undertake advocacy work, and improve the economic circumstances of sex workers; among a myriad of other alliance needs.

The alliance also requires a wide base of leadership, with representatives from across the country and spanning demographic differences. The leaders would be the face and voice of the movement, articulating the needs and demands of sex workers to the nation. This leadership must reflect the diverse identities within the movement, including class differences, gender identities and geographic locations. The leadership would also be charged with building unity within the movement, which is currently embroiled in internal fights that undermine their struggle against the external forces pitted against the movement.

2.4.7. *Poverty and lack of financial security*

Sex workers note that economic oppression is one of the more pressing concerns they live with daily. Inability to rise above the minimum standard of living reduces negotiating power and in turn increases vulnerability. Furthermore, competing for clients may be especially high and the market is more favourable to younger sex workers. Some of the sex workers in Mombasa and Kisumu cited increased competition between female and male sex workers who all sell sex to men. Sex workers also experience challenges accessing credit through the government facilitated women's funds and the youth fund due to lack of securities including inability to provide acceptable forms of income, employment, and identification documentation. There is a need to improve financial security and freedom among sex workers by providing alternative sources of income, set up businesses, or invest.



2.4.8. *Young and minors engaging in sex work*

The sex worker movement is confronted with the reality of minors (below 18 years) engaging in sex work. However, there is currently no organisation that directly works with minors, though some peer educators provide condoms and lubricant, as well as advice on safe sex. The alliance must prioritize addressing this issue. Previous research has also showed that young sex workers below 25 years also experience unique health and human rights challenges in comparison to their more mature counterparts



2.5. External environmental scan

2.5.1. Political, Economic, Sociological, Technological, Legal and Environmental (PESTLE) Analysis

	ISSUES	IMPLICATIONS ON KESWA WORK
POLITICAL	General Elections in 2022	Opportunities to engage with political parties and aspiring candidates and get their commitments in support of sex work
	Devolution	Opportunities for KESWA to engage with county governments concerning their legislative role and respective duty bearers' mandates
ECONOMIC	Corruption	Rampant corruption is expected to drastically slow down the real Gross Domestic Product (GDP) growth rate from 2021 onwards, which will negatively impact sex work
	Lack of financial freedom	Creation of economic empowerment initiatives such as the Mwavuli Red Sacco
SOCIAL	Persistent violence against sex workers	Harmful public values of immorality, cultural and religious influences
	Collaboration with partners, allies, and other human rights actors	Advocacy, public interest litigation, and sensitizations
TECHNOLOGICAL FACTORS	Impact of social media	Increased propaganda and hate speech through the use of social media Collaboration with the media Increased media visibility and monitoring
	Cybersecurity	Privacy breaches and risks to SWHRDs and sex workers client engagements Training to staff, members, and their constituents on cybersecurity (digital safety and security) Increased surveillance of human rights organizations by government
	Advances in information technology	Upgrading of communication equipment and systems for KESWA staff ensuring digital safety Adopt and promote technologies that enhance timely reporting, response, and documentation of rights violations and violence Innovation around membership involvement including to (i) increase forums for members to engage and give feedback, (ii) enhance communication between members, and between members and Secretariat
LEGAL	Punitive law and policies	Criminalization of sex work, third parties and attempt to end 'demand' for sex work, conflation sex work and human trafficking in law, policy and practice, political decisions and practices focused on removing sex workers from streets and closure of indoor sex workplaces and venues Strategic litigation towards repealing Penal Code Sections 153 to 156 that criminalizes sex work through prohibiting (i) living off the earnings of prostitution and (ii) soliciting or importuning for immoral purposes and operating of brothels
ENVIRONMENTAL	Staff working environment	Staff working environment
	Impact of climate change	Opportunity to address the impacts of climate change



2.5.1. **SWOT Analysis:**

Assessment and analysis of KESWA's Strengths, Weaknesses, Opportunities and Threats



STRENGTHS

- KESWA's recognition, representation, and partnerships within local and international rights-based organizations. KESWA's strong national movement for and by sex workers spanning over 40 Counties in Kenya and growing partnerships with human rights, feminist, and women rights organizations promises a great future.
- KESWA has a strong knowledge base and experience with the rights issues of sex workers relating to HIV, SRHR and human rights and has developed meaningful partnerships with local and international experts that support strategic thinking.
- KESWA has strong leadership and governance that strengthens the alliance's spirit of co-operation from its members and other stakeholders. KESWA's Board and Advisory Board members have in-depth understanding, knowledge, and work

WEAKNESSES



- Resource limitations constrains KESWA's ability to adequately deliver on some areas of its mandate including reaching out to and sufficiently address the needs of its members.
- KESWA's capacity insufficiency weakens its effectiveness for: a) membership management, b) operational management, c) resource mobilization, d) technical capacity support, e) monitoring, evaluation, and learning systems, and policy analysis) among others. Staff capacity should be enhanced to ensure delivery of quality work output in a timely manner.
- KESWA do not have strong resource mobilization capacities. However, efforts are underway to develop an ambitious resource mobilization strategy which will among others enhance the capacity of key staff to undertake resource mobilization.
- KESWA's advocacy efforts at national and county levels do not get adequate media coverage and visibility.
 - Inequality among member organizations (nascent versus experienced) limits KESWA's ability to engage all members in the same way and requires the implementation of a engagement strategy tailor-made for each member which leave some members feeling uncared for.

SWOT

- Increasing sex worker organizing, mobilization and representation in county, national and international advocacy spaces
- Growing opportunities for partnerships and resources in intersectional cross-movement organizing including with women, feminist, and SOGIE led organizations.
- Growing empowerment of our membership promises better grassroots and national level advocacy and increasingly demanding better socio-economic and support services
- Growing watchdog role of sex workers resulting from claiming more spaces at all levels
- The advancement in technology
- Organizational reforms and capacity strengthening efforts knowledge, and work

- Low financial sustainability due to declining donor funding and competition from other CSOs for limited resources
- Punitive laws, policies, and practices criminalizing sex work
- Stigma, discrimination, and violence towards sex workers
- Unhealthy competition among member organizations



OPPORTUNITIES

THREATS





2.6. Internal environmental scan

- a. Financial capacity and organizational sustainability:** KESWA's ability to deliver on its mandate highly depends on funding availability. KESWA draws its funding from donor agencies. Therefore, a robust financial capacity made possible by multiple donor agency contributions enhances the Alliance's sustainability to implement the Strategic Plan successfully and deliver on its mandate.
- b. Human Resources:** KESWA considers its human resource as the most valuable asset in its pursuit to deliver its mandate. Therefore, KESWA will continuously enhance its workforce's capacity into a more invigorated, self-motivated, efficient, and committed team, expanding their interests in spaces relevant to KESWA's vision. They will contribute to the sex worker movement building and highlighting their leadership abilities at the helm of the movement. Their increased knowledge, experience, and skills in organizing and engaging in advocacy locally, regionally, and internationally will augment membership mobilization and cross-movement organizing.
- c. Meaningful partnerships:** A considerable component of KESWA's work involves collaborating with various rights-based organizations, networks, coalitions, and cross-movements at national, regional, and international levels for joint advocacy, sharing information, and learning best practices.
- d. Governance:** KESWA has a fully functional 5-person Board in place guided by corporate governance principles and practices in steering the Alliance towards attaining its mandate. An existing Board Governance Policy advises the Board in its operations and functions, including playing its fiduciary and oversight role by providing strategic direction and policy guidance to KESWA.

2.7. Stakeholders Analysis

An analysis of key stakeholders' including institutions and individuals' interests in, expectations of, and potential to contribute to KESWA's work shows how through mutuality KESWA and the stakeholders can benefit from each other by engaging meaningfully. KESWA's key stakeholders include;

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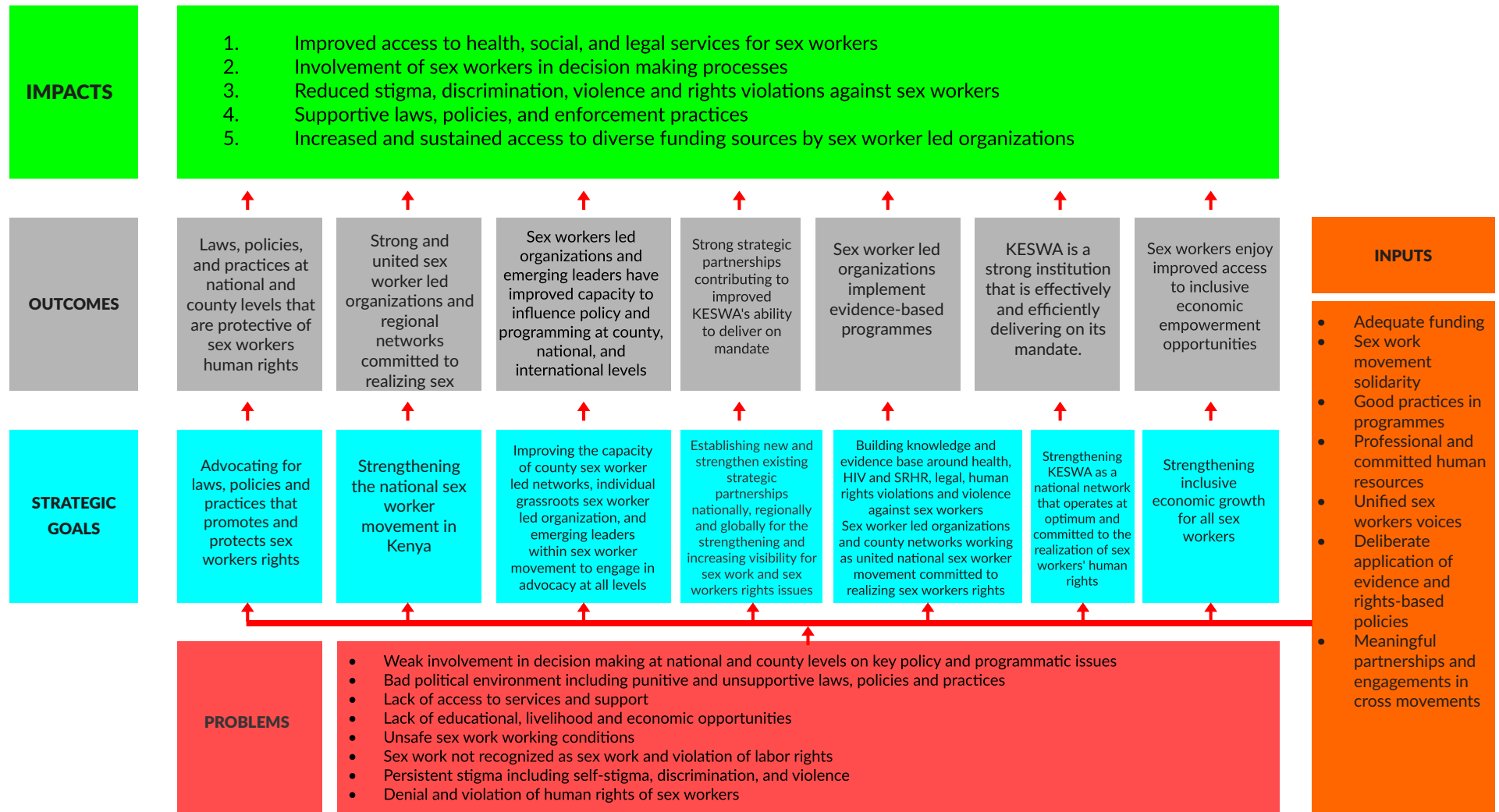
STAKEHOLDERS	IMPACT /INFLUENCE	INTERESTS	HINDERING KESWA WORK	ENGAGEMENT STRATEGY	CONTRIBUTION TO KESWA WORK
KESWA member organizations	High/High	Full benefits of membership	Meaningful involvement in decision making	Resistance to KESWA programs	Annual General Meeting; Member convenings;
<ul style="list-style-type: none"> Government (Ministries, Departments & Agencies) Ministry of Public Service, Youth, and Gender Ministry of Health (MoH) National AIDS Control Council (NACC) National AIDS and STIs Control Programme (CASCO and SCASCO's) National Police Service (NPS) Kenya National Commission on Human Rights (KNCHR) National Gender & Equality Commission (NGEC) County Governments (County Health Management Boards) The Global Fund to Fight AIDS, Tuberculosis, and Malaria (GFATM) mechanisms The President's Emergency Plan For AIDS Relief is a United States (PEPFAR) UN WOMEN The Joint United Nations Programme on HIV and AIDS (UNAIDS) 	High/High	Laws and policy formulation in HIVprogramss, social services, and human rights Policy enforcement through practices including policies criminalizing sex work	Contribution towards decriminalization of sex work Respecting and protecting the rights of sex workers through policy implementation practices	Creating laws and policies further criminalization of sex work	Formal engagements to facilitate advocacy, sensitization, and securing allyship
Partnerships and Networks: <ul style="list-style-type: none"> <i>The Key Population Consortium</i> <i>National and County level Key Populations Technical Working Groups</i> <i>The African Women's Development and Communication Network (FEMNET),</i> <i>CRADLE (The Children's Foundation)</i> <i>Global Network of Sex Work Projects (NSWP)</i> <i>Global Health Promise</i> <i>Her Story</i> <i>Sikika Sauti</i> <i>African Sex Workers Alliance (ASWA),</i> 	Medium/ Medium	Advocacy to influence laws, policies, and practices	Can support advocacy interests of sex workers, particularly on rights issues Strengthen sex workers participation in research to inform community health and well being	Opposition The slow expansion of research lead by and for sex workers Narrow spaces for sex workers rights	Formal and informal engagements Formal engagements Formal and informal engagements through meetings and workshops

3. Strategic Direction



This chapter presents the strategic direction which covers the theory of change, strategic outcomes, strategic goals, inputs, and strategies.

3.1. Our Theory of Change





3.2. Strategic Themes

Informed by an analysis of our achievements, challenges, and lessons of the past strategic period, the changes and trends in the operating environment, and our internal capacities, we prioritize to work on the following strategic themes in the period 2021 -2025:

- i. Advocacy
- ii. Health access and utilization
- iii. Legal reform
- iv. Movement building
- v. Economic empowerment
- vi. Capacity strengthening
- vii. Strategic partnerships
- viii. Community led research
- ix. Organizational development

3.3. Strategic Outcomes

Outcome 1: Laws, policies, and practices at national and county levels that protect sex workers' human rights.

Outcome 2: Strong and united sex worker led organizations and regional networks committed to realizing sex workers human rights.

Outcome 3: Sex workers led organizations and emerging leaders have improved capacity to influence policy and programming at county, national, and international levels

Outcome 4: Sex workers enjoy improved access to inclusive economic empowerment opportunities

Outcome 5: Strong strategic partnerships contributing to improved KESWA's ability to deliver on mandate

Outcome 6: Sex worker led organizations implement evidence-based programmes

Outcome 7: KESWA is a strong institution that is effectively and efficiently delivering on its mandate.

3.4. Strategic Goals

Strategic Goal 1: *Advocating for laws, policies, and practices that promote and protects sex workers rights*

KESWA recognizes that laws, policies, and practices are critical for facilitating the protection and promotion of sex workers' rights or denying sex workers their fundamental constitutional rights, including equality before the law, human rights, and security. Therefore, the strategy to advocate for increased respect for rights-respecting, protecting, and promoting legal frameworks and practices is critical in achieving the health and human rights of sex workers.

Strategies

- a. Advocating for the decriminalization of sex work and other legal and practice reforms favouring sex work and sex workers' rights such as equality before the law, human rights, security, and quality healthcare services in Kenya.
- b. Building an active, vocal, and influential multi-stakeholder network pursuing decriminalization of sex work and other legal reforms that favour sex work and rights of sex workers
- c. Strengthening sex workers engagements in global, regional, national, and County advocacy spaces to promote and ensure the fulfilment of the principles of sex worker self-determination and meaningful involvement in policy and programs



- d. Conducting policy analysis to identify violations in laws and policies relating to health, SRHR, sex workers rights, and advocate for a review of these violations
- e. Monitoring implementation of HIV and SRHR and other social services for sex workers and advocate for rights-based approaches
- f. Pursuing public interest litigation to challenge laws, policies, and practices that violate the health and human rights of sex workers
- g. Ensuring better to human rights violations and violence and have improved capacity for advocacy including prevention, addressing and mitigating violence against sex workers

Strategic Goal 2: Strengthening the national sex worker movement in Kenya

KESWA will undertake continuous political education of sex workers in Kenya to build a reliable mass base, expand our membership, and build the knowledge base. Through research and continually evaluating power as it shifts and maintains a shared understanding of sex work, it reflects the Alliance's diversity.

Strategies

- Strengthening KESWA membership
- Increasing the visibility of sex work and sex workers rights issues
- Strengthening county sex worker network structures and building links with other national organizations.

Strategic Goal 3: Improving the capacity of sex worker-led organizations and regional networks, and emerging leaders within the sex worker movement to engage in advocacy at all levels

KESWA recognizes that strong capacity within the sex worker movement and sex worker-led organizations is critical for increased advocacy, influencing policy, and programming for sex workers at county, national, and international levels. Besides, sex workers leaders with strong leadership qualities also make monumental contributions in advocacy around issues of health and human rights of sex workers.

Strategies

- a. Developing capacity strengthening needs and gaps in member organizations and action plan to address emerging gaps
- b. Providing capacity strengthening initiatives including technical and organizational support to address the needs and build the autonomy of individual member groups
- c. Supporting peer-based learning among member organizations to enhance their programs and evidence and rights-based advocacy
- d. Holding Leadership skills development for young and emerging sex worker leaders in Kenya.
- e. Ensuring sex workers have a unified voice on critical issues and active participation in national and county policy and program development networks and coalitions to highlight sex workers rights issues



Strategic Goal 4: Establishing new and strengthening existing strategic partnerships to increase the visibility of sex work and sex workers rights issues locally, regionally, nationally, and globally.

KESWA recognizes that extensive and strategic partnerships with i) non-sex worker-led organizations (feminist and LGBTQ+), ii) government agencies and constitutionally enshrined institutions working in HIV and human rights arenas, iii) implementing partners within broader HIV and human rights and protection networks, iv) journalists media houses, v) discrete representatives within the religious community, vi) technical experts, and viii) opinion leaders within anti-sex workers' rights movements are essential to sex workers' desire to attain health and human rights.

Strategies

- a. Engaging in and provide solidarity to relevant intersectional cross-movement organizing including feminist organizing, human rights, religious leaders, labour movements, etc. to build a broader base of support for sex workers rights
 - b. Sensitizing partners, allies, and members of the private sector on sex workers rights issues for increased uptake in sex worker programming and inclusion at an organizational level among partners, and a diminishing violence rate within private businesses and establishments
- acity for advocacy including prevention, addressing and mitigating violence against sex workers

Strategic Goal 5: Building knowledge and evidence base around health, HIV and SRHR, legal, human rights violations and violence against sex workers

KESWA recognizes that credible evidence, data, information, and knowledge enhances the quality of advocacy around issues of importance to sex workers. Further, health and human rights programs targeting sex workers will achieve more significant impact when they are informed by evidence and data. Therefore, KESWA adopts the following strategies to achieve this strategic goal.

Strategies

- a. Strengthening the role of sex workers on research with and for sex workers
- b. Researching situation analyses, needs assessments, mapping exercises, and baseline studies on different topical or thematic areas

Strategic Goal 6: Strengthening inclusive economic growth for all sex workers

KESWA recognizes that addressing social exclusion, poverty, and lack of financial freedom is critical for the full empowerment of sex workers. Improving economic growth among sex workers contributes to increased income and opportunities for improved access to and ownership of resources, property, businesses, and financial security, which eventually minimize their vulnerability to violence and HIV transmission. Therefore, KESWA adopts the following strategies to achieve this strategic goal.

Strategies

- a. Establishing and operationalizing the Mwavuli Red Sacco
- b. Identifying and building skills to capitalize on livelihoods opportunities
- c. Developing corporate partnerships which create opportunities for improved financial inclusion for sex workers
- d. Providing sex workers with labour market information, skills, and opportunities to become an effective and sustainable entrepreneur.



Strategic Goal 7: Strengthening KESWA as a national network that operates at optimum and committed to the realization of sex workers' human rights

KESWA recognizes the significant improvements over the last five years to become an admired national sex worker movement in Africa. KESWA also acknowledges the significance of robust organizational and institutional systems and structures for this strategy's successful delivery. In the next five years, KESWA will continue its pursuit of excellence by implementing the following strategies

Strategies

- a. Increasing and diversifying sources of income
- b. Promoting and maintaining a strong organizational culture
- c. Incorporating modern technologies into KESWA programs and operations
- d. Strengthen the technical capacities of staff
- e. Strengthening KESWA's membership
- f. Strengthening KESWA's institutional systems



4. Organizational Development Plan

4.1. Financial sustainability

Our organization has been in existence since 2010 and has received almost the entire proportion (100%) of funding from donors. Funding contracts term periods have tended to be for one year, although actual funding received has in most instances been for two-three years, reflecting the duration of the program in question. Despite this, new proposals have to be developed and new contracts negotiated for most program activities every year. Further, donors are changing their priorities and funding mechanisms following Kenya's economic capabilities upgrading to Lower Middle-Income Country (LMIC). HIV and human rights are quickly becoming less of a priority for most traditional donors. This calls for new and innovative ways of resource mobilization. To reduce vulnerability and enhance institutional sustainability, we need to develop a comprehensive resource mobilization strategy that will explore opportunities for non-traditional sources, generate our income, and improve our service delivery efficiency.

Strategic Goal: Improving financial sustainability

Strategies

- Develop a resource mobilization strategy
- Develop a volunteer and internship (young professionals) program that will tap into the existing opportunity of accessing the affordable human resource for some of our projects.
- Increase funding through grants by setting fundraising targets for programs, strengthening relationships with traditional donors, prospecting new donors
- Develop mechanisms for enhancing efficiency in the use of resources and operations.

4.1.1. *Resource Mobilization Strategy*

KESWA shall institute an ambitious resource mobilization strategy that shall be used to raise the necessary funds for its programs. The main activities that will be carried out to achieve this are as follows:

- a. Resource mobilization from traditional sources
- b. Develop an annual resource mobilization plan
- c. Maintain and enhance relationships with traditional funding partners, including timely reporting, updating, and meeting contractual requirements.
- d. Implement annual resource mobilization activities, including donor visits and holding donor round table meetings.
- e. Project and Programme Proposals developed and submitted to KESWA donors - both existing and potential ones.
- f. Training in project proposal development for staff.
- g. Sourcing for new funding partners

Resource Mobilisation from Non-Traditional sources

- a. Development and fundraising for an Endowment Fund/ Unrestricted Undesignated Fund or Reserve for KESWA's sustainability.
- b. Setting up online donation platforms on KESWA's website.
- c. Review and develop income-generating activities.



4.2.1. **Projected Resource Needs**

The resources required to implement this Plan Plan is as follows:

Notes to the Financial Plan

The Financial Plan has been developed after taking into consideration the following:

- (a) **Committed funds:** Amounts have been included here only for the situation where contracts have been signed with funding partners, or there is a high certainty of contracts being signed for the stated funding
- (a) **Resources to be mobilized:** These figures represent the estimated resources that KESWA shall have to mobilize during the strategic plan period beyond the amounts already committed by funding partners. They nevertheless include funds that might be received from existing and new donors, but KESWA has not yet committed it.

4.2. Organizational culture

Our unique organizational culture is defined by how we conduct our internal communication, share information with members and partners, give and receive feedback, staff participation in decision-making, and document and learn from our history distinguishes us from other organizations. We need to improve strategies that ensure our organizational culture grows organically and consciously embed good culture practices.

Strategic Goal 1: Promoting and maintaining a lively and vibrant organizational culture

Strategies

- Develop a comprehensive induction policy and procedure
- Develop and regularly update KESWA's history and organizational profile

4.3. Incorporating innovative technology

In the last few years, we have increasingly incorporated technology in our programs and operations. For example, our strong presence on social media (Facebook, Twitter, and Website) are regularly updated. We have also prepared and shared several publications and research reports in hard and soft copies. In this strategy implementation period, we will leverage technology advances to make our programs and operations even more efficient and effective.

Strategic Goal: Incorporating innovative technologies in programs and operations

Strategies

- Utilize digital databases for knowledge management
- Review the website to make it more user friendly
- Incorporate the use of mobile telephony and social media for advocacy and awareness-raising
- Procure relevant digital tools, including (virtual meetings)



4.4. Staff training and development

Primarily our staff is highly professional and experienced. We have weak staff capacity in the areas of resource mobilization, technical capacity support, policy analysis, and operational management, among others. We lack the internal capacity for litigation, which has primarily impacted our public interest litigation component's ability to see. Therefore, there is a need to enhance staff capacity to ensure the delivery of quality work output promptly

Strategic Goal: Strengthening the technical capacities of staff

Strategies

- Developing staff capacity in areas with identifiable weaknesses
- Strengthening the Monitoring, Evaluation, and Learning functions, particularly on data gathering and utilization in programming and advocacy

4.5. KESWA Institutional Systems

Over the recent past, we have strengthened our institutional systems, and structures including the development and adoption of operational policies including i) Finance and Procurement Policy, Human Resources Policy, Fraud Policy, Whistle Blowing Policy, Sexual Abuse, Exploitation & Harassment Policy, Fundraising Policy, and HIV/AIDS Policy. However, we need to review some of these policies in 2021 to align it with the new strategic plan.

Besides, the Board of Directors and the Community Advisory Board will also hold regular meetings and consultations to ensure our smooth running and operation because of their unique roles in our organization. KESWA will also undertake a review of the term limits of the board members and facilitate selection processes for new board members.

Strategic Goal: Strong organizational and institutional systems

Strategies

- Reviewing and updating KESWA's policies, guidelines, and procedure documents (human resources, financial management, monitoring and evaluation framework, and other systems)
- Facilitating regular Board meetings
- Facilitating regular staff meetings
- Facilitating regular Community Advisory Board meetings
- Facilitate staff/board retreats
- Facilitating regular Community Advisory Board /board/staff meetings



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- Facilitating regular staff meetings
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5. KESWA BROAD WORK PLAN



KESWA BROAD WORK PLAN 2021 – 2025		
STRATEGIC GOALS	STRATEGIC OBJECTIVES	ACTIVITIES
Outcome 1: Laws, policies, and practices at national and county levels that protect sex workers' human rights.		
Advocating for laws, policies, and practices that promote and protect sex workers rights	Advocating for the decriminalization of sex work and other legal and practice reforms favouring sex work and sex workers' rights equality before the law, human rights, security, and quality healthcare services in Kenya.	Analyzing existing national and County by-laws, policies, and practices, identify gaps and prepare recommendations on how to advocate for the inclusion of the needs of and how to integrate the human rights of sex workers
		Developing strategies to enable KESWA to occupy unoccupied advocacy spaces in collaboration with other partners
	Building an active, vocal, and influential multi-stakeholder network pursuing decriminalization of sex work and other legal reforms that favour sex work and rights of sex workers	Holding consultations with the multi-stakeholder network supporting legal and policy reforms geared towards decriminalizing sex work
		Establishing and sustaining transformative relationships and engagements with sex workers rights champions in county assemblies to repeal bad county by-laws
	Strengthening sex workers engagements in global, regional, national, and County advocacy spaces to promote and ensure the fulfilment of the principles of sex worker self-determination and meaningful involvement in policy and programs	Holding consultations with member organizations to identify the lived experiences and good practices of member organizations concerning key advocacy themes
		Holding and facilitating member organizations to commemorate key international events (International Day to End Violence against Sex Workers, International Sex Workers Rights Day, 16 Days of Activism, and World AIDS Day) as avenues for advocacy.
		Facilitating sex workers direct engagement with decision-makers and duty bearers at county and national levels, including (TWGs, county security Boards, county health management Boards (CHMTs)
		Continuously engaging within relevant civic spaces including (Universal Periodic Review (UPR), the universal health coverage (UHC), PEPFAR, Global Fund – Country Dialogue, etc
	Conducting policy analysis to identify violations in laws and policies relating to health, SRHR, sex workers rights, and advocate for a review of these violations	Analysing various laws and policies to identify violations in laws in health and rights
		Develop and disseminate a range of advocacy tools (thematic, advocacy asks, policy briefs) to bring into focus the human rights of sex workers as identified through member consultations or in key critical unmet such as Consensus Statement on Sex Work, Human Rights, and the Law, Sex Workers Implementation Tool, Simplified sex workers booklet on relevant criminal procedures, Smart Guides, etc
	Monitoring implementation of HIV and SRHR and other social services for sex workers and advocate for rights-based approaches	Undertaking advocacy to address sex workers access to HIV and STIs health care without discrimination and attention to psychosocial health issues
		Influencing the review and development of HIV good practice national and County policies and guidelines and ensure their implementation
		Confronting stigma and discrimination in healthcare settings and improve access to HIV/STIs prevention, treatment, and care to sex workers

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		Influencing the review and development of HIV good practice national and County policies and guidelines and ensure their implementation
		Confronting stigma and discrimination in healthcare settings and improve access to HIV/STIs prevention, treatment, and care to sex workers
	Pursuing public interest litigation to challenge laws, policies, and practices that violate the health and human rights of sex workers	Engaging in public interest litigation and other legal reform actions to either preclude or repeal laws and policies that deny sex workers their fundamental constitutional rights, including equality before the law, human rights, and security.
		Developing and operationalize KESWA's public interest litigation advocacy and communication strategy
		Identifying and initiate strategic cases per County as evidence building strategy for public interest litigation
		Identifying and maintain sex workers rights champions in key critical actors including the judiciary, religious groups, academia, social movements, traditional and cultural leadership, political sectors, the police service, and media, among others
	Ensuring better to human rights violations and violence and have improved capacity for advocacy including prevention, addressing and mitigating violence against sex workers	Undertaking policy advocacy on sex workers rights violations and violence against sex workers through meaningful sex workers engagements in international, national, and county advocacy spaces
		Conducting sensitizations on sex workers rights and the need for their protection and promotion targeting; i) law enforcement, ii) religious leaders, iii) community leaders', iv) media and journalists, v) private sector organizations, and vi) third parties among others
		Supporting collaborative literature reviews, situation analyses, needs assessments and, mapping exercises as deemed relevant to establish context and baselines for programming on violence towards sex workers
		Convening local and national events increase the visibility of and conversations around violence against sex workers and disseminate relevant violence prevention messages and materials
		Strengthening networking and partnerships with non -sex workers stakeholders for better response to violence against sex workers and improved service provision at the national county level
		Undertaking national mapping exercise on security and safety concerns of sex workers human rights defenders
		Developing collective strategies of ensuring the safety and security of HRDs at risk and securing the working environment.
		Facilitating workshops for sex workers human rights defenders to share experiences and review their ways of working
		Reviewing and update paralegals training manual
		Scaling up the availability of paralegals support in sex work -friendly facilities
		Developing and avail to member groups a sustainable violence response mechanism
		Developing policy briefs on the violence against women sex workers

Outcome 2: Strong and united sex worker led organizations and regional networks committed to realizing sex workers human rights.

Strengthening the national sex work movement in Kenya	Strengthening the sex worker movement and KESWA membership	Reviewing and implement KESWA's membership criteria in the recruitment of new member organizations
		Maintaining an accountable and transparent KESWA membership system
		Ensuring adequate communication about the benefits of KESWA membership to potential members
		Providing technical support to help new worker -led led organizations to register legally
		Providing visibility to member organizations programming through KESWA media channels and website
		Facilitating succession planning among member organizations through mentorship and building leaders.
	Strengthening KESWA's capacity to increase the visibility of sex work and sex workers rights issues	Revising and operationalizing KESWA's internal and external Advocacy and Communications strategy
		Producing and disseminating KESWA publications including advocacy tools, sensitization, training guidelines, and sex workers human rights frequently asked questions
		Maintaining and moderating KESWA's listservs, social media, and website content
		Establishing and operationalizing in collaboration with county members KESWA's Sex Worker Journalists (SWJs)/Media Champions to provide firsthand coverage of issues and information specific to the areas of their origin promptly i.e COSWA, KISWA
		Undertaking to enhance visibility on sex worker movement programs
		Conduct media monitoring on sex work, sex workers' rights, anti -sex work rhetoric.

Outcome 3: Sex workers led organizations and emerging leaders have improved capacity to influence policy and programming at county, national, and international levels

Improving the capacity of county sex worker -led networks, individual grassroots sex worker -led organizations, young sex worker-led organizations, and emerging leaders within the sex worker movement to engage in advocacy at all levels	Strengthening county sex worker network structures and building links with other national organizations.	Supporting peer-based learning among member organizations to enhance their programs and evidence and rights-based advocacy
		Facilitating exchange visit programs for emerging sex worker -organizations established groups, allow information exchange,
		Developing and operationalize consortiums with member organizations for joint program implementation and strengthening the capacity of consortium members
	Developing capacity strengthening needs and gaps in member organizations and action plan to address emerging gaps	Conducting a continuous needs assessment for capacity strengthening among member organizations
		Developing tailor-made capacity strengthening action plan for each member organization
	Providing capacity strengthening initiatives including technical and organizational support to address the needs and build the autonomy of individual member groups	Providing tailor-made technical and organizational support to address the needs and build the autonomy of individual groups.
		Conducting ongoing capacity strengthening needs assessment among member organizations, develop tailor-made capacity strengthening action plans and facilitate their implementation
		Linking representatives of member organizations to different skills development opportunities (workshops, short term courses, and program-based training e,t.c) to enhance their capacity in topical areas
	Ensuring sex workers have a unified voice on critical issues and active participation in national and county policy and program development networks and coalitions to highlight sex workers rights issues	Convening consultative forums for member organizations to deliberate on and take a unified position on crucial advocacy issues
		Assigning spokespersons addressing media and fielding questions on crucial advocacy issues or advocacy moments
		Creating a quick reference guide with evidence -based information and advocacy asks to enable member organizations to refer to and answer questions on key advocacy issues quickly
	Undertaking Sex Workers Leadership skills improvements for young and emerging sex worker leaders in Kenya.	Developing and maintain a transparent and accountable database of emerging sex workers leaders in Kenya
		Conducting sex workers leadership initiative training

Outcome 4: Sex workers enjoy improved access to inclusive economic empowerment opportunities		
	Strengthening inclusive economic growth for all sex workers	Establishing and operationalizing the Mwavuli Red Sacco
		Identifying and building skills to capitalize on livelihoods opportunities
		Developing corporate partnerships which create opportunities for improved financial inclusion for sex workers
		Providing sex workers with labour market information, skills, and opportunities to become an effective and sustainable entrepreneur.
Outcome 5: Strong strategic partnerships contributing to improved KESWA's ability to deliver on mandate		
Establishing new and strengthen existing strategic partnerships nationally, regionally and globally for the strengthening and increasing visibility for sex work and sex workers rights issues	Engaging in and provide solidarity to relevant intersectional cross -movement organizing including feminist organizing, human rights, religious leaders, labour movements etc to build a broader base of support for sex workers rights	Developing partnerships with different human rights, feminist and relevant organizations towards building a support base and visibility of sex workers rights
		Strengthening joint engagements in solidarity with different organizations and platforms by other partners where KESWA gives updates on issues affecting sex workers
		Issuing sex workers position on crucial advocacy issues pursued by partner organizations
		Ensuring KESWA's active participation in county and national networks representing other key populations – people who use drugs, transgender people, people living with HIV, feminist and women-led organizations, and other LGBTQ+ persons
	Sensitizing partners, allies, and members of the private sector on sex workers rights issues for increased uptake in sex worker programming and inclusion at an organizational level among partners, and a diminishing violence rate within private businesses and establishments	Coordinating and leading advocacy campaigns to support action by partner organizations in support of the rights of sex workers
		Organizing events and encourage participation by partners in human rights, feminist and relevant organizations towards building a support base and visibility of sex workers rights
		Facilitating engagement around the promotion and increased accessibility to quality HIV services, violence prevention among sex workers
		Organizing the sex workers symposium allowing other partners to engage with and learn about issues affecting sex workers and creating action plans on how to plug in
		Sensitizing KESWA partners on issues affecting sex workers and sex workers rights issues increase their awareness, uptake, inclusion, and supporting sex workers causes
Outcome 6: Sex worker led organizations implement evidence -based programmes		
Building knowledge and evidence base around health, HIV and SRHR, legal, human rights violations, and violence against sex workers	Strengthening the role of sex workers in research with and for sex workers	Expanding and operationalize the Community Research Advisory Board and ensure effective implementation of its responsibilities
	Researching situation analyses, needs assessments, mapping exercises, and baseline studies on different topical or thematic areas	Undertaking new research in new KESWA areas of focus or innovation, i.e., sex workers, mothers living with HIV, etc

Outcome 7: KESWA is a strong institution that is effectively and efficiently delivering on its mandate.

Strengthening KESWA as a national network that operates at optimum and committed to the realization of sex workers' human rights	Increasing and diversifying sources of income	Developing and fully operationalizing resource mobilization strategy
		Developing a volunteer and internship (young professionals) program will tap into the existing opportunity to access the affordable human resource for some of our projects.
		Increasing funding through grants by setting fundraising targets for programs, strengthening relationships with traditional donors, prospecting new donors
		Developing mechanisms for enhancing efficiency in the use of resources and operations.
		Holding round table conversations around improved funding for core and operationalization support to member organizations.
		Reviewing KESWA's profile and align it to this strategic plan and its utilization as a marketing tool for the organization
		Analyzing the sex worker programs funding landscape in Kenya including donors, organizations funded, type of funding,
		Developing joint/consortium fundraising concept notes and proposals alongside other organizations
	Strengthening KESWA's institutional systems	Reviewing and updating KESWA's policies, guidelines, and procedure documents (human resources, financial management, monitoring and evaluation framework, and other policies)
		Facilitating regular Board meetings
		Facilitating regular staff meetings
		Facilitating regular Community Advisory Board meetings
		Facilitate staff/board retreats
	Strengthen the technical capacities of staff	Developing staff capacity in areas with identifiable weaknesses
		Strengthening the Monitoring, Evaluation, and Learning functions, particularly on data gathering and utilization in programming and advocacy
	Incorporating modern technologies into KESWA programs and operations	Utilizing digital databases for knowledge management
		Regularly reviewing the website to make it more user friendly
		Incorporating the use of mobile telephony and social media for advocacy and awareness -raising
		Purchasing relevant digital tools including (virtual meetings)
	Promoting and maintaining a strong organizational culture	Developing a comprehensive induction policy and procedure
		Developing and regularly updating KESWA's history and organizational profile



6. Implementation of the Plan

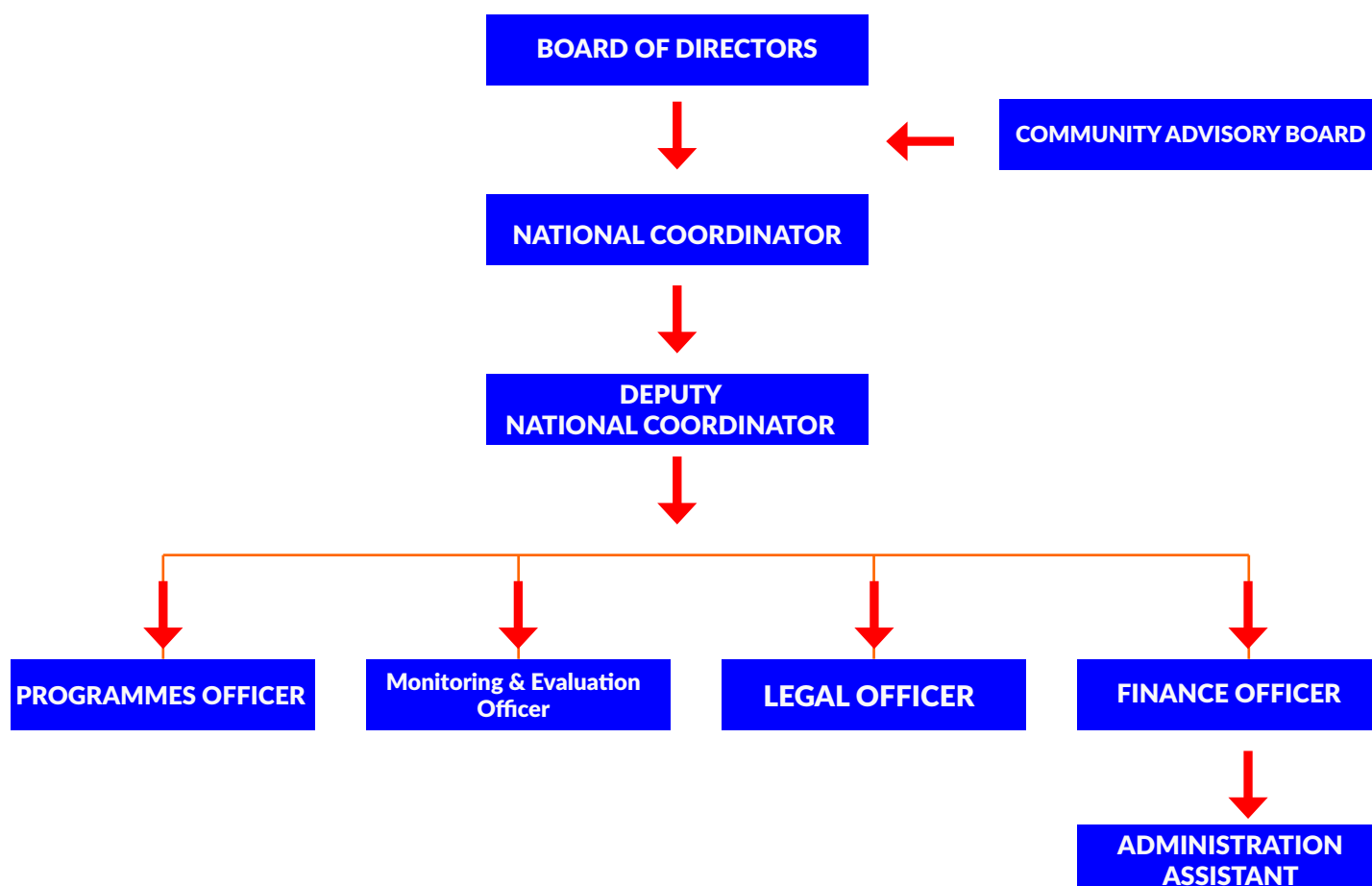
The successful implementation of this Plan hinges on the following:

- An effective and efficient organizational management system
- Mobilization of adequate financial resources
- An experienced and professional staff committed to the full implementation of the strategy and is desirous of working as a team that shares in KESWA's vision
- The ability to anticipate, identify and mitigate risks promptly and minimize the impact on the strategy

6.1. KESWA Organizational Structure

The organizational structure reflects an organization's optimal profile, including arrangements of the governance structure, Secretariat, and relationships in roles and responsibilities to ensure organizational effectiveness, efficiency, and mandate attainment ability. The Board of Directors, Advisory Board, and Secretariat make up KESWA's organizational structure.

6.1.1. KESWA **ORGANOGRAM**





6.1.2. *Board of Directors*

The Board of Directors is a five-member team charged with providing strategic leadership, oversight in financial management, policy direction, and management of high-level relationships in the organization.

Members of the Board will play a key role in the implementation of this strategic Plan will review and track its performance, put in place institutional governance for effective implementation, reviewing and approving annual work plans and budgets, and supporting the Secretariat in resource mobilization. Every year, the Board will give their decisions regarding:

- Feedback on their annual work plan and budget review include activities, targets, and budget allocations.
- A review of the funding base and sources for increased funding
- Review and adoption of quarterly and annual progress reports
- Review and adoption of mid-term review reports of the plan
- Create key stakeholder forums

6.1.3. *Community Advisory Board*

The Community Advisory Board, critical to implementing the Plan, will provide direct strategic advice to the Secretariat on program implementation. They can also identify weaknesses in KESWA's program implementation approaches and recommend ways to enhance impact.

6.1.4. *The Secretariat*

The Secretariat is comprised of the National Coordinator, Deputy National Coordinator, Programme Officers, Project Officers, and Assistants.

The National Coordinator will provide strategic direction for the organization and assume responsibility for overall management. He/She will ensure that KESWA is achieving its objectives and set targets. The National Coordinator will also take responsibility for the day-to-day management of all aspects of the organization, spearheading resource mobilization strategy, developing and maintaining strategic partnerships.

The Deputy National Coordinator will deputize the National Coordinator and be responsible for coordinating and supervising other staff in their day-to-day development and affecting implementation tools.

The other members of the Secretariat will also play a critical role in implementing delivering on the mandate.

6.2. Assumptions and Risk Management

6.2.1. *Assumptions*

We are making several assumptions in this theory, including:

- The operating environment will remain stable and secure enough for KESWA to carry out the activities proposed here. We assume that the 2022 electioneering period will remain mostly peaceful, and the outcome of elections not lead to civil unrest that could cause significant disruption to our work.
- There will be a reasonable level of cooperation from our member organizations, our partners, and stakeholders.
- We will secure sufficient funding to implement the strategy in its entirety.
- There are foreseen risks of SW HRDs on whom KESWA relies on its response to safety and security issues towards sex workers.



6.2.1. Assumptions

Risk Category	Key Risks	Controls	Risk Management
Legal	Failure to adequately report as per various Kenyan CBO/NGO regulations resulting in potential fines and penalties	Kenyan regulations for CBO/NGO operations (KRA, NSSF, NHIF, etc.) Organizational Governance framework Reporting Policies and procedures	Compliance with all national and organizational policies
Funding base	Failure to mobilize enough resources to operationalize the strategy	Resource mobilization strategy Project financial controls	Develop and ambitiously operationalize resource mobilization strategy
	The shrinking donor funding due to changes in donor priorities	Resource mobilization strategy	Explore other non-traditional donors Implement Endowment fund/reserve fund policy
Program-related risks	The high cost of public interest litigation	Work plan	Explore partnership with other organizations that can offer legal aid Enhance resource base and recruit in-house litigation lawyer
	The fragmented vision within the sex worker movement	Membership controls	Identify and implement opportunities strengthening the movement
Human Resources	Inability to meet the contractual obligations relating to KESWA personnel due to inadequate funds for core support	Resource mobilization Adherence to human resource processes and retention policies	Negotiate with funders for allocation of core support Conduct human resources need assessment
Organizational systems and governance	Bad organizational policies can hinder the implementation of activities	Plan of specific policies	Review and develop various organizational and procedure policies
Resistance to change	Staff/Board may resist internal changes need to implement the new SP effectively	Various policies Leadership and governance issues	Inclusive consultation Strategic management
Beneficiaries expectations	Inability to meet beneficiary expectations as per the new SP	Annual plans Strategic Plan	Inclusion of beneficiaries in decision making and transparency in communication



7. COMMUNICATING THE STRATEGIC PLAN

Communication plays a critical role in driving the successful implementation of a Strategic Plan and its effective dissemination at all levels. KESWA will review and update its communication strategy and align it to this strategy to support the implementation and dissemination of the Strategic Plan (2021-2025); communication Strategy will: a) Create awareness of the Strategic Plan among members, partners, allies, government, other stakeholders at all levels, b) Generate the engagement of key stakeholders whose support and commitment is needed for the successful implementation of the Strategic Plan c) Ensure the outcomes of the Strategic Plan are disseminated using SMART communication activities.

The following are some of the activities to be undertaken to communicate the Strategic Plan

- Develop a communication strategy
- Develop a communication plan to support the implementation of the strategy
- Conduct sensitization among members and other stakeholders
- Develop information, education, and communication materials
- Hold breakfast meeting with media representatives
- Use social media to showcase the work being done
- Production of internal and external publications to disseminate messages on implementation progress
- Manage KESWA website and social media platforms
- Train staff on communication to equip them with up-to-date skills



8. MONITORING AND EVALUATION

KESWA, during this strategic plan period, is intent on ensuring that no effort is spared in achieving the projected outcomes and ensuring these outcomes make a lasting difference for sex workers in Kenya. KESWA also recognizes the importance of strengthening its internal capacity to monitor the achievement of these strategic goals. KESWA will pursue the following steps in implementing, monitoring and evaluating the implementation of this plan.

Review the monitoring and evaluation strategy to facilitate an integrated, systematic approach to tracking performance across all programs and ensure that programs and projects contribute to the overall goal.

The Monitoring and Evaluation framework will guide both quantitative and qualitative performance results at output and outcome levels. KESWA's Monitoring and Evaluation Officer will lead the process of developing the key essential collection, analytical, and reporting tools to enhance results measurement. The tools will also facilitate tracking of performance and periodic reviews for better implementation at different stages. KESWA will also create a platform to strengthen partnership, networking, and collaboration with critical stakeholders in monitoring and evaluation and will address both internal and external reporting requirements. KESWA will also develop research programs further to build sex workers' health and human rights-related indicators.

The other actions the Monitoring and Evaluation department will undertake include:

- Development of annual work plans with identified results (outputs and outcomes) and indicators in line with this strategic plan;
- Plan of attainment of the results of the work plan, paying specific regard to the identified indicators.
- Review on an annual basis the implementation of the strategic plan.
- Plan term evaluation of the strategic plan with staff, members, Board, and advisory Board objectively assessing the progress of attaining the strategic outcomes.
- Quarterly and Annual consolidated reports are indicating progress in the attainment of the strategic goals.

8.1. Reporting

The monitoring and evaluation department will provide quarterly reports of the implementation of various programs and projects, showing how results in each quarter are contributing to the strategic goals. A consolidation of these reports generates the annual reports on the progress of implementing the Strategic Plan.