



Nikat Charity Association
Strategic Plan 2025-2028
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1. Introduction

Nikat Charitable Association (Nikat) is the only sex workers-led organization in Ethiopia, established in April 2010 by women formerly involved in sex work. Nikat is formally registered. Through the years, the organization has played a role advancing the rights of sex workers and improving access to sexual and reproductive health services. Nikat received recognition also abroad, including the prestigious 2010 Red Ribbon Award for outstanding community leadership.

The Strategic Plan aims to guide Nikat Charitable Association (Nikat) activities through the period 2025-2028. The priorities and goals set in the Plan build on the experience and input of Nikat founders, Nikat's Board of Directors, Nikat managers and peer educators from different hotspots, as well as advice from our stakeholders.

We strived to define a Strategic Plan that is both **ambitious and realistic**. The Plan defines the environment we work in, our achievements and lessons learnt, our vision and mission. We outline the goals we want to contribute to and the concrete work to be carried out by Nikat to reach the outcomes we set for ourselves.

The Strategic Plan is based on our in-depth knowledge of the circumstances of sex work in Ethiopia and on lessons learned in the prior period. It is crafted to fit into the landscape of efforts undertaken by stakeholders. We aim to achieve this Strategic Plan in close cooperation with the national authorities, and other national and international partner organizations

We aim to create a lasting positive impact for the sex workers in Ethiopia and their children.

2. Our Vision

Nikat envisions a **society where the sexual and reproductive health; human rights and dignity of sex workers are protected, respected and fulfilled.**

3. Our Mission

Nikat's mission is to **enhance the socioeconomic, psychological, and health status of sex workers in Ethiopia** through advocacy, empowerment, and access to essential non-discriminatory services."

4. Context

The HIV National Strategic Plan (2023–2026) assesses that in 2020, approximately **200,000 sex workers** were active in the country with a population projected at 120 million. The estimated number of women involved in sex work in Ethiopia is projected to increase 246,000 by 2027 (PSI). In addition, the NSP states that sex workers are disproportionately affected by HIV, with the highest prevalence of all groups, estimated at 19%. Obtaining reliable data remains a challenge due to the **stigmatization and discrimination of sex work, the high mobility of sex workers, and evolving social and economic conditions**.

Each year, around one million young women in Ethiopia turn 18 according to UN estimate¹. The population growth has not been matched by adequate job creation, particularly for women with limited education in rural areas. Additionally, **ongoing low-level armed conflicts in several regions** force more women and girls into sex work as a means of survival.

Sex work in Ethiopia remains **highly stigmatized**. Sex workers, especially the most vulnerable, are **highly mobile** relocating from hotspot to hotspot in search of better income. This mobility makes **consistent support and HIV treatment** particularly challenging. Stigma is a major barrier: over **50% of sex workers experience societal stigma**, while **80% of female sex workers living with HIV** report self-stigmatization (HIV and Stigma Study, 2021).

The estimated HIV prevalence of 19% among sex workers is **19 times higher** than in the general female population (UNAIDS, 2023). While the **HIV National Strategic Plan (2023–2026)** guarantees access to free condoms for key populations, **supply chain bottlenecks** in recent years have left many sex workers and their clients at increased risk of HIV, other STIs and unwanted pregnancies.

Many young women entering sex work **lack formal education**. Ethiopia's **primary school completion rate stands at just 47%** (UNICEF, 2023), with **net primary attendance rate of 68%**. As a result, many sex workers struggle with written information, reinforcing the **critical role of peer education** in prevention efforts.

Working and living conditions vary from **hotspot to hotspot**. Nikat's experience shows that **low-paid sex work correlates with lower safety**, typically affecting **the most vulnerable women**—those with limited negotiation and life skills.

Alignment with the HIV National Strategic Plan 2023-2026

The HIV National Strategic Plan (NSP) prioritizes **key populations, particularly female sex workers and adolescent girls and young women (AGYW)**. Nikat's Strategic Plan was built to align with the NSP's strategies to HIV prevention among the high risk populations. One of the approaches for Nikat will be **Social Network Strategy (SNS)**, which leverages social connections to identify individuals at the highest risk of HIV who may not be aware of their

¹ <https://www.populationpyramid.net/ethiopia/2025/>

status. SNS demands **HIV counseling, testing, and referral services**, particularly for **female sex workers (FSWs), people who inject drugs (PWIDs), and high-risk adolescents and young women (AGYW)** SNS suggests a **scale up in key-population-friendly clinics and community drop-in centers (DICs)** using a **peer-led approach** near high-risk hotspots. Peer service providers should also ensure **linkage to health facilities for those testing HIV-positive**, with **regular monitoring**. The HIV NSP requires **condom use to be a core theme** of all social and behavior change communication (SBCC) interventions targeting key populations. Free condom distribution needs to be expanded through Drop-in centers (DICs), outreach work and any outlets close to key populations.

The comprehensive services that will be offered or provided referral to are:

Condom promotion and distribution, including lubricants for FSWs, Pre-exposure prophylaxis, Post-exposure prophylaxis, screening and treatment of STIs, SRH services, HIV testing and counselling, referral for Screening/management for hepatitis B and C and cervical cancer, GBV services, ART, Undetectable=Untransmissible messaging, Viral load testing referral and economic empowerment.

5. Nikat Achievements

Nikat has made significant contributions that have brought tangible benefits to female sex workers in Ethiopia. Our key achievements from 2020 to 2024 include:

- **Reached 2,200 female sex workers** in the Afar region between 2021 and 2024 through peer education, in collaboration with Médecins du Monde (MdM), exceeding our initial targets.
- **Distributed over 200,000 condoms** at hotspots through the AIDS Health Care Foundation (AHF), prioritizing young female sex workers, alongside peer education efforts.
- **Ensured comprehensive health check-ups** for sex workers, covering HIV, STIs, and other essential screenings.
- **Refurbished and equipped** the Akaki Drop-in Center as a **Sub-sub-recipient** of the Global Fund, providing amenities such as a washing machine, refrigerator, beds, and a water tank.
- **Established a strong partnership** with government and non-government health service facilities/centers including Tirunesh Beijing Hospital, Local Health Centers, FGAE confidential clinics, ensuring free healthcare access for female sex workers in the area.
- **Increased stakeholder awareness** through targeted education programs involving police, bar and pub owners, religious leaders, and health care officials in Addis Ababa

and the Afar region. This initiative contributed to reduction in stigma, discrimination, violence against sex workers at the hotspots.

- **Formed 12 informal groups of sex workers** in partnership with the Danish Family Planning Association (DFPA) —11 in Addis Ababa and one in the Afar region. While most groups are still informal, the association in Afar has become a legally recognized entity.
- **Created partnerships with police at local level**

Regular sensitization meetings with teams of local police were held around Addis Abeba and Afar hotspots. This has, in view of sex workers interviewed by our peer educators, led to improved safety of sex workers.

6. Nikat Challenges

Over the past years, Nikat has worked diligently with various funding sources but has encountered several internal and external challenges:

- **Limited staffing during funding shortages** – Periods of insufficient funding make it difficult to maintain essential staff, affecting the ability to carry out basic operations. The organization also struggles to attract qualified personnel due to financial constraints.
- **Gaps in project design and donor alignment** – While Nikat is experienced in fieldwork, we face challenges in developing high-quality project proposals that align with donor expectations. Our lack of this set of skills has sometimes resulted in unsuccessful funding applications. Also unexpected gaps arose, when donors were unable to support the next project cycle. Strengthening our project design and contingency planning will be essential to move forward.
- **Leadership training needs** – While Nikat's founders possess deep practical knowledge of the sex work environment, they lack formal leadership training. Addressing this gap will help Nikat navigate relationships with stakeholders more effectively and enhance strategic planning.
- **Challenges in high-level advocacy** - Nikat managers and local group leaders often come from modest backgrounds and have inadequate capacity to engage with and influence high-level decision-makers, such as donors, government officials or UN agencies. **Continuity of services amidst mobility** – Ensuring uninterrupted HIV care and other critical services is difficult due to the frequent movement of sex workers, who often stay in one location for only a few months. Finding ways to maintain service continuity remains a challenge.
- **Improving collaboration with law enforcement** – There is a significant gap in police awareness and understanding of Nikat's work. In certain areas, this has led to incidents of physical harm to our peer educators and to sex workers, as well as wrongful arrests

during outreach activities. Strengthening police engagement and education will be crucial to improving cooperation and ensuring the safety of those involved in our programs.

Addressing these challenges will be essential to enhancing our impact and ensuring the sustainability of our efforts.

7. Beneficiaries and Direct Stakeholders

Primary beneficiaries

Nikat primarily serves **sex workers** .

Special attention will be given to the most vulnerable sex workers, including:

- Sex workers living with HIV
- Street based sex workers
- Sex workers who inject drugs or struggle with addiction
- Young sex workers

Secondary beneficiaries

Children of sex workers under the age of five

Nikat estimates that about 20% of sex workers at hotspots have children aged 0-5 years old. The children should have a safe environment and access to health services.

Partners of sex workers

Sex workers often live in intimate relationships, where they do not use a condom. This is a particular risk for HIV prevention and for mother-to-child HIV transmission. Also sex workers may be subject to domestic violence. These are the main reason to target the partners of sex workers with tailored interventions.

Clients of sex workers

It is crucial to include **clients of sex workers** in outreach and education efforts, as they play a role in the transmission of sexually transmitted infections (STIs) including HIV and, in some cases, they are the perpetrators of violence against sex workers.

Through awareness raising programs, Nikat aims to encourage male clients to:

- **Reduce high-risk behaviors** that contribute to STI/HIV transmission
- **Seek** testing services and early treatment for STIs and HIV
- Zero violence to sex workers.

Direct stakeholders

Bar, lodgings and hotel owners

A significant proportion of sex workers work in **bars, hotels, and other establishments that act as hotspots for sex workers**. These owners are often gate keepers to the hotspots and their attitudes and practices greatly impact the safety and well-being of sex workers.

To promote safer working environments, Nikat will:

- Engage Bar, lodgings and hotel owners to ensure they provide a safe working environment and **recognize and respond to the needs of sex workers**
- Raise awareness for **safe working conditions**, including measures to prevent violence and exploitation

Facilitate **access to STI prevention, family planning, and other essential health services** for sex workers

Public and religious leaders/authorities

Nikat will actively collaborate with **city officials, law enforcement, religious leaders, and health service providers** in hotspots with the aim to

- **Shift attitudes** and practices towards sex workers, reducing stigma and discrimination related to sex work and HIV
- **Strengthen protections** and collaboration in providing services for sex workers
- **Improve access to essential health and support services**

Through these efforts, Nikat aims to create a more inclusive and supportive environment for sex workers, ensuring their rights, health, and safety are respected, protected and fulfilled

Key policy decision-makers

Nikat will enhance relationships and engagement with key decision-makers in implementation areas. This will include the Ministry of Health, technical working groups, and communities of experts on issues affecting sex workers.

8. Locations

Based on Nikat's collective experience, women who engage in sex work—particularly the most vulnerable ones—often lack permanent and decent housing leading to continuous change of living environment and movements. This makes it challenging to reach them continuously with

peer education programs. To address this, Nikat aims to operate in multiple regions, ensuring a broader reach as sex workers frequently moving between locations.

Nikat has prioritized specific regions based on their significance (transit hubs, HIV prevalence, estimated volume of sex work) and previous experience. **The organization aspires to establish services and drop-in centers in several of the following locations:**

Addis Ababa

As Nikat's base of operations, Addis Ababa has the highest level of organizational experience and remains the primary focus of its activities. The city has the highest estimated HIV prevalence in the general population, 3.5% (HIV NSP 2023-2026). Nikat will continue its work in Addis Ababa, with local groups/sex worker associations in all **11 sub-cities** in the capital.

Afar

Afar is a key region along the **Ethiopia-Djibouti transport corridor**, where numerous long-distance truck drivers transit daily. These transport routes create **hotspots** where sex work is prevalent.

Nikat has gained project experience in Afar through its partnership with **Médecins du Monde from 2018–2024** and temporary support by partner DFPA.

Kombolcha

Kombolcha is an industrial center with **factories employing large numbers of workers**. Additionally, it has a sizable market, making it an important location for intervention.

Adama

Adama is a crucial location due to its role as a **stopover city** for drivers traveling between eastern Ethiopia (Harari, Dire Dawa, Jigjiga) and Djibouti. The **HIV prevalence** in Harari and Dire Dawa is estimated at **3%** (HIV NSP 2023–2026)—one of the highest rates in the country after Addis Ababa and Gambella.

The city's proximity to Addis Ababa makes it a popular **leisure destination**, attracting people from the capital. Adama also has **numerous hotels and bars**, providing venues for female sex workers from across the country.

Additionally, the **local university** is worth noting, as an increasing number of **female students are engaging in sex work**.

As of the end of **2024**, Nikat has confirmed that no organizations are currently conducting **peer education programs** for sex workers in Adama.

Gambella

Gambella has **the second-highest estimated HIV prevalence in general population** in Ethiopia, at **3.5%** (HIV National Strategic Plan, 2023-2026).

Additionally, the region hosts **a significant number of refugees from South Sudan**, increasing the need for targeted interventions.

Mekelle, Tigray

Mekelle is the second largest city in Ethiopia after the capital Addis. The city is heavily affected by the recent civil war, with reports indicating increased number of displaced people and conflict induced sex work. The prevalence of HIV has doubled in the general population of Tigray, from 1.4% in 2022 to 3% in 2024 (UNFPA Study 2024²), with Internally Displaced Persons exhibiting an HIV prevalence of 5.5 percent. Women show the double HIV prevalence of men.

Bahir Dar

Bahir Dar is one of most visited destinations for domestic tourism. It is an urban area with estimated a high HIV prevalence. The city has a large University student population. The recent civil war in the North affected the region and the city experienced an increased influx of internally displaced people and an amplified sex work intensity.

9. Goals, Outcomes and Outputs

Goal 1: Sex workers' empowerment

Sex-workers' leadership and self-help skills are strengthened.

Rationale: Despite the large estimated population of female sex workers (FSWs) in Ethiopia—210,000 in 2020 (HIV National Strategic Plan 2023-2026)—very few civil society organizations (CSOs) and NGOs in Ethiopia directly support them.

Sex workers themselves know best the challenges they face and the hurdles of the environment they work in. They know their own needs. Nikat aims to foster self-help initiatives that can demonstrate local effectiveness and impact to stakeholders.

² <https://ethiopia.unfpa.org/en/news/hiv-prevalence-rate-doubles-post-conflict-tigray-study-finds>

Outcome 1: Functional local groups of sex workers exist and are known by sex workers within hotspot areas. The groups provide advisory services with established accountability mechanisms for financial and service outputs.

Output 1.1 Members of the groups know the basics of finance, income generation, basics of advocacy, have computer skills and organizational competencies. Every year, at least 50% of local groups are trained on aspects of management skills.

Output 1.2: Formalizing coordination, members of the local groups/self-help associations meet formally at least twice a year with Nikat managers to discuss issues and way forward. The meetings are documented.

Output 1.3: Nikat management and local group leaders are in contact with stakeholders, actively pursue funding opportunities of projects for their specific hotspot, resulting in at least 6 hotspots covered by projects by end of Year 4.

Output 1.4: Capacity building for group leaders and peer educators is budgeted in proposals and regularly conducted. It is actively advocated for on all projects with the government.

Output 1.5: Local groups organize regular meetings among themselves to discuss issues and way forward. These meetings are documented.

Goal 2: Strengthening Nikat's Capacity

Nikat is capable and recognized women-led and sex worker-led organization.

Rationale: Nikat builds on the wealth of its experience to establish itself as an acknowledged women/ and sex workers-led organization advocating for sex workers' rights and well-being.

Outcome 2: Nikat has implemented an organizational structure and processes that enable the achievement of the Strategic Plan, project design and execution, as well as multi-donor management.

Output 2.1: Board members actively participate in the execution of the Strategic Plan.

Output 2.2: Nikat has a timely and complete financial management process, confirmed by a yearly statutory and project audit.

Output 2.3: Project proposal submissions are carried out aligned with the Resource Mobilization plan

Output 2.4: All key organizational roles are continuously filled.

Output 2.5: The staff and volunteers are provided with adequate working conditions to execute their work.

Output 2.6: All staff and volunteers have the necessary skills to execute their work.

Goal 3: Reducing discrimination against sex workers

Sex workers are not discriminated against by laws, policies or actions of authorities.

Rationale: Sex workers often face discrimination from health authorities and law enforcement (HIV Stigma Study 2021). Government entities must recognize sex workers' rights as human rights.

Outcome 3: Nikat advocates with Government authorities (from the top government officials down to regional and local authorities) to do away with sex workers' discrimination and to enhance sex workers' protection.

Nikat will advocate for:

- a. NIKAT will lobby for inclusivity in policy making bodies in the country
- b. protection of sex workers' existing rights, and
- c. optimization of project components targeting sex workers that government is implementing (such as the HIV grant of the Global Fund).

Output 3.1: Nikat networks with organizations that can reach out to policymakers, such as CCM, PEPFAR, UNAIDS. Nikat makes at least four advocacy visits with the above target annually

Output 3.2: Nikat advocates for participation in policy-making discussions with the Ministry of Health and the Ministry of Women and Social Affairs. Efforts will focus on securing representation in relevant working groups, task forces, and committees. Also, Nikat has advocated for membership in at least two national-level constituencies such as CCM by the end of Year 2.

Output 3.3: Nikat advocates for that data on stigma and discrimination against sex workers is included into the next HIV Stigma Study.

Goal 4: Reducing public stigma against sex workers

The public attitude towards sex workers is more accepting.

Rationale: The Ethiopian society stays largely unsympathetic toward sex work, judging it as 'immoral'. In 2021 HIV Stigma Index Survey, 52% of female sex workers reported facing stigmatizing and discriminating attitudes within the past 12 months. Concurrently, only 5% of Ethiopians 15-49 do not hold stigmatizing views toward people living with HIV³ (data from DHS 2016).

Such attitude hinders sex workers to achieve even a modest quality of life. The judgement of 'immoral' also creates a vacuum, in which violence is tolerated.

³ <https://pmc.ncbi.nlm.nih.gov/articles/PMC9158254/>

Judgmental attitudes towards sex work may seem harsher in Ethiopia than in other African countries. Yet in several African countries, changes in public attitudes towards sex workers and sex work has been recent. This demonstrates that change in attitude is possible.

Outcome 4: Nikat presents consistently its perspectives and sex workers' stories in the media and at events regularly as per its Communication Strategy.

Output 4.1: Annually, Nikat publishes at least 5 stories in mainstream media and 2 newsletters. Stories or views presented will aim at decreasing stigma and challenges the sex workers face.

Output 4.2: Annually, at least 5 contributions are published by important Ethiopian influencers

Output 4.3: Nikat's social media are updated at least monthly and are widely shared.

Output 4.4: Annually, Nikat representatives, invites at least two local religious institutions in the neighborhood for a visit and to exchange about the living conditions of sex workers and advocate for destigmatization.

Output 4.5: Annually, Nikat participates in or creates at least one widely broadcasted event.

Goal 5: Protection from violence

Female sex workers are protected from violence and illegal acts. Sex workers can turn to law enforcement officers without fear of reprisals.

Rationale: Police often does not show helpful attitude. Nikat has experienced cases in which police did not provide help. Sometimes, police even randomly arrested sex workers. In many cases, sex workers do not dare to contact the police.

Sex workers may not be allowed to leave the bar or the hotel where they work, an issue known at the location, but which is often not followed up upon by the local police. Sex workers may not get paid for their work by the clients, but they do not approach the police as they do not believe these would help them. Sex workers experience violence, but perpetrators are very often not arrested or prosecuted, creating an atmosphere of impunity. Police may intimidate sex workers, by speaking to them in an abusive manner or even by arresting them without having a legal case.

Outcome 5.1: Nikat engages with the police and involves departments for women and children to protect female sex workers.

Output 5.1: Nikat undertakes awareness building sessions with the local police at least twice a year, including departments for women and children. It highlights the need of such advocacy to stakeholders.

Output 5.2: A unified advocacy approach to engage with the police is followed by the local groups/ associations.

Output 5.3: Nikat monitors and documents the approach taken by the police and discusses possible further advocacy steps with stakeholders regularly.

Output 5.4: Nikat has actionable information on entities that provide legal support and shares the information with sex workers who need it.

Output 5.5 At regional and national level, Nikat cooperates with stakeholders, such as national or international organizations, advocating for the awareness of law enforcement officials at higher levels.

Goal 6: Existence of reliable data on sex work

Reliable quantitative and qualitative data on sex work exist and are considered by policy makers.

Rationale: as sex work is stigmatized, partly hidden from the public eye and sex workers are highly mobile, reliable data is missing. Stakeholders may feel inclined to under or overestimate the number of sex workers, their age or services provided due to various factors. Nikat is in a unique position to be able to assess the situation at the hotspots where groups are active or where members have previous experience.

Outcome 6:

Nikat has contributed to building evidence on sex work and on existing challenges as well as to research on sex work and related themes in the areas where Nikat groups are active.

Output 6.1, the group leaders describe - on quarterly basis - the situation at their hotspot - for at least 5 hotspots in Year 1 and 8 hotspots starting Year 2, according to a simple quantitative and qualitative review structure. Such minimal information includes the estimation of volume and tendency of age groups and places of origin, estimation of mobility, access to condoms, provision of health services, incidence of illegal acts against sex workers etc.

Output 6.2 The information is presented at least two stakeholder meetings annually.

Output 6.3 Nikat actively proposes data collection and collaboration on research projects to stakeholders and donors. Project reports to donors include quantitative and qualitative information that provide a broader perspective.

Output 6.4: On sufficiently funded projects, qualified supplementary data management personnel is contracted to ensure quality of approach and execution.

Output 6.5: Every year, Nikat conducts or participates at at least one capacity building workshop on data collection, analysis, and data quality.

Goal 7: Access to health and social services

Sex workers and their children have access to health and social services.

Rationale: 30% of sex workers avoid seeking health care because of stigma and discrimination (UNAIDS 2023). Sex workers need to access essential sexual and reproductive health services, including HIV and other sexually transmitted infections (STIs) services, as well as family planning, pre- and post-natal services.

The IBBS 2020 in Ethiopia revealed that estimated 17% of sex workers had had an STI symptom over the previous 12 months, with only 64% of them seeking care from a health professional. Female sex workers are also at high risk of unintended pregnancies and unsafe abortions. A 2015 cross sectional study conducted in Northern Ethiopia concluded that close to 1 pregnancy in 3 (29%) was unintended among FSW. Nearly 60% of those who had an unintended pregnancy had an abortion.

The proportion of sex workers living with HIV is estimated at 19% (HIV National Strategic Plan 2023-2026). The achievement of the 95-95-95 UNAIDS goals among sex workers has not been assessed. The condom distribution is challenged by recurrent shortage of condoms, mentioned by the HIV National Strategic Plan. It is essential to put and keep all female sex workers living with HIV on treatment, not only for themselves but also as a measure to reduce the spread of the HIV infection (Treatment as Prevention).

The sex workers expressed to Nikat the wish that more SRH services are covered by drop-in centers to lower barriers for access. This approach is also supported by the HIV National Strategic Plan 2023/2026.

Outcome 7: Nikat facilitates access to health services for sex workers and their children through managing drop-in centers that offer a standard package of services, outreach and through strengthening referral pathways to FSW-friendly clinics.

Output 7.1: All local group/association members know where nearest FSW-friendly health clinics are and groups/associations have established contact to the clinics to facilitate non-discriminatory access and successful referral of sex workers.

Output 7.2: All local groups/self-help associations conduct condom education and STI awareness education including HIV, with free condom distribution.. Nikat will be in direct touch with several organizations distributing condoms to increase chances of condom availability at their hotspot.

Output 7.3: A plan for provision of a minimum package of non-clinical health services for sex workers in AKAKI Drop-in Centre has been approved by end of Year 1

Output 7.4: Nikat will have scaled-up its drop-in-center model and expand geographically. It will have actively sought funding, governmental acceptance and technical support to run at least 4 DICs by Year 4.

Output 7.5: Drop-in centers are established according to the standard required by MoH such as access to drinking water, washing possibility, security, defined opening hours, electricity, at least 5 beds, anonymous HIV medication distribution, with regular verification of the standard.

Output 7.6 Nikat will facilitate economic opportunities for sex workers through access to skill education and scholarship opportunities.

Goal 8: Safer environment for children of sex workers

Sex workers can provide safe environment for their children

Rationale: Most sex workers live without social support from their families. As such, the children of sex workers are under risk of inadequate care. It happens that children are either left alone or in care of random strangers. Based on experience, Nikat estimates that about 20% of sex workers at hotspots have children aged 0-5 years old. Sex workers should know their children safe from criminal and environmental harm. The children should be able to stay in a hygienic, safe environment that safeguards their physical and mental health.

Outcome 8: Nikat will have enabled access to safe basic childcare of sex workers for at least 50% of locations by Year 4.

Output 8.1: Spaces for children at DIC are actively advocated and budgeted for on projects.

Output 8.2: An feasibility plan for spaces for basic childcare is established by End of Year 1.

Output 8.3 At least two spaces for basic childcare will have been established by the End of Year 2

Output 8.4: Local groups/associations are in contact with local school authorities to help to find children of sex workers a place in obligatory school system.

Output 8.5: Local groups will examine the possibilities of safe child care at hotspots, and advise the sex workers.

10. M&E Framework

A **monitoring and evaluation (M&E) framework** is a critical component of Nikat's Strategic Plan, ensuring that our programs and interventions are effectively tracked, assessed, and refined to maximize impact. This framework provides a structured approach to measuring progress, identifying challenges, and making data-driven decisions to improve the well-being of sex workers and other beneficiaries.

By establishing clear performance indicators, data collection methods, and evaluation mechanisms, the M&E framework enables Nikat to:

- **Assess progress** on outputs and progress toward strategic outcomes
- **Ensure accountability** to donors, partners, and beneficiaries
- **Strengthen program effectiveness** through evidence-based decision-making
- **Adapt to emerging needs and challenges** in a changing operating environment

This framework outlines the indicators, targets, monitoring tools, evaluation methodology, reporting frequency, and feedback mechanisms that will guide NIKAT's work over the strategic period. It ensures that our interventions remain relevant, responsive, and impactful in addressing the needs of sex workers and their children.

The M&E framework will be reviewed mid-termin 2026.

M&E Plan for the Strategic Plan

Result Level	Indicator	Data Source	Measurement Method	Target	Frequency
Goal 1. Sex-workers' leadership and management skills are strengthened.	<ul style="list-style-type: none"> Improvement in leadership skills as measured by participant pre- and post-training assessments Number of trained sex workers assuming leadership roles within their communities or organizations 	<ul style="list-style-type: none"> Pre- and post-training assessment tools (self-assessment questionnaires, facilitator evaluations) Community records, organizational reports, interviews with community members 	<ul style="list-style-type: none"> Score comparison between pre- and post-training assessments Tracking the number and types of leadership roles taken up by participants in various capacities (e.g., group leaders, spokespersons) 	<ul style="list-style-type: none"> An average improvement of at least 20% in scores from pre-training to post-training 8 groups pass an organizational assessment by Year 3 	<ul style="list-style-type: none"> After each training session Biannually
Outcome 1: Functional local groups of sex workers exist and are known within hotspot areas. The groups provide advisory services with established accountability mechanisms for financial and service outputs.	<ul style="list-style-type: none"> Percentage of local groups of sex workers formed and are functional Qualitative assessments of the advisory services provided by local groups Existence and functionality of accountability mechanisms within groups 	<ul style="list-style-type: none"> Surveys and interviews with community stakeholders Group reports and meeting minutes Audits of financial records and service outputs 	<ul style="list-style-type: none"> Surveys and interviews: Conduct structured surveys with stakeholders and group members. Document review: Analyze group reports and accountability mechanisms. 	At least 75% of local groups recognized by stakeholders by the end of Year 4.	Annual evaluations and bi-annual surveys.
Output 1.1 Members of the group know the basics of finance, income generation of advocacy, have computer skills and organizational competencies. Every year, at least 50% of local groups are trained on aspects of management skills.	<ul style="list-style-type: none"> Percentage of group members trained in finance, advocacy, computer skills, and organizational competencies Pre- and post-training assessment scores of group members Number of sex workers group using financial systems 	<ul style="list-style-type: none"> Training attendance records Training evaluation forms Pre- and post-training assessments 	<ul style="list-style-type: none"> Attendance tracking: Document participation in training sessions. Evaluation scores: Conduct pre- and post-training assessments to measure knowledge gained. 	Members of 50% of local groups' trained by the end of each year.	Annually after each training session.
Output 1.2: Members of local groups/self-help associations meet at least twice a year with NIKAT managers to discuss issues and way forward. The meetings are	<ul style="list-style-type: none"> Number of meetings held between local groups and NIKAT managers Existence of documented meeting minutes 	<ul style="list-style-type: none"> Meeting minutes Attendance sheets Survey of attendees regarding meeting effectiveness 	<ul style="list-style-type: none"> Document review: Analyze the minutes and attendance records. Feedback surveys: 	At least two meetings held annually with each group.	Bi-annual documentation and review after each series of

Result Level	Indicator	Data Source	Measurement Method	Target	Frequency
documented.	<ul style="list-style-type: none"> Participant feedback from meetings 		Collect feedback from participants following each meeting		meetings.
Output 1.3: NIKAT management and local group leaders are in contact with stakeholders, actively pursue funding opportunities of projects for their specific hotspot, resulting in at least 6 hotspots covered by projects by end of Year 4.	<ul style="list-style-type: none"> Number of funding opportunities pursued Number of successful funding applications 	<ul style="list-style-type: none"> Records of funding applications submitted Reports from NIKAT management and local group leaders Stakeholder engagement logs 	<ul style="list-style-type: none"> Document analysis: Compile a list of funding opportunities and applications. Stakeholder interviews: Assess engagement efforts. 	At least 6 hotspots successfully funded by Year 4.	Annual review of progress towards funding goals.
Output 1.4: Capacity building for group leaders and peer educators is budgeted in proposals and regularly conducted. It is actively advocated for on all projects with the government.	<ul style="list-style-type: none"> Percentage of project proposals that include budget for capacity building Number of capacity-building sessions conducted Advocacy efforts detailed in project reports 	<ul style="list-style-type: none"> Project proposal documents Training schedules and attendance lists Records of advocacy activities 	<ul style="list-style-type: none"> Document review: Assess all project proposals and advocacy materials. Tracking attendance: Maintain logs of training participants. 	100% of relevant project proposals include capacity building by Year 4.	Annual assessment of project proposals and bi-annual evaluation of training sessions.
Output 1.5: Members of local groups meet regularly among themselves to discuss issues and way forward. These meetings are documented.	<ul style="list-style-type: none"> Frequency of meetings conducted among local groups Existence of documented meeting minutes Number of actionable items identified & followed up on 	<ul style="list-style-type: none"> Meeting minutes and attendance records Activity follow-up reports 	<ul style="list-style-type: none"> Document analysis: Review meeting agendas and minutes to verify frequency. Follow-up tracking: Monitor the implementation of follow-up items. 	Local groups to meet at least quarterly.	Quarterly documentation of meetings with an annual review of follow-ups.
Goal 2. NIKAT is a recognized women-led and sex-worker led organization.	<ul style="list-style-type: none"> Percentage of stakeholders aware of NIKAT's initiatives. Number of partnerships or collaborations established with other organizations. Conditions for women-led and sex-worker led organization led 	<ul style="list-style-type: none"> Surveys and feedback forms from stakeholders and partners. Records of partnerships and collaborations. Board minutes 	<ul style="list-style-type: none"> Conduct annual surveys to assess stakeholder awareness and perception. Maintain a database of partnerships established. Board composition 	<ul style="list-style-type: none"> 80% of stakeholders aware of NIKAT's initiatives by the end of the period. Establish at least 2 new partnerships 	<ul style="list-style-type: none"> Annual for surveys. Ongoing for partnership tracking.

Result Level	Indicator	Data Source	Measurement Method	Target	Frequency
				annually. • Correct Board Composition	
Outcome 2: NIKAT implements an organizational structure and processes that enable the achievement of the Strategic Plan, project design and execution, as well as multi-donor management.	<ul style="list-style-type: none"> Extent of adherence to the timeline for strategic initiatives (measured in percentage). Frequency of multi-donor coordination meetings. 	<ul style="list-style-type: none"> Organizational performance reports. Meeting minutes and coordination reports. 	<ul style="list-style-type: none"> Regular review of progress reports against the Strategic Plan. Auditor assessments of meeting frequency and effectiveness. 	<ul style="list-style-type: none"> 90% of strategic initiatives completed on time. At least three multi-donor coordination meetings held per year. 	<ul style="list-style-type: none"> Quarterly for strategic initiative reviews. Biannual for donor coordination meeting audits.
Output 2.1: Board members actively participate in the execution of the Strategic Plan.	<ul style="list-style-type: none"> Attendance rate of board members at strategic meetings. Number of board member contributions documented in minutes. 	<ul style="list-style-type: none"> Meeting attendance records. Minutes of board meetings 	<ul style="list-style-type: none"> Track attendance and contributions during board meetings. Review meeting minutes to assess the level of engagement. 	<ul style="list-style-type: none"> 75% attendance rate at strategic meetings. Documented contributions from each board member per year. 	Per meeting for attendance; annual for contributions review.
Output 2.2: NIKAT has a timely and complete financial management process, confirmed by a yearly statutory and project audit.	<ul style="list-style-type: none"> Timeliness of financial report submissions (measured in number of weeks overdue). Completion status of audits (completed on schedule vs. delayed). Number of audit and funders' remarks 	<ul style="list-style-type: none"> Financial reporting systems and audit reports. 	<ul style="list-style-type: none"> Track dates of report submissions and compare with deadlines. Review audit completion reports. 	<ul style="list-style-type: none"> Financial reports submitted within deadline. 100% of audits completed on schedule. No major audit issues 	<ul style="list-style-type: none"> Quarterly for financial reports. Annually for audits.
Output 2.3: Project proposal submission aligns with the Resource Mobilization plan	<ul style="list-style-type: none"> Number of proposals submitted as per the Resource Mobilization plan 	<ul style="list-style-type: none"> Proposal documents and Resource Mobilization plan documentation. 	<ul style="list-style-type: none"> Conduct a qualitative review of submitted proposals against the Resource Mobilization plan. Maintain a record of proposals submitted. 	<ul style="list-style-type: none"> 90% alignment of submitted proposals with strategic priorities. Submit at least 5 proposals in line with the RM plan 	Monthly for proposal tracking; annual for alignment assessment.

Result Level	Indicator	Data Source	Measurement Method	Target	Frequency
				annually. • 2 projects a year accepted for funding	
Output 2.4: All key organizational roles are continuously filled in	<ul style="list-style-type: none"> Percentage of key roles filled at all times. Average time taken to fill vacant key roles. 	<ul style="list-style-type: none"> Human resources records. 	<ul style="list-style-type: none"> Regular review of staffing charts and vacancy reports. Track recruitment timelines for key positions. 	<ul style="list-style-type: none"> 100% of key roles filled. Average time to fill key roles is less than 2 months. 	Quarterly for staffing reviews; as needed for recruitment updates
Output 2.5: Adequate working conditions	<ul style="list-style-type: none"> Functional, safe office with working equipment Functional, safe transport. 	<ul style="list-style-type: none"> Yearly staff meeting 	<ul style="list-style-type: none"> Trimestrial review 	<ul style="list-style-type: none"> Workspace, computers, printer and transport for all staff 	Annually
Output 2.6: Skills of personnel on level required	<ul style="list-style-type: none"> Annual performance review and related training plan 	<ul style="list-style-type: none"> Human resources records. 	<ul style="list-style-type: none"> Annual performance review 	<ul style="list-style-type: none"> Performance reviews identify all necessary skills in 85% of staff 	Annually
Goal 3: Sex workers are not discriminated against by laws, policies or actions of authorities.	<ul style="list-style-type: none"> Number of laws and policies amended or enacted that explicitly protect the rights of FSWs. 	Government records of laws and policy documents.	Review and analysis of legal and policy documents before and after advocacy efforts.	At least 3 laws or policies amended or enacted by the end of Year 3.	Annually, with a comprehensive review at the end of Year 3.
Outcome 3: NIKAT advocates with government authorities (from the top government officials down to regional and local authorities) to minimize sex workers' discrimination and to enhance sex workers' protection. NIKAT will advocate for: a) the creation of policies to improve the conditions of sex workers, b) protection of sex workers' existing rights, and c) optimization of project components targeting sex workers	<ul style="list-style-type: none"> Number of advocacy meetings held with government authorities. 	NIKAT's internal records and meeting minutes.	Count of documented advocacy meetings and feedback collected.	At least 16 advocacy meetings conducted by the end of Year 4.	Quarterly.

Result Level	Indicator	Data Source	Measurement Method	Target	Frequency
that government is implementing (such as the HIV grant of the Global Fund).					
Output 3.1: NIKAT networks with organizations that can reach out to policymakers, such as CCM, PEPFAR, UNAIDS. NIKAT conducts at least four advocacy visits with the above target every year.	<ul style="list-style-type: none"> Number of networking meetings held with organizations like CCM, PEPFAR, and UNAIDS. 	NIKAT meeting records and attendance logs.	Count of meetings, assessment of participation and engagement level.	At least 4 advocacy visits with these organizations each year.	Annually, with a review after each visit.
Output 3.2: NIKAT has direct contact with Ministry of Health and Ministry of Women and Social Affairs representatives in order to participate in policy-making discussions and make meaningful contributions in meetings and focus groups. NIKAT will become a permanent member at least two constituencies at national level by End of Year 2	<ul style="list-style-type: none"> Number of contributions made by NIKAT in policy-making discussions. 	Meeting notes, policy documents submitted to relevant authorities.	Documentation of contributions, feedback from ministries on the contributions.	NIKAT to become a permanent member of at least 2 constituencies by the end of Year 2.	Biannual check-ins to assess membership status and activity engagement.
Output 3.3: NIKAT advocates with UNAIDS and other players for that data on stigma and discrimination against sex workers is included into the next HIV Stigma Study	<ul style="list-style-type: none"> Inclusion of specific data on stigma and discrimination in the HIV Stigma Study. 	HIV Stigma Study report and methodology.	Review of the HIV Stigma Study final report for comprehensive inclusion.	Ensure inclusion of stigma and discrimination data by the next study release.	Once the HIV Stigma Study has been published (typically every 2-4 years).
Goal 4: The public attitude towards sex workers is more accepting.	<ul style="list-style-type: none"> Change in public perception of FSWs, measured through surveys assessing attitudes towards sex work. 	Public perception surveys conducted pre- and post-intervention.	Surveys using Likert-scale questions to gauge public attitudes towards FSWs.	A 20% improvement in acceptance levels over a baseline conducted at the start of the strategy period.	Conduct surveys biannually.
Outcome 4: NIKAT presents consistently its perspectives and sex workers' stories in the media and at events regularly as per its Communication Strategy.	<ul style="list-style-type: none"> Number of NIKAT stories shared in media and events. 	Records of published stories and event participation.	Annual review of media publications and event attendance logs.	90% adherence to the Communication Strategy by publishing stories and participating in	Annual evaluation.

Result Level	Indicator	Data Source	Measurement Method	Target	Frequency
				events regularly.	
Output 4.1: Annually, NIKAT publish at least 5 stories in mainstream media as well as 2 newsletters. Stories or views presented will aim at decreasing stigma and challenges the sex workers face.	<ul style="list-style-type: none"> Number of stories published in mainstream media. 	Media tracking reports.	Analysis of articles, interviews, and op-eds published about sex workers by Nikat.	At least 5 stories published annually.	Annual review.
Output 4.2: Annually, at least 5 contributions are published by Ethiopian influencers with at least 40,000 followers.	<ul style="list-style-type: none"> Number of contributions made by influencers. 	Monitoring of influencer publications on social media and blogs.	Tracking and compiling contributions in an annual report.	Minimum of 5 contributions from influencers published annually.	Annual review.
Output 4.3: Social media are updated at least monthly and are be widely shared.	<ul style="list-style-type: none"> Number of social media posts and engagement metrics (likes, shares, comments). 	Social media analytics tools and platforms.	Monthly tracking and analysis of social media activity.	At least 1 post per month with engagement metrics showing an increase in reach by 25% annually.	Monthly review with an annual assessment of overall engagement growth.
Output 4.4: Every year, the NIKAT representatives invite at least two local religious institutions in the neighborhood to visit and to exchange about the living conditions of sex workers and advocate for destigmatization.	<ul style="list-style-type: none"> Number of visits conducted to religious institutions. 	Visit logs and feedback from religious leaders.	Documentation of visits, discussions held, and feedback collected.	At least 2 visits annually to local religious institutions.	Annual review
Output 4.5: Annually, NIKAT participate in or create at least one widely broadcasted event.	<ul style="list-style-type: none"> Number of events organized or participated in by NIKAT. 	Event participation records and media coverage reports.	Compile event details, attendance, media coverage, and feedback.	At least 1 widely broadcasted event related to sex workers' advocacy annually.	Annual review.
Goal 5: Sex workers are protected from violence and illegal acts. Sex workers can turn to law enforcement officers without fear of reprisals.	<ul style="list-style-type: none"> Proportion of sex workers who feel safe reporting incidents of violence to law enforcement. 	Surveys/interviews with FSWs; police reports; focus group discussions.	Surveys will be conducted pre- and post-intervention using a validated questionnaire assessing perceived safety and willingness to report incidents.	70% of sex workers report feeling safe to approach law enforcement by the end of the project period.	Annually.
Outcome 5: . NIKAT engages with	<ul style="list-style-type: none"> Number of partnerships 	NIKAT records,	Meeting minutes	Establish	Annually.

Result Level	Indicator	Data Source	Measurement Method	Target	Frequency
the police and involve departments for women and children to protect FSWs.	established between NIKAT and police departments focused on protecting FSWs.	partnership agreements, meeting minutes.		partnership with police dpt for women in at least 6 hotspots	
Output 5.1: NIKAT undertakes awareness building sessions with the local police at least twice a year, including departments for women and children. It highlight the need of such advocacy to other stakeholders.	<ul style="list-style-type: none"> Number of awareness building sessions conducted with police. 	Session attendance records, feedback forms.	Count sessions and analyze participant feedback on awareness raised.	Conduct at least 2 awareness sessions per year per hotspot	Semi-annually.
Output 5.2: A unified advocacy approach to engage with the police I is followed by all the local groups/self-help associations.	<ul style="list-style-type: none"> Level of collaboration among local groups in advocacy efforts. 	Meeting minutes, advocacy strategy documents, participant surveys.	Assess the number of joint advocacy initiatives and participant feedback on collaboration.	Achieve participation from at least 75% of local groups in advocacy initiatives within the year.	Quarterly.
Output 5.3: NIKAT monitors and document the approach taken by the police and discuss possible further advocacy steps with stakeholders regularly.	<ul style="list-style-type: none"> Frequency and quality of documentation and stakeholder discussions. 	Documentation logs, stakeholder meeting minutes.	Count of discussions held and qualitative analysis of documentation content.	Document police approaches quarterly and hold discussions with stakeholders at least twice per year.	Quarterly.
Output 5.4: NIKAT looks proactively for entities that provide legal support and share the information with sex workers who need it.	<ul style="list-style-type: none"> Number of legal support entities identified and referrals made to FSWs. 	NIKAT records, referral logs.	Count the number of entities and measure the number of referrals made to FSWs seeking legal assistance.	Identify at least 5 legal support entities and make referrals to at least 50 FSWs by the end of the project.	Annually.
Output 5.5: At regional and national level, NIKAT cooperates with stakeholders, such as national or international organizations, to enhance the awareness of law enforcement officials at higher levels.	<ul style="list-style-type: none"> Number of regional and national collaborative events organized. 	Event attendance records, collaboration agreements.	Count events and document partnership activities.	Organize at least 4 collaborative events and engage 4 organizations by the end of the project period.	Annually.
Goal 6: Reliable quantitative and qualitative data on sex work exist and are considered by policy makers.	<ul style="list-style-type: none"> Number of policies or initiatives influenced by NIKAT's data and reports 	Policy documents, stakeholder feedback, meeting minutes, and policy review reports.	Qualitative assessment of policy changes and stakeholder response analysis.	At least 2 policy changes influenced by NIKAT's data within 3 years.	Annual review.

Result Level	Indicator	Data Source	Measurement Method	Target	Frequency
	on sex work.				
Outcome 6: NIKAT collects and analyses basic information and tendencies in sex work at their location, thereby contributing to building evidence on sex work and on existing challenges. NIKAT actively disseminates of information, NIKAT seeks to contribute to research on sex work and related themes in the areas where NIKAT groups are active.	<ul style="list-style-type: none"> Number of reports produced containing analysis of sex work data and disseminated to stakeholders. 	Internal reports, data collection tools, stakeholder feedback, dissemination channels.	Review of the number and types of reports generated and feedback on their utility.	4 reports annually, focusing on key themes and trends.	Quarterly and annual reporting.
Output 6.1 the group leaders describe - on quarterly basis - the situation at their hotspot - for at least 5 hotspots in Year 1 and 8 hotspots starting Year 2, according to a simple quantitative and qualitative review structure.	<ul style="list-style-type: none"> Number of hotspots assessed and reported on by group leaders each quarter. 	Quantitative and qualitative assessment records from group leaders.	Compilation of reports from group leaders, including quantitative estimations and qualitative descriptions.	Reports from at least 5 hotspots in Year 1 and 8 hotspots starting Year 2.	Quarterly.
Output 6.2 The information is presented to at least two stakeholder meetings annually.	<ul style="list-style-type: none"> Number of stakeholder meetings held where NIKAT's data is presented. 	Meeting agendas, minutes, and participant feedback.	Review of meeting records and analysis of participant engagement with the presented data.	Present data at a minimum of 2 stakeholder meetings annually.	Bi-annual.
Output 6.3 NIKAT actively proposes data collection and collaboration on research projects to stakeholders and donors. Project reports to donors include quantitative and qualitative information that provide a broader perspective.	<ul style="list-style-type: none"> Number of collaborative research proposals submitted to stakeholders and donors. 	Proposal documents, feedback from stakeholders and donors.	Review of submitted proposals and analysis of outcomes or responses.	At least 3 collaboration proposals submitted annually.	Annual.
Output 6.4: Collection and analysis of data I included on projects with sufficient budgeting and necessary advocacy to donors. On funded projects, qualified supplementary data management personnel is hired to ensure quality of approach and execution.	<ul style="list-style-type: none"> Percentage of funded projects that include comprehensive data collection and analysis plans. 	Project proposals and reports, budget documents.	Review of project documentation to assess inclusion of data collection and analysis provisions.	100% of funded projects incorporate data analysis components.	Ongoing with annual reporting.
Output 6.5: Yearly, NIKAT	<ul style="list-style-type: none"> Number of workshops 	Workshop materials,	Evaluation of workshop	Organize at least 1	Yearly.

Result Level	Indicator	Data Source	Measurement Method	Target	Frequency
organizes a capacity building workshop on data collection, analysis, and data quality.	conducted and number of participants trained.	attendance records, participant feedback forms.	execution and participant knowledge gain assessment (pre-and post-training assessments).	capacity building workshop annually with at least 15 participants.	
Goal 7: FSWs and their children have access to health and social services.	<ul style="list-style-type: none"> Percentage of FSWs and their children who report having accessed health services in the past year. 	Surveys of FSWs and their children.	Cross-sectional surveys and interviews.	80% of FSWs and their children have accessed health services within the past year by Year 4.	Annually.
Outcome 7: NIKAT facilitates access to health services for FSWs and their children through managing drop-in centres that offer a standard package of services and through strengthening referral pathways to FSW-friendly clinics.	<ul style="list-style-type: none"> Number of partnerships established with FSW-friendly clinics and referral pathways strengthened. 	Records of partnerships and referral cases.	Document review and interviews.	Establish at least 10 active partnerships with FSW-friendly clinics by Year 4.	Bi-annual review.
Output 7.1: All local group members know the nearest FSW-friendly health clinics and groups have contact to the clinics to facilitate non-discriminatory access and successful referral of sex workers.	<ul style="list-style-type: none"> Percentage of local group members able to identify nearest FSW-friendly clinics and confirmed contact with those clinics. 	Surveys of local group members.	Pre- and post-training surveys. Reports of referrals	90% of local group members can identify the nearest FSW-friendly clinic and confirm contact by Year 3.	Bi-annual (every six months).
Output 7.2: All local groups/self-help associations conduct condom education and STI awareness education including HIV, with free condom distribution subject to condom availability. NIKAT is in direct touch with several organizations distributing condoms to increase chances of condom availability at their hotspot.	<ul style="list-style-type: none"> Percentage of local groups conducting educational sessions on condom use and STI awareness, and the number of condoms distributed. 	Reports from local groups and records of condom distribution.	Monitoring and evaluation reports.	100% of local groups conduct at least quarterly educational sessions and distribute a minimum of 10,000 condoms by Year 4.	Quarterly reporting.
Output 7.3: A plan for provision of a minimum package of non-clinical health services for sex workers in AKAKI Drop-in Centre has been approved by end of Year 1	<ul style="list-style-type: none"> Completion and approval of a documented plan for health services at Akaki DIC. 	Internal documents and records from meetings with authorities/donors.	Document review.	Plan completed and approved by all relevant stakeholders by the end of Year 1.	One-time evaluation at the end of Year 1.
Output 7.4: NIKAT scales-up its	<ul style="list-style-type: none"> Number of drop-in centers 	Records of drop-in center	Monitoring visits and	4 operational	Annual review

Result Level	Indicator	Data Source	Measurement Method	Target	Frequency
drop-in-center model and expand geographically. It has received funding, governmental acceptance and technical support to run at least 4 quality DICs by Year 4.	established and operationalized by NIKAT.	establishment and operational reports.	documentation review.	quality DICs established by Year 4.	and assessment.
Output 7.5: Drop-in centers are established according to the standard required by MoH such as access to drinking water, washing possibility, security, defined opening hours, electricity, at least 5 beds, anonymous HIV medication distribution, with regular verification of the standard.	<ul style="list-style-type: none"> Percentage of established drop-in centers meeting MoH standards. 	Facility assessments and inspections.	Site visits and compliance checklists.	100% of drop-in centers under Nikat management meet MoH standards by Year 4.	Quarterly site assessments.
Output 7.6 Nikat will facilitate economic opportunities for sex workers through access to skill education and scholarship opportunities – 10 sponsored opportunities yearly	<ul style="list-style-type: none"> Number of sex workers finishing skill education annually 	Confirmed inscriptions and certificates	Verified certificates and school confirmation	10 sponsored skill educations every year, finalized by sex workers	Quarterly assessments.
Goal 8: FSW and their small children have access to basic child care.	<ul style="list-style-type: none"> Number of FSWs and their small children accessing services . 	Registration and attendance records from children’s safe spaces.	Quantitative count of registrations and attendance on a monthly basis.	At least 100 FSWs and their small children accessing safe services by the end of Year 4.	Annual reporting.
Outcome 8: Nikat enables access to safe basic childcare at at least 50% of locations by Year 4.	<ul style="list-style-type: none"> Percentage of children sex workers say in safe childcare measured from baseline. 	Survey of sex workers, reports on safe spaces	Survey Review of spaces established with efforts made by NIKAT.	50% of hotspots offer safe spaces created with Nikat’s effort	Bi-annual evaluation (twice a year).
Output 8.1: Spaces for children at DIC is actively advocated and budgeted for on projects.	<ul style="list-style-type: none"> Number of advocacy activities conducted and budget allocations made. 	Advocacy reports and budget documents.	Review of advocacy initiatives (count of events, meetings, awareness campaigns) and review financial documents for allocated budgets.	Conduct at least 3 advocacy activities per year; budget for child space in at least 75% of relevant project proposals.	Annual review.

Result Level	Indicator	Data Source	Measurement Method	Target	Frequency
Output 8.2: A feasibility plan for safe spaces and spaces for basic childcare is established by End of Year 1	<ul style="list-style-type: none"> Existence of an operational plan for nurseries. 	Operational plan document.	Document review to assess the completion of the operational plan.	Operational plan completed and approved by the end of Year 1.	One-time assessment at the end of Year 1.
Output 8.3 At least two safe spaces for children of sex workers are established by the End of Year 2, and then one every year, with 4 by end of Year 4	<ul style="list-style-type: none"> Number of childcare places established each year. 	Establishment reports and safe space registration documents.	Count of spaces operational and number of children registered.	2 safe spaces by End of Year 2; 4 safe spaces by End of Year 4.	Annual reporting.
Output 8.4: Local groups are in contact with local childcare providers school authorities to help to find children of sex workers a childcare space or a place in obligatory school system.	<ul style="list-style-type: none"> Number of children referred to local schools from nurseries. 	Referral records and partnership agreements with local school authorities and private providers	Count the number of successful placements of children in schools through referrals and in pre-school childcare	80% of children in school age of sex workers go to school.	Annual reporting.

11. Annex-Budget

The budget for the Strategic Plan exists as an Excel annex to this document

Acronyms

Acronym	Meaning
AGYW	Adolescent Girls and Young Women
DHS	Demographic and Health Survey
DIC	Drop-in Centre, A facility that provides healthcare, social, and harm reduction services to key populations, such as people who use drugs or sex workers.
FSW	Female Sex Workers
IBBS	Integrated Biological and Behavioral Surveillance
NSP	National Strategic Plan
PWID	People Who Inject Drugs
SBCC	Social and Behavior Change Communication
SNS	Social Network Strategy, an approach used to reach hidden or at-risk populations through their existing social connections.
STIs	Sexually Transmitted Infections