Toolkit for effective hosting relationships
About this toolkit

This toolkit has been developed by Aidsfonds with consultant and researcher Sian Maseko, as part of the Hands Off! and Bridging the Gaps programmes. The Hands Off! programme (2015-2019) aimed to contribute to the reduction of violence against sex workers and HIV infection in five countries. Bridging the Gaps (2015-2020) aims to prevent new HIV infections among sex workers in 11 countries. The toolkit is based on the findings from the Sex workers know best! An operational study on the effects of hosting constructions on sex worker-led programmes. This study was conducted by Aidsfonds in 2018. An executive summary of the study is attached to this toolkit in Handout 1.

Published:
December 2019

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In partnership with and funded by:

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1 Botswana, Mozambique, Namibia, South Africa and Zimbabwe
2 Indonesia, Kenya, Kyrgyzstan, Mozambique, Myanmar, Uganda, Ukraine, Tanzania, Viet Nam, South Africa and Zimbabwe
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1. Introduction

1.1 What is hosting?

Almost everywhere in the world, sex work is criminalised and surrounded by stigma and discrimination. Sex workers are confronted with widespread violations of their human rights on a daily basis. This marginalises them and makes them more vulnerable to HIV and other STIs, as well as different forms of exploitation. Evidence shows that it is essential to empower sex workers and provide sex worker-friendly services to improve their lives and health (World Health Organization 2013). Against this backdrop sex workers are organising: to claim their rights, to stop violence, to get access to quality healthcare and to define and lead their own organisations and movements. Their struggles to organise for their rights need recognition and support in the form of community-led programming. Many sex worker-led organisations are unable to register and therefore unable to access resources. As a result many sex worker-led organisations and networks worldwide are hosted by (international) non-governmental organisations (NGOs) or civil society organisations (CSOs). These relationships can be valuable but also challenging and demand proper management with sex workers themselves in the driving seat.

Based on partner’s needs, Aidsfonds commissioned a study in 2018 to explore the effectiveness of different types of hosting arrangements: Sex workers know best! An operational study on the effects of hosting constructions on sex worker-led programmes. The study identified four types of hosting: full, partial, fiscal and partnership hosting.

The partnership model is when sex worker-led organisations have become independent and work together with other stakeholders. This report explores the advantages and disadvantages of each hosting arrangement, as experienced by sex worker-led and host organisations.

1. Full hosting: The host provides a physical office space, is a fiscal conduit and implements programmes together with the sex worker-led organisation. In settings where sex work is criminalised, being fully hosted is sometimes the only way for sex worker-led organisations to secure funds. However, study findings showed that it is not the most effective model to empower the sex worker community nor to strengthen the sex worker-led organisation.

2. Partial hosting: The sex worker-led organisation has its own office space and implements programmes jointly with the host. The host channels funding to them. If sex worker-led organisations are unable to register, partial hosting enables organisations to access donor funding. The risk with partial hosting relationships is that the roles and responsibilities of the host and the sex worker-led organisations are not always clear and documented.

3. Fiscal hosting: The host provides the fiscal conduit for sex worker-led organisations. The sex worker-led organisations have their own office space and implement their own programmes. The sole purpose of the relationship is fiscal sponsorship. However, this type of hosting does not necessarily strengthen the organisational capacity of an organisation nor does it provide technical support in designing effective HIV programmes for sex workers. Sex worker-led organisations need to acquire funding that allows them to buy technical support, either from their fiscal host or from other experts.

4. Partnership: A partnership consists of a sex worker-led organisation that runs autonomously but strategically works together with a variety of stakeholders. Sometimes this also includes working with former host organisations. In this scenario, sex worker-led organisations...
are autonomous and have relative control over their own resources, programming and organisational development. This model does not provide sex worker-led organisations with the protection of larger organisations. The sex worker-led organisations implement their own work - often in challenging environments where sex work is criminalised or where sex workers face criminal sanctions. The organisation is therefore fully responsible for taking measures to ensure the safety and security of staff and the wider sex worker community.

1.2 The purpose of the toolkit

An important finding from the research was that key to successful hosting arrangements was the chance for sex worker-led organisations to choose their own host. This toolkit aims to support sex worker-led and host organisations to build, reflect and adapt their relationship to be more effective in supporting the implementation of community-led HIV programmes.

1.3 Objectives of the toolkit

This toolkit is based on the findings of research conducted in 2018. The toolkit complements well known guidance, such as the Sex Worker Implementation Tool (SWIT), to implement effective HIV programmes for sex workers. The objectives of this toolkit are:
- To enable host organisations to improve the hosting relationship and support learning and development of sex worker-led organisations;
- To enable hosted sex worker-led organisations to plan and assess their journey to autonomy;
- To enable autonomous sex worker-led organisations to assess and evaluate their progress.

1.4 Who should use this toolkit?

- Coordinators or directors of sex worker-led organisations;
- Sex worker community and advisory groups;
- Host organisations hosting or planning to host sex worker-led organisations;
- Donors of sex worker-led organisations.

Full hosting
Definition: The host provides a physical office space, is a fiscal conduit and programmes are implemented jointly

Partial hosting
Definition: The sex worker-led organisation is in its own space, but implements programmes jointly with the host, and the host is a fiscal conduit

Fiscal hosting
Definition: The host is only the fiscal conduit for the sex worker-led organisation; the sex worker led organisation has its own space and implements programmes independently of the host

Partnership
Definition: The sex worker-led organisation is autonomous and collaborates with other stakeholders, sometimes its prior host

Note for sex worker-led organisations

Use this toolkit when you have already set up your organisation. If you still need support to set up your organisation please use the Sex Worker Implementation Tool (SWIT): https://www.nswp.org/resource/the-smart-sex-worker-s-guide-swit
2. How to use the toolkit

This toolkit will support you to start, review or adapt your hosting relationship in order to implement effective HIV programmes for and by sex workers.

The toolkit is organised into four phases. In each phase, there are tools with various exercises to complete. Each exercise starts with who it is for, methods, what preparation and materials are needed and expected outcomes.

The toolkit is colour-coded to show which tools are for which users:

- Sections for sex worker led organisations are PINK
- Sections for sex worker-led organisations and host organisations are BLUE
- Sections that can involve a donor are RED

Do you need a facilitator?

For some exercises we recommend using an external facilitator to guide open and transparent discussions. For phase 3 no external facilitator is required.

IMPORTANT: After exploring the exercises, discuss if you want to use an external facilitator and communicate this to your donor.
PHASE 0: Introducing the toolkit and creating a safe space

This phase supports participants to understand what the trainings brings and to create a positive atmosphere for learning.

Exercise 1: Creating a safe space
Exercise 2: Introduction the toolkit
Exercise 3: Why do you need a host?
Exercise 4: Validate the appropriate scenario
Exercise 5: What are you looking for in a host?

PHASE 1: Choosing your host

This phase supports sex worker-led organisations to find the right host!

Exercise 6: The first date with sex worker-led organisation
Exercise 7: Meet and greet your potential host
Exercise 8: Do we share the same values?

PHASE 2: Dating your host

This phase supports sex worker-led organisations and hosts check if this will work for them!

Exercise 9: Setting boundaries (ToR)
Exercise 10: Go or No-Go moment
Exercise 11: Having a conversation on working together

PHASE 3: Committing to your host

Now it is time to commit to the relationship - this phase will help you develop ToRs and check-in on progress.

Exercise 12: Working and planning together
Exercise 13: Learning and reflection
Exercise 14: Journey towards autonomy

PHASE 4: Hosting

This phase is for reflection on how things are going and for learning from each other.

Exercise 15: It is ok to break up! Different options
Exercise 16: Are you ready?

PHASE 5: Break-up

It’s ok to break-up - this phase explores what it means to be independent!

Exercise 17: It is ok to break up! Different options
Exercise 18: Are you ready?

Both sex worker-led and host organisation

Only sex worker-led organisation

You can involve your donor(s)
Phase 0:

Introducing the toolkit and creating a safe space

It is very important to have a positive start to your training. We recommend you take your time introducing the toolkit and making sure everyone is at the same starting point and knows what is expected. It is essential to create a comfortable atmosphere where everyone feels respected, valued and safe.

Who is it for?
Sex worker-led and host organisations.

After these exercises participants should
- Understand what the training (toolkit) offers.
- Feel the training matches with their expectations.
- Enjoy a safe place to learn and work together.

Methods
- Drawing exercise;
- Presentation;
- Guided group discussion.

Notes for facilitator
We assume participants already know each other. If not, plan a warm-up exercise to give participants the chance to get to know each other. For example, ask them to work in pairs (with someone they don’t know well) and ask them to interview each other in three minutes on questions like: What's your name, background, hobbies, BIG dislikes and likes?

Purpose
These exercises should be used at the start of a training to create a positive atmosphere and help participants understand what the toolkit offers.
Exercise 1: Creating a safe space

Instructions:
1. Give each participant a piece of paper and pencils or markers in different colours.
2. Invite participants to draw what makes them feel safe.
3. Ask each participant to stick their drawing on the wall to create a gallery.
4. Ask everyone to go and look at the drawings.
5. Discuss the drawings together. Don’t ask individuals to share unless they want to explain their drawing.
6. Take notes from the discussion on flipchart paper (for example, noting down what makes people feel safe like: confidentiality, knowing the agenda, having money etc.).
7. As the facilitator you can respond to some of the key issues raised, for example, confidentiality; can it be guaranteed during the training?
8. Draft a ‘workshop commitment’ (on flipchart paper). You could agree: “we commit to listen to each other and not share information about our discussions outside this forum.”

Notes for facilitator

Reassure participants that this is not a test of drawing skills, but an opportunity to think freely and honestly about what makes us feel safe.

You can help participants by asking some probing questions, for example: What does it feel like? When do you feel most safe? What are some of the things that you need to feel safe?

There are some basic ground rules that should be covered:
- In case of sharing personal or sensitive experiences never disclose who said what, outside of the training room
- Listen to each other and give each other time to speak
- Respect differences in opinions: “We agree to disagree”
- Be on time
- Put cell phone on silent mode
- Keep to the schedule
Exercise 2: Introducing the toolkit

Instructions:
1. Prepare an agenda in advance of this training based on your selection of exercises, and include the expected time line, sessions and objectives.
2. During the training, begin by explaining what hosting is (see Introduction, Section 1).
3. Present the main findings of the study on hosting relationships using handout 1: Summary of the research.
4. Go through the toolkit objectives and the training agenda.
5. Check if participants have questions, comments or different expectations.

Notes for facilitator

You can add an exercise on finding out participants’ expectations by giving them post-its and asking them to write down what they expect to learn. Collect the post-its and cluster together similar points on a flip chart. Compare the answers with the training agenda and objectives. Point out which expectations are part of the training and which will not be covered.
Phase 1:
Why do we need a host?

These exercises are to ensure that sex worker-led organisations can identify their OWN needs and set their OWN agenda. Use these exercises to explore your collective or organisation and be honest about your specific needs. This will help you to set boundaries for your relationship with your host in a way that works for both organisations.

**Who is it for?**
Sex worker-led organisations.

**After these exercises participants should**
- Understand their organisational capacity needs.
- Understand what type of hosting relationship will best suit their needs.
- Be able to decide what type of host organisation staff members and the wider sex worker community want.

**Methods**
- Guided group discussion and self-assessment with staff members;
- Focus group discussions with community members.

**Notes for facilitator**
For exercise 3 and 4 to be successful invite a mix of participants (programme, finance, outreach and management staff).

**Purpose**
These exercises aim to support sex worker-led organisations to decide which hosting relationship would be most effective and appropriate for the organisation.
Exercise 3: Hosting scan

Instructions:
1. Introduce this session.
2. Start by asking each participant to complete the hosting scan to their best of knowledge.
3. Go through each question together, have a discussion (review if participants answers are the same or differ) and decide the appropriate answer.
4. Calculate the total score.
5. Review if the outcome fits your organisational situation (see table below).

<table>
<thead>
<tr>
<th>Full hosting</th>
<th>Partial hosting</th>
<th>Fiscal hosting</th>
<th>Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scored between 0 and 8</td>
<td>Scored between 8 and 16</td>
<td>Scored between 16 and 20</td>
<td>Scored between 20 and 24</td>
</tr>
<tr>
<td>The host provides a physical office space, is a fiscal conduit and programmes are implemented jointly</td>
<td>The sex worker-led organisation is in its own space, but implements programmes jointly with the host, and the host is a fiscal conduit</td>
<td>The host is only the fiscal conduit for the sex worker-led organisation; the sex worker-led organisation has its own space and implements programmes</td>
<td>The sex worker-led organisation is autonomous and collaborates with other stakeholders, sometimes its former host</td>
</tr>
</tbody>
</table>

Notes for facilitator

For this exercise to be successful invite a mix of participants (programme, finance, outreach and management staff). Explain to participants that these scores are only a guide; the results are not set in stone. They are intended to spark discussions on what hosting type is most appropriate for your organisation based on the needs you identified during the self-assessment. You need to decide which hosting type will work best for your situation.
Exercise 4: Validate the scoring with scenarios

Instructions:
1. Introduce this session.
2. Ask participants to sit in pairs and give each pair one scenario to review (use handout 3).
3. Ask participants to assign the appropriate hosting type to each scenario.
4. Go through each scenario with all participants and ask the pairs to present what hosting type they propose and why.
5. Check with the group if they agree or if they would recommend a different hosting type.
6. Now go back to the results of the hosting scan (exercise 3) and review if participants still find the type of hosting appropriate for their situation.
Exercise 5: What are we looking for in a host?

Instructions:
1. Start this session by summarising the discussion resulting from the hosting scan exercise (see exercise 3). Lead a guided discussion based on the outcome of the tool. Ask the following questions:
   - What type of hosting arrangement is recommended for your organisation?
   - What concerns do you have about this type of hosting relationship?
   - How positive do you feel about this type of hosting relationship?
2. Document the highlights on a flipchart.
3. Continue to ask the group to identify the key characteristics they would look for in a host. Use information from exercise 3 to inform this discussion. Examples could be: supportive, open, honest, transparent etc.
4. Now ask the group to rank these characteristics based on what is most important.
5. Ask participants which organisations they know that represent these values. Ask participants to identify at least two organisations.
6. Inform the participants that in the next session these potential hosts will be invited for a meeting. The next session includes an exercise to agree what questions will be asked to the potential host(s).

Notes for facilitator

Remember that the host does not have to meet all your needs. This is why you rank them to decide together what is the most important to your organisation.

When mapping potential hosts, remind participants to think outside the box and include – if appropriate – NGOs or CSOs not directly linked to sex work programmes themselves, for example LGBT-led or legal aid organisations. Doing so, you could avoid competition between host- and sex worker-led organisations.
Phase 2:

Dating your host

These exercises are about giving the relationship a try before you commit. This is an opportunity for you to explore how you can work together to resolve any potential challenges or issues. Refer back to your conversations about values to remind yourselves about why you have started this relationship. Give yourselves time...

Who is it for?
Sex worker-led and host organisations.

After these exercises participants should
- Be prepared for the interviews (both sex worker-led and host organisation.
- Have interviewed potential hosts.
- Be able to select a host organisation.

Methods
- Guided group discussion
- Speed dating

Notes for facilitator
This session needs to be organised in advance. In exercise 5 the sex worker-led organisation identified potential hosts. Now you need to ask the coordinator of the sex worker-led organisation to approach the potential hosts and invite them for a meeting. You will need to do a preparatory session with the sex worker-led organisation and then facilitate a session bringing them together with the potential host organisation(s).

These tools are participatory exercises to find a suitable host and then establish the best working relationship. They can also be used by organisations in existing hosting relationships that might need some time out to reflect and refresh their relationship.

Purpose
These exercises aim to support sex worker-led organisations to find an appropriate host, and to make agreements between the sex worker-led and host- organisation.
Exercise 6: The first date...will there be a second?

Notes for facilitator

The preparatory session should only be with sex workers (exercise 6). The room will need to be organised with two chairs at the front and the rest in a circle around these. This is an adaptation of the ‘fishbowl’ model. Ensure that this discussion is led by sex workers. When host organisations are invited ask them to prepare:
- A list of five questions that you would like to ask the sex worker-led organisation.
- Notes about what the sex worker-led organisation needs to know about you as a potential host. What can you offer? For example, leadership training or access to key strategic groups that might be of value to the sex worker-led organisation.

Instructions:
1. Show the group the ranking exercise from exercise 5. Check if everyone still agrees with the decision about the ranking of values.
2. Lead a discussion around: What questions would you like to ask the potential host?
3. Review if participants have questions related to:
   • Values of the organisation
   • Shared vision
   • Strengths of the organisation in terms of finances and governance
   • Experience of working with the sex worker community
   • Programming experience
   • Useful links or networks that your organisation might want to access (e.g. working with the police, government or lawyers)
4. Develop a list of no more than five questions to ask each potential host
5. Invite the host organisations to join the sex worker-led organisation for a discussion.
Exercise 7: Meet and greet your potential host

Notes for facilitator

Each participant will have handout 4 where they can take notes and rank how the interviewee responds to each question. Handout 4 should include the questions that were agreed in the preparatory session. The responses to the questions must be documented.

If a hosting relationship is required by your donor, the donor of the sex worker-led organisation can be invited for this session. In this case, it is important to allow some time beforehand for the donor to hear the questions that the sex worker-led organisation plans to ask.

Note at start of the session: This is like speed dating – you will have a short amount of time to impress the other participants! Once the bell rings you need to move on!

Instructions:
1. Welcome all participants; explain the purpose of the session and how it will work.
2. All participants take a number (each number appears three times).
3. Participants walk around the room to find the other participants with the same number. Ask these participants to form a group.
4. Each group is given 10 minutes to talk about their organisation:
   - Describe your organisation in five words
   - What excites you about your organisation?
5. After 10 minutes the facilitator rings a bell. Now participants will be given a different piece of paper with a type of fruit and they must find the other fruits (handout 5).
6. The new group does the same exercise answering these two questions:
   - What is unique about your organisation?
   - How would you describe your organisation to a donor?
7. The bell rings again and everyone comes together.
8. The facilitator sets up a circle and invites the participants to share their observations.
9. The facilitator notes the responses on a flipchart.
10. The facilitator thanks the potential hosts and explains the next stage of the process: the sex worker-led organisation will discuss their observations. Within a week the potential hosts will receive a phone call if they are selected as host.
After the potential hosts have left the room:
11. Once the potential hosts have left, the facilitator collects the handouts and compare how the hosts are ranked. In the meantime, participants can take a break of 15 minutes.
12. The facilitator presents the main results to the sex worker-led organisation.
13. Facilitate a discussion to reach consensus about which host organisation will be selected.
14. Once consensus is reached, ask the coordinators of the sex worker-led organisations to call all potential hosts with the results. Invite the selected host for the next session (see exercise 8).
This phase is about shared values - an opportunity to make sure everyone agrees on what you want to achieve and how you can effectively work together to achieve your goals. Values are critical to building a strong foundation for a relationship. If you document the conversations you have about key values then you can refer back to those notes to resolve conflict and strengthen the relationship.

**Who is it for?**
Sex worker-led and host organisations.

**After these exercises participants have**
- Identified key values
- Made agreements on how to work together
- Documented these agreements in a Terms of Reference
- Signed the Terms of Reference
- Informed all staff members and the sex worker community about the new hosting relationship
- Committed to work together

**Methods**
- Guided group discussion
- Role play

**Notes for facilitator**
This is an important conversation between the host and sex worker-led organisation that will define the working relationship. The initial conversation about values will lay the foundation for the scenarios. It might not be relevant to use all the scenarios. If necessary ask the participants to write their own scenarios based on their experience.

**Purpose**
These exercises aim to support sex worker-led and the host organisations to identify key values to guide the relationship, make joint agreements and document these in a Terms of Reference (ToR). After six months, there will be a review to see whether the relationship is going well or needs improvement. The research found it was very important for sex worker-led and host organisations to have shared values for the hosting relationship.
Exercise 8: Do we share the same values?

Instructions:
1. Divide participants in two groups: 1) the sex worker-led and 2) the host organisation.
2. Ask each group to discuss the following and write down their answers on post-its:
   - What are your values as an organisation?
   - What matters to you as an organisation?
3. Bring the two groups back together to share their ideas. Stick the ideas on a flipchart.
4. Share handout 6 with the group and ask them to rank the values 1-10 according to importance – from 1 (most important) to 10 (least important).
5. Share the feedback and compare if both groups feel the same. If not, have a discussion to see if you can reach middle ground.
6. Add these values to the previous flipchart. Now cluster the post-its from step 2 with these values.
7. Now divide the group in three (a mix of host- and sex worker-led staff).
8. Give each group a copy of handout 7: Scenarios to review principles.
9. Give each group one scenario and ask them to develop a short role play. They will need to decide who is involved in the issue and how they would deal with it. Note: If people are not comfortable performing a role play then ask them to present.
10. To conclude consider the following questions:
    - What did you learn in doing the role plays?
    - Were there alternative ways of solving the problem?
    - What values were important in these role plays?
11. Finally discuss: do we need to review the values after doing the role plays and testing the principles in action?

“Sex workers should not just be hosted by anyone. They should be hosted by organisations who understand their mandate and respect what they do”.

Notes for facilitator

If values between the sex worker-led and host organisation do not match, have a discussion about why these values are not shared. Ask each organisation to explain their concerns or barriers to adopting these values. For example, the host organisation might be concerned about full transparency when it comes to budget – ask them to explain their concerns (which might include confidentiality). Then ask the sex worker-led organisation to respond, for example, by agreeing to include a commitment to confidentiality and a consequence if this is violated.
Exercise 9: Setting boundaries

Notes for facilitator

Organise a joint session between the host and sex worker-led organisation to discuss roles and responsibilities, timeframe, communication, conflict management, exit strategy, involvement of sex worker community (e.g. advisory committees). Together they should develop a list of action priorities for the next three months to ensure the hosting works.

Exercise 9.1: Putting our house in order

Instructions:
1. Get into small groups (mix of sex worker-led and host organisation).
2. In the groups, make use of handout 8: Sample Terms of Reference (ToR), to discuss what requirements need to be included at each step.
3. Bring the group back together to discuss and agree on all requirements. Now draft your ToR.
4. Give out a copy of handout 9: Minimum Requirements for a ToR, and check if everything has been covered. Add missing agreements to your ToR.
5. Check if everyone understands all aspects of the ToR.
6. After finalising the draft ToR, ask some volunteers to prepare a short presentation to explain what has been agreed between both organisations.
7. If all agree, ask the coordinator and director of the sex worker-led and host organisations to sign the ToR. This may not be immediately possible during this exercise. Most probably the ToR needs to be formalised and reviewed by different departments and possibly the donor.

Notes for facilitator

Remind participants that they might want to share the ToR with a donor or external person before signing.
Exercise 9.2: Organise a community meeting to present the Terms of Reference

**Notes for facilitator**

It is vital to consult with the sex worker community on the work done so far. Organise a meeting with community members so they understand the relationship between the host and the sex worker-led organisation and what agreements have been made.

Inform the sex worker community how they can complain or express concerns about either the sex worker-led or host organisation. Consider setting up an anonymous email accessible only by key trustworthy staff (maybe use someone neutral).

**Instructions:**

1. Invite the members of the sex worker-led organisation for a meeting to present the new host and inform members on what agreements have been made. If possible, link this to an existing community event.
2. Introduce the host organisation and explain the main purpose of this relationship.
3. Present the main agreements of the ToR (as prepared in exercise 9.1).
4. Give sex workers the opportunity to comment or ask questions about the host organisation, the agreements made or the future of the relationship.
**Exercise 10: Go or No-Go moment**

**Notes for facilitator**

After six months, the facilitator will organise a review. Separate meetings with sex worker-led and host organisations will be organised. If resources allow, meetings will also be organised with the sex worker community to monitor their involvement. Of course, you can involve your donor(s) as well.

The purpose of these meetings is for everyone to speak honestly and openly about the relationship so far. The instructions below can be used to guide the discussion.

**Instructions:**

1. Organise two separate meetings: 1) sex worker-led organisation and 2) host organisation.
2. Explain the purpose of this exercise.
3. Ask the participants to sit in a circle.
4. Have a guided group discussion and ask someone to take notes:
   a. How would you describe the working relationship so far?
   b. How have you benefitted from this relationship?
   c. Have there been any challenges?
   d. If yes, how have you resolved them?
   e. How would you rank the following (rank 1 to 5 with 1 being ‘poor’ and 5 being ‘excellent’):
      - Communication between the two organisations
      - Learning between the two organisations
      - Transparency between the two organisations
      - Accountability between the two organisations
   f. Are these statements true or false (for sex worker-led organisation)?
      - I know who to ask if I have a question about budgets
      - I know who to talk to if I have a complaint
      - I can freely talk to all staff members
      - The Director of the host organisation is approachable and easy to talk to
      - I feel comfortable organising meetings in the office
      - I am happy with the space I have in the office
      - I feel I can work independently
      - I do not feel controlled by the host organisation
   g. Are these statements true or false (for host organisation)?
      - I know who to ask about budgets
      - The sex worker-led organisation is clear about their needs
      - I am happy about how they use the office space
      - They give plenty of notice if they are hosting meetings
      - They work independently
      - We do not expect them to attend staff meetings
      - We treat them like members of staff
      - They are free to use the office resources
5. At the end of these meetings the two organisations must vote – ‘GO’ or ‘NO GO’. If they vote ‘no go’ see notes below.
6. If they vote ‘go’, organise a meeting between host- and sex worker-led organisation to share the findings of the discussions and identify areas for improvement.

Notes for facilitator

If the vote is ‘no’ then you will need to organise an ‘exit interview’ session for the two organisations to explore why the relationship did not work.
Phase 4: Hosting

These exercises are an opportunity for reflection and learning. Use these exercises to be honest and open about how things are working. Each organisation should be prepared to listen openly to feedback from the other organisation.

Who is it for?
Sex worker-led and host organisations.

After these exercises participants should
- Have identified aspects of the relationship that are going well and aspects that could be improved
- Have agreed on solutions to improve the hosting relationship

Methods
Guided group discussion (if needed: an anonymous survey to collect input from staff members)

Notes for facilitator
- Don’t forget to refer back to the ToRs developed in Phase 2 to ‘check-in’ about how things are going (see exercise 9).
- Remember to document the discussions and learnings.
- If discussions are challenging or difficult – use the ToRs to guide the relationship. Remind each other of the commitment made in the ToRs.
- Ask for help from a donor or a trusted ally if the relationship has become very difficult or if you just need advice.
- Keep the sex worker community involved throughout the hosting relationship.

Purpose
These exercises aim to explore how the relationship is working and how it can be improved. Some of the exercises are quick ‘check-in’ exercises. This section provides tips and ideas of issues to consider throughout the hosting relationship.
Exercise 11: 
Having a conversation on working together

Notes for facilitator

This exercise is to help the host and sex worker-led organisation learn and reflect. It can be facilitated by the host and sex worker-led organisation. The same format can be used to discuss any important issue. Consider the following:

1. Who needs to be in the meeting – it is important to agree between the host and sex worker-led organisation AND the sex worker community who needs to be in the learning and reflection meeting.

2. Before each meeting prepare your thoughts and reflections. Is there a particular issue that you would like to discuss, for example, the process of requesting money or the cancellation of any activity? It is better if you are sharing issues as a group rather than as individuals.

3. Agree who is going to facilitate the discussion and how.

4. Decide how you are going to document the meeting and who is going to be responsible for that.

REMEMBER: Hosting involves two organisations. A hosting relationship should be mutually beneficial and based on a relationship of trust and respect.

Time
60-120 minutes

You will need
Flipchart, marker, post-its (or prepared survey)
**Instructions:**
1. Explain the session to the group.
2. Present the ‘Tips for building trust’ below.

   **Tips for building trust:**
   - Clarify the hosting relationship, roles and responsibilities. Present the agreements that are made and documented in the ToR (see exercise 9). To build trust, everyone in the host and sex worker-led organisation needs to understand their roles and responsibilities.
   - The directors and coordinators of both organisations must show leadership in the process of hosting. They need to provide positive role models.
   - Communicate in a clear and non-violent way; don’t make things personal.
   - Make sure it is clear how individuals can make complaints or raise concerns. This system should be anonymous and everyone should be aware of how it works. For example, provide an email address that people can write to anonymously that is viewed by a neutral person (an ally, for example) where people can raise concerns.
3. Ask the group if they agree, and if they have additions or suggestions.
4. Now discuss and agree on the following:
   - What issue(s) would the group like to discuss?
   - What do you want to take from the discussion, for example: review agreements or identify solutions to existing problems?

**Notes for facilitator**

Individuals may be reluctant to discuss some issues in a group setting. If so, they can write issues anonymously on post-its and give these to the facilitator to present as clustered key issues to the group. You could also share a short survey beforehand to gauge aspects that are going well in the hosting relationship and what needs improvement. Survey questions can include:
1. Do you feel respected and valued by the host/sex worker-led organisation? Give an example to support your answer.
2. What is going well in working together with the host/sex worker-led organisation? Give an example.
3. What could be improved in working together with the host/sex worker-led organisation? Give an example.

Note that as a facilitator you must be neutral and only present issues raised in a generic way rather than personalising them.
5. Once the key topics are identified, start defining the issues and work towards the ‘take away’. See an example in the diagram below:

**Define the issue:**
It has been difficult for the sex worker-led organisation to get budget (cash) for activities and some activities have been cancelled or postponed.

**Explore the situation:**
- When does money need to be requested (e.g. a month in advance)?
- How does it need to be requested?
- Is there a template?
- Who makes the decision of approval of budgets?

**Define solution:**
We need to establish a procedure in which it becomes clear how money can be requested (e.g. template), who is in charge of the budget (e.g. finance officers) and who processes such requests (e.g. director/coordinator) to make sure that activities can take place.

**Review** if this agreement was made in the Terms of Reference (exercise 9) and if not document this new agreement and add it to the ToR.

6. Once you agreed on a solution, discuss how you will monitor and evaluate whether it is working, for example plan a review meeting or share a survey in three months.
Exercise 12: Planning and working together

Notes for facilitator

This exercise is for host- and sex worker-led organisations that are both implementing partners in a programme/partnership. It will support organisations to identify their unique roles and responsibilities when they are planning activities. It will also provide insight where they overlap and must work together. Working together can take different forms:

1. **Joint implementation** (both organisations engage in one activity)
2. **Complementary roles** (there is overlap in type of work, but the roles and responsibilities are complementary, for example one focuses on advocacy, the other on service delivery)
3. **No overlap in implementation** (there is overlap in the type of work, but the work is divided between locations or populations, for example one organisation focuses on Nairobi and the other on Mombasa).

Instructions:

1. Invite programme and financial staff for a planning meeting.
2. Explain the purpose of the session.
3. Repeat the goal(s) of the programme or partnership that both organisations are partners in. This is your starting point and common understanding. If available, go over the programme’s Theory of Change.
4. Draw two overlapping circles:

   ![Overlapping circles diagram](image-url)

   **Sex worker-led org**  
   **Host org**

5. Divide participants in two groups: 1) sex worker-led and 2) host organisation.
6. Both groups identify the activities they are planning to implement this year (or midyear) and stick their activities on post-its in their circles. It is useful to know your annual budget for this specific programme. Involve finance officers to guide you during planning meetings.

Time
240 minutes

You will need
Flipcharts, marker,  
(if available: printed version of Theory of Change)
7. Now review if there is overlap between activities. If there is, discuss how you work together and move it to the middle of the circle (the shared space). Use the facilitator’s note for tips.

8. If not, discuss if you want some joint activities and stick them on the shared space (in between the circles – see diagram). Now have a discussion on how you will work together. Use the facilitator’s note for tips.

9. List the joint activities on a separate piece of flipchart paper. Next to each activity complete the following table. Use the Activity Plan Template (see handout 10) or a work plan template from your donor:

<table>
<thead>
<tr>
<th>Activity description</th>
<th>Preliminary budget</th>
<th>Involved organisations (host, sex worker-led and other organisations):</th>
<th>How will it be monitored?</th>
<th>Who is responsible?</th>
</tr>
</thead>
<tbody>
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</table>

10. Agree when you will next meet to prepare and monitor the implementation of activities. Keep these meetings separate from general staff meetings.
Exercise 13: Learning and reflection together

Notes for facilitator

It is important that individuals in both organisations have the opportunity to talk about how they learn and how to create learning opportunities. This session is divided into two parts:
- Learning from what worked
- Learning what did not work

Consider the following:
- Use a neutral facilitator to enable objective reflection and lesson learning.
- Ask your donor(s) for resources; and include such sessions in your work plan and budget.
- Agree who needs to be involved in the meeting.
- Agree how often you will have these meetings. Some organisations have (bi-)annual reflection meetings, others every month.
- Prepare for the meeting. Ask participants to make a list of:
  • Three key lessons
  • What has made them proud
  • Something that did not work
  • What they would do differently next time
- Agree on how you document these lessons, for example a small report, audio recording or short video (as long as participants feel safe).

Instructions:
1. Explain the purpose of this session.
2. Kick off with a small brainstorm on what principles you need to be able to learn. See principles below.
3. Ask participants to write on post-its 1 or 2 ways to make learning effective.
4. Cluster them together and go through them. Does everyone agree with these?
5. Make sure that the following points are included:
   Principles for learning and reflection
   • Everyone should feel safe and able to participate.
   • Use creative and accessible communication - a formal, written report might not work, but a video might!
   • This is mutual learning = learning from the host - learning from the sex worker-led organisation - learning from the sex worker community.
   • Share the findings. Sex workers said, “We don’t hear what happened with the information” so make sure you share the learning, reflection and the ACTIONS!
   • Make it a regular process - not a one-off!
   • There must be ACTIONS after the learning and reflection has finished!
6. Now ask each participant to write down their lesson learnt on a post-it and briefly present it.

7. The facilitator should cluster the points into themes, for example, (1) communication – how do we communicate with each other? (2) money – how do we deal with money? (3) accountability – how are we accountable to each other? How can we keep the trust between us?

8. Now repeat the process, but with something that did not work so well and ask participants to say what they would do differently next time. This can be related to the joint programme or to working together.

9. Again, ask participants to write on a post-it what they are most proud of in their relationship/programme. What has inspired you in this hosting relationship? What would we like to share with other organisations?

10. Go through them together and cluster where possible.

11. Celebrate the achievements in some way that you agree as a group, for example a “selfie” with all the things you are proud of.

12. Summarise the discussion and document it in a way that you can easily share it with both organisations and the sex worker community. Also incorporate it in your reporting to donors.
Exercise 14: Journey towards autonomy

Notes for facilitator

This session is for the sex worker-led organisation to prepare for their journey towards autonomy. Consider who to invite including sex worker community representatives, board members, advisory group members, allies, strategic partners and donors. You might consider asking a board member or the coordinator to facilitate this session. The key question is: Are you on track for your journey towards autonomy?

Note: Not all organisations want to become autonomous. Some prefer to stay hosted and focus on their core business. Decide what you want and why.

You can use the Sex Worker Implementation Tool (SWIT) for further support: https://www.nswp.org/sites/nswp.org/files/SWIT_en_UNDP%20logo.pdf

Instructions:

1. Start the discussion with the ‘six practical steps’ below. Decide which steps you have taken and which you are yet to take. The steps do not have to be followed in order.
2. Discuss what barriers might arise at each step to hinder you. Have a discussion on what you could do to overcome these barriers.
3. Discuss whether you think you are ready to be independent from the host organisation.
4. Take a vote – are we ready to become independent? Or ask the board to advise you on this decision.
5. Discuss the outcome of the vote. It is VERY important that the decision to become independent is taken collectively so everyone’s opinion matters. However, you might need some advice and support from allies to make the move towards independence.
Six practical steps for organisations moving towards autonomy

1. Develop an asset list – what do you need for your new office? Is there a budget to rent an office space and buy equipment and furniture?
2. Register your organisation – ask your current host and donor for support.
3. Recruit staff – what staff will you need? What are donor requirements? What are your requirements? Do you have salaries in place?
4. Build partnerships – which organisations will be your allies and friends? Do you need an advisory group? Have you got the right skills and expertise on your board?
5. Build trust with the wider sex worker community – are sex workers involved?
6. Apply for funding or have a conversation to receive funding for a specific activity from an existing donor.
This is a moment for celebration! To celebrate the relationship you have had with your host organisation, your journey to autonomy and entering a new chapter as an independent organisation. This is also a critical learning opportunity. Even if you decide you are not ready to break-up, use these exercises as an opportunity to reflect deeply on the relationship, but also to celebrate!

**Phase 5: Break-up**

**Who is it for?**
Sex worker-led organisations.

**After these exercises participants will have**
- Made a decision on changing the hosting relationship
- Reviewed if all necessary steps have taken to become independent

**Methods**
- Self-assessment
- Guided group discussion
- Brainstorm

**Purpose**
These exercises aim to help the sex worker-led organisation decide if it is ready to either change the hosting relationship, change the host or take steps towards independence.
Exercise 15:
It is ok to break up!
There are options

Instructions:
1. Introduce this session.
2. Start by asking participants to complete the hosting scan in exercise 3 to their best of knowledge of the current situation.
3. Go through each question together, have a discussion (are participants answers the same or different?) and decide the appropriate answer.
4. Calculate the total score.
5. Review if the outcome fits your organisational situation (see table below) or whether it suggests a new form of hosting or dependence (partnership).

<table>
<thead>
<tr>
<th>Full hosting</th>
<th>Partial hosting</th>
<th>Fiscal hosting</th>
<th>Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scored between 0 and 8</td>
<td>Scored between 8 and 16</td>
<td>Scored between 16 and 20</td>
<td>Scored 20-24</td>
</tr>
<tr>
<td>The host provides a physical office space, is a fiscal conduit and programmes are implemented jointly</td>
<td>The sex worker-led organisation is in its own space, but implements programmes jointly with the host, and the host is a fiscal conduit</td>
<td>The host is only the fiscal conduit for the sex worker-led organisation; the sex worker-led organisation has its own space and implements programmes</td>
<td>The sex worker-led organisation is autonomous and collaborates with other stakeholders, sometimes its former host</td>
</tr>
</tbody>
</table>

Time
90 minutes

You will need
Handouts 2

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Handout 2
Notes for facilitator

Invite a mix of participants (programme, finance, outreach and management staff). Explain to participants that these scores are a guiding tool. The results are not set in stone. They are intended to spark discussions on what hosting type is most appropriate for your organisation based on the needs you identified during the self-assessment. You decide what hosting type works best for your situation.

There are four possible outcomes:

1. **No changes in the hosting relationship**: The situation is the same as the last time you completed the hosting scan and both organisations are content with the current agreements (see exercise 3).

2. **Change the hosting relationship**: If the type of hosting relationship is not working then consider changing it. For example, the sex worker-led organisation has the resources and wish to rent their own office space or start implementing their own programmes. In this scenario the relationship changes from partial to fiscal hosting.

3. **Change of host organisation**: Sometimes relationships do not work even after reflection and trying new agreements. In some cases, sex worker-led organisations still need a host. You could start over the process and select a new host.

4. **Becoming independent**: Maybe the time has come to take the big step towards independence. Make sure you get support and have you followed the steps at the end of exercise 14.

**REMEMBER**: Involve your donor(s) in these conversations, particularly if you might need more resources to move to new offices or find a new host. Make sure everything is documented so you can share lessons learnt with the donor and explain your decision.
Exercise 16: Are you ready to leave?

Notes for facilitator

It is important to acknowledge that different members of the sex worker-led organisation might have different perspectives on independence and change. These should be noted during this session. It may be helpful for the donor to be involved in this session.

Make this an ongoing conversation:
Preparing to become autonomous is a big step. One session is probably not sufficient to prepare yourselves. Have regular meetings with the leadership of the host and sex worker-led organisation to prepare for autonomy. If the session is to be repeated make sure you have requested the appropriate ‘homework’ for the next session. For example, if capacity building is needed in financial systems then make sure that individuals have received this training by the next session.

Instructions:
1. Introduce this session.
2. Start the exercise by asking the group to describe a situation when something ended, for example, a relationship, a job, a course, a business. How did it make you feel? How did you deal with those feelings?
3. After sharing personal examples, ask the group to share what a change in the relationship could mean for their organisation – list advantages and disadvantages on flipchart.
4. Continue the discussion by identifying the biggest obstacles when looking at the disadvantages and write these on a flipchart.
5. Review if there are issues that could hinder you from becoming independent, for example not being able to register or not having secured funding. If there are, ask the big question: are we ready for is step, and do we think it is worth the risk?
6. If there are no show stoppers, ask participants to identify mitigation strategies to address each of the obstacles. Make an action plan based on what you need to do now before exiting the hosting relationship. Use the outcome of the new hosting scan you made in exercise 15.
7. Have a discussion on how you benefit from your host, for example entry points in their network to building alliances with other organisations and donors. Discuss what you could offer each other after the hosting relationship has changed.
Sex workers know best!

An operational study on the effects of hosting relationships on sex worker-led programmes
About this publication

This study report presents the findings of an operational research (qualitative and quantitative) into the advantages and disadvantages of hosting relationships for sex worker-led organisations. The research was implemented by Aidsfonds in 2018.

Published
2018

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In partnership with and funded by:

Ministry of Foreign Affairs of the Netherlands

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Introduction

Almost everywhere in the world, sex work is criminalised and surrounded by stigma and discrimination. Sex workers are confronted with widespread violations of their human rights on a daily basis. This places sex workers in a marginalised position and makes them more vulnerable to HIV and other STIs, as well as different forms of exploitation. Evidence shows that empowerment of sex workers and sex worker-friendly services are essential in order to improve their lives and health (World Health Organization (WHO) 2013). Against this contextual backdrop, sex workers are organising to claim their rights, to stop violence, to get access to quality healthcare and to define and lead their own organisations and movements. Their struggles to organise for their rights need recognition and support in the form of community-led programming. A large part of the sex worker-led organisations and networks worldwide are hosted by (international) non-governmental organisations (NGOs) or civil society organisations, for a variety of reasons. These relationships can be challenging and demand research into the advantages and disadvantages of such hosting constructions. In 2018, Aidsfonds implemented an operational study into hosting relationships in ten countries.
1 The research

The key question of this study is the degree of effectiveness of hosting relationships for sex worker-led organisations to become strong and independent entities that are able to claim their rights to end violence and HIV among sex workers. Through a mixed-method study, twenty-eight directors or coordinators of host and sex worker-led organisations were interviewed. In addition, 44 sex workers took part in the survey, and 72 sex workers took part in nine focus group discussions. The study was conducted in Botswana, Kenya, Mozambique, Namibia, Myanmar, South Africa, Uganda, Ukraine, Vietnam, and Zimbabwe.

1.1 Reasons for hosting

The study explored hosting relationships in different contexts. In all these contexts, sex work or activities associated with sex work were either criminalised or sex workers faced civil or criminal sanctions for engaging in sex work. One of the main reasons for being in a hosting relationship is the limited possibility for registration of sex worker organisations, because of bureaucratic procedures or external threats. Registration is considered critical in order to be able to access national and international donor funds, to be recognised by the government as an official entity, and to be able to open a bank account and receive funds. Weak financial management or governance was the second most mentioned reason for operating in a hosting relationship. In other situations, the hosting relationship was the result of a sex worker organisation being born out of an NGO-led programme involving sex workers.
2. Types of hosting relationships

After analysis of the data set, three types of hosting were identified: full, partial and fiscal hosting. A fourth type is the partnership model in which sex worker-led organisations have become independent and work together with other stakeholders in partnership. In Aidsfonds programmes, a fifth type was identified, 'a service provider that meaningfully involves sex worker communities', but this type is not included in the study as it does not involve a clear hosting relationship. In addition, the study identified a sixth type, 'nesting', during the inception phase when sex worker leadership is provided through a service provider or a national or international NGO and, after some time, a sex worker-led organisation would emerge. However, this situation was not very common, and it can be best described as a pre-stage of hosting during the inception phase. For these reasons it was not explicitly included in this study, although the results discuss how sex worker led-organisations emerged. In figure 1, the term 'space' is used to indicate that the sex worker-led organisation is being physically hosted at the host organisation's office or premises.
Figure 1: Four types of hosting relationships

**Full hosting**
The host provides a physical office space, is a fiscal conduit and programmes are implemented jointly.

**Partial**
The sex worker-led organisation is in its own space, but implements programmes jointly with the host, and the host is a fiscal conduit.

**Fiscal**
The host is only the fiscal conduit for the sex worker-led organisation. The sex worker-led organisation has its own space and implements programmes independently of the host.

**Partnership**
The sex worker-led organisation is autonomous and collaborates with other stakeholders, sometimes its prior host.

Types of non-hosting relationships:

**Nesting**
Different situations where sex worker groups might be nested or emerge in an organisation.

**A service provider meaningfully involves sex worker communities**
3. Advantages and disadvantages of hosting relationships

This study report explores the advantages and disadvantages of each hosting relationship, as experienced by sex workers and the directors and coordinators of host organisations.

1. Full hosting
In this scenario, the host provides a physical office space, is a fiscal conduit and programmes are implemented jointly.

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
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<tbody>
<tr>
<td>In settings where sex work is criminalised, being fully hosted might be the only way for sex worker-led organisations to secure funds.</td>
<td>This type of hosting is not the most effective to empower the sex worker community or to support organisational strengthening of the sex worker-led organisation.</td>
</tr>
<tr>
<td>In full hosting situations where sex worker-led organisations received their own office space, sex workers were able to meet safely in a secure location.</td>
<td>If a sex worker-led organisation is offered a space within the host organisation, it does not necessarily mean it is a safe space. In some cases, it limited the sex worker-led organisation’s potential to run their own activities and implement their work.</td>
</tr>
<tr>
<td>Full hosting can create opportunities for sex worker-led organisations to strengthen their capacity by shadowing and mentoring staff from the host organisation.</td>
<td>In some cases, it was difficult for sex worker-led organisations to work independently from the host organisation, because everything was done in collaboration.</td>
</tr>
<tr>
<td>Full hosting can open up advocacy spaces and opportunities for sex worker-led organisations that were inaccessible before.</td>
<td>There could be competition between the host organisation and the sex worker-led organisation, especially if both organisations run sex worker programmes. This can be a serious barrier to successful hosting.</td>
</tr>
<tr>
<td>Especially in full hosting situations, there are a number of governance challenges, including poor communication, lack of clarity of roles and responsibilities, no clear exit strategy and organisational strengthening strategy.</td>
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In settings where sex work is criminalised, being fully hosted might be the only way for sex worker-led organisations to secure funds.
### 2. Partial hosting

In this scenario, the host provides a physical office space, is a fiscal conduit and programmes are implemented jointly.

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
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</thead>
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<tr>
<td>If sex worker-led organisations are unable to register, partial hosting ensures the organisation’s access to donor funding.</td>
<td>In the partial hosting relationships, the host feels less involved and responsible over the safety of the sex workers.</td>
</tr>
<tr>
<td>Partial hosting that does not involve joint planning and implementation are often short-term relationships and not permanent constructions. Partial hosting has a more clear goal of the sex worker-led organisation becoming independent.</td>
<td>Sharing a space provides the sex worker-led organisation with opportunities to meet other organisations and donors. Since sex worker-led organisations in partial hosting have their own space, they sometimes miss out on these opportunities.</td>
</tr>
<tr>
<td>In all partial hosting relationships, fiscal support and capacity strengthening on financial management is provided. This remains essential for sex worker-led organisations to mobilise and manage resources.</td>
<td>In partial hosting relationships, the roles and responsibilities of the host organisations and the sex worker-led organisations are not always clear and documented.</td>
</tr>
<tr>
<td>Sex workers felt that having their own space was a critical step towards autonomy and independence.</td>
<td>The sex worker-led organisation needs to have staff with skills and capacity in place to implement and report on programmes.</td>
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3. Fiscal hosting
In this scenario, the host provides the fiscal conduit for sex worker-led organisations. The sex worker-led organisations have their own space and implement their own programmes.

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<tr>
<th>Advantages</th>
<th>Disadvantages</th>
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<tbody>
<tr>
<td>Fiscal hosting can provide sex worker-led organisations that are unable to register or have severe security issues due to criminalisation of sex work access to donor funds.</td>
<td>This type of hosting does not necessarily support organisational capacity strengthening or technical support in designing effective HIV programmes for sex workers. Sex worker-led organisations need to acquire funding that allows them to buy technical support, either from their fiscal host or other technical partners.</td>
</tr>
<tr>
<td>Sex workers are acknowledged and treated as the experts on sex worker programmes by third parties, such as fiscal hosts, donor organisations and strategic stakeholders (e.g. the government). There is no competition between the host and sex worker-led organisations to acquire funds or to gain access to the sex worker community.</td>
<td>Sex worker-led organisations often need to contribute to the administrative costs of the host organisation from their budget. The administrative costs differ per organisation, but range somewhere between 5 and 20 per cent of the total budget.</td>
</tr>
<tr>
<td>The relationship between the fiscal host and sex worker-led organisation is clear. The sole purpose of the relationship is fiscal sponsorship.</td>
<td>This type of hosting does not offer support on the safety and security to the sex worker-led organisation. There is no ‘safety net’ in place when there are raids, mobs or backlashes from the police, community members or other perpetrators.</td>
</tr>
<tr>
<td>The fiscal host provides support through its financial systems and governance. This is identified by sex workers as a key area in which sex worker-led organisations need support.</td>
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<tr>
<td>Sex worker-led organisations can often copy the policies and procedures of their fiscal host to strengthen their own financial systems and governance.</td>
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4. Partnership

A partnership consists of a sex worker-led organisation that runs autonomously but strategically works together with other stakeholders, sometimes also including former host organisations.

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
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<tbody>
<tr>
<td>Sex worker-led organisations are autonomous and ‘have control’ over their own resources, programming and organisational development.</td>
<td>Sex worker-led organisation do not have the protection of larger organisations as they implement their own work in challenging environments where sex work is criminalised or sex workers face criminal sanctions. The organisation is responsible to take measures for the safety and security of staff and the involved sex worker community.</td>
</tr>
<tr>
<td>Sex worker-led organisations are in direct contact with donors rather than through the fiscal host and can mobilise resources independently. To put it differently, there is no competition and power play between host and sex worker-led organisation.</td>
<td>Power dynamics still exist between the sex worker-led organisation and the sex worker community, but there might not be a host organisation to ‘mediate’ or to support a problem-solving process.</td>
</tr>
<tr>
<td>Sex worker-led organisations can identify their own allies and networks of organisations with which they want to work.</td>
<td>Donors might be hesitant to directly finance sex worker-led organisations without a host.</td>
</tr>
<tr>
<td>Hosts are more likely to be risk-averse than sex worker-led organisations. Being independent means sex worker-led organisations can identify their own advocacy priorities, for example decriminalisation of sex work. This is not always the case in hosting relationships, where there is sometimes a mismatch between the strategic goals of both organisations.</td>
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4. Recommendations

For effective hosting relationships in which sex worker-led organisations can become strong and independent entities that are able to claim their rights to end violence and HIV among sex workers, all stakeholders have to consider their part in the process. The qualitative research resulted in a set of recommendations per stakeholder.

Recommendations for host organisations and sex worker-led organisations:

- The sex worker community should be meaningfully involved in creating and managing the hosting relationship, for example by setting parameters of what is needed from the host organisation in terms of capacity building and what strategic goals and activities will be worked on together.
- When a sex worker-led organisation starts looking for a host organisation, it is wise to have conversations with a number of potential host organisations. These can be organisations outside the specific field of sex work. Organisations that promote rights for the LGBT community or human rights may be a good fit for a host relationship.
- During the inception phase of a host relationship, both organisations need to have a conversation to see whether their organisational values correspond, for example to see whether they have the same understanding about meaningful involvement of the sex worker community.
- During the inception phase, host and sex worker-led organisations should clearly define the purpose of the hosting relationship. For example, being able to access donor funds, becoming an independent organisation, or implementing joint activities with the host organisation.
- Based on the purpose, terms of reference should be developed that will guide both organisations during the hosting practices. This document should include agreements on roles and responsibilities, on how organisations will work together, how decisions are made, who has ownership over funds and resources, how to contact donor organisations, how to manage conflicts, how the relationship will be monitored and when and how the relationship will be ended.
- Spaces can be created for learning and reflection where both host and sex worker-led organisations can reflect on the current hosting practices. Based on the identified opportunities and challenges, improvements should be planned.
- If the hosting relationship has independence as its purpose, a capacity strengthening plan needs to be developed that includes activities that are needed to succeed, for example technical support for registration.
- Donors may be asked for financial and technical support to create effective hosting relationships. If possible, integrate the activities and support needed in programme budgets and plans.
- It is advisable to develop a plan to mitigate external risks and threats, for example a safety and security plan.
Recommendations for host organisations:

- If hosting goes beyond fiscal support, host organisations should provide technical capacity strengthening to sex worker-led organisations to become (more) autonomous. This could include capacity strengthening on governance, finance management and fundraising, for example. However, what capacities are needed and who should provide the technical support should be directed by the sex worker-led organisations.
- It is essential to share knowledge with the wider community. For example, the organisational skills and capabilities of the collective as a whole can be developed. This may involve enhancing business and management skills among group members, strengthening leadership and management or developing resource mobilisation activities. This could be done by the host organisation, but the sex worker-led organisation could also be trained with the purpose of training sex workers themselves.
- Space and resources need to be provided for staff of sex worker-led organisations to ensure that they are in control of the planning, implementation and monitoring of the organisation and its activities.
- Sex worker-led organisations can be involved in contacts with donor organisations.

Recommendations for sex worker-led organisations:

- The terms of the hosting relationship must be clear for the host organisation, the hosted and the wider community. An exit strategy should be included in the terms of reference between both organisations.
- Awareness of the hosting relationship and practices can be raised among the sex worker community, including its purpose and the different roles and responsibilities of the host and the sex worker-led organisation.
- The sex worker community can be involved in creating and managing the hosting relationship, for example through community consultations, advisory groups and membership meetings.
- Leadership must be defined including a broad range of staff and other community members in organisational decision-making and ensuring the sharing of information across the organisation.
- It is important to make sure that leadership is nominated through a democratic and transparent process.
Donor organisations can be involved in creating and managing hosting relationships. They can have regular meetings with both host and sex worker-led organisations to monitor the hosting relationship. They should be aware of power dynamics and address potential challenges, for example by organising focus group discussions with the sex worker community.

The hosting relationship needs to have a clear purpose and clear agreements on roles and responsibilities. If funds need to be installed in a short-time period and there is no time to meaningfully set up a hosting construction, it might be most effective to create a fiscal hosting relationship.

Donor organisations can give funding and flexibility to the host and sex worker-led organisations to meaningfully create and manage hosting relationships.

Opportunities may be provided to include capacity building related to hosting practices in work plans and budgets.

Donors should encourage cooperation and learning between sex worker-led organisations and networks nationally and internationally. Examples that were given include the Sex Worker Academy Africa and technical support received from the regional sex worker-led networks.

Recommendations for donor organisations:
5. Conclusion

This study shows that whilst hosting relationships offer benefits of capacity strengthening, fiscal sponsorship and ‘safety’ in particularly risky environments, the evidence is mixed about whether hosting relationships enable sex worker-led organisations to become autonomous organisations. There is no one-size-fits-all approach for hosting relationships, but there are key factors that affect the effectiveness of the relationship. The key factors include meaningful involvement of sex workers, donor requirements, clarity of purpose, and autonomy over decision-making. In conclusion, meaningfully set-up hosting relationships can be an effective mechanism to support community-led initiatives, but they need to be meaningfully created, managed and exited by sex workers and for sex workers. The study results underline the need to fund sex worker-led programmes and to give back the power to the communities to lead the development and implementation of programmes that directly affect them.
# Handout 2: Hosting scan

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes (1)</th>
<th>No (0)</th>
<th>Score</th>
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</thead>
<tbody>
<tr>
<td>1. Do you have a bank account? If no, you will need full hosting</td>
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<td>2. Are you registered? If no, you will need full hosting</td>
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<td>3. Do you have a functioning Board? If no, the partnership option is not possible</td>
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<td>4. Are you able to operate securely as an organisation?</td>
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<td>5. Do you have access to or own equipment (such as computers)?</td>
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<td>6. Do you have a constitution?</td>
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<td>7. Do you have a finance policy?</td>
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<td>8. Do you have a human resources policy?</td>
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<td>9. Do you have staff?</td>
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<tr>
<td>a. Paid staff</td>
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<td>b. Volunteers</td>
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<td>c. Interns</td>
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<td>d. Peer educators</td>
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<td>e. Consultants</td>
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<td>10. Do you have a trained finance officer?</td>
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<td>11. Do you have an office space?</td>
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<td>12. Do you have staff trained in computer skills?</td>
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<td>13. Do you currently apply for funding?</td>
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<tr>
<td>14. Do you currently have funding?</td>
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<td>15. Do you have safety and security measures in place?</td>
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<td>16. Do you implement activities, projects or programmes?</td>
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<td>17. Have you or your staff ever had training on HIV, violence, SRHR, human rights?</td>
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<tr>
<td>18. Have you or your staff ever had training on leadership?</td>
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<td>19. Do you have access to lawyers?</td>
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<td>20. Do you report regularly to an organisation or donor?</td>
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<tr>
<td>21. Are you in contact with a donor or do you have access to donors?</td>
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<tr>
<td>22. Do you represent sex workers on (inter-)national platforms, such CCMs and CEDAW?</td>
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<tr>
<td>23. Do you have access to or work with the government?</td>
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<td>24. Do you work with other organisations, for example women’s, LGBT or PUD organisations?</td>
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</table>

**Total**
Handout 3:

Scenarios exercise

What types of hosting would you recommend for each of the organisations below? Please explain why you selected a specific type of hosting.

**Scenario 1:**
An organisation is registered as a community-based organisation and received a small grant of $10,000. They want to use this grant to pay two new staff members (a Director and a Programme Officer) and implement activities with sex workers on violence and unlawful arrests by the police. The organisation is very new and does not yet have networks or alliances with other organisations.

**Scenario 2:**
A sex worker-led organisation has been in a full hosting relationship for a number of years. They have not been able to register, but they mobilise and manage their own funds, have a full team of staff including a finance officer, implement their own projects and monitor and evaluate the projects.

**Scenario 3:**
A sex worker-led organisation is registered, but they have been unable to raise sufficient funds to get an office space. They have peer educators, outreach workers, but no permanent programme or finance staff. However, they have been operating for more than five years.
Handout 4:

Interview questions and notes

Round 1
a. Describe your organisation in five words

b. What excites you about your organisation?

Round 2
a. What is unique about your organisation?

b. How would you describe your organisation to a donor?

Observations
Handout 5: 
**Fruit**

<table>
<thead>
<tr>
<th>Apple</th>
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<tbody>
<tr>
<td>Banana</td>
<td>Banana</td>
<td>Banana</td>
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<tr>
<td>Watermelon</td>
<td>Watermelon</td>
<td>Watermelon</td>
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<tr>
<td>Strawberry</td>
<td>Strawberry</td>
<td>Strawberry</td>
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</tbody>
</table>
Handout 6: Values

Rank your values from 1 -10

1. ____________________________________________

2. ____________________________________________

3. ____________________________________________

4. ____________________________________________

5. ____________________________________________

6. ____________________________________________

7. ____________________________________________

8. ____________________________________________

9. ____________________________________________

10. ____________________________________________
Handout 7:

**Scenarios to review principles**

**Scenario 1:**
A member of the sex worker collective and a programme officer in the host organisation have started a relationship. Members of the sex worker collective have found out and are worried because the programme officer gives that person many favours including opportunities to attend workshops and travel.

**Scenario 2:**
Sex workers from the collective complain to the host organisation that they are not invited to attend workshops because the coordinator of the sex worker organisation doesn’t like them and excludes them.

**Scenario 3:**
Members of the sex worker community have heard rumours that the coordinator of the sex worker-led organisation and the Director of the host organisation are stealing funds from the project.

**Scenario 4:**
The host organisation does not involve the sex worker-led organization in developing proposals, but the sex worker-led organisation has to implement the projects when the host organisation receives the funds.
Handout 8:
Sample Terms of Reference

Name of organisation
Memorandum of Understanding for the XXX.

Date of agreement: XXX.

Signatories to this agreement: XXX.

Period of agreement: XXX.

Terms of agreement: XXX.

This agreement is between the above parties and details the following:
1.1 Current membership
1.2 Vision and mission of XXX
1.3 Roles and responsibilities of members and coordinator
1.4 Code of conduct for members and coordinator
1.5 Processes and procedures for complaints

1.1 Current Membership

The current members are XXXX.

It is agreed that the membership will not be increased for the duration of this agreement (from XXX) i.e. a twelve month period. After XXX new members will be invited to join. New members will submit an application, which will be considered by the members and the coordinator.

1.2 Vision and Mission

VISION:
To be a strong sex worker movement that stands for their rights and justice.

MISSION:
To create an enabling environment for sex workers in XXX to access services and realise their human rights.

GOALS:
1. To advocate for the rights of sex workers;
2. To build the capacity of formal and informal groups of sex workers in XXX to have a common voice and stand for their rights;
3. To improve SRHR services and reduce HIV infection amongst sex workers in XXX.
VALUES:
1. Transparency;
2. Respect and tolerance;
3. Accountability;
4. Team working and unity;
5. Trust;
6. Fairness;
7. Equality and equity.

1.3 Roles and responsibilities

Coordinator:
- To recruit Board members and advisory committee members in consultation with XXX;
- To implement the activities of the network;
- To follow the workplan and budget agreed with the members and donors;
- To provide monthly financial reports and reconciliations to XXX Accountant;
- To provide an activity and financial report on a two monthly basis to members;
- To provide an activity and financial report on a quarterly basis to Board members;
- To provide an activity report to the advisory committee every two months;
- To provide activity reports to donors;
- To represent the network in local and regional platforms;
- To ensure the financial accountability of the network;
- Translating reports for donors;
- There will be a performance appraisal for the coordinator every six months conducted by one member and one Board member.

Name of organisation:
- To act as the financial host for the network and XXX;
- To ensure the financial accountability of the network and XXX;
- To implement the name of organisation workplan;
- To work in close collaboration with below organisation to deliver activities;
- To provide activity and financial reports to donors;
- To conduct an audit for the project at the completion of the project.

Name of organisation:
- To implement the name of organisation workplan;
- To provide monthly financial reports and reconciliations to XX Accountant;
- To work in close collaboration with above organisation to deliver activities;
- To provide activity reports to donors.

1.4 Code of conduct

The Name of Network commits to uphold the following:
1. Promoting sex worker leadership: Members and the coordinator will create opportunities for other sex workers;
2. Upholding the rights of sex workers: Sex workers will be provided with transport allowance for participation in workshops, peer educators or sex workers supporting sex workers living with HIV will be given a monthly allowance. Sex workers will not be exploited.
3. Sex workers’ voices: The network will engage on a two-monthly basis with the advisory committee to ensure that the network responds to the needs of sex workers.
4. Conflict of interest: Members and the coordinator will declare any conflict of interest between themselves, advisory committee members, board members or donors.
5. Financial accountability: No member or the coordinator can deviate from the agreed workplan and budget without consultation with all members, the Board and the donor.
1.5 Processes and procedures

Complaints from sex workers:
Sex workers can complain to a member or the coordinator. The complaint will need to be considered by the members.
1. Members to investigate complaints speak to the sex workers and not just those that have complained. Discuss the complaints with the coordinator. Ensure everything is documented to present to the other members and board.
2. Advise the coordinator not to conduct workshops and ask another members to do it whilst the issue is being resolved. After investigation the member would send the complaint to the board for a resolution.

Complaints from Members
1. Prepare a complaint with supporting evidence;
2. Member should submit to the coordinator. The Coordinator may resolve the complaint, in event she fails or incapable, the coordinator will submit the complaint to a two monthly meeting of members.
3. Two-monthly meeting can resolve complaint, but if it fails – the complaint will be submitted further to Board.
4. Board will consult advisory committee to resolve issues.

Concerns from Board
1. A board member can raise the concern with the coordinator;
2. If the complaint concerns the coordinator or the coordinator is unable to resolve the issue, the Board member will take the concerns to members, in writing and ensure that other Board members are aware of the issue.
3. The members might then be invited to attend the quarterly meeting, if necessary, to resolve the issue.

Business of the network:
1. The network will meet every two months;
2. The coordinator will take minutes at all the meetings and these will be circulated to all members within two weeks of the meeting;
3. At the two-monthly meetings it is expected that the coordinator will provide a detailed report of activities - this report should be provided in writing two weeks prior to the meeting;
4. Decisions will be made by the coordinator and the executive directors of the members;
5. A majority is needed for a decision to be passed;
6. The coordinator will communicate regularly with members via email;
7. The Executive Director of XXX and the coordinator of the network will meet on a monthly basis with the accountant at XXX.

Agreement signed by:

(XXX)

(XXX)

(Coordinator of network)

Date:
Handout 9: Minimum requirements for a Terms of Reference

Role of host
Agree on the host organisation’s role based on what the sex worker-led organisation needs:

<table>
<thead>
<tr>
<th>Roles</th>
<th>Agreements should include:</th>
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<tbody>
<tr>
<td>Full hosting</td>
<td>- The costs for fiscal hosting (often ranges between 5 and 15 per cent of the total budget).</td>
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<tr>
<td></td>
<td>- Using office space, equipment (e.g. laptops) and internet.</td>
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<td></td>
<td>- Budget divisions between the host- and sex worker-led organisations based on planned activities.</td>
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<td></td>
<td>- Fees for capacity building done by the host to the sex-worker led organisation.</td>
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<td></td>
<td>- A work plan that includes activities and capacity building.</td>
</tr>
<tr>
<td>Partial hosting</td>
<td>- The costs for fiscal hosting (often ranges between 5 and 15 per cent of the total budget).</td>
</tr>
<tr>
<td></td>
<td>- Budget divisions between the host- and sex worker-led organisations based on planned activities.</td>
</tr>
<tr>
<td></td>
<td>- Fees for capacity building done by the host to the sex-worker led organisation.</td>
</tr>
<tr>
<td></td>
<td>- A work plan that includes activities and capacity building.</td>
</tr>
<tr>
<td>Fiscal hosting</td>
<td>- Costs for fiscal hosting (often ranges between 5 and 15 per cent of the total budget).</td>
</tr>
<tr>
<td>Partnership</td>
<td>- Budgets for joint activities (if appropriate)</td>
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<td></td>
<td>- How partner’s work will be complementary or aligned.</td>
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</table>
Timeline

- Agree on a timeline (period of partnership/hosting agreement), for example include:
  • A period to test out the hosting relationship (for example a year).
  • A date when the relationship is evaluated and monitored.
  • When and how partners will exit the hosting relationship, for example once registered, once there is financial sustainability and so on.

Budgeting and finance management

- Assign a finance officer/manager that is responsible for the budgeting and financial management of a grant. Preferably this finance officer will coach/mentor a staff member of the sex worker-led organisation. Agree on how budgets and reports are prepared and approved, for example:
  • Joint meetings where the coordinator or director approves final reports,
  • Separate budgets and reports that will be integrated by the finance officer and approved by both the host and sex worker-led organisation.
  • The host develops the budget and finance report based on the needs and plans of the sex worker-led organisation. The final budgets/reports are approved by both the host and sex worker-led organisation.

- Assign staff members in both the host- and sex worker-led organisation (often managers, directors, coordinators or a board) that have the mandate to approve budgets and financial reports.
- Make agreements on how funding/money can be accessed, for example:
  • Based on a proposal / work plans (upfront)
  • Based on receipts (refunds)
  • Something else.

Programme management

- Assign programme staff that are responsible for the planning and reporting of a grant. Preferably the host's programme staff will coach/mentor a staff member of the sex worker-led organisation (if needed). Agree on how work plans and narrative reports are made and approved, for example:
  • Work plans and narrative reports are based on the needs/findings of sex worker communities, for example through a needs-assessment or advisory group.
  • Joint meetings where the coordinator or director approves final work plans and reports.
  • Separate work plans and reports that will be integrated by the finance officer and approved by both the host and sex worker-led organisation.
  • The host develops the work plan and narrative report based on needs, plans and results of the sex worker-led organisation. The final work plans/reports are approved by both the host and the sex worker-led organisation.
- Make agreements on organisational strategies and policies, for example:
  • Sex worker-led organisation makes use of the host's policies and strategies
• Sex worker-led organisation adapts polices and strategies
• Sex worker-led organisation develops own policies and strategies.

Conflict management
- Make agreements on what procedures will be implemented when there is a conflict between staff of host- and sex worker-led organisation. It is recommended to ask a ‘neutral’ party for this role, for example a regional network, local UNAIDS office or an independent consultant. If not possible, identify a staff member that has the credibility and mandate to take this role.
- Make agreements how cases of sexual harassment are dealt with; often donors have systems and procedures in place so ask them for advice.

Exit strategy
- Make agreements on how partners will exit the hosting relationship, especially think of office space, equipment, office furniture, shared donors, and joint programmes.

Contact with donors and fundraising
- Identify who will be the contact person(s) for donor agencies for monitoring calls and contractual agreements, such as reporting, planning, M&E and finance. Preferably have one staff member of the host and one staff member of the sex worker-led organisation represented.
- If it is agreed that the host is the contact for donors, make agreements on how feedback is gathered from and shared with the sex worker-led organisation. For example, a preparation meeting before donor contact and feedback session after.
- Make agreements how organisations will fundraise for resources, for example:
  • Host and sex worker-led organisation fundraise together. Collaboration and a plan are needed.
  • Host and sex worker-led organisation fundraise separately. Agreements need to be made when both organisations are in competition with each other (select one or may the best proposal win)

• Host organisation provides capacity building to sex worker-led organisation on fundraising and introduces the sex worker-led organisation to its networks.

Involvement of the sex worker community
- Make agreements how the sex worker community is involved: when, how and by whom. Think of timeframe, translation of documents and communicating back about decisions.
## Handout 10: Activity template

<table>
<thead>
<tr>
<th>Activity description</th>
<th>Preliminary budget</th>
<th>Involved organisations (host, sex worker-led and other organisations):</th>
<th>How will it be monitored?</th>
<th>Who is responsible?</th>
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For more information, visit www.aidsfonds.org or contact us via e-mail at programmasekswerk@soaids.nl