

Terms of reference. (TORs)

CONSULTANCY TO DEVELOP A SEX WORKER-LED POST ABORTION CARE (PAC) ADVOCACY STRATEGY

Organization: Network of Key Population Service Organizations (UNESO)

Location: Uganda, with a focus on Kalangala town and Tororo district, and links to national advocacy.

Level of effort: 20 working days. Starting from contract signing, subject to an agreed schedule.

Reporting to: Director of Programmes, supported by the Advocacy and Communications Manager.

1 Background and rationale

UNESO brings together sex worker-led organizations to strengthen collective voice, coordination and evidence-based advocacy for sex workers' rights and access to services. Under its PAC stigma-reduction project, UNESO is supporting community leadership, advocacy planning, stakeholder engagement and evidence generation in Kalangala and Tororo districts.

The project application identifies stigma, discrimination, misinformation, limited access service, weak referral linkages and other structural and service-delivery barriers affecting access to post-abortion care (PAC) and sexual and reproductive health and rights (SRHR). These barriers require a coordinated advocacy response shaped by sex workers' lived experiences and priorities.

UNESO seeks a consultant to synthesize available evidence, project learnings and community consultations into a practical sex worker-led PAC advocacy strategy. The strategy will guide district action and identify priorities for national engagement. Throughout this assignment, PAC and stigma-free SRHR language will be used consistently.

2 Purpose and objectives

The purpose is to develop, validate and support dissemination of an evidence-informed advocacy strategy that will strengthen sex worker-led advocacy for timely, respectful, confidential and stigma-free PAC services.

- I. Identify and prioritize barriers and advocacy opportunities through a process led by sex worker representatives.
- II. Define achievable advocacy objectives, specific asks, decision makers, allies, messages and engagement approaches.
- III. Produce a costed implementation plan, accountability, monitoring and learning framework that UNESO and its members can use.

3 Scope of work

3 1 Inception and evidence review

Hold an inception meeting with UNESCO and community representatives; agree the strategy period, methodology, consultation coverage, workplan and document outline. Review the project application, available reports, relevant UNESCO strategies, community evidence and available study findings. Verify the dates, sources and limitations of statistics before using them. Review current relevant national policies and guidance, with technical or legal input arranged through UNESCO where necessary.

3 2 Community consultation and analysis

Use participatory discussions and targeted interviews to understand priorities in both districts. Include sex worker leaders, peer educators and member organizations, and consult selected healthcare providers, district health teams, SRHR partners and national advocacy actors. Agree participant numbers and a feasible mix of remote and in-person engagement at inception. Record geographic and stakeholder coverage without exposing participants' identities.

Enable sex workers to identify problems, rank priorities, define advocacy asks and assess proposed solutions. Provide community-only discussion spaces where appropriate and accessible methods for participants with different literacy and language needs. Centre those directly affected by PAC barriers while enabling meaningful participation from the wider sex worker movement. Avoid requiring disclosure of personal reproductive histories.

3 3 Strategy development

Analyze root causes of priority barriers and map stakeholders by their influence, interests and decision-making responsibilities. Develop a clear theory of change connecting community action and advocacy to changes in policy implementation, institutional practice, accountability and service access. Distinguish changes within district actors' authority from those requiring national action.

Prepare the draft strategy and supporting action plan. For each priority, specify the desired change, advocacy ask, target decision maker, community lead, allies, engagement method, timeline, indicative cost and measure of progress. Address community mobilization, stigma reduction, respectful care, confidentiality, referral accountability and resource mobilization as supported by consultation findings.

3 4 Validation and finalization

Present the draft in an accessible virtual validation meeting. Document feedback, differences in priorities and agreed revisions. Provide sex worker representatives an explicit opportunity to confirm that the strategy reflects their priorities. Prepare a feedback response matrix showing how substantive comments were addressed and submit the revised package to UNESCO for approval.

3 5 Dissemination and handover

Prepare a concise presentation and community-friendly summary, facilitate a virtual dissemination session and orient UNESCO and member representatives on using the action plan and monitoring tools. Hand over editable files, approved presentation materials and an anonymized consultation summary.

4 Required strategy content

The final strategy should be concise and usable, with detailed matrices in annexes. It must contain:

- An executive summary, purpose, agreed strategy period, geographic scope and explanation of the sex worker-led development process.
- A referenced situation analysis, priority barriers, evidence limitations, stakeholder and power analysis, and advocacy opportunities.
- A theory of change, goal, measurable objectives and prioritized advocacy asks, with differentiated district and national responsibilities.
- Audience-specific messages, engagement channels and roles for sex worker leaders, UNESO, member organizations and allies.
- A costed action matrix with activities, responsible actors, timelines, assumptions, funding status and a resource mobilization approach.
- A risk and mitigation matrix addressing backlash, confidentiality, exclusion, misinformation, participant safety and implementation constraints.
- A monitoring and learning matrix specifying indicators, baseline status, proposed targets, sources, reporting frequency and responsible persons; plus, arrangements for community feedback, reflection and strategy updates.

5 Deliverables and indicative schedule

Deliverable and acceptance requirements	Timing	Days
Inception report: agreed method, consultation plan, tools, evidence sources, strategy outline and workplan.	Week 1	3
Evidence and consultation synthesis: prioritized barriers and asks, stakeholder map, coverage and evidence gaps.	Weeks 2–3	6
Draft strategy: all components in Section 5, including costed action and monitoring matrices.	Week 4	5
Validation package: presentation, meeting report, community feedback and response matrix.	Week 5	3
Final package: approved strategy, editable matrices, 2–4 page summary, dissemination slides, session report and handover.	Week 6	3

Total consultant effort: 20 working days. UNESO review periods fall within the proposed six-week calendar and are not additional consultant working days. Exact dates will be agreed at inception. Changes to scope or effort require written agreement.

6 Consultant qualifications and experience

- A degree in public health, social sciences, gender studies, human rights, development studies or a related field; a postgraduate qualification is an advantage.
- At least five years of relevant experience in SRHR, community-led advocacy, policy analysis or strategy development, with examples of completed advocacy strategies.
- Demonstrated respectful engagement with sex workers or other marginalized communities, including participatory facilitation and management of sensitive discussions.

- Knowledge of Uganda's SRHR context and ability to verify and accurately interpret relevant policies and guidance with appropriate technical input.
- Strong analytical and English writing skills, and experience developing costed action plans and monitoring frameworks. Ability to facilitate local-language participation directly or through agreed support is an advantage.

Applications from qualified sex worker-led consultants or teams are encouraged. For teams, identify the lead consultant and each member's role within the total 20 working days.

7 Application and selection process

Interested consultants should submit:

- A technical proposal of no more than five pages explaining understanding of the assignment, methodology, community leadership approach, workplan and availability.
- A detailed financial proposal in Uganda shillings showing professional fees, taxes and any separately proposed costs or assumptions.
- A CV for the lead consultant.

8. How to submit.

Submit to: uneso2015@gmail.com

Email subject: Consultancy to develop the sex worker-led PAC advocacy strategy

Application deadline: 31st October 2026.

Expected commencement date: 9th November 2026.