



The Foundation of Asia Pacific Network of Service Workers (APNSW)

มูลนิธิเครือข่ายเอเชียแปซิฟิก เซอร์วิส เวิร์คเกอร์

128/359 Phayathai Plaza, fl.33rd, Phayathai Road, Thung Phayathai, Rachathewi, Bangkok 10400

128/359 อาคารพญาไทพลาซ่า ชั้น 33 ถนนพญาไท แขวงทุ่งพญาไท เขตราชเทวี กรุงเทพฯ 10400

Terms of Reference (ToR)

Consultant: Feminist MEL and Strategic Planning

Project: Strengthening Community-Led Feminist MEL Practices in APNSW and members

Duration: 10 October 2025 – 31 December 2025 (approx. 25–30 working days)

Location: Remote with possible travel to Bangkok (if required by APNSW)

Reports to: Regional Coordinator, APNSW Secretariat

1. Background

The Asia Pacific Network of Sex Workers (APNSW) is a regional sex worker-led network advocating for the rights, health, and empowerment of sex workers across the Asia-Pacific. APNSW integrates research, advocacy, and capacity building, grounded in rights-based and community-driven approaches.

In 2025, APNSW is embarking on two critical, interconnected processes:

1. Developing its **Strategic Plan 2026–2030**, which will define APNSW's priorities, goals, and advocacy direction for the next five years.
2. Strengthening its feminist Monitoring, Evaluation, and Learning (MEL) framework to ensure accountability, participatory reflection, and evidence-based advocacy.

To ensure synergy, APNSW seeks a consultant to lead and integrate both processes, ensuring that the Strategic Plan is grounded in feminist principles and that MEL practices are institutionalized to measure and sustain its impact.

2. Objectives of the Consultancy

The consultant will:

1. Facilitate the development of APNSW's **Strategic Plan (2026–2030)** through participatory processes with staff, Management Committee, Thai Board, and member organizations.
2. Develop a Feminist MEL Framework that aligns with the new Strategic Plan and APNSW's advocacy areas (human rights, SRHR, social protection, empowerment).
3. Strengthen APNSW's internal capacity through training and coaching on feminist MEL tools and participatory approaches.
4. Support cross-movement learning by preparing APNSW to engage with regional feminist MEL networks.



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3. Scope of Work and Phased Timeline

The consultancy will be delivered across five key phases, covering the thematic areas of Strategic Planning, Feminist MEL, and Cross-Learning.

Phase 1: Inception & Desk Review (3–4 days)

- **Strategic Planning:** Review APNSW's past strategic documents, evaluations, donor reports, and advocacy outcomes.
- **Feminist MEL Framework:** Review current MEL practices and gaps within APNSW and its projects.
- Submit a detailed inception report and work plan.

Phase 2: Stakeholder Consultations (8–10 days)

- **Strategic Planning:** Design and facilitate consultations and strategic visioning workshops (virtual/in-person) with staff, Management Committee, Thai Board, and member organizations.

Phase 3: Drafting (8–9 days)

- **Strategic Planning:** Draft the APNSW Strategic Plan 2026–2030, including vision, mission, values, strategic goals, objectives, and measurable outcomes.
- **Feminist MEL Framework:** Develop a feminist, participatory MEL framework aligned with the new Strategic Plan.

Phase 4: Validation & Capacity Building (3–4 days)

- **Feminist MEL Framework:** Deliver one MEL training workshop for staff and focal points.
- **Cross-Learning:** Support APNSW's participation in 2–3 MEL Community of Practice sessions organized by Women's Fund Asia.
- Facilitate a validation workshop to review and refine the draft documents.

Phase 5: Finalization & Documentation (2–3 days)

- **Strategic Planning:** Finalize the APNSW Strategic Plan 2026–2030.
- **Feminist MEL Framework:** Finalize the MEL Framework and produce MEL tools and templates (e.g., outcome mapping, story-based evidence).
- **Cross-Learning & Documentation:** Develop a MEL toolkit and guidance package for APNSW members and submit a final report documenting the entire process and outcomes.

4. Deliverables

1. Inception report and work plan.
2. Draft Strategic Plan 2026–2030 (for review and validation).
3. Final Strategic Plan 2026–2030.



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4. Draft Feminist MEL Framework.
5. Final MEL Framework (integrated with Strategic Plan).
6. MEL Toolkit and templates.
7. Capacity-building workshop report.
8. Final consultancy report.

5. Timeframe & Level of Effort

- **Duration:** October 2025 – December 2025
- **Estimated input:** 25–30 working days

The estimated breakdown of days for each phase is as follows:

Phase	Estimated LoE (Days)
Inception & Desk Review	3–4 days
Stakeholder Consultations	8–10 days
Draft Strategic Framework & MEL Approach	8–9 days
Validation Workshop & Revisions	3–4 days
Finalization (Plan + Implementation Roadmap)	2–3 days

6. Qualifications

- Proven expertise in strategic planning and MEL framework development, preferably with feminist, participatory, or rights-based approaches.
- Experience working with sex worker-led movements, key population networks, or feminist community-based organizations in the Asia-Pacific.
- Strong facilitation skills for diverse, multilingual, and cross-cultural groups.
- Ability to produce high-quality written outputs (strategic plans, toolkits, frameworks).
- Excellent communication and capacity-building skills.

APNSW strongly encourages applications from consultants based in, or with extensive experience in, the Asia-Pacific region.

7. Management & Reporting

- The consultant will report directly to the Regional Coordinator of APNSW.
- Regular check-ins with the APNSW Secretariat and inputs from the Management Committee and Thai Board will be required.

8. Budget & Payment

- **Total Consultancy Fees:** The total fee for this consultancy is US\$ 7,500, covering the full 25–30-day level of effort. This amount is fixed by donor agreement; no adjustments will be made for exchange rate fluctuations.



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- **Withholding Tax:** APNSW will deduct withholding tax as required under Thai law before any payout.

- **Payment Currency:** Payments will be processed in Thai Baht (THB) at the exchange rate on the date funds are received by APNSW.

- **Payment Schedule:**

- 20% upon submission and approval of the Inception Report.
- 40% upon submission and approval of the Draft Strategic Plan and MEL Framework.
- 40% upon submission and approval of all final deliverables, including the Final Strategic Plan and Final Consultancy Report.

9. Application Process

Interested applicants are invited to submit their Letter of Expression (LOE), outlining their relevant experience and proposed approach, along with an updated CV, to: admin@apnsw.net not later than **September 30, 2025, Bangkok time (GMT +7)**.