Terms of Reference

For the development of the regional social enterprise incubator model

SWAN – Sex Workers' Rights Advocacy Network is a regional network operating across Central and Eastern Europe and Central Asia (EECA). SWAN works to advance human rights, health, and safety, and advocates for the decriminalization of sex work through regional coordination, advocacy, capacity-building, and community-led programming.

In 2026, SWAN started implementing the **Sustainable Health, Inclusion, and Futures for Transformation (SHIFT)** programme, a multi-year regional initiative supported by the Elton John AIDS Foundation. The programme aims to address structural and systemic barriers affecting sex workers by strengthening legal empowerment, community resilience, and sustainable economic opportunities for sex worker-led organisations.

One of the components of the SHIFT programme is the establishment of a **regional social enterprise model**, which will provide technical guidance, business planning support, and mentorship to selected community-based organisations. The model will be rooted in **non-exploitative, rights-based, and community-led principles**, with a strong link to reinvestment in HIV-related and community services.

SWAN is seeking an experienced **Social Enterprise Consultant** to support the design and operationalisation of this component from the SHIFT programme. The consultant will work closely with the SWAN coordination team and selected national partners and will be responsible for the **following tasks:**

1. Review relevant background materials, including SWAN programme documentation, regional context, and existing knowledge on social entrepreneurship for community-led organisations in EECA.

2. Design the overall structure and methodology of the regional social enterprise incubator model, tailored to sex worker-led organisations and the specific regional contexts.

3. Develop a document outlining the core principles and values of the incubator model, including non-exploitation, community ownership, reinvestment into HIV-related services, and a rights-based approach.

4. Draft and finalise guidelines for sex worker-led social enterprises, intended for publication and use by community-based organisations.

5. Develop practical tools and frameworks to support the planning, launching, and management of values-based income-generating initiatives by sex worker-led organisations.

6. Develop guidance on risk mitigation, reinvestment mechanisms, and organisational accountability, including legal, financial, and operational considerations relevant to the EECA region.

7. Design capacity-building components of the incubator model, including proposed training modules and coaching or mentorship formats.

8. Conduct a mapping of potential partners, donors, and hubs that support social enterprises and start-ups and could be relevant for sex worker-led organisations in the region.

9. Facilitate or contribute to online consultations with national partners, especially in one pre-selected country where we will start a social enterprise in 2026.

10. Integrate feedback from SWAN's coordination team and national partners into the final incubator model and related documents (listed above) and provide regular coordination and progress updates to the SWAN coordination team throughout the consultancy period.

11. Prepare and submit a final package of deliverables, including all developed documents, tools, and a short summary note with recommendations for implementation.

The consultant is expected to deliver:

- Core principles and values (non-exploitation, reinvestment in HIV services, rights-based approach)

- Guidelines for sex worker-led social enterprises.

- Practical tools and frameworks for planning, launching, and managing values-based income-generating initiatives.

- Considerations for risk mitigation, reinvestment into HIV services, and organizational accountability. Capacity-building components (training modules, coaching formats).

- Monitoring and learning approach

- Mapping of potential new partners, donors and Hubs who support social enterprises and start-ups.

All deliverables should be submitted in English (Russian is an asset but not required).

Deliverables and timeline:

- The consultant will develop the methodology and conduct data collection among members and other sources between the **1st of March and the 30th of April 2026.**

- The Consultant will work on the development of the above-listed documents in consultation with, and in close collaboration with, the Capacity Building Programme officer and the SWAN secretariat between **30th of April and 31st of July 2026.**
- The Consultant will submit a draft of all the above-listed documents related to the social enterprise incubator to the SWAN secretariat and Management Committee in English **by 20th September 2026**.
- The Consultant will submit the final documents in English to the SWAN Secretariat and Management Committee by **20th October 2026**.

Requirements for the position:

Demonstrated professional experience in social enterprise development, social entrepreneurship, or community-led economic models.

Experience designing incubator, accelerator, or capacity-building models for grassroots, civil society, or community-based organisations.

Strong understanding of values-based and rights-based economic approaches, including non-exploitative models and reinvestment into social or health services.

Experience working with marginalised or criminalised communities, and a strong awareness of issues related to stigma, structural inequality, and community safety.

Regional experience in Central and Eastern Europe and Central Asia (CEECA).

Experience facilitating or contributing to consultative and participatory processes, including online consultations with multiple stakeholders.

Excellent analytical and writing skills in English, with the ability to produce high-quality technical documents. Fluency or working knowledge of Russian is an advantage but not a requirement.

Strong organisational and communication skills, including the ability to work remotely and coordinate effectively with a regional team.

Remuneration:

SWAN has a budget of approximately $10,000 for this consultancy position. The consultant must be able to provide a Tax Residency Certificate from their home country.

Application:

Interested applicants should submit their applications and/or any supporting documents to swansecretariat@swannet.org .

Deadline for submitting the application is February 22 th, 2026. Interviews will take place the LAST week of February.