I. Introduction

To be able to deliver an outreach programme that truly benefits a sex worker it is vital to develop an understanding of the sex worker - who they are, what are their needs and their field and the environment that they operate in. Micro planning facilitates this understanding and aids in building an effective outreach programme and structured intervention. Micro planning is a process that decentralizes outreach management and planning, by engaging outreach workers and peer educators and empowering them to make decisions on how to best reach the maximum number of community members or sex workers1. The approach employs a set of tools that allow outreach workers (ORWs) and peer educators (PEs) to collect and use data in their work with sex workers. This data/information is then updated regularly (on a daily, weekly, monthly and quarterly basis), depending on the tool, thereby guiding the activities within the outreach programme.

Micro planning processes have been developed on the premise that each hotspot, and the sex worker that operates in these hotspots, is distinct and unique and therefore has different risks and needs. The outreach team should be able to understand these differentials and accordingly design an appropriate outreach programme prioritising these needs and risks. Hence micro planning involves the identification and/or validation of specific hot spots, within the larger region, where sex workers solicit or do sex work (mainly collected through mapping exercises) to enable the collection of more in-depth information about sex work in these hot spots. At the micro-level, achieving 100% coverage of sex workers within specific hot spots is the goal. Those hotspots which have high proportion of sex workers are prioritised for intervention. To perform micro planning for each hot spot, outreach teams, composed largely of peer educators and outreach workers are needed. Peers have a unique understanding of the local situation. Providing peers with skills and tools that contribute to the strategic planning of outreach activities, facilitating the development of relevant, practical, and acceptable programmes.

Micro-planning can improve the effectiveness and coverage of peer led outreach efforts by allowing peer educators to transition from being passive data gatherers to active site managers who analyze data from their site and use it to plan and execute outreach. Micro-planning also ensures a data-driven approach to peer outreach and also;

- Helps provide a clearly defined area of operation for each PE
- Helps in tracking and following up with each sex worker
- Allows the outreach team to plan an outreach based on the requirement of the hotspot and it’s group of sex workers
- Facilitates peer educators in planning and estimating for the number of condoms and lubes needed by sex workers in a hotspot, that they are accountable for
- Allows PEs to monitor who is due for clinical services, such as testing for HIV, sexually transmitted infections (STIs)
- Helps PEs identify gaps in their outreach efforts and empower them to use data for decision making
- Shifts the program from merely service delivery (push) to increased demand generation for services from the community
- Creates community ownership


At the micro-level, achieving 100% coverage of sex workers within specific hot spots is the goal.
Successful management of PEs and the use of micro planning require a clear supervisory structure with well-defined roles and responsibilities. The Learning Sites (LS) use a three-tiered management structure for overseeing outreach. The LS have (1) a program coordinator responsible for overall programme management (2) Outreach Workers who each coordinate and supervise the work of 5 peer educators and (3) PEs who each provide outreach to approximately 50 – 60 sex workers spread over 1-3 hotspots. Initiating a micro-planning component within a peer led outreach program will require intensive training at first. Peer educators will need hands-on supportive supervision. However, this investment in training and supervision usually leads to higher PE retention and more empowered, confident PEs.

Micro planning tools that have been developed with participation of the peers and outreach workers in the Learning Sites include the following:

**Tool 1 – Spot Load Mapping** which helps participants’ assess the daily, weekly, and monthly load of sex workers in each of the hotspots.

**Tool 2 – Spot Analysis** enables participants to compile all the information they have about a hotspot and plan outreach based on the analysis of this information.

**Tool 3 – Contact Listing (Mapping)** helps participants map their contacts within the community of sex workers. On the basis of this understanding participants then select peers and plan outreach activities in all the different hotspots.

**Tool 4 – Peer Plans** helps participants build an understanding of the profile of the sex worker that each peer educator is responsible for, and develop an outreach plan based on prioritization of their risk and vulnerability.

**Tool 5 – Opportunity Gap Analysis** helps participants understand opportunity gaps in each hotspot, reasons for the gaps, and ways to overcome them.

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**Tool 1 – Spot Load Mapping**

**Overview:** Spot Load Mapping help participants understand how estimates of sex workers in each hot spot can change over time, across the day, the week and the month. Spot load maps can identify peak/busy days at the hotspot over the month. It can help in identifying the busiest spots and prioritise the same in outreach planning. Spot Load Mapping is a visual exercise and a very thorough understanding of the geography of a specific hotspot being mapped, is needed to be able to do the exercise. An overall understanding of hotspots will emerge at this stage.

**Suggested Teaching Method:** Group discussion and group work followed by presentations.

**Materials/Preparation Required:** Chart paper and coloured marker pens.

**Duration:** 2 hours and 30 minutes.

**Process**

- Explain to the participants that in order to reach out to sex workers, it is important to know where and how many are available on a given day, week, and month.
- Ask the participants to draw a map of their zone or cluster, with areas clearly depicting the hotspots where sex workers cruise, meet their clients or engage in sex work.
- Colour code the hotspots based on type of hotspot eg. Sex work spot or cruising spot etc.
- Write down the number of sex workers who are always available on a normal day at the spot.
- Then write down the number of sex workers who are available in the spot during a week clearly stating, the days in the week, when more sex workers visit the spot. State the reasons for the peak days in the week for example Rumba nights during the week in clubs attract more sex workers.
- Similarly write down the number of sex workers who are available in the spot during a week clearly stating, the days in the week, when more sex workers visit the spot. State the reasons for the peak days in the month for example the beginning of the week/month when people get salaries and frequent clubs, more sex workers are present in these clubs.
- Once the maps are made, present the same to the team and discuss the following:

  1. Which are the spots that need more attention during outreach and why?
2. Who among the outreach team is responsible for each of these specific spots?
3. What should the specific outreach team do to improve outreach to ensure higher contacts?

• Conclude the session by the following key messages:

1. All hot spots are not the same. Different spots have different characteristics and it is important to know that. This exercise helps in gaining that knowledge.
2. Outreach should plan to cover all the spots with a special focus and priority given to those spots which have higher number of sex workers
3. All days of the month are not same. Certain days like weekends or the beginning of the month may bring more sex workers to the spots. It is important to strengthen outreach in those days.

Example of Spot Load Mapping

One of the peers who work in the central business district of Nairobi drew this map and mapped all her 3 sex work hotspots. All the spots marked were venue based spots where female sex workers solicit clients. She marked the number of sex workers on a daily, weekly, and monthly basis for each of the 3 spots. She estimated that on a daily basis, 79 sex workers frequent the 3 spots. On weekends, however around 33 more sex workers visit these spots. There are specific days in a month, when 15 more sex workers come to the spots. Hence around 127 unique sex workers visit the 3 spots in a month.

She also identified that one of the spots which has around 95-100 sex workers in a month should be her priority site for outreach.

Learning

“This hands-on spot-load mapping by the peers is a very effective approach for both sex workers and the staff in improving the understanding of the turnover of sex workers in the hotspots and for planning the outreach activities according to real time information. This needs to be done on a quarterly basis,” Jalia, Outreach Worker, SWOP Learning Site.

Note:
It should be noted that the information generated in through these exercises is sensitive and should only be used for outreach delivery purposes and kept confidential at all times.
Tool 2 – Spot Analysis

Overview: Spot Analysis tool enables the participants to compile all the information that they have gathered during the mapping and validation exercise in their respective hotspots and to plan outreach services based on the analysis of characteristics of these spots. At this stage a more in-depth profile of each hotspot, its characteristics, and its set of sex workers will emerge.

Suggested Teaching Method: Large group discussion and small group work,

Materials/Preparation Required: Chart paper and coloured marker pens.

Duration: 2 hours & 30 minutes

Process:
- Begin the session by asking participants what they learned during the validation process and ask them to share their key findings.
- Clarify the importance and need for micro-level planning with respect to outreach services for HIV prevention programs. Use the following reasoning:

  Explain that a hot spot is the smallest geographic location for intervention and it is important to plan for each and every hotspot. Micro-plans are developed for the following reasons:

  1. Each spot is different; therefore, plans have to be spot specific.
  2. Other characteristics, such as, age of the sex workers, operational timing of the
spot, number of clients or partners the sex workers have, and the extent of violence in the spot have to be factored into planning to prioritize outreach.

3. Spot analysis should facilitate prioritization of spots for outreach and selection of peers who are most suited for each spot.

- Ask participants to divide themselves into groups. Ask each group to identify a well-known spot in their city/ area/ zone. Ask the groups to analyse their spot using the following information:
  - Typology of the spot - street, venue, sex den etc.
  - Client/ partner turnover for sex workers in the spot – high (more than 5 clients/ day), medium (more than 10 clients/ week) low (lower than 10 clients per week)
  - Age of sex workers frequenting the spot
  - Days the sex workers frequent the spot – daily weekly or monthly
  - Time when sex workers frequent the spot – morning, afternoon etc.
  - Prevalence of violence against sex workers in the spot – high, medium low.

- Give participants 60 minutes to do the exercises and then ask each group to present their work.
- After the presentations are made, ask the participants:
  1. Is this specific spot a high priority spot and why?
  2. What kind of peer would you select in this spot?
  3. What are the other things that you would have to take care of in this spot.

- Summarise by stating the following:
  1. Spots which have a high number of sex workers frequenting it daily, or / and have a large number of high client volume sex worker, are priority spots.
  2. The peers in those spots should be selected based on the profile of the sex workers frequenting the spots.
  3. The outreach in the spot should be planned based on when the sex workers frequent the spots.

**Example of Spot Analysis**

Wangi is an outreach worker in charge of XXOO night club within the Central Business District, Nairobi. According to her validation exercise, 75 female sex workers frequent this night club. Most of the sex workers have more than 5 clients per day. Out of the 75 sex workers, 45 sex workers are below the age of 25 while 30 sex workers are between the ages of 25 and 40.

All the female sex workers that frequent this night club do their sex work in the evenings. The majority (45) of these female sex workers come to this spot on a daily basis, while 30 female sex workers frequent the spot on a weekly basis, particularly on the weekend. Experience of violence is high in that spot.

Based on the analysis Wanji decided to place one peer educator in the spot. She chose a peer who goes to the spot daily and is below the age of 25 years. She also decided to train the peer in that spot as paralegal as that spot has high incidence of violence. She also prioritized the spot for her support as the spot has many high client volume young sex workers.

"Outreach services should be planned for each specific spot where sex work is solicited from or where actual sex work takes place after understanding the client volume and typology of the spot. Other factors or unique characteristics for the spot such as rate of violence, age of sex workers etc should also be considered. This way the needs of the sex workers will be planned for and addressed accordingly," Carol, Outreach Worker, SWOP Learning Site.
**Tool 3 – Contact Listing:**

**Overview:** Contact Listing helps participants map their contacts with sex workers and in the spots they are responsible for. It helps plan for outreach activities based on these contacts and their needs in different spots. It helps in avoiding duplication of efforts and efficient allocation of spots to the PEs. With the profiles getting more detailed, at this stage the information is acted upon and a suitable peer for the spot is selected.

**Suggested Teaching Method:** Brain storming and discussion within the large group, further discussion in smaller groups, plenary discussion.

**Materials/Preparation Required:** Chart paper and various coloured marker pens.

**Duration:** 2 hours & 30 minutes.

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**Example of Contact Listing**

For this exercise the peer listed her contacts in the various spots that she is familiar with. During discussion it was found that though she has contacts in many sites, it is the sex workers in 2 spots that she is most familiar with and feels confident working with. The outreach worker selected her for the two spots as a peer educator as she had a good social network in those spots. Similarly the remaining spots were handed over to peers who had good social networks in those spots.
Process:

- Ask each participant to list the names of the sex workers and who she/he knows at each of the spots.
- Allow 45 minutes to complete the listing and then ask each group to present their work.
- Identify spots where more than one participant has contacts.
- In such spots check if the names of contacts for the participants are the same then ask them who knows the sex worker better and keep the contact in the list of the participant who knows the sex worker better than the other. This will remove duplication and each participant will have a unique list of sex workers that they know in each hotspot.
- Compile the finalized list and use the finalized list to allocate hot spots to each participant where they have most contacts. This will ensure that participants work with those sex workers with whom they have good rapport.
- Those participants who have very less contacts in the hot spots may not be considered to work in those hotspots.

- Inform the participants that because mobility is high, it is important to conduct the exercise every 6 months. This way the project can ensure that both new and continuing sex workers are being reached.
- Conclude with key messages:
  1. Contact list helps in understanding how many sex workers are actually known by name to the peer.
  2. It helps the peer create an unique list of individuals for outreach.
  3. Helps in selecting a peer who has maximum number of contacts for each spot.

Learnings

“Developing a contact list confirms the contacts that a potential peer has and helps in selecting a peer who is right for the spot. To be selected as a peer educator, it is important that her social network is good. Contact listing also ensures that an individual sex worker is only counted in one peer educators list and there is no duplication in outreach with many peer educators reaching the same sex worker and counting her more than once,” Anne, Outreach Worker, ICRH Learning Site.
Tool 4 - Peer Plans

Overview: Peer plans help understand the profile of the assigned sex workers that each peer educator has and develop an outreach plan based on priority needs. At this stage the outreach plan gets translated into action points and an activity plan for each hotspot and each sex worker in the hotspot is created.

The peer plan format can be changed or modified according to programme needs and priorities.

Suggested Teaching Method: Presentation of the tool in plenary, group discussion followed by presentations.

Materials/Preparation Required: Flip Chart paper and marker pens of different colours.

Duration: 2 hours.

Process:

- Begin this session by emphasizing the need to understand the profile of each sex worker that a peer educator is responsible for, and prioritise the needs of the sex workers based on his/ her age, duration in sex work, type of sex work, client volume etc.
- Tell the participants that to maximize the overall reduction of risk and vulnerability for sex workers it is important to develop a differentiated individualised outreach plan with service delivery for each sex workers.
- Distribute chart papers to each participant and ask her/ him to write down the names of all the sex workers in their assigned hotspots that they are responsible for.
- Ask the participants to write in detail the profile of each of the sex workers on the list including the following:
  - Sex work setting: Venue based, Street based, Sex den based etc
  - Type of sex: Vaginal or/and anal, Top, Bottom and Versatile in case of male sex workers
  - Age of the sex worker
  - Client volume of the sex workers: Number of clients the sex worker has per day X number of days she/ he works in a month
  - Days of the week that she/ he visits the hot spot
  - Experience of violence
- Help the participants to use this information to develop an individual plan for each sex worker:
  - Best days to meet each sex worker
  - Frequency of contact with each sex worker based on client volume and type of sex (sex workers who have higher client volume and those who engage in receptive anal sex need to be met more often)
  - The condom and lubricant needs of each sex worker and a distribution plan based on the need.
- Then ask the participants to tabulate all the individual plans to arrive at an overall plan for indent and delivery of condoms and lubes for each hot spot.
- Summarize the session by telling the participants that Peer Calendars can make individual planning process easier through a chosen set of priority indicators.

Example of Peer Plan

The Peer listed out the contacts that he has in the hotspots. Against each contact he listed the age, days of work, number of clients per day, time of work, and experience of violence, condom and lube requirement. After he profiled all his contacts in the spot he realized that in his outreach plan he needs to focus on those who are younger, have higher client volumes, and those who experience violence. This exercise also helped him in calculating the number of condoms and lubes he needs for his hotspots every month.

Learning

“This Peer Plan tool helps the peer in making a practical and realistic outreach plan by clearly showing where to focus the outreach activities based on evidence e.g contacting sex workers and providing services on the days and at the times they are actually available at the spot. Overall, the peer planning tool assists the peer in understanding sex worker communities well, to assess their probable sexual and violence risks and to generate the targets that each peer plans to achieve. This kind of peer planning for outreach activities is therefore important in ensuring a positive outcome of the overall project.” Bambucha, Outreach Workers, ICRH Learning Site.
Tool 5 - Opportunity Gap Analysis:

Overview: Opportunity Gap Analysis helps participants understand opportunities and gaps in each spot, reasons for the gaps, and ways to overcome them. By using this tool, participants will be able to identify specific obstacles, internal or external, that hinder sex workers from accessing different services. Once this is understood, participants can develop specific actions to overcome both internal factors and external factors. **Suggested Teaching Method:** Presentation of the tool in plenary, group discussion followed by presentations.

**Materials/Preparation Required:** Flip Chart paper and marker pens of different colours.

**Duration:** 2 hours & 30 minutes.

Opportunity Gap Analysis helps participants understand opportunities and gaps in each spot, reasons for the gaps, and ways to overcome them. By using this tool, participants will be able to identify specific obstacles, internal or external, that hinder sex workers from accessing different services.
**Process:**

- Explain to the participants that it is very important to understand and periodically analyze sex workers’ access to various services that the project offers. As every spot is unique, this analysis should be at the spot level or peer educator level in order to develop a specific outreach plan for each spot.
- Deliver the following mini lecture:

One of the objectives of the project is efficient outreach to ensure that all sex workers in every spot are reached with information and services. Outreach aims to ensure that sex workers are met with regularly and provided access to condoms/lubes and services.

Various outreach processes take place in the field and it is important that the team regularly analyses the gaps and the reasons for those gaps. The most common are as follows, but other indicators can be added based on a particular context:
- Enrollment/registration
- Regular contact/monthly contact
- Condom distribution
- Lube distribution
- Clinic visit
- However, during these processes in the field there are dropouts, and these are referred to as “gaps.” It is important to analyze the reasons for these gaps along with sex workers, to develop an efficient outreach plan that is responsive to the needs of this specific community.
- Encourage sharing of the participants’ perspectives on the reasons for the gaps. Tell the participants that the reasons for gaps at each level have to be identified so that an action plan can be developed to overcome those gaps. That is the opportunity.
- Divide the participants into groups and ask them to identify one spot in their area and to:
  - Identify gaps in that spot
  - Identify the internal and external reasons for those gaps, both internal and external
  - Draw up an action plan to overcome these gaps
- Ask the groups to share their analysis in the plenary
- Conclude this session by telling participants that this analysis needs to be done every month in every spot at the peer educator level, to analyze and understand access to services. The factors or reasons that cause gaps may vary from individual to individual in a community. The project should develop systems to assess opportunity gaps at every level by using both qualitative and quantitative information.

**Example of Opportunity Gap Analysis Exercise**

One of the peers indicated from her group, that the estimated number of sex workers, who frequent the spot she is responsible for, were 80. On analysis she found that only 30 sex workers have been enrolled so far, hence the spot has a gap of 50 sex workers who had not yet registered with the project. The peer assigned to the spot had contacted 45 female sex workers, but distributed condoms to only 30 sex workers. Among these 30 registered female sex workers, only 3 had attended the clinic and received HIV testing and counseling. The peer discussed various challenges and came up with an action plan to address those challenges.

**Learning:**

“The understanding of the gaps in access to services by sex workers is critical for improved outreach activities. The tool is not a policing tool but a problem solving tool where the gaps are analysed and solution/opportunities are identified to address the gaps. This also helps in generating discussions and ideas to resolve issues that many of the outreach team members are facing and to identify common solutions.”

Pamellah, Outreach Worker, SWOP Learning Site.
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