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# NSWP STRATEGIC REVIEW

AN EVALUATION OF THE 2010-15 STRATEGIC PLANS  
FOR THE GLOBAL NETWORK OF SEX WORK PROJECTS

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## ACRONYMS

**APNSW:** Asia Pacific Network of Sex Workers  
**APNSW+:** Asia Pacific Network of Positive Sex Workers  
**ARASA:** AIDS and Rights Alliance for Southern Africa  
**ASWA:** Africa Sex Worker Alliance  
**ASWA+:** African Positive Sex Workers Alliance  
**AWID:** Association for Women's Rights in Development  
**BtG:** Bridging the Gaps  
**CDC:** Centers for Disease Control and Prevention  
**CLAC:** Community Leadership and Action Collaborative  
**CRG:** Community, Rights and Gender  
**CSWC:** Caribbean Sex Work Coalition  
**GATE:** Global Action for Trans Equality  
**Global Fund:** The Global Fund to Fight AIDS, Tuberculosis and Malaria  
**GNP+:** Global Network of People Living with HIV  
**IAC:** International AIDS Conference  
**IAS:** International AIDS Society  
**ICRSE:** International Committee on the Rights of Sex Workers in Europe  
**ICSS:** International Civil Society Support  
**INPUD:** International Network of People who Use Drugs  
**IPPF:** International Planned Parenthood Federation  
**ITPC:** International Treatment Preparedness Coalition  
**KESWA:** Kenya Sex Worker Alliance  
**LGBT:** lesbian, gay, bisexual and transgender  
**MSM:** men who have sex with men  
**MSMGF:** Global Forum on MSM and HIV  
**NGO:** Nongovernmental organisation  
**NSWP:** Global Network of Sex Work Projects  
**OGAC:** Office of the US Global AIDS Coordinator  
**OSF:** Open Society Foundation  
**PLAPERTS:** Plataforma LatinoAmericana de Personas que Ejercen el Trabajo Sexual of  
**PreP:** Pre-exposure prophylaxis  
**RCNF:** Robert Carr civil society Networks Fund  
**SDGs:** Sustainable Development Goals  
**SHARP:** Sexual Health and Rights Program  
**SOGI:** sexual orientation and gender identity  
**SRH:** sexual and reproductive health  
**SUSO:** Stepping Up Stepping Out  
**SWAN:** Sex Workers Advocacy Network  
**SWIT:** Sex Worker Implementation Tool  
**TasP:** treatment as prevention  
**UNAIDS:** United Nations Programme on AIDS  
**UNDP:** United Nations Development Programme  
**UNFPA:** United Nations Population Fund  
**UNGASS:** United Nations General Assembly Special Session on AIDS  
**USAID:** United States Agency for International Development  
**WHO:** World Health Organisation

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## EXECUTIVE SUMMARY

This report describes the process, findings, conclusions and recommendations of a Strategic Review of the Global Network of Sex Work Projects (NSWP) for 2010-15. The Review was led by an Independent Consultant and was a comprehensive, 360° process – involving all of NSWP’s major stakeholder groups (members, Board, staff, donors and technical partners). It used five **methods**: a survey of all NSWP members (gaining input from 41 organisations in 28 countries); in-depth consultation with selected members (79 organisations in 31 countries); in-depth interviews with key stakeholders (31 stakeholders); a focus group discussion with staff (3 staff); and a literature review.

The Review documented and analysed NSWP’s extensive achievements and lessons. Its **Strategic Findings** were that:

1. NSWP’s **Strategic Plans** for 2010-12 and 2013-15 provided a clear and appropriate framework for the network and, overall, were well achieved.
2. In 2010-15, NSWP underwent a **step change** as a global network – expanding its membership, strengthening its systems and consolidating its principled ways of working as a sex worker-led movement.
3. NSWP has built its profile and respect within the **global civil society architecture**, particularly of the response to HIV - establishing a unique position as the ‘go to’ organisation for sex worker issues and a key partner in key population initiatives.
4. NSWP’s own **members** have very different levels of knowledge about, and expectations of, the role of the global network. In turn, they also have different assessments of, and demands for, its priorities.
5. NSWP has played a leadership role within significant advances in **international guidance** on rights-based and sex worker-led HIV policies and programmes, notably among UN institutions.
6. NSWP has made an important contribution to increasing – and communicating - the **community evidence base** for good practice, rights-based and sex worker-led policies and programmes.
7. NSWP has engaged in an ambitious and complex **advocacy agenda** that has been highly relevant to the issues and needs of sex workers. However, its members maintain different opinions about what its current and future advocacy focus should be.
8. NSWP has developed effective approaches to South-to-South and peer-based **capacity building** for regional and national sex worker networks that have strong potential for further replication and scale-up.
9. NSWP has increasingly addressed issues of **diversity** among its constituents, including identifying and advocating on the specific needs of sex workers who are men who have sex with men (MSM), transgender, living with HIV or who use drugs.
10. NSWP has demonstrated that it is able to successfully apply for, implement and build on major **donor investment**. It has shown that it can design strong programmes, achieve concrete results and offer value for money.
11. During 2010-15, NSWP made strategic and pragmatic decisions about where to concentrate its work and how to mobilise its resources – notably focusing on the **field of HIV**. Those decisions gave the network important opportunities. However, they also meant that some areas of work – such as in the fields of women’s rights and labour rights – received less attention.

12. NSWP's people are its greatest asset. However, it remains heavily dependent on a small number of individuals for its global **representation**, leaving it vulnerable as an institution. There is a need to expand the number, capacity and diversity of its leadership, including by strengthening its Board.

The Review **concluded** that NSWP enters the post-2015 era with a unique role to play and in a strong position, with little need to fundamentally change what it is/what it does. There are, however, key areas that require strengthening for the network to meet its full potential and value-added. Also, to ensure a clear and strong direction within the 'Sustainable Development Goals world' of 2016-20, NSWP will need to make strategic decisions about what to prioritise/how to position itself.

The Strategic Review **recommended** to the NSWP's International Board that – within its future work and, in particular, the development of its Strategic Plan for 2016-20 – the network should:

1. Develop a **theory of change** that clearly and compellingly articulates how, as a global network, NSWP's work (at different levels, with different stakeholders, using different approaches, etc.) brings positive change to the lives and organisations of sex workers 'on the ground'.
2. Further strengthen efforts to build a larger, stronger and more diverse group of **sex worker leaders** – particularly from the global South - who can represent NSWP and the sex worker movement at a high level within their countries, as well as at regional or global levels.
3. Within future initiatives, further increase attention to the **rollout** of completed NSWP (or partnership) resources – with comprehensive dissemination strategies by NSWP itself, as well as by its members, regional sex worker networks, technical partners and other stakeholders.
4. Develop a succinct, annual NSWP **advocacy strategy** that, alongside stating a modest number of priority issues for the year, outlines the key advocacy targets, activities, messages and expected outcomes.
5. Further strategise on how to make NSWP's **communications resources** and approaches simpler and more creative – to focus in on key messages, increase access to information for a range of members and boost members' sense of engagement in the network.
6. Implement a mapping of potential **funding sources** for NSWP beyond those directly related to HIV, in areas such as human rights.
7. Clarify NSWP's institutional position on a number of key **strategic questions** identified through the Strategic Review and of particular relevance to the post-2015 environment. Examples include, in 2016-20, to what extent should NSWP:
  - Actively engage in dialogues and advocacy around wider areas of health, rights and equity, in particular: women's rights; and labour rights?
  - Actively engage in dialogues and advocacy around trafficking?
  - Focus on the decriminalisation of sex work (and all people associated with it), as opposed to a wider agenda of an enabling environment and human rights?
  - Conduct major, high profile campaigns – such as investing significant energy and resources into one 'big issue', such as decriminalisation?
  - Continue a strong policy and programmatic focus on, and mobilisation of funds from, the field of HIV?
  - Continue to invest in advocacy and partnership with UN institutions, in particular UNAIDS?
8. Carry out a **review** of NSWP's current model of building capacity within its strategic leadership, in particular, to identify ways to better induct, and enhance the on-going engagement of Board members.
9. Use the lessons from the Strategic Review to further consolidate NSWP's current method for conducting **consultations among its members** through the use of Regional Consultants and country-level Key Informants. This should aim to further establish this as the primary method of consultation for the network.

## SECTION 1. THE STRATEGIC REVIEW

### 1.1. Introduction to report

This report summarises the process, findings, conclusions and recommendations of a Strategic Review of the Global Network of Sex Work Projects (NSWP) for 2010-15. It is being published publicly to foster learning and transparency about NSWP. The report's audience is all key internal and external stakeholders of the network, including its members, Board, staff, donors and technical partners. This report has six sections:

**Section 1: The Strategic Review**

**Section 2: Overview of NSWP**

**Section 3: Summary of NSWP outcomes and activities**

**Section 4: Analysis of NSWP achievements and lessons**

**Section 5: Conclusions**

**Section 6: Recommendations**

### 1.2. Aim of Strategic Review

The aim of the Strategic Review was to conduct a high quality and participatory process to **review NSWP's Strategic Plans for 2010-15**, assessing: the relevance of the network's goals and strategies; the scale and nature of its results; and the key lessons learned. The Review will inform the development of a new **NSWP Strategic Plan for 2016-20**, providing the network with a strong direction for its future and the Secretariat with a clear guide for its work and resource allocation.

### 1.3. Timeframe and management of Strategic Review

The Strategic Review took place in March-June 2015. It was led by an **Independent Consultant** and supervised by a **Steering Group** from the NSWP Board: Pye Jakobsson (President); John Mathenge (Vice President); and Ruth Morgan Thomas (Global Coordinator).

### 1.4. Participants and methods for Strategic Review

The Strategic Review was a **360° and comprehensive process**. It provided opportunities for participation by all of NSWP's major stakeholder groups (its members, Board, staff, donors and technical partners). It used five complementary methods, all based on a common **Enquiry Framework** providing a core list of questions to be answered through the process (see Annex 1). The methods were:

**Method 1: Survey of all NSWP members:** This aimed to provide every NSWP member with the opportunity to 'have their say' within the Strategic Review. It involved a message being sent to all of the network's voting and non-voting member organisations, providing three options for engagement: 1: An e-survey with 15 questions; 2: A written survey with 15 questions; or 3: An email with four questions. This was distributed in five languages (English, Chinese, French, Russian and Spanish) through NSWP's Members List, with replies sent to a confidential email address. This method gained 53 responses from 41 organisations in 28 countries<sup>1</sup>. Approximately 74% of the organisations were sex worker-led. (See **Box 1** for a summary per region and Annex 2 for the participants' profile).

**Method 2: In-depth consultation with selected NSWP members:** This gained in-depth input from a selected number of members. It involved national-level Key Informants gathering input from one or more members in their country through interviews, surveys or group discussions in local languages. The Informants were supported by Regional Consultants who consolidated the country findings into a Regional Report. The Informants and Consultants were identified by the regional representatives to the NSWP Board. This method gained input from 79 members in 31 countries<sup>ii</sup>, representing 44% of the countries where NSWP has at least one member. Approximately 67% of the organisations were sex worker-led. (See [Box 1](#) for a summary per region and Annex 2 for the participants' profile).

Combined, Methods 1 and 2 provided input from NSWP members in a total of 44 countries<sup>iii</sup>.

**Box 1: Countries reached through survey and in-depth consultation with NSWP members**

Region	Method	Number of countries	No. of members (sex worker-led)
Africa	Survey	<b>6 countries:</b> Cameroon, Mali, Nigeria, South Africa, Tanzania, Uganda	7 (5)
	In-depth	<b>9 countries:</b> Burundi, Democratic Republic of Congo, Kenya, Malawi, Mali, Nigeria, Senegal, South Africa, Zimbabwe	20 (12)
Asia Pacific	Survey	<b>7 countries:</b> Australia, Bangladesh, China, Myanmar, Nepal, New Zealand, Thailand	9 (9)
	In-depth	<b>4 countries:</b> Australia, Bangladesh, New Zealand, Thailand	6 (4)
Latin America	Survey	<b>2 countries:</b> Brazil, Ecuador)	2 (1)
	In-depth	<b>3 countries:</b> Ecuador, Mexico, Peru	11 (10)
North America and Caribbean	Survey	<b>5 countries:</b> Canada, Guyana, Haiti, Jamaica, United States of America	12 (10)
	In-depth	<b>5 countries:</b> Antigua, Canada, Guyana, Trinidad and Tobago, United States of America	30 (21)
Europe (including Eastern Europe and Central Asia)	Survey	<b>8 countries:</b> France, Macedonia, Montenegro, Netherlands, Spain, Switzerland, Turkey, Ukraine	9 (4)
	In-depth	<b>10 countries:</b> Bosnia and Herzegovina, France, Kyrgyzstan, Macedonia, Portugal, Russian Federation, Sweden, Turkey, Ukraine, United Kingdom	12 (6)

**Method 3: In-depth interviews with NSWP key stakeholders:** These gained in-depth input from selected internal and external stakeholders. They involved semi-structured interviews of approx. one hour, carried out via Skype, telephone or in-person. This method gained input from 31 people, comprising of: 9 members of the NSWP Board (President and regional representatives); 1 of NSWP staff; 7 of regional sex worker networks; and 14 of donors and technical partners. (See Annex 2 for the participants' profile).

**Method 4: Focus group discussion with NSWP staff:** This provided the staff with an opportunity to share their in-depth experiences and opinions. It was semi-structured, lasted 4 hours and was carried out in-person. This method gained input from 3 members of staff.

**Method 5: Literature review of NSWP resources:** This gained data and other evidence of NSWP's results in 2010-15. It involved a desk study of resources such as Strategic Plans, briefing papers and annual reports. This method gained input from over 50 resources.

### 1.5. Key considerations for Strategic Review

The NSWP Strategic Review was designed with consideration for a number of **principles and ethical issues**.

These included that all inputs were treated in confidence and with respect for the participants' diverse experiences and opinions. The Consultant and NSWP endeavoured to make the Strategic Review as transparent as possible, for example providing a roadmap of how/when different stakeholders could participate in the process (see Annex 3). The Review aimed to involve a broad range of NSWP's members and other stakeholders, such as in terms of geography (in both the Global South and North) and gender (involving female, male and transgender sex workers). However, it also aimed to ensure that the largest *overall* input (in terms of both quantity and weighting) was from the voting members of NSWP – namely those organisations that are sex worker-led.

## 2. OVERVIEW OF NSWP

### 2.1. History of NSWP

NSWP was set up in 1992 as an informal alliance of **rights activists** working within sex work projects around the world. Details of its early history can be found on the NSWP website <http://www.nswp.org>. In 2006-7, NSWP undertook an extensive organisational review. This resulted in the recommendation to formalise its membership by becoming a **network of networks and organisations**, with an accountable governance structure. It would also have a Secretariat with staff to carry out a programme of advocacy, capacity building and communications. In 2008, after consultation with its members, NSWP registered as a not-for-profit private company in the United Kingdom and a Global Secretariat was established in Edinburgh. In 2009, NSWP undertook a strategic process that led to the development of its first formal Strategic Plan (for 2010-12).

As of June 2015, NSWP describes itself as a **membership organisation**, with members who are local, national or regional sex worker-led organisations and networks, committed to amplifying the voices of sex workers from across five regions: Africa; Asia Pacific; Europe (including Eastern Europe and Central Asia); Latin America; and North America and the Caribbean.

### 2.2. NSWP members, governance, staff and donors

As of June 2015, NSWP has 237 **members** in 71 countries. Members must endorse the aims of NSWP and commit to its core values (see **Box 2**). Organisations can apply to be a full member with voting rights (if they are a sex worker-led<sup>iv</sup>, currently numbering 113<sup>v</sup>) or a supporter. NSWP's members are from diverse cultures and backgrounds. Most are sex worker groups, while others are small nongovernmental organisations (NGOs) or projects within government organisations or international NGOs. Almost all work on health. Some provide services, while others focus on advocacy, mobilisation or action on human rights. Some members work with all genders, while others work only with female, male or transgender sex workers. Some work with the children of sex workers.

#### **Box 2: NSWP core values**

- Acceptance of sex work as work.
  - Opposition to all forms of criminalisation and other legal oppression of sex work (including sex workers, clients, third parties\*, families, partners and friends).
  - Supporting self-organisation and self-determination of sex workers
- (\*Managers, brothel keepers, receptionists, maids, drivers, landlords, hotels which rent rooms to sex workers and anyone else who is seen as facilitating sex work)

NSWP is **governed** by an International Board comprised of<sup>vi</sup>: a President (elected by the voting members); and two representatives from networks in each of five regions, selected by constituents. All are appointed for a period of up to two years, with one regional member rotating off each year. The Board elects a Vice President and Executive Committee. Currently among the Board: all are sex workers; seven are female, three male and one transgender; and one is openly living with HIV. As of June 2015, NSWP had six **staff** based in its Secretariat (three full-time and three part-time) and two global consultants (both full-time)<sup>vii</sup>. It also had a team of: regional correspondents (supporting communications work); community translators; and short-term regional/global consultants.



In 2010-15, NSWP was supported by a range of **donors**: Bridging the Gaps (BtG) (Aids Fonds); HIVOS; Sexual Health and Rights Program (SHARP), Open Society Foundation (OSF); Robert Carr civil society Networks Fund (RCNF); Stepping Up Stepping Out (SUSO) II; Aids Fonds; United Nations Population Fund (UNFPA); Ministry of Foreign Affairs, Government of the Netherlands; International AIDS Society (IAS); International Planned Parenthood Federation (IPPF); Mama Cash; United Nations Programme on AIDS (UNAIDS); United Nations Development Programme (UNDP); World Health Organisation (WHO); and the Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund).

### 2.3. NSWP Strategic Plans

In the period addressed by the Strategic Review, NSWP implemented two **Strategic Plans** - for 2010-12 and 2013-15. Both outline similar aims, goals, advocacy themes and types of activities. The framework for 2013-15 is summarised below and used as the main reference point for this report.

#### **Box 3: Summary of NSWP Strategic Plan 2013-15**

**Mission:** NSWP exists to uphold the voice of sex workers globally and connect regional networks advocating for the rights of female, male and transgender sex workers. It advocates for rights-based health and social services, freedom from abuse and discrimination and self-determination for sex workers.

**Aims:**

- To facilitate opportunities for the voices of sex workers to be heard in international forums.
- To raise awareness of the health and welfare needs of sex workers.
- To advocate at regional and global level for policies and action that further the human rights of sex workers. These rights include the right to health and a safe working environment free from abuse, violence and discrimination.
- To provide practical information and opportunities for information sharing among organisations and projects that work with female, male and transgender sex workers.
- To develop and maintain links between service providers, sex worker organisations and relevant international institutions and agencies.

**Goals:**

1. Convene and further build on NSWP achievements as the global network committed to the realisation of sex workers' human rights.
2. Build capacity within sex worker-led networks and organisations and support emerging sex worker leaders.
3. Promote rights and evidence-based policies and programmes affecting sex workers.

**Advocacy themes:**

- Advocate for universal access to health services, including primary health care, HIV and sexual and reproductive health (SRH) services.
- Oppose human rights abuses, including coercive programming, mandatory testing, raids and forced rehabilitation.
- Challenge stigma and discrimination against sex workers, their families and partners and others involved in commercial sex.
- Oppose the criminalisation and other legal oppression of sex work and support its recognition as work.
- Speak out about violence against sex workers, including violence from police, institutions, clients and intimate partners, while debunking the myth that sex work is inherently violence against women.
- Critique the trafficking paradigm that conflates representations of sex work, migration and mobility.
- Advocate for the economic empowerment and social inclusion of sex workers as sex workers.

### 3. SUMMARY OF NSWP OUTCOMES AND ACTIVITIES

The following pages give a snapshot of NSWP's activities in 2010-15, using the goals of the Strategic Plan 2012-15 as a framework. They do not attempt to document all of NSWP's work in the period, but, instead, to provide examples. Analysis of the achievements and lessons is provided in Section 4.

**GOAL 1: CONVENE AND FURTHER BUILD ON NSWP ACHIEVEMENTS AS THE GLOBAL NETWORK COMMITTED TO THE REALISATION OF SEX WORKERS' HUMAN RIGHTS**

Strategies	Examples of outcomes and related activities in 2010-15
<p><b>1.i: Consolidating the <u>infrastructure</u> that supports the functioning of the global network</b></p> <p><i>Intended outcome:</i> Members are both informed by and inform the work of the global secretariat</p>	<ul style="list-style-type: none"> <li>• <b>Strong Secretariat functions and organizational base provided to NSWP</b> – through strengthening the Secretariat’s systems/capacity in communications, financial management, human resources, resource mobilization and grant management.</li> <li>• <b>Appropriately experienced and qualified staff team secured for NSWP</b> – through, as of June 2015, recruiting a core of six staff and two global consultants and a wider team of regional correspondents, community translators and consultants.</li> <li>• <b>Expanded NSWP membership mobilized for the network (of 237 organisations, including 113 sex worker-led)</b> – through strengthening recruitment and communication systems and, as of June 2015, achieving members in 71 countries.</li> <li>• <b>NSWP members kept informed about and involved with the network</b> – through providing regular updates about NSWP, alongside opportunities to participate in developing its positions and planning its directions.</li> <li>• <b>Income level and funding pool for the network increased</b> - through NSWP successfully applying for major funding opportunities, such as BtG (£1,200,550 for 2011-14 and estimated £217, 907 in 2015) and RCNF (£787,523 over 3 years) - including for multi-country programmes in collaboration with regional sex worker networks.</li> </ul>
<p><b>1.ii: Maintaining credible and effective network <u>governance</u> procedures</b></p> <p><i>Intended outcome:</i> Sex worker leadership is developed and strengthened within the global and regional networks</p>	<ul style="list-style-type: none"> <li>• <b>Sex worker-led governance structure NSWP maintained</b> – through supporting an 11-member International Board, including through the bi-annual election of a President and two sex worker representatives for each of five regions. Board currently includes representatives of female, male and transgender sex workers.</li> <li>• <b>Guidance to NSWP strategic directions by sex worker leaders maintained</b> - through facilitating an annual meeting of the International Board (supported by an agenda and documentation) to review and plan the network’s strategy.</li> </ul>
<p><b>1.iii: Maintaining effective and informative internal and external <u>communications</u></b></p> <p><i>Intended outcome:</i> Members are informed by community experiences and able to advocate effectively for rights-based programming <sup>[SEP]</sup></p>	<ul style="list-style-type: none"> <li>• <b>NSWP’s members informed by comprehensive information about sex worker issues and good practice</b> – through NSWP implementing strengthened internal communications projects and platforms (often in multiple languages) that enable members to share their experiences and learn about relevant developments around the world. Included NSWP providing: <ul style="list-style-type: none"> <li>○ <b>Global, regional and thematic listservs</b> to exchange news and resources. For example, by June 2015, the global members-discussion listserv had 489 members.</li> <li>○ <b>Social media</b> to provide news and alerts. For example, as of June 2015 NSWP’s: Facebook page had 1,783 members; Twitter account 10,050 followers; and YouTube channel 14 videos by NSWP, regional networks and members.</li> <li>○ <b>Website</b> to provide a wide range of content, including news, resources and case studies, many by sex workers. For example, between 1 July 2014 and 30 June 2015, this had 195,692 page views by 79,098 individuals from 209 countries.</li> <li>○ <b>Sex Work Digest</b>, contracted by UNFPA – providing a quarterly journal of articles, updates and publications on emerging issues and debates for sex workers. Examples of themes included: criminalisation (2012); human rights (2013); and the Swedish model (2015)<sup>viii</sup>. Circulated to members, UNFPA and UNAIDS, and publicly available through the NSWP website.</li> </ul> </li> <li>• <b>External stakeholders’ given access to comprehensive information about sex worker issues and good practice</b> – through NSWP making many of its communications projects (above) available to partners, such as donors and technical agencies.</li> </ul>

<p>1.iv: Developing <u>Research for Sex Work</u> as a platform for collaboration between academia, community researchers and sex worker-led organisations</p> <p><i>Intended outcome:</i> Members are informed by academia and able to advocate effectively for rights-based programming</p>	<ul style="list-style-type: none"> <li>• <b>Members’ understanding and advocacy strengthened through sex worker/academia collaboration to identify good practice</b> – through NSWP publishing and disseminating two editions of Research for Sex Work, a journal for sex workers, health workers, researchers, NGO staff and policy with peer-reviewed submissions by sex workers and researchers. Edition 12 (2010) addressed violence and was published in English and Russian<sup>ix</sup>. Edition 13 (2012) addressed the view from 2012 and was produced in English and Chinese<sup>x</sup>.</li> </ul>
<p>1.v: Develop and maintain global and regional <u>alliances</u></p> <p><i>Intended outcome:</i> Members have an expanded pool of allies who amplify the advocacy for rights-based programming for sex workers</p>	<ul style="list-style-type: none"> <li>• <b>Sex workers’ issues and advocacy enhanced by support from a collaborative group of global key population networks</b> – through NSWP identifying common issues and strengthening partnerships, in particular with the Global Network of People Living with HIV (GNP+), Global Forum on MSM and HIV (MSMGF), International Network of People Who Use Drugs (INPUD) and Global Action for Trans Equality (GATE). Included through the: <ul style="list-style-type: none"> <li>○ <b>Free Space Process</b><sup>xi</sup> (2010 – current), managed by International Civil Society Support (ICSS) and bringing together 10 global networks to strategise together within the global response to HIV.</li> <li>○ <b>Community Leadership and Action Collaborative (CLAC)</b><sup>xii</sup> (2013 – current) with GATE, GNP+, INPUD, MSMGF, International Treatment Preparedness Coalition (ITPC) and AIDS and Rights Alliance for Southern Africa (ARASA). This provides a hub for peer-led technical support to strengthen the capacity of key populations to engage in Global Fund Country Dialogues and promote evidence-based programming.</li> <li>○ <b>Production of joint technical guidance.</b> For example, NSWP worked with GNP+, INPUD and MSMGF to support the development of WHO’s <i>Consolidated Guidelines of HIV Prevention, Diagnosis, Treatment and Care for Key Populations</i> (2014).</li> </ul> </li> <li>• <b>Sex worker and other key population organisations access to options for funding expanded</b> – through NSWP providing input into the design and/or governance of mechanisms to resource community responses. Included: <ul style="list-style-type: none"> <li>○ <b>BtG</b><sup>xiii</sup> (2011– current), managed by AidsFonds, funded by the Ministry of Foreign Affairs, the Netherlands. Provides a programme on health and rights for lesbian, gay, bisexual and transgender (LGBT) people, sex workers and people who use drugs.</li> <li>○ <b>RCNF</b><sup>xiv</sup> (2011 – current), managed by AidsFonds. Serves as the only international mechanism to fund global and regional networks to address the needs and human rights of inadequately served populations.</li> <li>○ <b>Red Umbrella Fund</b> (2012 – 2015), managed by Mama Cash. Funds human rights advocacy by national and regional sex worker networks.</li> </ul> </li> </ul>

**GOAL 2: BUILD CAPACITY WITHIN SEX WORKER-LED NETWORKS AND ORGANISATIONS AND SUPPORT EMERGING SEX WORKER LEADERS**

Strategies	Examples of outcomes and related activities in 2010-15
<p><b>2.i: Build the capacity of <u>regional sex worker-led networks</u></b></p> <p><i>Intended outcome:</i> Regional networks will be strengthened through an expanded network of informed and effective advocates who are better able to engage and influence policy and programming at local, national, regional and global levels</p>	<ul style="list-style-type: none"> <li>• <b>Organization, capacity and leadership of regional sex worker-led networks in five regions strengthened</b> - through NSWP providing an on-going range of technical, financial, informational and/or mentoring support. Also (often with funds from the RCNF) provided tailor made support for individual regions, such as:               <ul style="list-style-type: none"> <li>○ <b>Asia Pacific:</b> Supported the Asia Pacific Network of Sex Workers (APNSW), such as to: respond to a leadership crisis and transition to a new management model; conduct a Global Fund capacity building workshop in Cambodia for sex workers from four countries from Asia Pacific and four from Africa (2014); and conduct a treatment literacy workshop in Thailand for sex workers from six countries (2014).</li> <li>○ <b>Africa:</b> Supported the Africa Sex Worker Alliance (ASWA), such as to: consolidate as a network, such as by developing a Strategic Plan; conduct research among sex workers, such as on economic empowerment; and, through South-South exchange with APNSW members in India, conceptualise and launch the Sex Worker Academy for Africa (2012-15), hosted by the Kenya Sex Worker Alliance (KESWA) to serve as a regional resource, with a faculty of trained facilitators.</li> <li>○ <b>Latin America:</b> Advised and supported the creation of Plataforma LatinoAmericana de Personas que EjeRcen el Trabajo Sexual of (PLAPERTS) as a network for sex worker organisations in Brazil, Ecuador, Mexico and Peru, including through a Consensus Meeting in Ecuador to agree a Strategic Plan and Communications Strategy (2014).</li> <li>○ <b>North Africa and Caribbean:</b> Supported the Caribbean Sex Work Coalition (CSWC), such as to: consolidate as a stronger network; and conduct a technical support workshop in Guyana for sex workers from seven countries, focused on leadership, advocacy and governance. Also supported the strengthening of collaboration among sex worker organisations in North America.</li> <li>○ <b>Europe:</b> Supported: the Sex Workers Advocacy Network (SWAN), such as to conduct a regional training workshop for sex workers in Tajikistan on documenting human rights violations (2014); and the International Committee on the Rights of Sex Workers in Europe (ICRSE) to conduct a capacity building training camp in Hungary for sex workers from eight countries on rights-based policies and programmes (2014). Also supported SWAN and ICRSE to collaborate more closely.</li> </ul> </li> </ul>
<p><b>2.ii: Build the capacity of <u>national sex worker-led networks and organisations</u></b></p> <p><i>Intended outcome:</i> National networks and organisations will be strengthened through sharing experiences and learning from other sex worker-led organisations within and beyond their region</p>	<ul style="list-style-type: none"> <li>• <b>Capacity and leadership of national sex worker organisations and leaders in Africa strengthened</b> – through NSWP supporting ASWA and KESWA to implement 7 rounds of the Sex Worker Academy Africa in 2014 and 2015, providing comprehensive training and capacity building to 126 sex worker advocates from 13 countries (see <a href="#">Case study 8</a>).</li> <li>• <b>Knowledge, capacity and solidarity of global sex worker movement enhanced</b> – through NSWP co-organising the Sex Worker Freedom Festival, Kolkata (2012), as an official alternative to the International AIDS Conference, Washington DC. This: involved 130 international sex workers from 43 countries and 400 Indian sex workers; focused on rights and freedoms; enabled the exchange of experiences and opinions; and was documented in <i>Solidarity is Not a Crime</i>. (See <a href="#">Case study 2</a>).</li> </ul>
<p><b>2.iii: Build the capacity of <u>sex worker leaders</u></b></p> <p><i>Intended outcome:</i> Meaningful participation of well informed sex workers in advocating for their own issues at local, national, regional and international levels</p>	<ul style="list-style-type: none"> <li>• <b>Participation of informed and capacitated sex worker leaders supported for national, regional and global forums</b> – through NSWP implementing a combination of approaches, such as: mentoring of emerging leaders; recommending sex worker representatives for meetings; providing tools and information resources; and providing capacity building, such as through the Africa Sex Worker Academy and technical workshops, such as on human rights or the Global Fund.</li> </ul>

**GOAL 3: PROMOTE RIGHTS AND EVIDENCE BASED POLICIES AND PROGRAMMES AFFECTING SEX WORKERS**

Strategies	Examples of outcomes and related activities in 2010-15
<p><b>3.i. Support meaningful participation of sex workers in global, regional and national level policy and programme forums related to sex work</b></p> <p><i>Intended outcome:</i> Sex workers will be at decision making tables and able to influence legislation, policy and programming</p>	<ul style="list-style-type: none"> <li>• <b>Sex workers’ engagement in and influence on critical policies and programmes for UNAIDS, WHO and the global response to HIV strengthened</b> – through NSWP advocating on priority issues for sex workers and/or facilitating sex worker leaders’ engagement in multiple different forums and processes, such as: UNAIDS Advisory Group on HIV and Sex Work (2010-12) – including updating the <i>UNAIDS Guidance Note on HIV and Sex Work</i> with Annexes focused on sex workers’ priorities, such as criminalisation and the conflation of sex work/trafficking; UNAIDS Steering Committee on HIV and Sex Work (2013-present), with equal sex worker/UNAIDS representation and advising on a plan to roll-out and scale-up the Sex Worker Implementation Tool (SWIT) in priority countries; UNAIDS Inter Agency Working Group for Key Populations (2011-present); UNAIDS Programme Coordinating Board (2011-present); UNAIDS Strategy development process (2011); High Level Meeting for the United Nations General Assembly Special Session on AIDS (UNGASS) (2011); and UNAIDS Strategic Investment Framework (2011-13).</li> <li>• <b>Participation of sex workers in UNDP and other high-level dialogues on human rights enhanced</b> – through NSWP facilitating engagement in the Global Commission on HIV and the Law (2011 and on-going). For example, facilitated submissions by NSWP members to regional dialogues (such as on the impact of criminalization) and supported dissemination of the Commission’s findings. Included report <i>The Right(s) Evidence: Sex Work, Violence and HIV in Asia</i> by APNSW, UNDP, UNAIDS and UNFPA (2015).</li> <li>• <b>Sex workers’ engagement in and influence on critical policies and programmes of the Global Fund strengthened</b> – through NSWP advocating on priority issues for sex workers and/or facilitating sex worker leaders’ engagement in multiple different forums and processes, such as: Global Fund Community, Gender and Rights (CRG) Advisory Group (2014 – present); Global Fund Advisory Group on Key Populations (2013-14); Global Fund Human Rights Reference Group (2012-13); Communities Delegation and Developed Country NGO Delegation to the Board of the Global Fund (2012-13); Global Fund Partnership Forums (2012-present); and evaluation of the Sexual Orientation and Gender Identity (SOGI) Strategy (2013).</li> </ul>
<p><b>3.ii. Conduct community consultations to identify sex workers’ perspectives and priorities</b></p> <p><i>Intended outcome:</i> Policy and programmes will be informed by the lived experiences of sex workers and will reflect a rights-based approach</p>	<ul style="list-style-type: none"> <li>• <b>National/regional/global policies and programmes informed through the agreement and articulation of sex workers’ priorities</b> – through NSWP developing and disseminating the <i>Consensus Statement on Sex Work, Human Rights and the Law</i> (2013). Involved an in-depth, 18-month consultation process. Supports sex workers of all genders and types, focusing on their eight fundamental human rights. Now serves as the basis of tools and strategies by NSWP and others. (See <a href="#">Case study 1</a>).</li> <li>• <b>Global good practice guidance on HIV (by WHO and UN partners’) informed by the lived experiences and priorities of sex workers</b> – through NSWP playing a lead role in the development and dissemination <i>Prevention and Treatment of HIV and other STIs for Sex Workers in Low and Middle-Income Countries: Recommendations for a Public Health Approach</i> with WHO, UNFPA and UNAIDS (2010-12). Based on consultations with members and support to sex worker representatives throughout the process. The first, ground-breaking recommendation is for all countries to decriminalise sex work.</li> <li>• <b>Global guidance on comprehensive sex worker programmes informed by the lived experiences/priorities of sex workers</b> – through NSWP playing a lead role in developing and rolling-out <i>Implementing Comprehensive HIV/STI Programmes with Sex Workers</i> (the SWIT) with WHO, UNFPA, UNAIDS and the World Bank (2013). Included consultations in 40 countries. Outlines the principles and components of a rights and evidence-based approach. Now serves as the basis of NSWP strategies and is used by agencies such as USAID and the Global Fund (See <a href="#">Case study 4</a>).</li> <li>• <b>Policies and programmes improved through the identification of best practice in sex worker-led HIV programming</b> – through NSWP</li> </ul>

	<p>commissioning research into 20 good practice examples in five regions and consolidating the findings in <i>Good Practice in Sex Worker-Led HIV Programming: Global Report</i> (2013).</p> <ul style="list-style-type: none"> <li>• <b>Policy debates on key, emerging technical issues within the global response to HIV informed by sex workers</b> – through NSWP conducting consultations and participating in relevant processes. For example, conducted a global consultation on pre-exposure prophylaxis (PrEP) and early treatment as prevention (TasP), involving 440 participants from 40 countries. This focused on the impact on individual sex workers, wider sex worker communities and wider society/HIV prevalence and resulted in a global report <i>PrEP and Early Treatment as HIV Prevention Strategies</i> (2014).</li> <li>• <b>International agencies’ decision-making and governance processes informed by the lived experiences and priorities of sex workers</b> – through NSWP participating in various international advisory and management groups. Examples included: WHO Civil Society Reference Group; GNP+ Board; and LINKAGES Advisory Board.</li> </ul>
<p><b>3.iii. Produce <u>community research</u> and resources on policy and best practice</b></p> <p><i>Intended outcome:</i> Sex workers will have evidence to support their arguments around the effectiveness of sex worker-led rights-based policies and programming</p>	<ul style="list-style-type: none"> <li>• <b>Sex workers’ advocacy plans supported through the articulation of NSWP opinions on emerging issues</b> – through NSWP developing and disseminating a total of 24 Briefing Papers. Examples include: Briefing Paper 5: <i>An Overview of Access to Medicines: ‘Don’t Trade Away Our Lives’</i>; Briefing Paper 6: <i>The Voices and Demands of Positive Sex Workers</i>; Briefing Paper 7: <i>Sex Work and the Law</i>; and Briefing Paper 9: <i>The Needs and Rights of Transgender Sex Workers</i>.</li> <li>• <b>Sex workers’ reactive advocacy supported through the articulation of NSWP positions on news stories affecting sex workers</b> – through NSWP developing and disseminating a total of 6 Statements. Examples include ones on: <i>The Norwegian Evaluation of the Ban on the Purchase of Sex</i> (2014); <i>European Parliament Support for Proposals Criminalising the Purchase of Sex</i> (2014); and <i>The Arrest of Alejandra Gil</i> (2014).</li> <li>• <b>Sex workers’ evidence-based advocacy on access to HIV treatment strengthened</b> – through NSWP conducting 5 regional consultations on barriers to access for sex workers living with HIV and producing a global synthesis report <i>Sex Workers Access to HIV Treatment Around the World</i> (2013). Research was carried out by Regional Consultants through online surveys and meetings with individuals and sex worker-led organisations.</li> <li>• <b>Sex workers’ lived experiences and good practice on HIV shared at regional and international HIV conferences</b> – through NSWP supporting sex worker participation in International AIDS Conferences (Vienna 2010, Kolkata and Washington 2012 and Melbourne 2014), including through Networking Zones and sessions in the main conference/Global Village.</li> <li>• <b>Sex workers equipped with advocacy messages to respond to legal models threatening their rights</b> – through NSWP developing advocacy materials, such as the <i>Advocacy Toolkit on The Real Impact of the Swedish Model on Sex Workers</i> (2014) that highlighted the harms associated with the model.</li> <li>• <b>Support and advocacy mobilised for sex workers living with HIV</b> – by developing NSWP+ (2014) as a platform for HIV-positive sex workers and others committed to treatment access and equal rights for sex workers living with HIV. Supported by a platform within NSWP’s website and by technical input from GNP+ and ITPC.</li> <li>• <b>Sex workers provided with practical resources to support safe and empowered sex work</b> – through NSWP developing and disseminating ‘how to’ guides. Examples include: <i>Only Rights Can Stop the Wrongs: The Smart Person’s Guide to HIV &amp; Sex Work</i> (2010); and <i>Making Sex Work Safe</i> (revised 2011) - a 92-page guide for programme managers, policy-makers and field workers on projects responding to the health and safety needs of female, male and transgender sex workers.</li> </ul>



#### 4. ANALYSIS OF NSWP ACHIEVEMENTS AND LESSONS

The following pages provide an analysis of the strengths, weaknesses and lessons of NSWP in 2010-15. The analysis is framed by the Strategic Plans for 2010-12 and 2013-15 and informed by the examples of outcomes and activities provided in Section 3. It also reflects the experiences and opinions of NSWP's stakeholders – especially its member organisations, notably those that are sex worker-led – as shared through the different consultation methods used for the Strategic Review. The analysis is grouped under 12 **strategic findings**:

**STRATEGIC FINDING 1: NSWP's Strategic Plans for 2010-12 and 2013-15 provided a clear and appropriate framework for the network and, overall, were well achieved.**

The Strategic Review found a strong correlation between the key components of NSWP's **Strategic Plans** for 2010-15 (mission, aims, goals, etc.) and the work that the network carried out. This indicates that the Plans provided an appropriate and useful framework - considering the organisation's role and stage in development. It also shows that, even though the Review found that only a few stakeholders are well acquainted with the *written* details of the Plans, they have been 'live' documents, in terms of being put into action. Furthermore, the Review found that there was a logical continuation, and also **evolution**, between the Strategic Plans for 2010-12 and 2013-15. While the basic structure remained the same, the latter emphasised consolidation and further strengthening of the network, such as in relation to its infrastructure (e.g. communications), positioning (e.g. strategic partnerships) and capacity building (e.g. South-South exchange).

Major **proposals** developed by NSWP during the period – such as for BtG and RCNF – clearly reflected the directions articulated in the Strategic Plans. This indicates that the network succeeded in securing resources (often 'basket funding', including funds for core costs) to support its *existing* strategic directions, rather than significantly changing to fit the requirements of donors.

In broad terms - as illustrated by Section 3's examples of outcomes and activities for each goal - NSWP **achieved** much of what it set out to within in its Strategic Plans for 2010-15. In some cases, its achievements were of a greater scale and significance than those predicted. An example is the work to influence global normative guidance for the response to HIV, in partnership with UNAIDS, WHO and other agencies. In other cases, the network did not fulfil its intentions – although there was usually a clear explanation why, such as in the case of a change in the environment or the prioritisation of other work. In yet other cases, a *degree* of activity took place, but only at a modest level – such as with work to build alliances with the women's movement (Strategy v of Goal 1, Strategic Plan 2014-15). Such areas will require consideration in the future - in terms of whether they should be excluded from the next Strategic Plan or, if they remain, how they could be stepped-up.

NSWP's Strategic Plans have also demonstrated **flexibility** – being adaptable to emerging trends and opportunities. For example, while the Sex Worker Freedom Festival was not part of the Strategic Plan for 2010-12, it proved a strategic event that was vital for building the sex worker movement.

**STRATEGIC FINDING 2: In 2010-15, NSWP underwent a step change as a global network – expanding its membership, strengthening its systems and consolidating its principled ways of working as a sex worker-led movement.**

In 2015, NSWP is a very different entity to that of 2010. In the period in-between, it has made significant achievements in the first goal of its Strategic Plans ('*Convene and further build on NSWP achievements as the **global network** committed to the realisation of sex workers' human rights*'). The years have seen both growth and consolidation – such as with the network increasing its membership (to 237 in 2015) and strengthening its foundations (such as its procedures for communications), while also expanding key aspects of its work (such as capacity building).

The 2010-15 period featured a number of important, high profile initiatives that, in different ways, demonstrated NSWSP's ability to lead and build solidarity among the global sex worker movement. Two key examples were the development of the *Consensus Statement on Sex Work, Human Rights and the Law* (see [Case study 1](#)) and the Sex Worker Freedom Festival (see [Case study 2](#)). In both cases, the processes were *as* (if not *more*) important than the products. For example, the Consensus Statement involved an 18-month consultation process among NSWSP members in five regions. This provided an example of the network making significant efforts to 'practice what it preaches' by establishing the involvement of its member organisations – in particular, those that are sex worker-led - as a central ethic and practice of its work. The consultation method used for the Statement informed other processes conducted by the network, including this Strategic Review. It is highly respected, particularly by other global key population networks that see NSWSP as a trailblazer in member consultation. Meanwhile, the Freedom Festival provided a strong example of NSWSP's role as a global mobiliser - building a sense of common empowerment and purpose. It was, as an NSWSP Board Member describes: *"A milestone in our movement – in terms of bringing us together, showing we were in charge and creating our own narrative."*

### **Case study 1: Consensus Statement on Sex Work, Human Rights and the Law**

In 2012, with funding from OSF's Public Health Programme, NSWSP undertook an extensive, 18-month consultation to identify clear positions in relation to sex work, human rights and the law. The process started at the Sex Worker Freedom Festival that was followed by consultation with members across NSWSP's five regions to gather evidence on legal frameworks and human rights contexts. This resulted in a global report. The members who responded were then approached for an in-depth discussion to clarify the areas of agreement and disagreement. As the goal of the Statement was to renew a global platform for advocacy, the focus was on endorsement of both sex workers' rights and the underlying demands that would realise those rights.

The Consensus Statement supports sex workers of all genders, class, race, ethnicity, health status, age, nationality, citizenship, language, education level and disability. It focuses on their eight fundamental rights:

- Right to associate and organize.
- Right to be protected by the law.
- Right to be free from violence.
- Right to be free from discrimination.
- Right to health.
- Right to privacy and freedom from arbitrary interference.
- Right to move and migrate.
- Right to work and free choice of employment.

NSWSP launched the Statement in 2013 at the International Conference on AIDS in Asia Pacific and the International Conference on AIDS and STIs in Africa, with versions produced in English, Chinese, French, Spanish and Russian. Since then, it has been widely disseminated among sex worker organisations to inform local, regional and global advocacy. It has also been supported by other agencies and donors, such as being used in meetings with Amnesty International and disseminated by the UNAIDS Regional Support Team for Asia Pacific. The Statement was endorsed by NSWSP members, while new members are now required to agree with it before joining.

The Statement now forms the basis of NSWSP's policy statements (such as on the Swedish model) and validation processes (such as for the SWIT). According to a representative of a regional sex workers network: *"The Consensus Statement gives us a common language. It shows that all sex worker activists deal with the same struggles and have common demands all over the world."*

### **Case study 2: Sex Worker Freedom Festival, Kolkata**

In 2012, government travel restrictions to the USA meant that many sex workers and people who use drugs were not able or willing to attend the International AIDS Conference being held in Washington DC. In response, NSWSP, the All India Network of Sex Workers and the Durbar Mahila Samanwaya Committee co-hosted a six-day Sex Worker Freedom Festival in Kolkata. This served as an alternative event for sex workers and allies to protest community members' exclusion from the main Conference and to ensure that their voices were heard. It was supported by OSF, American Jewish World Service, UNAIDS, Dutch Ministry of Foreign Affairs, UNFPA, HIVOS, Aids Fonds and the 2012 Conference Secretariat.



The Sex Worker Freedom Festival was an official Hub of the International AIDS Conference, with video linking to conference sessions and Global Village activities in Washington. It involved 667 participants, including 130 international sex workers from 43 countries and over 400 Indian sex workers. It also included representatives from: other key population networks; UNAIDS and UN Cosponsors; national governments; international NGOs; academics; and service providers. The Festival focused on the seven freedoms to which sex workers are entitled to fulfil their human rights. It included keynote speeches, plenary sessions, cultural events, workshops and info-activism training (using social media). The Festival addressed critical, current issues for the sex worker movement, such as the harmful impact of criminalisation and anti-trafficking campaigns. It also focused attention to specific groups of sex workers, such as those who are transgender, living with HIV or who use drugs - with tailor-made sessions held in collaboration with GATE, GNP+ and INPUD respectively. The Festival was documented in a multi-media report *Solidarity Is Not A Crime*<sup>xv</sup>.

The Festival was a 'once in a lifetime' opportunity for sex workers from around the world to come together and share experiences, culminating in a shared platform to unite against violations of human rights and exclusion from programmes and decision-making. As Daisy Nakato, Director of Wonetha, Uganda, said: *"Coming to Kolkata was so exciting to me because it was my first time to talk meeting with sex workers from different parts of the world and positive and negative. This gave strong sex workers have come out to address their challenges ..... I left Kolkata with a lot of positive energy coming to improve the way we have been doing our work in Uganda given the experience I got from the sex worker organizing in India."* Michel Sidibé, Executive Director of UNAIDS, described the Festival as: *"A wonderful example of people who face stigma and discrimination speaking out and taking control"*.

The Festival was a catalytic moment for many of NSWP's key areas of work – for example, with the launch of NSWP+ (see [Case study 9](#)) and important discussions on the content of the SWIT. It also provided a critical opportunity for advocacy, especially on the policies of the US government, including the so-called Prostitution Pledge. In a public statement, Ruth Morgan Thomas, NSWP Global Coordinator, said that: *"It is essential that sex workers be able to self-organise in order to stop the HIV epidemic and still the US Government prohibits funds being given to sex worker-led organisations, the most effective HIV prevention strategy, through the anti-prostitution pledge included in all USAID contracts."* A US participant in the Strategic Review's in-depth consultation with members confirmed that, during the Freedom Festival, NSWP also support advocacy based in Washington: *"In 2010-2015 NSWP support[ed] activities around the IAC in the US and worked to help build capacity on the local level to ensure sex worker activity and to bring sex workers together to address the sex worker ban and other issues. This would not have happened without NSWP."*

The Strategic Review found that, while an essential principle, the *practice* of **consensus building** among NSWP's constituents can be challenging. For example, the consultations with members found that, while some felt that their priorities received inadequate detail in the Consensus Statement, others felt that the end product was too long (*"trying to please everyone"*). Similarly, while some members consider NSWP's prioritisation of capacity building in the Global South to be both strategic and appropriate, others have strong concerns that this neglects other regions, notably North America and Europe. Within the Review's in-depth consultation with members, two participants from the USA stated that: *"NSWP should] support the United States – we are being hammered here. People think we are privileged but with sex work we are not. We need more capacity building and strengthening of Fes between the sex worker community";* and *"our greatest concern about international matters and NSWP is that because the US is regarded as a high income country, there is not a lot of consideration of the sometimes rather dire situation of sex workers here, and more focus on the ways in which US sex workers should be advocating for less awful US international policy."*

Such diverse opinions reflect the inevitable tensions within a dynamic global network that: has a diverse constituency (in terms of geography, gender, economic development, etc.); works on a highly political agenda; yet has limited resources.

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A further area of on-going tension is NSWP's emphasis on organisations being **sex worker-led**. This is widely recognised as a critical philosophy that NSWP has both pushed among its own members and supported regional networks (such as ASWA and SWAN) to adopt. However, some stakeholders (both internal and external) are concerned that the approach risks being interpreted too simplistically - as 'sex worker-led good, non sex worker-led bad' – without due consideration of the local context and it, for example, limits the ability of sex workers to safely and effectively self-organise. One representative of a regional network expressed that: *“At the moment, NSWP are not embracing. I feel they are singing a political song, rather than being pragmatic. In some contexts, the sex workers who aren't in a position to organise are the very ones that are the most vulnerable and, arguably, in need of global solidarity.”* Within the in-depth consultation with members, a participant from Trinidad and Tobago expressed that: *“Allies are important in many Caribbean countries. It's very difficult to have a very open sex worker running a group. Much stigma, little protection, little funding. Allies working with sex workers can help. NSWP wants to push sex worker led, but it should look at the actual work of an organization and its context and not judge only based on leadership.”*

The Review confirmed that NSWP can increasingly **galvanise global action** on key issues and opportunities for sex workers. It can also, as required, lend its weight to regional or country-level situations – as illustrated by its provision of advice and advocacy during the eviction of sex workers from the Tangail Kandapara brothel district in Bangladesh (2014). Overall, the Review identified a sense that, if NSWP did not exist, sex worker issues would still be on global agendas, however, they would not be addressed to the same extent and the response would be much more fragmented.

NSWP's movement-building role is underpinned by its **communications work**, focused on information sharing and knowledge management. The core components of this include NSWP's: website; global, regional and thematic listservs; social media platforms (Facebook, Twitter and YouTube); and briefings, statements and technical reports. This area of work is especially enhanced by NSWP having **Regional Correspondents** throughout the world who provide first-hand coverage of issues specific to their country or region. It is also enhanced by NSWP's aims to, where feasible and affordable, produce resources in five core languages (English, Chinese, French, Spanish and Russian).

NSWP reports that many of its members communicate with the Global Secretariat on a regular basis. Communication is especially frequent – even daily when specific initiatives are underway – with the regional networks. Meanwhile, the survey and in-depth consultation with members clearly demonstrated that they value NSWP's role as a 'knowledge hub' and as a 'translator' of complex, but highly relevant, issues. Many are grateful for and make good use of the network's resources to educate their own members, inform their own positions and support their own local, national or regional advocacy. For example, a representative of a regional network remarked that: *“NSWP's Briefing Papers are a good 'go to' place for us and our members. They help people to understand the issues and be better prepared to answer tricky questions. We look to see what NSWP are saying on something – knowing that they'll provide a good example that we can learn from.”*

However, many members call on NSWP to better manage the quantity and complexity of their communications. In particular, concern was expressed that some documents are too long and complicated when, for example, members would prefer one page of key points in plain English. In the in-depth member consultation, the Regional Report for Europe said: *“It is difficult for NSWP to be recognised by sex worker community 'on the ground' because documents and resources developed by the network are written in such a way that they are not comprehensible for community members. As suggested by one of the organisations, they have an impression that most of these documents do not target sex workers but high-level politicians and policy-makers from international agencies. These documents should be shorter, written in a simpler, less sophisticated language if they are to be read by sex worker community. Maybe NSWP could consider developing different sets of documents targeting different audiences ..... and tailor these documents to competences and skills of each of these audiences.”*

The survey and in-depth consultation also showed that, in some cases, members do not know that key NSWSP resources exist and/or that they are available in different languages. This may be due to some of the resources included in the Review dating back several years and/or respondents being relatively new to their organisation. However, it emphasises the need for NSWSP to constantly and actively disseminate and market its resources, especially internally within the network.

Overall, within the survey and in-depth consultation, when members were asked what NSWSP could do better in the future, many of the responses focused on things such as: provide simpler resources; promote the networks existing tools more extensively; communicate more directly with grassroots sex worker organisations; and translate resources into more local languages.

Finally, the Review highlighted that, although NSWSP's membership continues to increase, there remain many hundreds of organisations by and/or for sex workers that do not know about the network and/or are not currently members. This includes in countries such as India and Brazil with large sex worker communities and long-established traditions of sex worker organising. Some participants in the in-depth consultation of members urged NSWSP to conduct a membership drive and to further raise its profile within countries.

**Box 4: Members' views on NSWSP's strengths and weaknesses to date**

*"NSWP as the global voice has risen the bar for sex workers across the world. In amplifying sex worker voices, empowerment, recognition and opportunities have been opened for Sex Workers. It is known that without the work of NSWSP, sex workers would be in hiding."*

*"NSWP make huge differences in my organization as well as in Myanmar ..... providing technical support .... Our finance officer got finance training from NSWSP. Besides that, helping to prepare proposal, report writing to donors. Also helping a lot by information sharing."*

*"NSWP has helped SW in the Caribbean to have access to funding and also keep them informed on what is happening globally. This has helped SW in the Caribbean to do better work."*

*"NSWP has been valuable as a hub connecting [our organisation] to other sex worker organisations and providing a mechanism for us to feed into global processes and advocacy. It has also been a source of information on law reform and events happening around the world."*

*"NSWP facilitated my own growth and development as a sex worker rights activist. Information that was available in Russian, was usefull in educating other sex workers and informing them about sex worker rights advocacy. There were quite a few useful publications that sex workers used in communicating with decision-makers, in working with the media and in trying to mobilize communities locally. This facilitated understanding between sex workers and those who used to oppose us and allowed us to strengthen the movement and to acquire new partners."*

*"[NSWP] has strengthened our organizations in Ecuador and especially our empowerment, leadership and voices as leaders ... and ownership of our rights, especially acknowledgement that 'sex work is work'".*

*"[The fact that] there is a network that supports sex workers helps us to feel less alone, more supported and more able to achieve political influence about working conditions and recognition of rights in our country."*

*"Through the support of a larger umbrella organization such as NSWSP, we can gain support from networks outside of our region and grow stronger with advice from organizations that have supported successful campaigns all over the world."*

*"I feel NSWSP is one of the most cohesive and organized networks around, and not just on the topic of sex work. It is a model for other organizations looking to consolidate information about their work."*

*“Participating in the global consultations has been an incredibly valuable process. The consultations on human rights and PrEP/early treatment prompted us to conduct our own surveys and consultations on these issues, resulting in data that we can use in presentations and advocacy - internally within [our organization] and our membership and also externally to government bodies and health sector.”*

*“In Cameroon .... South-South exchange through the Academy initiated by ASWA allows us to come together and share our experiences ... to develop a new, common strategy for advocacy at the regional level, based on the recognition of the rights of women and sex workers.”*

*“For our organization capacity building and technical support was most important because during those time we got huge technical support from NSWP. We received financial training from NSWP, we got NSWP as our fiscal sponsor. NSWP also helped us by editing proposal and donor report.”*

*“Communication and information sharing is the most important NSWP’s role for us so far, since this is something that allowed us to educate sex workers about the various issues of sex worker rights advocacy and later empowered us to influence other areas of life as well. At the moment Ukrainian sex workers are not very active in advocacy and we still need time to mobilize our community and to become a real rights movement.”*

**STRATEGIC FINDING 3: NSWP has built its profile and respect within the global civil society architecture, particularly of the response to HIV - establishing a unique position as the ‘go to’ organisation for sex worker issues and a key partner in key population initiatives.**

In 2010-15, NSWP matured as a network – building its **profile and reputation**, in particular within the architecture of the global response to HIV. While not claiming to represent all sex workers, NSWP has become recognised as the major global network representing sex worker issues. The representative of a donor organisation stated that: *“NSWP occupies a very specific niche .... It has placed sex worker issues on the global agenda and become the ‘go to’ organisation when you want to engage sex workers on a global level. They have become the global authority.”*

NSWP has found an important strategic position alongside other **global key population networks**. This partnership is based on constituents’ shared experiences (such as of human rights violations) and needs (such as for a greater voice in policy-making). It has been concretised through specific initiatives, such as the CLAC. The latter is an Alliance of BtG partners that submitted a successful proposal to the Global Fund to provide in-country technical support to enable key populations to participate in Global Fund Country Dialogues and promote evidence-based programming. A further example is *Access Challenges For HIV Treatment Among People Living With HIV And Key Populations In Middle-Income Countries* - a policy paper developed in collaboration with GNP+, INPUD, MSMGF and ITPC and providing evidence of the inequitable access to treatment experienced by key populations living with HIV. The paper has been successfully used for joint advocacy purposes, such as during a meeting on access to HIV medicines in middle-income countries held in Brazil (2013) and organised by UNITAID, WHO, UNAIDS and the Medicines Patent Pool.

NSWP is a valued team mate for key population networks and, for some, a role model. A representative of one organisation said: *“I am constantly impressed by how prepared and well-informed NSWP are. They are a respected guardian of key population concerns – not just those of sex workers. They are a vital ally for us because, as a bloc, it is harder for policy-makers to split us or oppose us.”* While such collaboration is welcomed, some stakeholders caution NSWP to choose its partnerships carefully and on a case-by-case basis. While aligning itself to key populations networks in general, it should not be seen as exclusively or unquestioningly associated with any individual network, in particular where such an organisation may not perform as effectively as NSWP.

Within the Strategic Review, some participants criticised NSWP for *“forcing themselves onto agendas”* and using an *“overly aggressive”* advocacy style. Some technical partners cited examples of

international negotiations where NSWP representatives appeared to be unnecessarily negative – not nuancing their style to the specific issues on the table and the (supportive) stakeholders in the room. One expressed that: *“I can see that it’s often incredibly difficult and frustrating for them – they’re often on a back footing and under attack. It sometimes gets very heated and they can get adversarial. There’s a need to build an approach to advocacy that delivers messages strongly, but calmly.”* However, on the whole, both internal and external stakeholders praise NSWP’s representatives for finding an effective balance between being professional advocates (informed by evidence, able to cite international mandates, etc.) and being passionate defenders of their community. Such a style is especially welcome within the ‘dry’ world of international health and rights policy-making – where the debates risk being theoretical, rather than based on the real needs of marginalised communities.

The Strategic Review highlighted that NSWP’s status has been particularly enhanced through its strategic use of high profile events, notably the regional and global **AIDS conferences**. These gatherings have become an important platform for the network and its members to gather together (such as through pre-conferences), showcase their work (such as through sessions in the Global Village) and advocate on ‘hot topics’ (such as through marches). Such work has been carried out in collaboration with regional and/or national members - such as ASWA for the 2013 ICASA in Cape Town, where NSWP supported the participation of 20 sex workers from 14 countries. Meanwhile, at the most recent IAC - in Melbourne, 2014 - NSWP supported APNSW and the Scarlett Alliance to, among other activities, hold a pre-conference and produce the Melbourne Statement on sex workers demands. Also, the main conference included a plenary speech by an NSWP nominee living with HIV and a panel discussion on sex work and labour rights jointly facilitated by NSWP and UNFPA.

**STRATEGIC FINDING 4: NSWP’s own members have very different levels of knowledge about, and expectations of, the role of the global network. In turn, they also have different assessments of, and demands for, its priorities.**

An important finding of the Strategic Review – gained from the survey and in-depth consultation methods - was that, although NSWP has raised its external profile and achieved impressive results, its own **members** have varied levels of understanding about what the network is, why it does what it does and what value-added it brings.

In some instances, these variations are easily explained – such as depending on whether an organisation has been directly involved in an NSWP project or whether an NSWP resource has been produced in their local language. However, in other instances, it appears to reflect fundamentally different perceptions of what it is realistic for a global network – especially one with modest resources - to do. For example, in interviews and group discussions, NSWP staff articulated NSWP’s intended functions (such as sharing information, developing tools and building a movement). However, in the survey and in-depth consultations, some members – such from North America and Eastern Europe - urged NSWP to provide direct financial and technical support to their organisation and country. While such expectations are a common challenge for global networks, it is an important issue for NSWP to continue to clarify – so as to avoid disappointment about what it can, but also *can’t, do*.

Within the survey of members, respondents were asked to identify what difference NSWP has made to their organisation. The answers varied from ‘none’ to lists of specific differences, such as in relation to capacity building, knowledge and advocacy ideas. Some of the responses were organisation-specific, such as with a participant from: Myanmar citing training in financial systems and proposal development; Ecuador citing support for sex worker leadership and network development; and a country in Africa citing participation in the Sex Worker Academy Africa.

The survey also showed that members have a broad appreciation for all of the multiple roles played by NSWP<sup>xvi</sup> and want the network to continue to play them all in the future. The greatest appreciation is shown for NSWP's roles in:

- Communications and information work (seen as “foundational”).
- Connecting organisations and building the sex worker movement (seen as “essential”).

NSWP's role in advocacy and policy work was also frequently cited. Generally, similar findings emerged from the in-depth consultation, with members expressing particular gratitude for the sense of connectedness and dignity that NSWP fosters for sex worker organisations. Other examples of NSWP's key roles that were cited included: building capacity; developing tools; representing sex workers in international forums; gathering evidence; and facilitating sex worker engagement.

Of note, the Review's input from members highlighted how some, while acknowledging NSWP's role in areas such as advocacy and capacity building, said that they had not, personally, experienced such roles in their own country. This reflected a common request for the network to invest more time and resources in efforts focused on supporting domestic advocacy and strengthening the capacity of national-level networks. It also reflected a request for NSWP to scale up some of its 'star projects' that members across the network have heard of - such as the Sex Worker Academy Africa – to other countries and regions.

Within the Review, some stakeholders – notably Board Members and representatives of regional networks – felt that more could be done to ensure that members have a stronger sense of ‘belonging’ and ownership of NSWP. They suggest that this would involve more obviously ‘connecting the dots’ between the issues raised by local members and the advocacy forums engaged in by NSWP (which, otherwise, risk seeming intangible or irrelevant). As a member of the Board say: *“People need to know that being a member of NSWP is something important and something that will benefit their work. We need to do more to bridge the gap between national and global – so that members can see how what NSWP does is relevant to them, even if the benefits are not immediate.”*

#### **Box 5: Views on NSWP's past and future role – from in-depth consultation with members**

*“NSWP plays an important role in endorsing sex worker-led activism across the European region. Confronted with the vitality and complexity of [the] sex worker movement globally, local/national sex worker collectives are more encouraged, inspired and motivated to engage in activism and political action in their countries ..... By putting sex work in the political agenda, NSWP triggered local collectives to engage more with the policy makers and the media and to be more vocal about sex workers' rights.”* Regional Report for Europe

*“The information shared on the [NSWP] mailing list was helpful when it came to creating content for some programming as well as when supplying current data and ideas for presentations to various stakeholders – government, the university, healthcare workers, funders and embassy supporters.... The information was also useful when giving information to media on the global progress of sex worker initiatives, advocacy and programming.”* Participant from Trinidad and Tobago

*“NSWP enabled [the] emergence of sex worker organizations and growth in sex worker exchanges in Africa and the world.”* Regional Report for Africa

*“The majority of organizations expressed that the activity most useful by NSWP was assessment of good practices in HIV programmes led by sex workers, involving women, trans women and men, sex workers living with HIV or not ... giving them tools to carry out advocacy in defense of their rights and the best care in the health services.”* Regional Report for Latin America

*“[NSWP needs to] shift the image of sex work from being seen as a public health or moral issue to being seen as something of value that society can accept.”* Participant from Thailand



*"[NSWP] is very academic, and it feels very distant/inaccessible from the average US sex work[er]. The work of NSWP does seem to cater to well-educated sex worker activists and marginalize the majority of people in the sex trade."* Participant from USA

*"NSWP improved [the] confidence of sex workers. Prior to NSWP intervention, they did not consider themselves as sex workers, but mere prostitutes – failures and deviant, marginalised persons without dignity and respect. NSWP helped them to understand that sex work is universally recognised and deserves respect and dignity."* Regional Report for Africa

*"As marked by some organisations operating in these parts of the region where HIV interventions for key populations are supported by UN agencies and Global Fund, advocacy work done by NSWP in these international institutions has enhanced the standards of service provision and facilitated communication between sex worker collectives and donors (who are now more sensitised to issues around sex workers' rights and put pressure on governments and service providers to follow international – WHO/UNAIDS – standards in HIV prevention interventions)." Regional Report for Europe*

*"Human rights, stigma and discrimination, equality under the law and economic empowerment were they key issues addressed [by NSWP] and appropriately so."* Participant from Antigua

*"[NSWP's most useful role is] providing practical information and opportunities for exchange between organizations and projects working with women, men and transgender sex workers to empower [them]."* Participant from Mexico

*"[NSWP should] mobilize donors to put money in sex workers organization. If donors fund non-sex worker organizations then donors have to put a condition that sex workers need to meaningfully participate in the program."* Participant from Bangladesh

*"Stigma and discrimination should be prioritised, as being tied to all the other issues sex workers face and also being something that peer-based organisations hear from sex workers the most on a day-to-day basis."* Participant from Australia

**STRATEGIC FINDING 5: NSWP has played a leadership role within significant advances in international guidance on rights-based and sex worker-led HIV policies and programmes, notably among UN institutions.**

The Strategic Review highlighted how NSWP works on a complex agenda, often alongside international agencies that have diverse - and sometimes oppositional - positions. Within this context, the network has achieved important breakthroughs, particularly in relation to the norms that guide the HIV-related policies and programmes of such institutions.

The clearest examples of this are seen in NSWP's work in relation to UNAIDS and its Cosponsors. During 2010-15, the network built a strong relationship with the Programme, through a 'journey' of good practice development. This included collaboration on:

- **Annexes to the *Guidance Note on HIV and Sex Work*** (originally published by UNAIDS in 2009, then updated in 2012). These were developed by the UNAIDS Advisory Group on HIV and Sex Work (co-chaired by NSWP) and focused on four priority issues for sex workers: 1. The legal and policy environment for sex work, including criminal and other laws affecting sex workers; 2. Shifting the strategic focus from reduction of demand for sex work to reduction of demand for unprotected paid sex; 3. The problematic conflation of sex work and trafficking; and 4. Economic empowerment of sex workers.
- *Prevention and Treatment of HIV and Other Sexually Transmitted Infections for Sex Workers in Low and Middle-Income Countries: Recommendations for a Public Health Approach,*

published with WHO, UNFPA and UNAIDS (2012). This addressed a gap in international guidance on effective HIV programming and provided a set of good practice and evidence-based guidance for national public health officials, managers of HIV programmes, NGOs and health workers (see [Case study 3](#)). These include the ground-breaking recommendation that countries should decriminalise sex work.

- **The SWIT** with WHO, UNAIDS, UNFPA and the World Bank (2013, see [Case study 4](#)) that provides a tool with which to strengthen rights-based programmes for sex workers.

### **Case study 3: International guidelines on a public health approach to HIV for sex workers<sup>xvii</sup>**

#### **Good practice recommendations:**

1. All countries should work toward decriminalization of sex work and elimination of the unjust application of non-criminal laws and regulations against sex workers.
2. Governments should establish antidiscrimination and other rights-respecting laws to protect against discrimination and violence, and other violations of rights faced by sex workers in order to realize their human rights and reduce their vulnerability to HIV infection and the impact of AIDS. Antidiscrimination laws and regulations should guarantee sex workers' right to social, health and financial services.
3. Health services should be made available, accessible and acceptable to sex workers based on the principles of avoidance of stigma, non-discrimination and the right to health
4. Violence against sex workers is a risk factor for HIV and must be prevented and addressed in partnership with sex workers and sex worker led organizations.

#### **Evidence-based recommendations:**

1. We recommend a package of interventions to enhance community empowerment among sex workers.
2. We recommend correct and consistent condom use among sex workers and their clients.
3. We suggest offering periodic screening for asymptomatic STIs to female sex workers.
4. We suggest offering female sex workers, in settings with high prevalence and limited clinical services, periodic presumptive treatment for asymptomatic STIs.
5. We recommend offering voluntary HIV testing and counselling to sex workers.
6. We recommend using the current WHO recommendations on the use of antiretroviral therapy for HIV-positive general populations for sex workers
7. We recommend using the current WHO recommendations on harm reduction for sex workers who inject drugs.
8. We recommend including sex workers as targets of catch-up HBV immunization strategies in settings where infant immunization has not reached full coverage.

NSWP's collaboration with UNAIDS has involved multiple **other processes**, such as: participating in the UNAIDS Inter Agency Working Group for Key Populations; nominating/mentoring sex worker members of the NGO Delegation to the UNAIDS Programme Coordinating Board; presenting at thematic meetings of the Programme Coordinating Board (such as on non-discrimination in employment); contributing to the development of the UNAIDS Strategy (2011); providing input into the Strategic Investment Framework; and facilitating the participation of NSWP members in the High Level Meeting for the United Nations General Assembly Special Session on AIDS (UNGASS) (2011). Throughout this journey, NSWP worked in partnership with the multiple other agencies involved and mobilised its own members to engage in relevant processes. At times, this required the network to stand firm and disagree with others - in order to advocate forcefully for the real needs and priorities of sex workers. For example, the launch of the *Recommendations for a Public Health Approach* was delayed due to requests from NSWP to maintain the strongest language and recommendations. Similarly, in 2012, while welcoming the overall recommendations of the World Bank's *Global HIV Epidemics Among Sex Workers: Epidemiology, Prevention, Access to Care, Costs and Human Rights*, NSWP publicly questioned the methodology for the modelling and costings. Overall, while sometimes 'inconvenient' for others, NSWP is mostly praised for such instances of taking a principled stance.

Such processes have not only led to critical products, but established vital principles among UN agencies. These include having: guidance that is based on the lived experiences of sex workers (the



experts in their own issues); equal UN and sex worker representation in decision-making bodies; and representatives of sex workers nominated by sex worker organisations (rather than ‘cherry picked’).

NSWP’s leading role in relation to HIV is especially welcomed by members in regions, such as Eastern Europe and Central Asia, where the epidemic remains a major (and, in some countries, growing) challenge. For example, within the Review’s in-depth consultation with members, the Regional Report for Europe stated that: *“Organisations engaged in provision of (HIV-related) services for sex workers or involved in advocacy for improvement of HIV prevention/testing/treatment interventions for sex workers have stressed that NSWP has played a key role in helping them in their efforts. It was marked that as a source of many relevant resources and recommendations for on-going HIV interventions among sex workers, NSWP has been essential in providing organisations with updated and high-quality information supporting the development and implementation of rights-based HIV prevention strategies for sex workers. For example, in Portugal, two service providing organisations improved (upgraded) their HIV-related services following NSWP’s recommendations (programmes previously based only on service provision were supplemented by interventions focused also on challenging stigma and discrimination, supporting human rights and access to health services).”*

#### Case study 4: The Sex Worker Implementation Tool

Building on the 2012 HIV guidelines for sex workers<sup>xviii</sup>, NSWP joined WHO, UNAIDS, UNFPA, the Bill and Melinda Gates Foundation, Centres for Disease Control and Prevention (CDC), Office of the US Global AIDS Coordinator (OGAC) and United States Agency for International Development (USAID) in the development of a practical tool for programme managers, service providers and policy-makers. NSWP was not directly involved in the initial framing of the tool, due to some resistance from within WHO. However, it later joined the Working Group and successfully advocated for sex worker representatives to be in the writing groups for each chapter.

In May 2013, a technical meeting was held in Ghana, policy-makers and programme managers. Here, 25% of the participants were sex workers (female, male and transgender) nominated by NSWP. This provided an opportunity to mentor emerging sex worker leaders by pairing them with more experienced advocates. Some of the other participants – who had initially been sceptical about the value of sex worker participation – changed their opinion due to the high quality participation. Subsequently, NSWP provided detailed input into the development of the tool, including by facilitating a global consultation on good practice in sex worker-led HIV programming. This reached 40 countries through a system of local Key Informants, with the results documented in regional and global reports.

The resulting resource is *Implementing Comprehensive HIV/STI Programmes with Sex Workers*, WHO, UNFPA, UNAIDS, World Bank and NSWP (2013) – known as the Sex Worker Implementation Tool (the SWIT). It emphasizes the principles underlying effective HIV programming - namely sex worker-led communities implementing sex worker-designed interventions. As illustrated, it has six chapters – adding up to a comprehensive, rights and evidence-based approach. It includes case studies of best practice, such as from SANGRAM, India. The late Andrew Hunter of APNSW said: *“The most exciting part of this document is on page six .... It says, ‘this process represents a paradigm shift, from sex workers being the recipients of services to the self-determination of sex worker communities’”*. Meanwhile, a donor interviewed for the Strategic Review said: *“The achievement of the SWIT is not only the document, but the fact that NSWP were equal partners in the process. They brought in advocates and sex worker leaders from across the world – helping to ensure that the process was in touch with the reality. It enabled us all to work out the big issues and ensure that the end product represented good practice.”*



The SWIT was presented at the PEPFAR annual meeting

in October 2013 before being offic

regional AIDS conferences in Asia and the Pacific and Africa. Since then, the tool has been disseminated widely and, among other results, been accepted by USAID and the Global Fund as for guidance. The UNAIDS Steering Committee on HIV and Sex Work (co-chaired by NSWP) is monitoring an acceleration plan to roll-out and scale-up the tool in a number of priority countries. The SWIT is now central to initiatives implemented by NSWP, such as the curriculum for the Africa Sex Worker Academy and capacity building workshops.

Within the Strategic Review, the survey and in-depth consultation with members confirmed widespread appreciation for NSWP's role in relation to tools such as the SWIT. However, it also found that many members urge the network to, once they are produced, make even greater use of such resources – ensuring that they are more systematically and comprehensively **disseminated** and rolled-out (by NSWP itself, but also by members, technical partners and others).

The Strategic Review also highlighted the constant need for NSWP to stay 'ahead of the game' – in terms of identifying and responding to *emerging* issues related to HIV. An example of this can be seen in relation to the Global Fund – where it has become increasingly urgent for sex workers and their organisations to engage in national processes around financing of the HIV response. This is especially critical in countries that have – or are due to attain – lower-middle or middle-income status, where support from the Global Fund and other international donors will be replaced by domestic funding from governments or other sources. Generally, this has not been a traditional area of engagement for sex workers and other key populations. However, it is increasingly crucial – as government funding mechanisms risk neglecting the needs of such priority communities.

**STRATEGIC FINDING 6: NSWP has made an important contribution to increasing – and communicating - the community evidence base for good practice, rights-based and sex worker-led policies and programmes.**

A clear strength of NSWP's work is its attention to identifying, consolidating and sharing high quality evidence that is based on the real life experiences of sex workers. The years 2010-15 saw multiple projects whereby NSWP coordinated research and consultation processes among its members – consolidating the results into publications. This process provided local, national and regional sex worker groups with concrete evidence – an invaluable resource to support advocacy efforts. It also built global solidarity – by demonstrating that sex workers across the world often face the same challenges and, together, can be part of, and identify, the solutions.

An example of an NSWP research process is provided below, focusing on the production of regional and global reports on good practice in sex worker-led programming. Meanwhile, the quarterly **Sex Work Digest**, contracted by UNFPA, provided an important vehicle through which to disseminate such information among NSWP members, as well as a growing number of external stakeholders. Meanwhile, 2010-15 saw the production of two editions of **Research for Sex Work** - a journal for sex workers, activists, health workers, researchers, NGO staff and policymakers. This Editorial Board that includes sex workers, while each edition is produced as a bilingual publication in partnership with an NSWP member. Edition 13 (2012) was in English/Chinese and addressed the view fro 2012; while edition 12 (2010) was in English/Russian and addressed violence<sup>xix</sup>.

**Case study 5: Community research on good practice in sex worker-led programming<sup>xx</sup>**

Around the world, sex worker-led organisations are succeeding, some against great odds, in delivering HIV programming that takes consultation with, and active involvement of, the intended beneficiaries

In 2013, funded by the RCNF, NSWP carried out a project to identify and document best practices by sex workers in providing services related to sex work and HIV. It commissioned research in its five regions with, as guided by Regional Advisory Groups, four programmes selected in each one. This led to a series of regional reports, each providing region-specific recommendations. In turn, these were consolidated in a global report,

produced in NSW's five core languages. This summarises the 20 case studies and highlights the characteristics of effective sex worker-led interventions:

- Offer services that meet sex workers' needs.
- Ensure that funding sources have sex workers' best interests at heart.
- Run services effectively and smoothly.
- Ensure inclusion of all sex workers.
- Aim for programming led by sex workers.
- Aim for community empowerment.
- Engage with sex industry gatekeepers. Engage with the government.
- Engage with law enforcement agencies.
- Engage with health professionals.
- Engage with the media.
- Demand justice.
- Forge alliances.

Since their publication, the regional and global reports have been used to support advocacy efforts by NSW and its members at national, regional and global levels. They have also been used to shape the network's input into key international tools and guidance, such as the SWIT.

**STRATEGIC FINDING 7: NSW has engaged in an ambitious and complex advocacy agenda that has been highly relevant to the issues and needs of sex workers. However, its members maintain different opinions about what its current and future advocacy focus should be.**

As listed in **Box 3**, NSW's Strategic Plans for 2010-15 cited seven **advocacy themes**. The Strategic Review found that these represented a comprehensive and appropriate agenda for sex workers across the world – providing headlines under which all relevant issues could be clustered. They also, however, represented a very large and very ambitious agenda – emphasising the need for annual priorities to be set by the Board.

Despite broad support for NSW's advocacy issues, the survey and in-depth consultations with members found diverse opinions about which have been the most important to date and which should be the **priorities** for the future. In general, the largest support (for both the past and future) is expressed for the issues of:

- Human rights.
- Decriminalisation.
- Sex work as work.

However, beyond those three issues, the preferences vary considerably – often reflecting the needs of individual organisations, countries and/or regions. For example, in very general terms: members in European countries often call for a stronger focus on issues such as labour law and legal oppression; while members in regions such as Asia Pacific or the Caribbean often call for a stronger focus on issues such as police violence and access to health services.

In some cases, while members agreed that an issue mattered, they disagreed on the value of NSW investing energy in campaigning on it. A critical example is **decriminalisation**. Opposition to all forms of criminalisation and other legal oppression is one of NSW's core values. Furthermore, the network has researched and published related resources, such as a Briefing Paper on *Sex Work and Law* (2014). However, while for some members in some contexts, this issue is the uppermost priority (as a both a feasible and critical legal entry point to fulfilment of sex workers' rights), for other members in other contexts, decriminalisation is an intangible, long-term goal (perhaps even just a dream) and much less of a priority compared to immediate policy challenges, such as of police harassment.

A further critical and very highly contended issue is **trafficking**. In the Review, all stakeholders that discussed the issue recognised its complexity and sensitivity, as well as the power and resources of 'the opposition' (namely the anti-trafficking lobbying). Here, some members feel strongly that NSW should not engage further in issues related to trafficking (as they would be "*running into a brick wall*")

and it would “swallow up all their time and resources”). However others (notably, but not exclusively, members in the USA) feel that NSWP should more fully and assertively take on both the issue and the ‘opposition’ – passionately and whole-heartedly de-bunking the conflation of sex work and trafficking issues, including as promoted by feminist organisations. Within the Review’s in-depth consultation with members, a US participant stated that: “NSWP needs to respond to the war on trafficking in the United States; it is becoming the model for other countries and unless it’s dismantled here it’s going to spread everywhere.” A participant in the e-survey agreed that NSWP should prioritise: “Combating the current trafficking hysteria with facts, research and amplification of the voices of sex workers. I feel the sex trafficking movement is a response to sex workers gaining traction (and the end to the War on Drugs in the US, general desire to control people morally and with regards to immigration internationally). We need to put this fire out!”

In the five years addressed by the Review, each of NSWP’s advocacy themes has been addressed, but to different extents. Some – such as access to health/HIV services and human rights – are strongly associated with the network and seen as crosscutting to almost all of its activities. Others, such as economic empowerment, are less well associated with the network, even though some work has been carried out on them (for that particular issue, in Africa<sup>xxi</sup> and Asia Pacific<sup>xxii</sup>). Some stakeholders, including some members of the Board, feel that NSWP should have a shorter and more specific set of advocacy priorities. For example, compared to the nine priorities that were set for 2015<sup>xxiii</sup>, it might be more effective to have three or four, each supported by a succinct advocacy strategy (with targets, strategies, indicators, etc.). Some stakeholders also feel that NSWP should do yet more to ‘unpack’ the key advocacy issues that it works on – such as, with decriminalisation, presenting more clear, robust and unarguable evidence of why it makes sense, not only for sex workers, but wider society. For example, a participant in the survey of members stated that there has been: “A gap in clear, strong, continuous promotion of decriminalisation. The volume of information is sometimes so great, that the key message of decriminalisation as a means to reduce stigma and discrimination, reduce violence and increase health and sex worker rights gets lost.” A further participant felt that: “NSWP should consolidate efforts to share and disseminate evidence for decriminalisation .... we know what works and need [that] to be solidly placed at the forefront of all responses to sex worker issues.”

A strong message from the Review was that, in developing its advocacy positions, NSWP must continue to be informed by the nuances of the **realities of sex workers** in different regions and different contexts (such as in terms of HIV epidemiology). Several stakeholders cited the current debate around PreP as an example of where NSWP should be careful to achieve a balance – between its strong, general principles (of rights, choice, etc.) and pragmatism (of options for risk reduction for sex workers in generalised epidemics).

In 2010-15, NSWP demonstrated that it was both willing and able to advocate on some of the ‘**hottest topics**’ related to sex workers. An example is its work on the Swedish model – an approach that risks widespread support among policy-makers, yet presents a significant threat to the rights and health of sex workers (see [Case study 6](#)). NSWP’s toolkit on the model was mentioned by many members reached through the survey and in-depth consultation for Strategic Review, particularly in contexts (such as Canada, France, UK and USA) where the model is highly relevant. However, some also noted that – for this and other issues – they would appreciate tools and capacity building that not only helps them to understand the issue, but to construct an advocacy plan (with objectives, strategies, etc.)

As noted previously, NSWP has never shied away from taking a strong, different or more nuanced opinion on issues compared to other stakeholders, in order to push for the needs and rights of sex workers. An example of this is provided by the network’s work on PreP and TasP (see [Case study 7](#)). Other examples include NSWP’s statements, such as on the arrest of human rights defender Alejandra Gil (as a result of Mexico’s new anti-trafficking law)<sup>xxiv</sup> and on the recommendation of the European

Parliament's Women's Rights and Gender Equality Committee's (to support proposals to criminalise the clients of sex workers)<sup>xxv</sup>.

#### Case study 6: Advocacy toolkit on the Swedish Model

The criminalisation of sex workers' clients is claimed to be part of a new legal framework designed to eradicate sex work and trafficking by 'ending demand'. In 1999, Sweden criminalised clients and maintained its existing criminalisation of third parties, while the individual selling of sex remained legal. There is now significant pressure in many other countries to adopt this 'Swedish model'. However, its damaging consequences to sex workers' rights, health and living conditions are rarely discussed, with the voices of sex workers consistently silenced in the debate. In response, NSWP, funded by BtG, developed an advocacy toolkit. This highlights the harms associated with the Swedish Model, both in relation to the simplistic understandings of sex work/sex workers (that are used to justify the law) and the direct outcomes of the resulting legal framework. In contrast to claims that the model is a necessary and effective approach for protecting women from violence and exploitation, sex workers in Sweden note worrying consequences for their safety and wellbeing.

The toolkit was launched on International Day to End Violence Against Sex Workers (2014). It has four papers:

1. Sweden's Abolitionist Understanding and Modes of Silencing Opposition.
2. Impacts of the Sex Purchase Law: Street-Based Sex Work and Levels of Sex Work
3. Impacts of the Swedish Model's Justifying Discourses on Service Provision.
4. Impacts of Other Legislation and Policy – The Danger of Seeing the Swedish Model in a Vacuum.

The toolkit is part of an evolving NSWP series of evidence-based resources for sex workers, allies and researchers. These provide a means with which to tackle attempts to silence criticism of the law.

#### Case study 7: Global Consultation on PrEP and TasP for sex workers

As new bio-medical technologies are increasingly promoted for the prevention and treatment of HIV, particularly among key populations, NSWP has sought to highlight the threat posed by such interventions to sex worker-led programmes (that are now widely recognised as good practice).

In 2013, the network conducted an extensive consultation process to learn about members' experiences of and concerns about PrEP and early TasP. This involved 440 participants from 40 countries, with 20 FGDs, 146 interviews and 33 online surveys. The results were documented in a report - *PrEP and Early Treatment as HIV Prevention Strategies* (2014) - that addresses the impact of the interventions through three lenses of impact: the individual sex worker; the wider sex worker community; and wider society and overall HIV prevalence. The report highlights the experiences and concerns of sex workers around the world in the hope that dialogue with key populations will continue and understanding will grow about how bio-medical approaches must be implemented within a rights-based framework and not come at the expense of empowering sex workers. NSWP's report has, among other uses, been used to inform future recommendations in this area by WHO.

#### **STRATEGIC FINDING 8: NSWP has developed effective approaches to South-to-South and peer-based capacity building for regional and national sex worker networks that have strong potential for further replication and scale-up.**

In 2010-15, important development was seen in NSWP's work related to the third goal of its Strategic Plans ('*build capacity within sex worker-led networks and organisations and support emerging sex worker leaders*'). A key example was seen in the network's support to the **Sex Worker Academy Africa** – an initiative that is not only vital in its own right, but has the potential to serve as a valuable model for replication in other contexts:

#### Case study 8: Sex Worker Academy Africa



The Sex Worker Academy Africa built on NSWP's on-going support to ASWA to build capacity among sex worker-led organisations in the Africa region. The model has received funding from BtG, RCNF and UNFPA. It emerged in 2012 after teams of sex workers from four African countries (Botswana, Kenya, Uganda and Zimbabwe) participated in an exchange with collectives in India (VAMP and Ashodaya - both members of APNSW), at the time of the Sex Worker Freedom Festival. ASWA decided to use the models from India to create more sustainable learning opportunities – and, in turn, stronger advocacy and leadership capacity - for a wider number and range of sex worker-led organisations across Africa.

NSWP supported ASWA to conceptualise the Academy and mobilise resources for its establishment. The Kenya Sex Worker Alliance (KESWA) was selected as the host and an Advisory Group established. A faculty of trainers - selected from sex worker organisations – was trained by Ashodaya and VAMP, with the two organisations also supporting the development of a six-day curriculum and accompanying manual. The latter uses the SWIT as its framework – with attention to issues such as community-based programming, advocacy and violence, and with components being added over time, such as on the Global Fund. The curriculum includes a module on art advocacy, as well as learning visits to two demonstration sites (Bar Hostess Empowerment and Support Programme which provides community-based services and Health Options for Young Men with HIV and AIDS and STIs which provides legal and advocacy support). The Academy's peer-led model of teaching and learning is both innovative and cost-effective.

Three Academies were conducted in 2014, involving sex worker teams from seven countries. A total of 48 sex workers (31 female, 12 male and 5 transgender sex workers) graduated. Many of them have since demonstrated greater capacity to engage in the planning and evaluation of their national HIV response. For example: Precious Jewels (Nigeria) and SANAA (Tanzania) became involved in Global Fund Country Dialogue and proposal writing processes; and BHESP (Kenya) was nominated to represent key populations on the Country Coordinating Mechanism. Meanwhile, a respondent to the Strategic Review's survey of members cited how NSWP's most important role has been: *"Building the capacity of sex worker-led organisations and networks and supporting emerging sex worker leaders ..... After sex workers came back from the SWAA training, they were so empowered to start and lead initiatives beneficial to all the group members."*

In total, 7 rounds of the Academy have now been held, involving 126 sex worker leaders from 13 countries.

Throughout 2010-15, NSWP provided invaluable support to both established and emerging regional sex worker networks – recognising their critical role within regional civil society and as intermediaries between the global level and national/local sex worker organisations. Specific examples of NSWP's support to the networks are provided in **Box 6**. Of note, many of these were funded through resources from the RCNF – whose Round 2 Consortium grant provided a particularly vital boost to NSWP's financial and technical capacity to support regional-level networks. Meanwhile, these specific initiatives were complemented by general on-going support to the networks to: participate in policy-making processes and forums; document and share good practices; and benefit from mentorship from other sex worker leaders.

Within the Strategic Review, many stakeholders – including some members reached through the survey and in-depth consultation – acknowledged NSWP's progress in this area. Many also, however, noted that there is *"still a long way to go"*. Although varied, in general terms, the capacity needs of the regional networks and their members remain vast and the pool of strong organisations and leaders limited. A representative of a technical partner expressed that: *"I'm aware that NSWP has been doing capacity building work, but, from where I sit, I am yet to see the results – in terms of more and/or stronger sex worker leaders, especially at the country level."*

The Review identified that the challenges faced by NSWP in this area have included limited funding, combined with the dynamic nature of sex worker organising (such as with frequent crises within networks or changes among leadership). Such challenges highlight the need to emphasise building the capacity of *organisations*, as opposed to *individuals*.

The Review also identified some tensions within the priorities set for this area of work. For example, in recent years, NSWP’s Board has emphasised support for the consolidation of ASWA as a pan-Africa network. While many stakeholders welcome this example of prioritisation, others question the decision – as has resulted in less attention to networks in other regions, notably North America.

Finally, all of the representatives of regional networks interviewed for the Review expressed deep gratitude for the support provided by NSWP. In particular, alongside opportunities for training and funding, they welcome the moral and peer support that they receive. One representative of a network said that: *“NSWP helped us think through our organisation and membership, giving us more of a footing and grounding. They helped us have a clearer vision of why we need a regional network and what we can aim to achieve.”* A representative of another network spoke of: *“A constant stream of support from NSWP. They’re always there to bounce ideas off and have played a key role in pushing us forward. We know that we’re never alone.”*

**Box 6: Examples of technical, financial and organisational support from NSWP to regional networks**

Region/ network	Examples of support from NSWP
<b>Africa</b>  <b>Network:</b> ASWA	<ul style="list-style-type: none"> <li>Supporting ASWA to strengthen itself as a regional network (2011-current), including by developing a Strategic Plan, relocating its office and registering as an organisation.</li> <li>Supporting ASWA to conceptualise, set up and launch the Sex Worker Academy Africa (2012 – current) based on South-South exchange with groups in India (see <a href="#">Case study 8</a>).</li> <li>Supporting ASWA members to participate in key regional processes, such as the Regional Dialogue for the Global Commission on HIV and the Law.</li> </ul>
<b>Asia Pacific</b>  <b>Network:</b> APNSW	<ul style="list-style-type: none"> <li>Mentoring and advising APNSW to cope with the sudden death of Andrew Hunter, its President, including by transitioning to a new management structure.</li> <li>Providing capacity building to APNSW and some of its members in areas of organizational development, such as financial management.</li> <li>Jointly facilitating a capacity building workshop on the Global Fund, held in Cambodia (2014). This involved four country teams from Asia Pacific (Cambodia, Indonesia, Myanmar, Nepal - including female, male and transgender sex workers) and four from Africa (Kenya, Malawi, Uganda, Zimbabwe). It addressed the Fund’s processes, structures and mechanisms for sex worker engagement – with particular attention to opportunities in relation to human rights, community systems strengthening and Country Coordinating Mechanisms. The process included picture methods (to help participants plan their campaigns). The workshop’s modules were used as the basis for a community guide to the New Funding Model.</li> <li>Supporting APNSW to provide a four-day workshop on treatment literacy in Thailand (2014), with 16 participants from Cambodia, Indonesia, Myanmar, Nepal, Thailand and Vietnam. This enhanced the knowledge of sex workers living with HIV about treatment and prevention (including TasP and PreP) and increased their capacity to advocate for improved access to treatment. A treatment literacy manual and factsheets were drafted.</li> </ul>
<b>Latin America</b>  <b>Network:</b> PLAPERTS	<ul style="list-style-type: none"> <li>Providing on-going advice and mentoring for the creation of PLAPERTS as an inclusive platform for female, male and transgender sex workers in Brazil, Ecuador, Mexico and Peru.</li> <li>Supporting four e-consultation meetings with representatives from nine organisations in the four countries to draft a Strategic Plan and Communications Strategy. Then supporting a two-day consensus meeting <i>Nuestros Suenos con Gabriela</i> in Ecuador (2014). This involved 30 participants from the four countries and reviewed the final drafts of the Plan and Strategy. It launched the Quito Declaration on sex worker rights (a regional advocacy tool) and was combined with a public round table on the same subject.</li> <li>Supporting follow-up to the consensus meeting. For example, in Ecuador, formal discussions have taken place with the Ministry of Health on changes to the Integral Health Card that will protect the rights of sex workers.</li> </ul>

<p><b>Europe (including Eastern Europe and Central Asia)</b></p> <p><b>Networks:</b> SWAN and ICRSE</p>	<ul style="list-style-type: none"> <li>• Supporting ICRSE to organise a five-day Capacity Building Training Camp in Hungary (2014). This involved 22 female, male and transgender sex workers from eight countries (Sweden, France, Serbia, Macedonia, Turkey, Spain, Ireland, and Romania). It included a joint one and half day programme with SWAN, with further participants from 13 countries (Kyrgyzstan, Kazakhstan, Russia, Ukraine, Serbia, Romania, Macedonia, Slovakia, Tajikistan, Georgia, Hungary, Turkey and Bosnia and Herzegovina). The participants increased their knowledge about rights-based HIV policy and programming and increased their capacity to advocate in the region. The Camp’s resources were developed into an online tool to enable the participants to train colleagues in their organisations. ICRSE and SWAN also collaborated on the production of an advocacy video.</li> <li>• During the meeting in Hungary, supporting ICRSE and SWAN to convene and strengthen their joint collaboration, with Board members discussing the regional environment, sharing their goals and identifying opportunities to pool expertise and plan joint activities. As a result, SWAN and ICRSE organized joint actions for the International Day to End Violence Against Sex Workers (2014).</li> <li>• Supporting SWAN to conduct a four-day training on the documentation of human rights abuses in Tajikistan (selected due to the recent detention and forced HIV testing of over 500 sex workers) (2014). This involved 15 participants (including eight sex workers) and was co-facilitated with Apeiron, SWAN’s local partner. The agenda included attention to documenting violations, using UN mechanisms for rights protection and conducting ethical research. It enabled the sharing and testing of questionnaires and other methods for collecting data developed by SWAN in countries such as Macedonia, Ukraine and Kyrgyzstan. In Tajikistan, the workshop was followed-up with the documentation of rights violations in three cities and three districts.</li> </ul>
<p><b>North America and the Caribbean</b></p> <p><b>Network:</b> CSWC</p>	<ul style="list-style-type: none"> <li>• Providing on-going advice and mentoring for the development of CSWC, as well as for the strengthening of collaboration among sex worker organisations in North America.</li> <li>• Working with UNFPA (2011013) to support CSWC to build the capacity of sex workers in through participation in Technical Working Group meetings to set priorities and draft national plans.</li> <li>• Supporting CSWC to conduct in-country work in Antigua, Grenada, Jamaica, Guyana and Suriname to assess health services and consult with sex workers on priority concerns and training needs.</li> <li>• Using the results of the country work to inform the provision of technical support (by NSWP’s President) during a four-day CSWC regional workshop in Guyana (2014). This trained 28 female, male and transgender sex worker leaders from Antigua, Dominican Republic, Grenada, Guyana, Jamaica, Suriname and Trinidad. It focused on leadership, advocacy and governance – with the participants gaining increased knowledge (about entitlements to justice and HIV/STI services) and increased confidence (to advocate for the rights of sex workers and combat stigma and discrimination in health care and justice settings). The participants also developed an advocacy strategy for the Caribbean region.</li> </ul>

**STRATEGIC FINDING 9: NSWP has increasingly addressed issues of diversity among its constituents, including identifying and advocating on the specific needs of sex workers who are MSM, transgender, living with HIV or who use drugs.**

As seen in **Box 3**, NSWP’s Strategic Plans (including the mission and aims) emphasise that it is a network for *all* sex workers in all their **diversity**. During 2010-15, NSWP demonstrated awareness of the need to understand and ensure a nuanced approach to the specific needs of different types of sex workers. Much of this work involved ensuring that diverse sex workers were integrated into the network’s existing initiatives, such as regional or global consultations. In others cases, it involved specific efforts.



As an example, NSWP collaborated with different partners to support **sex workers who use drugs**. This ranged from providing specific sessions at the Sex Worker Freedom Festival (2013, in collaboration with INPUD) to increasing sex worker participation in International Harm Reduction Conferences (in collaboration with Harm Reduction International). NSWP has also carried out advocacy actions to highlight the dual discrimination faced by these community members, such as, in collaboration with INPUD, issuing statements to highlight the exclusion of sex workers and people who use drugs from International AIDS Conferences held in the USA.

NSWP's work in this area has included developing an evidence base. For example, sessions at the Sex Worker Freedom Festival, followed-up with participation in international meetings and a global consultation among sex workers, led to the production of Briefing Papers on the needs of sex workers who are male<sup>xxvi</sup> or transgender<sup>xxvii</sup>. A further important example of NSWP's work in this area was the development of **NSWP+**, a platform to support and advocate on needs of sex workers who are living with HIV (see **Case study 9**). Meanwhile, NSWP also engaged in issues related to the **children of sex workers**. As an example, in 2013-4, it worked within the Coalition on Children Affected by AIDS – alongside GNP+, INPUD and MSMGF - in the piloting and publication of *Difficult Decisions*, a tool for care workers managing ethical decisions when caring for the children and families of key populations<sup>xxviii</sup>.

Within the Review, many stakeholders – both internal (through the survey and in-depth consultation with members) and external – stated that they would like NSWP to expand its work in this area in the future, in particular with more extensive programmatic collaborations with other key population networks, such as MSMGF, GATE and INPUD.

#### **Case study 9: NSWP+**

Globally, sex workers continue to be disproportionately affected by HIV. According to UNAIDS, in 110 countries with available data, prevalence is, on average, 12 times higher than for the general population<sup>xxix</sup>. Despite such evidence, policies and programmes still routinely fail to address the factors that reduce the access of sex workers living with HIV to appropriate treatment, care and support. This issue was a strong theme at the Sex Worker Freedom Festival (2013) - with daily workshops for sex workers living with HIV focusing on issues such as optimum treatment standards and the inclusion of sex workers' voices in treatment discussions. Around 20 HIV-positive sex workers came together to discuss issues affecting their lives. The sense of frustration about these issues grew – with participants sharing their lived experiences, such as of forced sterilisation and mandatory registration. They decided that a new initiative was needed – one based on demanding recognition that 'sex workers are not the problem, but part of the solution'.

This led to the launch of NSWP+, a platform for HIV-positive sex workers and people committed to treatment access and equal rights for sex workers living with HIV. It has nine core demands, such as: *"we demand the right to work in all sectors, including as sex workers or any sector of the sex industry"*; *"we demand not to be last in line for treatment or refused treatment because we are sex workers"*; and *"we demand a place at the table in all discussions about HIV policy and programming for sex workers"*. NSWP+ aims to campaign alongside treatment activists and other key populations to defend the rights of sex workers to appropriate HIV treatment, care and support. Regional versions of the platform - the Asia Pacific Network of Positive Sex Workers Living (APNSW+) and African Positive Sex Workers Alliance (ASWA+) – have also been established. NSWP+ has a mini website (<http://www.nswp.org/nswp-plus>) within NSWP's main website that was launched on International Sex Worker Rights Day (2013). This serves as a tool to share information and resources and includes sections on human rights, access to treatment and HIV/health financing.

**STRATEGIC FINDING 10: NSWP has demonstrated that it is able to successfully apply for, implement and build on major donor investment. It has shown that it can design strong programmes, achieve concrete results and offer value for money.**

One of NSWP's major institutional achievements in 2010-15 was to prove its ability to leverage **funding opportunities** and, in time, successfully apply for and manage relatively large-scale grants, including for multi-country initiatives.

NSWP demonstrated an increasing ability to make strategic use of funding opportunities. A large proportion of the work described in this evaluation was resourced by two grants – from **BtG** and **RCNF**. Both are notable not only because of their size, but their strategic value – enabling NSWP to carry out a range of initiatives, but all within the framework of its existing strategic directions.

**BtG** is an AidsFonds project that aims to invest in global key population networks to secure a more cohesive and effective response to HIV. It is an alliance of five Dutch NGOs, four global key population networks and over 70 grassroots organisations. During 2011-15, NSWP received a grant from the project, totalling approximately £1.4 million. This provided the network with funding for building capacity, communications and advocacy work, and enabled it to strengthen its collaboration with other global key population networks. Meanwhile, **RCNF** is the first international fund that specifically aims to strengthen international networks for inadequately service populations involved in the response to HIV. To date, NSWP has received two grants from RCNF – in Round 1 (Euro 216,556 for one year, 2013) and Round 2 (Euro 974,623 for two years, 2014-15). The latter was a consortium grant, with NSWP as the lead organisation and six regional/sub-regional networks as sub-grantees (APNSW, ICRSE, SWAN, CSWC, ASWA and PLAPERTS). This also provided NSWP with invaluable core funding - enabling it to grow as a network, while also carrying out a programme of activities focused on strengthening documentation and advocacy capacity<sup>xxx</sup>.

The second RNCF grant also demonstrated a key role for NSWP in facilitating funding for regional networks – with, within the Review, partners such as ASWA and SWAN expressing their gratitude (as they would, otherwise, as individual organisations, have not been eligible to apply to the Fund). It also showed that NSWP could work in a cost-effective way (providing value for money through a consortium model that potentially reduces overheads, as well as the grant management burden for donors). However, this role also brought an unprecedented level of management and administrative responsibility for the NSWP Secretariat – which held ultimate responsibility for both the grant's financial management and its quality control. Within future opportunities, NSWP will need to make careful decision about the pros and cons of such grants – which risk it playing a donor role with its regional partners and being overly burdened with administration (and less able to carry out some of its own advocacy work).

In the period covered by the Review, NSWP also demonstrated its ability to collaborate with **other organisations** to successfully mobilise resources – as exemplified by the successful proposal to the Global Fund for the CLAC (2013).

As with other networks, especially at a global level, NSWP faces some specific and on-going challenges in relation to resource mobilisation – such as how to demonstrate the impact of its global work 'on the ground'. Its current lack of a **theory of change** hampers such efforts – in terms of it being able to clearly and compellingly tell the story of the role that NSWP plays and exactly how it makes a difference.

**STRATEGIC FINDING 11: During 2010-15, NSWP made strategic and pragmatic decisions about where to concentrate its work and how to mobilise its resources – notably focusing on the field of HIV. Those decisions gave the network important opportunities. However, they also meant that some areas of work – such as in the fields of women's rights and labour rights – received less attention.**

A strong finding of the Strategic Review was that NSWP has been intensively engaged in – and achieved results within – the field of HIV. This reflects strategic decisions that the network has taken about the importance of HIV for sex workers in many contexts, as well as the availability of funding opportunities for such work. While no stakeholders questioned the validity of NSWP working on HIV, some critiqued the *degree* of emphasis placed on the issue (within the context of multiple other issues that affect sex workers’ lives). Furthermore, they expressed concern that the focus on HIV has been at the expense of other agendas, such as women’s rights and labour rights. Such concerns were especially raised by members in contexts where HIV is less of an urgent, daily priority for sex workers.

With both of the examples cited above (i.e. women’s and labour rights), NSWP has engaged in some relevant debates and initiatives. For example, in 2012, NSWP and APNSW supported a delegation of 34 sex workers to the Association for Women’s Rights in Development (AWID) forum in Istanbul, with a sex workers’ pre-meeting and networking zone. Here, the Chair of APNSW gave a plenary speech that had 80% of the audience standing in support. However, while such individual actions have been appreciated, they are seen as modest and uncoordinated efforts in comparison to the considerable body of work carried out for HIV. Some stakeholders went a step further – arguing that NSWP’s emphasis on HIV was simply about “*following the money*”. However, others praised the network for its clever and strategic use of HIV funding that, while addressing issues related to the epidemic, has enabled technical and financial support in wider areas such as human rights. One donor cautioned that NSWP must keep a balance in this area – noting that, within an environment of decreasing funding for HIV, the network will face increasing pressure to demonstrate “*HIV-specific results for HIV-specific funding*”.

Within its next phase of work, it will be important for NSWP to re-visit the extent to which it will both prioritise HIV-related work and be able to secure a significant proportion of its funding from the field. This considers the continued, overall decline in global funding for HIV (although, currently, opportunities remain for key population-related initiatives, especially to ensure ‘no one left behind’). It also considers the likely changes to the global agenda that will come with the post-2015 **Sustainable Development Goals** (SDGs) – that may, for example, influence donors to call for more integrated approaches to health. Within the Strategic Review’s survey and in-depth consultation of members, some respondents called on NSWP to, within the ‘SDG world’, pay greater attention to issues of sustainable funding and of linking sex workers to other movements (such as those focused on labour or LGBT communities)

**STRATEGIC FINDING 12: NSWP’s people are its greatest asset. However, it remains heavily dependent on a small number of individuals for its global representation, leaving it vulnerable as an institution. There is a need to expand the number, capacity and diversity of its leadership, including by strengthening its Board.**

Many internal and external stakeholders involved are keen to praise the skills and commitment of NSWP’s staff and leadership. However, some also note that NSWP’s rapid development has not been without its challenges. The network’s capacity - particularly in terms of the number and technical expertise of its staff - has, at times, struggled to keep pace with its demands. This has brought heavy workloads and pressures on individuals, in particular those in leadership positions.

A large and varied number of NSWP stakeholders express concern about the **representation** of the network. The current key representatives, notably the Global Coordinator and Chair of the Board, are widely and strongly acknowledged for their skills and expertise. However, there is concern that there are simply not enough of them to cope with the workload and that (both being European) they do not bring geographic diversity. These factors risk a negative impact on both the wellbeing of those individuals and on the profile and sustainability of the network.

The death of Andrew Hunter illustrated the potential vulnerability of NSWSP's leadership. As both the President of NSWSP and Executive Director of APNSW, Andrew's death was devastating for individuals and organisations alike. In practice, the NSWSP Secretariat responded rapidly to the potential crisis for APNSW, supporting it to 'get back on its feet', including with a new leadership structure. However, the situation severely limited the work of the regional network for a while and illustrated the risks of high dependence on a few individual, dynamic leaders.

The Strategic Review acknowledged that, in recent years, efforts have been made to increase the number and range of representatives – for NSWSP itself, but also more widely for the sex worker movement. However, many key stakeholders report seeing relatively few results from those efforts. As someone from a technical partner said: *"We still see the same people over and over again .... They are great, but it's not enough ... I understand the challenges, but we want to see more diversity, especially more people from the Global South."* It is widely recognised that representation is a challenging and, at times, politically sensitive subject for any global key population network. There is a difficult balance to be achieved – between empowering people/providing opportunities to gain experience and ensuring that representatives have the type and level of expertise required (to, for example, successfully navigate a high-level international technical meeting). As one stakeholder put it: *"It's in no one's interests to have a representative who lets the network down and loses opportunities."* The overall message from the Review was that NSWSP needs to build on its past experiences – such as of mentoring between experienced/new leaders – and further increase its work in this area, thinking more strategically about how to expand and sustain sex worker leadership.

Although the Review did not specifically address NSWSP's **governance**, relevant issues were raised by a number of stakeholders. It was acknowledged that the Board represents aspects of good practice – such as with all members being sex workers, with wide geographic representation and with members selected by constituents. There is concern, however, that – especially in the complex and highly political post-2015 environment - NSWSP will need a stronger and more strategic Board that can guide both the network and the Secretariat. Current members bring invaluable experience and expertise from their communities and countries. However, not all have experience in the governance of an international body. Some examples of practical actions that could be taken include: developing written terms of reference for Board members; providing a formal induction for new members; improving systems for communication *between* annual Board meetings; and increasing the term of Board members (current two years) – in order to foster capacity building and reduce rapid turnover.

Finally, the Review also highlighted the need to support, nurture and retain NSWSP's **staff**. The group – which, as of June 2015, had undergone recent expansion – is praised for its skills and commitment. However, as the network changes and grows, there is a need to further build a team spirit and team approach. Such efforts can be complex among a group that combines: part/full time colleagues; people that do/don't travel overseas; people with administrative/technical roles; and people who are Secretariat-based/work remotely. Some examples of practical actions that could be taken include (where feasible): hosting more NSWSP technical or Board meetings in Edinburgh (to enable staff to meet more members and vice versa); identifying opportunities for all staff to visit members within their countries and see sex worker programmes in action; and strengthening human resources processes (such as weekly team meetings and briefings on key projects or policy updates).

## 5. CONCLUSIONS

As detailed in Section 4, the Strategic Review concluded that there are a number of **strategic findings** about the strengths, weaknesses and lessons of NSWP during 2010-15:

### Box 7: Strategic findings from NSWP Strategic Review

**Strategic Finding 1:** NSWP's Strategic Plans for 2010-12 and 2013-15 provided a clear and appropriate framework for the network and, overall, were well achieved.

**Strategic Finding 2:** In 2010-15, NSWP underwent a step change as a global network – expanding its membership, strengthening its systems and consolidating its principled ways of working as a sex worker-led movement.

**Strategic Finding 3:** NSWP has built its profile and respect within the global civil society architecture, particularly of the response to HIV - establishing a unique position as the 'go to' organisation for sex worker issues and a key partner in key population initiatives.

**Strategic Finding 4:** NSWP's own members have very different levels of knowledge about, and expectations of, the role of the global network. In turn, they also have different assessments of, and demands for, its priorities.

**Strategic Finding 5:** NSWP has played a leadership role within significant advances in international guidance on rights-based and sex worker-led HIV policies and programmes, notably among UN institutions.

**Strategic Finding 6:** NSWP has made an important contribution to increasing – and communicating - the community evidence base for good practice, rights-based and sex worker-led policies and programmes.

**Strategic Finding 7:** NSWP has engaged in an ambitious and complex advocacy agenda that has been highly relevant to the issues and needs of sex workers. However, its members maintain different opinions about what its current and future advocacy focus should be.

**Strategic Finding 8:** NSWP has developed effective approaches to South-to-South and peer-based capacity building for regional and national sex worker networks that have strong potential for further replication and scale-up.

**Strategic Finding 9:** NSWP has increasingly addressed issues of diversity among its constituents, including identifying and advocating on the specific needs of sex workers who are MSM, transgender, living with HIV or who use drugs.

**Strategic Finding 10:** NSWP has demonstrated that it is able to successfully apply for, implement and build on major donor investment. It has shown that it can design strong programmes, achieve concrete results and offer value for money.

**Strategic Finding 11:** During 2010-15, NSWP made strategic and pragmatic decisions about where to concentrate its work and how to mobilise its resources – notably focusing on the field of HIV. Those decisions gave the network important opportunities. However, they also meant that some areas of work – such as in the fields of women's rights and labour rights – received less attention.

**Strategic Finding 12:** NSWP's people are its greatest asset. However, it remains heavily dependent on a small number of individuals for its global representation, leaving it vulnerable as an institution. There is a need to expand the number, capacity and diversity of its leadership, including by strengthening its Board.

In addition to the strategic findings, the following broad **conclusions** can be drawn:

- **The NSWP Strategic Review was timely** – not only marking the network’s five years of most significant *internal* development, but in consideration of the changing, post-2015 *external* environment in which it will be operating. The process provided an important opportunity to ‘take a step back’ and reflect on the organisation’s many achievements and lessons. It also, however, illustrated the inherent challenges of such a dynamic global network. For example, while the Review benefitted from the invaluable inputs of NSWP’s diverse membership (across different regions, genders, etc.), it also highlighted the presence of strong and, at times, different opinions.
- **There has been, and continues to be, a clear need for the unique role of NSWP as a global network.** NSWP remains the only global membership network that is led by sex workers and specifically focuses on sex worker rights. It holds a unique position – and also a unique responsibility - within global civil society.
- **NSWP enters its next era in a strong position, with little need to fundamentally change what it is or what it does.** The network has already established itself as a global leader, achieved concrete results and demonstrated its ability to attract and make effective use of significant funding. The Review indicated that, within its next Strategic Plan (for 2016-20), it will not need to make major changes, such as to its mission or goals.
- **There are, however, key areas that require strengthening – for NSWP to meet its full potential and value-added in the future.** As identified by the Strategic Review, examples include that the network needs to work towards: increasing the number, capacity and diversity of sex worker representatives at different levels, with particular attention to the Global South; further simplifying communications resources; identifying a shorter list of advocacy priorities; and strengthening the comprehensive roll-out of key tools and products, both by NSWP itself and by its members, technical partners and other stakeholders and others.
- **Furthermore, to ensure a clear and strong direction in the ‘SDG world’ of 2016-20, NSWP needs to make key strategic decisions about what to prioritise and how to position itself.** This process will require discussion, debate and decision on a number of key strategic questions.

## 6. RECOMMENDATIONS

Based on the findings and conclusions of the Strategic Review, it is recommended to the International Board of NSWP that – within its future work and, in particular, the development of its Strategic Plan for 2016-20 – the network should:

1. Develop a theory of change that clearly and compellingly articulates how, as a global network, NSWP’s work (at different levels, with different stakeholders, using different approaches, etc.) brings positive change to the lives and organisations of sex workers ‘on the ground’.
2. Further strengthen efforts to build a larger, stronger and more diverse group of sex worker leaders – particularly from the global South - who can represent NSWP and the sex worker movement at a high level within their countries, as well as at regional or global levels.
3. Within future initiatives, further increase attention to the rollout of completed NSWP (or partnership) resources – with comprehensive dissemination strategies by NSWP itself, as well as by its members, regional sex worker networks, technical partners and other stakeholders.
4. Develop a succinct, annual NSWP advocacy strategy that, alongside stating a modest number of priority issues for the year, outlines the key advocacy targets, activities, messages and expected outcomes.

This should be developed in collaboration with the regional sex worker networks and be shared widely, in particular with NSWSP's members and technical partners. It should be based on clear and robust evidence and strong advocacy messages.

5. **Further strategise on how to make NSWSP's communications resources and approaches simpler and more creative – to focus in on key messages, increase access to information for a range of members and boost members' sense of engagement in the network.**
6. **Implement a mapping of potential funding sources for NSWSP beyond those directly related to HIV, in areas such as human rights.**

This should aim to clarify the extent to which it will or will not be feasible (in the short and medium term) to secure a larger proportion of the network's funding from non-HIV sources. In turn, this should *inform* (but not necessarily *guide*) NSWSP's Strategic Plan for 2016-20.

7. **Clarify NSWSP's institutional position on a number of key strategic questions identified through the Strategic Review and of particular relevance to the post-2015 environment.** Examples include, in 2016-20, to what extent should NSWSP:
  - Actively engage in dialogues and advocacy around wider areas of health, rights and equity, in particular: women's rights; and labour rights?
  - Actively engage in dialogues and advocacy around trafficking?
  - Focus on the decriminalisation of sex work (and all people associated with it), as opposed to a wider agenda of an enabling environment and human rights?
  - Conduct major, high profile campaigns – such as investing significant energy and resources into one 'big issue', such as decriminalisation?
  - Continue a strong policy and programmatic focus on, and mobilisation of funds from, the field of HIV?
  - Continue to invest in advocacy and partnership with UN institutions, in particular UNAIDS?
8. **Carry out a review of NSWSP's current model of building capacity within its strategic leadership, in particular, to identify ways to better induct, and enhance the on-going engagement of Board members.**
9. **Use the lessons from the Strategic Review to further consolidate NSWSP's current method for conducting consultations among its members through the use of Regional Consultants and country-level Key Informants. This should aim to further establish this as the primary method of consultation for the network.**

## ANNEX 1: ENQUIRY FRAMEWORK FOR STRATEGIC REVIEW

All of the methods for the NSW Strategic Review were based on the following Enquiry Framework outlining the key questions to be answered by the process:

<b>Part A: Review of NSW Strategic Plans for 2010-15</b>
In 2010-2015: <ol style="list-style-type: none"><li>1. Overall, what <b>difference</b> did NSW make for sex workers in your country (or in relation to your work)?</li><li>2. What were the most useful <b>resources/activities</b> that NSW produced or facilitated?</li><li>3. What <b>roles*</b> did NSW play and how well did it play them?</li><li>4. What <b>issues**</b> did NSW work on and were they the right ones?</li><li>5. What could NSW do better in the future?</li></ol>
<b>Part B: Development of NSW Strategic Plan for 2016-20</b>
For 2016-2020: <ol style="list-style-type: none"><li>6. Overall, what should NSW <b>aim</b> to achieve?</li><li>7. What <b>roles*</b> should NSW play and why?</li><li>8. What <b>issues**</b> should NSW work on and why?</li><li>9. What should NSW <b>prioritise</b> to make the greatest difference for sex workers?</li></ol>

\* Examples of NSW **roles** include:

- Communications and information sharing.
- Community research and knowledge management.
- Advocacy and influencing policy and practice.
- Capacity building and technical support.
- Convening and building solidarity in the sex worker movement.

\*\* In the Strategic Plans for 2010-15, the NSW Board identified the following **advocacy issues** that the network should focus its work around:

- Access to health services.
- Human rights.
- Stigma and discrimination.
- Criminalisation and legal oppression.
- Violence.
- Trafficking.
- Economic empowerment.
- Recognition of sex work as work.



## ANNEX 2: MAP OF PROCESS FOR STRATEGIC REVIEW



### ANNEX 3: PARTICIPANTS IN STRATEGIC REVIEW

#### Profile of participants in in-depth interviews with key stakeholders:

Name	Organisation
<b>Regional sex worker networks:</b>	
1. Dale Kongmont	Asia Pacific Network of Sex Workers (APNSW)
2. Aldo Opsi	
3. Daughtie Ogutu	African Sex Workers Alliance (ASWA)
4. Luca Stevenson	International Committee for the Rights of Sex Workers in Europe (ICRSE)
5. Stasa Plecas	Sex Workers' Rights Advocacy Network (SWAN)
6. Leila Barreto	Latin America Platform of Sex Workers (LAPS / PLAPERTS)
7. Maria Benta Melo dos Santos	
<b>NSWP Board:</b>	
8. Pye Jakobsson (Rose Alliance, Sweden)	President, NSWP Board
9. John Mathenge (HOYMAS, Kenya)	Members for Africa, NSWP Board
10. Kaythi Win (AMA, Myanmar)	Members for Asia Pacific, NSWP Board
11. Fatimah Abdullah (APNSW, Malaysia)	
12. Borce Bozinov (STAR-STAR, Macedonia)	Members for Europe and Central Asia, NSWP Board
13. Christine Devaux (STRASS, France)	
14. Miguel Angel Saurin (Asociacion Civil Cambio y Acción, Peru)	Members for Latin America, NSWP Board
15. Karina Bravo (Asociación Flor de Azale, Ecuador)	
16. Serpent Libertine (SWOP-Chicago, USA)	Members for North America and Caribbean, NSWP Board
<b>NSWP staff:</b>	
17. Ruth Morgan Thomas	Global Coordinator, NSWP
<b>NSWP technical partners and donors:</b>	
18. George Ayala	Global Forum on MSM and HIV (MSMGF)
19. Eliot Albers	International Network of People Who Use Drugs (INPUD)
20. Rico Gustav	Global Network of People Living with HIV (GNP+)
21. Christine Stegling	International Treatment Preparedness Coalition (ITPC)
22. Justus Eisfeld	Global Action for Trans Equality (GATE)
23. Peter van Rooijen	Free Space Process (FSP)/International Civil Society Support (ICSS)
24. Irene Keizer	Robert Carr Civil Society Networks Fund
25. Ton Coenen	AidsFonds/Bridging the Gaps/
26. Ann Gathumbi	Open Society Foundations (OSF)
27. Tisha Wheeler	United States Agency for International Development (USAID)
28. Tim Sladden	United Nations Population Fund (UNFPA)
29. Mariangela Simao	United Nations Program on AIDS (UNAIDS)
30. Mandeep Dhaliwal	United Nations Development Program (UNDP)
31. Kate Thomson	The Global Fund to Fight AIDS, Tuberculosis and Malaria

#### Profile of participants in staff focus group discussion:

1. Neil McCulloch	Senior Policy Officer, NSWP
2. Gillian Galbraith	Office Manager, NSWP
3. Anelda Grové	Communications Officer, NSWP

Profile of respondents to in-depth consultation with members:

Of the total of 79 member organisations in 31 countries:

- 53 (67%) of the organisations were **sex worker-led**.
- The **geographical, member and demographic profile** was:

Countries	No. member orgs	No. sex worker-led orgs	Types of sex workers involved				
			Female	Male	Transgender	Living with HIV	
<b>Region: Africa</b>							
Burundi	1	0	Yes	Yes	Yes	Yes	
DR Congo	3	3	Yes	Yes	Yes	Yes	
Kenya	4	2	Yes	Yes	Yes	Yes	
Malawi	1	1	Yes	No	No	Yes	
Mali	1	1	Yes	?	?	?	
Nigeria	6	2	Yes	?	?	?	
Zimbabwe	1	1	Yes	Yes	Yes	?	
Senegal	1	1	Yes	?	?	Yes	
South Africa	2	1	Yes	Yes	Yes	Yes	
<b>Total = 9</b>	<b>Total = 20</b>	<b>Total = 12</b>					
<b>Region: Latin America</b>							
Ecuador	3	3	Yes	No	No	Yes	
Mexico	5	5	Yes	Yes	Yes	Yes	
Peru	3	2	Yes	No	Yes	Yes	
<b>Total = 3</b>	<b>Total = 11</b>	<b>Total = 10</b>					
<b>Region: North America and Caribbean</b>							
Canada	8	6	Yes	Yes	Yes	?	
Guyana	2	1	?	Yes	?	?	
Antigua	1	1	Yes	No	No	?	
Trinidad and Tobago	1	0	No	Yes	No	?	
USA	17	13	Yes	Yes	Yes	?	
Caribbean (region)	1	0	Yes	Yes	No	?	
<b>Total = 5</b>	<b>Total = 30</b>	<b>Total = 21</b>					
<b>Region: Asia Pacific</b>							
Australia	2	2	?	?	?	?	
Bangladesh	2	1	Yes	No	No	No	
New Zealand	1	1	Yes	Yes	Yes	Yes	
Thailand	1	0	Yes	No	?	?	
<b>Total = 4</b>	<b>Total = 6</b>	<b>Total = 4</b>					
<b>Region: Europe</b>							
Bosnia & Herzegovina	2	0	Yes	Yes	Yes	No	
France	1	1	Yes	Yes	No	Yes	
Kyrgyzstan	1	1	Yes	Yes	No	No	
Macedonia	1	1	Yes	Yes	Yes	No	
Portugal	1	0	Yes	Yes	No	?	
Sweden	1	1	Yes	No	Yes	No	
Turkey	1	1	No	Yes	Yes	?	
Ukraine	1	0	Yes	No	No	Yes	
United Kingdom	2	1	Yes	Yes	No	?	
Russian Federation	1		Yes	Yes	No	Yes	
<b>Total = 10</b>	<b>Total = 12</b>	<b>Total = 6</b>					

## Profile of respondents to e-survey/written survey/four key questions:

Of the total of **53 responses** from **41 member organisations** (of which 39 provided their details):

- 29 (74%) were sex worker-led organisations.
- 42 completed an e-survey; 9 a written survey; and 2 the 4 key questions.
- 35 responded in English; 6 in Spanish; 1 in Russian; 2 in Chinese; and 9 in French.
- The geographical/member profile was:

Countries	No. member orgs	No. sex worker-led orgs
<b>Region: Africa</b>		
Cameroon	1	0
Mali	1	1
Nigeria	1	1
South Africa	1	1
Tanzania	1	0
Uganda	2	2
<b>Total = 6</b>	<b>Total = 7</b>	<b>Total = 5</b>
<b>Region: Asia Pacific</b>		
Australia	2	2
Bangladesh	1	1
China	2	2
Myanmar	1	1
Nepal	1	1
New Zealand	1	1
Thailand	1	1
<b>Total = 7</b>	<b>Total = 9</b>	<b>Total = 9</b>
<b>Region: Latin America</b>		
Brazil	1	0
Ecuador	1	1
<b>Total = 2</b>	<b>Total = 2</b>	<b>Total = 1</b>
<b>Region: North America and Caribbean</b>		
Canada	3	3
Guyana	1	1
Haiti	1	1
Jamaica	1	0
USA	6	5
<b>Total = 5</b>	<b>Total = 12</b>	<b>Total = 10</b>
<b>Region: Europe</b>		
France	2	2
Macedonia	1	1
Montenegro	1	0
Netherlands	1	0
Spain	1	0
Switzerland	1	0
Turkey	1	1
Ukraine	1	0
<b>Total = 8</b>	<b>Total = 9</b>	<b>Total = 4</b>

## **ANNEX 4: LITERATURE REVIEW FOR STRATEGIC REVIEW**

### **NSWP organisational plans, reports and communication tools:**

1. *Strategic Plan 2010-12*, NSWP.
2. *Strategic Plan 2013-15*, NSWP.
3. *Annual Report 2012*, NSWP.
4. *Annual Report 2013*, NSWP.
5. *Annual Report 2014*, NSWP.
6. *Exploring New Organizational Directions for the Network of Sex Work Projects: Report Commissioned by the NSWP*, Felicity Young, 2007.
7. NSWP website; <http://www.nswp.org/>
8. *NSWP Members List*, NSWP, 2015.
9. *Memorandum of Association*, NSWP Ltd, 2008.

### **NSWP technical reports and resources:**

10. *Making Sex Work Safe*, NSWP, 2011.
11. *Only Rights Can Stop the Wrongs: The Smart Person's Guide to HIV and Sex Work*, NSWP, 2010.
12. *Consensus Statement on Sex Work, Human Rights and the Law*, NSWP, 2013.
13. *Global Consultation: PrEP and Early Treatment as HIV Prevention Strategies*, NSWP, 2014.
14. *The Real Impact of the Swedish Model: Advocacy Toolkit*, NSWP, 2014.
15. *Good Practice in Sex Worker-Led HIV Programming: Global Report*, NSWP, 2013.
16. NSWP+ portal (on NSWP website).
17. *Solidarity is Not a Crime: The Sex Worker Freedom Festival, Kolkata, India, 2012*, NSWP, 2012.
18. *Female, Male And Transgender Sex Workers' Perspectives On HIV and STI Prevention and Treatment Services: A Global Sex Worker Consultation*, NSWP, 2011.
19. *Global Briefing: Sex Workers Access to HIV Treatment Around the World*, NSWP, 2013.
20. *Global Briefing: The Impact of Non-Rights Based HIV Programming on Sex Workers Around the World*, NSWP, 2013.
21. *Regional Briefing: Sex Workers Demonstrate Economic and Social Empowerment: Asia Pacific*, NSWP.
22. *Regional Briefing: Economic Empowerment: Does Rehabilitation Have a Role? Lessons Learnt in Africa*, NSWP.
23. *The Right(s) Evidence: Sex Work, Violence and HIV in Asia* by APNSW, UNDP, UNAIDS and UNFPA, 2015.
24. Examples of Briefing Papers:
  - *Briefing Paper 5: An Overview of Access to Medicines: 'Don't Trade Away Our Lives'*, NSWP.
  - *Briefing Paper 6: The Voices and Demands of Positive Sex Workers*, NSWP.
  - *Briefing Paper 7: Sex Work and the Law - Understanding Legal Frameworks and the Struggle for Sex Work Law Reforms*, NSWP.
  - *Briefing Paper 8: The Needs and Rights of Male Sex Workers*, NSWP.
  - *Briefing Paper 9: The Needs and Rights of Transgender Sex Workers*, NSWP.
25. Examples of NSWP Statements:
  - *NSWP Statement: The Global Network of Sex Work Projects (NSWP) Response to Release of Synthesis Report of the Secretary-General on the Post-2015 Agenda, titled 'The Road to Dignity by 2030: Ending Poverty, Transforming All Lives and Protecting the Planet'*, NSWP.
  - *NSWP Statement: Decision by the European Parliament Women's Rights and Gender Equality Committee's to Support the Criminalisation of Clients*, NSWP.
  - *Statement in Relation to the Arrest of Alejandra Gil*, NSWP, 2014.
26. Examples of Research for Sex Work:
  - *Research for Sex Work 12: Addressing Violence Against Sex Workers*, NSWP, 2010.
  - *Research for Sex Work 13: HIV and Sex Work – The View from 2012*, NSWP, 2012.
27. Examples of NSWP Digest:
  - *NSWP Digest 2: Opposing Criminalisation*, NSWP, 2012.
  - *NSWP Digest 5: Sex Workers Condemn 'Equality Now' Attack on Their Rights*, 2013.
  - *NSWP Digest 11: 'Positive Effects' of Swedish Sex Purchase Ban Heavily Exaggerated New Report Finds*, 2015.

### **NSWP concept notes, funding proposals and reports to donors:**

28. *Concept Note: Sex Worker Academy Africa*, 2014.
29. *NSWP: Year 1 Workplan: Bridging the Gaps*, NSWP.
30. *Interim Report: NSWP Narrative: Bridging the Gaps*, NSWP, 2013.
31. *Key Populations in the Driver's Seat, On the Road to Universal Access to HIV Prevention, Treatment, Care, And Support*, Bridging the Gaps.
32. *Universal Access? Not Without Rights! Achievements for Bridging the Gaps, Health and Rights for Key Populations*, Bridging the Gaps.
33. *Final Project Grant Report Form: NSWP Grant January 12 2011 – June 30 2013, Open Society Institute Public Health Program*, NSWP.
34. *Global Network of Sex Work Projects Research for Sex Work Collaboration 2013- 2015: Narrative Report to HIVOS: 1 October 2013 to 30 April 2014*, NSWP.
35. *2012 Annual Report to HIVOS On No Cost Extension 1 January 2012 to 31 December 2012*, NSWP.
36. *Annual Report to RCNF 2013-14*, NSWP, 2014.
37. *SWAN Regional Report to RCNF 2014*, SWAN [as example of a member of the RCNF Consortium].
38. *First Interim Report to RCNF – Grant 2013088*, NSWP.

### **Documents by and/or with partner organisations:**

39. *Prevention and Treatment of HIV and other STIs for Sex Workers in Low and Middle-Income Countries*, WHO, UNFPA, UNAIDS and NSWP, 2012.
40. *Implementing Comprehensive HIV/STI Programmes with Sex Workers ('SWIT Tool')*, WHO, UNFPA, UNAIDS, World Bank and NSWP, 2013.
41. *UNAIDS Guidance Note on HIV and Sex Work* (including Annexes developed by Advisory Group), UNAIDS, 2012.
42. *Consolidated Guidelines on HIV Prevention, Diagnosis, Treatment and Care for Key Populations*, WHO, 2014.
43. *Prevention And Treatment Of HIV And Transmitted Infections For Sex Workers in Low- and Middle-Income Countries: Recommendations for a Public Health Approach*, WHO, UNAIDS, UNFPA and NSWP, December 2012.
44. *Difficult Decisions: A Tool for Care Workers, Managing Ethical Dilemmas When Caring for Children and Families of Key Populations*, GNP+, MSMGF, INPUD, NSWP, CCABA, 2014.
45. *Increasing DfID's Contribution to Addressing HIV among Key Populations: Review and Recommendations*, STOPAIDS, 2014.

## ANNEX 5: REFERENCES

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<sup>i</sup> Among the responses: 43 used Option 1; 9 Option 2; and 2 Option 3. In some cases, members submitted more than one response to the survey (hence, the number of responses is larger than the number of member organisations).

<sup>ii</sup> In some cases, there is duplication of members between Methods 1 and 2 – as some members completed an e-survey/written survey/4 key questions and also participated in the in-depth consultation.

<sup>iii</sup> Africa - 12 countries (Burundi, Cameroon, Democratic Republic of Congo, Kenya, Malawi, Mali, Nigeria, Senegal, South Africa, Tanzania, Uganda, Zimbabwe); Asia Pacific - 7 countries (Australia, Bangladesh, China, Myanmar, Nepal, New Zealand, Thailand); Latin America - 4 countries (Brazil, Ecuador, Mexico, Peru); North America and Caribbean - 7 countries (Antigua, Canada, Guyana, Haiti, Jamaica, Trinidad and Tobago, United States of America); and Europe - 14 countries (Bosnia and Herzegovina, France, Kyrgyzstan, Macedonia, Montenegro, Netherlands, Portugal, Russian Federation, Spain, Sweden, Switzerland, Turkey, Ukraine, United Kingdom).

<sup>iv</sup> Organisations/groups must meet at least two of the three following criteria to qualify as sex worker-led organisations with voting rights, regardless of their self-definition: 1. Decision-making body: 50% or more of the decision-making body must be sex workers (former and current - with an aspiration to include current sex workers although not an absolute requirement). If not, what is the mechanism that ensures sex workers are in control of the organisation's activities and advocacy? 2. Spokespeople: 50% or more of the spokespeople must be sex workers. If not what is the transparent mechanism for ensuring it is the voices of sex workers that are heard. 3. Staff: 33% or more of the staff are sex workers and have the same contracts and working conditions as other staff in the organisation – not only as peer educators paid honorariums or incentives.

<sup>v</sup> Figure refers to members that have confirmed that they are sex worker-led organisations. In practice, many other members may meet the criteria.

<sup>vi</sup> As of June 2015, the NSWP Board was: President - Pye Jakobsson (Rose Alliance, Sweden); Africa - Aimee Furaha (AHUSADEC, Democratic Republic of Congo) and John Mathenge (HOYMAS, Kenya); Asia Pacific - Fatimah Abdullah, (APSNW, Malaysia) and Kaythi Win (APNSW, Myanmar); Europe - Borché Bozhinov (Star-Star, Macedonia) and Christine (STRASS, France); Latin America - Karina Bravo (Asociación Flor de Azale, Ecuador) and Miguel Angel Saurin Romero (Asociación Civil Cambio y Acción, Perú); and North America and the Caribbean - Quincy McEwan (Guyana Sex Work Coalition, Guyana) and Serpent Libertine (Sex Workers Outreach Project-Chicago, USA).

<sup>vii</sup> Staff based at Secretariat: Ruth Morgan Thomas, Global Coordinator; Gillian Galbraith, Operations Manager; Paul-Gilbert Colletaz, Programme Manager; Neil McCulloch Senior Policy Officer; Anelda Grové, Communications Officer; and Avril Docherty, Administration and Membership Officer. Global Consultants: Mick Matthews (France), Senior Programme Officer (Global Fund); Anlina Sheng (Canada), Policy Officer; and Grace Kamau (Kenya), Programme Officer (Africa - SUSO)

<sup>viii</sup> *Digest 2: Opposing Criminalisation*, NSWP, 2012; *Digest 5: Sex Workers Condemn 'Equality Now' Attack on Their Rights*, 2013; and *Digest 11: 'Positive Effects' of Swedish Sex Purchase Ban Heavily Exaggerated New Report Finds*, 2015.

<sup>ix</sup> *Research for Sex Work 12: Addressing Violence Against Sex Workers*, NSWP, 2010.

<sup>x</sup> *Research for Sex Work 13: HIV and Sex Work – The View from 2012*, NSWP, 2012.

<sup>xi</sup> <http://icssupport.org/what-we-do/free-space-process>

<sup>xii</sup> <http://www.clac.cab>

<sup>xiii</sup> <http://www.hivgaps.org>

<sup>xiv</sup> <http://www.robertcarrfund.org/about/>

<sup>xv</sup> *Solidarity is Not a Crime*, NSWP, 2012.

<sup>xvi</sup> Communications and information sharing; community research and knowledge management; advocacy and influencing policy and practice; capacity building and technical support; and convening and building solidarity in the sex worker movement.

<sup>xvii</sup> *Prevention and Treatment of HIV and Other Sexually Transmitted Infections for Sex Workers in Low and Middle-Income Countries: Recommendations for a Public Health Approach*, published with WHO, UNFPA and UNAIDS (2012).

<sup>xviii</sup> *Prevention and Treatment of HIV and Transmitted Infections For Sex Workers in Low- and Middle-Income Countries: Recommendations for a Public Health Approach*, WHO, UNAIDS, UNFPA and NSWP, December 2012.

<sup>xix</sup> *Research for Sex Work 12: Addressing Violence Against Sex Workers*, NSWP, 2010; and *Research for Sex Work 13: HIV and Sex Work – The View from 2012*, NSWP, 2012.

<sup>xx</sup> *Good Practice in Sex Worker-Led HIV Programming: Global Report*, NSWP, 2013.

<sup>xxi</sup> *Regional Briefing: Economic Empowerment: Does Rehabilitation Have a Role? Lessons Learnt in Africa*, NSWP.

<sup>xxii</sup> *Regional Briefing: Sex Workers Demonstrate Economic and Social Empowerment: Asia Pacific*, NSWP.

<sup>xxiii</sup> For example, the priorities for 2015 were: addressing human rights and access to healthcare – HIV and STI testing and treatment; addressing the stigma and discrimination experienced by sex workers living with HIV; addressing the needs of sex workers who use drugs, including injecting and non-injecting drug use; addressing population size estimates and mapping; and meaningful participation of sex worker-led organisations in the development and roll-out of the Global Fund New Funding Model and building capacity of sex work organisations to engage with Country Coordinating Mechanisms.

<sup>xxiv</sup> *Statement in Relation to the Arrest of Alejandra Gil*, NSWP, 2014.

<sup>xxv</sup> *NSWP Statement: Decision by the European Parliament Women's Rights and Gender Equality Committee's to Support the Criminalisation of Clients*, NSWP.

<sup>xxvi</sup> *Briefing Paper 8: The Needs and Rights of Male Sex Workers*, NSWP.



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<sup>xxvii</sup> *Briefing Paper 9: The Needs and Rights of Transgender Sex Workers*, NSWSP.

<sup>xxviii</sup> *Difficult Decisions: A Tool for Care Workers, Managing Ethical Dilemmas When Caring for Children and Families of Key Populations*, GNP+, MSMGF, INPUD, NSWSP, CCABA, 2014.

<sup>xxix</sup> *The Gap Report*, UNAIDS, 2014.

<sup>xxx</sup> Programme objective: Strengthen and amplify the voice of sex workers of all genders in global, regional and national HIV policy forums and within international donors by publishing global and regional advocacy tools and other resources developed by sex workers, strengthening learning between regions and mentoring emerging sex worker leaders. Specific objectives: 1: Strengthen the documentation of sex workers lived experiences of HIV policy and programming, and its impact upon their lives and vulnerability. 2. Strengthen the technical capacity of NSWSP, its regional networks and member organisations to disseminate the wealth of experience and evidence gathered by sex worker-led organisations to inform advocacy at the global, regional and national levels; and to access and critique the abundance of knowledge written about sex workers.