

Exploring New
Organizational Directions
for the
Network of Sex Work Projects

Report commissioned by the NSWP

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Executive Summary & Recommendations

In May 2007, the Network of Sex Work Projects (NSWP) commissioned an independent review of its governance and organizational structure with the view to reorganizing into an incorporated non-government organization. The review was conducted by an consultant who was not a member of the NSWP. A new way of organizing has been proposed and, in putting forth this model, it is recognized that it is not perfect and that there are many inherent complexities. The NSWP appears clear in its desire to move forward and therefore, recognizes that structuring formally will entail some compromises. Accordingly, this report presents the NSWP with 19 recommendations for its consideration. The background to each recommendation is discussed within the report.

1. It is recommended that NSWP formalize its governance, structure and operations.
2. It is recommended that the NSWP be constituted as a membership-based organization and accordingly, members must agree to and abide by the NSWP's mission statement and core values.
3. It is recommended that the NSWP commence the process of identifying potential candidates for President so that the implementation of the new structure can move quickly once the Board is constituted.
4. At this stage, it is recommended that NSWP address the issue of sex worker self-determination and representation based on the following principles. The regions via regional networks will nominate their Board representatives and, in doing so, they will address the issue of sex worker representation taking into consideration what makes the most sense in their region. Sex workers themselves will determine whom they wish to represent them. The first Executive Committee will ensure that at least four positions (including the President and Vice President plus three other members) be sex workers or former sex workers and of course, this percentage may be increased (if appropriate) over time.
5. As a minimum package, it recommended that the NSWP consider the following full-time positions as its core staff:
 - Coordinator
 - Administrator/Finance officer
 - Communications Advisor
6. It is recommended that the Coordinator position be ear-marked as a sex work or former sex worker-dedicated position.
7. It is recommended that the Executive Committee be tasked with addressing the mission statement as part of broader strategic planning and it should provide the Board with guidance to ratify both the new mission statement and strategic plan simultaneous. This task should be completed within the first year of operation.

8. It is recommended that the NSWP develop a written Code of Practice to guide the operations of its Board, members and staff and membership of the NSWP is contingent on agreeing to abide by the Code.
9. It is recommended that the NSWP incorporate in the northern hemisphere.
10. It is recommended that the NSWP retain its name.
11. Once NSWP reaches agreement on the structure, it is recommended that a constitution be drafted and endorsed immediately.
12. It is recommended that the NSWP develop a Policies and Procedures Manual to guide the organization in its day-to-day operations.
13. It is recommended that once constituted, (and within the first 12 months) the NSWP should put in place a three to five-year Strategic plan with annual operational plans.
14. It is recommended that the NSWP include a commitment to capacity building as a central component of its strategic plan and seek funding and other opportunities to grow and mentor the next generation of sex worker leaders and advocates.
15. It is recommended that, in addition to maintaining the web page and listserv, the NSWP establish an intranet (password locked for members and staff list only) and that this be used for posting in-house information.
16. It is recommended that the NSWP (subject to funding) explore the use and capacity of emerging communication technologies as a way of expanding information access, as well as building capacity in their use.
17. It recommended that, linked to the development of the Strategic Plan and its implementation, the Board and Executive Committee undertake to conduct an annual review of their functioning and the operations of the organization (matched against pre-determined benchmarks). This 'score card' should be made available to the membership.
18. It is recommended that the NSWP move quickly to ratify these recommendations and put in place an action plan to implement them.
19. It is recommended that the acting Coordinator remain in place until funding is secured and a permanent Coordinator is appointed.
20. It is recommended that the NSWP constitute a volunteer 'co-ordination' committee to oversee the introduction of the report recommendations and to address the myriad of logistical issues. This committee would remain in place until the first board is constituted and they would work hand-in-glove with the volunteer coordinator

Introduction

Firstly, the NSWP must be congratulated on its tenacity, considerable achievements to-date and its ability to attract a strong cadre of sex workers, activists and allies. Charismatic leadership and an engaged but often volatile membership have shaped the Network's culture. The 'organization' has mostly been run by volunteers and the fact that busy people are prepared to give their time speaks to the value of the NSWP. Nonetheless, inadequate funding has significantly hampered the NSWP's ability to function as an organization and to maintain transparent systems that enable good governance, member communication and cross-fertilization. Historically, any funding given has been HIV-specific and this has also been an influencing factor especially in relation to the composition of its membership.

When faced with inadequate or harmful policy responses, the Network mobilizes quickly and is able to draw upon high quality technical advice based on evidence and importantly, a *real* understanding of the issues that can only come from the fact that sex workers themselves are driving their agenda. The most recent example being the UNAIDS Guidance on Sex Work and the role the NSWP, in partnership with APNSW, played in challenging this harmful policy.

Unlike many other social and community movements, the NSWP operates in largely hostile political and social policy environments that generally, do not value sex worker input. Indeed, there are powerful, well-organized and well-funded organizations and individuals dedicated to limiting the rights of and controlling the movements of sex workers. The NSWP's survival is a testament to the extraordinary individuals who, despite differences, have repeatedly mobilized to ensure that the *voices of sex workers* are heard in policy forums and decision-making bodies globally.

The Network has faced *both* external and internal threats and each is equally harmful. Despite resource constraints, the NSWP has repeatedly been able to navigate its external environment with success and maintained a presence on the global stage. And yet, it struggles to constructively overcome internal threats and its *modus operandi* has been to either avoid issues and/or to be sidetracked into personal battles and this has allowed a culture of mistrust to grow. The 'constituency of the NSWP' needs to put aside past wounds, mistrust and internal turf wars and decide once and for all to move forward acknowledging that any model for organizing will be imperfect - but better than not organizing! Accordingly, this report aims to address the need to strengthen the NSWP internally so that it can continue to fight for the rights for the sex workers unencumbered by organizational dramas and mistrust.

In July 2006, the NSWP held a meeting in Rio de Janeiro, Brazil which has become a watershed in its history¹. The goals of the meeting were to:

- Identify priority issues for global advocacy and

¹ *Rio Report, Brazil 16 to 19 July, 2006* available at www.nswp.org.

- Review the role and structure of the NSWP and make recommendations about ways to improve or reform it.

It is understood that the meeting itself faced a number of difficulties including disproportionate representation from some regions and countries, under-representation by male and transgender sex workers and lack of adequate translation. This report aims to pick up from where the Rio meeting left-off.

Approach

The approach included:

- 17 key informant interviews;
- A questionnaire which was posted on the NSWP listserv with 55 responses;
- A review of historical and other relevant documents; and
- A review of other global networks with a policy and policy mandate.

The Acting Coordinator provided direction.

This report was developed in a consultative manner and does not constitute formal research. The opinions contained within the report are those of the consultant and the recommendations are being submitted to the NSWP for discussion and/or ratification.

Note: When referring to the NSWP the terms network and organization are used interchangeably.

Assumptions Underpinning the Report

The following assumptions underpin this report and were confirmed by the interviews conducted:

- The NSWP ‘membership’ wishes to move forward and formalize a global advocacy and policy organization representing female, male and transgender sex workers and in doing so recognizes that any organizational structure requires a strong commitment to implementation and that no one structure can overcome all the inherent complexities that will arise from formally organizing;
- That the NSWP has a strong chance of obtaining funding to support a new governance and organizational structure;
- That the report is forward looking and is not a review of the history of the NSWP;
- That this report will be widely circulated to the membership; and
- That the membership will address, in a timely manner, the recommendations contained within the report.

People's Experience and/or Perceptions

The following summarizes the *themes* that emerged from the key informant interviews plus the survey questionnaire. This consultation process informed the drafting of the report recommendations.

Lack of clarity around what is the NSWP? The nature of the NSWP or what constitutes the NSWP was discussed at length. It was described variously as: an amorphous organization; a nascent network; a group of (disconnected) individuals; a few people who shared a common interest; an interest group and/or a computer-generated listserv. No one described it as a formalized organization. When asked 'what was your relationship to the NSWP,' informants often said "I am unclear other than getting emails from the list." Most informants described themselves as relating to the NSWP as an individual. A smaller number said that their organization, network or group was the 'member' and their relationship was an employee or volunteer of their host organization, network or group. It was acknowledged that the NSWP has existed for a long time and therefore, it has a momentum and presence and it was valued.

Importance of organizing and having a global voice. There was overwhelming agreement that sex workers and their allies needed to support the development of a formal organization to represent the interests of and protect the rights of sex workers. The majority of informants felt that the NSWP – warts and all – was a structure well worth building on, as long as there was real commitment to reform. Only a few dissenting voices suggested jettisoning the NSWP altogether and beginning from scratch. In spite of some negative 'baggage' it was felt that the NSWP had established a profile and the organization had potential to grow into something more solid.

Need for transparency. It was repeatedly said that the NSWP lacks transparency in how it carries out its work. It was also said that several strong individuals 'control' (or have controlled) the NSWP and that the Network, has at times, been used as their 'stage.' Many informants said that they were unclear about who the decision-makers were or what decision-making processes were used. This ranged from major decisions about what technical focus areas the NSWP should address as a priority (for example, 'who' made the decision to address raids and rescue as major focus at the last international HIV conference?) to decisions about who gets invited to meetings or to join email working groups etc. There was some (unsubstantiated) speculation that certain members may have financially benefited from the Network by being able to cherry pick lucrative consultancy work.

Communication. Most informants articulated the real barriers to effective communication faced by the NSWP, including having to work in multiple languages, literacy issues, time zone differences and often inadequate IT networks and computer equipment. Many informants felt that not enough had been done to overcome these barriers and poor communication had resulted in mis-communication and suspicion. By

the same token, it was acknowledged that effective communication usually came down to a lack of resources rather than the NSWSP's unwillingness to address the barriers.

Mandate. The majority of informants were clear that the NSWSP's mandate was to contribute to global advocacy and policy as it relates to sex work. A small minority was unclear about the NSWSP's mandate and these informants feared that the NSWSP may end up competing with regional networks and/or other sex worker groups and organizations. Because the NSWSP is currently a 'floating organization' or an 'organization without an organization", a number of informants were unclear about whom the NSWSP represents or whom its members are.

Energy has been diverted. Many informants shared stories of the NSWSP's history of infighting and what were described as power struggles. These informants said that the NSWSP has developed a culture that allows members to 'bitch' at one another and that the Network has a poor track record regarding conflict resolution. It was said that the email list has been used to personally attack and humiliate members. Others said they ignored this behavior but felt the Network would be strengthened by changing its culture. It was said that some people may fear interacting with the NSWSP or voicing an opinion for fear of reprisals or being made to feel stupid. Informants noted that this culture has had a profoundly negative effect and has often diverted the energy of the members. It was also said that NSWSP continued to have many of the same battles over and over again and this also had a deadening effect.

Diversity of contexts in which sex work takes place and diversity among sex workers. Many informants spoke of the differences among sex workers themselves and diversity within the sex industry depending on where it is based. The differences between sex workers in developing countries and industrialized countries was repeatedly acknowledged, specifically the recognition that sex workers from the developing world face increased vulnerability across the whole spectrum of political social and development issues.

The issue of sex worker self determination and representation repeatedly surfaced in discussions. Many informants from the developing world plus a considerable number from industrialized countries felt that some members wanted to apply unrealistic and unwelcome 'standards' to sex worker self determination. This was particularly highlighted when the issue of the sex worker representation on the NSWSP Board was discussed. The majority of informants said that what was most important were sex workers *deciding* whom they wanted to represent them and if, that were a non-sex worker, then that would be acceptable. It was also acknowledged that many non-sex workers have and continue to make welcome contributions and a broad range of allies was required if the sex workers were to bring about policy reform at any level.

Goodwill evident to move forward. The overwhelming majority of informants were vocal in their support for this organizational review process and that was a positive sign of commitment for the future. A large number of informants stated that they and/or their organizations/groups are invested in seeing the NSWSP move forward. A number said that

they were keen to assist with operationalizing the recommendations. Despite past complaints, a sense of responsibility was evident and many informants expressed excitement about the possibility of a viable global network. While this is heartening, the NSWP needs to hear that its members are also jaded and some have low expectations that the NSWP will be able to formalize. Funding is clearly a constraint and this was said repeatedly.

Moving Forward

The remainder of this report is focused on how best the NSWP can move forward as a *formal global advocacy and policy organization serving the needs of female, male and transgender sex workers and their allies*.

The key principles of NGO organizational development are discussed in turn and a model for organizing is proposed. Each section concludes with a discussion of the complexities and the obstacles that need to be overcome. Finally, the report includes a section on how operationalize the recommendations and a two-year phase-in period is recommended to allow the NSWP to make any necessary adjustments.

Mandate

Before the issue of organizational structure can be addressed the NSWP needs to be clear as to *why it exists, what it offers and how it relates* to other sex worker organizations, unions, networks, groups and individual sex workers and agencies that threaten the health, welfare and rights of sex workers. It is understood that the NSWP sees its mandate as broader than HIV-related issues and that human and labor rights are also central to its *raison d'être*.

The NSWP is not a direct service provider to sex workers and the proposed model is based on the premise that the NSWP has a *mandate* from sex workers to act on their behalf in global advocacy and policy forums. The NSWP sees itself as part of global social movement dedicated to repositioning and strengthening the leadership and capacity of sex workers to increase control over their working lives and to protect their human and labor rights. The NSWP is clear that it operates at the global level. Regional, national and local sex worker organizations, groups, projects, activists and individual sex workers are the NSWP's *constituency* and accordingly, the NSWP is first and foremost accountable to this constituency. Policy-makers, donors, bureaucrats, researchers and any other organizations and individuals who wish to legislate on and/or socially control and/or limit the rights of sex workers are the NSWP's *target audience*.

Governance Structure

It is recommended that NSWP formalize its governance, structure and operations.

It is proposed that a Board will be constituted with responsibility for managing and governing the organization and it will be the final decision-makers for policy, technical, financial and personnel matters. The Board will be comprised of members drawn from all 5 regions and it will be supported by a central secretariat where the Coordinator and support staff are located. Further discussion follows.

Board Structure

It is recommended that the NSWP be constituted as a membership-based organization and accordingly, members must agree to and abide by the NSWP's mission statement and core values.

The NSWP will have the capacity to appoint a governing Board of up to 15 members. This consists of up to 10 regional representatives plus the President plus four *ex-officio* non-voting members (comprised of up to three individuals recruited for their unique contribution plus the Coordinator).

Each of the five regions – Africa, Asia-Pacific, Eastern Europe, Latin America and the Caribbean and North America – will be invited to nominate one to two representatives (and up to two alternates) to join the NSWP Global Board. It is anticipated that the regional networks (where they exist) will take on the role of coordinating and fielding regional representatives. In regions where regional networking is less developed, another process will need to be instituted to canvass representation from key national groups with the eventual goal of supporting more extensive regional networking. In order to ensure consistency of membership and to consolidate skills it is proposed that 50% of the Board positions be nominated for 2 years and 50% be nominated for 4 years. The Board will elect an Executive Committee for a two-year term and members may be elected for multiple terms. A constitution will guide the operations of the Board. The constitution will outline the process for filling vacancies and for addressing non-performing members.

This will mean that individuals and organizations wishing to contribute the NSWP's mission will need to be *connected* to local or national organizations or networks affiliated with the appropriate regional network. The process of selection will most likely vary according to the governance structure and capacity within each region. Accordingly, in line with how the regional networks are currently constituted, representatives may include both sex workers and non-sex workers. However, the NSWP will need to put in place procedures to ensure that the majority of Board members are sex workers or former sex workers. This issue is discussed further in the report.

The Board will have the capacity to invite (no more than 3) individuals (drawn from any region) without voting rights who bring specific skills and expertise, informed by the following criteria:

- Ensure gender representation – female, male, and transgender;
- Ensure representation by people living with HIV;
- People who have specific skills needed by the NSW;P;
- People who can provide specific geographical or cultural perspectives; and
- People of public profile or have unique skills/experience.

The Board will *elect* an Executive Committee to be responsible for the hands-on oversight of the NSW. The Executive Committee is constituted under the mandate of and answerable to the Board. The Executive Committee is the engine of the Board and the Coordinator and paid staff is its operating arm.

The eight-person Executive Committee will consist of:

- President – not one of existing regional governing Board members
- The following positions are to be elected from existing governing Board members:
- Vice President;
 - Treasurer;
 - Secretary;
- Plus 4 *ex-officio* non-voting members;
- 3 Ordinary Members; and
 - Coordinator.

The Executive Committee members may be elected from any region and equal regional representation is desirable but not mandated. Most importantly, the President and Vice-President and at least two other members of the Executive Committee must be sex workers or former sex workers. Over time, and with greater capacity, this percentage may increase. Consideration of gender representation – female, male and transgender is also paramount as is racial, cultural and geographical diversity.

The position of President is extremely important. As stated, anyone throughout the NSW family can nominate to run for President. The constitution will outline this process. The President along with the Coordinator is the most public face.

It is recommended that the NSW commence the process of identifying potential candidates for President so that the implementation of the new structure can move quickly once the Board is constituted.

Summary of Core Elements of the Board		
	Governing Board	Executive Committee
Composition & Selection Process	<p>Each of the 5 regions will nominate up to 2 members plus 2 alternates.</p> <p>The regional networks have autonomy in determining their selection process.</p> <p>The Board elects an executive Committee.</p> <p>The majority of Board members should be sex worker or former - sex workers.</p>	<p>The 8 person Executive Committee is elected by the Governing Board and includes:</p> <ul style="list-style-type: none"> ▪ President (not currently a regional nominated represented) <p>All other positions are to be elected drawn from the Board:</p> <ul style="list-style-type: none"> ▪ Vice President ▪ Treasurer ▪ Secretary ▪ 3 X Ordinary Members <p>Note: The Coordinator is <i>ex-officio</i> with no voting rights.</p> <p>Upon constituting, the President, Vice President & at least 2 other members must be sex workers or former sex workers.</p>
President	<ul style="list-style-type: none"> ▪ The President may come from any region and is elected by the Board. ▪ The President has the casting vote both on the Board & the Executive Committee. ▪ The President must be held by a sex worker or former worker. 	
Number of members	15 members – includes up to 10 regionally nominated representatives + President + 3 individual members/ <i>ex-officio</i> +Coordinator/ <i>ex-officio</i>	
Length of Term	50% of members are nominated for 2-year terms & 50% nominated for 4 year terms.	2-years terms Executive members may run for multiple terms
Meeting schedule	<p>It is envisaged (subject to funding) that the Board would meet face-to-face at least once a year.</p> <p>Extraordinary meetings may be called as needed.</p>	<p>It is envisaged that the Executive Committee would meet bi-monthly – and ideally face-to-face at least twice a year. More frequent meeting maybe necessary within the first 2 years.</p> <p>Extraordinary meetings may be called as needed.</p>
Transparency of Board Operations	<ul style="list-style-type: none"> ▪ All Board & Executive Committee meeting papers (agenda, minutes, briefing papers, policy statements, reports, and financial statements) will be posted immediately following meeting on the web page. ▪ Additionally, Board members have a duty to ensure that they distribute information through their regional networks. ▪ Board and Executive papers may only be embargoed after a vote by the Executive Committee on the basis that they contain sensitive information, such as any legal disputes which may arise. 	

Roles and Responsibilities of the Board

Board member responsibilities are discussed below and procedural rules will be outlined in a constitution and supported by a written Code of Practice.

Key Roles and Responsibilities		
Governing Board	Executive Committee	Coordinator
<ul style="list-style-type: none"> ▪ Determine and endorse the NSWP’s mission, strategic plans and policies ▪ Ensure that NSWP maintains its focus as sex worker driven organization ▪ Monitoring progress towards meeting organizational goals and plan ▪ Monitor the global policy arena as it relates to sex work and bring to the attention of the organization key issues ▪ Ensure accountability to the NSWP broader constituency – particularly through the regional structure ▪ Ensure financial management by reviewing financial reports ▪ Ensure continuity of the board by active succession planning & recruit new members and provide them with orientation ▪ Regularly monitor the performance of committees and working groups – including the Executive Committee ▪ Build and manage the public face of the NSWP and promote NSWP policies 	<p>Same roles and responsibilities as the Governing Board with the following additional responsibilities:</p> <ul style="list-style-type: none"> ▪ President supervise (approves annual performance review) and provides support to the Coordinator ▪ Select, appoint and dismiss the Coordinator (if necessary) ▪ Approve all other staff appointments upon recommendation by the Coordinator ▪ Ensure the development of annual work plan & monitor progress ▪ Provide coordination and support to Board activities & meetings ▪ Review & clarify financial documents before being submitted to the Board ▪ Assist with consultations of the full Board as needed between annual meetings ▪ Inform & report to the Board on Executive activities ▪ Act in emergency situations where a full Board meeting is not possible and pro-actively trouble shooting ▪ Constitute working groups and ensure that reports are provided to the membership 	<ul style="list-style-type: none"> ▪ Represent the NSWP in all of its affairs (unless otherwise directed by the Board) ▪ Support the Board in its governance functions and ensure that Board & Executive Committee are informed of emerging & strategic issues ▪ Actively participate in direction setting along with the Board ▪ Oversee of the NSWP Strategic Planning process ▪ Prepare of annual work plan ▪ Ensure monitoring and evaluation & prepare necessary reports ▪ Technical and managerial leadership ▪ Donor Liaison ▪ Fundraising & proposal development ▪ Ensure Working Groups are constituted as needed & briefing papers prepared & circulated ▪ Human resource duties – including recruitment and supervision of staff ▪ Budget preparation & review of financial statements ▪ Drafting of the Annual Report

Sex Worker Self-determination and Representation

Within the NSWP there is a concern that formal organization may result in sex workers losing control of their organization. This is a critical issue and deserves careful attention.

There is universal agreement that NSWP exists to serve the needs of sex workers globally and it must be largely a peer-based organization. It is also recognized that there are non-sex worker allies and advocates who bring needed skills and expertise and these individuals have always made a valuable and welcome contribution. Additionally, in some contexts, *sex workers themselves* may select a *non-sex worker* to be their representative.

In preparing this report, informants suggested various ways to ensure the NSWP remains sex worker controlled, ranging from an Affirmative Action Policy and/or setting a quota. In order to do this, there would need to be universal agreement on what *defines* a sex worker or former sex worker and this did not appear to be the case. There was also the repeatedly stated need to protect regional autonomy, so that sex workers at a more local level can direct who represents them. It was also noted, that in some countries, there is an emerging ‘new’ community, namely the educated children of sex workers. Increasingly, sex workers are nominating their educated children (who may or most likely are not sex workers themselves) to represent them. This is a welcome development, but further complicates the issue of mandating 100% sex worker representation. In other words, flexibility is needed to ensure that the wishes of sex workers are respected. The very real differences between sex workers coming from the “north” as opposed to the “south” were also recognized.

At this stage, it is recommended that NSWP address the issue of sex worker self-determination and representation based on the following principles. The regions via regional networks will nominate their Board representatives and, in doing so, they will address the issue of sex worker representation taking into consideration what makes the most sense in their region. Sex workers themselves will determine whom they wish to represent them. The first Executive Committee will ensure that at least four positions (including the President and Vice President plus three other members) be sex workers or former sex workers and of course, this percentage may be increased (if appropriate) over time.

This may mean active capacity building and mentoring of the next generation of sex worker leaders. It is also recommended that the Coordinator be a sex worker or former sex worker. This process will ensure that the *key leadership positions and the most public positions – President, Vice President and Coordinator – are all sex workers or former sex workers.*

As it stands today, it is not possible to know the composition of the first Board. The author is reluctant to recommend too many rules, as this will only tie the NSWP into bureaucratic knots and hinder formalizing. If, at the end of two years, the NSWP finds that this transition is not feasible, then it needs to provide the Board and membership with a plan to address effective sex worker representation.

It is also noted, that sex worker representation is not the *only* ‘representation’ issue that the NSWP may struggle to address. Gender representation – especially the inclusion of male and transgender sex workers may also prove problematic and again, the Board

needs to activity monitor this and put in place strategies to address any gaps. To not include adequate representation of male and transgender sex workers will limit the ability and credibility of the NSWP to advocate on global stage for the rights of *all* sex workers.

In theory, the regions nominating their regional representatives should address racial diversity. Nonetheless, the NSWP would be wise to ensure that the regionally nominated representatives are in fact reflective of racial and cultural diversity. The NSWP want to avoid the situation whereby its Board and Executive Committee is not representative of the diversity of its membership.

Discussion

Importance of Board leadership. In response to the NSWP's desire to be inclusive, a large Board is proposed. Flexibility around the number of members each region is required to field (up to two members with two alternates) is in response to the varying stages of development of each region. The capacity to add three additional Board members (individuals with a unique contribution) enables to NSWP to capture the expertise of certain individuals that are not formally connected with any particular region. In other words, every attempt has been made to ensure that the structure is flexible, reflects the current state of development and is responsive to the needs of the NSWP. It needs to be understood, that in proposing this Board structure, a smaller Executive Committee is needed to steer the NSWP.

The Executive Committee is constituted under the auspices of the board and it should not function as an autonomous entity. A Board of 15 members, based in different countries and time zones, constrained by resources will not be able to provide the operational support necessary to ensure the NSWP's organizational base is healthy and strong. The real work of the NSWP is tackling global policy issues as they relate to sex workers and supporting regional/local sex worker mobilization and self determination. The Executive Committee, in *partnership* with the Coordinator will ensure that the operations of the NSWP are on track and that the Board is supported by a strong organizational 'back bone.' The Board's role is *leadership* and *strategic direction*. In reality, the majority of the Board members will make their best contribution in 'technical' not managerial areas and this structure will enable that to occur.

The structure proposed is not particularly unusual for organizations of this nature. The International Council of AIDS Service Organizations (ICASO) has a similar structure. It has a Board of 10 people – five places nominated by their regional networks and four places held by individuals plus their Executive Director and it has an Executive Committee. The Board proposed for the NSWP is larger and this is in response to feedback received from the membership

A key survival strategy for the NSWP will be its ability to be *flexible, responsive and open to self-appraisal*. Accordingly, the NSWP may find that the proposed Board structure (specifically the number of representatives) is unnecessary and this can be addressed by amending the constitution. A *two-year phase-in strategy* is proposed and

during this time, the NSWP must be actively self monitoring and evaluating. This is discussed further in the last section of this report.

Regional networks are not strong enough to field representatives. The proposed Board structure is very clearly based on the assumption that the regions via the regional networks can field the representatives. *This is a major assumption!* A number of informants expressed strong concern at the ability of the regional networks to fulfill this role. Lack of financial and human resources, fragmented local organizations, in-fighting and limited capacity was seen as real barriers to regional networks fulfilling this role. This is a potentially significant barrier to development and the NSWP will need to pay this issue careful attention.

In thinking through the structure, it does not seem feasible or advisable, particularly in the long term, to bypass the developing regional network structure. Accountability to and responsiveness to the constituency will be greater if the NSWP works in tandem with the regional networks, who in turn, are accountable to a constituency drawn from national and local sex workers and their communities, groups, projects and organizations. Supporting the role and thereby strengthening the capacity of the regional networks in driving the global structure is the most straightforward and transparent - even with the current inherent difficulties and limitations. The proposed model strongly supports regional autonomy (and thereby more localized networking) and the majority of informants stressed this need.

Unfortunately, there are no simple solutions on how to best support the regions to take on the role of fielding NSWP representatives and for ensuring that their representatives are accountable to their membership. This is particularly so when it is unlikely that the NSWP or regional networks will receive funding to support their infrastructure and to address representation issues. The solutions will need to be generated by the membership - from the bottom up - and there will need to be a commitment to making it work. Undoubtedly, there will be lessons learned from the regions that are more able to mobilize and field representatives and it is suggested that NSWP track this development and seek opportunities for cross-fertilization.

Contribution of 'individuals'. The proposed Board structure is not an attempt to limit individual participation, but rather to address the question of how the NSWP can best organize and ensure governance and accountability to the broader constituency. While the recommended model is structured around the concept of regional networks fielding members to the governing Board, there is no desire to limit the role and contribution of individuals within the NSWP. The Board structure allows for three individuals to hold a non-voting place on the Board. Individuals can and should be encouraged to remain linked to the NSWP through the listserv and through the establishment of issue-specific working groups (which may be formed at any time to respond to an issue). Over the years, the NSWP has benefited from the contribution of many individuals and leaders and it is hoped that the NSWP continues to draw upon the wealth of skills that reside in its broad-based membership.

“Representation” issues. As discussed above, the issue of sex worker control is paramount. The majority of informants acknowledged that a Board comprised of 100% sex workers or former sex workers is *not* feasible. A significant majority also said that they did not feel that 100% sex worker representation was necessary – *as long as sex workers had the balance of power and that the NSWP was clearly mandated as a sex worker- driven organization and accountable to sex workers*. It is noted that there were some vocal opponents to this view - but overall, the majority were in support of representation reflecting the reality of sex worker communities on the ground and particularly, in developing countries (where the ability of sex workers to participate was often constrained by fear of violence {including imprisonment and torture} and societal repercussions, capacity, language, education and a lack of other resources). The NSWP will need to work hand-in-hand with regional networks to ensure that sex workers hold the balance of power and that organization works towards increasing sex worker control (wherever possible). The NSWP will also need to ensure that members will not be exposed in any way that will make them vulnerable to harmful outcomes in their home country.

It is certainly feasible that the overwhelming majority of Board positions or indeed, the entire Board could be comprised totally of sex workers and/or ex-sex workers. However, this would be best achieved by a monitored organic process which focused on mentoring, capacity building and skills development so that sex workers representation was real and not ‘tokenistic’. Ironically, at least in the short term, insisting that the Board be comprised of only sex workers and/or sex workers may limit the development of the NSWP because tokenistic appointments may be made.

The need for gender representation was also discussed above and it is worth repeating here. The NSWP should strengthen the participation and representation of male and transgender sex workers and this in turn, will strengthen the organizations credibility, globally.

Communication. In all likelihood, the Board, its Executive Committee and staff will function in English. Similar to all global organizations, the NSWP will need to put in place structures and policies to ensure effective and wide communication and information dissemination. This is further discussed under the Communication section of this report.

Funding is not forthcoming to establish and/or maintain the structure. The recommended structure has been developed on the premise that core funding will be a reality. *The extent of funding will dictate the rollout of the structure.* The NSWP would be well advised to develop scenarios matched to possible funding levels and these scenarios should be distributed and understood by the membership.

The membership needs to see how much money is in the bank and what it can buy – as some trade-offs may be required. The best case scenario is dedicated three-year core funding able to support a core secretariat staff, the hosting of the Board and Executive meetings (ideally face-to-face and via teleconferences), regular communication, and maintenance of the web-site plus operating costs (rent, communications, travel, overhead

etc.) Further, it is envisaged that once the NSWP is formally established, it will continue to seek project funding and undertake work that fits within its mandate of global sex work-related advocacy and policy. Additionally, the NSWP, in partnership with its regions, should seek funding to support sex worker mobilization and capacity building as way to strengthen regional and national networking.

However, it needs to be *understood*, that even under the best case scenario, it is unrealistic to think that a donor will fund the face-to-face annual meeting costs without some cost-sharing and/or economies of scale. This means the regions - wherever possible – may have to self-fund some participation – or (as has been in the case in the past) meetings will need to be added on to other meetings (such as conferences etc).

However, if at the end of the day, infrastructure funding is not forthcoming then the NSWP will be seriously constrained and it (along with the regional networks and their national members) must push-back with the donors interested in supporting their project work. Global networking is a legitimate function and donors must be educated to value it. Too often, donors want NGOs to undertake specific project activities to address their needs, but they are less interested in supporting organizational and institutional growth. Similarly, if the NSWP does receive project-specific money it must ensure that budgets include overhead and/or a pro-rata contribution to management.

Organizational Structure

All organizations require a proper mix of resources and skills to fulfill their purpose. This mix involves utilizing available people, technology and resources. As with the establishment of the Board, the following structure is based on the premise that the NSWP will receive infrastructure funding to enable it to employ staff and support basic operating costs, member communication and secretariat support to the Board.

All organizational structures have advantages and disadvantages and structures should be flexible enough to change over time in response to the needs of the organization and resource levels. It is envisaged that once the NSWP's infrastructure is consolidated and stable, the NSWP will seek and attract project funding and this will result in an expansion of the organization. The work being done on the rewriting of the UNAIDS guidance document, and the work the APNSW is doing on new prevention technologies are good examples of the type of global projects that could attract funding (once the core structure is in place).

Core Staff

As a minimum package, it recommended that the NSWP consider the following full-time positions as its core staff:

- *Coordinator*
- *Administrator/Finance officer*
- *Communications Advisor*

It is recommended that the Coordinator position be ear-marked as a sex work or former sex worker dedicated position.

Of course, any of the other positions (and indeed wherever possible) can and should be filled by sex workers or former sex workers but are not mandated accordingly.

It is recommended (once funding is secured) that position descriptions be developed and that there be an open recruitment process. The Executive Committee - specially the President – should lead this process. This is further outlined in the concluding section of this report.

It is envisaged that, at the very least, these core positions are housed together in a dedicated office. The role of the Coordinator was discussed in the previous section. The Administrator/Finance Officer would be responsible for day-to-day administration and basic book keeping and the Communications Officer would maintain the web-site, listserv and support increased communication and information flow throughout the organization. Once formally established, the NSWP needs to determine its overhead rate and get it independently audited so that it can accurately cost budgets. An auditing firm will need to be appointed. The core budget should also include a budget line-item to support the purchase of short- term technical assistance as needed. This really is the absolute minimum core staff package. It is hoped that the organizational structure would expand over time to include more core staff (such as a policy or legal advisor, institutional capacity builder) and project specific positions.

Once the core is established, the NSWP (depending on the circumstances and donor interest) should consider going to market in partnership with the regional networks and seek project funding to undertake joint work. Additional staff could then be hosted, or employed by member organizations when a joint project is undertaken. In other words, the NSWP should not see itself as a static organization but rather as an organization that is flexible and creative. It is argued that the NSWP needs a solid base for its core staff but once this is in place - the NSWP should aim for the stars!

Discussion

Lack of funding for infrastructure maintenance. Again, the proposal for core staff is based on the assumption that there is donor/s interest in supporting the secretariat. It is difficult to see how the NSWP can function as a global advocacy and policy secretariat without dedicated core funding. Depending on where the team is located the scenario outlined above (salary, communication and operating costs plus overhead) is probably within the USD\$300,000 range, annually. As stated previously, the NSWP will need to be ready to walk potential donors through the importance of supporting the core. The NSWP must be prepared to discuss various funding scenarios and to argue strongly for the minimum package. Importantly, the NSWP needs to be careful what it *promises* both to its membership and donors. Do not over-reach in the first couple of years. The role of the Board and Executive Committee will be crucial and they must ensure that good and

realistic strategic and operational planning is in place to steer the organization. This will also assist with donor confidence and increase the likelihood of more funding.

Clarity of roles and responsibilities between Board and Staff. In any NGO, there needs to be a clear understanding and *respect* for the differing roles and responsibilities of the Board and paid staff. An effective Board knows what decision-making rests within their mandate and does not micro-manage the staff. Similarly, an effective Coordinator knows when to bring an issue to the attention of the Executive Committee and Board and when and how to problem solve within their sphere of influence. Simply put, the Board and Executive Committee is responsible for making policy decisions, ensuring financial accountability and providing direction to the organization. The paid staff is responsible for implementing the Board's policies plus day-to-day oversight of activities, finances and operations.

Mission Statement & Core Values

Any organization needs to be clear about why it exists and what it wishes to achieve. A mission statement and core values outline the purpose and underlying principles of a healthy organization. Together, they guide decision-making within the organization. The NSWP mission statement was revisited in the Rio meeting and remains a contentious issue.

Mission Statement

Two new versions have been proposed. Please note that the two versions are similar. The difference occurs in the opening statement and how the first right is expressed. The remaining rights are exactly the same.

Version:1 Specifics

The right to work, to free choice of employment including sex work and to just and favorable work conditions of work and the recognition of sex workers' labor rights.

Version: 2 Specifics

The rights of men, transgenders and women selling sexual services include the right to work, free choice of employment and to just and favorable conditions of work.

The full text of the each proposed mission statement is included below.

NSWP Mission Statement	
Version:1	Version:2
<p>The Global NSWP exists to connect regional networks advocating for the rights of sex workers and to uphold the voice of sex workers globally.</p> <p>The rights that we claim include:</p> <p>I. The right to work, to free choice of employment including sex work, and to just and favorable conditions of work, and the recognition of sex workers’ labor rights.</p> <p>II. The right to life, liberty and security of person.</p> <p>III. The right to be free from arbitrary interference with one’s private and family life, home or correspondence and from attacks on honor and reputation.</p> <p>IV. The right to the highest attainable standard of physical and mental health.</p> <p>V. The right to freedom of movement and residence.</p> <p>VI. The right to be free from slavery, forced labor and servitude.</p> <p>VII. The right to equal protection of the law and protection against discrimination and any incitement to discrimination under any of the varied and intersecting status of gender, race, citizenship, sexual orientation etc.</p> <p>VIII. The right to marry and found a family.</p> <p>IX. The right to peaceful assembly and association.</p> <p>X. The right to leave any country, including one’s own, and to return to one’s own country.</p> <p>XI. The right to seek asylum and to non-refoulement.</p> <p>XII. The right to participate in the cultural and public life of society.</p>	<p>The Global NSWP exists to connect regional networks advocating for the rights of female, male and transgender sex workers, including the right to work and the recognition of sex workers’ labor rights, and to uphold the voice of sex workers globally.</p> <p>The rights men, transgender and women selling sexual services claim include:</p> <p>I. The right to work, to free choice of employment, and to just and favorable conditions of work.</p> <p>II. The right to life, liberty and security of person.</p> <p>III. The right to be free from arbitrary interference with one’s private and family life, home or correspondence and from attacks on honor and reputation.</p> <p>IV. The right to the highest attainable standard of physical and mental health.</p> <p>V. The right to freedom of movement and residence.</p> <p>VI. The right to be free from slavery, forced labor and servitude.</p> <p>VII. The right to equal protection of the law and protection against discrimination and any incitement to discrimination under any of the varied and intersecting status of gender, race, citizenship, sexual orientation, etc.</p> <p>VIII. The right to marry and found a family.</p> <p>IX. The right to peaceful assembly and association.</p> <p>Page 5 NSWP Organizational Survey</p> <p>X. The right to leave any country, including one’s own, and to return to one’s own country.</p> <p>XI. The right to seek asylum and to non-refoulement.</p> <p>XII. The right to participate in the cultural and public life of society.</p>

Reactions to the two versions above have varied considerably with some strong feelings being expressed about the opening statement. On the other hand, it is noted that a significant number of informants said that they could see little difference between the two and they did not understand all the ‘drama’.

A mission statement is fundamental to the organization clarifying its mandate and purpose. Upon reflection, the author feels given the debates and the need for a strategic plan that it is most appropriate that leadership comes from within the NSWP to resolve this issue.

It is recommended that the Executive Committee be tasked with addressing the mission statement as part of broader strategic planning and it should provide the Board with guidance to ratify both the new mission statement and strategic plan simultaneous. This task should be completed within the first year of operation.

Core Values

Sex worker self-determination and representation, transparency of process, effective communication and respect for others are values that most informants named as being central to how the NSWP should operate. Furthermore, there is strong sense of pride among the membership that the NSWP is a unique organization and that it has the power to make a very real and profound contribution to improving the lives of sex workers.

However, it has not all been plain sailing. Even though the values are present it seems that, at times, the NSWP loses sight of the importance of ensuring that these values are underpinning all discussions and decision-making. Informants discussed how poorly conflict has sometimes been handled and the propensity for personal attacks and infighting. It is not productive to dwell on what has happened in the past. The NSWP should remain forward looking and use this organizational consolidation process to remedy any concerns.

It is recommended that the NSWP develop a written Code of Practice to guide the operations of its Board, members and staff and membership of the NSWP is contingent on agreeing to abide by the Code.

Importantly, the process of developing a written Code of Practice will enable the NSWP to articulate its values and it will provide a tool against which the organization can self-monitor. The values of representation, respect, transparency, communication, mentoring new leaders, positive strategies for conflict resolution need to be included and membership to the NSWP should be contingent on agreeing to abide by these values. In many ways, the NSWP has expressed its core values repeatedly but the process of formalizing them will assist with clarifying the things that are important and making explicit what type of organization it wishes to be. The Code will come into use when the organization is struggling to deal with complex issues in a constructive manner and old patterns of destructive behavior emerge again. The Code acts as tool to hold members accountable and to keep the organization focused on the bigger picture.

There are various existing Codes that can provide useful models. The International Red Cross produced a Code of Practice for HIV NGOs and this is a useful model. However, it is important that the NSWP puts in place a process to develop its own Code rather than adapting and adopting another organization's Code. This process should be led by the Executive Committee and endorsed by the Board.

Discussion

Appreciating the importance of a mission statement and core values. There may be a tendency to underplay the importance of a mission statement and the articulation of core values, but to do so is to sell the organization short. The process of developing, consulting and agreeing upon a mission statement and core values can be time-intensive and seen unnecessary and bureaucratic but they are fundamental building blocks needed for organizational growth and sustainability. The process should be linked to a broader strategic planning process that is discussed later in the report. Currently, the NSWP wastes time and energy in misdirected discussions and clarity around the mission and the values will go a long way towards redirecting this energy positively. Failure to address these necessary building blocks will haunt the organization.

Establishing a Legal Identity

Unless the NSWP takes the step of incorporating it will have no separate legal identity apart from that of its individual members. This would mean that the NSWP would remain as an amorphous network of its individual members unable to receive funds in its own right. There is nothing wrong with this model *per se* and indeed, it has served the NSWP well for some time. However, by undertaking this organizational review, it is understood that the NSWP wants to become a legal entity. A formalized legal identity will also limit the personal liability of the Board and ensure transparent business practices are in place. It is also argued that donor confidence will increase as a result of legal incorporation.

Incorporation

The process for incorporation will be dictated by the country in which the NSWP chooses to incorporate, and therefore, it is not possible to outline all of the issues in this report. The NSWP needs to select a country in which to incorporate and commence this process immediately. It is envisaged that the core staff will be based in the country of incorporation and that the NSWP will have its own dedicated office space.

Country Selection

Selecting the most appropriate country for incorporation is not a straightforward issue. In order to make this decision, the NSWP needs to consider a number of factors. For the purposes of incorporation, not all countries are equal. Some countries have a well established NGO sector and are more NGO-friendly. Some countries are more “sex worker-friendly” and therefore, more likely supportive of the NSWP’s mission. Labor laws and the ability to obtain work permits vary considerably country-by-country. The major multi- and bi-lateral donors are concentrated in the northern hemisphere. Finally, some cities are better positioned as travel hubs and for IT and other infrastructure support. It also needs to be understood that while the composition of the elected Board will change over time, the administrative hub of the organization (its legal structure and its core staff) are, hopefully, there for the *long haul*.

The USA presents an interesting case. In its favor is the relative ease to incorporate (depending on the State), plus the likelihood of recruiting multi-lingual skilled staff. Additionally, there is the advantage of access to donors – specifically UNFPA, private foundations plus there is the advantage to influence both US and global policies as they relate to sex work. The UK presents similar advantages – with a different local political environment – though less access to UNFPA. Basing elsewhere in the European Union (e.g., Geneva or Amsterdam) also presents similar advantages. It is noted that the European Network is located in Amsterdam and there might be economies of scale from co-locating. Other existing and potential allies are more likely to be based in the North. A number of key informants pointed out that the situation facing sex workers in the South is very different to the North and the largest membership base is in the South and that therefore, incorporating in the South makes the most sense.

However, a major factor to consider when making this decision is that the NSWP's *target audiences* – as opposed to its membership and beneficiaries – are the multi- and bi-lateral donors and policy-makers, bureaucrats, international public and private organizations and those who seek to control and limit the rights of sex workers and these groups are largely based in the North. The role of the NSWP is to influence and where appropriate, change the policy of the target audience. *Proximity to the target audience and the ability of the NSWP to be visible should be the driving factor in making this decision.* It is argued that this is a greater need – for the NSWP – than the need to be located in a city with a large sex worker population. The ability of the NSWP to be *seen* and *heard* in a variety of settings is critically important and cannot be underestimated. The NSWP needs to be clear that its focus is global advocacy and policy as it relates to sex work – not service delivery to sex workers – and it will be able to best deliver on this role if it is based close to the policy-makers. Advocacy works on several levels. The more informal and indirect is often much more effective than formal campaigns. The ability to network, build allies and be extremely acquainted with how policy is made and shaped is what will win out – not flying in and out occasionally appearing before commissions and hearings. It is about being on the ground and working opaque systems. The Board, the regional networks and their members, rather than the global secretariat of the NSWP, are responsible for connecting with sex workers and for ensuring representation of their issues on the governing Board.

It is recommended that the NSWP incorporate in the northern hemisphere.

If the NSWP decides to locate outside of the northern hemisphere, it will need to seriously consider hosting a policy advisor or lobbyist in the US or the UK to ensure access to the decision-makers. This will have resource implications and may simply not be feasible.

Organization's Name

It was noted that there had been some discussion within the NSWP about whether the organization should change its name. The name or brand "NSWP" is well recognized and established due to its 15-year history.

It is recommended that the NSWP retain its name.

Discussion

Host country trade-offs. There is no perfect solution to the issue of where to incorporate and where to base staff. Wherever the NSWP is based, there will be advantages and disadvantages that need to be understood. What is most important is that the NSWP comes to terms with the host country selection and accepts it for what it is, so that the decision does not haunt the organization.

Other Essential Organizational Building Blocks

Being formally incorporated, employing staff and having the capacity to receive funds will require the NSWP to institute systems and procedures to ensure effective and transparent management. The introduction of systems is not an attempt to turn the NSWP into a rule-bound inflexible bureaucracy. Rather, the desire is to put in place the necessary organizational building blocks to ensure that the NSWP can carry out its work without valuable volunteer and staff time being drawn into dealing with the inevitable organizational issues which will arise once formalized. The NSWP is in control of how it develops its procedures and it needs to develop systems that match its culture. The following is proposed as a guide.

Constitution

As stated previously, the NSWP will need to develop a constitution to reflect the new governance structure and this will be needed for incorporation.

Once NSWP reaches agreement on the structure, it is recommended that a constitution be drafted immediately.

A constitution is a living document and it can be altered to reflect any necessary changes.

Organizational Policy and Procedures

Developing internal policies and procedures to guide the organization is an essential, but often undervalued tool. These policies are usually not developed overnight and they may change over time. The NSWP can commence this process immediately and they will need

to have human resources policies in place shortly as they will (hopefully) soon be employing staff. Written job descriptions, a process for advertising, recruiting and appointing need to be articulated. As a minimum, the areas that need to be covered by a Policies and Procedures Manual include human resources (advertising, hiring, orientation, performance appraisal, and firing), finances (handling of money, process for signing cheques, and audits), travel (per diem rates, and airfares), assets register and usage of equipment, organizational style and public profile (who speaks for the organization, use of the logo, managing the web-site, external publications, and press releases).

Fortunately, this has all been done by other organizations and there are many useful tools freely available to guide the NSWP. The key thing is to ensure that there is someone dedicated to seeing this through – most likely the Coordinator under the guidance of the Executive Committee and Board. This is a labor-intensive task initially but it will save the organization time and grief as it grows. Note: the Policies and Procedures Manual is a different document to the Code of Practice – the latter refers to the values underpinning the organization and governs both internal and external operations while the Manual addresses day-to-day operational internal functioning.

It is recommended that the NSWP develop a Policies and Procedures Manual to guide the organization in its day-to-day operations.

This process should commence immediately and will be ongoing.

Strategic and Operational Planning

Strategic planning has already been mentioned in this report linked to the mission statement and the NSWP must get this process underway so it has a plan within its first year of operation. Strategic and operational planning are basic management tools to assist the organization to do its work better. A strategic plan will help the NSWP focus and be accountable to its constituency. This does not have to be an arduous process and again, many good models exist. Yearly operational plans linked to a budget must also be produced to facilitate the implementation of the overarching strategic plan. The strategic plan must also contain benchmarks against which the Board and Executive Committee can self-monitor.

It is recommended that once constituted (and within the first 12 months) the NWP should place a three to five year Strategic plan with annual operational plans.

Note: an excellent resource book is Allison, M. and J. Kaye. Strategic Planning for Nonprofit Organizations. A Practical Guide and Workbook. Wiley Nonprofit Series. 2005. Available from Amazon.

Commitment to Capacity Building

A commitment to capacity building and grooming sex workers to become advocates and leaders must be central to the NSWP's mission. During the process of writing this report, it was often said that there were too few sex worker leaders and advocates able to take up leadership roles at the global level. Given that there is an extensive community of sex workers with a vast range of skills, this should be easy to address if there is the will to do so. The NSWP can demonstrate major leadership in this area and ideally, the process would be mirrored throughout the membership by regional networks and national groups and organizations. It is feasible that if the NSWP sought funding for capacity building that it may be forthcoming. Private foundations are possible sources of funding for training and skills-building in the areas of advocacy, leadership mentoring, media, organizational development, proposal development. Capacity building is a good example of a joint NSWP and regional activity.

However, the absence of funding should not hamper the NSWP and its members from acting upon this value. It is incumbent upon the NSWP Board to be regularly auditing and identifying opportunities for capacity building ranging from partnering members, supporting language training and training in organizational development.

It is recommended that the NSWP include a commitment to capacity building as a central component of its strategic plan and seek funding and other opportunities to grow and mentor the next generation of sex work leaders and advocates.

Communication

Effective communication will be the lifeblood of the NSWP and fortunately, there is already a strong foundation through the listerv and web-site. Informants recognized and highly valued the need for timely communication. The challenge for the NSWP is how to best facilitate communication taking into consideration what are the organization's information needs, who are its target audiences, how should information be packaged and in what timeframe. The communication needs are multiple from information for both external and internal (member) audiences. Examples include policy briefs for policy-makers through to distilling complex policy information into user-friendly formats for members to advocacy campaign materials for both allies and enemies. In addition, the NSWP needs to be constantly documenting the impact of policy decisions on sex workers on the ground and then repackaging this information to advocate for policy. In addition to the above, the NSWP needs to ensure that members and staff are able to access information about its day-to-day operations including minutes of Board and Executive Committee, financial statements, fund-raising plans, project summaries, Board/Executive Committee and staff profiles, positing of key documents such as the Code of Practice and Policies and Procedures Manual and member and staff 'chat' (as opposed to more technical updates that should be posted on the listserv).

It is recommended that in addition to maintaining the web page and listserv that the NSWP establish an intranet (password locked for members and staff only) and this be used for posting in-house information.

Obviously the Board, Executive Committee and staff would have access to the intranet and membership beyond that needs to be determined by the Board. The regional representatives would need to assess the groups or individuals seeking access from their region and put forward a recommendation that they be given access.

A full-time Communications Advisor was deliberately included in the minimum package of core staff. In order for the NSWP to fulfill its mandate as a global advocacy and policy organization, it needs to be constantly communicating and consulting with its membership and packaging information for multiple audiences in multiple formats.

It is recommended that the NSWP (subject to funding) explore the use and capacity of emerging communication technologies as a way of expanding information access, as well as building capacity in their use.

This could be undertaken region-by-region and done in partnership with the regional networks and would assist with increasing the range of languages used to disseminate information.

Accountability

The NSWP is first and foremost *accountable to its membership*. Accountability breeds credibility with the membership and in turn, credibility will increase trust. Accountability to funders is also required and the ability to attract future funding is directly linked to how accountable an organization is with its existing funding. Accordingly, the NSW needs to ensure that it establishes processes and procedures for accountability to *both* its membership and its funders. The membership also need to be informed about these accountability processes so that they are confident that their organization is functioning according to its core values (which they have determined). The Board and Executive Committee is key in this area as they are ultimately and *legally* responsible for accountability to both the membership who they represent and also they have governance responsibility to ensure that the organization is managing its project and financial responsibilities. Incorporation will protect individual Board members from legal liability but nonetheless, they are the governing body with constitutional authority for accountability.

In relation to the Board and Executive Committee, there are some very simple steps that can be undertaken to increase accountability such as the timely posting of minutes from their meetings, sharing detailed financial information (including expenditure) and profiles of all Board members (to facilitate networking). In regions where the regional networks have nominated the Board representatives, they too must ensure accountability – because the representatives are there representing their membership.

External funding will come with its own accountability requirements and these will need to be addressed accordingly.

It is recommended that linked to the development of the Strategic Plan and its implementation that the Board and Executive Committee undertake to conduct an annual review of their functioning and the operations of the organization (matched against pre-determined benchmarks). This 'score card' should be made available to the membership.

Discussion

Resource constraints. The putting in place of the organizational building blocks has been discussed in the context of funding to consolidate the core of the NSWP and therefore, it is recognized that much of the above is dependent on funding. But many activities can commence without funding and indeed; the NSWP would be wise to be proactive around these areas in order to increase donor confidence.

Two Year Phase-in Plan

This report is provided to the NSWP membership as a tool to help them move forward. Upon receiving the report, it is up to the NSWP to work through each of the recommendations and decide what it is acceptable, what needs revision and what is rejected. It is noted that the NSWP membership has been waiting for some time for action regarding the issues outlined in this report and a timely response is paramount. Clearly, the membership has to be comfortable with the final recommendations but by the same token, the NSWP must be cognizant of the fact that not everyone's wishes and ideas can be accommodated. A consensus approach should be adopted and the NSWP must keep itself on a tight timeline so that the energy generated by this review process does not dissipate. Finally, it is strongly suggested that NSWP go where the energy is – meaning that those who wish to get behind the process and are prepared to give some of their time and energy should be placed in the driving seat. If there are some individuals, organizations or networks that are unwilling to get on board with the majority consensus then they should be considered as collateral damage.

It is recommended that the NSWP move quickly to ratify these recommendations and put in place an action plan to implement them.

The following table outlines the key tasks and benchmarks to be met within the first two years. It is provided as guide and inevitably, some events will unfold differently and/or on different timelines. It is also critical that the two leadership positions of President and Coordinator be waiting in the wings as soon as possible.

It is recommended that the acting Coordinator remain in place until funding is secured and a permanent Coordinator is appointed.

It is recommended that the NSWPC constitute a volunteer 'co-ordination' committee to oversee the introduction of the report recommendations and to address the myriad of logistical issues. This committee would remain in place until the first board is constituted and they would work hand-in-glove with the volunteer coordinator.

Outline of Two Year Phase-In Plan 1 September 2007 to 31 August 2009									
Task	Q1 S,O,N	Q2 D,J,F	Q3 M,A,M	Q4 J,J,A	Q5 S,O,N	Q6 D,J,F	Q7 M,A,M.	Q8 J,J,A	Benchmark
NSWP receives, distributes & reviews the report & endorses, rejects or revises the recommendations	X								★ Final list of agreed upon & endorsed recommendations distributed by Nov 07
Country selection for incorporation & office establishment finalized		X							★ NSWP incorporated by Dec 07
Regions & interested individuals identify possible candidates for the Board	X	X							★ Board constituted & Executive Committee elected by Dec 07
Implementation Plan drafted & distributed. If need be working groups established.		X							★ Implementation Plan by end Dec 07
Core funding proposal prepared		X							★ Funding Proposal/ submitted by Dec 07
Funding negotiations take place and the NSWP secures indication of possible funding levels and timeframe for funds			X						★ Full or partial funding secured by end of Feb 08
Position descriptions drafted & advertised in anticipation of funding		X	X						★ Job descriptions & advertisements
Staff appointments commence			X						★ Staff appointments commence from Feb 08 onwards)
Board constituted according to constitution &			X						

Outline of Two Year Phase-In Plan 1 September 2007 to 31 August 2009									
Task	Q1 S,O,N	Q2 D,J,F	Q3 M,A,M	Q4 J,J,A	Q5 S,O,N	Q6 D,J,F	Q7 M,A,M.	Q8 J,J,A	Benchmark
rules of incorporation.									
First annual general meeting held (most likely electronically to elect Executive Committee									★ First Annual General Meeting held by end Jan 08
Launch of the NSW – Press release announcing the new formalized and re-energized NSW			X						★ Launch of the new-look NSW by Jan 08
Executive Committee meets bi-monthly – face-to-face meeting held in Mexico. Status report on implementation is provided plan		X		X		X		X	★ Face-to-face meeting in Mexico City to coincide with the International AIDS Conference
Coordinator oversee the drafting of internal policies & procedures & Code of Practice for ratification by the Executive Committee/Board			X	X					★ Internal policies ratified by end August 08
NSWP seeks project-specific funds			X	X	X	X	X	X	★ Project – specific funds are received
Second Annual general meeting						X			★ Second Annual General Meeting

Key Informants

1. Melissa Ditmore
2. Sylvia Mollet
3. Ari Reid
4. Liz Hilton
5. Andrew Hunter
6. Cheryl Overs
7. Meera Seshua
8. Jenn Clamen
9. Jo Doezema
10. Tracy Quan
11. Petra Timmermans
12. Catherine Cat
13. Ruth Morgan- Thomas
14. Dan Allman
15. Thanta laovilawanyakul (Ping Pong)
16. Arpha Nota (Pom)
17. Pornpit Puckmai