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# SUMMARY REPORT NSWP STRATEGIC REVIEW

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

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## Introduction

This report summarises the process, findings, conclusions and recommendations of a **Strategic Review** of the Global Network of Sex Work Projects (NSWP). A full report (in English) is available from the NSWP Secretariat<sup>1</sup>. The **aims** were to:

- Review NSWP's Strategic Plans for 2010-15<sup>2</sup>.
- Inform the development of a new NSWP Strategic Plan for 2016-20.

The Strategic Review was carried out in March – June 2015 by an Independent Consultant. It involved a broad range of **participants**, with consideration of different: stakeholder groups; geographic regions (in both the 'Global North' and 'Global South'); and gender (female, male and transgender sex workers). Throughout the process, priority was given to input from NSWP's voting members (sex worker-led organisations). The Review used five **methods**:

1. **Survey of NSWP members** - with responses to surveys in 5 languages received from 41 organisations (74% sex worker-led) in 28 countries.
2. **In-depth consultation with selected NSWP members** – with discussions, surveys and interviews conducted in local languages with 79 organisations (67% sex worker-led) in 31 countries.
3. **In-depth interviews with key stakeholders** – with input received from 31 stakeholders: 9 from the NSWP Board; 1 from the NSWP staff; 7 from regional sex worker networks; and 14 from donors or technical partners, such as UNAIDS and the Global Fund.
4. **Staff focus group discussion** – with input received from 3 members of staff.
5. **Literature review** – with input gained from over 50 resources.

### Snapshot of NSWP

NSWP was established in 1992. Its **mission** is that: 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.

NSWP's **core values** are:

- 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.

NSWP has 237 **members** (local, national or regional sex worker organisations and networks) in 71 countries. It has a Secretariat in Edinburgh and is governed by an International Board with an elected President and two representatives for each of five regions: Africa; Asia Pacific; Europe (including Eastern Europe and Central Asia); Latin America; and North America and the Caribbean.

In 2010-15, NSWP was supported by a range of **donors**: Bridging the Gaps (BtG); 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).

<sup>1</sup> NSWP Strategic Review: An Evaluation of the 2015-15 Strategic Plans of the Global Network of Sex Work Projects, Sarah Middleton-Lee, Independent Consultant, 30 July 2015.

<sup>2</sup> In this period, NSWP had two Strategic Plans covering 2010-12 and 2013-15.

## Findings

The Strategic Review had 12 **Strategic Findings** that provided ‘key messages’ about NSWSP’s strengths, weaknesses and lessons in 2010-15:

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

The Review found a strong link between NSWSP’s Strategic Plans, the work it carried out and the proposals it submitted to donors. This indicated that the Plans (especially their three goals<sup>3</sup>) provided a relevant and useful framework for the network. Overall, there was a good level of achievement across the goals and planned activities. In some cases, the results were higher than expected – such as with NSWSP’s policy work with United Nations (UN) institutions responding to HIV. In other cases, the results were lower than expected, but there was a rational explanation as to why (such as that other strategies were prioritised). There was clear evolution between the two Strategic Plans for the period – reflecting the network’s development. Also, both Plans demonstrated flexibility - with NSWSP able to take-up additional opportunities that arose.

2. In 2010-15, NSWSP 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.

NSWP is now a very different entity to 2010. It has undergone a period of consolidation (such as of its financial systems), growth (such as in its membership) and development (such as in its capacity building work). The network’s information and communications work (including its website and listservs) is foundational, enhanced by having Regional Correspondents. NSWSP acts as a unique knowledge hub – facilitating the exchange of updates, experiences and ideas by and for sex workers. There is a need, however, to simplify some of the messages and materials - to make them fully accessible to all members.

### Viewpoints: NSWSP members

*“[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.”*

*“NSWP as a 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.”*

In 2010-15, NSWSP showed that it is able to both mobilise global action (such as through high profile international initiatives) and lend its weight to situations in individual countries or regions. However, there is a need to further promote the profile of the network – with representatives of regional sex worker networks reporting that many sex worker organisations still do not know about it.

Across NSWSP, consensus remains an important principle, although sometimes challenging to achieve. In practice, there are inevitable tensions among a dynamic global network that has a diverse constituency, highly political agenda and limited resources. One particular example is NSWSP’s emphasis on organisations being sex worker-led. While all stakeholders agree with this in *principle*, some – especially (but not exclusively) those that are, themselves, non-sex worker-led organisations - feel that it is over-stressed (risking the marginalisation of groups that, for whatever reason, are not able or willing to meet that criteria).

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<sup>3</sup> Goal 1: Convene and further build on NSWSP achievements as the global network committed to the realisation of sex workers’ human rights. Goal 2: Build capacity within sex worker-led networks and organisations and support emerging sex worker leaders. Goal 3: Promote rights and evidence-based policies and programmes affecting sex workers.

### Case studies: Building a global sex worker movement

The **Consensus Statement on Sex Work, Human Rights and the Law** resulted from an 18-month consultation process to identify clear positions among sex workers in five regions. It supports sex workers of all genders, class, race, ethnicity, health status, age, nationality, citizenship, language, education level and disability, and focuses on their eight fundamental rights. The Statement was launched in 2013 and has been supported by other agencies and donors. It was endorsed by NSWP's members and now forms the basis of all of the network's policy statements and validation processes. Within the Strategic Review, a representative of a regional sex workers network stated that: *"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."*

The **Sex Worker Freedom Festival** in Kolkata was an official Hub of the International AIDS Conference 2012, organised in response to many sex workers being unable or unwilling to attend Washington DC. It was co-hosted by NSWP, the All India Network of Sex Workers and the Durbar Mahila Samanwaya Committee. The six-day event involved 130 international sex workers from 43 countries and over 400 Indian sex workers, alongside external stakeholders. It was a 'once in a lifetime' opportunity for sex workers from around the world to unite against violations of their rights and exclusion from programmes and decision-making. A member of NSWP's Board described it as *"a milestone in our movement – in terms of bringing us together, showing we were in charge and creating our own narrative"*. The Festival was catalytic for many of NSWP's key areas of work, while also critical for advocacy on US government policies, including the so-called Prostitution Pledge.

### 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 and significantly enhanced its reputation and position, especially in the field of HIV. It is now recognised as *the* major global network representing sex worker issues. It has also found an important strategic position alongside other global key population networks. This partnership has led to joint initiatives, such as the Community Leadership and Action Collaborative (CLAC)<sup>4</sup> with the Global Network of People Living with HIV (GNP+), International Network of People who Use Drugs (INPUD), Global Forum on MSM and HIV (MSMGF), Global Action for Trans Equality (GATE), International Treatment Preparedness Coalition (ITPC) and AIDS and Rights Alliance for Southern Africa (ARASA). The CLAC is funded by the Global Fund and serves as a hub for peer-led technical support for key populations to engage in Global Fund processes. The partnership with other global key population networks has also led to the production of joint advocacy resources, such as on access to treatment in middle-income countries<sup>5</sup>.

#### Viewpoints: External stakeholders

*"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."*

Donor representative

*"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."*

Global key population network representative

Some participants in the Review criticised NSWP for *"forcing themselves onto agendas"* and having an *"overly aggressive"* advocacy style. However, overall, stakeholders praise the network's representatives for achieving a balance between being professional advocates and community

<sup>4</sup> For more information, see: <http://www.clac.cab>

<sup>5</sup> *Access Challenges for HIV Treatment among People Living with HIV and Key Populations in Middle-Income Countries*, GNP+, MSMGF, INPUD, NSWP and ITPC, 2013.

defenders. Meanwhile, the network is noted for making effective use of high profile events - notably the international and regional AIDS Conferences – to raise its profile and communicate its issues.

**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.**

Members have varied understandings about what NSWP is, why it does what it does, and what value-added it brings. This often reflects the organisations' different levels of involvement to date, as well as their different expectations of what a global network can or can't do. Overall, there is broad appreciation for all of the main roles that NSWP has played to date<sup>6</sup> – with the highest support for those relating to information/communications and connecting organisations/building the sex worker movement. The Review identified a common request from members for NSWP to provide more advocacy, capacity building and/or financial support at the *country* level. This indicated a degree of misunderstanding – both about what role it is feasible for a global network to play and about the difference between the role of NSWP and that of the regional sex worker networks.

Overall, there is a need to strengthen members' sense of 'belonging' and to better articulate the value of being a part of NSWP. A member of the NSWP Board felt that: *"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."*

**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.**

NSWP works on a complex agenda, often alongside international agencies that have diverse, sometimes oppositional, positions. Here, the network has achieved vital breakthroughs, particularly in the norms guiding the HIV policies and programmes of such institutions. The clearest examples of this relate to UNAIDS and its Cosponsors. In 2010-15, NSWP 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) developed by the UNAIDS Advisory Group on HIV and Sex Work (co-chaired by NSWP).
- *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 by WHO, UNFPA, UNAIDS and NSWP in 2012. This included the ground-breaking recommendation that: *"All countries should work toward decriminalization of sex work and elimination of the unjust application of non-criminal laws and regulations against sex workers."*
- *Implementing Comprehensive HIV/STI Programmes with Sex Workers* – known as the Sex Worker Implementation Tool (or SWIT) published by WHO, UNFPA, UNAIDS, World Bank and NSWP in 2013 (see case study).

Such processes have established vital principles among UN agencies. These include having: guidance that is based on the lived experiences of sex workers; equal UN and sex worker representation in decision-making bodies; and representatives of sex workers nominated by sex worker organisations (rather than 'cherry picked'). The Review confirmed members' widespread appreciation for NSWP's

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<sup>6</sup> 1. Communications and information sharing; 2. Community research and knowledge management; 3. Advocacy and influencing policy and practice; 4. Capacity building and technical support; and 5. Convening and building solidarity in the sex worker movement.

role in relation to tools such as the SWIT. However, many urge the network to make even greater use of such resources – by disseminating them more systematically and comprehensively.

#### Case study: Developing international guidance on policies and programmes

The development of *The Sex Worker Implementation Tool* included: sex worker participation in the Working and Writing Groups; a technical meeting in Ghana where 25% of the participants were sex workers nominated by NSWSP; and a global NSWSP consultation reaching 40 countries. A donor interviewed for the Review said: “*The achievement of the SWIT is not only the document, but the fact that NSWSP 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.*”

The SWIT emphasizes the principles of effective HIV programming and (as shown) has six chapters that add up to a comprehensive, rights and evidence-based approach.



It has been disseminated widely and been accepted as guidance by the Global Fund and United States Agency for International Development (USAID). The UNAIDS Steering Committee on HIV and Sex Work is now monitoring an acceleration plan to roll-out and scale-up the tool in priority countries.

#### 6. NSWSP 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 NSWSP strength is identifying, consolidating and sharing high quality evidence based on the real life experiences of sex workers. The 2010-15 period saw multiple projects where the network coordinated research processes among its members. The resulting publications provided local, national and regional sex worker groups with concrete evidence – an invaluable resource for advocacy. They also built global solidarity – by demonstrating that sex workers often face the same challenges and, together, can be part of the solution. An example of a process is provided below. Meanwhile, the Sex Work Digest provided an important vehicle to disseminate such information to

NSWP members and external stakeholders. There were also two editions of *Research for Sex Work*, a journal for sex workers, activists, health workers, researchers, NGOs and policymakers<sup>7</sup>.

#### Case study: Collection and synthesis of community evidence

In 2013, NSWP facilitated **community research on good practice in sex worker-led programming**. It commissioned research in five regions, with four programmes selected for each. This led to regional reports, each providing specific recommendations. In turn, these were consolidated into a global report<sup>8</sup>, produced in NSWP's five core languages. This summarises the 20 case studies and highlights the characteristics of effective sex worker-led interventions (see below). The reports have been used to support advocacy by NSWP and its members, as well as to shape the network's input into key international tools, such as the SWIT.

- 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.

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.

In 2010-15, NSWP addressed seven advocacy themes outlined in its Strategic Plans: access to health services; human rights; stigma and discrimination; criminalisation and legal oppression; violence; trafficking; and economic empowerment. It also addressed 'sex work as work'. These represented a comprehensive and ambitious agenda – emphasising the need for the Board to set annual priorities.

The Strategic Review found that NSWP's members have different priorities for advocacy – often reflecting the different needs of their organisations, countries and/or regions. Overall, however, there is particular support for work on: human rights; decriminalisation; and 'sex work as work'. Two particularly contentious issues are decriminalisation and trafficking – both of which, while broadly recognised as important, raise strong and diverse opinions (such as in terms of the extent to which it is feasible and/or a priority to address them). It will be important to continue to 'unpack' such issues in future work – so that all members can fully understand and debate them. It will also be important to continue to ensure that NSWP's advocacy positions are informed by its members – as, for example, has been the case in relation to HIV pre-exposure prophylaxis (PrEP) and treatment as prevention (TasP). Here, NSWP conducted a consultation involving 440 participants in 40 countries, resulting in a global report that has informed WHO recommendations. Throughout 2010-15, NSWP demonstrated that it is both willing and able to take on 'hot topics' - both directly in its own advocacy and through the development of resources for its members (such as an advocacy toolkit on the Swedish model<sup>9</sup>).

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.**

NSWP has placed increasing emphasis on South-South capacity building among sex worker-led organisations – as seen with the Sex Worker Academy Africa (see below). It has also, in all five regions,

<sup>7</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>8</sup> *Good Practice in Sex Worker-Led HIV Programming: Global Report*, NSWP, 2013.

<sup>9</sup> *The Real Impact of the Swedish Model: Advocacy Toolkit*, NSWP, 2014.

played a vital role in supporting established or emerging sex worker networks – recognising their critical role within regional civil society and as intermediaries between the global and national levels. The nature and extent of the support varied (see below), with much of it funded from grants from the RCNF. In all cases, it was deeply appreciated by the organisations in question. However, there remain significant further needs for organisational and leadership development. In the future, it will be critical to emphasise the capacity building (and sustainability) of *organisations*, as well as individuals. Meanwhile, the Review identified some tensions in this area. For example, in recent years, NSWP’s Board prioritised support for consolidating the Africa Sex Worker Alliance (ASWA) as a pan-Africa network. While many stakeholders welcome this as a good example of prioritisation, others question it – as has resulted in less attention to networks in other geographic regions, such as North America.

#### Case study: Supporting South-South capacity building

**The Sex Worker Academy Africa** emerged in 2012 after teams of sex workers from four African countries (Botswana, Kenya, Uganda and Zimbabwe) participated in an exchange with sex worker collectives in India (VAMP and Ashodaya). ASWA decided to use the models from India to create more sustainable learning opportunities in Africa – with an Academy that would create a wider number and range of sex worker-led organisations. NSWP supported ASWA to conceptualise the Academy, with the Kenya Sex Worker Alliance (KESWA) selected as the host and a faculty of trainers (from sex worker organisations) trained. The curriculum is based on the SWIT and includes visits to demonstration sites. To date, 7 rounds of the Academy have been held, involving 126 female, male and transgender sex worker leaders from 13 countries. Within the Strategic Review, an NSWP member organisation spoke of how: *“After sex workers came back from the SWAA training, they were so empowered to start and lead initiatives beneficial to all the group members.”*

#### Case studies: Building the capacity of regional sex worker networks

- **Asia Pacific:** NSWP 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; and conduct a treatment literacy workshop in Thailand for sex workers from six countries.
- **Africa:** NSWP supported ASWA, such as to: consolidate as a network, including 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.
- **Latin America:** NSWP supported the creation of Plataforma Latinoamericana de Personas que Ejercen el Trabajo Sexual (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.
- **North Africa and Caribbean:** NSWP 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. I also supported the strengthening of collaboration among sex worker organisations in North America.
- **Europe:** NSWP 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; 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.

### 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.

NSWP is a network for all sex workers and, in 2010-15, made efforts to address the needs of specific groups. This included ensuring that all types of sex workers were given opportunities to participate in NSWP’s on-going work, such as through community consultations. It also included specific initiatives, such as: producing policy briefs on the needs of male and transgender sex workers; developing joint

statements with the International Network of People Who Use Drugs (INPUD) on sex workers who use drugs; and developing NSWP+ - a platform dedicated to supporting and advocating for the equal rights and treatment access of sex workers living with HIV (see <http://nswp.org/nswp-plus>).

**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.**

A major institutional achievement for NSWP in 2010-15 was its successful mobilisation and management of resources – with, in particular, significant funding secured from BtG and the RCNF. These grants not only provided funding for NSWP, but enabled critical financial and technical support to be channelled to regional sex worker networks. NSWP also successfully mobilised resources with its key population partners, such as receiving funding from the Global Fund for the CLAC. An on-going challenge has been how to demonstrate NSWP’s impact (as a global network) to donors. This has been hampered by the lack of a theory of change to ‘tell the story’ of how NSWP’s work, in the long-term, makes a concrete difference to the lives of sex workers.

**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.**

In 2010-15, NSWP had intensive engagement – and results – within the field of HIV. This reflected both the strategic importance of HIV for sex workers (who, across the world, are disproportionately affected) and the availability of funding opportunities for related work. Within the Strategic Review, no stakeholders questioned the rationale for NSWP working in HIV. However, some were concerned about the *degree* of emphasis – fearing that it was at the expense of other areas of engagement, such as with the women’s or labour movements. In both of these examples, NSWP *did* carry out important work during 2010-15, but at a more modest level. NSWP’s attention to HIV will be a critical area for discussion within the development of its next Strategic Plan – as funding patterns change (especially in lower-middle and middle-income countries) and as the Millennium Development Goals (MDGs - one of which specifically addressed HIV) transition to the Sustainable Development Goals (SDGs - within which HIV will be incorporated into health).

**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 found praise for NSWP’s staff and leadership. It also noted that, at times, the network’s capacity has struggled to keep pace with demand – resulting in significant pressure on some individuals. NSWP’s current key representatives (the Global Coordinator and President of the Board) are widely acknowledged for their skills and expertise. However, a strong finding of the Review was widespread concern about the number and (gender and geographic) diversity of NSWP’s representatives. While there have been important efforts to address this, many internal and external stakeholders state that they are yet to see results. A technical partner said that: *“We still see the same people over and over again .... They are great, but it’s not enough ... we want to see more diversity, especially more people from the Global South.”*

The Strategic Review did not specifically address NSWP’s governance. However, it highlighted that the Board members could benefit from improved induction and strengthened communications.

Finally, the Review identified that NSWP has benefitted significantly from the talent and commitment of its staff – who should be nurtured and retained, both as individuals and as a team.

### Conclusions and recommendations

The Review concluded that NSWP enters the post-2015 era in a strong position and with a unique role. There is little need to fundamentally change what it is or does. There are, however, key areas that require strengthening for the network to meet its full potential and value-added. Also, to ensure a strong direction in 2016-20 and thrive in the ‘SDG world’, NSWP will need to make strategic decisions about what to prioritise and how to position itself. The Strategic Review recommended to the NSWP International Board that 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 it’s strategic leadership, in particular, to identify ways to better induct, and enhance the on-going engagement of Board members.

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