



organisational development and operational handbook



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1 Introduction

NSWP has been working to promote the health and human rights of female, male and transgender¹ sex workers since 1990. It operated as an informal alliance of sex workers' rights activists and sex work projects for 18 years until it became a membership organisation and registered in 2008 as a private not-for-profit company in the UK. Operating under an Interim Board of Directors until representatives from each region were nominated and its first President elected in June 2010.

As a membership based organisation, NSWP continues refining its structure and rules to enable it to be effective, transparent, accountable and inclusive. It will continue to develop and evolve over time. This document provides a summary of our history, structure and governance, communications, rules and management processes. This is a living document that will be changed and added to as NSWP grows and continues to learn. The handbook will be supplemented by detailed guidelines and tools for implementing good practice in governance and management.

2 NSWP basics

2.1 NSWP history and achievements

A group of sex workers' rights activists working within sex work projects around the world started networking in November 1990 at the 2nd International Conference for NGOs working on AIDS in Paris. Two years later NSWP was launched as an informal alliance of sex workers' rights activists, academics and sex work projects in 1992 during the International AIDS Conference in Amsterdam.

Over the years, NSWP has conducted activities in partnership with other organisations, and has influenced policy and built leadership among sex workers and facilitated the development of regional and national networks of sex workers and sex work projects. NSWP questioned the stigma of sex work and advocated for the greater recognition of sex workers as rights bearers, with the capacity to make a difference.

Significantly, NSWP participation in the global response to HIV/AIDS was largely responsible for the terms 'sex worker' and 'sex work' replacing 'prostitute' and 'prostitution'. More than mere political correctness, this new language moved global understandings of sex work toward a labour framework which provides solutions to many of the problems faced by sex workers.

NSWP successfully lobbied for wording of the UN convention against trafficking in persons (the Palermo Protocol) to ensure that trafficking is defined as including force or coercion.

Following an organisational review in 2006/7 that recommended NSWP formalise its membership structure, NSWP became a network of sex worker-led organisations and networks (rather than individuals) with a regional governance structure and a Global Secretariat with staff, to carry out a strategic programme of advocacy, capacity building and communications. The Global Network of Sex Work Projects (NSWP) registered as a private not-for-profit company limited by guarantee, with its registered office in Scotland, UK in October 2008. Since 2009 NSWP has had grants from OSF-SHARP, HIVOS, UNAIDS, Mama Cash, AIDS Fonds, Global Fund, IAS, UNFPA, WHO, Bridging the Gaps (Aidsfonds), Robert Carr civil society Networks Fund (Aidsfonds), Stepping Up, Stepping Out II (Aidsfonds) and MAC AIDS Fund.

Since 1992 NSWP has advocated for and supported the meaningful participation of female, male and transgender sex workers at international forums such as international and regional conferences on AIDS, the Fourth World Conference on Women, AWID International Forum, numerous UN and Global Fund consultations, UNGASS, and the UNAIDS Programme Coordinating Board. NSWP, with its regional networks, was also successful in urging UNAIDS to reconsider its 2007 Guidance Note on HIV and sex work, and currently co-chairs the UNAIDS Steering Committee on HIV and Sex Work (previously the UNAIDS Advisory Group on HIV and Sex Work, 2009-2012).

¹ NSWP continues to include transgender as a third gender of sex workers to prevent their invisibilisation, and in acknowledgment that some of our members identify as transgender sex worker-led organisations



NSWP published an English version of *Making Sex Work Safe* in 1996 which was translated into French, Russian and Spanish, and this was updated in 2010 including a Chinese translation, publishes a journal (*Research for Sex Work*), maintains global and regional listservs, and manages a website containing some of the most influential and important work on HIV and sex work. Recently published NSWP advocacy tools include the NSWP Consensus Statement on Sex Work, Human Rights and the Law, a series of Briefing Papers and NSWP statements on emerging issues. Throughout its history NSWP has developed and maintained strong links with other key global networks such as GNP+, ICW, MPact, INPUD, ITPC.

NSWP's history and achievements have established a strong network, driven by its members, to address issues affecting sex workers globally, to facilitate sex workers meaningful participation in international forums and to support regional networks.

2.2 NSWP mission

The mission of NSWP is 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; freedom from punitive laws, policies and practices; and self-determination for sex workers.

2.3 NSWP core values

NSWP members are united by common core beliefs and values and are committed to:

- ✦ 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

*The term '*third parties*' includes managers, brothel keepers, receptionists, maids, drivers, landlords, hotels who rent rooms to sex workers and anyone else who is seen as facilitating sex work

NSWP is led by sex workers; member organisations are therefore expected to be sex worker-led and to ensure the meaningful participation of sex workers in every level of their organisation. Regions are expected to ensure the voices of female, male and transgender sex workers are heard within their region as well as giving voice to sex workers living with HIV and those using drugs.

Additionally all members must be committed to challenging stigma and discrimination, to defending human rights, to challenging policies and practices that negatively affect the lives and health of sex workers, and to promoting rights-based services and policies.

2.4 NSWP strategies

NSWP will utilise the following strategies to achieve its mission:

- Convening and strengthening NSWP as a global network committed to the realisation of sex workers' human rights.
- Enhancing the capacity of regional sex worker-led networks and emerging leaders.
- Promoting rights- and evidence-based policies and programmes, for and by sex workers.

2.5 NSWP advocacy goals

NSWP has identified the following advocacy goals:

- ✦ **Human rights:** Sex workers' human rights are promoted and protected.
- ✦ **Health:** Sex workers have universal access to health services, including for HIV.
- ✦ **Labour:** Sex work is recognised as work.
- ✦ **Stigma and discrimination:** Sex workers live free from stigma and discrimination.
- ✦ **Criminalisation and legal oppression:** Sex workers do not face criminalisation or legal punishment.
- ✦ **Violence:** Sex workers live free from all types of violence.
- ✦ **Migration and trafficking:** Sex work is not conflated with trafficking and sex workers can move and migrate freely.
- ✦ **Economic empowerment:** Sex workers have free choice of employment and economic security.



Advocacy Priorities are reviewed annually by the Board of Directors, and they agree the issues that will be addressed in the forthcoming advocacy tools.

2.6 NSW external partnerships

NSWP is currently involved in a number of partnerships:

FreeSpaceProcess (FSP): to explore potential for common advocacy agenda with other HIV global networks and organisations

Red Beacon Group: in partnership with MPact and INPUD to provide technical assistance for key populations aimed to reduce barriers to services for HIV, tuberculosis (TB) and malaria within Global Fund supported programmes.

Global Network of People Living with HIV (GNP+): to ensure needs of sex workers living with HIV are incorporated into the work of GNP+

UNAIDS Steering Committee on HIV and Sex Work: to influence and improve UN policy on HIV and sex work

Global Fund Civil Society Board Communities Delegation: to influence and improve rights-based approaches to HIV prevention and treatment programmes for key populations including sex workers

Global Fund Communities, Rights and Gender Advisory Group: to influence and improve rights-based approaches to HIV prevention and treatment programmes for sex workers

LINKAGES Advisory Board: to influence and improve HIV and sexual and reproductive health programmes being provided to sex workers through the LINKAGES programme.

Sex Worker Inclusive Feminist Alliance [SWIFA]: to advance the acceptance of sex workers' rights within the women's movement.

3 NSW structure and governance



The NSW is made up of five regions – each region is autonomous. Members within each region agree how they organise and select their regional representatives, within a set of global principles.

* ICRSE membership includes individual sex workers and allies, but only the sex worker-led organisations are eligible members of NSW

3.1 NSW membership

NSWP membership is open to sex worker-led regional, sub-regional and national networks of organisations and organisations that agree with NSW’s core values and aims, endorse the NSW Consensus Statement and agree to uphold NSW’s rules. Non-voting membership is also open to international organisations who support NSW’s core values and Consensus Statement.

NSWP was established to encourage national, regional and global networking, as opposed to creating a network primarily of individuals or local city-based groups. NSW member organisations should represent a significant number of sex workers, rather than merely one or two individuals running an organisation. Therefore, voting member organisations must have a minimum of four members and be committed to grow their membership; members can be informal or formal sex worker groups, cooperatives, unions and collectives, national, sub-regional or regional networks of sex worker-led organisations or non-governmental organisations in which sex workers have decision-making roles and which represent the sex worker community in the geographic coverage area of their organisation.

Thematic regional networks are expected to work through existing regional sex worker-led networks and are not eligible to join Consortia formed by NSW. Additionally, sub-regional networks are also expected to work through existing pan-regional networks, unless there is no pan-regional network.



Members must complete the NSWP membership application and consent form and return it with a completed members profile form, including email addresses for the **main contact and three additional individual contacts** from within the geographic coverage area² of their organisation. All four contacts will be added to the NSWP-members-discussion listserv and to the relevant regional listserv.

Membership applications are approved by the NSWP Board of Directors, applications are sent to the two regional representatives on the Board for approval and determination of the membership status of the applicant. If the applicant wants to appeal the decision of the regional representatives on the Board, the application will be sent to the NSWP Executive Committee for consideration, their decision will be final and binding.

Members should note that NSWP is not a donor and does not have funds to distribute to members.

There are complex issues around sex work and funding. However, NSWP opposes anti-prostitution policies, such as the USAID anti-prostitution pledge, that restrict support to sex workers self-organising. NSWP does not consider endorsing anti-prostitution policies or statements as consistent with NSWP core values.

NSWP is a sex worker-led organisation; voting member organisations are therefore expected to be sex worker-led and to ensure the meaningful participation of sex workers in every level of their organisation.

Full membership is reserved for sex worker-led organisations that are made up of individuals who engage in sexual labour of any kind and who self-define as 'sex workers'

Full members: Voting members must meet at least two of the three following criteria to qualify as sex worker-led organisations with voting rights, regardless of their self-definition.

- **Decision-making body:** 50% or more of the decision-making body must be sex workers (former and current - with an aspiration to include current sex workers although not an absolute requirement). If not, what is the mechanism that ensures sex workers are in control of the organisation's activities and advocacy?
- **Spokespeople:** 50% or more of the spokespeople must be sex workers. If not what is the transparent mechanism for ensuring it is the voices of sex workers that are heard.
- **Staff:** 33% or more of the staff are sex workers and have the same contracts and working conditions as other staff in the organisation – not only as peer educators paid honorariums or incentives.

Associate members: Organisations that are not sex worker-led but who aspire to becoming sex worker-led and endorse NSWP's core values and aims are eligible to apply for non-voting membership as associate members and are encouraged to nominate sex workers to participate in all NSWP activities.

Supporting members: International organisations that are not sex work specific but who endorse NSWP's core values and aims and wish to show solidarity with NSWP are also eligible to apply for non-voting membership as supporters.

Note: For both safety and security NSWP does not identify which members are sex worker-led on our website, and members can choose not to be listed on the public website.

All member organisations are entitled to:

- ✦ participate in the global members listserv;
- ✦ have a profile on the NSWP website;
- ✦ propose issues that NSWP Communications Officer can write up as articles and resources that may be uploaded on the NSWP website;

All associate and full member organisations and supporting members are entitled to:

- ✦ nominate four individuals to join and participate in the global and regional members-discussion listservs

² For local organisations all four contacts must be based within the city/town the organisation operates within, for national networks or organisations all four contacts must be based in the country the organisation operates within, and for regional networks or organisations all four contacts must be based within the region the organisation operates within.



- ✦ have a members profile on the NSWP website;
- ✦ propose issues that NSWP Communications Officer can write up as articles and resources that may be uploaded on the NSWP website; and
- ✦ nominate sex workers to participate in NSWP activities, events and campaigns.

All associate and full member organisations are entitled to:

- ✦ select the NSWP region they wish to join;

All full member organisations are entitled to:

- ✦ nominate individuals to stand for selection as regional representative on the NSWP Board of Directors and participate in the annual regional selection process; and
- ✦ nominate individuals to stand for election as President of the NSWP and participate in the bi-annual global election process.

Change of voting status

Existing voting member organisations that continue to be operated by one or two individual after one year of membership or whose membership falls below 4 individuals at the time of the annual update will no longer be entitled to voting rights.

Removal of members

Inactive members: When members are reported by NSWP members as being inactive or are unresponsive to email or social media communications from the NSWP Secretariat, there is a process approved by the Board of Directors for checking if members are still operating. The NSWP Secretariat provides an annual report to the NSWP Board of Directors on members who are no longer active, following consideration of the report the Board makes a recommendation to the NSWP membership, as required by the NSWP Memorandum and Articles of Association for the removal of members who are no longer active.

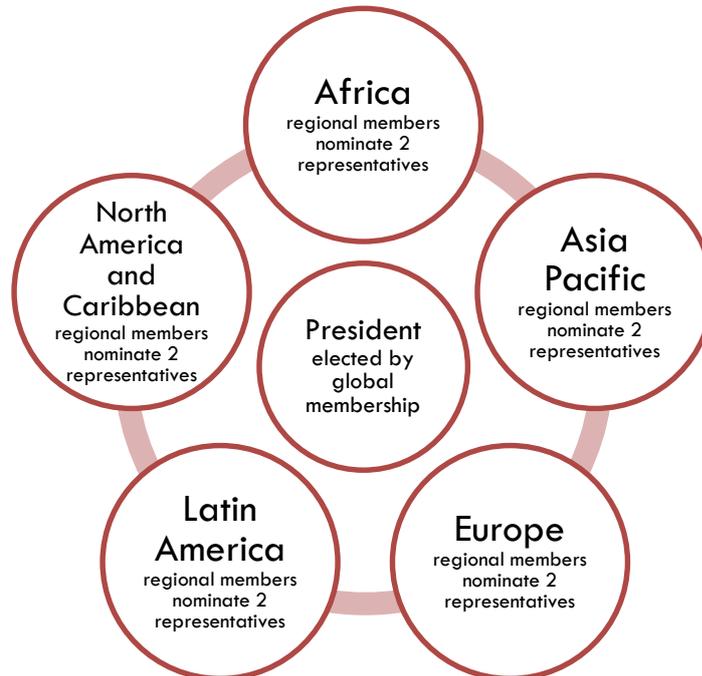
Ineligible members: When NSWP members have breached the code of conduct on NSWP social media or have been reported by NSWP members or Board members as having breached the code of conduct or publicly acted outside of NSWP's core values and Consensus Statement the NSWP Secretariat will present a report to the Board of Directors. The Board of Directors will consider the report and if the member is found to no longer be eligible will make a recommendation to the NSWP membership, as required by the NSWP Memorandum and Articles of Association for the removal of member.

3.2 NSWP governance

NSWP is a private not-for-profit company limited by guarantee, with a registered office in Edinburgh, Scotland UK³. Members of the Board of Directors are nominated by each of the five regions and have legal responsibility for the operation of the company and ensuring NSWP operates within UK legislation while it is incorporated in the UK. The Board of Directors elect an Executive Committee and have the power to appoint a UK citizen as company secretary to assist them in understanding and complying with their legal responsibilities in the UK.

³ In the future NSWP members may wish to relocate the Secretariat to another country, which will require the organisation to register a new legal entity in the chosen country and to close the company and its registered office in the United Kingdom.

3.3 NSWP Board of Directors



Each of the five regions nominates two representatives to the Board of Directors and the global membership elects a president.

Each region organises an annual selection process to replace one of the two regional representatives, in line with the global principles which apply to all elections:

- Regional Networks are not allowed to nominate or vote in the regional elections to the NSWP Board.
- If one of the regional representatives is a non-sex worker, they are required to stand down after one year to give space for a sex worker to be nominated.
- Regional representatives can stand for up to four terms of two years – or four terms of one year for a non-sex worker. Regional representatives can therefore be re-nominated for an additional three terms.
- Candidates apply for a two-year term, but the Board recommends that candidates consider standing for more than one term, as highlighted in the Strategic Review, to strengthen the experience within the Board. Therefore, regional members should consider re-nominating Board members who demonstrate they have served their region well in their first term on the Board.
- Regions should ensure gender and geographic balance and strive for representation of people living with HIV and people using drugs.
- Regional Board members cannot come from one country in the region, nor can any regional Board member come from the same country as the President.
- The President and Vice-President cannot come from the same region.
- Regions are encouraged to identify representatives who have some understanding of English and a commitment to effective communication within the Board to help minimise translation costs.
- In the absence of a transparent and accountable democratic regional process (e.g. nomination via an elected regional committee) **ALL** elections must take place using the NSWP regional members' listservs via a confidential ballot. Elections are managed by the NSWP Secretariat.
- Candidates for election must be a member of an NSWP member organisation and be nominated and seconded by two full member organisations in the region.
- Candidates are asked to prepare a short election statement (maximum 250 words) to send to regional members with the list of candidates standing for election.
- A global Terms of Reference has been developed to ensure that those standing are aware of their role, responsibilities and the expectations on Board members.
- Where there is only one candidate nominated, the nomination is put forward for endorsement on the regional members listserv. If no nominations are received in a region, a candidate can be proposed by

the regional network, after discussion within its membership, for endorsement on the regional listserv. This provides an opportunity for members within the region to question or challenge the nomination put forward by the regional network.

- Where there is a tied vote, the candidate having received votes from the most number of countries will be considered as elected as Board member.
- The North America & the Caribbean region is the only region which holds sub-regional elections and, as previously agreed by members in the region, each sub-region (i.e. the North American sub-region and the Caribbean sub-region) elects their own representative in alternate years. However, the **whole** region is then given the opportunity to endorse the sub-regional nominations, giving members across the region the opportunity to challenge (clearly stating why the nomination is being opposed) the candidate.
- The Africa region nominates representatives from Anglophone and non-Anglophone (Francophone or Lusophone) speaking countries in alternate years.
- The European region nominates representatives from Western & Northern Europe and Central and Eastern Europe & Central Asia countries in alternate years.
- In all regions a timeframe is given for any objections to the nomination put forward for endorsement. The agreed endorsement process uses a 7-day 'silence procedure' - which means that unless there are any objections (clearly stating why the nomination is being opposed) received within 7 days, the nominated candidate will be deemed endorsed as the NSWP Board representative for the region. If there is a material objection to the nomination within the seven days, then a re-election will be organised – if the same candidate is elected they will be deemed endorsed as the NSWP Board representative for the region.
- There must be deadlines for voting, counting of votes and endorsing a candidate – agreed before the election process begins. Requests from members for an extension of voting or endorsement deadlines will not be considered after the final deadline of endorsing the successful candidate.

Individuals who have been involved in financial irregularities or corruption in any organisation, have wasted NSWP resources and/or failed to complete a contract with NSWP and return any advance payments are not eligible to stand for election to the NSWP Board.

Members of the Board of Directors, including the President, are volunteers and cannot be paid for any work or services provided to NSWP, but are paid expenses in line with the NSWP expenses policy.

However, they can be contracted by regional networks from funds auspiced by NSWP on behalf of the regional network, but all payments to members of the Board of Directors will be disclosed in NSWP annual audited accounts.

Board members must have regular access to email and speak/read English or be able to speak/read Chinese, French, Russian or Spanish and have access to interpretation/translation and language support within their own organisation. Each year after the new Directors are appointed, the Board of Directors should review gender and PLWH representation - the Board has the power to co-opt up to 3 individuals to ensure appropriate diversity and skills within the Board. The NSWP Global Coordinator is a non-voting member of the Board of Directors.

If a Board member relocates to another region or they are no longer associated with an NSWP member organisation, they will stand down from the Board and a regional election will be organised.

Board members are collectively responsible for:

- ✦ reviewing the Strategic Plan and updating NSWP annual priorities
- ✦ developing and updating NSWP policies
- ✦ electing a Vice President
- ✦ electing the Executive Committee
- ✦ participating in the recruitment of staff and consultants
- ✦ selecting the Company Secretary
- ✦ identifying capacity building needs within the Board

Individuals considering standing for election should be aware that all Board members must be registered under their legal name and list their occupation at Companies House in the UK, records at Companies House are public records and anonymity cannot be guaranteed.



NSWP will only use the name Board members want to be known by for NSWP internal and public communications, including NSWP Annual Reports. However, individuals considering standing for election should be aware that Annual Reports and other public documents include a statement about how many current Board members who are sex workers and those who are openly living with HIV.

3.4 NSWP President

The NSWP President must be a current or former sex worker who is prepared to speak publicly and on camera. They must have excellent written and spoken English, with experience of working within a multi-lingual environment. It is a volunteer role with responsibility for chairing the NSWP Board of Directors and Executive Committee, ensuring good communications within NSWP, representing NSWP in public forums and working closely with the Global Coordinator to implement the NSWP Strategic Plan. The President is elected by the global membership for a two year term in alternate years to the Vice President. Voting will be by electronic, confidential ballot and administered by the NSWP Secretariat staff. All Presidential candidates must come from an NSWP member organisation, must be nominated by two full member organisations, and must provide a personal statement [maximum 250 words] which will be circulated to members.

3.5 NSWP Vice President

The NSWP Vice President must be a current or former sex worker and from a different region than the President. They must be able to communicate in English. The Vice President is elected by the Board of Directors for a two year term in alternate years to the President, for continuity. It is a volunteer role, with responsibility for deputising for the President if he/she is unavailable. Candidates can self-nominate or be nominated by another Board member, all candidates must be seconded by a Board member. The election of the Vice President takes place during the Board meeting. Voting will be by secret ballot and administered by the NSWP Secretariat staff.

3.6 NSWP Executive Committee

The Executive Committee includes the President, the Vice President and three Directors, plus the NSWP Global Coordinator as a non-voting member. Following the election of the President or Vice President, the Board will hold an annual election for the Executive Committee members from current Board members. Candidates can self-nominate or be nominated by another Board member; all candidates must be seconded by a Board member. Elections to the Executive Committee take place during the annual Board meeting, after the election of the Vice President. As a principle new members are encouraged to stand for election to build capacity and strengthen skills. Voting will be by secret ballot and administered by the NSWP Secretariat staff. Where the number of nominees is the same or less than the number of vacancies, there will be no need for an election.

The Executive Committee is responsible for decisions about the management of NSWP to ensure resources are identified and used responsibly and consistently with both NSWP mission and donor contracts. Members of the Executive Committee are volunteers.

The Executive Committee are collectively responsible for oversight of:

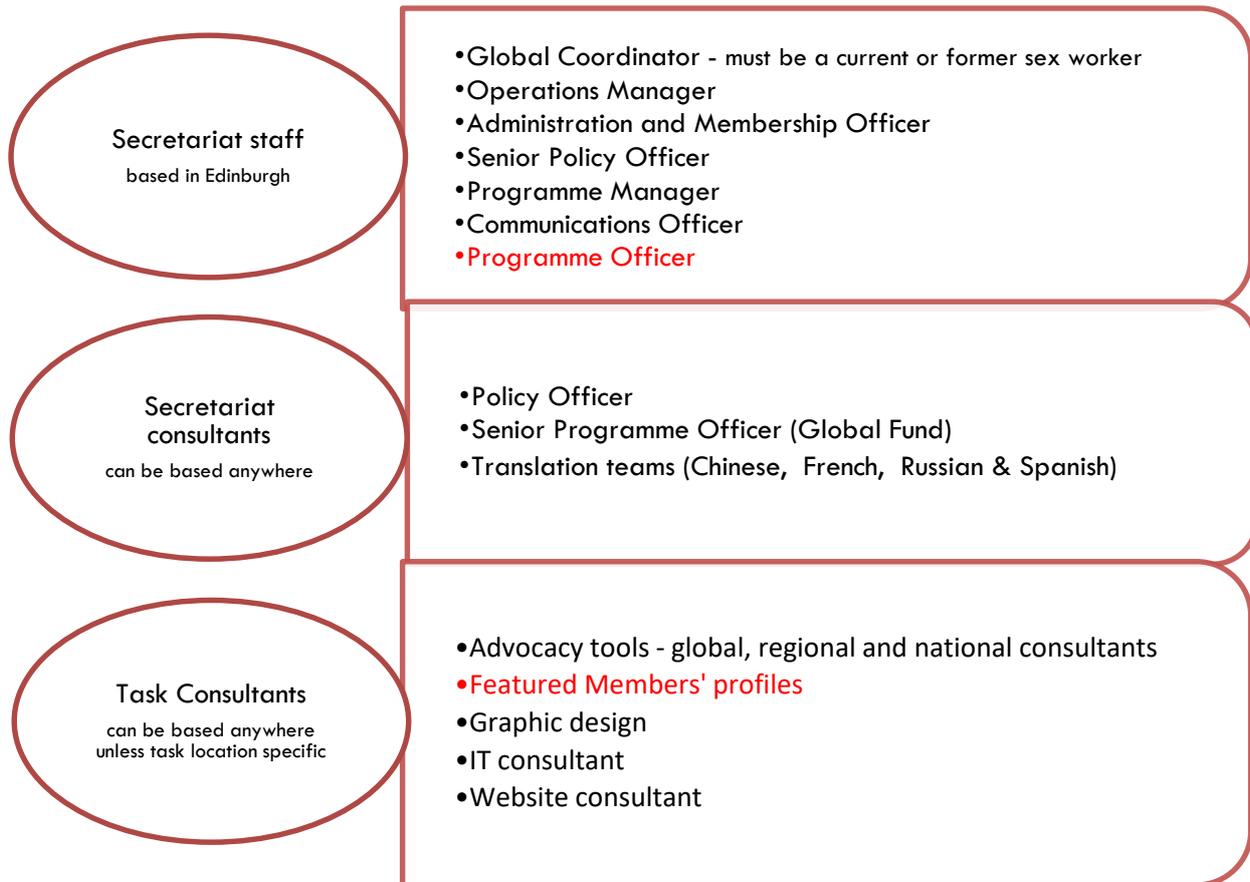
- ✦ ensuring appropriate and ethical support and supervision of staff
- ✦ implementation of policy, communications and activities
- ✦ work of the Global Coordinator
- ✦ decisions on appeals relating to NSWP membership.

Executive Committee members must have:

- ✦ experience of managing organisations and implementing policy and programmes for sex workers;
- ✦ speak/read English or have their own access to interpretation/ translation and language support;
- ✦ be available for teleconferences and reviewing documents
- ✦ have support from any relevant employer or organisation to participate and give time to NSWP

3.7 NSWP staff and consultants

NSWP employs both staff and consultants, to implement the NSWP strategic plan. Secretariat staff work out of an office based in Scotland UK, while secretariat and task consultants can be employed anywhere in the world.



A summary of recruitment and management of staff and consultants is provided in the NSWSP management section of this handbook and detailed guidelines are available.

3.8 Decision making and accountability

The quorum for Board decisions is one representative from each of the five regions and either the President or Vice President. The Board will strive for a consensus decision whenever possible – consensus does not require unanimous support but entails everyone being able to live with the decision. Where a consensus position cannot be reached during meetings, teleconferences and email decision-making a vote will be called, and the majority position accepted. The President, or Vice President if the President is not present, has a casting vote when there is no clear majority position. Board members may note their dissent in the notes for record and regional networks may choose not to implement decisions within their region if both Board members dissent.

The Global Coordinator will be managed by and report to the President (or Vice President if the President is unavailable).

NSWP members are not directly involved in the decision-making process but Board members are required to consult with the regional networks and other NSWSP members in their region about the strategic direction and advocacy priorities of the global network and to report back to their regions. Regions are autonomous, and each have their own process for decision making.

Silence Procedure

NSWP uses a silence procedure for decision making outside of face-to-face meetings by the Board, the Executive Committee and membership.

Board of Directors: A proposal or final draft document is sent out via email for consideration, and if no-one objects or raises concerns within the agreed timeframe of one week, in emergencies this may be reduced to 48



hours, then the proposal or final draft document is approved, and the Secretariat can action the proposal or launch the document.

If an objection or concern is raised, then an alternative process for making the decision is agreed by the Board of Directors – e.g. Board teleconference to try and reach consensus or majority voting.

Executive Committee: A proposal is sent out via email for consideration, and if no-one objects or raises concerns within the agreed timeframe of 48 hours then it is approved, and the Secretariat can action the proposal.

If an objection or concern is raised, then the proposal is referred to the full Board of Directors and an alternative process for making the decision is agreed by the Board of Directors – e.g. Board teleconference to try and reach consensus or majority voting.

NSWP membership: the silence procedure is only used to endorse NSWP documents following full consultation with NSWP members. A final draft document is sent out via email to members and if no member objects or raises concerns within one month then the document is considered endorsed. If a member raises an objection to the draft document, it will be referred to the Board of Directors who will decide on an alternative decision making process.

Final decision-making within NSWP rests with the Board of Directors as the elected representatives of the membership, they are the legal decision-making body and are accountable for the organisation under UK law. NSWP was not set up as a collective where members are involved in every decision.

Where the Board nominates NSWP members or staff to represent NSWP, authority is delegated to them to present NSWP positions and negotiate on behalf of the Board and NSWP members, within agreed parameters and NSWP's core values and consensus statement.

Membership of NSWP is voluntary with the option for members who do not agree with the governance structure or policy positions of the organisation to leave the organisation.

To be effective in their roles, the NSWP Board, Executive Committee, staff and consultants must be well informed about NSWP activities and plans. It is very important that everyone has access to support and a sense of working as a team, including Board and Executive Committee members having access to a regular translator who they can work with on understanding documents. The Global Coordinator and President are responsible for ensuring information is shared.

The NSWP Board and secretariat staff and consultants will share information via regular emails and skype conference calls.

Board members are responsible for Google translating emails sent to the Board listserv. Board members are encouraged to consult with their regional membership a month before decision-making processes.

In addition, the Secretariat will organise quarterly skype teleconference providing regular verbal updates for Board members. Participation in these meetings is not compulsory. The Secretariat will make arrangements to ensure interpretation for non-English speaking Board members and may organise multiple calls if necessary. If multiple calls are organised English-speaking Board members can choose which call to join.

4 NSWP communications

4.1 Communications overview

NSWP is a membership network with various levels and types of member engagement and involvement.

NSWP members communicate in a variety of ways. Members do not all share a common language and individuals who engage with the network have varying levels of literacy and of formal education. Their communications work takes many forms from the publication of books and academic papers, to the creation of



tools and best practices, to participatory work that harnesses creative expertise and energy such as performance and film making, to demonstrations.

Our members communicate in a number of ways, which include using listservs to discuss issues of common interest, learning from the experience of other NSWP members, and amplifying their own advocacy and campaigning by engaging with NSWP as a global network. NSWP is also a mechanism for coordinating action around international sex worker rights events, international conferences and policy processes, and represents a platform for raising awareness of the lived realities of sex workers around the world.

The types of organisations vary. Some organisations and individuals in NSWP require sex workers to be 'out' and others do not. Some members provide services, others are engaged in influencing work and others do a mixture of the two. Some members are relatively well funded and have offices with telephones, computers and administrative support and others are not. Not all member organisations have consistent and reliable access to fast Internet connections.

NSWP's communication work responds to the diversity, requirements and strengths of the membership. Core principles of this work include:

- ↻ Listening to and being guided by the members
- ↻ Representing their views accurately
- ↻ Communicating in an ethical and respectful manner
- ↻ Ensuring information is accessible and making it easy to contribute, publish and share material
- ↻ Delivering information and responding to member requests in a timely manner
- ↻ Using plain English to facilitate translation by members and translating core resources
- ↻ Ensuring the quality of NSWP products and outputs

Communications must be considered and integrated throughout all NSWP's work and must be included in thinking about how we can achieve our advocacy goals.

4.2 Communication goals

- Raise the visibility and influence of NSWP and its members
- Strengthen member engagement in NSWP and amplify the voices of NSWP members
- Ensure resources are relevant and accessible to NSWP members
- Influence the policy and practice of decision makers and service providers so that they recognise and promote the human rights of sex workers
- Share information and resources with allies and partners outside the network

4.3 Key audiences

- NSWP member organisations and regional networks
- Sex workers' rights advocates and their organisations
- Service providers and programme implementers (governmental and non-governmental)
- National, regional and international policy makers
- Relevant United Nations bodies
- Funding agencies (multi-laterals, bi-laterals and philanthropic organisations)

4.4 Key documents

Key documents currently published by NSWP include:

- **NSWP Strategic Plan 2016 – 2020:** available on the NSWP website in English, Chinese, French, Russian and Spanish.
- **NSWP Consensus Statement on Sex Work, Human Rights and the Law:** available as downloadable PDFs on the website and as hard copy from the Secretariat (English, Chinese, French, Russian and Spanish)
- **NSWP advocacy tools:** a series of Briefing Papers and Policy Briefs with accompanying Community Guides, Briefing Notes and Smart Sex Worker's Guides on themes related to sex workers health and human rights, available as downloadable PDFs on the website (English, Chinese, French, Russian and Spanish)



- **NSWP Case Studies:** a series of papers that reflect on the results and lessons learnt from NSWP activities or policies affecting the lives of sex workers.
- **NSWP statements:** a series of responses and statements on emerging issues related to sex workers health and human rights, available as downloadable PDFs on the website
- **Sex Work Digest:** a quarterly round up of news stories, events and other information relating to sex work issues.
- **Research for Sex Work:** a sex worker-led peer reviewed journal available as downloadable PDFs on the website – each edition is bi-lingual in English and one of the four official NSWP languages. Funding ended in 2016 and no new editions will be published.
- **Making Sex Work Safe:** available as downloadable PDFs on the website (English, Chinese, French, Russian and Spanish).

4.5 Advocacy tools

NSWP advocacy tools and campaigns are based on advocacy goals and priorities agreed each year by the Board of Directors following consultation within each region. The priorities identified each year will determine the thematic advocacy tools published each year as well as any global advocacy messages and campaigns.

4.6 ICT tools

4.6.1 Website

The NSWP website was launched in December 2010, replacing a site which was created in 1996, and is an archive for resources that date back to the establishment of the network. It is managed by the NSWP Secretariat. The main landing page and information on the website is in English, but visitors have the option of visiting parallel sites in Chinese, French, Russian and Spanish. These sites have the same basic information about NSWP and house resources available in those languages.

The website main pages are: Who we are, What we do, News, Resources, Our members, Contact. Our members page contains members' full profiles if consent has been given.

Resources

The Resources page is used to share and archive materials that can inform rights-based policy and programming. Each resource added will have a summary. The resources reflect the NSWP's values, aims, and advocacy priorities.

News Items

The News page is used to share recent news stories that may be of interest to members or others who wish to advocate for the human rights of sex workers. News stories are written and published and circulated by NSWP Communications Officer. These are sourced from members, the Secretariat and the media. Occasionally the Secretariat uses the News section to publish 'breaking' news stories and other materials. News stories may contain text, photos and videos, which are chosen to provide readers with an insight into the lived realities of sex workers in different settings.

4.6.2 Listservs

NSWP operates the following listservs:

- ✉ NSWP-members: An announcement-only listserv. Used for providing information to members and presidential elections. One email address per registered member.
- ✉ NSWP-members-discussion: For sharing information and facilitating discussion among members. Four email addresses per registered member.
- ✉ NSWP-board: Used for discussion and decision making
- ✉ Africa-nswp: Used for providing information to members in Africa and regional elections – members only.
- ✉ Asia-Pacific-NSWP: Used for providing information to members in Asia Pacific and bi-annual regional elections – NSWP members only.
- ✉ Europe-nswp: Used for providing information to members in Europe and regional elections – members only.



- ⇨ North-american-caribbean-nswp: Used for providing information to members in the North America & the Caribbean region, facilitating discussion and endorsement of sub-regional nominations – members only.
- ⇨ CSWC-members: Used for sharing information and facilitating discussion within the Caribbean sub-region and for sub-regional nomination/voting process
- ⇨ north-america: Used for sharing information and facilitating discussion within the North America sub-region and for sub-regional nomination/voting process
- ⇨ Latin-america-nswp: Used for sharing information, facilitating discussion in Latin America and regional elections – members only.
- ⇨ NSWP-open-discussion: Used primarily by individuals in 'global north' to share information – includes non-members.
- ⇨ NSWP-communications: Used for sharing NSWP resources with partners and allies.

4.6.3 Social media

Social media is an umbrella term for digital communication tools and platforms used to connect and network with others, and to share information. Social media platforms allow users to add and share their own material, and to comment on things that other people have shared.

NSWP has a Twitter account GlobalSexWork, a NSWP Facebook page and private group, and an NSWP YouTube Channel. Each of these platforms serves a different function with the overall goal of disseminating NSWP materials to as wide an audience as possible. The NSWP Twitter account is used to share NSWP resources, news articles, jobs and other updates, as well as to share information from NSWP members. The NSWP Facebook page is used to share resources and news articles, but generally is not used to share jobs. The Facebook group is a closed group for members and supporters to share information and community initiatives, and the Secretariat uses this platform to share jobs at NSWP. Finally, the YouTube channel is used to share NSWP and NSWP member's videos where appropriate.

NSWP social media is managed by the Secretariat and is primarily in English, occasionally we will share information in the core NSWP languages.

4.7 Translation and interpretation

NSWP members communicate in many languages. NSWP has adopted Chinese, English, French, Russian and Spanish as its official languages. Where possible, dependent on resources, NSWP will publish information in all five official languages. When considering translations NSWP Board and Secretariat will prioritise those documents they consider most important for members.

If NSWP produces material in English only they will write them in plain English to make it easier for member organisations to translate using Internet translation programmes. Member organisations are encouraged to translate summaries of important documents and materials into local languages.

NSWP will use community interpreters and provide whisper interpretation in our meetings whenever resources are available. NSWP will also advocate for interpretation to be provided at external events to enable sex workers to meaningfully participate in international policy forums.

4.8 Publications

NSWP has developed a brand through the logo, imagery and messaging that we use. NSWP encourages members to use the NSWP members' logo when they publish materials that are compatible with our core values. The NSWP members' logo can be requested by members to the Secretariat. Member organisations must notify the NSWP Secretariat if they plan to use the NSWP logo and provide a copy of the final product.

A style guide has been developed for NSWP publications which includes logos, images and fonts for use online and in printed materials, templates for letterheads, business cards and publications.

NSWP members are welcome to translate NSWP publications into their own local languages, but must inform the NSWP Secretariat of their intention to translate the documents. When translating NSWP publications for public dissemination, members must cite NSWP as the original author of the publication and include the NSWP



logo. When translating an extract or publishing a summary from an NSWP publications members should cite NSWP as the source of the information.

4.9 Images

Member organisations and affiliated individuals have images that are relevant to the work of the NSWP, its history and that of the sex workers' rights movement. Over time NSWP will try to collect these, catalogue them and make them available to NSWP members upon request.

4.10 Archiving

NSWP holds copies of the networks' publications and outputs. NSWP will encourage members to send relevant materials, either electronically or by post, to the Secretariat for its archives. Wherever possible NSWP will make archived publications available to members electronically.

NSWP will hold archives of its own communications and publications. NSWP will also encourage members to send materials either electronically or by post to the Secretariat for its archives. It will wherever possible make archived publications available electronically to members.

5 NSWP rules

NSWP must comply with company and employment legislation in the United Kingdom. It must also comply with conditions contained in agreements with donors. In addition to these legal obligations it has its own rules that member organisations and their representatives must agree to respect when they join NSWP.

It is important that all NSWP Board, staff, consultants and member organisations and their representatives who participate in NSWP related activities understand and respect the NSWP rules.

NSWP and its members face particular challenges around language, geographical separation, limited information communication technology support, and lack of financial resources and political support. Our ability to work collaboratively is sometimes limited by these factors.

NSWP Board, staff and consultants will be collectively responsible for ensuring the rules are promoted among the membership and those useful experiences from member organisations inform and improve the rules of NSWP.

This handbook provides a summary of the NSWP rules and members code of conduct. Further detailed guidelines and policies are available in the appendices.

5.1 Affirmative action

NSWP is led by sex workers – the President, Vice President and the Global Coordinator must be current or former sex workers who are prepared to speak publicly as sex workers. NSWP will work to ensure the meaningful participation of female, male and transgender sex workers within the organisation and will expect regional and national networks also to ensure gender and geographic balance.

While NSWP welcomes the support of non-sex workers and recognises they have a role within the sex worker rights movement, regional networks and member organisations are expected to nominate current and former sex workers as NSWP representatives whenever possible. NSWP will mobilise resources to support and mentor sex workers participation in NSWP activities but will not use resources to mentor or provide interpretation/translation for non-sex workers.

5.2 Confidentiality

NSWP is committed to upholding the privacy rights of member organisations and of sex workers and their families within member organisations, everyone we work with and or individuals who accesses our website. The privacy and security of sensitive information is of paramount importance to NSWP.



NSWP Board of Directors, staff and consultants are obliged to provide their real names. Board of Directors names, country of residence, date of birth, nationality and occupation are on public record in the UK and can be accessed through the Internet. Staff and consultants names and country of residence will also be on public record.

Information about member organisations that is not already in the public domain cannot be recorded or disseminated by NSWP or anyone associated with an NSWP member organisation without consent from the member organisation.

Information about individuals associated with NSWP member organisations must be approved by them before being disseminated within NSWP or published – unless such material has been published with their approval in the previous three months.

Emails received through any NSWP listserv must not be cross-posted without permission from the original poster unless the content comes from a public source, as outlined in the NSWP listserv guide.

NSWP Board members, staff and consultants are obliged to uphold the confidentiality of information. Information about members will be stored securely, accessible only by designated staff, and used only for the purposes for which the information was given. NSWP will not sell or share lists of names addresses or personal details to other third parties or other organisations.

NSWP Board members will not share their personal notes on decisions made by the Board during meetings or teleconferences, before minutes are approved by the Board shared by the NSWP Secretariat with NSWP members.

5.3 Respect

NSWP member organisations come from many different countries, cultures, faiths and ideas. *We are united around our core values and priorities related to sex workers' rights, but we may have very different ideas about other things.* These differences must be respected. Racism and disrespect of any religion, along with homophobia, transphobia and sexism will not be tolerated within NSWP.

NSWP requires members to listen to one another and be polite and respectful at all times – to ensure that everyone's voice can be heard and considered. Personal attacks on individuals within NSWP related events or activities, including listservs, will not be tolerated within NSWP.

5.4 Complaints and grievances

NSWP has a complaints procedure for handling members' complaints, grievances and suggestions for improvement. Informal complaints will be dealt with by the Global Coordinator unless the complaint is about the Global Coordinator. Formal complaints are dealt with by the NSWP President.

The formal complaint procedure aims to resolve differences that may occur and is informed by the following principles:

- ✦ NSWP always tries to manage its limited resources to best affect
- ✦ NSWP operates in a non-discriminatory and non-judgemental way
- ✦ Complaints will be handled confidentially; anonymous complaints will not be considered or investigated
- ✦ All complaints will be recorded and responded to within a set time
- ✦ No individual will be involved in investigating a complaint relating to her/his behaviour
- ✦ Organisations and individuals will have the right to respond to any complaint made against them
- ✦ This complaint procedure is for member organisations and external parties. There is a separate grievance procedure for staff and consultants.

Guidelines for implementing the complaints procedure and a complaint form are available from the secretariat.



5.5 Equalities and diversity

NSWP recognises the right of indigenous, ethnic and sexual minorities, transgender people, women, disabled people, young and older people to be treated equitably.

NSWP is committed to affirmative action around employing sex workers. All NSWP paid work (staff and consultants) will be advertised through the NSWP listservs with clear and fair eligibility criteria, which will explicitly encourage applications from individuals with sex work experience. NSWP's affirmative action employment policy will prioritise sex workers who are competent to do the work over non-sex workers who also meet the eligibility requirements.

5.6 Use of NSWP name and resources

Member organisations should not speak or write on behalf of NSWP without prior consent, which must be sought through the Secretariat.

NSWP resources should only be used by members for the purposes for which they are authorised. NSWP Board members, staff, consultants or representatives of member organisations shall not use NSWP information, resources or funds for personal use or use NSWP's name for personal financial gain.

NSWP Board members cannot be staff members or paid consultants contracted by NSWP but will receive out-of-pocket expenses for their participation in NSWP Board meetings or other events if they are nominated by NSWP to represent the organisation.

NSWP Board members, staff or consultants shall not take part in any application for funds or bid for any contract or position that conflicts with the interests of NSWP. NSWP acknowledges the possibility of conflicts of interests. When such a conflict of interest appears, the individual must notify NSWP through the Secretariat immediately and make arrangements, such as standing down from their position as a Board member temporarily or permanently.

5.7 NSWP Communications Protocol

Member organisations are required to ensure that they and anyone associated with the organisation, respect the NSWP Communications Protocol. The NSWP Communications Protocol incorporates all elements of the NSWP Members Code of Conduct (which all members must sign up to on joining) and the NSWP Listserv & Social Media Code of Conduct (for users of NSWP listservs, Facebook group, etc).

- ↻ Respect confidentiality of member organisations and individuals associated with member organisations
- ↻ Only use NSWP resources and images as authorised
- ↻ Respect diverse opinions and individuals within the network
- ↻ Protect the reputation of NSWP during NSWP related activities or while representing NSWP.
- ↻ Disclose any organisational affiliations and financial interests that may conflict with participation in NSWP
- ↻ Notify NSWP through the secretariat **if invited to represent NSWP** and obtain authorisation before accepting
- ↻ Notify NSWP through the secretariat if resigning as an NSWP member
- ↻ Work within the NSWP operational guidelines, including appropriate use of complaint and grievance procedures
- ↻ Provide accurate trip reports and expenses claims when attending events or carrying out activities for NSWP
- ↻ Do not 'cross post' emails from NSWP listservs without permission from the poster unless the information is already in the public domain.
- ↻ Do not use homophobic, racist, sexist, transphobic or other offensive language during NSWP related activities, including on NSWP listservs, social media platforms and website
- ↻ Do not display any violent, intimidating, abusive or malicious behaviour toward Board members, staff, consultants, volunteers, member organisations or their representatives or participants in NSWP related activities. This includes physical or verbal abuse, abuse in writing, 'persistent messaging', inappropriate use of grievance procedures or other operational procedures or any other form of harassment. .



How the NSWP Listserv & Social Media Code of Conduct will be enforced:

Individuals and organisations who breach the NSWP Listserv & Social Media Code of Conduct will be given two warnings and on the third breach will be removed permanently from all NSWP communication platforms, including Facebook, listservs and other social media platforms.

6 NSWP management

NSWP must comply with the employment and financial management laws of the United Kingdom. It must also comply with conditions contained in agreements with donors. In addition to these legal obligations NSWP has its own operational practices that Board members, staff, consultants, volunteers and members must comply with. It is important that all understand and respect the NSWP operational practices.

Management within NSWP has particular challenges around language, geographical separation across different time zones, limited technical support and lack of financial resources; the Secretariat seeks to minimise the impact of these challenges as far as possible.

This section of the handbook provides a summary of the operational practices; further guidelines are available in the appendices.

6.1 Introduction & principles

NSWP has both paid and unpaid workers, who are entitled to safe and healthy working conditions. The Board of Directors have a responsibility to ensure that NSWP employee's rights, as well as the interests of the organisation and its members, are protected. These obligations are met by having clear guidelines for paid and unpaid workers, transparent financial management procedures and clear internal communications guidelines that all can understand.

These are the principles that inform NSWP management:

- ✦ Ensuring ethical and fair treatment of staff, consultants and volunteers
- ✦ Building skills, capacity and solidarity among member organisations and sex workers
- ✦ Ensuring resources and funds are used to best affect and provide value to members and donors
- ✦ Ensuring financial and operational accountability to members and donors
- ✦ Providing accurate and regular reports of NSWP activities to members and donors
- ✦ Ensuring confidentiality and security of sensitive information
- ✦ Building positive working relationships and partnerships
- ✦ Respecting diversity
- ✦ Contributing to a sustainable environment.
- ✦ Contributing to a positive social impact
- ✦ Ensuring no harm is done

6.2 Recruitment of staff, consultants and volunteers

For many years NSWP relied upon volunteers and consultants. With the registration of NSWP in the UK as a private not-for-profit company limited by guarantee NSWP is now in a position to employ staff. However, NSWP will continue to recruit and rely upon both volunteers and consultants to implement its workplan.

A small number of staff will be recruited and employed in the Secretariat. However, to ensure that NSWP can make best use of global experiences and expertise it may also recruit consultants from across the world to work with the Secretariat staff in implementing core activities such as communications work. Additionally, NSWP will recruit consultants from across the world to work on specific and diverse tasks such as coordinating sex workers' activities at the International AIDS Conferences or providing graphic design services.

Recruitment for staff, consultants and volunteers will be open and advertised through NSWP listservs and website and will comply with regulations laid down in UK law to provide opportunities for citizens outside the UK to work for and with NSWP.

6.2.1 Recruitment of staff



The NSWP Board considered the two options for international recruitment under UK employment law. As a small non-governmental organisation NSWP does not have the resources to register as a sponsoring employer and the proposed staff posts are unlikely to fit in the code of practice for sponsored workers. Therefore, the Board decided that NSWP will advertise all future staff posts in line with European Union (EU) and UK advertising requirements that allows people from outside of the EU to apply; but their employment would be dependent upon the person being able to obtain a work permit in the UK.

All staff posts will be advertised through the NSWP listservs and website, UK jobcentres, national and EU recruitment websites to comply with the international recruitment regulations.

An application pack, including terms of reference, application form (including equalities and diversity monitoring), and information for applicants will be sent out to all applicants. The Board will nominate a selection panel of three, at least one of whom must be a Board member, who will review all applications and shortlist up to three people for interview. Interviews will be conducted by skype or telephone. Second interviews may be arranged if necessary before a final decision is reached.

6.2.2 Recruitment of consultants

NSWP will advertise all consultancy work over £2,000 through an announcement sent to the NSWP listservs, except where services are required locally at the secretariat office in Edinburgh, such as accountancy and IT network support and maintenance. For specialist tasks, such as website development, the secretariat will also email the announcement to at least three recommended specialists who have worked for member organisation and whose work has been considered of the highest standard.

Terms of Reference for the services required from consultants will be drafted and sent out with the announcement. All candidates will be asked to submit an abridged Application Form or Letter of Interest. The Board will nominate a selection panel of up to three at least one of whom should be a Board member, who will shortlist up to three candidates for interview. Interviews will be conducted by skype or telephone. Second interviews may be arranged if necessary before a final decision is reached.

6.2.3 Recruitment of volunteers

NSWP will advertise all formal volunteering opportunities within NSWP activities through the NSWP listservs. During NSWP events volunteers are sometimes needed and recruited from among participants. The line between participating in an NSWP event and working as a volunteer for NSWP is therefore not always clear. Common sense should guide decisions whether the task undertaken is an ordinary membership function covered by the members' code of conduct or a volunteer function covered by the volunteer guidelines.

6.3 Guidelines for staff, consultants and volunteers

6.3.1 Guidelines for staff

NSWP will comply with UK employment law. To do so it must issue staff with a job description outlining key responsibilities, a contract and terms of conditions of employment.

Staff contracts provide a job title, and summary of length of contract, date employment began, main place of employment, supervisor, hours of work, salary, pension and payment period/method, annual leave entitlement, and obligations under data protection, and are signed by the employee and employer.

Terms and conditions of employment set out in detail staff entitlement under UK employment laws. They include conditions of service including termination of employment, salary scales, place and hours of work, sick leave and sick pay entitlement, family friendly provisions and parental leave entitlement, out of pocket expenses policy and procedures for reimbursement, supervision, appraisal and training provision, pension entitlement, trade union membership entitlement, disciplinary and grievance procedures, IT security procedures, intellectual copyright and confidentiality, performance and professional standards, data protection obligations, public interest disclosure, health and safety at work, equal opportunities and changes to conditions of service.

6.3.2 Guidelines for consultants



NSWP will comply with UK law in relation to the employment of consultants and expect consultants to comply with the laws in their country of residence and the countries in which they are undertaking work on behalf of NSWP.

A Letter of Agreement (contract) is signed by the NSWP and the consultant. The Letter of Agreement sets out in detail the conditions under which the consultant is employed including the services they are contracted to provide as outlined in the Terms of Reference and their proposal, the deadline for the work to be completed, the payment including overheads, payment schedule and method, handover of passwords and materials at conclusion of service, confidentiality, intellectual copyright, conditions for change to service, clarification of employment relationship and insurance and tax liabilities as a consultant, clarification of Scottish and UK law as governing law and contact details for both NSWP and the consultant.

6.3.3 Guidelines for volunteers

“Delegating work to volunteers is not to be merely a way to spread the workload around or get work done for free - it is also a political and social tool. [Working within NSWP] should be an opportunity for both resistance and personal development.”

All volunteers, whether in formal roles or assisting at events, must be properly supervised and given constructive feedback from a designated person who will keep in mind that praise and criticism are both important.

Volunteers must be treated with respect and given tasks which are both interesting and productive, and which build their skills and knowledge.

Formal volunteers making a sustained contribution to NSWP must have a clear job description setting out the tasks they are expected to perform and Volunteer Agreement (contract) which will be signed by NSWP and the volunteer. The Volunteer Agreement will include a summary of induction and training available, support and supervision offered, out-of-pocket expenses policy and procedures for reimbursement, equal opportunities statement, dealing with grievances and difficulties, confidentiality, and volunteer time commitment. Volunteers will also be provided with a Volunteer Handbook which sets out in detail what volunteers can expect from NSWP, including skills and capacity building, and what NSWP can expect from volunteers and the rules they are required to follow. All volunteers will also be provided with a copy of this organisational development and operational handbook.

All volunteers will be provided with a named person within NSWP who will provide supervision and support them volunteering. It is important that volunteers understand the collaborative spirit of NSWP and its status as a network of organisations.

Documentation and certification of contributions made by each volunteer will be made available to all volunteers, including letters of reference, volunteer certificates, etc.

6.4 Grievance and disciplinary procedures

NSWP takes misconduct by any organisation or individual associated with the NSWP very seriously. The Board and Secretariat will handle any grievances reported confidentially. However, anonymous complaints will not be considered or investigated. Disciplinary action will be taken against any individuals, including Board members, staff, consultants and volunteers, or organisations, including members and consultants, who fail to respect the code of conduct and do not perform to an acceptable standard.

Examples of conduct for which a grievance may be lodged and/or disciplinary action taken:

- ✦ Breaches of confidentiality
- ✦ Misuse of NSWP resources
- ✦ Misrepresentation or falsification of trip reports, expenses claims or other records
- ✦ Failing to protect the reputation of NSWP during NSWP related activities or while representing NSWP, resulting in potential or real damage to NSWP or any member organisations
- ✦ Wilful or reckless act that causes, or might cause, a serious danger to the health and safety of others
- ✦ Any kind of violent, intimidating, abusive or malicious behaviour toward Board member, staff, consultant, volunteers, member organisations or their representatives or participants in NSWP related activities. This



- includes physical or verbal abuse, abuse in writing, 'persistent messaging', inappropriate use of grievance procedures or other operational procedures or any other forms of harassment
- ✦ False statements or failure to disclose any aspect of personal and financial status that conflict with the interests of NSWP
 - ✦ Stealing or unauthorised possession or destruction of property belonging to others during NSWP related activities
 - ✦ Providing misinformation about NSWP to external sources inappropriately or maliciously.
 - ✦ Consistent inefficiency, incompetence, or negligence in the performance of assignments.

Staff and volunteers have detailed grievance and procedures set out in their terms and conditions of employment and volunteer handbook, which set out the disciplinary actions that can be taken.

A consultant's contract will be revoked if there is a serious breach of NSWP rules.

Board members and member organisations may also face disciplinary action if they breach NSWP rules or codes of conduct.

6.5 Expenses

NSWP recognises the importance of having a transparent expenses policy that clearly sets out the out-of-pocket expenditure that can be claimed from NSWP and how it will be paid. The NSWP expenses policy applies to Board members, staff, consultants, volunteers, sponsored participants at NSWP activities and scholarship recipients and anyone else seeking reimbursement of expenses from NSWP.

NSWP does not send cash advances to participants prior to an activity. **Participants must ensure that they have enough cash to cover emergencies during their travel.**

Expenditure must always be approved by the Secretariat in advance and be for out-of-pocket expenses only. NSWP will approve expenditure to cover:

- ✦ International travel when travelling on NSWP business, including visa fees and associated costs related to consular fees, travel agency fees and courier costs and travel to and from airports. If flights are substantially cheaper from a neighbouring country, NSWP will book the cheaper flight and reimburse cost of travel to and from the departure airport.
- ✦ National travel costs to and from events or meetings
- ✦ Local travel when away from home on NSWP business
- ✦ Hotel accommodation when away from home on NSWP business
- ✦ Meals when away from home on NSWP business
- ✦ Internet use when away from home on NSWP business
- ✦ Essential equipment and stationary

The Secretariat will book pre-paid travel and hotel accommodation to minimise out-of-pocket expenditure. Individuals not able to travel are required to notify the Secretariat at the earliest opportunity prior to the trip, so that NSWP can minimise any financial loss. It is NSWP's policy to book economy class airfares by the most direct and cheapest route and to book affordable, clean and safe hotels. The NSWP Secretariat generally uses a preferred provider for making travel bookings. The NSWP Board have also agreed that the Global Coordinator may use a preferred airline, considering the extent to which the Global Coordinator is expected to travel and the related benefits of being a frequent flyer with a preferred airline. **All travel will be booked through the NSWP Secretariat.** This may include travel insurance, if required. Participants will be asked to complete and return a travel request form which must be submitted within 7 days to enable the Secretariat to book flights, travel insurance and accommodation.

NSWP only pays for standard economy flights - any extras (e.g. extra baggage, extra legroom, upgrades etc.) must be covered by the individual themselves. Individuals will have to cover the cost of a new ticket if they miss their flight; travellers are therefore advised to ensure they arrive at the airport on time. It is understood that there are some occasions (e.g. bereavement, sudden health issues, visa and transit issues etc.) when the individual cannot attend the meeting or need to alter travel arrangements. Should any such event occur, it is the individual's responsibility to provide adequate notice to NSWP Secretariat in order to cancel or change their



flight. Failure to provide adequate notice may result in the individual having to contribute to the costs of the cancelled or changed flight. NSWP staff must be informed if there are any issues raised on outbound flights that might affect the return flights, so that a solution can be found prior to the departure date.

Invitations to attend meetings or activities will set out the expenses that NSWP has approved for each participant. If for any reason, including oversight or error by NSWP, that amount is exceeded, the participant and/or their organisation must either cancel the participation or cover the additional costs.

There are two options for expenses to be paid:

1. Expenditure is reimbursed on submission of an expenses claim with all items listed, receipts must be attached except in exceptional circumstances
2. A daily subsistence allowance is paid to cover meals and other incidental costs. The amount will vary depending upon the cost of living in the country. The amount will be reduced if free meals are provided during meetings or activities

The easiest way for NSWP to manage expenses and minimise international bank charges when reimbursing expenses claims is to pay a daily allowance, which will be calculated by the Secretariat at a rate appropriate to the venue and paid in cash on the first day of the activity.

Note:

ALL: NSWP does not pay for passport fees or for travelling to obtain passports or visas.

6.6 Representing NSWP

NSWP Board members, staff, consultants and volunteers representing NSWP must inform NSWP through the Secretariat of any intention to travel, attend an event or submit any documentation on behalf of NSWP. NSWP regional representatives must commit to a clear and transparent consultation process within their region to gather the views of members so that they can effectively represent their region. Regions are autonomous, and each have their own process for consulting members, which will be added to this handbook as they are formalised and documented by the regions.

Approval must be sought through the Secretariat before any accreditation as an NSWP representative can be claimed – this includes NSWP Board members, staff, consultants and volunteers with the exception of the President and Global Coordinator.

Guidelines for representing NSWP at conferences, meetings and on field visits are available in the Appendix.

6.7 Record keeping

NSWP is required to keep a register of members, which is held at our registered office The Matrix, 62 Newhaven Road, Edinburgh EH5 6QB, Scotland, UK. The list of members *but not their contact details* are a public record and individuals have the right to make an appointment to come to the registered office and view a list of members. The members contact details are stored electronically and protected with a password known to the Administrator who manages the list, the Global Coordinator and the President.

NSWP is required to keep a register of Directors and Secretaries, which is held at our registered office The Matrix, 62 Newhaven Road, Edinburgh EH5 6QB Scotland UK. The list of Directors *but not their contact details* are a public record and can be accessed on the Companies House website www.companieshouse.gov.uk. There is nothing to prevent the use of a pseudonym during elections or Board members using a pseudonym internally for NSWP communications and on the NSWP website.

While pseudonyms can be used for NSWP internal and public communications, Board members are obliged to provide the NSWP Secretariat with their legal names. Directors' legal names, country of residence, date of birth, nationality and occupation are on public record in the UK and can be accessed through the internet. In addition, NSWP are required by UK banking regulations to provide proof of identity of all Board members annually, therefore all Board members must be willing to provide proof of identity by sending copies of two pieces of identification for submission to the NSWP bank, one must include a photograph and the other must include their residential address.



Individuals seeking to join the NSWP Board of Directors should be aware that private companies trawl the information registered at Companies House for commercial purposes. Personal information, including legal name and occupation can therefore become publicly available via a basic search on most search engines. If nominated to the NSWP Board of Directors, it is NOT advisable to list your occupation as 'sex worker' unless you are prepared for it to become public.

NSWP also have to provide our donors with Board members legal names, as the reports should match the official records held at Companies House. Donor reports are not public documents and we request that donors do not use the legal names of any Board members who request they be known by a pseudonym if they intend to make the report public (beyond their senior management team).

The Directors' and Secretaries' contact details are securely stored electronically and protected with a password.

NSWP is required to keep a record of all company resolutions and minutes of the Board of Directors and Executive Committee meetings. These are not a public record, but minutes of the Board of Directors meeting are circulated to NSWP members.

NSWP will publish an Annual Report that provides a summary of key activities and financial report and disseminate it through NSWP website and the members' listserv. The Annual Accounts will be available to all members upon request.

NSWP will publish reports of workshops, meetings, campaigns and other NSWP activities on the NSWP website. Names and other sensitive information may be removed from activity reports to protect the privacy and safety of individuals and organisations – this will be at the discretion of the person responsible for managing the activity.

Members have a right to access information about NSWP. Any documentation requested will be provided in line with regulations and NSWP confidentiality policy. Funding proposals and other business information may only be provided or disclosed if it does not involve a conflict of interest that could affect NSWP operations.

6.8 Financial management

6.8.1 Introduction

Board members need accurate and up-to-date financial information to enable them to make proper decisions. NSWP has established financial management procedures to enable the Board members to meet their legal obligations under UK law to protect the company's assets, manage the company's finances in a way that identifies and manages risk, and ensure appropriate financial reporting by keeping accurate accounting records. Although the financial accountability rests with the Board of Directors, it is important that everyone working in the organisation - Board members, staff, consultants and volunteers – take the issue of financial management and proper use of resources seriously.

6.8.2 Financial controls on income

Financial controls on income should provide assurances that income is received, kept securely, banked and entered into the accounting record as quickly as possible. A ledger will be maintained by the Operations Manager of all income that will be checked by the external Accountant.

The NSWP Board granted Power of Attorney to the Global Coordinator to enable negotiations with donors and the signing of contracts on behalf of NSWP.

Income paid electronically is coded by the Global Coordinator and entered into the accounting records by the Operations Manager when the bank sends a written notice to the secretariat office.

Income received by post is held securely in the safe in the secretariat office and is banked at the earliest opportunity. It is cross checked by a second staff member before being banked, is coded by the Global Coordinator and entered into the accounting record by the Operations Manager.



NSWP occasionally receives income from donations during NSWP activities which are mainly held outside of the UK, income is received in cash and is often in foreign currency. All cash taken at events is recorded and cross checked by a second designated NSWP representative and stored in a safe before being transported back to the UK. Upon return the cash and receipts are cross checked by a second staff member and stored safely in the secretariat office. The receipt is coded by the Global Coordinator and entered into the accounting record by the Operations Manager. Commonly used currencies \$ and € are stored safely for future international travel use in an envelope countersigned by the 2 staff members and checked by the external Accountant on a monthly basis. Other currencies will be exchanged into sterling and banked at the earliest opportunity.

The external Accountant checks that the exchange rate used by the bank for foreign currency income is reasonable and accurate.

6.8.3 Financial controls on expenditure

Financial controls on expenditure provide assurances that expenditure remains within agreed budgets, has been authorised and that goods and services purchased have actually been received.

The Global Coordinator is responsible for ensuring proposed expenditure is checked against budgets and is a legitimate expense before authorising purchase and payment. Where purchase of goods or services exceeds the budget allocated, approval must be obtained from the designated member of the Board before purchase is made. Where purchase of goods or services is over £10,000 authorisation must be obtained from a designated member of the Board before payment is made.

All purchases and expenditure must be covered by paper documentation such as invoices, receipts, expenses claims, payslips, vouchers which will be entered into the accounting records. All purchases and expenses will be authorised and coded by the Global Coordinator before being paid by the Operations Manager and entered into the accounting record. In the absence of the Operations Manager, the Senior Policy Officer is authorised to make international payments and the Administration & Membership Officer is authorised to make local UK payments.

There are a number of checks in place to prevent misuse of funds:

- ✦ There is a clear segregation between the Global Coordinator authorising payments, the Operations Manager making and entering payments into the accounting record and the external Accountant reviewing all transactions in the accounting record and preparing monthly financial management reports.
- ✦ The external Accountant and Global Coordinator review the monthly bank statements to monitor the bank account. The Operations Manager checks the bank balance via Internet banking on a regular basis (three times a week) to monitor the use of the debit card.
- ✦ The external Accountant checks the bank balance on a monthly basis to monitor Internet banking payments and the use of the debit card.
- ✦ Additionally the Global Coordinator checks the bank balance on a regular basis to monitor Internet banking payments.
- ✦ The external Accountant checks that payments are supported by invoices which have been properly authorised.
- ✦ The external Accountant conducts a periodic review of the use of the company debit card against the guidelines for its use.
- ✦ The external Accountant checks that the exchange rate used on all foreign purchases is reasonable and correctly calculated.
- ✦ Payroll software is used by the Operations Manager and checked by the external Accountant.
- ✦ Expenses claims are cross checked by the Operations Manager against the expenses policy before being paid and entered into the accounting record.
- ✦ The accounting record is reconciled with bank statements and cheque book by the external Accountant on a monthly basis.
- ✦ The external Accountant produces monthly income and expenditure reports for the Global Coordinator.
- ✦ The Operations Manager produces quarterly cash flow projections for the Global Coordinator.
- ✦ The Global Coordinator checks the external Accountant's financial reports for accuracy.
- ✦ The external Accountant is familiar with the donor's budgets and conditions.



The external Accountant will report any anomalies or concerns to the designated member of the Executive Committee.

6.8.4 Financial controls of assets

There is a clear segregation between the person authorising the payments and the person making the payments. The Global Coordinator authorises payments but only the Operations Manager and Administration and Membership Officer are registered for processing payments via Internet banking, while, the Senior Policy Officer is authorised to process international payments in their absence. Both the external Accountant and Global Coordinator have access to the bank statements to allow them to check for any unauthorised payments or withdrawals from the bank accounts, on a regular but random basis. The Global Coordinator and the Operations Manager hold debit cards with a maximum limit of £5,000, which are used primarily for Internet purchases and volunteer, staff and Board members travel duty, travel duty is authorised by the designated person on the Executive Committee and the external Accountant checks that debit card expenditure is in line with budget and expenses policy.

An asset register is maintained for all capital expenditure over £1,000. The external Accountant liaises with the Operations Manager to maintain and update asset register.

The financial records are kept in the NSWP registered office The Matrix, 62 Newhaven Road, Edinburgh EH6 5QG Scotland UK. They are maintained by a chartered external Accountant and where donors or company law requires will be examined by an external certified auditor. NSWP will publish annual accounts. The full annual accounts will be published on the members-only section of the NSWP website and submitted to Companies House and will be available on their website www.companieshouse.gov.uk.

6.9 Prevention of Fraud

6.9.1 Introduction

The purpose of the fraud policy is to ensure there are appropriate internal and financial controls in place to make sure all funds are accounted for and spent in line with the NSWP & Donor goals. This applies to both NSWP and any contracted NSWP partners.

6.9.2 Prevention of Fraud: Partner Reporting

- The following apply to any organisation receiving a grant from NSWP: NSWP will have a Minute of Understanding with each partner organisation, stating the total amount of income and a disbursement schedule.
- Payments are only made to an organisations bank account (not that of an individual). All payments are made through NSWP's bank.
- The first payment is made upon receipt of the signed Minute of Understanding. After each payment, the partner is required to submit a copy of the bank statement showing receipt into their bank account with 10 days of NSWP making the payment.
- Subsequent payments are not advanced until NSWP has received satisfactory financial reports.
- Partners must submit a monthly financial report showing income and expenditure and supported with paperwork for all expenditure.
- Monthly financial reports are checked by the Operations Manager to ensure that expenditure is related to agreed workplan and donor grant regulations. Any expenditure that does not relate to workplan is not accepted. Where fraud is suspected an investigation will be initiated.

6.9.3 Audit

UK Law and regulations require that NSWP has an audit committee. NSWP's Audit Committee consists of the Global Coordinator and the Operations Manager. NSWP employs an external auditor who carries out an organisational audit once a year and donor audits as required. The Audit Committee provides the auditor with information as required. As part of the audit – an audit risk is completed in writing each year by all Board Members.

Any irregularities are reported to the auditor, who may conduct an investigation and if no satisfactory resolution, the issue is reported to relevant donors.



In addition Members of the Board of Directors, including the President, are volunteers and cannot be paid for any work or services provided to NSW, but are paid expenses for duties undertaken in their role as a Board member.

6.9.4 Investigation of Fraud

All allegations of fraud within our partners will be investigated by NSW. The investigation will be conducted as described in NSW's Investigation Procedure. A full record of the investigation will be maintained and may result in suspension of the partner contract. Any fraud established as a result of an investigation will be reported to the relevant donor.

6.9.5 Bribery

It is NSW policy to conduct all of activities in an honest and ethical manner. NSW takes a zero-tolerance approach to bribery and corruption.

Bribes

Employees must not engage in any form of bribery, either directly or through any third party. All staff are made aware that it is illegal to offer, promise, give, request, agree, receive or accept bribes. Any form of bribery will be reported to the Global Coordinator, who will then inform the Board of Directors

Gifts and hospitality

Employees must not offer or give any gift or hospitality:

- Which could be regarded as illegal or improper, or which violates the recipient's policies; or
- To any public employee or government officials or representatives, or politicians or political parties; or
- Which exceeds £50 in value for each individual gift.

Employees may not accept any gift or hospitality if:

- It exceeds £50 in value for each individual gift unless approved in writing by the employee's manager; or
- It is in cash; or
- There is any suggestion that a return favour will be expected or implied.

Any hospitality/gift given or received NSW will keep a written record which will be subject to review by the Board of Directors.

Any queries or concerns, these should be raised with either the Operations Manager or the Global Coordinator.