



Australian Sex Workers Association

Strategic Plan 2006-2009

Incorporating a Five Year Vision 2006-2011

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MISSION STATEMENT –

Through its objectives, policies and programs, Scarlet Alliance works to achieve equality, social, legal, political, cultural and economic justice for past and present sex workers in order for sex workers to be self-determining agents, building their own alliances and choosing where and how they live and work.

Five Year Vision

This Strategic Plan captures Scarlet Alliance as an organisation effectively working toward becoming an independent, autonomous national sex worker organisation whose activities are resourced through a variety of sources.

Scarlet Alliance will act as a best practice sex worker organisation as defined by its membership and strive to show by example the elements which contribute to best practice outcomes for achieving its aims and objectives for sex workers. Scarlet Alliance will support its membership to identify what is a best practice sex worker organisation, projects, network and group and to implement strategies and develop capacity to meet this objective.

Sex worker participation at every level of the organisation, support for the capacity development of its membership and high level of engagement with its membership whilst promoting the use of strategies to increase community engagement including community development, health promotion, peer education and harm reduction will ensure that Scarlet Alliance and its membership is best placed to define key policy issues affecting sex

workers working in Australia and to provide authentic sex worker representation on a broad range of issues.

Our vision includes adopting practices which will ensure organisational health, reducing the likelihood of burnout and ensuring individuals currently involved are respected for their work (whether paid or unpaid) and that the many sex workers who have supported Scarlet Alliance through the years are recognised and their work, passion and dedication is remembered.

As our organisation grows so too must our profile and our opportunity to raise the profile of those issues impacting on sex worker communities in Australia. We will strive toward our rightful inclusion in national strategic decision making forums including MACASSH and IGCAHRD and for the recognition which our communities deserve for successfully preventing HIV/AIDS infection through sex work.

The success of the response to HIV/AIDS by sex worker communities in Australia is unprecedented and Scarlet Alliance undertakes the responsibility to ensure these outcomes are not undermined by complacency on behalf of policy makers,

fundors or those who fail to recognise the importance of the strategies which have contributed to these outcomes.

Our key partnerships within the HIV sector, the unions, health, sexual health, legal, education, training and human rights areas will continue to be fostered and will ensure mutual benefits.

Although, Scarlet Alliance has not been supported financially for an Australian national secretariat we have achieved an extremely high level of quality work. This has been achieved through the dedication, passion and voluntary participation by many individual sex workers and those involved with our member organisations. This high level of volunteer work will continue to be honoured.

Scarlet Alliance will continue to build on its strong international links with sex worker organisations and organisations who provide services to sex workers with a particular focus on the Asia Pacific region.

Scarlet Alliance will demonstrate leadership on sex work issues, informed by its membership and the sex worker communities of Australia.

Background

Scarlet Alliance, the Australian Sex Workers Association Inc. was formed in 1989 following the first national sex industry conference, funded by NACAIDS, held in 1988 in Melbourne titled 'Sex industry and the AIDS debate'. Scarlet Alliance represents sex workers and Australia's State and Territory based sex worker community organisations, projects, networks and groups at a national level.

Through its objectives, policies and programs Scarlet Alliance aims to achieve equality, social, legal, political, cultural, health and economic justice for past and present workers in the sex industry, that allows sex workers to be self-determining agents, building their own alliances and choosing where and how they work. Scarlet Alliance works collaboratively with researchers, academics, health professionals and government in order to develop and improve health programs, policy and research.

Our current active and voluntary membership includes state based sex worker organisations, projects, networks and groups throughout Australia. This ensures Scarlet Alliance is able to represent the issues affecting members and sex workers, Australia wide. The membership provides over 15,000 occasions of service per annum to Australian sex workers, and has a corporate experience in the community based response spanning 3 decades. The member organisations' work is carried out through active partnerships with key service providers such as sexual health, legal bodies, Alcohol and Other Drugs, Police and welfare services. Access and equity training is provided to these key service providers in order to meet the needs of sex workers.

Scarlet Alliance supports and advocates for the implementation of community-based models; peer education, sex worker community based responses and harm reduction as fundamental principles of community development. These principles

are key aspects in Australia's successful response in reducing the transmission of HIV and STIs in vulnerable communities.

Scarlet Alliance has been an active member of the Australian partnership response to HIV/AIDS in Australia. This joint response by affected communities and Government has been highly successful in the provision of targeted services.

Scarlet Alliance is a member of Asia Pacific Network of Sex Workers (APNSW), Network of Sex Work Projects (NSWP) and the Australian Federations of AIDS Organisations (AFAO).

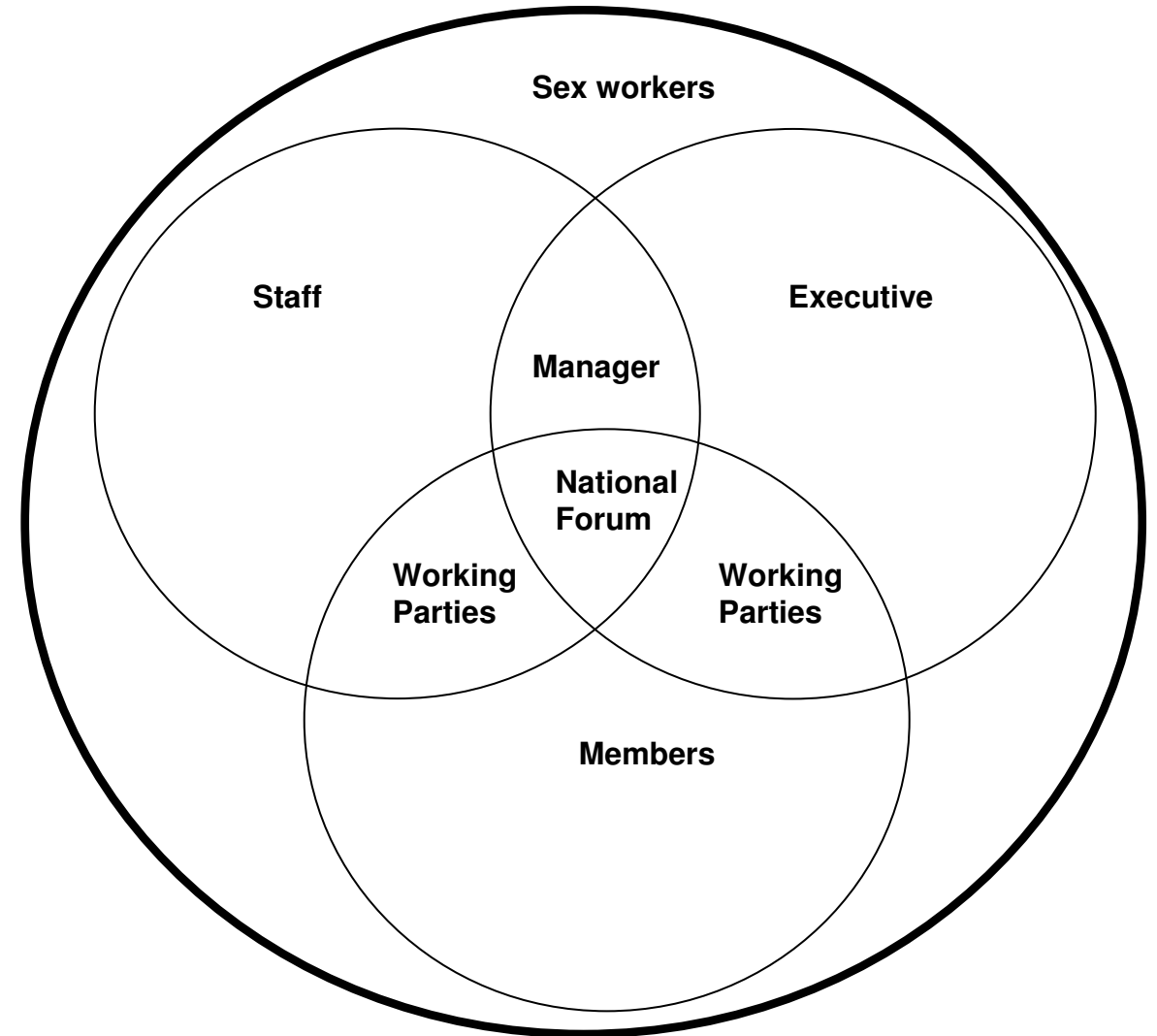
As a member of AFAO, Scarlet Alliance plays a role in governance holding a position on the board of directors. Scarlet Alliance along with the other national peak organisations, NAPWA and AIVL and with the AIDS councils make up the membership of AFAO.

Organisational Structure & Membership

Scarlet Alliance operates as an independent Association incorporated in the Australian Capital Territory under the Associations Incorporation Act 1991. Scarlet Alliance office bearers are elected at the Annual National Forum which rotates to different states & territories allowing for greater access by the membership and local sex workers throughout Australia. Scarlet Alliance's membership is made up of funded sex workers projects, but also smaller groups or networks of sex workers.

To become a member of Scarlet Alliance sex worker groups must complete an application form – see Appendix to Constitution (www.scarletalliance.org.au/library/append04)

A subcommittee of the Scarlet Alliance Executive will then conduct an interview with the applicant determining whether the group meets the requirements of the Scarlet Alliance Membership Audit Tool. (www.scarletalliance.org.au/library/append04) Applicants will be asked to complete the self assessment section of the audit tool.



Values

The values for which Scarlet Alliance is established are:

- I. To promote the civil and human rights of past and present sex workers and to work towards ending all forms of discrimination against them;
- II. To lobby for legal and administrative frameworks which do not discriminate against sex workers;
- III. To challenge any government at any time when and where it implements legislation, regulations, rules, policies or law enforcement practices which are discriminatory and /or repressive to the rights and autonomy of sex workers;
- IV. To actively promote the right of all sex workers to work in whatever area of their chosen occupation, including street, brothel, escort, private and opportunistic work.
- V. To actively work towards guaranteeing the right of all sex workers to optimum occupational health and safety provisions. This will promote conditions where safe sex and general health knowledge can be converted to safe work practices. Furthermore, challenge any legislation, policy or process which does not promote the rights of the worker;
- VI. To strive to eradicate sex worker stereotypes and stigmatisation in the popular consciousness and to communicate the diversity of ideas, opinions and aspirations of past and present sex workers;
- VII. To liaise with international sex worker rights groups in the development of regional and international networks, programs and objectives;
- VIII. To support sex workers and sex worker organisations to become more politically active.
- IX. To enhance the capacity of sex workers to participate in advancing their rights and build networks & organisations
- X. To gather and disseminate sex industry related information to members.

These values are undertaken in order to advance sex worker rights.

Guiding Principles

Critical to the Sex Worker Rights Movement in Australia is the acceptance of sex work as a legitimate work choice. The sex that happens as part of sex work occurs in the context of work, most often within a work place or temporary work space, whether it be a private home, a hotel room, brothel, massage parlour, safe house, car, street or other setting. Sex workers understand and consider the sex that happens as part of their job to be work and this must be understood and acknowledged. Considering this context the workplace or space impacts directly on the occupational health and safety of the female, male or transgender sex worker involved. For this reason industrial issues, (including: ability to negotiate fair working conditions; access to clean and safe work space; access to condoms, lubricants and other prophylactics; lighting and disposal options in the work environment) legal status (whether sex work is legal and the sex worker can openly describe and negotiate in regard to the services provided or if it is illegal and the sex worker must disguise the services provided, speak in jargon, focus on avoiding detection rather than their own safety) and levels of discrimination and stigmatisation (whether a sex worker feels empowered to report crime and has the same right to protection under law etc) all impact heavily on the experiences of the individual sex worker. For these reasons HIV/AIDS and STI prevention work can not be separated out from the environment in which a sex worker has sex. The sex worker rights movement in Australia acknowledges sex workers choice and therefore works within a holistic framework.

The sex worker rights movement in Australia has worked successfully against extremely adversarial legal frameworks, funders and organisations that understand HIV/AIDS and STI prevention as simply promoting testing and showing STI photos, as well as the endorsement of discrimination by judiciary and courts (family courts and criminal courts). Although good quality, reliable statistical information on sex workers is rare, HIV/AIDS and sexual health statistics show clearly that our communities have high levels of condom use and have lower rates of STIs than the broader community.

The key strategies used by the sex worker rights movement including: community engagement; community development; health promotion; peer education and harm reduction; have led to a successful sex worker community based response to HIV/AIDS and STIs in Australia.

Community engagement -

Sex worker groups play an important role in enacting a key element of the Australian HIV/AIDS response and that is the engagement of an 'affected community'ⁱ (sex workers) with HIV/AIDS education and prevention, and for the community to be central to the development of its own response and strategies to address prevention. Community engagement was not based on, and is not sustainable (twenty years into an epidemic), if a sex worker organisation is only supported by Government to approach HIV/AIDS & STI prevention by focusing on these issues in isolation to the workplace, environment, and social factors affecting a sex workers engagement with, and ability to negotiate safe sex practices. Successful strategies include community development.

Community development-

Community development has successfully strengthened our communities ability to sustain our response to HIV/AIDS (many years into the Australian epidemic).

Sex worker communities are marginalised. The high level of discrimination and stigmatisation experienced by sex workers is one example of marginalisation. Community development seeks to empower individuals and groups of people or communities with the skills they need to advocate on their own behalf and increase their access to resources. Community development by sex worker communities has helped create sustainable traditions and institutions which maintain a responsive and flexible sex worker community that is able to absorb technological change, legislative change, trends and effectively support the individuals within the community to successfully negotiate safer sex practices and self regulate their own sexual health.

Community development strategies underpinning our work have assisted in strengthening peer networks and offering opportunities to build strong and healthy partnerships, assisting our aim to address systemic discrimination and oppression of sex workers. As our communities are strengthened so is our ability to inform policy and participate in Government consultation processes. This will continue to assist with building bridges with the broader community, increasing awareness of the issues impacting on our work and lives as well as affecting change over high levels of stigmatisation

Our work in this area assists the development of our communities and our commitment to continue this development is shown through our processes, inclusive practices and adoption of consensus decision making processes.

Sex worker organisations have importantly, facilitated opportunities for sex workers to:

- *share skills and strategies related to implementing and negotiating safe sex, addressing elements impacting upon safe work places and spaces. (new worker training & information)*
- *develop links and supportive peer networks,*
- *facilitating an opportunity for sex workers working together to address stigma and discrimination (parades, magazines)*
- *engage with HIV/AIDS and STI messages over sustained periods by contextualizing messages to a sex workers work and within broader topics relevant to sex workers (B&D workshops, tax and legal info sessions, language and skills development training, multimedia and art workshops).*

All of which have been critical to supporting successful public health outcomes.

Health Promotion -

Scarlet Alliance and its member sex worker groups effectively implement methods of working which are guided by principles from the Ottawa Charter for Health Promotion (developed at the first international conference for Health Promotion in Ottawa, Canada, held on 17-21 November 1986).

The charter defines Health Promotion Action as embracing the following:

- Building a healthy public policy – This involves placing health on the agenda of policy-makers at all levels and sectors. Policies must incorporate different approaches, including legislation, fiscal measures, taxation and organisational change. It must also identify barriers to the adoption of policies in non-health sectors and strategies to deal with these barriers.
- Creating supportive environments – This refers to the need for *Health* to be incorporated in other goals of societies, communities, nations and the world. Health must not be considered in isolation, but rather as part of interrelated activities of societies.
- Strengthening community action – This involves a focus on empowering communities, encouraging their ownership in the process and increasing their control over their own endeavours and destinies. It provides an emphasis on developing systems and support mechanisms to encourage the sex work communities participation involvement in the direction of health issues, including access to information, learning opportunities for health, and funding support.
- Developing personal skills – Health promotion involves presenting opportunities for developing the personal skills of individuals in order to increase their options and control over their own health. It is felt that by developing the skills and abilities of community members they will be empowered to make informed choices, encouraging healthy behaviours.
- Reorient health services – There is a need to shift the role of the health sector from one which focuses on providing clinical and curative services to one which increasingly embraces health promotion. Reorientation demands a stronger holistic approach with emphasis on health research, professional education, training and in the case of sex workers there must be a strong focus on inclusion of sex workers in decision making roles and forums. A holistic approach will emphasise the importance of dealing with the whole individual and not just their health needs.

Sex worker community based response –

Australia has very low rates of HIV/AIDS amongst sex workers, due to the response by sex workers in partnership with Scarlet Alliance members, community based sex worker organisations, other agencies and government. Scarlet Alliance directly liaises with sex worker communities in order to inform its policies and programs, demonstrating a high level of understanding in regards to community development in the fight against the transmission of HIV/AIDS. This successful approach to community development has removed significant barriers, enabling sex worker communities to mobilise as community-based organisations, working in partnership with government to achieve public health outcomes. The Australian government working with sex worker communities in this way has allowed for successful community participation in developing, designing and informing HIV service delivery, policy and program development.

Community Cultural Practice -

Sex worker communities throughout the world, and markedly in the South East Asian Region, including Australia, have developed a practice with a particular focus on our own sex work communities culture and how the broader general community understands us. Our communities work in this area has included: short film, photography, plays, scripts, performance, public demonstration, visual art exhibitions, sound and radio, multimedia works, workshops, skill sharing forums, shared work-shopping of sex work concepts into performance, graphic development, posters, cultural mapping exercises, websites, blogs, fanzines, magazines, novels and documentaries.

Peer education

The success of sex worker organisations and projects in Australia can be attributed to the employment of current and or past sex workers as peer educators. Peer educators are given specific training to develop skills in delivering services and support to sex worker communities. Furthermore, peer educators are trained to provide advocacy and advice, acting promptly and appropriately to an individual's needs. Sex work peer educators have long demonstrated their expertise as educators, to other sex workers and clients of the sex industry. With in-depth and first hand experience of the sex industry, peer educators formalise that information, providing highly knowledgeable health education, support, referrals and equipment to other sex workers. Peer education has proven effective as a strategy utilised by sex worker organisations to engage their community and to create an opportunity for skills development and sharing. Peer education is undermined when the strategy is isolated from sex worker rights frameworks or from an organisation other than a sex worker community organisation as the practices and knowledge necessary to support peer educators are not in place and managerial decisions and processes have proven to work in opposition to the holistic approaches outlined here as best practice for development of effective sex worker community responses to HIV/AIDS.

Peer education is an approach which assumes that the best people to educate a constituency are members of that constituency; sex workers are the best people to educate, support and represent sex workers. Scarlet Alliance will show leadership by actively including representation of current

and former sex workers in the staffing and management of the organisation and promoting same within its membership, as well as in decision making processes regarding services to the sex industry. The success of this model involves encouraging, supporting, and training sex industry workers to be peer-educators. As knowledgeable as health professionals, welfare workers, or legislators may be, the true experts on sex work are sex workers.

Harm reduction

Scarlet Alliance believes sex work can be, and is for many, an occupation which does no harm to the persons involved. Harm reduction, in relation to sex work, refers to policies, programs and practices that aim to reduce any possible harms associated with a sex workers work practices. A defining feature of harm reduction in relation to sex work is the focus on the prevention of harms rather than the abolition of sex work. Scarlet Alliance also advocates harm reduction in relation to drug use and supports principles which advocate for safe using strategies which are markedly more effective than abstinence programs. Scarlet Alliance and sex worker organisations and projects in Australia advocate for and utilise the principles of harm reduction to provide services in a non-judgmental and supportive manner.

Sex workers and wider community benefits

Community based development means that sex workers become both skilled peer educators as well as being able to educate their clients. Sex workers within Australia educate others by example within their workplace, thus educating the wider community who access their services. This is a key element to Australia's successful response to HIV: sex workers have adopted high levels of condom usage as well as developing specific skills to negotiate safe sex practices with clients - who are largely uneducated in regards to HIV and STIs. The Australian experience of community development has demonstrated that education does create safe sex practices. Sex workers are highly educated in safe sex practices, through accessing services provided by local sex worker community organisations. They have the opportunity to take ownership of their profession whether that is long term or transient, ensuring maximum holistic health benefits. The benefits to the wider community include improved public health outcomes and sexual and reproductive health outcomes.

Partnerships & Inter-Sector Links

Scarlet Alliance is a member of the Asia Pacific Network of Sex Workers (APNSW) and the International Network of Sex Worker Projects (NSWP) and the Australian Federation of AIDS Organisations (AFAO), Australia has national peak community based organisations of which Scarlet Alliance is one. Scarlet Alliance maintains strong links with the other two national peak organisations NAPWA, the National Association of People Living with HIV/AIDS (www.napwa.org.au), AIVL the Australian Injecting & Illicit Drug Users League (www.aivl.org.au) and AFAO Australian Federation of AIDS Organisations (www.afao.org.au).

Achievements

History

In 2006 Scarlet Alliance celebrates 17 years of history which began at the inaugural general meeting of Scarlet Alliance held in Adelaide in 1989. From the beginning Scarlet Alliance sought to represent sex workers and sex work organisations in the HIV/AIDS sector and related areas. In 1995 Scarlet Alliance participated in the International Women's Conference in Beijing which saw the beginning of major international work carried out by elected Scarlet Alliance representatives.

National Presence

Scarlet Alliance holds a National Forum for members and sex workers, in different Australian States/Territories each year. The representation of Scarlet Alliance, and its aims and objectives at various levels of policy design and decision making (including the AFAO board, Microbicides, PREP, Bio-medical prevention working party) has increased the impact, influence and profile of Scarlet Alliance as the authentic representative of Australian sex workers.

Working parties

The Scarlet Alliance website was published in 2002, designed and maintained by volunteers. The website is an extensive resource that facilitates communication and information sharing within and outside sex work communities. The website is supported by the Scarlet Alliance website working party. Other volunteer working parties are convened to address specific areas and increase the capacity of Scarlet Alliance beyond the resources of the Scarlet Alliance Executive Board. Working parties are active around inclusion, research, legal issues.

Leadership

The Scarlet Alliance Executive Board has developed as the foundation to the success and achievements of the organisation. The Executive Board operates as a democratic elective with a commitment to achieving maximum accountability and transparency at all times. Scarlet Alliance provides leadership to sex workers organisations and sex workers around Australia. This occurs through mentoring and providing forums for discussion and information exchange. The two spokesperson positions provide further expertise in the areas of Male Sex Work and International Sex Work Issues.

Processes

Scarlet Alliance has actively engaged with the need to evaluate progress, encompass the need to change, engage with difficult and problematic issues and work steadily towards clearly defining itself as a best practice sex worker organisation. This is achieved through the development of policy and procedures that address our current and emerging practices. Systems and processes aim to incorporate transparency and accountability on all levels adhering to Scarlet Alliance's commitment to democratic decision making, sex worker representation and inclusion policy.

Policies developed to date include

- Scarlet Alliance Aims and Objectives including the affirmative action policy which ensures that delegates and elected office bearers of Scarlet Alliance are sex workers.

- Volunteer policy
- Scarlet Alliance Statement of Professional Ethics and Code of Conduct
- New member procedures
- Inclusion guidelines
- Website aims and objectives/publishing guidelines

Funding successes

2005 bought significant changes to Scarlet Alliances funding status. Previously unfunded Scarlet Alliance received funding for a three year project in Papua New Guinea. This enabled the employment of a full time project officer and a part time finance officer. A managerial position has also been created by combining these funds and money from other sources. During 2005 Scarlet Alliance negotiated with the Commonwealth Department of Health and Aging to directly receive funds allocated for communication which has previously been auspiced by AFAO. This process has allowed for a greater amount of autonomy and management of the funds. In 2005 Scarlet Alliance was honoured with the National Australia Bank Volunteer Award.

Attracting funding has had further benefits for Scarlet Alliance including establishing an office space. This has enabled Scarlet Alliance to have a more apparent presence in the sector, with a street address, phone lines, meeting spaces etc.

Communication

Scarlet Alliance has steadily built up its capacity for communication through the Scarlet elist, Executive elist, Annual National Forum, working parties, website and web based discussions, Executive teleconferences (monthly) and the generation of a Communications Officer position. The Communications Officer duties include writing regular newsletters for the state and territory based sex worker publications, developing a Scarlet Alliance publication/journal and disseminating information and news to the membership. These developments in the area of communication have increased Scarlet Alliances profile and assisted in positioning Scarlet Alliance as the national representative and voice of sex workers in Australia

National Training Project

The Scarlet Alliance National Training Project (SANTP) aimed to improve the capacity of sex worker peer educators to deliver health education services to sex workers. Eighteen competencies fitting into 5 work function areas were adapted to capture the specific skills necessary for successful peer educators. A further three elective competencies are offered in key associated areas. The involvement, throughout the project, of sex workers who worked as peer educators was critical to the successful outcome of the project. Thirteen peer educators with substantial experience as educators working in, or volunteering with sex worker organisations/projects were trained in the Certificate IV in Workplace Training and Assessment. Twenty three educators have now been assessed for the Diploma in Community Education. The process is supported by resources include an assessor guide, assessment tools and an applicants "Getting ready" guide. A sustainability strategy maps out key issues to ensure the project will continue to be effective.

VISION 2006-2011	STRATEGIC GOALS 2006-2009	STRATEGIES	ACTIONS
1. SCARLET ALLIANCE IS A VIBRANT, VIABLE NATIONAL SEX WORKER ORGANISATION			
Authentic representation of diverse sex worker communities.	Improving consultation processes in order to ensure authentic representation.	<p><i>Consults with membership on issues affecting members and sex workers.</i></p> <p><i>Creates forums/spaces for exchange of information at a national level.</i></p> <p><i>Provide a clearing house for exchange and distribution of information to and between members.</i></p> <p><i>Facilitates at a national level exchange and distribution of information to and between members.</i></p>	<ul style="list-style-type: none"> ▶ face to face meetings ▶ teleconferences ▶ e-lists ▶ Scarlet Alliance website (web based consultation forums, national forums) ▶ National Training Project teleconferences ▶ working parties – advertise, promote and sustain
Promote profile of Scarlet and its activities.	Increasing Scarlet Alliances profile.	<i>Developing market strategies/activities.</i>	<ul style="list-style-type: none"> ▶ Production of merchandise (stickers, t-shirts, badges) ▶ Developing scarlet newsletter and sex worker organisations magazines online
Democratic & inclusive processes	Improving access and equity to Scarlet Alliance activities and processes.	<i>Fund delegates representing State and Territory based members to attend the National Forum.</i>	<ul style="list-style-type: none"> ▶ Promote inclusion of all sex worker communities in Scarlet Alliance ▶ Translating documents for a South East Asian audience (eg executive summary of the submission on trafficking)
High level of participation and interaction from the membership and sex worker communities.	Increasing the level of participation and interaction by member organisations and sex worker communities.	<p><i>Maintain an active e-list open to members and sex workers.</i></p> <p><i>Encourage participation.</i></p> <p><i>Encourage diverse representation within the sex worker membership.</i></p> <p><i>Mentoring and training for workers involved with Scarlet Alliance activities /activism.</i></p>	<ul style="list-style-type: none"> ▶ Explore the viability of a volunteer coordinator ▶ Consider individual membership

VISION 2006-2011	STRATEGIC GOALS 2006-2009	STRATEGIES	ACTIONS
2. SCARLET ALLIANCE IS SEEN AS A LEADER AND EXPERT ON AUSTRALIAN SEX WORKER ISSUES			
Scarlet Alliance follows the guidelines outlined by the Ottawa Charter for Health Promotion and principles outlined in the National HIV Strategy eg peer education, harm reduction.	Ensure that peer education, harm reduction, health promotion and community development are the underpinning models for the response to HIV/AIDS in the sex worker community.	<i>Advocating strategic goals as best practice.</i> <i>Provide leadership in creating tools, re evaluation guide and policy papers.</i>	<ul style="list-style-type: none"> ▶ Development of Memorandum of Understanding (MOU) with auspicating bodies ▶ Developing evaluation kit (credentialing tool, background papers and evaluation) ▶ Participation in national and state strategy consultations ▶ Documents be uploaded to the internet
Seen as the experts on National sex worker issues in Australia (media and government). Seen by all as the Australian sex worker association.	Raise the profile of representation of Scarlet Alliance as the experts on National sex worker issues.	<i>Develop media and partnership relationships.</i> <i>Scarlet to work in conjunction with membership bodies to enable media responses.</i> <i>Presence at key forums/conferences.</i> <i>Promote to broader community and members.</i>	<ul style="list-style-type: none"> ▶ Media kit ▶ Submit abstracts ▶ Present papers ▶ Promote scarlet brochure/information and websites in sex worker organisation magazines
Influential in key partnerships driving the outcomes (respected and powerful).	Increasing level of influence within key partnerships.	<i>Raise the profile of sex worker issues</i> <i>Gain representation on decision making on bodies.</i>	<ul style="list-style-type: none"> ▶ Positions on AIDS Council boards. ▶ Develop partnerships with non welfare organisations eg unions, health consumer groups, user groups, labour groups, anti discrimination, researchers, Eros etc

<p>Lead the development of services for sex workers eg AIDS Councils, health clinics, women's groups.</p>	<p>Strengthens Scarlet Alliance leadership in the development of services.</p>	<p><i>Development of "optimum service agreements" in auspiced sex worker organisations.</i></p> <p><i>Provide skills sharing and joint problem solving with our membership.</i></p> <p><i>Consultation and support to ensure optimum services available for sex workers within other settings (eg clinics, police, ATO, DIMIA).</i></p>	<ul style="list-style-type: none"> ▶ MOU ▶ Resource and support staff in sex worker organisations to implement Scarlet Alliance aims and objectives.
<p>Participating actively on international level.</p>	<p>Strengthening Scarlet Alliance participation in existing international networks.</p>	<p><i>Represent Scarlet Alliance in international forums and meetings of international networks.</i></p> <p><i>Two way exchange of capacity development and sharing of resources within the Asia Pacific region sex worker groups</i></p>	<ul style="list-style-type: none"> ▶ Elists, teleconferences, exchanges, attend conferences, face to face meetings ▶ Exchanges, joint projects, sharing information, promote communication

VISION 2006-2011	STRATEGIC GOALS 2006-2009	STRATEGIES	ACTIONS
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3. SCARLET ALLIANCE ESTABLISHES AND IMPLEMENTS BEST PRACTICE			
Scarlet Alliance and its members promote organisational health.	Improve organisational health in Scarlet Alliance and its members.	<i>Modelling organisational health practices.</i>	<ul style="list-style-type: none"> ▶ Appropriate work planning ▶ Risk management
Scarlet Alliance provides leadership on best practice, and has members demonstrating best practice.	Scarlet Alliance strives to operate as a best practice sex worker organisation. Scarlet Alliance establishes and promotes Best Practice members.	<p><i>Scarlet Alliance models best practice within its capacity (without secretariat funding) utilising fair, democratic and transparent processes.</i></p> <p><i>Develop the best practice model of sex worker organisations in consultation with members.</i></p> <p><i>Develop the best practice sex worker education model.</i></p> <p><i>Support and encourage members to implement and develop best practice principles.</i></p>	<ul style="list-style-type: none"> ▶ Provide access to objectives, constitution etc. ▶ Utilise the E-list, National Forum and website to promote sex workers input into policy etc. ▶ Scarlet Alliance works to always implement best practice as it would expect of its members. (see credentialing tool). ▶ Develop credentialing tool that is endorsed in member projects, organisations, networks & groups ▶ Document best practice education model ▶ Scarlet Alliance implements National Training Project sustainability strategy
Succession planning	Building systems for mentoring and succession planning.	<p><i>Improve opportunities for skills sharing and access, increasing skills to participate more effectively in Scarlet goals.</i></p> <p><i>Develop a mentoring process.</i></p> <p><i>Ensuring Scarlet Alliance maintains its intellectual property.</i></p> <p><i>Building systems of mentoring and succession planning.</i></p>	<ul style="list-style-type: none"> ▶ Archive on the website ▶ Keep records of all documentation

VISION 2006-2011	STRATEGIC GOALS 2006-2009	STRATEGIES	ACTIONS
4. SCARLET ALLIANCE IS AN INDEPENDENT AUTONOMOUS ORGANISATION			
Independent and autonomous	Strengthen Scarlet Alliance capacity to function as an independent and autonomous organisation.	<p><i>Work with other organisations and Government in progressing towards autonomy.</i></p> <p><i>Developing Scarlet Alliance infrastructure.</i></p> <p><i>Foster relationships with funding bodies.</i></p> <p><i>Seek funding opportunities from a variety of sources.</i></p>	<ul style="list-style-type: none"> ▶ Create policies and procedures ▶ Improve financial management systems ▶ Train the Executive to govern within legal requirements ▶ Create opportunities for face to face Executive meetings ▶ Submit funding applications and proposals to specific funding bodies ▶ Provide training opportunities to the membership ▶ Develop strategy to diversify toward broader health promotion and sex worker rights ▶ Undertaking fundraising activities (merchandise and symposiums)

Assessment & Evaluation

VISION 2006-2011	STRATEGIC GOALS 2006-2009	STRATEGIES	ACTIONS
5. SCARLET ALLIANCE USES EVALUATION TO STRENGTHEN ITS PROCESSES AND CAPACITY			
<p>Scarlet Alliance evaluates its ability to meet its goals and objectives.</p>	<p>Define the goals of the organisation, and develop systems by which progress towards those goals can be evaluated.</p> <p>Evaluate Scarlet Alliance activities.</p> <p>Effectively incorporate feedback and evaluation feedback into Scarlet Alliance future work.</p>	<p><i>Ensure membership input into goals of the organisation.</i></p> <p><i>Implement ongoing processes for membership input.</i></p> <p><i>Provide an opportunity for membership and other attendees to evaluate the National Forum and other Scarlet Alliance activities</i></p> <p><i>Ensure current work incorporates evaluation and feedback on past work.</i></p>	<ul style="list-style-type: none"> ▶ Scarlet Alliance to promote our memberships' involvement in development of organisational goals. ▶ Scarlet Alliance promotes feedback on processes and work. ▶ Provide opportunities for input prior to the National Forum or other activities ▶ Collect evaluation forms from attendees at the National Forum or other activities. ▶ Report to the membership evaluation and feedback received from the National Forum or other activities. ▶ Ensure staff, executive, spokespersons, and volunteers have access to previous evaluations when making decisions. ▶ Ensure Reports incorporate feedback and evaluation.

ⁱ Australian Government, National HIV/AIDS Strategy 2005-2008: Revitalising Australia's Response, 2005
http://www.health.gov.au/internet/wcms/publishing.nsf/Content/health-pubhlth-strateg-hiv_hepc-hiv-index.htm (accessed on 27 October 2005)