



ENPUD Strategic Plan for 2022 - 2024.

Adopted by the General Meeting of ENPUD June 2022.

Strategic Objectives	The rationale for prioritizing to achieve Legality and Safety of People Who Use psychoactive substances through the implementation of informed and evidence-based drug policies in EECA for the use of psychoactive substances for pleasure and/or for medical purposes.
Development of unity and professional competencies of the Community	30% of resources should be invested in supporting, developing, and building a unified ENPUD Community team in which everyone is willing to participate meaningfully; form a supportive environment; learn to listen to each other; validate work; and give constructive feedback.
Changing public perceptions of people who use drugs	20% of resources should be invested in changing public opinion. We need the support of the expert community in the countries, family and friends of people who use drugs; the open faces of Community members. As of today, self-stigma and stigma are very much in the way of us moving toward a strategic goal. Therefore, we will devote 20% of our resources to changing the attitudes of Community members toward their lives and to conducting systematic public campaigns, involving people who influence the opinions of different groups of citizens of EECA countries.
Organization of the system of care and access to treatment in emergency situations	20% - this strategic plan was developed during the coronavirus pandemic, Russia's war against Ukraine, and an attempted coup d'etat in Kazakhstan. The main problems that arise during emergencies: 1) reduced or no access to medication and/or treatment; 2) risks of deprivation of life and/or liberty for ENPUD activists by repressive regimes of some EECA governments; 3) Lack of ENPUD shelters and resources to evacuate activists for the duration of the persecution.
Humanization of Drug Policy Legislation and Law Enforcement	30% of resources need to be systematically invested in changing drug policy, because harassment by law enforcement is a major problem for our community that creates stigma and discrimination.

1. Development of unity and professional competencies of the Eurasian Network of People Who Use Drugs Community.
Institutional development of the ENPUD Community.

What we do		Why, how we work, and timing indicators
1.1.	Personal Growth of ENPUD Community Members	<p>Why: To pump up self-confidence and the strength of the Community, to get rid of self-stigma, guilt and shame imposed by repressive drug policy. To provide opportunities to maintain and improve health, technical support, quality participation in profile events.</p> <p>How we work and the timing indicator:</p> <p>1.1.1. Approval of the membership capacity building plan - by the end of 2022.</p> <p>1.1.2. A system of monitoring personal growth of ENPUD members was created - tracking the dynamics of development of Community members, including a decrease in self-stigma; increases in profile competencies; meaningful participation in the life of the ENPUD community - 2023. <i>By the end of 2024, 50% of ENPUD members have done the work together and reflected on the lessons learned.</i></p> <p>1.1.3. All ENPUD members meet at least once a year - every year;</p> <p>1.1.4. Holding joint face-to-face meetings through educational and internship programs.</p> <p>1.1.5. Provide for emergency medical needs of ENPUD members - annually for 25% of ENPUD members. Cover essential needs by 2024.</p>
1.2.	Developing the expertise capacity of the ENPUD Community	<p>Why: The ENPUD development approach is the formation of thematic Expert Councils consisting of ENPUD members. Within the framework of the Expert Council, competencies on a given topic are enhanced; sustainable links are formed between ENPUD members from different countries in the region; research and evidence base for working with partners and governments are created.</p> <p>How we work and the timing indicator:</p>

		<p>1.2.1. Development of ENPUD Expert Council on Treatment: systemic fundraising for continuation of work; competency building for working with pharma companies; MOH; impact on prevention of procurement disruptions; forming thematic partnerships - annually.</p> <p>1.2.2. Organization and development of ENPUD Expert Council on Rights and Drug Policy 7 people team - end 2022; annual support of ENPUD's ECRD work.</p> <p>1.2.3. Organization and development of the ENPUD Institutional Service: a team that works to systematically serve the ENPUD Community: 2022 - voting to update the Charter, Strategic Plan 2022-2024; systematically open competitions for positions with priority for ENPUD members with equal qualifications or the ability to quickly upgrade qualifications.</p>
1.3.	Creating conditions for practical experience of life without stigma and discrimination: internships in countries with humane drug policies.	<p>Why: The majority of ENPUD members live in countries with repressive drug policies and often accept stigma and discrimination as the norm. Internships in countries with progressive drug policies provide an opportunity to experience firsthand the differences in attitudes, perceptions, and opportunities for people who use drugs to live according to their personal preferences; to seek help; and to maintain their rights as citizens.</p> <p>How we work and the timing indicator:</p> <p>1.3.1. Internship of the Expert Council on Treatment - 2023 (country to be determined by objectives)</p> <p>1.3.2. Internship of the Expert Council on Rights and Drug policy - 2023 (country to be determined by objectives)</p> <p>1.3.3. Participation of ENPUD members in European festivals, events, and conferences - annually.</p>
1.4.	Unity of Values and Practice of the ENPUD Code of Ethics.	<p>Why: Create an environment that encourages support and assistance; constructive criticism and meaningful participation in the development of the Organization. Attention to the actions of Community members, open feedback, and a willingness to personally change in order to maintain unity and the ability to act together.</p> <p>How we work and the timing indicator:</p> <p>1.4.1. Organization of the work of the ENPUD Ethics Committee - 2022</p> <p>1.4.2. Holding meetings on the ENPUD Code of Ethics Monitoring the practice of the ENPUD Ethical Principles by ENPUD members - every six months</p>

1.5.	Transparency and accountability: principles in the daily practice of ENPUD.	<p>Why: To engage allies, partners, volunteers, and opinion leaders in achieving the Strategic Goal, the ENPUD Community must be as transparent as possible in its actions, financial and programmatic activities. Each individual at ENPUD has the opportunity to learn and participate in the development of all regulations, projects, work plans, and participate in their implementation on an equal and open basis.</p> <p>How we work and the timing indicator:</p> <ul style="list-style-type: none"> 1.5.1. Meetings with ENPUD members on the current work of ENPUD NGOs - weekly 1.5.2. Develop online and offline trainings on understanding ENPUD's organizational structure - who is responsible for what, how decisions are made, how and by whom money is distributed, who-when reports to whom, what you can and should do if you want to be more involved in ENPUD - September 2022. Quarterly training sessions. 1.5.3. Approval of the Organization's Security Policy for Members, Volunteers, Employees and Beneficiaries - 2022-early 2023. 1.5.4. Approval of the Regulations on the Board of Trustees of the Organization - 2022.
1.6.	Understanding of ENPUD principles, values and approaches	<p>Why: Civil society development includes understanding and meaningful participation in decision-making. The ENPUD Board and Executive Service should provide systematic feedback on decision-making processes; work with ENPUD membership candidates.</p> <p>How we work and the timing indicator:</p> <ul style="list-style-type: none"> 1.6.1. Approval of the Terms of Reference for members of the Board for the term of their election - 2022. 1.6.2. Approval of the amount of remuneration for members of the Board for the fulfillment of their duties - 2022. 1.6.3. Election of Board members - 2022, 2024 / 2025. 1.6.4. Election of the ENPUD Program Coordinator - 2024. 1.6.5. Evaluation and approval of the annual program and financial reports of the Management Board on the work of the Organization for the past year (or other period of time): <ul style="list-style-type: none"> - Report of the Management Board - quarterly;

		<ul style="list-style-type: none"> - Publication of ENPUD's Executive Service results and the amount of resources invested - every six months. <p>1.6.6. Organization of a feedback system from the community - weekly meetings of the Program Coordinator with ENPUD members.</p>
1.7.	Enhancing the Effectiveness of Advocacy through the ENPUD Community	<p>Why: Alignment of activities leads to optimal outcomes in advocacy for drug policy change and access to services. Regional Network can and should strengthen national organizations under community management.</p> <p>How we work and the timing indicator:</p> <p>1.7.1. Sign a Joint Action Agreement with national groups and organizations run by ENPUD members. Through September 2022.</p> <p>1.7.2. Annually assess the impact of the Community on national and regional decision-making.</p> <p>1.7.3. We are forming a unified system for attracting additional funding. By the end of 2024, the diversity of ENPUD's funding sources has grown, as well as those of national organizations. There is no dependence on just one or two funding sources.</p> <p>1.7.4. Introducing the ENPUD Grants Program with a Purpose: Building Advocacy Capacity and Meaningful Community Involvement in Decision-Making.</p> <p>- Approval by the General Meeting of the grant and competition policy of the Organization - until the end of 2022.</p>

2. Changing public perceptions of people who use drugs

What we do		Why, how we work, and timing indicators
2.1.	Creation of the ENPUD Communications Department	<p>Why: Formation of a team and administrative capacity for the production and promotion of information products, improving the professional competence of department employees, providing information support for projects of the Network, country NGOs and members of the Network.</p>

		<p>How we work and the timing indicator:</p> <p>2.1.1. Fundraising to create conditions for hiring a communications manager and subject matter experts - hire by the end of 2022.</p> <p>2.1.2. Renewing ENPUD positioning, communication channels: 2022 - 2023.</p>
2.2	At the level of ENPUD, and at the level of national organizations working to break down stigma	<p>Why: All of our communication should hit the same target. Working together to break down the stigma.</p> <p>How we work and the timing indicator:</p> <p>2.2.1 We adopt a communications strategy (by the end of 2022) that spells out the key messages that we all work together, time after time, to communicate to society.</p> <p>2.2.3 The Communications Department revises materials on ENPUD's website and social media. Editing them according to the communication strategy we have adopted. Helping national organizations with this. Until April 2023.</p> <p>2.2.3 By the efforts of the Communications Department and in partnership with national organizations, we conduct at least four large-scale public awareness campaigns in 2023 and 2024. Involve celebrities, experts, media, and activists from the community. We use dates that are meaningful to us: May 2 - ENPUD Memorial Day (the day Alyona died), March 8 - Narcofeminism; May 19 - HIV Memorial Day, June 26 - Support Not Punish, July 21 - Memorial Day for the Victims of Drug Repression, August 31 - Overdose Awareness Day, November 1 - Community Day for People Who Use Drugs, and December 10 - Human Rights Day.</p> <p>2.2.4 At the end of 2022 and thereafter on a quarterly basis we measure the number of publications on our topic, as well as the ratio of positive to negative publications (brand analytics).</p> <p>2.2.5. We track the number of publications from experts and activists who are willing to speak out publicly in support of drug policy change - once every six months.</p>

3. Organization of the system of care and access to treatment in emergency situations

What we do	Why: Know how to act, have resources available to be prepared for emergencies.
3.1.	<p data-bbox="344 405 658 571">Creating an Emergency Fund - money at our fingertips (with the possibility of passive income)</p> <p data-bbox="710 373 2123 437">Why: In the event of an increased risk of persecution, have access to resources and a plan to evacuate from the country.</p> <p data-bbox="710 475 1249 507">How we work and the timing indicator:</p> <p data-bbox="710 545 2159 651">3.1.1. Creating a separate account for emergency assistance to ENPUD members (prioritized by active ENPUD members). Placing these funds on the deposit and receiving interest on the deposit. If necessary, withdraw it from the account at any time.</p> <p data-bbox="710 660 2159 730">In ENPUD projects, we set aside a minimum of 10% of the project amount for the Emergency Relief (Aid) Fund; we conduct advocacy among donors to understand the importance of having an Emergency Relief Fund.</p> <p data-bbox="710 778 2123 963">3.1.2. Adopt Regulations on the use of the Emergency Relief Fund: conditions, terms, responsible persons - 2022. The regulation includes: Formation of a system of requests from the country where the emergency situation occurs; Create a procedure for sending and reviewing requests for emergency aid. By the end of 2022. Review of applications - ENPUD Board so that money from the Emergency Fund can be used for housing, visas, medications, closing basic needs, tickets, and legal assistance if needed.</p> <p data-bbox="710 1011 2123 1161">3.1.3. By the end of 2022, conclude contracts with partner organizations that have their own shelter. 2023 - determine the need to create a shelter for the ENPUD community. Choice of country: EU, with humane drug policy, with normal diplomatic relations with EECA countries; with access to all medicines; in this country to make a shelter - a place of gathering.</p> <p data-bbox="710 1209 2159 1279">3.1.4. Creating a database of all human rights and humanitarian organizations. Concluding contracts. The task of the Expert Council on Rights and Drug Policy for 2022 - 2023.</p> <p data-bbox="710 1327 2101 1359">3.1.5. Until 2024, all active ENPUD members are supported in obtaining foreign passports and open visas.</p>

3.2.	Have access to life-saving medications OST, ART, Hep C.	<p>Why: Reduce the number of interruptions in access to life-saving medicines.</p> <p>How we work and the timing indicator:</p> <p>3.2.1. ENPUD's Treatment Expert Council to prioritize the goal of having a 6-month supply of OST drugs in every country by the end of 2024.</p> <p>3.2.2. Monitoring the availability of ART, TB, and hepatitis medication supplies.</p>
3.3.	Online Security	<p>Why: Protect the data of people who have entrusted us with their security.</p> <p>How we work and the timing indicator:</p> <p>3.3.1. Creating an ENPUD online security plan (including redundant communication channels (Signal, Protonmail). Defining the boundaries of confidential information for ENPUD members and for the people we help. By the end of 2022.</p> <p>3.3.2. Holding trainings, purchasing programs. By the end of 2023.</p> <p>3.3.3. Evaluating the quality of the devices ENPUD members use; through ENPUD and country resources, improving the quality and reliability of computers, phones, microphones, any device needed for the work of an ENPUD human rights activist - by 2024 50% of all active ENPUD members have been able to upgrade their working tools.</p> <p>3.3.4. Monitoring and system support to ensure that all ENPUD members meet online security requirements by 2023-2024.</p>
3.4.	A separate channel for humanitarian aid	<p>Why: in the event of war, epidemics, natural disasters, people who suffer from problematic or dependent substance use are often not a priority for humanitarian aid.</p> <p>How we work and the timing indicator:</p> <p>3.4.1. Concluding contracts with organizations, with a list of goods and conditions for providing humanitarian aid. And systematically maintain and update contacts.</p>

		By the end of 2022, forming a list of humanitarian organizations, by country. By the middle of 2023 concluding contracts.
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4. Humanization of Drug Policy Legislation and Law Enforcement Practice

What we do		Why: how we do and Indicators by timing
4.1.	Engaging in direct dialogue with decision makers in the countries of the region	<p>Why: We understand the reality of the situation and are ready to offer an action plan that will reduce the number of addicts or people with problematic use; increase substance use awareness among people who live in poverty, who are traumatized, who live under the pressure of stigma and discrimination, and who use substances as a tool for self-medication.</p> <p>How we work and the timing indicator:</p> <ul style="list-style-type: none"> 4.1.1. ENPUD is part of the Regional Commission on Drug Policy: officials and former Prime Ministers who are willing to promote humane policies in the region, [are attracted] for activities in the countries of the region, using the authority of the Regional Commission - end of 2023. 4.1.2. Join national delegations to the CND International Commission on Drug Control. 1 ENPUD country in 2023; 2 countries in 2024. 4.1.3. Creating Position Papers with publication of schemes of corruption and the negative impact of repression, including case studies to show holes in the law and law enforcement practice and to get laws changed/implemented - one ENPUD Position Paper on drug policy per year - March 2023, March 2024 with tracking of progress or regression in the response of relevant government services.

4.2.	Forming a monitoring system that tracks the compliance of the Ministry of Health and Narcocontrol (Drug Control office) with their stated goals.	<p>Why: The experience of the Czech Republic and Portugal has shown that changes in drug policy are possible with systematic monitoring of the consistency of the state's actions with the declared objectives. In every country in EECA, the goals of drug policy coincide with the goals of ENPUD: to preserve people's health and social well-being. However, the means currently used by the drug control agencies of the EECA countries are alienating the states from achieving their stated goals. Systemic monitoring will reveal problem areas and become the basis for open discussions and practical steps to change drug policy.</p> <p>How we work and the timing indicator:</p> <p>4.2.1. Forming a simple monitoring system that tracks the compliance of the Ministry of Health / Drug Control's actions with their stated goals - mid-2024.</p> <p>4.2.2. Finding in governments those, interested in health and well-being of the country's citizens, members of parliament or the prime minister, or someone of influence. We need smart advisors. With their support we understand how the results of our monitoring can be used to make changes in drug policy norms and practices that will save us. Understanding the options of who these people are, motivate and [act] - 1 to 3 countries in 2023- 2024.</p>
4.3.	Forming proposals to change drug policy practices with community-led pilot projects.	<p>Why: International practice has enough effective experience, which can be offered in the form of models to adapt effective models for EECA countries. The ENPUD Regional Network finds resources and, under community management, can implement pilot models (problem drug use prevention instead of probation; substance testing as part of risk reduction, etc.) with the help of international experts.</p> <p>How we work and the timing indicator:</p> <p>4.3.1. Based on the results of monitoring, we form a package of proposals: short term, long term and immediate - 1-3 countries by the end of 2024.</p> <p>4.3.2. Based on proposals, finding partners and resources to implement pilot models of practical humane drug policy - for 1-3 countries by the end of 2024.</p> <p>4.3.3. By early 2025, we plan to have resources for pilot programs with the support of key adequate MOH and drug control personnel; we agree that the pilots are conducted by and under the supervision of national organizations and the community.</p>

		<p>4.3.4. Inviting independent reputable experts to describe the results of community-managed pilots.</p> <p>4.3.5. After confirming the results of the pilots, working with governments so that the implementation of the program on a city/regional/country scale was budgeted immediately to advocate the description in a regulatory document acceptable conditions for the provision of resources to the Community.</p>
	<p>Access, quality and expansion of the line of substitution therapy drugs and all types of drug treatment.</p>	<p>Why: In every country in the region, drug control influences decisions concerning medical programs for people who use drugs. Our task is to reduce to zero the influence of law enforcement agencies on the organization and implementation of medical and social programs for people who use drugs (psychoactive substances).</p> <p>How we work and the timing indicator:</p> <ul style="list-style-type: none"> • The range of ST drugs has been expanded and access has been facilitated. Kyrgyzstan, Tajikistan - Buprenorphine introduced (2023), Ukraine, Georgia and Moldova - ST for stimulant users (2023-2024). • Regulatory quality control of drugs was introduced - work with pharmaceutical companies, quality monitoring by patients. • Advocacy by ENPUD, to ensure affordable, systemic take-home medications for self-administration. By the end of 2024, all EECA countries with OST. • Cannabis for Medical Purposes: Support for Promoting the Legalization of Cannabis for Medical Purposes - Ukraine 2022, Kyrgyzstan, Moldova - 2022 - 2023.