



EuroNPUD
European Network of People who Use Drugs

STRATEGY

2022 - 2026

EUROPEAN NETWORK
OF PEOPLE WHO USE
DRUGS



NETWORK NAME:

European Network of People who Use Drugs
(EuroNPUD)



NETWORK DESCRIPTION:

- EuroNPUD is the regional drug user rights network in the European Union and its neighbouring countries.
- EuroNPUD is one of the regional members of the International Network of People who Use Drugs (INPUD).
- EuroNPUD has committed to an active collaboration with the Eurasian Network of People who Use Drugs (ENPUD) in terms of work in South-east and Central Europe.



NETWORK FUNCTION:

EuroNPUD champions community mobilisation and meaningful participation with people who use drugs through a combination of coordinated country campaigns, thematic development projects, advocacy and partnership work, and leadership development activities.



NETWORK ACTIVITIES:

EuroNPUD has built up expertise in developing technical and advocacy resources that can be tailored and translated to empower country organising. In 2021 EuroNPUD ran thematic projects on:

- Network Strengthening
- Peer-led harm reduction
- Women who use drugs and Gender-Based Violence
- Opioid Agonist Treatment (OAT) Literacy and Rights
- Drug User Organisation Development Project (DUO-DP)
- COVID-19

EuroNPUD also ran coordinated country campaigns on **Support Don't Punish Day** and in support of **EVAWUD** the campaign that calls for the Elimination of Against Women who Use Drugs

Each year EuroNPUD seeks small grants funding to build its thematic projects and to strengthen the organisation. See Finance Strategy (**Appendix A**).



NETWORK MEMBERS:

EuroNPUD recognises the different contexts, cultures, and legal environments surrounding drug use in Europe. This impacts on traditions and histories of drug user organising in each country. Drug user organising can either be a fully autonomous process run by independent drug user self-organisations or it can be part of a peer work or community development process with a harm reduction or drug treatment provider.

There are currently three different levels of engagement from drug user activists and organisations with EuroNPUD. 8 countries have a national drug user network whose member groups are local drug user groups. 13 have one or more drug user organisations that may be self-organisations or peer projects. 5 countries have drug user activists who are working to advocate for people who use drugs and/or develop drug user groups in their countries.

Background:

Europe has a strong history of drug user organising dating to the 1970s and the foundation of the Junkisbund in Rotterdam. European drug user groups have hosted key development meetings that have been important milestones on the journey towards the development of the global drug user rights movement. EuroNPUD was launched at a development meeting in Amsterdam alongside the European Harm Reduction Conference in 2011.

EuroNPUD held a General Meeting in November 2021 in Prague including 25 peer representatives from 12 countries. This meeting endorsed the current Executive and Daphne Chronopoulou was unanimously elected to a new 3-year term as EuroNPUD Chair. The General Meeting endorsed a new 4-year strategy that commits to continue its successful participative development approach involving the country drug user activists and organisations in the design and delivery of the EuroNPUD's projects.

This document describes the EuroNPUD's strategy for the next four years that was agreed at the General Meeting in Prague in November 2021. The development process and structure follows the approach described in EuroNPUD's Strategic Plan Development Guide.



DIRECTION STATEMENTS:

Vision Statement

Promoting the health and defending the rights of people who use drugs in Europe.

Aim

To ensure that Europe respects the rights of people who use drugs and supports the health of people who use drugs with science-based and rights compliant harm reduction, drug treatment and healthcare services both domestically and around the world.

Objectives

- To enable people who use drugs to be meaningfully involved in the design, delivery and review of drugs policy and practice in Europe.
- To support drug user organisations to mobilise together across Europe to promote the health and defend the rights of people who use drugs.

Network Principles

EuroNPUD operates to the same principles as the International Network of People who Use Drugs (INPUD) reflecting our shared vision and aligned strategic approach:

- **Pro drug user rights**
- **Pro self-determination**
- **Pro harm reduction and safer drug use**
- **Respecting the right of individuals to take drugs**
- **Anti-prohibitionist**
- **Pro equality**



ORGANISATIONAL MODEL:

EuroNPUD General Meeting:

Every 3 – 4 years EuroNPUD prepares a new Strategy in consultation with partners and members using the process described in the ***EuroNPUD Strategic Plan Development Guide***. The EuroNPUD organisational members meet on face-to-face basis ideally once every year for a General Meeting. The General Meeting act as guardians for the EuroNPUD Constitution. The General Meeting also sets the terms and elects the official positions on the EuroNPUD Executive.

EuroNPUD Secretariat:

EuroNPUD operates with a small part-time Secretariat who support the delivery of a participative development model that involves country drug user activists and organisations in the planning, delivery, and review of EuroNPUD's strategy.

The Project Executive supervises and strengthens the capacity of the project managers to lead their project areas. The Project Executive also leads on fundraising, partnership development, and external advocacy.

The new Operations Manager role will secure the back-end office functions ensuring that the payment and financial management systems operate in line with internationally recognised standards of auditing. The Operations Manager will also develop and maintain the project management database and other support systems, policies, and protocols.

EuroNPUD Project Management Model and EuroNPUD Executive:

EuroNPUD employs a project management model. Each project is led by a project manager. They work with a project team including creative consultants (technical writers, designers, communications experts) and country partners. The aim is to enable country organisers to contribute to the delivery of projects, sharing their expertise, strengthening their capacity, while earning fees or securing grants for their groups. Together the Secretariat and Project Managers comprise EuroNPUD's Executive, which operates as a senior leadership team.

Women Drug User Activists:

EuroNPUD has worked purposefully to improve our engagement with women who use drugs under the guidance of our Chair, Daphne Chronopoulou. The ever-strengthening representation and participation of women who use drugs across EuroNPUD's projects and Executive has made EuroNPUD a more effective, representative, and dynamic organisation.

**STRATEGIC DIRECTIONS:**

EuroNPUD's programme directs and develops our network and country member organisations through a series of thematic projects to promote the health and defend the rights of people who use drugs in the European Union and its neighbouring countries.

**PROJECT NAME****Network Strengthening****PROJECT OBJECTIVE**

- ✓ To develop EuroNPUD as a registered NGO with strong operating procedures, good governance oversight and well managed and audited finances.
- ✓ To develop technical resources that support the leadership development of drug user organisers in Europe.

RESOURCES

- **NGO In A Box**
- **EuroNPUD Strategic Plan Development Guide**
- **EuroNPUD Project Managers Guide**
- **EuroNPUD Constitution**

PROJECT NAME

**Peer-led Harm Reduction**

PROJECT OBJECTIVE

- ✓ To document and highlight good practice in peer-led harm reduction.
- ✓ To advocate for peer-led harm reduction delivered by, with and for people who use drugs.
- ✓ To develop technical resources that support the delivery of peer-led harm reduction by drug user organisations and peer work projects.

RESOURCES

- **Technical Briefing on Peer-to-Peer Naloxone**
- **Naloxone Saves Lives one-day course and trainers guide**
- **Safer Injecting one-day course and trainers guide**
- **Technical Briefing on Peer-to-Peer Needle and Syringe Programmes**
- **Peer Works! webinar series recordings**
- **Global Peer Work Consultation advocacy video and recommendations**

PROJECT NAME

**Drug User Organisation Development Project (DUO-DP)**

PROJECT OBJECTIVE

- ✓ To build the capacity of 6 country drug user organisations through a combination of drug user development grants and technical support provided in two-year cycles.
- ✓ To draw out learning from the experiences of the grantees and to

support the sharing of learning between the different grantees and technical coaches.

RESOURCES

- **2020/21 DUO-DP Report**

PROJECT NAME



Coordinated Country Campaigns

PROJECT OBJECTIVE

- ✓ To develop coordinated country campaigns linked to globally recognised campaign days in partnership with country drug user organisations in the EU and its neighbouring countries.
- ✓ To apply a participative development approach to the design of regional campaign materials that can be translated and tailored to the needs of country drug user campaigns across the EU and its neighbouring countries.

CAMPAIGN PRIORITIES

- Support Don't Punish – 26 June
- International Overdose Awareness Day – 31 August
- Hepatitis C Day – 28 July
- EVAWUD - Campaign for Elimination of Violence against Women who Use Drugs - 25 November to 10 December

PROJECT NAME



Opioid Agonist Treatment (OAT) Literacy and Rights

PROJECT OBJECTIVE

- ✓ To support people with opioid dependence to understand drug treatment and their rights, and advocate for true therapeutic alliances with OST providers.
- ✓ To advocate for high quality standards in OAT and to promote meaningful partnerships with other stakeholders in OAT in line with the “we are in it together!” project strapline.

RESOURCES

- OAT Client Guide OAT We Are In It Together! international English, Scottish and German versions
- OST Take Home Dose Advocacy Brief (UK)
- Stability of Opioid Dose Assessor (SODA) – partnership with Professor Adam Winstock
- Release OAT Advocacy Guide published in partnership with EuroNPUD for use in England

PROJECT NAME



Mobilising women who use drugs and combatting Gender-Based Violence (GBV)

PROJECT OBJECTIVE

- ✓ To develop a coordinated country campaign focus on women who use drugs and gender-based violence in partnership with WHRIN.
- ✓ To develop an advocacy campaign on the rights and health of women who use drugs
- ✓ To champion the meaningful participation of women who use drugs in all EuroNPUD's projects and decision-making processes.

RESOURCES

- EVAWUD campaign posters
- Women activist profiles in Annual Report 2021

PROJECT NAME



Advocating for the Health and Rights of People who Use Drugs through European civil society mechanisms.

PROJECT OBJECTIVE

- ✓ To develop a coordinated Advocacy Plan that sets out the key advocacy priorities and asks for people who use drugs in the EU and its neighbouring countries.
- ✓ To build a team of drug user advocates with the access and capacity to advocate for the rights and health of people who use drugs in the EU and its neighbouring countries.

RESOURCES

- Global Drug Policy Index
- Advocacy Capacity Building Programme recordings
- IDPC Decriminalisation e-learning course
- IDPC CND app
- INPUD ANPUD Words Matter!
- EuroNPUD Drug User Advocates Glossary



COMMUNICATIONS PLAN

EuroNPUD's Communications Strategy underpins two key activities:

- 1. internal communications as a network mostly operating on a virtual basis,**
- 2. external communications seeking to influence partners, policy makers and other key stakeholders in the lives of people who use drugs.**

CRM Database

EuroNPUD invested savings during the COVID-19 pandemic in the creation of a CRM database. This will give EuroNPUD the capacity to run a project management database, mailing lists and online surveys.

Website development

The Communications Coordinator has a monthly maintenance day and day's linked to campaigns and projects to generate web-pages in support of different team activities. This has allowed for the strengthening of the EuroNPUD website. EuroNPUD's website will be reviewed to improve branding and consistent imaging and messaging across the website.

Social media development

The Communications Coordinator is seeking volunteers from country activists to join in promoting difference aspects of the EuroNPUD social media platform. The Instagram project launched in Prague and the Peer Led Harm Reduction Show Case show EuroNPUD's increasing use of social media as an advocacy and capacity strengthening tool.

Technical Resources:

EuroNPUD will continue to use country demonstration projects to showcase and amplify the work of drug user organisations on community mobilisation and community-led advocacy. Developing and showcasing technical resources, advocacy briefings and capacity building toolkits has become a key strength for EuroNPUD. Developing products that can be easily translated and tailored to meet local or national conditions or to comply with local working arrangements.

Creative Team:

Key to EuroNPUD strong performance is its creative team of technical writers, designers, video makers, web-page designers and photographers. This team members are a key part of our project teams bring strong design values and clear messaging to help spotlight and bring attention to the dynamic work of drug user organisations from local communities through to the European Union.

MONITORING AND EVALUATION:

Monitoring and Evaluation is integrated into the EuroNPUD project management system.

Annual Project Plan

The Project Executive prepares an Annual Project Plan in consultation with the Executive and the wider country members. The Annual Project Plan translates the EuroNPUD Strategy into an annual work-plan. The Project Plan is defined around the project areas defined in this Strategy. Each Project has a designated project manager¹ and a devolved budget. Project managers are charged with delivering their project plan tasks within the available budget employing a participative development model to work with their project team.

¹ *The Campaigns Coordinator and Communications Coordinator both operate as project managers in their areas of responsibility.*

Monthly Supervision

From 2022 each project manager will meet with the Project Executive monthly during the period when their project is active. Invoices will be submitted monthly for delivered activities.

Quarterly Review

Every 3 months the Executive will conduct a peer review meeting. Each project manager will feedback on their project area and account for any variance from the project budget or agreed targets. Progress will be recorded in the Project Management Database providing a record of the meeting and agreed actions. The Executive will then feedback on agreed progress and next steps to a Virtual Members Meeting open to all country drug user activists.

Appendix 1:

EuroNPUD Finance Strategy

INTRODUCTION

The Finance Strategy describes how EuroNPUD will raise and manage the monies to deliver the EuroNPUD Strategy.

PROJECT BUDGET:

Each year the Executive set an annual costed project plan. This breaks down EuroNPUD's activities by project in line with the strategy. The tasks to be delivered in each funded project are listed in the EuroNPUD project plan with linked budget allocations. This means that each project manager can deliver their project in consultation with their project team. They can decide how to spend the available resources to deliver agreed tasks to the agreed timeline. This devolved project and budget management approach means that money is being managed by those running the project promoting efficiency and accountability. Project managers are not allowed to overspend. Overspends must be negotiated with the rest of the Executive as EuroNPUD cannot overspend on its available funds.

PHASED PROJECT BUDGET:

In 2022 EuroNPUD will introduce a phased project budget. The budget is broken down by quarters showing when funding is expected to be spent across the year. The EuroNPUD Executive review expenditure and performance against the costed project plan every quarter and then feedback to a virtual members meeting. The phased budget model will improve budget understanding and accountability.

UNDERSTANDING INDIRECT COSTS:

The new Operations Manager will identify and review core costs and overheads. This will allow for a review of cost efficiency and ensure the future proposals contribute to these indirect costs.

UNDERSPENDS:

COVID-19 and security risks impact on the ability to travel. This can result in cost savings within a year. RCF expect grantees to achieve 100% spend over a 3-year funding cycle. As such EuroNPUD has identified the following items to receive support when savings arise:

- **EVAWUD campaign country grants and core costs,**
- **Emergency responses to crises impacting people who use drugs in the EU and its neighbouring countries,**
- **Translation and tailoring of EuroNPUD technical tools to increase access and use in the EU and its neighbouring countries.**

Where donors allow savings to be accrued when projects are delivered to agreed quality standards then the Project Executive is expected to budget a minimum of a 5% saving with the relevant project manager to help build a reserve.

RESERVE:

EuroNPUD has a reserve of £2000. EuroNPUD aspires to build a reserve equivalent to 30% of our annual operating costs.

RESOURCE MOBILISATION:

Pharmaceutical Companies:

EuroNPUD will continue to seek unrestricted educational grants and to submit proposals to pharmaceutical companies and their community support initiatives that produce products relevant to the lives of people who use drugs.

European Consortiums:

EuroNPUD has been invited to join several EU funding consortiums. EuroNPUD is being treated as full consortium member. Securing registration in an EU country and securing an EU PUC number is a key step in this fundraising area.

Donor Review:

EuroNPUD continues to look for new donors and will undertake a structured review of potential donors following a fundraising approach developed through the RCF consortiums.

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