



# STRATEGIC PLAN



**AfricaNPUD**  
Africa Network of People who Use Drugs

**2025**  
**2029**

# AfricaNPUD REGIONAL NETWORK MEMBERSHIP



- |    |                      |                         |
|----|----------------------|-------------------------|
| 1  | <b>Burundi</b>       | <b>BAPUD</b>            |
| 2  | <b>Rwanda</b>        | <b>ACO</b>              |
| 3  | <b>Tanzania</b>      | <b>TaNPUD</b>           |
| 4  | <b>Zanzibar</b>      | <b>ZaNPUD</b>           |
| 5  | <b>Kenya</b>         | <b>KeNPUD</b>           |
| 6  | <b>WRADA</b>         |                         |
| 7  | <b>Mauritius</b>     | <b>MauNPUD</b>          |
| 8  | <b>Seychelles</b>    | <b>DUNS</b>             |
| 9  | <b>Nigeria</b>       | <b>DAHRN</b>            |
| 10 | <b>NNPUD</b>         |                         |
| 11 | <b>Cameroon</b>      | <b>Empower Cameroon</b> |
| 12 | <b>Mali</b>          | <b>PAS Mali</b>         |
| 13 | <b>Cote d'Ivoire</b> | <b>PAS CI</b>           |
| 14 | <b>Senegal</b>       | <b>SEV</b>              |
| 15 | <b>Mozambique</b>    | <b>MozPUD</b>           |
| 16 | <b>Zimbabwe</b>      | <b>ZimpUD</b>           |
| 17 | <b>LBIWUD</b>        |                         |
| 18 | <b>South Africa</b>  | <b>SANPUD</b>           |
| 19 | <b>Malawi</b>        | <b>Centre for KP</b>    |
| 20 | <b>Zambia</b>        | <b>ZaNPUD</b>           |
| 21 | <b>Ethiopia</b>      | <b>EPLHRN</b>           |
| 22 | <b>Ghana</b>         | <b>GhaNPUD</b>          |

# I. ACKNOWLEDGEMENT

The AfricaNPUD strategic plan 2025–2029 is a result of an intentional decision by members of the regional network to develop a comprehensive strategic plan after the 2020–2023 came to an end. Besides the traditional expectation that comes with end of one strategic plan requiring another to be put in place, AfricaNPUD decided to have a strategic shift from its original three-year strategic planning cycle to a robust five-year strategy that allows for a longer term focus on the complex emerging challenges facing drug users in the African continent. AfricaNPUD strongly appreciates INPUD for providing the financial support required to undertake the strategic planning process in 2024. AfricaNPUD takes cognizance of the support by members and partners in the process of developing this strategic plan through a consultative process. The consultative process has navigated various stages at the regional and national stages preceded by a thorough literature review of the state of drug use in the African continent and data collection that informed the drafting of a comprehensive situation analysis, and the development of the draft strategic plan. AfricaNPUD therefore wishes to greatly acknowledge the contribution by its membership and partners including KeNPUD, SEV, DHRAN, BAPUD, MozPUD, Zimbabwe People Who Use Drugs Trust, Lace Boot Initiative for Women Who Use Drugs, CKPoR, WARDA, UNAIDS among other partners for their invaluable contribution in shaping this strategic plan.

Special acknowledgements go to AfricaNPUDs secretariat under the leadership of Ahmed Said supported by AfricaNPUDs Secretariat Team for their unwavering dedication and support throughout the entire strategic planning process. Their leadership and exemplary coordination skills made the entire process not only smooth but very productive. The Board of governors is highly appreciated for their leadership and support to the secretariat during the cause of developing this strategic plan. Their timely feedback enabled the secretariat and the consultant to keep to the schedule and timelines for finalizing the strategic plan. Utmost gratitude goes to the community of people who use drugs whose human rights and empowerment this strategic plan seeks to amplify. It is because of the communities that AfricaNPUD exist and we shall always put the interest of the communities at the center of every aspect of our actions.

On behalf of AfricaNPUD, I would like to express my gratitude to all the partners (UNAIDS, INPUD, Robert Carr Fund, Love Alliance, Aidsfonds, IDPC), member networks, the technical expertise provided by our consultant Mr. Onesmus Mlewa and to all the communities of people who use drugs in the great continent of African for their contribution towards the development of this strategic plan.



**Ahmed Said**  
**Regional Coordinator**  
**AfricaNPUD**

*Ahmed.S*

## II. FORWARD

The African continent has seen a rise in the use of narcotics drugs over time following the increase attention of the continent as an emerging major drug trafficking route.

As a result, former and current government regimes in the continent have continued to propagate colonial drug laws that instituted the drug ward which has targeted and criminalized drug users. The so called 'war on drugs' has thus fueled incarceration, and led to widespread human rights abuses and a waste of public resources, while nurturing a culture of corruption within law enforcement agencies, particularly regarding money being paid to avoid arrest, or to affect outcomes of judicial proceedings.

AfricaNPUD as a network of people who use drugs formed and led by the community of drug users better understands the full extent of the criminalized environment that drug users live in with some of the members having faced this reality first hand. Stigma and discrimination among people who use drugs has remained at an all-time high, lack of equal opportunities for gainful employment is the order of the day for drug users across Africa while inadequate resources, social exclusion and limited engagement of drug users in decision making spaces continue to further isolate drug users in the region.

This strategic plan provides a broad guiding framework within which drug use communities and partners will be able to contribute to the protection of the rights of people who use drugs across the African region. The strategic plan provides a guide for partners to plug in and support AfricaNPUD through provision of technical support of direct funding to support its programs while member networks will be able to use the strategic plan to define their advocacy areas towards promoting the rights of people who use drugs either by advocating for access to services or engagement in decision making spaces.

With the objectives of the strategic plan hinged on human rights, movement building, partnership and collaboration, this plan seeks to promote and protect the rights of drug users in their diversity, build a strong regional movement led by drug users and build a sustainable network of drug user champions able to advocate, safeguard and protect the social wellbeing of the community of drug users in Africa.

AfricaNPUD is committed to building a vibrant network of people who use drugs in Africa able to effectively advocate for the rights of drug users, create stronger partnerships with technical partners and donor agencies as well as and strategically engaging with the public sector to foster a conducive legal and policy environment that supports drug use programs.



**Kassim Nyuni**  
**Board Chairperson**  
**AfricaNPUD**

A handwritten signature in blue ink, appearing to read 'Kassim Nyuni', with a horizontal line underneath.



### III: EXECUTIVE SUMMARY

The AfricaNPUD strategic Plan 2025–2029 is guiding frame for the implementation of advocacy efforts by the community of people who use drugs in Africa. The need and purpose to develop this strategic plan is informed by the continued marginalization of people who use drugs both by the state and at the community level.

Using a human rights lenses, people who use drugs continue to suffer societal stigma and are socially excluded and criminalized, their programs are the least funded and are generally excluded or not meaningfully engaged in key decision-making platforms. People and other establishments have for a long time spoken on behalf of people who use drugs further removing the voice of people who use drugs from expressing the realities they live in. While some of the African countries have vibrant networks of people who use drugs, a lack of a coordinated regional effort for drug users has continuously weakened the voices of people who use drugs in regional forums like the AU, SADC, EAC, ECOWAS among others where important decisions that impact on drug users are made. This background formed the basis for AfricaNPUD to develop this strategic plan that aims to galvanize the voices of people who use drugs across the African region to ensure their rights are respected and guaranteed.

The AfricaNPUD strategic plan 2025–2029 has four objectives crafted around the core thematic areas of 1) Social inclusion, 2) Health outcomes, 3) Economic Opportunities and 4) favorable legal and policy environment. AfricaNPUD has a goal to ensure people who use drugs in Africa enjoy full human rights free of stigma and have equal opportunities across all platforms and a vision to see a “A healthy and empowered community of people who use drugs in Africa”.

To realize the vision, AricaNPUD is guided by a comprehensive theory of change that has movement building, networking and capacity strengthening at its foundation. Movement building and networking will work through stronger partnerships and collaboration as well as targeted technical assistant support to realize specific outcomes around increased health service access ending criminalization of drug users and ensuring meaningful engagement and inclusion of drug users in decision making spaces towards a Healthy, Secure and Empowered community of People who use Drugs in Africa.

Guided by four strategic areas of focus; 1) Human rights policy advocacy, 2) Networking, partnership and movement building, 3) Documentation, learning and information sharing and 4) institutional strengthening and resource mobilization, AfricaNPUD will strive to ensure that its programs are guided by these four pillars and that human rights is at the center of the network’s programming and advocacy focus.

With an estimated operational budget of 494,870.01, AfricaNPUD will purpose to prioritize high impact activities. The strategic plan will undergo two evaluation cycles; midterm review and end term review to gauge the performance of the plan.

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## IV: LIST OF ABBREVIATIONS

AfricaNPUD	African Network of People Who Use Drugs
BAPUD	Burundi association of People Who Used drugs
CKPoR	Centre for Key Populations Rights
COP	Country Operational Plans
DHRAN	Drug Harm Reduction Advocacy Network Nigeria
HIV	Human Immunodeficiency Syndrome
INPUD	International Network of People who use Drugs
KenPUD	Kenya Network of People Who Use Drugs
MAT	Medically Assisted Therapy
MozPUD	Mozambique Network of People Who Use drugs
OST	Opiate Substitution Therapy
PEPFAR	The United States President Emergency Plan for AIDS
PWUDs	People who Use Drugs
SANPUD	South Africa Network of People Who Use Drugs
SEV	santé espoir vie
SWOT	Strengths, Weaknesses, Opportunities and Threats
TB	Tuberculosis
UNAIDS	Joint United Nations Programme on HIV/AIDS
WRADA	Women in Response to HIV/AIDS and Drug Addiction
WHO	World Health Organization

## X: DEFINITION OF CORE TERMS



### **Demand reduction:**

Policies or programmes directed at reducing the demand for, and use of, illicit drugs – including, inter alia, drug use prevention and educational, drug treatment, and rehabilitation programmes for people who use drugs (PWUD)



### **Drugs:**

For this document, drugs are psychoactive substances for which use, possession, or supply for non-medical and non-scientific purposes have been prohibited by national laws and/or the international drug control conventions.<sup>1</sup> These are also widely known as ‘illicit drugs’, ‘controlled sub-



### **Drug use:**

Self-administration of a psychoactive drug. This may be for recreational, experimental, medical or survival purposes. However, for the purposes of this Policy, drug use predominantly refers to the illicit use of drugs without prescription.



### **Harm Reduction:**

The term ‘harm reduction’ refers to a comprehensive package of policies, programmes, and approaches that seek to reduce the harmful health, social and economic consequences associated with the use of psychoactive substances.



### **Legal Environment:**

This refers to the lived experience of persons who consume alcohol and or use drugs with regard to the laws and/or law enforcement practices that affect them.



### **Substance abuse:**

Substance abuse refers to the harmful or hazardous use of psychoactive substances, including alcohol and illicit drugs



### **People Who Use Drugs (PWUD)**

Refers to people who use psychoactive substances through any route of administration (including injection, oral, inhalation, trans mucosal, or transdermal



## 1.0: INTRODUCTION

AfricaNPUD is a regional network organization representing people who use drugs across the African continent. The network is duly registered in Kenya and has active membership across Southern, eastern Central, and Western Africa. The network secretariat is intensifying efforts to ensure AfricaNPUD has membership across the entire African continent.

At its formation, AfricaNPUD recognized the social, economic, and political diversity that exists within the African continent concerning matters around drug use. People who use drugs in the region form the least in decision-making platforms and the stigma and prejudice meted among people who use drugs is many times more than any other population group in the region. Despite the fact that some countries in the continent have established networks of people who use drugs, a lack of regional coordination to harness a common voice initiated and led by the people who use drugs has been a major challenge to harnessing the advocacy power of people who use drugs in the region.

The formation of AfricaNPUD is not only seen as another creation of a regional; network but the beginning of a regional movement to harness the power and technical capacity of people who use drugs to drive the change they desire and so ably deserve.

Developing the AfricaNPUD strategic plan is a pathway to ensure the vision of the network can be effectively operationalized and its success monitored.



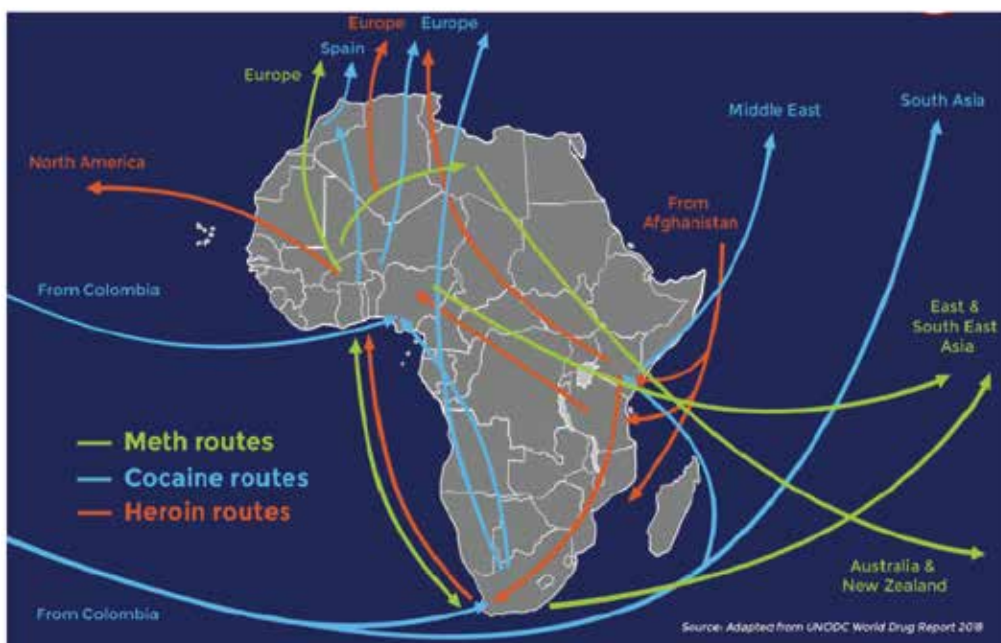
## 1.1: BACKGROUND

Drug use in Africa is as old as history itself. Consumption of psychoactive substances has been described by the African union as an age-old practice in Africa. In its long history of existence, consumption of psychoactive substances has been done under various reasons and justifications either for medical purposes, ceremonial or recreational purposes and in some other cases consumed psychoactive drugs with the belief that it stimulated their strengths for hard manual labor.

In some African cultures, the Cola nut has to be broken before any important cultural discussions with weighty decisions can be done, yet in other cultures no discussions with societal magnitude can be discussed without palm wine served to the elders. Cannabis, and Cart are psychoactive substances that have taken a significant cultural and economic position in African society as they are regarded as culturally significant either as recreational substances or substances with a much more significant cultural role. To address emerging challenges related to drug use thus requires a holistic approach that considers both social, economic, and geo-political perspectives.

The drug scene in the African continent is double edged where you have drugs that are grown and consumed in the region such as cannabis as well as a transit route for drugs that have their origin outside the region. The emerging role of Africa as a transit route in the global drug trade has further complicated the drug scene in the region as with time transit spills over to consumption.

According to the African Union drug use in Africa report of 2020, the African continent is perceived by the global drug trade as a less resistant route to drug trafficking. Figure 1, shows the preferred routes across Africa for the different narcotic substances.



Since 2005, Africa has seen an exponential increase in the number of drug users. This trend has been viewed and elicited different responses from different players posing significant threats to the social wellbeing of people who use drugs.

## 1.2: RATIONALE



The strategic plan provides a broad framework upon which members and stakeholders who want to see meaningful change for people who use drugs can understand the broader areas of focus and implementation strategies and better position themselves to be part of the AfricaNPUD vision.

People who use drugs have been mated with a lot of stigma and have been discriminated against in various platforms including access to health services, employment opportunities and even inclusion in important decision making processes.

Developing a strategic framework that outlines strategies aimed at empowering the community of people who use drugs presents an opportunity for other stakeholders to identify areas that they can engage with and support the course of drug users in the region is the first step towards ensuring people who use drugs take their rightful position in determining their social wellbeing.

## 1.3: TARGET AUDIENCE

The strategic plan is targeted at providing a guiding framework to the community of people who use drugs across Africa. This strategic plan is being developed within the backdrop of extensive criminalization of people who use drugs leading to many groups of people who use drugs across the region being unable to formally register and have guiding frameworks and strategies. By having this strategic plan, member networks of people who use drugs that do not have guiding strategies will be able to be guided by the regional strategic plan to determine areas of programming and engagement in decision making processes. The networks of people who use drugs in Africa are thus the primary audiences for this strategic plan.

Besides the networks of people who use drugs, other partners and stakeholders such as civil society organizations in the region, technical partners and donors form secondary target groups that will be able to identify areas of focus that they can be able to engage in and support the vision of AfricaNPUD either through programmatic collaboration, health policy advocacy of financial and technical support.





**VISION**

## **2.0: AfricaNPUDs VISION**

**A healthy and empowered community of people who use drugs in Africa.**

**MISSION**

## **3.0: AfricaNPUDs MISSION**

**To advocate, collaborate, and strengthen the voices of People Who Use Drugs, while fostering rights-based policies, and advancing inclusive public health services, towards empowerment of the community of people who use drugs.**

## 4.0: CORE VALUES



### Respect

We acknowledge the dignity and worth of every person who use drugs while promoting mutual understanding and being non-judgmental.



### Resilience

We encourage a culture of strength amidst existing challenges while focussing on growth and positive outcomes.



### Transparency

We approach all interactions with empathy and understanding, focussing on care and support.



### Collaboration

We foster partnerships with stakeholders, organizations and communities to create a supportive network and share resources effectively.



### Inclusivity

We effectively ensure that all voices within the network are heard and valued, recognizing diverse experiences and backgrounds.

## 5.0: SITUATION ANALYSIS

The situation regarding drug use in Africa can better be described as complex and multifaceted influenced by a myriad of factors including social, economic, cultural and legal factors.

The situation requires a nuanced understanding and a balanced approach that includes prevention, treatment, and harm reduction while also addressing the socio-economic factors and legal frameworks that contribute to the challenges. Collaborative efforts among networks of people who use drugs, other civil society organizations, governments, bilateral and multilateral institutions are essential for creating effective responses to the challenges of drug use in Africa.



According to the world drug report 2021, more than 275 million people used drugs by 2020 with 36 million of those that used drugs being diagnosed with substance use disorders. Drug use comes with many challenges including loss of productivity and in 2019 alone, substance use disorders were linked to about 18 million years of healthy life lost globally. At its worst, drug and substance use can lead to death and in around 2019, about 180000 deaths were directly linked to substance use.





## To better understand the drug use situation in Africa we explore the following aspects:

### Lack of or inadequate resources (financial and human capital) to support drug users:

Resources can largely be classified as financial as well as human capacity. The global view on the challenges due to drug trafficking and use has been skewed to the detriment of the drug user. The traditional push towards demand reduction and supply suppression of narcotic drugs has increasingly led to both Global and national resources being allocated to fight the war on drugs and very little of in some circumstances none at all of all the resources are set aside to support the drug user. The way financial resources have traditionally been allocated and focused in Africa have largely contributed to the inadequacy of financial support for interventions targeted at the drug user.

On human capacity there has not been a deliberate effort by Governments and duty bearers to ensure the existence of skilled human resources to support interventions targeted at drug users. For example, within the law enforcement agencies there is lack of capacity on how to handle drug users and the police traditionally resolve to strictly operate by the penal code which is punitive and colonial. This presents clear evidence of the lack of capacity to integrate interventions that support drug users without necessarily applying existing punitive measures that have been inherited since colonial times.

Health service providers most of the time find themselves at a loss of options when they have to deal and address the needs of drug users and most often discriminate and stigmatize them. Despite their medical knowledge, a lack of capacity on how to handle drug users is evident across many countries in the region, a fact that has left drug users having to find assistance from bush doctors or even among friends from within their circles especially amongst injecting drug users.

Family and friends are the most disadvantaged lot who most of the time are in denial that their family members are using drugs. On many occasions family and friends think the person using drugs has received bad influence and all they think about is how this person can be rehabilitated leading to forced rehabilitation in some cases. To them it's all about rehabilitation and drug use is normally considered a bad behavior and normally nothing good is usually seen from the people who use drugs by their family members. Lack of capacity at the family level is a great resource constraint that denies appropriate psychosocial support to the drug user

From the decision making level, most opinion leaders have very little or no capacities at all on drug user interventions making it very difficult to allocate financial resources during planning for health interventions. The lack of capacity among decision makers has largely contributed to the under-resourced interventions if any in the region.

Even within civil society actors and the community of drug users themselves, a lack of understanding of what needs to be done is evidently visible. This has led to the stagnation of interventions where they have started and or wrong prioritization and focus of drug use interventions where such interventions need to kick start.

The lack of financial resources and skilled human capacity to support drug use interventions is one big challenge that needs immediate answers in the region.

## Social exclusion and criminalization of drug users in Africa

The penal code in all the African countries is extremely punitive to people who use drugs more so to people who inject drugs. This penal code of many African countries has its roots in the colonial political era that strongly advocated for the abolishment of narcotic drug trafficking and use. While the law is not entirely wrong, the failure to progressively adjust the legal requirement to allow for harm reduction interventions has been the main stumbling block. Progressive countries like Canada have managed to retain the stringent drug control law but have since made adjustments to their laws to include harm reduction that allow for people who use drugs to receive harm reduction services without fear of being criminalized.

In Africa, the harsh political and legal environment is a big hindrance to the initiation of meaningful harm reduction interventions for the community of people who use drugs. Even in countries where such interventions have been initiated and are running, it is mainly on goodwill without any strong political and legal support. The outcome of initiating harm reduction programs without legal support has always been a clash of the health system versus the legal system and in many instances drug users have found themselves incarcerated.

For instance, in the eastern Africa country of Kenya a person found in possession of narcotic drugs as little as less than one gram is liable to a fine of 5 million Kshs (45000 USD) or a jail term of five years or both. In the western Africa country of Nigeria under the national drug law enforcement act, a person found in possession of narcotic drugs may be liable to a jail term of not less than 15 years upon conviction. The situation is similar in the southern African region. A country like Zimbabwe, the dangerous drugs act one may even be considered to be in possession of narcotic drugs even where the drug is held by another person subject to his control or for him or on his behalf. This is a very subjective judgement and subject to manipulation and abuse by law enforcement officers who may claim the drug found in possession of one person is being held on behalf of another leading to prosecution of someone who was not in possession of any drugs at all. These are the realities facing drug users in the African region from cape to Lagos.

Again the lack of political and legal support has seen many of these interventions either remain at pilot stage for too long or in some worse case scenarios a blatant attack on harm reduction interventions by the political authority. Either to stop enlisting more clients to harm reduction interventions or a close scrutiny of harm reduction clients a matter instills fear amongst drug users.

## Limited or no harm reduction services across many African Countries

For many of the actors HR services have been thinly watered down to mean rehabilitation services or imply interventions geared towards supporting a drug user to stop taking drugs. This analogy has not been more pronounced than within public sector platforms where decision makers equate harm reduction with rehabilitation.

Reference to the WHO definition of Harm reduction to include policies programs and interventions that are aimed at reducing harms associated with drug use without necessarily making the drug user stop taking drugs, comprehensive harm reduction services should thus include good policies, targeted programs and all round services to meet the needs of the drug user.

In the region no one country has ever attained a comprehensive package of services for the community of people who use drugs. Even in countries where substantial efforts have been made to provide essential services to the community of people who use drugs, still the policy element has largely been ignored or has not yet been addressed. With lack of legal framework to support harm reduction interventions evidence in the region has shown that even where harm reduction interventions such as needle and syringes and MAT have taken root a lack of legal support can easily throw such interventions in disarray with a change of leadership.



## Limited or no engagement of drug users in critical decision making platforms

The promotion and respect for human rights of all people who use and inject drugs as well as the protection of the health of people who use drugs can only be attained if there is meaningful inclusion and engagement of the community of people who use drugs in decision making regarding their social and health well-being. Their Representation is critical in decision making platforms including the country coordinating mechanism for the Global fund, PEPFAR COP processes, national and regional joint coordinating committees among others.

According to a publication by the Open societies foundation and the former International HIV AIDS Alliance, now Front-line AIDS; "Nothing about us without us", it is essential people who use or have used drugs be actively involved in the programs and services that affect their lives, as well as in broader policy and advocacy work on HIV and HCV. This perspective is echoed by the UNAIDS championed 30 80 60 and less than 10 10 10 societal enablers that provides a roadmap for ensuring communities are meaningfully engaged in the design, implementation and monitoring of programs and services that affect their lives.

It is therefore important that the community of people who use and inject drugs are not only involved as recipients of services but active stakeholders in decision making and service delivery. Words cited from the Nothing about us without us report from a member of the Australian injecting and illicit drug users league say;



"Most of the responses to drug related overdose, drug related crime, family breakdown, drug treatment, unemployment, among others have been developed in isolation to people who use drugs. We have been largely left out .... because of a mistaken belief that we would be at best, disinterested and at worst, incapable of participating in a meaningful dialogue on the issues that affect us".

The notion that people who use drugs are least disinterested in issues affecting them or worst that they are unable to participate in meaningful dialogue is a great misconception that has continuously denied people who use drugs the opportunity to shape the health response in a manner that could lead to the reversal of high incidences of HIV infection, hepatitis B and C as well as infectious TB among people who use drugs. It is no surprise that interventions drawn from boardrooms in exclusion of drug users have ended up being more discriminatory and alienating the drug users more leading to wastage of massive resources with little impact to show.

Meaningful engagement of the community of people who use drugs is essential if real change in the health outcomes for people who use drugs is to be realized. According to the GIPA principles adopted by 42 governments at the Paris AIDS summit of 1994, greater involvement of communities that derive the response is critical to ensuring that responses to the HIV AIDS epidemic are ethical and effective. The people who use and inject drugs today are at the center of the HIV, TB, Pandemics Preparedness responses hence the need to meaningfully involve them at all levels.

## Stigma and discrimination of drug users

Stigma and discrimination has been a thorn issue when it comes to addressing the health needs of people who use and inject drugs.

For the people who use drugs, stigma manifests as a change in many different ways. There is stigma by service providers, stigma by family and friends, wider societal stigma as well as personal stigma.

Service provider stigma manifests when service providers fail to understand that people who use drugs especially those who inject drugs are a special lot and may not be able to endure the long waiting hours like other health care seekers. When drug users are made to wait for long hours at treatment centers, this normally conflicts with their drug tacking schedules and most of the time will walk away without having received any help. Family and friends most times do not consider drug users as other members who are not taking drugs in the family. They do not include them in the decision making process for the family and most times are labelled as failures or even petty thieves. This segregation further stigmatizes drug users who need more family support than being ridiculed and ignored when important decisions have to be taken.

Society generally has branded drug users as failures. They have been given different names in different settings such as crunks, 'Mateja', gone case and many more other derogatory names meant to portray drug users as useless and losers. The consideration of drug users as social misfits has further served to stigmatize the community of drug users and push them further to harmful habits because of the fear of societal reprimand.

Finally, because of the so many pressures and rejection from both family friends and the society at large, many drug users start feeling pity for themselves and start to believe that nothing good can come out of themselves. They will put themselves in positions of begging and presenting a picture of hopelessness. This is a critical challenge that drug users require a supportive social

## Lack of strategic information on harm reduction and drug use programs

Despite the eastern Africa region being a well-known drug trafficking route as well as having more and more people using narcotic drugs, there is little information around the subject of drug use. In most of the countries in the region even estimates of the number of people who use and inject drugs are unavailable. This makes proactive planning for harm reduction interventions quite difficult. The lack of reliable information and statistics has been used as a scapegoat by those in decision making positions not to allocate resources for harm reduction interventions. And even where resources are allocated, harm reduction interventions are normally under-budgeted.

To effectively advocate for either initiation or scale up of harm reduction interventions, credible strategic information is necessary to present a strong case to decision makers on the need to support harm reduction interventions.

## 6.0: GOAL AND OBJECTIVES



### 6.1: AfricaNPUDs GOAL

People who use drugs in Africa enjoy full human rights free of stigma and have equal opportunities across all platforms.

## 6.2: OBJECTIVES

To achieve our goal, AfricaNPUD shall be guided by a set of core objectives around four thematic areas of Health, social inclusion, economic opportunities and policy and legal environment.

### AfricaNPUDs Objective Matrix

Thematic area	Objective	Rationale
<b>Social Inclusion:</b>	To ensure that every person who use drugs in Africa has an equal opportunity to be meaningfully engaged across all decision making platforms	This objective seeks to reduce stigma and allow for the full integration of people who use drugs in society, fostering a sense of belonging and enabling them to participate effectively in their communities. This objective is also aligned towards facilitating access to mental health services and supporting individuals cope with substance use issues more effectively.
<b>Health outcomes:</b>	To ensure availability, accessibility, acceptability, affordability and quality of harm reduction services for people who use drugs in Africa.	This objective seeks to ensure access to treatment and harm reduction services hence improving health outcomes for people who use drugs, reducing the spread of diseases and improving overall public health of people who use drugs.
<b>Economic Opportunities:</b>	To ensure that there is equity in allocation of gainful opportunities where people who use drugs can access education and employment leading to improved economic stability for drug users and their	This objective seeks to promote equal opportunities for individual people who use drugs and to enable them access the necessary inputs to advance their economic well-being including opportunities for education and training, access to credit facilities and entry to gainful employment in public service or within the private sector.
<b>Favorable legal and Policy Environment:</b>	To ensure that national governments and regional bodies enact legislations that promote harm reduction as opposed to criminalization of drug use.	This objective seeks to advocate for adherence to human rights and empower stakeholders including decision and policy makers to prioritize policies that promote harm reduction over those that criminalize and punish drug users further reducing the burden on the justice system.

The goal and associated objectives profiled in the AfricaNPUD strategic plan promotes human dignity, provision of essential public health services and adhere to social justice principles which are critical for the development of a progressive inclusive society.

## 7.0: OUR THEORY OF CHANGE

AfricaNPUD theory of change is premised on a strong desire to see a strong regional network of people who use drugs that is able to support and mount advocacy efforts across the region that will guarantee the empowerment of communities of people who use drugs. The graphic presentation of the theory of change is presented below.

### AfricaNPUDs Theory of change

#### Our Goal

Healthy, Secure and empowered community of people who use drugs

#### Our Outcomes

Harm reduction as part of the essential public health interventions in Africa

End to criminalization of drug users across the African continent

Recognition of drug users as experts and maximizing their inclusion and engagement across all levels

#### Our Core Actions

##### Support actions

Partnership and collaboration through a multi-stakeholder approach in promoting service delivery and ending stigma

Technical and financial support through targeted technical assistance requests and resource mobilization

##### Primary actions

Network building and capacity strengthening for advocacy at all levels

## 7.0: OUR THEORY OF CHANGE

To secure a healthy and empowered community of people who use drugs, AfricaNPUD will strive to galvanize and build a strong regional network of people who use drugs that will bring together all people who use drugs across the African continent. This will enable the people who use drugs in Africa to have a stronger unified voice that they can be able to use to push for policy reforms and advocate for increased allocation of resources to drug use programs. presentation of the theory of change is presented below.

With a strong network of people who use drugs across Africa, the regional network will strive to build stronger partnerships and collaboration with other stakeholders including civil society organizations, the ministry of health, bi-lateral and multi-lateral partners for joint actions to enhance service access and better drug use policies. Besides, a stronger network will be able to broker strategic technical support to strengthen the capacity of networks of people who use drugs to effectively advocate for maximizing their inclusion in important decision making platforms as well as mobilize resources to implement drug use programs.

Effective implementation of this strategic plan is intended to realize three core outcomes that include;

**01**

Ensuring Harm reduction is part of the essential public health interventions across African countries.

**02**

African governments enact laws and policies that promote human rights towards ending criminalization of drug use across the African continent.

**03**

Meaningful inclusion of drug users as experts in different decision making platforms as well as active program implementation.

AfricaNPUD will therefore strive to ensure people who use drugs live healthy, secure lives free of stigma and discrimination.



## 8.0: SWOT ANALYSIS

To deliver on the goal and objectives of the strategic plan AfricaNPUD requires the requisite capacities including financial resources, human capital and strategic partnerships and collaboration.

The network conducted a detailed analysis of the network's strengths, weaknesses, opportunities that describes its current status.

To better understand the SWOT analysis, strengths, weaknesses, opportunities and Threats that are currently impacting AfricaNPUD or have the potential to impact on the network were mapped out and clearly presented in four blocks.

As a departure from traditional SWOT matrices that only highlight strengths and weaknesses, as well as opportunities and threats, AfricaNPUD used this opportunity to determine high level actions that will allow the network to maximize on their strengths and opportunities as strategies to limit the negative impacts of identified weaknesses and threats.

## 8.1: SWOT ANALYSIS MATRIX

AfricaNPUD stands a strategic point in the life of programming for people who use drugs in Africa. For once the region has a focused network that purposes to unite the regions drug use response by ensuring a cohesive and agile network of people who use drugs where the opinion of every drug user in the region is respected. By harnessing the power of its strengths, AfricaNPUD is poised to overcome current and potential challenges in future.





## S

### Strengths

- Our acknowledgement and recognition of the challenges affecting us as PWUDs
- Pan-African led regional peer network of PWUDs
- Expertise within member networks
- Strong regional and Global partnerships
- Legally registered and constituted



## W

### Weakness

- Limited resources (human and financial resources)
- Limited visibility of AfricaNPUD
- Underdeveloped institutional structures (No physical office and governance and operational manuals not fully established)
- AfricaNPUD Board not yet fully constituted



## O

### Opportunities

- The CSO forum that has a seat at the AU
- Leverage on the 30 80 60 and the less than 10 10 10 societal enablers
- Global Partnerships (e.g. Global data committee)
- Existing and potential memberships with global organizations e.g. INPUD
- Leverage of technical capacities from member networks
- Expanded membership across the African region
- Growing and versatile digital space

#### Strategy to capitalize on existing opportunities and strengths

AfricaNPUD strategy to use its strengths in finding new opportunities will include:

- Use our strategic plan as a marketing tool to attract external support to scale up our interventions
- Leverage our inbuilt technical capacities and expertise within our network members to respond to current and emerging challenges facing the PWUD community

#### Strategy to use opportunities to address weaknesses

AfricaNPUD strategy to address its weaknesses in the face of external opportunities will be to:

- To strengthen its regional network by ensuring membership across Africa and strengthen collaboration with national and global partners interested in supporting the to support strengthen the capacity of AfricaNPUD to deliver on its vision.



## T

### Threats

- 100% donor funded
- Competition for resources with established NGOs and CSOs
- Punitive legal environment across the region
- Falsified information on PWUDs
- Stringent donor requirements that push away young networks like AricaNPUD from accessing funding
- Emergence of pandemics eliciting emergence response that divert resources from mainstream drug use programs

#### Strategy to use strengths to avert threats

AfricaNPUD will use its strengths to address potential external threats through:

- Harness the power of new media to respond to new pandemics and share information on funding opportunities to members.

#### Strategy to limit the impact of threats and weaknesses

AfricaNPUD will be vigilant to ensure its weaknesses do not galvanize in further strengthening the likelihood of external threats taking root. AfricaNPUD will:

- Supporting network members across Africa gain more skills on innovative financing and prudent use of existing resources to maximize interventions that support PWUDs



## 9.0: PESTEL ANALYSIS

A further analysis to better understand how drug use networks in Africa are impacted was done using a detailed analysis of the political, economic, social, technological, environmental and legal landscape commonly known as the PESTEL analysis. Note that the PESTEL analysis adopted a wholesome approach looking at all aspects both negative and positive attributions that the landscape provides.

### 9.1: PESTEL MATRIX

Category	Landscape analysis
<b>Political</b>	<p><b>Lack of political goodwill from political leaders and the politicization of the drug war political benefits:</b> Political leadership does not put due consideration to the issue of drug use and instead use it as political tool to whip emotions during political campaigns to get votes from voters</p> <p><b>Limited or lack of engagement of drug users in drug policy reforms:</b> Drug users are deliberately excluded from key policy reform processes and other entities are speak on behalf of drug users</p> <p><b>Misrepresentation of issues related to drug use:</b> Drug use is often misconstrued to mean crime and many drug users in the region have found themselves being arrested handling very small quantities of psychoactive drugs.</p> <p><b>Adoption of a public health approach to initiate and implement drug use programs including harm reduction:</b> Initiating harm reduction services through the public health eye. While striving to have policies and guidelines for drug use programs countries should embrace this approach to start harm reduction interventions learning from coun-</p>
<b>Economic</b>	<p><b>Inequitable programmatic resource allocation:</b> Drug use networks and organizations are the least to be funded to implement harm reduction programs and even where funding is available, it is traditionally channeled through other organizations</p> <p><b>Poverty:</b> Abject poverty among many of the African families have largely contributed to increased drug use as many young people either start peddling drugs as a means of livelihood or start consuming drugs to pass time leading to addiction.</p> <p><b>Limited opportunities for economic empowerment:</b> Lack of trust denies drug users meaningful engagement to gainful sources of income including employment and or access to credit to run businesses.</p> <p><b>False representation of PWUDs:</b> There are institutions that access resources from donors claiming to be representing the interest of PWUDs while in real sense they do it for their own interest.</p>
<b>Social</b>	<p><b>Lack of trust for PWUDs:</b> Social beliefs that have taken root over time have created a culture of mistrust for the community of people who use drugs. This has led to PWUDs to be viewed with suspicion and often neglected within their societies</p> <p><b>Stereotyping of drug users:</b> Drug users majorly stereotyped as criminals across the region.</p> <p><b>Societal hostility:</b> Most drug users are mated with increased hostility within their homes and society including religious institutions leading them to seek shelter in abandoned buildings and sleeping under bridges.</p> <p><b>Forced rehabilitation:</b> Most of the drug users that are sent to rehabilitation centers do not consent to it but are forced by their families, community or the state. Rehabilitation is considered as the only approach to handling drug users and never consider harm reduction as an option.</p> <p><b>Stigma and discrimination:</b> All over Africa, people who use drugs are stigmatized and discriminated against at home, at health service points, at social events and even at the work place.</p>

## Category

## Landscape analysis

### Technological

**Expanding communication channels:** Technology has brought an expansion in communication channels (new media platforms such as social media) that drug users can use with less restrictions to share best practices and communicate relevant information including funding opportunities to their members.

**Limited technological infrastructure accessible to PWUDs:** Majority of the PWUD networks do not have sufficient technological infrastructure including computers and smartphones that can enable them to maximize on the expanding tech space.

**Limited and eroded privacy:** Digital technology allows for many people to access information including hacking where information is encrypted and such practices erodes the privacy of drug users exposing them to trolling, tracking and even being traced and located for arrest.

### Environmental

**Shrinking civic space for people who use drugs:** The political, social and legal environment are not making efforts to meaningfully engage drug users in decision making platforms. Drug users are not positioned and engaged as experts in decision making but rather considered as objects of programming.

**Climate change:** Drug users face the greatest impact of climate change. Homeless drug users are made to endure harsh weather both during day and night. They are forced to sleep in the cold, endure extreme heat and have to contend with climate-influenced diseases.

**Exposure to inhumane treatment:** Drug users who are rendered homeless are exposed to inhumane living conditions majorly at the mercy of mother nature leading to possible infections.

### Legal

**Criminalization of drug use and drug use practices in Africa:** Drug use is widely criminalized across the region. Some countries have even more stringent rules including criminalizing the handling of drug use paraphernalia.

**Outright denial of rights of drug users:** In Africa, drug users can hardly access government-related services like certificates of good conduct which denies them gainful opportunities in society.

**Criminalization of PWUDs:** The criminal justice system uses very punitive laws developed during the colonial era that have no regard for the dignity of drug users.

**Limited or lack of legal representation:** drug users in Africa hardly get representation when arrested. Coupled with a lack of financial resources and neglect from families, drug users when arrested find themselves without legal representation leaving their judgment solely in the hands of the prosecutors and the judge.



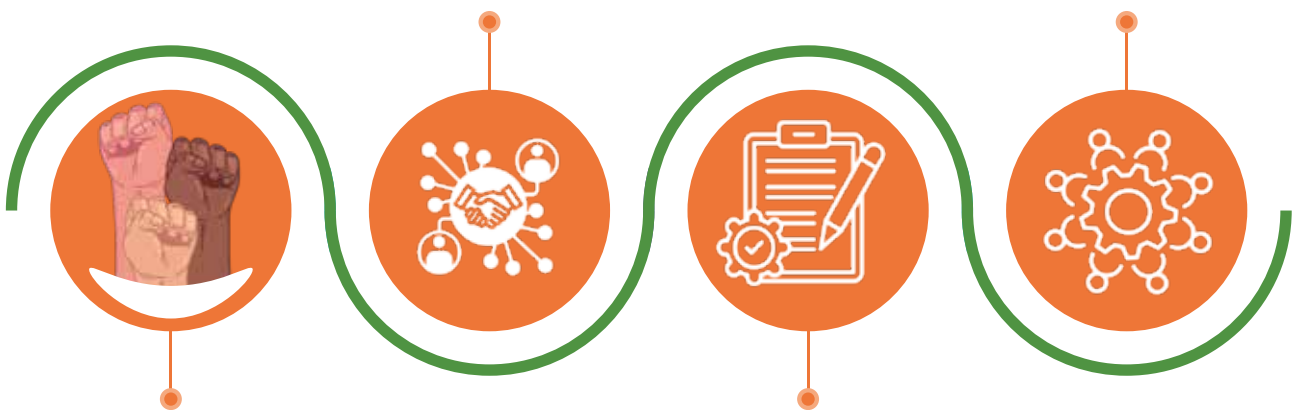
## 10.0: STRATEGIC AREAS OF FOCUS

To improve health outcomes and reduce the negative consequences facing drug users that are fueled by an unfavorable policy and legal environment, increased stigma and discrimination, and to support the rights and dignity of drug users in Africa, AfricaNPUD shall focus on three core areas that will facilitate the realization of the networks objectives, Goal, and vision.



**Networking, partnership and  
Movement Building**

**Institutional Strengthening  
and Resource Mobilization**



**Human Rights Policy  
Advocacy**

**Documentation, Learning  
and Information Sharing**

## 10.1: UNDERSTANDING THE CORE PRIORITY AREAS AND ASSOCIATED ACTIONS








AfricaNPUD strategic areas of focus are better understood within an evolving political, social, and economic environment that has continuously sidelined people who use drugs and deprived them of their fundamental basic human rights. Notwithstanding the expanding technological space, drug use continues to be politicized with old tactics of criminalization, stigma, and discrimination continuously being mated against drug users while progressive initiatives like harm reduction are not being adopted and advanced in the region. Thus AfricaNPUD strategic areas and associated priority actions are aimed at addressing existing human rights and social well-being gaps impacting people who use drugs in Africa

### 10.1.1: STRATEGIC AREA OF FOCUS 1: HUMAN RIGHTS POLICY ADVOCACY

AfricaNPUD will strategically focus on advocating for the promotion of human rights for people who use drugs across Africa. This will be to address the extensive violations of PWUDs' rights in the region. AfricaNPUD understands the significance and importance of human rights policy advocacy for people who use drugs in order to address the complex interplay between drug use, public health, human rights and social justice.

By strategically focussing on human rights policy advocacy, AfricaNPUD aims to promote the dignity of people who use drugs, improving health outcomes, providing legal protection, addressing social inequalities, and ensuring the rights of people who use drugs are guaranteed. By highlighting the inherent rights and humanity of people who use drugs, human rights policy advocacy will drive meaningful change and foster a more equitable society. AfricaNPUD will primarily focus on five strategic interventions.

#### Strategic interventions for this area of focus will include;

-  Fostering the capacity of national and regional networks of PWUDs in harm reduction and drug policy advocacy
-  Engage network members in human rights campaigns (support don't punish campaign, The human rights day, the day of the African child etc.)
-  Harm reduction, viral hepatitis treatment and prevention advocacy
-  Drug policy and harm reduction champion building targeting high level policy and decision makers
-  Addressing stigma and discrimination against people who use drugs through progressive law reforms advocacy

## 10.1.2: STRATEGIC AREA OF FOCUS 2: NETWORK, PARTNERSHIP AND MOVEMENT BUILDING

The absence of a strong regional network to galvanize the voices of people who use drugs across Africa has been a major challenge for maximizing the capacities within networks of people who use drugs to influence change and be the authors of the future they deserve. Ensuring stronger networks that are informed and have their capacities strengthened will translate to a stronger regional advocacy movement able to build stronger partnerships and drive sustainable change.



AfricaNPUD understands the importance of movement building as a crucial component of effective advocacy. By building a strong movement of drug use programming and harm reduction advocates, AfricaNPUD will lay the groundwork for a sustained and meaningful legal environment and policy change. AfricaNPUD will build a strong harm reduction movement that brings on board hard reduction advocates from networks of people who use drugs across Africa to foster collective power, encourage sustainable change and create solidarity for public awareness on the rights of people who use drugs. Besides by investing in movement building AfricaNPUD will enhance efforts to create positive change and influence policy effectively. AfricaNPUD will have five core strategic interventions for this area of focus.

### Strategic interventions for this area of focus will include:

- ▶ Supporting and strengthening the capacity of network members across Africa to meaningfully engage across all decision making platforms
- ▶ Strengthen the capacity of PWUD networks to get involved in program development, priority setting and implementation in line with the 30 80 60 principles
- ▶ Advance peer support initiatives to foster community interconnectedness, cohesion and common voice
- ▶ Mapping of PWUD networks across Africa to broaden AfricaNPUD membership and collaborative network across the Africa region
- ▶ Brokering technical support and cultivating partnerships for the empowerment of drug users across Africa



### 10.1.3: STRATEGIC AREA OF FOCUS 3: DOCUMENTATION, LEARNING AND INFORMATION SHARING

This strategic area will mainly focus on generating and sharing strategic information for learning. Networks and PWUD led organizations in Africa have lacked strategic information including information on funding opportunities, information on strategic innovations as well as information on engagement opportunities that has always placed networks of drug users in a third party position not being able to be at the table when they need to be.



AfricaNPUD will endeavor to leverage on its national and regional collaboration to share relevant up to date information with its network members across the continent to enable them to be informed and take timely action. AfricaNPUD will equally endeavor to regularly conduct capacity strengthening interventions through training, south to south learning and exposure visits as well as topical webinars in order to ensure network members are well equipped with the right skills and best practices to implement programs and effectively advocate for change. AfricaNPUD will focus on four core strategic intervention in realization of this strategic area of focus.

#### Strategic interventions for this strategic area of focus will include:

- ▶ Regular documentation of information and case studies and best practices regarding the community of people who use drugs that will inform the networks advocacy agenda
- ▶ Participation in regional and global learning events and conferences to disseminate country and regional harm reduction and other drug use programming innovations as well as learning from peers
- ▶ Utilizing community generated and routine data to inform policy advocacy initiatives and program development
- ▶ Promoting awareness on risk reduction strategies among people who use drugs and their networks



## 10.1.4: STRATEGIC AREA OF FOCUS 4: INSTITUTIONAL STRENGTHENING AND RESOURCE MOBILIZATION

This strategic area will mainly focus on ensuring AfricaNPUD has requisite institutional capacity including financial and human capital to deliver on its vision. AfricaNPUD will focus on five core strategic interventions for this strategic area of focus.



As a growing network, AfricaNPUD understands the need to create and enhance the overall organization effectiveness, sustainability and impact. By strengthening its institutional capacity and diversify its funding streams, AfricaNPUD will be better positioned to thrive in the current complex and competitive environment.

AfricaNPUD will make intentional and deliberate efforts to increase its investments in institutional capacity and strategic resource mobilization and management as it strives to achieve its vision and mission more effectively while fostering resilience and innovation in its operations.

### Strategic interventions for this strategic area of focus will include:

- ▶ Recruitment of key technical staff to ensure a fully functional AfricaNPUD secretariat
- ▶ Review/Development of core organization policies, manuals and guidelines
- ▶ Finalize the constitution and induction of a seven member Board of Governors
- ▶ Conducting scheduled monthly staff meetings to review progress of technical work plans and set target achievement
- ▶ Conducting scheduled quarterly Board meetings to ensure regular oversight of AfricaNPUD operations
- ▶ Conducting accountability annual general meetings and to ensure the approval of key operational policies and guidelines.



## 11.0: IMPLEMENTATION ARRANGEMENT

To deliver the vision of this strategic plan AfricaNPUD will need to have a robust framework upon which implementation will be anchored. There will be five levels in the implementation framework for this strategic plan that will include

- 1) Approval of institutional mandate and focus
- 2) Oversight
- 3) executive
- 4) Technical advice
- 3) Operational implementation.

### 11.1: LEVELS OF IMPLEMENTATION

#### Approval level

AfricaNPUD will have a general assembly as the topmost-level decision-making body. The general assembly will be responsible for making long-term decisions for AfricaNPUD and passing all legal and organizational development policies and guidelines. These will include the passing of the organizational constitution, registration documents, the strategic plan, and other manuals including the finance and human resources manuals among others. This will ensure that the long-term interests of the organization are vested in the wider membership of AfricaNPUD.

#### Oversight level

AfricaNPUD will have a board of governors democratically elected from credible institutions or from constituencies that are directly working on or have interest in ensuring meaningful inclusion of PWUDs in shaping decisions that have an impact on their lives.

The main role of the board of governors is to offer oversight on the commitment of AfricaNPUD to deliver on this strategy. The board will have at least three committees focussing on;

- 1) Organizational development
- 2) finance and resource mobilization
- 3) Programs.

The organizational development committee will investigate issues of compliance while the finance and resource mobilization committee will look into issues of fiduciary control and opportunities for fundraising. The programs committee will focus on issues of timeliness in delivery of planned activities in the best quality possible.





## Executive level

AfricaNPUD will have the office of the regional coordinator, which will provide executive decisions on a day-to-day basis. The regional coordinator is the organization's accounting officer and official spokesperson. S/he will be responsible for representing the organization in high-level meetings and making rational day-to-day decisions regarding resource mobilization and strategic partnerships.

## Technical level

The technical advisor level of the implementation framework will have two main components.

A) the executive      b) the advisors.

The executive will be the head of the senior management team and will be in charge of making organizational decisions that impact on the implementation of the strategy. The executive will be headed by the executive director or managing director as the organization may refer to the title to be. The other tier of the technical level will be composed of advisors. Traditionally there will be two advisors, one representing the program and the other finance who will be providing technical advice to the executive director on the financial and programmatic performance of AfricaNPUD in the delivery of this strategy. As the organization grows, the advisory team may also grow to include resource mobilization advisor, research advisor, communications advisor among other advisors as the organization may see fit according to its growth portfolio.

## Operational level

The operational level will comprise managers and officers including volunteers who will be in charge of the day-to-day operations of activities towards delivering the vision of this strategic plan. Program managers will be responsible for developing realistic operational plans for programs that contribute to one or more of the strategic areas of focus. Program officers will be in charge of operationalizing the action plans. They will conduct the day to day activities including training, distribution of commodities and mentorship of target populations. The officers will be supported by a host of well-trained volunteers in reaching out to young girls and women as well as other key population groups with targeted interventions.



## 11.2: IMPLEMENTATION RISKS

In developing this Strategic Plan, AfricaNPUD will have as part of this document an embedded detailed risk management matrix that will include risk mitigation strategies. The following are possible risks that the organization will prioritize and mitigate against.

### Funding and Financial Sustainability

AfricaNPUD principally relies on external funding for all its activities and any significant reduction of this support will negatively affect the implementation of this Strategic Plan. AfricaNPUD will seek to scale up resource mobilization initiatives to ensure core costs are not threatened by the fluctuation of donor funding. AfricaNPUD will have in place a resource mobilization strategy, with a clear road map for its implementation.

### Leadership and coordination

Strong leadership starting from board members to the executive and senior management with effective coordination and demand for performance accountability from all sectors of AfricaNPUDs operations is vital to the achievement of the vision of this strategic plan.

AfricaNPUD will make a deliberate effort to undertake continuous engagement of the board, staff, volunteers and other stakeholders to ensure a sustained commitment towards implementation of this Strategic Plan.

### Implementation Capacity

The effective implementation of this plan will require requisite capacities at all levels, (The Board, the management and the staff). Any significant lack of capacity will seriously affect the achievement of intended results. To mitigate this, AfricaNPUD will commit to scale up targeted capacity building initiatives for both staff and volunteers as well as communities and targeted populations to enable them effectively contribute to the achievement of the vision of this strategy.

## OTHER RISKS

### Strategic Risks

- Insufficient commitment of the board to ensure implementation of the Strategic Plan.
- Inability of management to implement the Strategic Plan.

### Operational Risks

- Some of the proposed programs/activities may experience challenges.
- Presence of insufficiently trained technical staff in key areas is likely to affect delivery of services in particular
- Shortage of office tools and equipment.
- Inadequate budgeting and lack of implementation may make difficult to implement the planned activities

### Financial Risks

- Inability to raise revenue to finance planned operations
- A national/regional economic crisis may affect the implementation of the planned programs and activities of AfricaNPUD
- Inability of AfricaNPUD to generate internal income
- Inability of AfricaNPUD to meet litigation expenses should the organization face a legal case

## 11.3: MITIGATION OF RISKS

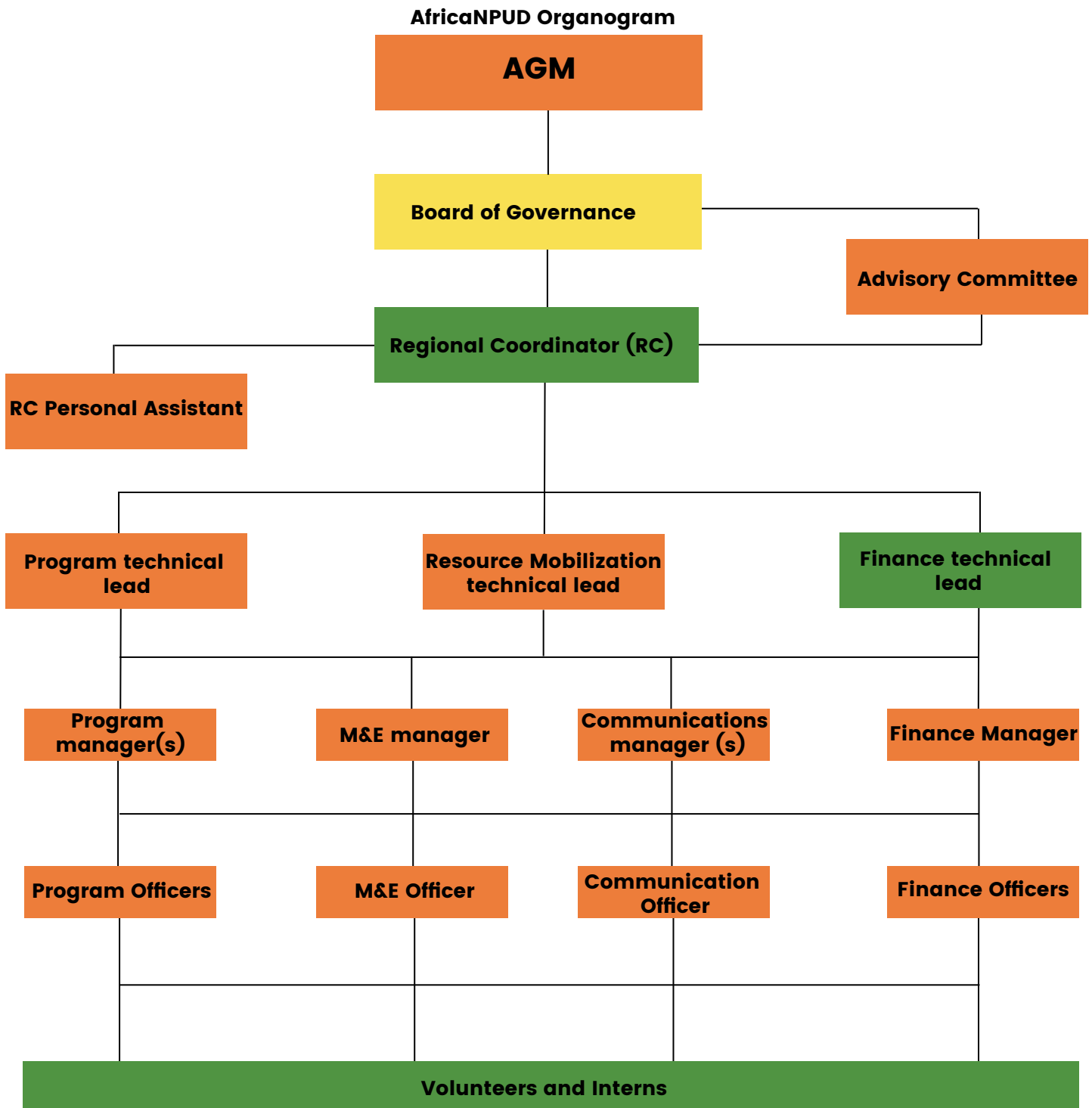
To mitigate the effects of the above risks on this plan, AfricaNPUD will implement the following measures

- Enhancing M&E for early detection of risks
- Carrying out appropriate consultation with stakeholders
- Enhancing AfricaNPUD management capacities
- Fostering optimal utilization of resources.



## 11.4: THE ORGANOGRAM

AfricaNPUD organization structure has four levels that has at the top the Board of governors that provides oversight to the operations of the network. The Board also makes final decisions and approves all organization policies and procedures. As AfricaNPUD continues to grow a general assembly may be established that will have a higher operation level that of overall accountability. The second stage is the executive stage led by the regional coordinator that provides executive orders to the organization. The third stage is the technical stage that provides technical support to the fourth stage that is operational made up of program and finance officers. The volunteers and interns complement the pool of operational officers. The AfricaNPUD organogram is characterized as follows:-



Fully Constituted and Operational

Partially Constituted but Operational

Not Constituted and not Operational

## 12.0: BUDGET AND RESOURCE

What shall it take for AfricaNPUD to effectively deliver on the strategic plan? An in-depth resource mapping was done to establish the resource needs that will enable the network to effectively deliver on the proposed strategic plan actions.

### 12.1: BUDGET FORECAST MATRIX

Costing is an important element in any strategic planning process as it provides the quantification for defining programs and strategies and helps the understanding of the financial impact of institutional decisions. For AfricaNPUD to be able to make sound decisions on the nature of programs and institutional dynamics required to deliver on the vision of the strategic plan, forward thinking of the costs required is essential. As such a forecast of resources required to effectively implement the strategic plan was determined. The AfricaNPUD budget forecast is aimed at addressing two critical objectives.



1. To contribute to better budget management by forecasting AfricaNPUDs future resource requirements and potential funding gap.
2. To provide a credible basis for mobilization of funds from donors and other sources to ensure sustainable strategy implementation

The budget forecast was determined using the prospective costing approach where costing is done for the purpose of estimating the future costs of interventions over a defined period of time.

#### Budget forecast matrix

NO.	ITEM DESCRIPTION	PERIOD					TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
01.	<b>Human Rights Policy Advocacy</b>	\$13,650.00	\$14,332.50	\$15,049.13	\$15,801.58	\$16,591.66	<b>\$75,424.87</b>
02.	<b>Network Strengthening &amp; Partnership Building</b>	\$16,549.00	\$17,376.45	\$18,245.27	\$19,157.54	\$20,115.41	<b>\$91,443.67</b>
03.	<b>Documentation, Learning, and Information Sharing</b>	\$10,890.00	\$11,434.50	\$12,006.23	\$12,606.54	\$13,236.86	<b>\$60,174.12</b>
04.	<b>Institutional Strengthening and Resource Mobilization</b>	\$9,665.00	\$10,148.25	\$10,655.66	\$11,188.45	\$11,747.87	<b>\$53,405.23</b>
05.	<b>Core administrative costs</b>	\$38,805.00	\$40,745.25	\$42,782.51	\$44,921.64	\$47,167.72	<b>\$214,422.12</b>
<b>TOTAL</b>		<b>\$89,559.00</b>	<b>\$94,036.95</b>	<b>\$98,738.80</b>	<b>\$103,675.74</b>	<b>\$108,859.52</b>	<b>\$494,870.01</b>

## 12.2: POTENTIAL FUNDERS

Financial sustainability is a major challenge for many organizations and networks that depend on donor funding to raise their program and operational costs. The funding landscape has been shrinking overtime and competition for financial resources has pitted small and newly formed organizations and networks against established organizations. AfricaNPUD as a growing regional network is fully cognizant of the shrinking donor landscape and increased competition for available resources and will strive to adopt a pragmatic approach through the intentional identification of partners and donors that share the aspirations of ensuring the rights of drug users are respected and upheld.

In this regard, AfricaNPUD will target to mobilize resources from various funding agencies including large funders, research agencies, internal resources in terms of membership fees and savings as well as philanthropic partnerships. The end goal is to ensure that AfricaNPUD diversifies its funding sources towards sustainability of its operations



### Large Foundations and Donor agencies:

Among the donor agencies that AfricaNPUD will target as potential funding agencies will include but not limited to the Global Fund, Open Society Foundations, UNAIDS, IDPC, and the Gates Foundation for advocacy, network building, and research-focused initiatives.

### Research and Academic Institutions:

AfricaNPUD will also target donor agencies and institutions including foundations that support research related grants to strengthen its capacity to collect credible drug use data, research, program innovations and knowledge dissemination related to PWUD communities. Among the institutions that AfricaNPUD will target shall include but not limited to Harm Reduction International, INPUD, the Rockefeller foundation, Amplify change among others.

### AfricaNPUD Consolidated Funds:

Internal resources for network strengthening, core administrative costs, and resource mobilization. AfricaNPUD will grow and cultivate a strong foundation of trust among its members to ensure they timely pay their registration and subscription fees. Besides AfricaNPUD will use its internal technical expertise to provide technical support across the region and generate extra income that will go towards supporting AfricaNPUD operational costs.

### Philanthropic Partnerships:




Engaging multi-stakeholder and multi-sectoral partnerships to support long-term funding needs and to enhance the visibility of PWUD issues across Africa. Among the target Philanthropic partnerships that AfricaNPUD will seek to sustain and or cultivate include partnership with Robert Carr foundation, the Gates foundation among others.

Know and keep your friends...

AfricaNPUD will strive to strengthen its technical and leadership capacities towards gaining trust among its partners and donors for long term funding support

AfricaNPUD will use a comprehensive, Monitoring, and Evaluation Framework developed to provide quality, timely, and accurate monitoring of implementation progress. This will allow the use of data to inform decision making while implementing the strategy. The framework is guided by the need to allow collection of data that is useful for project performance reviews as well as data that can be fed into national sector monitoring and reporting frameworks.

The M&E plan guides collection, analysis, use, and dissemination of information that enables tracking of progress and informed decision making. Implementing the M&E Framework will result to the following expected outcomes:

-  Enhanced coordination, capacity and accountability
-  Timely collection, management, and analysis of quality implementation data to contribute to sound decision making and program improvement.
-  Effective utilization of information to ensure evidence-driven advocacy activities by the secretariat.

Specifically, and most importantly, the M&E Framework allows AfricaNPUD to strengthen its systems and in the long run enhance the capacity of communities in monitoring and reporting.



## 13.1: COMMUNITY-LED PROGRAM ACTIVITY REPORTING

An important feature of the M&E Framework and plan is the community-led monitoring system that will provide relevant tools for communities to get involved in appreciating community-level data and generate information that they can use for advocacy and decision-making. AfricaNPUD will support and promote the use of CLM data among its members to scale up harm reduction and other drug use advocacy efforts



## 13.2: M & E MECHANISMS

AfricaNPUD M&E framework outlines several mechanisms through which progress in this Strategic Plan implementation will be measured, and these include:

### Program Reviews

Each implementation year, a participatory decentralized review will be held with all stakeholders to assess progress against the strategic plan results framework, revisit the operational plan and address implementation challenges, and identify priorities for the coming year.

### Mid-term Review

AfricaNPUD will schedule a mid-term evaluation of the Strategic Plan. This mid-term review will examine accomplishments over the first two years against expected results. It will facilitate a review of the strategies and indicators and make evidence-based adjustments to the plan, where applicable.

### End-term Review

A comprehensive evaluation will be conducted at the end of the life of this Strategic Plan to determine the overall impacts and outcomes against set goals and results. This evaluation will inform priorities and content for the next strategic plan.

#### d) Project Specific Reporting and Review Meetings

In addition to the reviews, AfricaNPUD will continue to conduct project-specific evaluations.

### Research

The increased shift towards evidence-based programming is at the core of this strategic plan. AfricaNPUD recognizes the value of research in informing its programs as well as ensuring that its advocacy agenda is backed by strong evidence.

Despite the benefits of research in providing evidence, AfricaNPUD realizes the high cost of conducting research and will therefore work closely and build strong partnerships with national and international research institutions including universities to ensure further strengthening of its research agenda to contribute to the national and global body of knowledge.

AfricaNPUD will strive to strengthen its partnerships locally with higher institutions of learning in Rwanda as well as international research institutions to improve its research agenda.

As part of realizing the research strategic area of focus, AfricaNPUD will seek technical support to develop a clear research plan of action including development of a research resource mobilization roadmap that will guide AfricaNPUDs future research direction.

AfricaNPUD will also make a deliberate effort to budget for research evaluations for its quarterly reporting and review meetings, and these will be along with respective donor and partner requirements. AfricaNPUD M&E framework and plan will provide quarterly reporting tools, and where applicable, utilize donor-specific tools.





## 13.3: STRATEGIC PLAN KEY PERFORMANCE INDICATORS (KPIs)

To track the performance of the strategic plan AfricaNPUD has laid out a set of key performance indicators that will determine how best the network is realizing its objectives

### AfricaNPUD Strategic Plan Key Performance Indicators (KPIs)

NO.	KEY PERFORMANCE INDICATORS	PERIODICITY OF MEASUREMENT
<b>1. Human Rights Policy Advocacy</b>		
1.1	At level high-level decision makers championed as harm reduction champions (One from each of the African regions: South, East, West, Central, and North Africa).	By 2030
1.2	An increased number of countries in Africa adopting and implementing harm reduction programs.	Annually
1.3	AfricaNPUD network members engaged in national and regional drug policy advocacy interventions.	Annually
1.4	Support at least 1 stigma index survey for drug users in select countries.	By 2030
<b>2. Network Strengthening and Partnership building</b>		
2.1	AfricaNPUD has at least 1 member in each of the countries in Africa.	By 2030
2.2	At least 30% of drug use networks across Africa implementing funded harm reduction programs in Africa.	By 2030
<b>3. Documentation learning and information sharing</b>		
3.1	At least two case studies are documented and shared every year.	Annually
3.2	One newsletter was developed every quarter for the first year to be graduated to monthly newsletters.	Quarterly to be graduated to monthly
3.3	Biannual topical learning training. At least two learning trainings organized every year.	Annually
<b>4. Institutional Strengthening and Resource Mobilization</b>		
4.1	Fully constituted Board of governors	By 2025
4.2	One Board meeting every quarter every year	Quarterly
4.3	One Annual general meeting conducted every year	Annually
4.4	All Governance and operational manuals, policies and guidelines developed and or reviewed by 2025	By 2025
4.5	Fully constituted AfricaNPUD secretariat with core technical staff	By 2025



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