



STRATEGIC PLAN AND MONITORING, EVALUATION, ACCOUNTABILITY, & LEARNING (MEAL) FRAMEWORK

2023–2027



ACKNOWLEDGEMENTS

The Network of Asian People who Use Drugs (NAPUD) is a regional peer-based network organization that seeks to promote the health and defend the rights of people who use drugs living in Asia.

NAPUD is focused on addressing criminalization, marginalization, stigma, and discrimination surrounding people who use drugs, and the impact of these on the health and rights of people who use drugs. NAPUD works to achieve its aims and objectives through empowerment and advocacy at the regional level, and by supporting empowerment and advocacy at the community and national levels.

NAPUD extends its heartfelt thanks to the technical experts, working partners and community members for their contribution. We acknowledge the participation and contributions of all members including the Executive Board and the Regional Key Population Networks who have meaningfully contributed and assisted in the development of this plan.

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**THE NETWORK OF ASIAN PEOPLE WHO USE DRUGS [NAPUD]:
STRATEGIC PLAN 2023-2027 AND MONITORING, EVALUATION, ACCOUNTABILITY,
AND LEARNING FRAMEWORK**

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INTRODUCTION

In the Asia region, people who use drugs are criminalized by national legislation and marginalized by society. Millions have been imprisoned for possession of small quantities of drugs for personal use or coerced to undergo drug dependence treatment. People who use drugs, especially those who inject, are isolated and often denied the means to protect themselves from HIV, hepatitis C, tuberculosis, and other infectious diseases. Hundreds of thousands of people who use drugs have been incarcerated in compulsory detention centres.

To address these pressing challenges, the Network of Asian People who Use Drugs (NAPUD) has developed its strategic plan and monitoring, evaluation, accountability, and learning framework for 2023–2027, outlining how the organization will establish itself by building on past achievements and lessons learnt to support people who use drugs in the

region. The strategic plan emphasizes the importance of establishing solid management systems for the regional network of people who use drugs before embarking on major programmatic imperatives. It also sets out how NAPUD will be strengthened to respond to the challenges faced by people who use drugs in the region.

The strategic plan was developed through various consultations, including in-depth discussions with a range of community leaders, a consultative process with key stakeholders within the region, and followed by a three-day workshop in Bangkok, Thailand in September 2022 to define the strategic priorities and way forward.

As part of the final phase of the planning process, NAPUD members had the opportunity to input on the draft strategic plan and monitoring and evaluation framework.

CONTEXT: PEOPLE WHO USE DRUGS IN THE REGION

According to a recent systematic review, the estimated population of people who inject drugs in the Asia Pacific region is 5.7 million (Degenhardt et al., *Epidemiology of injecting drug use, prevalence of injecting-related harm, and exposure to behavioural and environmental risks among people who inject drugs: a systematic review*. *Lancet Global Health*. 2023 May). There are many other types of drugs beyond injecting that are commonly used such as methamphetamines and New Psychoactive Substances (NPS) in Asia. There are multiple estimates that does not provide a clear picture on the actual numbers of people who use drugs in the region. The 2022 regional estimate according to the *Global State of Harm Reduction report 2022* talks about the shift towards methamphetamine to be around 2 million fewer people than the estimate of 4.35 million reported in the previous years.

People who inject drugs have 35 times greater risk of acquiring HIV than adults who do not inject drugs². In Asia and the Pacific, the HIV epidemic among people who use drugs is increasing rapidly. In this region, in 2021, 12 percent of new HIV infections occurred among people who inject drugs. HIV prevention and testing services remain inaccessible for people who use drugs. As a result, almost half of people who use drugs are unaware of their HIV status³.

Although there is evidence of progress⁴, many countries in the region have punitive and discriminatory laws that jeopardize access to health and human rights services for people who use drugs.

Harm reduction services for people who use drugs are barely provided on a meaningful scale due to criminalization, punitive laws, widespread societal stigma, and lack of investment⁵.

In 2021, in Asia and the Pacific opioid agonist therapy (OAT) reached only 9 percent of people who inject opiate drugs⁶.

In Asian countries, governments continue to apply criminal punishments rather than public health approaches. In many cases, corporal punishment is used as a penalty for drug use, and the death penalty is in place for drug offenses in at least 14 countries in Asia. All countries in the region impose criminal or administrative penalties for possession of drugs for personal use. Some countries are making exceptions, such as the decriminalization of cannabis and kratom for medical use in Thailand⁷. Nearly 500,000 people are detained in the name of drug rehabilitation in East and Southeast Asia in massively overcrowded conditions, facing grave violations of human rights and serious risks to health, as highlighted in 2020 in a joint statement by 13 UN entities⁸.

1 <https://hri.global/flagship-research/the-global-state-of-harm-reduction/the-global-state-of-harm-reduction-2022/>

2 UNAIDS, 2021, *The Global AIDS Strategy 2021–2026*, <https://www.unaids.org/en/Global-AIDS-Strategy-2021-2026>

3 UNAIDS Data Hub, 2023

4 https://www.ohchr.org/sites/default/files/2022-05/UNAIDS_0.docx

5 <https://www.unaids.org/en/resources/presscentre/pressreleaseandstatementarchive/2021/november/20211101-international-drug-users-day>

6 UNAIDS, 2022, *UNAIDS Global AIDS Update 2022*, <https://www.unaids.org/en/resources/documents/2022/in-danger-global-aids-update>

7 UNAIDS, 2021, *Legal and policy trends impacting people living with HIV and key populations in Asia and the Pacific 2014–2019*, <https://www.unaids.org/en/resources/documents/2021/legal-and-policy-trends-asia-pacific>

8 <https://unaidsapnew.files.wordpress.com/2020/05/unjointstatement1june2020.pdf>

Table 1: Annual prevalence of the use of cannabis, cocaine, opioids, opiates, amphetamine-type stimulants and “ecstasy” in the population aged 15-64, by region and globally, 2021

Region or subregion	Cannabis			Opioids (opiates and prescription opioids)			Opiates		
	Number (thousands)			Number (thousands)			Number (thousands)		
	Best estimate	Lower	Upper	Best estimate	Lower	Upper	Best estimate	Lower	Upper
Asia	62,000	25,300	95,240	34,290	15,050	45,990	21,610	8,990	29,890
Central Asia and Transcaucasia	1,530	450	2,530	530	460	600	530	460	600
East and South-East Asia	19,270	8,940	23,740	2,780	1,960	3,560	2,800	1,940	3,590
South-West Asia/Near and Middle East	10,310	7,540	12,310	10,790	8,870	13,430	-	-	-
South Asia	30,890	8,360	56,660	20,190	3,770	28,400	12,290	2,290	17,240
Oceania	3,450	3,380	3,590	680	600	740	30	20	30
GLOBAL ESTIMATE	218,990	157,910	276,320	60,380	37,080	76,470	31,510	15,640	45,380

Region or subregion	Cannabis ⁹			Amphetamines and prescription stimulants ¹⁰			Opiates		
	Number (thousands)			Number (thousands)			Number (thousands)		
	Best estimate	Lower	Upper	Best estimate	Lower	Upper	Best estimate	Lower	Upper
Asia	2,060	1,640	2,670	13,900	12,310	15,830	10,190	1,990	18,400
Central Asia and Transcaucasia	-	-	-	-	-	-	-	-	-
East and South-East Asia	770	530	1,020	9,800	9,440	10,250	3,620	1,220	6,020
South-West Asia/Near and Middle East	150	10	500	740	410	1,070	-	-	-
South Asia	1,100	1,100	1,100	3,140	2,360	4,170	-	-	-
Oceania	750	720	760	370	360	370	610	570	620
GLOBAL ESTIMATE	21,640	18,250	26,200	35,910	29,400	43,960	20,230	9,010	36,690

9 Cocaine includes cocaine salt, “crack” cocaine and other types such as coca paste, cocaine base, basuco, paco and merla.

10 Amphetamines include both amphetamine and methamphetamine

NAPUD: WHO WE ARE

NAPUD is a recently established regional network with the mission to build a sustainable platform for people who use drugs that will defend, support, and promote health, human rights, and harm reduction while simultaneously working to end criminalization, marginalization, stigmatization, and discrimination.

NAPUD is founded on inclusive membership principles and is an organization of, for and led by people who use drugs in Asia. It was established in June 2021 after the closure of the Asian Network of People who Use Drugs (ANPUD), with the inclusion of community-based and community-led networks of people who use drugs from Asia, and with the support of the International Network of People who Use Drugs (INPUD) as its lead consortium partner.

In 2019, INPUD carried out a scoping assessment due to the closure of ANPUD to gather a deeper understanding of the need for a regional network as a regional mechanism to address issues faced by people who use drugs. The exercise included interviews with 23 key informants and community experts from South and South-East Asia. The scoping exercise demonstrated the need for a sustainable and effective mechanism at the regional level to facilitate and strengthen the work initiated by the country partners¹¹. These discussions were facilitated by INPUD and later an interim advisory board was formed, which included technical experts working on issues related to drug use in Asia, and representatives of the AHRN [Asian Harm Reduction Network], the IDPC [International Drug Policy Consortium], and TREAT Asia.

A regional consultation was conducted to solicit support to streamline the process of establishing and exploring the willingness to join a new governing platform, later named NAPUD. The consultation was held in two rounds—in

South Asia (with participants from Afghanistan, Bangladesh, India, Nepal, and Pakistan) and in South-East Asia (with participants from Indonesia, Malaysia, Myanmar, the Philippines, Thailand, and Viet Nam). Participants were community leaders, activists, and technical experts with experience in organizational development, governance, and advocacy.

As a result of this participatory process, NAPUD was established. The founding executive board is comprised of representatives and leaders of national networks of people who use drugs from 10 countries in South and South-East Asia. NAPUD actively works to engage and support networks in 10 Asian countries (Afghanistan, Bangladesh, India, Indonesia, Malaysia, Nepal, Pakistan, the Philippines, Thailand, Viet Nam). At the regional level, NAPUD works closely with partners from the United Nations system, technical assistance organizations, and regional networks of people from key populations and people living with HIV.

NAPUD is the only network in the region ensuring that the voices, needs, and concerns of people who use drugs are represented in regional forums and national decision-making spaces and platforms by supporting the development and strengthening of country networks of people who use drugs.

Currently, NAPUD is implementing one regional project funded through the Robert Carr Network Funding (RCF) and channelled through INPUD as its lead network consortium partner. This project is focused on regional and global advocacy, building the capacity of country-level networks on advocacy, health, and human rights, and supporting community system strengthening.

¹¹ Scoping Assessment of Mechanisms to facilitate meaningful involvement and participation of people who use drugs in Asia – January 2021 [APMG Health and INPUD]

Table 2: Milestones that led to the establishment of NAPUD, 2005–2021

2005	<p>INPUD was conceived at the International Harm Reduction Conference in Belfast, United Kingdom of Great Britain and Northern Ireland in 2005 as a global peer-based organization that seeks to promote the health and defend the rights of people who use drugs. INPUD exposes and challenges stigma, discrimination, and criminalization of people who use drugs, and the impact on the health and rights of people who use drugs. It also seeks to represent people who use drugs in international agencies such as the United Nations and to work with people undertaking international development work.</p>
2006	<p>At the International Harm Reduction Conference in Vancouver, Canada in 2006, activists developed the INPUD founding statement, the ‘Vancouver Declaration’ which emphasizes self-empowerment, self-representation, and the need for the meaningful input of people who use drugs in decisions that affect their lives. The Vancouver Declaration sets out the demands of people who use drugs, emphasizing that their human rights must be respected, and their health and well-being prioritized.</p>
2008	<p>The Goa Declaration is the statement of individuals and groups of people who use drugs who came together during the first Asian consultation on the Prevention of HIV related to drug use in January 2008. The declaration effectively gave birth to the Asian Network of People who Use Drugs (initially named as International Network of People who Use Drugs – Asia and the Pacific Region).</p>
2020	<p>ANPUD led the PUD movement through effective leadership and collaboration with country, and regional networks in South and Southeast Asia for nearly 12 years. Its representation in Global and regional advocacy served as an example to other regional networks. A few highlights of ANPUD can be listed as active participation in global advocacy, GF TRG, policy briefs, and statements, fact sheets on the PUD scenario, and the development and strengthening of national PUD networks. An unfortunate closure in September 2020.</p>
2021	<p>NAPUD was formed with the establishment of an executive board with representatives of people who use drugs from across 10 countries in South and South-East Asia.</p>

ORGANIZATIONAL STRUCTURE

Executive board

The 11 NAPUD executive board members (chair, vice-chair, general secretary, joint secretary, treasurer, six executive members) are elected representatives of country networks of people who use drugs and partner organizations. They are responsible for taking executive decisions related to the establishment of other legal entities and providing strategic direction to and overseeing the implementation of the strategic plan. The board members also explore new funding possibilities and support the expansion of the secretariat by approving new memberships, country networks, and partners.

Secretariat

The operational activities are organized and carried out by the NAPUD secretariat. The regional coordinator leads the secretariat to implement the strategic plan and oversees the development and implementation of the NAPUD work plan and its programmatic areas, including advocacy and policy, communications and information sharing, and technical support to partner networks and organizations.

Oversight advisory committee

The oversight advisory committee is an independent advisory committee comprising seven (07) subject matter experts to empower the organization on key thematic areas of governance, drug policy, gender, mental health, sexualised drug use [Chemsex], etc. This committee has been established by the NAPUD executive board. Its purpose is to support building on the technical, programmatic, financial, monitoring, evaluation and learning, operations, and administration of NAPUD. Through this initiative, the secretariat and the executive board are supported to fulfill their responsibilities and to advise the NAPUD chair, general secretary, and secretariat on issues within their mandate.

VISION, MISSION, AND GUIDING PRINCIPLES

NAPUD’s vision is “A region where people who use drugs live their lives with dignity, and organizations led by people who use drugs are empowered, capacitated and productive”.

NAPUD’s mission is “A regional peer-based network that seeks to build a strong sustained voice of people who use drugs in Asia by defending, supporting, and promoting health, human rights, and harm reduction, and ending the criminalization, marginalisation, stigma, and discrimination of people who use drugs living in Asia”.

The formation of NAPUD is underpinned by the guiding principle “From invisibility to Influence”, with a strong belief in unity, support, equality, inclusiveness, the spirit of friendliness, collaboration, and the will to change the current situation faced by people who use drugs in the Asian Region. NAPUD strongly believes in making positive changes in the lives of people who use drugs by amplifying our voices and making effective and meaningful representation and participation as a regional network in important policy and programming environments at national, regional and international levels.

To achieve its vision, mission, and guiding principles, NAPUD as an organization is committed to facilitating meaningful participation of people who use drugs and is working towards three overarching goals:

GOAL 1

An enabling environment for the protection and promotion of human rights of, by, and for people who use drugs in Asia by reforming discriminatory and punitive laws and policies.

GOAL 2

Strengthened access to health and harm reduction programmes to improve the health and quality of lives of people who use drugs.

GOAL 3

Enhanced capacity of communities, activists, and community-led organizations to advocate and deliver services for the health and human rights of people who use drugs.

STRATEGIC PRIORITIES AND OUTCOMES

Strategic priority 1

Organisational development - Establishing an effective and functional regional network of people who use drugs with meaningful participation of people who use drugs throughout the different steps of the process. NAPUD needs to ensure it is a legal entity with appropriate management and administrative mechanisms in place and functioning. It is critical to strengthen NAPUD at all levels to bolster its ability to deliver on the strategic plan by building the capacity of the NAPUD Secretariat.

Outcome 1.1: A regional drug user network (NAPUD) which is accountable, representative and participative with improved implementation capacity and with an administrative, financial and governance structure in place.

This outcome will be achieved through work in the following activity areas:

- 1.1. **Legal Registration:** register in Thailand as a new legal entity.
- 1.2. **Secretariat:** organize the work of the Secretariat by developing institutional, governance and operational manuals and strengthening its skills.
- 1.3. **Governance:** strengthen the Executive Board functions through capacity building and knowledge building, and through regular engagement among the Executive Board, the Oversight Advisory Board and the Secretariat.
- 1.4. **Membership:** review membership requirements and set-up registration procedures for NAPUD's constituents.

Strategic priority 2

Partnership and network strengthening -

Through the meaningful participation of people who use drugs, strengthening effective partnerships and networks that enhance the reach and impact of NAPUD's work and ensure adequate availability of resources by engaging effectively with donors and other stakeholders to catalyse opportunities and work collaboratively and cohesively towards shared and common goals.

Outcome 2.1: A well-developed network of strategic partnerships with organisations that are supportive of NAPUD's principles, goals and objectives

Outcome 2.2: Improved capacity of NAPUD to mobilize resources and provide technical assistance for networks of people who use drugs for advocacy, community-led interventions and community strengthening.

Outcome 2.3: Improved inclusion of networks of people who use drugs in policy formulation, programme planning, decision making, and implementation and monitoring of the response as well as their meaningful participation in national, regional and global fora such as GFATM Country Coordinating Mechanisms (CCMs), Commission of Narcotic Drugs (CND) and UNAIDS Project Coordinating Board (PCB).

These outcomes will be achieved through work in the following activity areas:

- 2.1. **Partnership and network strengthening:** identify and strengthen strategic partnerships with community-led organizations of people who use drugs as well as regional key populations networks, donors, UN agencies and technical assistance providers working in the field of health, human rights, harm reduction drug policy, among others and organize technical working groups for regular exchange.

- 2.2. **Resource mobilisation and technical assistance:** facilitate and advocate for access to resources and funding opportunities for NAPUD and national networks of people who use drugs and will facilitate access to peer-to-peer technical assistance for national partners.
- 2.3. **Inclusion in decision-making spaces:** catalyse opportunities for involvement in decision-making and for inclusion in national, regional and global fora.

Strategic priority 3

Strategic information and advocacy -

producing strategic information on issues related to drug use in Asia, particularly on harmful laws and policies, for evidence-based advocacy and conducting strategic advocacy in order to raise awareness and influence decision-making for the fulfilment of human rights of people who use drugs

Outcome 3.1: Improved capacity of PUD networks at the regional and country levels to assess laws and policies that affect people who use drugs

Outcome 3.2: Strengthened capacity of NAPUD to conduct advocacy actions and influence policy makers to address and reform harmful laws that affect people who use drugs

These outcomes will be achieved through work in the following activity areas:

- 3.1 **Strategic information:** Produce and promote a wide range of analytical reports and documentation to inform evidence-based advocacy.
- 3.2 **High-level advocacy:** Influence decision-makers to address and reform harmful laws and to develop enabling policies and programmes for people who use drugs.

Strategic priority 4

Community feedback mechanisms and technical support -

strengthening capacity of NAPUD to provide technical support to its country partners and leaders to equip and enable them to strengthen the access to quality healthcare for people who use drugs.

Outcome 4.1: Strengthened capacity of NAPUD and its partners to support community feedback mechanisms to improve the quality and access to health services.

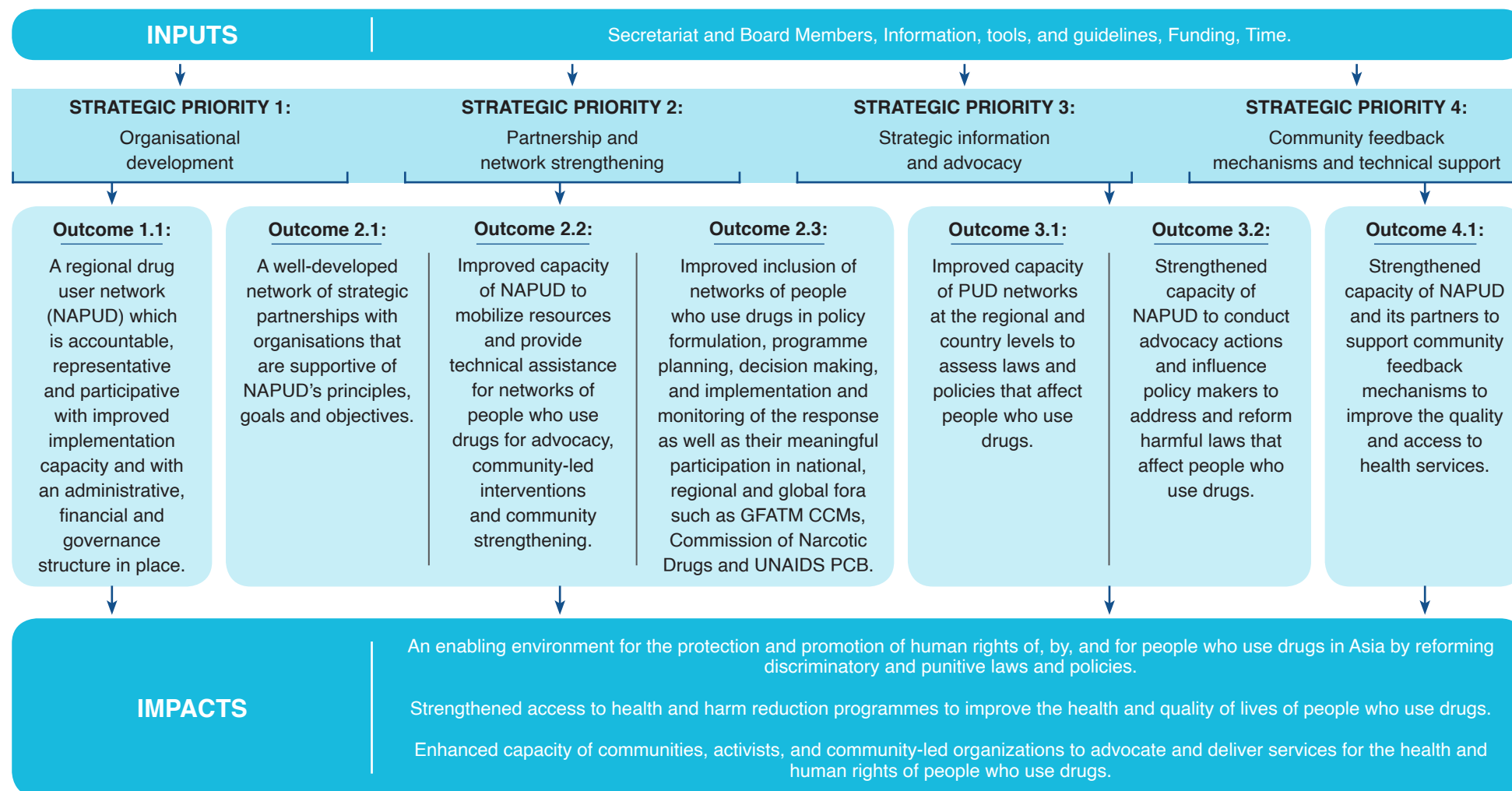
This outcome will be achieved through work in the following activity areas:

- 4.1 **Community-led monitoring:** Empower NAPUD and country networks of people who use drugs to conduct community-led monitoring and community-led research to inform programme and policy changes and co-create solutions to improve the quality and access to health services.

THEORY OF CHANGE

This graph represents how NAPUD will use its resources and conduct activities across the four strategic priorities, to lead to outcomes that will collectively have the desired impacts.

Image 1: Theory of change



STRATEGIC PLANNING PROCESS

In September 2022, NAPUD held a three-day consultative workshop with experts and members from partner organizations of people who use drugs from across Asia along with regional network partners to inform the development of the 2022–2027 strategic plan and monitoring and evaluation framework. Attendees undertook an assessment of NAPUD. The results have been incorporated into the goals and activities of the strategic plan for 2022–2027 presented in the following section.

NAPUD has several strengths that can be leveraged as a resource to build an accountable and well-governed organization:

- NAPUD has an active and committed executive board, a nascent oversight advisory committee with a broad-based and highly experienced group of individuals, and a paid staff member managing the organization and leading the implementation of the 2023–2027 strategic plan.
- The executive board has been constituted and is functional, with office holders selected from a membership reflecting the demographics of communities of people who use drugs in each of the 10 members' countries. It is the intention for NAPUD to be a truly representative body reflecting the needs and priorities of the communities and people it serves.
- NAPUD benefits from the support of national-level organizations of people who use drugs in 10 countries in Asia. Networks of people who use drugs are made up of dynamic and committed activists who bring their diverse voices, lived experiences, and knowledge about drug use, harm reduction, drug policy and human rights.
- NAPUD engages a broad membership, including people of diverse sexual orientation, gender identity and expression, and sex characteristics, women, people

living with HIV, and people who practice sexualised drug use (commonly known as Chemsex).

- NAPUD is supported by key technical resource people from the region and internationally, regional networks of people from key populations and people living with HIV, and representatives from the United Nations system, donors, and technical support agencies.
- NAPUD has built an initial reputation as a community organization owned and managed by its members. It has demonstrated its ability to recognize and manage organizational shortcomings, including lessons learnt from the review of the former regional PUD network.

The consultation process suggested that NAPUD should consider the following:

- Focus the first year of strategic planning on building a functioning management and administrative structure, building robust systems to address internal issues, and actively undertaking activities to build the capacity of executive board members and staffs, especially on management and administrative issues.
- Building on lessons learnt from past experiences, establish positive and supportive relationships between the NAPUD executive board and the Thai foundation board and explore relationship mechanisms to reduce potential conflicts between the two.
- Strengthen partnerships between NAPUD and national networks and organizations of people who use drugs across the region and build strong learning and capacity-strengthening mechanisms within and between member organizations. This will help NAPUD and its partners to be better placed to advocate for the needs of people who use drugs in the region.

STRATEGIC PLANNING OBJECTIVES

The NAPUD strategic plan and monitoring and evaluation framework will help to:

- Strengthen the governance structures of NAPUD and create systems of accountability by the executive board and its members to the wider membership and constituencies.
- Identify key capacity-building needs that could contribute to building institutional capacity and technical expertise, especially in the organization’s focus areas of human rights, harm reduction, and community systems strengthening.
- Identify advocacy priorities and capacity support plans for NAPUD and 10 member countries.
- Define strategies and approaches for the provision of technical assistance to the NAPUD member organizations and individuals and contribute to community and organization strengthening.

Photos: Consultation meeting in Bangkok, September 2022. Photo credits: NAPUD, 2022





The end users of the strategic plan and monitoring and evaluation framework are NAPUD staff and board members, members of the constituent national organizations, and individual members. The aim is to maintain a focus for the work of NAPUD and to assess progress towards its vision to become a leader in South and South-East Asia on health, harm reduction, well-being and human rights of people who use drugs.

STRATEGIC PLAN AND MONITORING, EVALUATION, ACCOUNTABILITY, & LEARNING FRAMEWORK

Below is the combined NAPUD 2023–2027 strategic plan with monitoring, evaluation, accountability, and learning milestones, developed with inputs gathered during the consultative workshop in September 2022. Specific and measurable indicators are included and will be expanded further as NAPUD develops detailed activity plans for each of the five years of the strategic plan.

End-of-year reports prepared by the NAPUD regional coordinator for the executive board will provide specific achievements against the objectives and annual detailed activity plans.

Table 3: Strategic plan and monitoring, evaluation, accountability, & learning framework

Outputs	Indicators	Key Activities	Baseline (referred to each of the indicators)	Targets and Timeline				
				Y1 2023	Y2 2024	Y3 2025	Y4 2026	Y5 2027
Outcome 1.1.	A regional drug user network (NAPUD) which is accountable, representative and participative with improved implementation capacity and with an administrative, financial and governance structure in place							
1.1.1. Legal registration of NAPUD in Thailand with an operational Executive Board and the Thai Foundation Board	Registration successfully completed and legal documentation available	1. Establish NAPUD as a legal entity in Thailand.	N/A	NAPUD legal registration completed				
		2. Establish Executive Board with clearly defined roles for the Thai Foundation Board (TFB) and its relationship to the NAPUD EB	N/A	Thai Foundation Board (TFB) in place and all positions fulfilled	Thai Foundation Board (TFB) elections	Thai Foundation Board (TFB) elections		
		3. Review and revise NAPUD accountability systems, including Board functions	N/A	Executive Board Elections	Executive Board Elections			

Outputs	Indicators	Key Activities	Baseline (referred to each of the indicators)	Targets and Timeline				
				Y1 2023	Y2 2024	Y3 2025	Y4 2026	Y5 2027
1.1.2. A set of applicable institutional, governance, and operational manuals produced and approved by the Executive Board and the Oversight Advisory Committee	Institutional, governance and operational manuals are available	1. Develop and approve a set of institutional, governance, financial management, operational manuals	N/A	Finalised and approved by board				
1.1.3. Staff and EB members capacitated by the Oversight Advisory Committee (OAC) on governance and management systems to upgrade their knowledge and skills	# of capacity building initiatives organized or facilitated by NAPUD OAC and/or other partner organizations for staff and EB members # of staff and EB members trained on governance and management systems by the OAC	1. Conduct a needs assessment of Board member capacities, understanding of the roles of Board members, communications, good governance, leadership, and management completed by the end of 2023 with mapping report available. 2. Develop and implement a time specific learning plan for the organization.	Orientation of all board members on governance Not in place	Training of all board members & Secretariat staffs on good governance		Training of all board members & Secretariat staffs on good governance		Training of all board members & Secretariat staffs on good governance
				Organisational learning plan development in progress	Organisational learning plan developed and implemented	Organisational learning plan implemented	Organisational learning plan implemented	Organisational learning plan implemented

Outputs	Indicators	Key Activities	Baseline (referred to each of the indicators)	Targets and Timeline				
				Y1 2023	Y2 2024	Y3 2025	Y4 2026	Y5 2027
		3. Develop NAPUD-specific communications, training and capacity building materials on governance and management systems for both staff and EB members.	Not in place	Needs assessment on specific Capacity Building needs on governance and management	Development of a NAPUD-specific communications strategy	Development of an organisation development module for NAPUD that covers all aspects of Governance and Management related skills building and training		Pilot of the NAPUD organisational development manual in at least 2 countries in South & Southeast Asia
		4. Organize training based on needs identified in the mapping exercise conducted and ongoing training plan developed and recorded in Board records of meetings.	N/A			Training of all members on thematic areas of good governance during annual board meetings by members of the Oversight Advisory Committee (OAC) and/or external experts	Training of all members on thematic areas of good governance during annual board meetings by members of the Oversight Advisory Committee (OAC) and/or external experts	Training of all members on thematic areas of good governance during annual board meetings by members of the Oversight Advisory Committee (OAC) and/or external experts
1.1.4. Formalized membership of PUD networks in Asia in NAPUD network	# of PUD networks in Asia formally part of NAPUD network	1. Review membership requirements and arrangements.	NAPUD has MoU with 11 country partners in place	Expand membership to 1 more country	Expand membership to 1 more country	Expand membership to 1 more country	Expand membership to 1 more country	
		2. Set up application procedures and forms and make them accessible to all potential members in		MoU with 12 countries in place	MoU with 13 countries in place	MoU with 14 countries in place	MoU with 15 countries in place	

Outputs	Indicators	Key Activities	Baseline (referred to each of the indicators)	Targets and Timeline				
				Y1 2023	Y2 2024	Y3 2025	Y4 2026	Y5 2027
		appropriate languages and formats						
		3. Organise annual general meetings with members from NAPUD focus countries		AGM meeting	AGM meeting & Executive Board Elections	AGM meeting	AGM meeting	AGM meeting & Executive Board Elections
1.1.5. Gender diversity is represented in NAPUD governance structure	% of EB members who identify themselves as women, trans people and non- binary people	1. Organise gender diversity trainings for NAPUD members, EB members and PUD networks 2. Organise leadership trainings that are inclusive to gender diversity	NAPUD has representation of members from diverse communities (MSM & Trans women) in its Executive Board	Inclusion of members from gender diverse groups into NAPUD membership	Gender diversity and leadership training		Gender diversity and leadership training	
1.1.6. NAPUD is accountable to its members and donors	# of NAPUD progress reports developed and provided to partners and donors	1. Develop and implement an MEAL Plan 2. Develop and disseminate annual reports to members and donors	N/A N/A	MEAL plan in place All NAPUD activities carried out in line with the MEAL accountability plan	All NAPUD activities carried out in line with the MEAL accountability plan	All NAPUD activities carried out in line with the MEAL accountability plan	All NAPUD activities carried out in line with the MEAL accountability plan	All NAPUD activities carried out in line with the MEAL accountability plan
				Annual reports developed and disseminated to all members, stakeholders, and donors	Annual reports developed and disseminated to all members, stakeholders, and donors	Annual reports developed and disseminated to all members, stakeholders, and donors	Annual reports developed and disseminated to all members, stakeholders, and donors	Annual reports developed and disseminated to all members, stakeholders, and donors

Outputs	Indicators	Key Activities	Baseline (referred to each of the indicators)	Targets and Timeline				
				Y1 2023	Y2 2024	Y3 2025	Y4 2026	Y5 2027
Outcome 2.1 A well-developed network of strategic partnerships with organizations that are supportive of NAPUD's principles, goals and objectives								
2.1.1. Increased number of strategic partnerships initiated and engaged by NAPUD	# of partners and stakeholders identified	1. Mapping of potential partners and stakeholders at regional and national level	N/A	Mapping Report available		Re-Mapping of potential partners and stakeholders completed and report available		
	# of partners and stakeholders engaged	1. Develop framework for regional key stakeholder engagement	N/A	Stakeholder engagement strategic framework developed in consultation with the NAPUD EB & OAC members	Stakeholder engagement updates uploaded on NAPUD social media platforms	Stakeholder engagement updates uploaded on NAPUD social media platforms	Stakeholder engagement updates uploaded on NAPUD social media platforms	Stakeholder engagement updates uploaded on NAPUD social media platforms
2.1.2. Foundation of partnerships between NAPUD and regional and national bodies and policymakers in place, including understanding of human rights of people who use drugs and willingness to work with PUD networks	# of multistakeholder platforms (thematic working groups, communities of practices, etc...) for learning and discussions on right-based policies and programmes	1. Build regional and national consortium partnerships	N/A	Regional partnerships established with three (03) thematic working groups & Partners including the Regional KP Network Consortium (RKPNC)	Regional/ National partnership established with more thematic working groups	Regional/ National partnership established with more thematic working groups	Regional/ National partnership established with more thematic working groups	NAPUD represent as the regional network of PUD in all regional and national consortiums
		2. Develop a resource pool of community experts for technical support	N/A	NAPUD Oversight Advisory Committee (OAC) formed and functional	NAPUD Oversight Advisory Committee (OAC) supporting the	NAPUD Oversight Advisory Committee (OAC) supporting the	NAPUD Oversight Advisory Committee (OAC) supporting the	NAPUD Oversight Advisory Committee (OAC) supporting the

Outputs	Indicators	Key Activities	Baseline (referred to each of the indicators)	Targets and Timeline				
				Y1 2023	Y2 2024	Y3 2025	Y4 2026	Y5 2027
					EB members and Secretariat	EB members and Secretariat	EB members and Secretariat	EB members and Secretariat
		3. Organize regular stakeholder engagement meetings with partners	N/A	Regional stakeholder engagement meeting Reports published	Regional stakeholder engagement meeting Reports published	Regional stakeholder engagement meeting Reports published	Regional stakeholder engagement meeting Reports published	Regional stakeholder engagement meeting Reports published
		4. Establish thematic working groups and subcommittees, knowledge hubs, and communities of practice	N/A	NAPUD subcommittees established comprising of EB & OAC members	Thematic working group of NAPUD established and functional on specific PUD issues (e.g Asia Chemsex Platform)			
Outcome 2.2 Improved capacity of NAPUD to mobilize resources and provide technical assistance for networks of people who use drugs for advocacy, community-led interventions and community strengthening								
2.2.1. NAPUD is equipped with the capacity and technical skills for resource mobilization to increase Annual Fund allocations for NAPUD and its national networks/ partners	# of capacity building training workshop on resource mobilization engaged by NAPUD # funding proposals targeting specific donors developed and submitted by deadlines	1. Participate in capacity building trainings on resource mobilisation	N/A	Participated in at least 2 capacity building trainings	Participated in at least 2 capacity building trainings	Participated in at least 2 capacity building trainings	Participated in at least 2 capacity building trainings	Participated in at least 2 capacity building trainings
		2. Develop funding proposals for specific donors and submit by deadlines	2 proposals developed (1 accepted & 1 rejected)	At least 3 and a maximum of 5 proposals developed and submitted	At least 3 and a maximum of 5 proposals developed and submitted	At least 3 and a maximum of 5 proposals developed and submitted	At least 3 and a maximum of 5 proposals developed and submitted	At least 3 and a maximum of 5 proposals developed and submitted

Outputs	Indicators	Key Activities	Baseline (referred to each of the indicators)	Targets and Timeline				
				Y1 2023	Y2 2024	Y3 2025	Y4 2026	Y5 2027
	# of grants mobilized and managed by NAPUD	3. Manage projects and grants received by NAPUD from donors	NAPUD has only one source of funding/grant	NAPUD project/grant management systems initiated	NAPUD project/grant management system established	NAPUD project/grant management system are strengthened		
		4. Identify technical and financial resources for the development of appropriate sustainability strategies	N/A	Possible technical and financial resources that could be engaged for sustainability assessed and partnership with available technical financial resources initiated	Partnership with at least 3 technical assistance providers and donors strengthened through focused discussions and consultations, including TSM, Global Fund CRG, etc,...	Programmatic and Financial sustainable strategies formulated and shared with members and networks	Programmatic and financial sustainable strategies implemented in strong collaboration with technical assistance providers and donors	Programmatic and financial sustainable strategies implemented and expanded to country partners
2.2.2. NAPUD equipped with the capacity and technical expertise on advocacy, community-led interventions and community strengthening to provide technical assistance to their partners	# of training workshops on advocacy, community-led interventions & community strengthening engaged by NAPUD # of PUD networks that receive technical assistance from NAPUD	1. Map the skills and main needs in terms of technical assistance and capacity building of NAPUD members	N/A	Mapping completed and at least 3 networks/ partners identified	Mapping completed and at least 3 networks/ partners identified	Mapping completed and at least 5 networks/ partners identified	Mapping completed and at least 3 networks/ partners identified	Mapping completed and at least 3 networks/ partners identified
		2. Map community experts at both regional, and country levels	N/A	Roster of regional/national community technical experts finalised based on their specific skills and areas of expertise	Additional experts added to the Roster of technical experts at the regional/ national levels	Roster of technical experts updated	Roster of technical experts updated	Roster of technical experts updated

Outputs	Indicators	Key Activities	Baseline (referred to each of the indicators)	Targets and Timeline				
				Y1 2023	Y2 2024	Y3 2025	Y4 2026	Y5 2027
		3. Participate in training workshops on advocacy, community-led interventions and community strengthening	Participation in the Human Rights training	Members from NAPUD/ country networks participate in at least one training in a year	Members from NAPUD/ country networks participate in at least one training in a year	Members from NAPUD/ country networks participate in at least one training in a year	Members from NAPUD/ country networks participate in at least one training in a year	Members from NAPUD/ country networks participate in at least one training in a year
		4. Provide technical assistance to PUD networks on a variety of issues related to drug use	N/A	NAPUD provides ongoing technical support to at least three (03) country networks/ partners	NAPUD provides ongoing technical support to at least three (03) country networks/ partners	NAPUD provides ongoing technical support to at least three (03) country networks/ partners	NAPUD provides ongoing technical support to at least three (03) country networks/ partners	NAPUD provides ongoing technical support to at least three (03) country networks/ partners
2.2.3. NAPUD performs as the financial host for projects and grant funding for its member networks.	Financial management system in place to provide financial and programme management support # of PUD networks that receive financial and programme management support by NAPUD	1. Establish robust financial management system	Fiscal Host managing NAPUD finances	Finance staff recruited and financial management system initiated	Financial management system in place. Annual Program & Audit reports developed and shared with relevant authorities	Financial management system reviewed and improved. Annual Program & Audit reports developed and shared with relevant authorities	Annual Program & Audit reports are developed and shared with relevant authorities	Annual Program & Audit reports are developed and shared with relevant authorities
		2. Provide small-scale financial support to NAPUD members for strategic initiatives	N/A	NAPUD provides small grant support to at least one (01) country networks/ partners	NAPUD provides small grant support to at least one (01) country networks/ partners	NAPUD provides small grant support to at least one (01) country networks/ partners	NAPUD provides small grant support to at least one (01) country networks/ partners	NAPUD provides small grant support to at least one (01) country networks/ partners

Outputs	Indicators	Key Activities	Baseline (referred to each of the indicators)	Targets and Timeline				
				Y1 2023	Y2 2024	Y3 2025	Y4 2026	Y5 2027
Outcome 2.3	Improved inclusion of networks of people who use drugs in policy formulation, programme planning, decision making, and implementation and monitoring of the response as well as their meaningful participation in national, regional and global for a such as GFATM CCMs, Commission of Narcotic Drugs (CND) and UNAIDS PCB.							
2.3.1. NAPUD and national PUD networks are equipped with knowledge, provided spaces and capacitated to meaningfully engage in policymaking, program designing and services delivery processes	# of policy, programme and decision-making mechanisms engaged by PUD networks at the regional and country levels. Example: # of seats allocated to PUD networks at CCM. # of PUD networks receiving information on engagement opportunities shared by NAPUD # of PUD networks participated at global, regional and national fora and conferences	1. NAPUD engagement in Global Advocacy initiatives, forums, and spaces such as, but not limited to UNAIDS PCB, CND, VNGOC	N/A	Regional/ National representation in PCB, CND, VNGOC	Regional/ National representation in PCB, CND, VNGOC	Regional/ National representation in PCB, CND, VNGOC and other similar platforms, spaces	Regional/ National representation in PCB, CND, VNGOC	Regional/ National representation in PCB, CND, VNGOC
		2. NAPUD engages with the Global Fund, PEPFAR, and other Donors and partners	N/A	Regional/ National representation in PEPFAR ROP/ COP	Regional representation in Global Fund TWG	Regional/ National representation in GF Technical Working Group & PEPFAR ROP/ COP	Regional/ National representation in GF Technical Working Group & PEPFAR ROP/ COP	Regional/ National representation in GF Technical Working Group & PEPFAR ROP/ COP
		3. Regional/National Drug user's led movement on specific issues related to, but not limited to Drug Decriminalisation, Drug Policy, Compulsory Detention etc	N/A	Issues-based regional advocacy	Issues-based regional advocacy	Issues-based regional advocacy	Issues-based regional advocacy	Issues-based regional advocacy

Outputs	Indicators	Key Activities	Baseline (referred to each of the indicators)	Targets and Timeline				
				Y1 2023	Y2 2024	Y3 2025	Y4 2026	Y5 2027
Outcome 3.1 Improved capacity of PUD networks at the regional and country levels to assess laws and policies that affect people who use drugs								
3.1.1. Increased number of PUD networks in Asia conducting assessments on laws and policies affecting PUD	# of PUD networks participating in capacity building on the assessment of laws and policy	Organise capacity building trainings on assessment and monitoring of laws and policies	N/A	At least three (03) country networks receive training on assessment and monitoring of laws and policies	At least three (03) country networks receive training on assessment and monitoring of laws and policies	At least three (03) country networks receive training on assessment and monitoring of laws and policies	At least three (03) country networks receive training on assessment and monitoring of laws and policies	At least three (03) country networks receive training on assessment and monitoring of laws and policies
3.1.2. NAPUD recognized as a trusted source of expertise and strategic information for its members and partners in Asia and globally	# of analytical reports and documentation on laws and policies and other issues related to drug use developed by NAPUD and shared with EB members, constituents and other partners	1. Review national and regional legal policy landscape and identify key areas for improvement	N/A	3 reports are published on the key focus areas of improvement within the legal and policy landscape in three countries	3 reports are published on the key focus areas of improvement within the legal and policy landscape in three countries	5 reports are published on the key focus areas of improvement within the legal and policy landscape in five countries	5 reports are published on the key focus areas of improvement within the legal and policy landscape in five countries	5 reports are published on the key focus areas of improvement within the legal and policy landscape in five countries
		2. Develop regional policy briefs and other analytical reports on laws and policies and other relevant prioritized topics with supporting data and disseminate with relevant stakeholders.	N/A	At least 1 regional policy briefs, advocacy statements and analytical reports developed and disseminated.	At least 1 regional policy briefs, advocacy statements and analytical reports developed and disseminated.	At least 1 regional policy briefs, advocacy statements and analytical reports developed and disseminated.	At least 2 regional policy briefs, advocacy statements and analytical reports developed and disseminated.	At least 2 regional policy briefs, advocacy statements and analytical reports developed and disseminated.
		3. Map resource persons who are knowledgeable on various PUD topics within NAPUD and its membership and develop a database	Interim Advisory Board (IAB) that supported formation of NAPUD	Resource people in addition to IAB identified and database of resource people created.		Database of resource people reviewed and updated	Database of resource people reviewed and updated	

Outputs	Indicators	Key Activities	Baseline (referred to each of the indicators)	Targets and Timeline				
				Y1 2023	Y2 2024	Y3 2025	Y4 2026	Y5 2027
		4. Include a section on NAPUD website and develop a repository of information with key available documents	N/A	Repository of documents gathered and updated quarterly	Repository of documents gathered and updated quarterly	Repository of documents gathered and updated quarterly	Repository of documents gathered and updated quarterly	Repository of documents gathered and updated quarterly
				Section on references and resource persons developed and published in NAPUD website	Website section updated	Website section updated	Website section updated	Website section updated
Outcome 3.2 Strengthened capacity of NAPUD to influence policy makers to address and reform harmful laws and policies that affect people who use drugs and to improve access to health and social services for people who use drugs								
3.2.1. Increased NAPUD skills to advocate and develop messaging to influence policy and decision-making bodies	# of advocacy initiatives led or engaged by NAPUD including campaigns, position papers, press releases and social media to influence policies and programmes for PUD # of advocacy materials on programmes, laws and policies	1. Develop and implement NAPUD's communication strategy	N/A	NAPUD 3-year Communication Strategy in place with inputs of all Country networks/ partners		NAPUD Communication strategy revisited/ revised based on 2-years of implementation level experience with inputs of all Country networks/ partners		Replanning and reshaping the NAPUD Communications Strategy with inputs of all Country networks/ partners
		2. Develop and implement NAPUD's advocacy strategy	N/A	Advocacy Strategy outline is drawn based on the current regional environment	NAPUD Advocacy Strategy is developed based on its regional experience and	NAPUD Advocacy is revisited/ revised based on the regional environment		

Outputs	Indicators	Key Activities	Baseline (referred to each of the indicators)	Targets and Timeline				
				Y1 2023	Y2 2024	Y3 2025	Y4 2026	Y5 2027
	affecting PUD in country or region produced by NAPUD			and inputs from regional partners and country network/partners	the learning drawn from 3-country network/partners			
	# of PUD networks participating in capacity building trainings on advocacy	3. Conduct and engage in advocacy initiatives and develop advocacy materials to reform laws and policies that negatively impact PUD, decriminalize drug use and reduce stigma and discrimination, as well as strengthen access to health and social services for PUD	N/A	At least one (01) advocacy initiative conducted/engaged in line with key commemorative days	At least three (03) advocacy initiatives conducted/engaged in line with key commemorative days	At least three (03) advocacy initiatives conducted/engaged in line with key commemorative days	At least three (03) advocacy initiatives conducted/engaged in line with key commemorative days	At least three (03) advocacy initiatives conducted/engaged in line with key commemorative days
	# of harmful policies and laws addressed and reformed with contribution by NAPUD			At least one (01) advocacy materials produced and disseminated online”	At least one (01) advocacy materials produced and disseminated online	At least two (02) advocacy materials produced and disseminated online	At least two (02) advocacy materials produced and disseminated online	At least two (02) advocacy materials produced and disseminated online
		4. Conduct capacity building trainings on advocacy for PUD networks	N/A		All the 13 country networks/ partners received trainings on Advocacy through the Oversight Advisory Committee (OAC) members and/or external experts		All the 15 country networks/ partners received trainings on Advocacy through the Oversight Advisory Committee (OAC) members and/or external experts	

Outputs	Indicators	Key Activities	Baseline (referred to each of the indicators)	Targets and Timeline				
				Y1 2023	Y2 2024	Y3 2025	Y4 2026	Y5 2027
Outcome 4.1 Strengthened capacity of NAPUD and its partners to support community feedback mechanisms to improve the quality and access of health services								
4.1.1. NAPUD and PUD networks are equipped with technical knowledge and expertise on community-led monitoring for the improvement of health and social services.	# of capacity building trainings on community-led monitoring engaged by NAPUD	1. Provide technical assistance to country partners on CLM implementation	N/A	Provided technical support to at least one country network/partner on CLM	Provided technical support to at least two country networks/partners on CLM	Provided technical support to at least three country networks/partners on CLM	Provided technical support to at least four country networks/partners on CLM	Provided technical support to at least five country networks/partners on CLM
		2. Facilitate and participate in capacity building activities on CLM	N/A	Participated in at least 1 capacity building training on CLM	Participated in at least 1 capacity building training on CLM	Participated in at least 1 capacity building training on CLM	Participated in at least 1 capacity building training on CLM	Participated in at least 1 capacity building training on CLM
		3. Organize training-of trainers on CLM for country partners	N/A	At least one training on CLM conducted for country partners	At least one training on CLM conducted for country partners	At least one training on CLM conducted for country partners	At least one training on CLM conducted for country partners	At least one training on CLM conducted for country partners
	# of community-led monitoring projects and feedback mechanisms engaged by PUD communities							



NAPUD

NETWORK OF ASIAN PEOPLE WHO USE DRUGS

