

Approved by the Board, November 2020.

(with additions approved by the General Meeting, June 16, 2021, Batumi, Georgia).

A UnMode STRATEGIC PLAN for 2021-2024

INTRODUCTION

Who We Are

UnMode - community movement for access to justice is an international non-governmental membership organization of a network nature. Geography of representation: the countries of Central and Eastern Europe and Central Asia. Our membership is free and open to **all people who use drugs, have been incarcerated, are currently incarcerated, and are at risk of being incarcerated at any time because of their drug use**, and who support our mission, guiding principles, code of ethics, and safety net.

Our Organizational Structure

UnMode (hereinafter the Organization) consists of associate members (without voting rights) and full members (with voting rights). The highest governing body of UnMode is the General Meeting of Members (hereinafter referred to as the Meeting). The Meeting approves the general activities of the organization, the annual financial reports, elects the Board. The Board accepts new members of the network, approves organizational strategies developed by members of the network, exercises general control over the financial and economic activities of the organization, appoints the Executive Director. The Executive Director manages the network: optimal financial management, execution of the strategic goals and objectives of the Organization, operational planning, as well as human resource management.

CHAPTER 1. MISSION, VISION, VALUES AND BENEFITS

Our Mission

Protecting and enforcing the rights and freedoms of people who use drugs, including in prison and aftercare.

Our External Vision

In the UnMode countries, national and international drug policies are based on the principles of humanism, human rights and security, social inclusion, public health, and civil society development and participation.

Our internal vision

UnMode is an influential organization with sustainable funding, working to ensure that people are no longer confined and imprisoned for using drugs and that everyone has the opportunity to fulfill themselves.

Our Values

A human life, a human dignity and the protection of human rights are UnMode's highest values. They use in their work only the evidence-based approaches generally accepted by most countries with humane drug policies. UnMode provides equal opportunities for all members. Trust, transparency, clear procedures within the organization, and inclusiveness are the network's priorities. UnMode members are tolerant and respect each member's opinion. UnMode creates a safe environment for people who use drugs, prisoners and ex-prisoners, and for human rights defenders who defend the rights of people who use drugs. Our members are committed to systemic change, improved performance, and a positive image for the organization. UnMode values and values the trust of its partners and uses effective ethics and communication. UnMode values development and professional growth. Without putting expert snobbery at the forefront, moving away from grant fashion, network members are focused on self-actualization.

Our advantages

UnMode is a young human rights organization registered on a neutral territory, not tied to a stationary office and conducting all its work remotely. UnMode members are representatives of the community of people who use drugs and experts from different countries of the EECA region, which allows us to effectively share successful and negative experiences, conduct a generalized analysis of international work and international legislation, as well as the results achieved. Trust and low conflict prevail among members. UnMode members have a good understanding of internal and external security issues and define their own security boundaries. UnMode has reliable partners, the effective cooperation with whom is confirmed by realized projects and common activities.

UnMode, like the rest of the world, is now working in the spirit of the 2030 Agenda and in accordance with the 17 Sustainable Development Goals (SDGs). Governments, and ultimately humanity as a whole, are responsible for making such ambitious goals a reality. But without many small contributions from civil society organizations and even individuals, the 2030 Agenda and the 17 SDGs will remain a beautiful theory.

Focusing the future of the organization on the SDGs provides opportunities to describe effective stakeholder engagement, the ability to demonstrate the value of its activities and competent stewardship of resources, and a commitment to shared global values

During the strategic planning session, network members were able to relate UnMode's purpose and goals to the Global SDGs.

SDG 3: "Ensure healthy lives and promote well-being for all at all ages

SDG 5: "Achieve gender equality and empower all women and girls" - eliminate all forms of violence and exploitation against women and girls.

SDG 16: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and participatory institutions at all levels.

All of the above Sustainable Development Goals are reflected in UnMode's 2021-2024 Strategic Plan.

CHAPTER 2. STRATEGIC GOALS AND OBJECTIVES

OBJECTIVE: To ensure full access to the enjoyment of human rights and freedoms and access to a fair trial for people who use drugs and prisoners/ex-prisoners.

TASK 1. Informing and improving legal literacy among people who use drugs, prisoners/ex-prisoners, and their immediate environment.

Activities:

1.1. Development of teaching complexes unique to UnMode:

- Development of basic training modules.
- Development and implementation of a unified approach to the educational process in all UnMode training activities.

Indicators of implementation for 2021-2024:

1. Number of developed training modules - 8.
2. The number of training activities under the new unified approach - more than half of the total number.

1.2. Systematic advocacy training.

- Webinars on legal literacy for people who use drugs.
- In-person legal literacy trainings for UnMode members.
- Video documentation school for UnMode members.
- Legal literacy counseling for people who use drugs.

Indicators of implementation for 2021-2024:

Number of training events held:

1. 12 webinars on right literacy.
2. 4 trainings for UnMode members.
3. 4 video documentation schools.
4. 200 consultations: face to face and online.
5. 200 people took part in training events.
6. 20 people successfully applied the knowledge in practice (evaluation tool - deferred feedback questionnaire).

1.3 Aiming to multilingual learning, replication and upscaling.

- Face-to-face legal literacy trainings in UnMode member countries for people who use drugs
- Preparation and implementation of legal literacy webinars for communities of people who use drugs in UnMode member states based on local laws
- Developing and releasing information pamphlets in electronic format, translated into UnMode member states' languages, on legal literacy by UnMode member state
- Motivating new members from different countries of the CEECA region to study in UnMode

Indicators of implementation for 2021-2024:

Number of training events held:

1. 8 trainings for people who use drugs in UnMode member countries (total number depending on number of member countries).
2. 8 legal literacy webinars for the community of people who use drugs in UnMode member states (total number depending on number of member states).

Number of new members and countries of UnMode representation:

1. 40 new members.
2. 4 countries.

Number of information brochures for UnMode countries in the national language of the country of presence:

1. 8 brochures in national languages.

1.4. Information campaigns and the creation of informational materials.

- Advocacy campaigns in video format and preparation of a series of informational materials on human rights issues of the community of people who use drugs.
- Preparation and production of information brochures in electronic format on legal literacy by UnMode member countries.
- Interaction with the media and preparation of materials about the lives of people who use drugs.
- Preparation and release of annual reports on UnMode activities.

Implementation indicators for 2021-2024:

Number of media activities:

1. 4 advocacy campaigns.
2. 8 legal literacy brochures for the community of people who use drugs in UnMode member countries (total number depends on number of member countries).
3. 20 media publications.
4. 1 list of friendly media outlets.
5. 4 annual reports.

1.5 Security trainings (informational, financial, etc.)

- In-person trainings on various aspects of safety for UnMode members and people who use drugs
- Online training modules on various aspects of safety
- Producing informational materials on various aspects of safety

Implementation indicators for 2021-2024:

Number of media activities:

1. 4 in-person safety training events.
2. 8 online safety training events.
3. 8 informational materials on safety (brochures, booklets).
4. 80 people trained on safety topics.

5. 20 people implemented safety tools in their current activities. (evaluation tool - deferred feedback questionnaire).

OBJECTIVE 2: Stimulate (influence/influence) state agencies and state institutions to liberalize drug policy.

Activities:

- Judicial representation in cases where the violation of rights is systemic in nature.
- Creating a system for monitoring changes in drug policy legislation in UnMode countries.
- Joining public/expert councils, various consultative bodies at the country level.
- Creation of an evidence base on the negative consequences of repressive drug policy in the countries.
- Building coalitions and alliances of stakeholders for drug policy reform.
- Expertise and preparation of proposals for drug policy reform in UnMode member countries.

Indicators of implementation for 2021-2024:

Litigation representation, documentation, advocacy of results:

1. Country courts - 40.
2. Documented cases of rights violations - 800.
3. 4 policy briefs on legislative analysis and proposals for drug policy reform in UnMode countries.

Number of developed systems for monitoring, evaluating the effectiveness of programs:

1. 1 system of internal evaluation of the Organization.
2. 1 system for monitoring human rights violations against people who use drugs, prisoners/ex-prisoners.

Number of new partnerships, coalitions, committees at country level to humanize drug policy:

1. 4 partnerships.

OBJECTIVE 3: Implementation of human rights at the international level.

Activities:

- Litigation representation in country courts where there are indications of a strategic litigation case.
- Improvement of the existing system for monitoring human rights violations in UnMode member countries.
- Supporting cases of violations of the rights of people who use drugs, prisoners/ex-prisoners in international courts.
- Preparation and filing of complaints to the relevant UN committees and various international institutions on human rights issues.
- Meaningful participation in international events and international forums to promote the idea of the primacy of human rights in relation to people who use drugs, prisoners/ex-prisoners.

Indicators of Implementation for 2021-2024:

Litigation Representation, Documentation, Outcome Advocacy:

- *International courts - 4.*
- *Documented cases of rights violations - 800.*
- *Shadow reports filed - 2.*

Number of new international partners, participation in international events, joining international commissions, committees, etc:

1. *4 new international partners.*
2. *Participation in 8 international events.*
3. *2 memberships in international profile committees, commissions, etc.*

CHAPTER 3. GENERAL INDICATORS OF IMPLEMENTATION IN 2021-2024

1. Number of developed training modules - 8.

2. Number of training events held:

- 12 webinars on right literacy.
- 4 trainings for UnMode members.
- 4 video documentation schools.
- 8 trainings for people who use drugs in UnMode member countries (total number depending on number of member countries).
- 8 legal literacy webinars for the community of people who use drugs in UnMode member states (total based on number of member states).

3. Number of media activities:

- 4 advocacy campaigns.
- 8 legal literacy brochures for the community of people who use drugs in UnMode member countries (total number depends on number of member countries).

4. Number of new members and UnMode member countries

- 40 new members.
- 4 countries.

5. Number of people trained:

- 20 people in each UnMode member country (the total number depends on the number of member countries).

6. Number of topics covered:

- Legal Literacy.
- Various aspects of security.
- Information security.
- Video documentation.
- Case management in international courts.
- Preparation and filing of complaints to specialized committees of the United Nations.

7. Collection of deferred feedback: number of successful cases from trained people:

- 20 cases from each UnMode member country (depends on number of member countries).

8. Creation of information materials by focus areas and target audiences, quantity and forms of publication (electronic or paper):

- 12 electronic brochures and other information materials;
- 4 paper brochures and other information materials.

9. Litigation representation, documentation, advocacy of results:

- 40 country courts;
- International courts 4;
- 800 cases of rights violations documented;
- 2 shadow reports filed.

10. Number of developed systems for monitoring, evaluating the effectiveness of programs:

- 1 system of internal evaluation of the Organization.
- 1 system for monitoring human rights violations against people who use drugs, prisoners/ ex-prisoners.

11. Number of new international partners, participation in international events, joining international commissions, committees, etc:

- 4 new international partners.
- 8 international events.
- 2 memberships in international profile committees, commissions, etc.

12. The volume and sources of funds raised for the activities of the Organization:

- In 2022 the amount of funding is increased by at least 3 times.
- In each subsequent year, the amount of funding increases by 2 times compared to the previous year.
- 2 new non-grant methods of obtaining funds for the activities of the Organization were mastered.
- The share of non-grant funding increased by 2 times.

CHAPTER 4. PROSPECTIVE DONORS

1. Robert Carr Foundation;
2. Elton John Foundation;
3. Global Fund to Fight HIV, Tuberculosis and Malaria;
4. AFEW;
5. Doctors of the World;
6. Doctors Without Borders;
7. Health Foundation;
8. ILO;
9. IOC Arthur;
10. Human Rights Foundations.

CHAPTER 5. TOPICS OF PROPOSED PROJECTS

1. Protection of the rights of people who use drugs in prisons;

2. Health of people who use drugs;
3. Institutional development of the organization;
4. Research/monitoring of violations of the rights of people who use drugs/activists/advocates defending the rights of people who use drugs;
5. Learning the community of people who use drugs/prisoners/ex-prisoners, training activists;
6. Strengthening and mobilizing the community of people who use drugs/prisoners/ex-prisoners;
7. Media communications and advocacy outreach;
8. Advocacy.

ANNEX: AN ORGANIGRAM OF THE ORGANIZATIONAL STRUCTURE

