

MENANPUD

EXTERNAL COMMUNICATION STRATEGY

2022-2024

EXECUTIVE SUMMARY

The Middle East and North Africa Network of People Who Use Drugs (MENANPUD) is a community-led network of people who use drugs (or have been using drugs) in the Middle East and North Africa (MENA) region. Established in 2011, at the Harm Reduction International Conference, organized by the Middle East and North Africa Harm Reduction Association (MENAHR), in Beirut-Lebanon, today, the network includes 32 members in eight countries namely Afghanistan, Bahrain, Egypt, Jordan, Lebanon, Morocco, Pakistan, and Tunis of whom 25 are active.

Recently, MENANPUD developed its strategic plan (2021-2024), a guiding document to answer the needs of people who use drugs community within the challenging context in the MENA region. The strategic plan focuses on four strategic orientations 1- Strengthening MENANPUD's network, governance and institutional capacities ; 2- Scaling up quality responsive and comprehensive services through empowering community members of people who use drugs and enhancing their participation and leadership; 3- Ensuring healthy lives and promoting human rights and well-being of people who use drugs through advocacy and coordinated campaigns and 4- Building alliances, networking exchange of knowledge and experiences to influence change

To enable the achievement of the network strategic plan an external communication plan is needed. The elaboration of the strategic external communication plan followed a participatory approach. The consultative process involved MENANPUD members in a focus group discussions dedicated to them, ten in-depth with selected National AIDS programs, regional and international networks representatives, United Nations agencies, and donors; as well as the responses from six out of the 14 thematic Non-Governmental Organizations (NGOs) invited to participate in two rounds of Delphi technique questions.

The analysis of the data was done through the SWOT matrix and revealed the following main results:

- Only few participants knew about MENANPUD, its role, objectives, coverage and very few had collaborated with the network and if they had, it as through MENAHRA.
- Except few, many participants viewed MENANPUD as an emergent network, expecting its development in the coming two to three years.
- MENANPUD external communication is perceived very weak by almost all the participants in the consultative process.

Based on the above findings and analysis of the suggestions and directives of the participants involved in the consultative process, MENANPUD strategic objectives are:

- Impact: MENANPUD visibility increased and reflects correctly the involvement and efforts of the network in guaranteeing the human rights of people who use drugs including their health right which will contribute to increasing the funding of the network as well as its leadership in the response to people who use drugs' needs.
- Outcome: MENANPUD external communication is strengthened.
- Output 1: MENANPUD leadership through the implementation of its mandate as the unique network of/for people using drugs is optimized and concrete.
- Output 2: MENANPUD active participation in national, regional and international discussions is increased.
- Output 3: Communication strategy document including the action plan is operationalized
- Output 4: MENANPUD communication messages and use of appropriate channels is improved in terms of quality and frequency.

The strategy elaborated in the format of a logical framework, provides the different activities for each output, the indicators at the different levels of results as well as the sources of verifications for the measurement of the indicators and the assumptions that need to hold true in order to achieve the second level of results.

To implement, coordinate and monitor MENANPUD external communication strategy a full time communication specialist preferably from the people who use drugs' community is needed.

MENANPUD needs to adopt the following approach to ensure successful implementation of the strategy:

- Adopt/Reinforce the participatory approach in decision making related to the planning, design, implementation monitoring and evaluation of the external communication strategy action plans.
- Ensure timely planning and implementation of the communication action plans.
- Guarantee consistent and frequent communication and messages with the different audiences using appropriate channels.
- Develop a real and genuine image reflecting MENANPUD values to reach people using drugs in MENA, thematic NGOs, regional and international NGOs/networks and consortiums, related UN agencies and donors.
- Improve information sharing and team work within the network members via increasing the frequency, regularity and quality of meetings and the use of internal communication tools.
- Improve communication quality and frequency with MENAHRA through the use of appropriate communication tools.
- Coordinate and prioritize messages and messengers to have an effective orchestration of the communications.
- Start by communicating to reinforce/expand the membership in the network, while in parallel promote the network work and approach institutions/organizations to inform about the network, its strategy and plans, registration progress, etc. with the aim to build partnerships, reinforce coordination and link countries members/groups to these stakeholders.
- Integrate a communication and visibility component in every projects; expenses related to external communication should be included in projects or a certain percentage of the project budget to be allocated for this purpose.
- Exert efforts on making the network existing, reinforcing its internal organization and functionality while awaiting the legal registration.
- Invest in the principles of public health, linking these to their positive repercussions on people who use drugs' community as well as the larger community health and wellbeing, and to build on past experiences and achieved results.

It is worth mentioning that the contributions of and support from stakeholders to strengthen external communication and optimize visibility included 1- technical support through identifying learning opportunities, exchange of information and live streaming, evidence based guidance and sharing of information, use of resources to be translated into Arabic; 2- coordination of a MENA region summit/regional conference; 3- reinforcing exposure via more involvement and voice in advocacy at the global level, in some events, participation in global campaigns on international days; 4- partnership and collaboration; and 5- capacity building through training.

ACRONYMS & ABBREVIATIONS

AIDS	Acquired Immuno Deficiency Syndrome
EuroNPUD	European Network of People Using Drugs
FGD	Focus Group Discussion
Hep	Hepatitis
HIV	Human Immunodeficiency Virus
IDPC	International Drug Policy Consortium
INPUD	International Network for People Using Drugs
MENA	Middle East North Africa
MENAHRA	Middle East North Africa Harm Reduction Association
MENANPUD	Middle East North Africa Network of People Using Drugs
MENA Rosa	Middle East North Africa Rosa
NAP	National AIDS Control Program
NGOs	Non-Governmental Organizations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNODC	United Nations Office on Drugs and Crime
WHO	World Health Organization

LIST OF ANNEXES

Annex 1: In-depth interviews guide

Annex 2: FGD guide

Annex 3: Delphi Technique questions

Annex 4: List of participants in the data collection

Annex 5: SWOT analysis matrix

ACKNOWLEDGEMENTS

Many thanks go to the MENANPUD and MENAHRA for their guidance and support throughout the whole process.

Heartfelt appreciations go to the stakeholders who accepted to be part of the MENANPUD communication strategy development and provided their input with a lot of openness, sincerity, and empathy to the benefits of the network.

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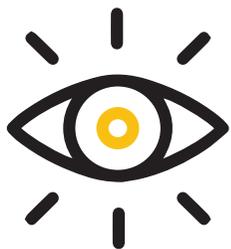
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INTRODUCTION

The Middle East and North Africa Network of People Who Use Drugs (MENANPUD) is a community-led network of people who use drugs (or have been using drugs) in the Middle East and North Africa (MENA) region. In 2011, members of the drugs users' communities came together at the Harm Reduction International Conference, organized by the Middle East and North Africa Harm Reduction Association (MENAHRRA), in Beirut-Lebanon. The discussions of the group of people who use drugs over the 3-day conference resulted in the announcement at the closing ceremony of the group identity and the formation of a network of people who use drugs for the MENA region. Since then, the network is hosted by MENAHRRA located in Beirut, Lebanon, which pledged supporting MENANPUD technically, financially and building its capacities.

Today, the network includes 32 members in eight countries namely Afghanistan, Bahrain, Egypt, Jordan, Lebanon, Morocco, Pakistan, and Tunis of whom 25 are active.

Recently, MENANPUD developed its strategic plan (2021-2024), a guiding document to answer the needs of people who use drugs community within the challenging context in the MENA region.



VISION

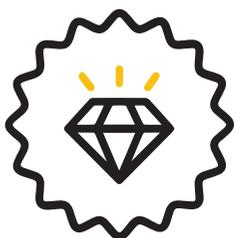
MENANPUD vision is a Just society in the MENA region, guaranteeing the human rights of people who use drugs including their health right.



MISSION

The network mission is a regional, community-led network which works to unify and amplify the voices of people who use drugs (or have used drugs) in order to promote their health and wellbeing, defend their rights, reduce stigma, discrimination and criminalization, and promote harm reduction services.

MENANPUD will assure its mission through communication; networking and collaboration; advocacy and decision-making; empowerment of community members of people who use drugs and their reintegration in society; in addition to strengthening peer led support services.



VALUES

- We are people from all social backgrounds, age and religion unified to raise the voice of the unheard, the people who use drugs in order to defend the rights, to be our own spokesmen/spokeswomen and be involved in decisions that affect our own body and lives.
- We are people from the MENA region who use (or have used) drugs, and have been marginalized, discriminated against, put in jail, demonized and stereotyped as dangerous and disposable by our societies, medical system and governments.
- We are neither promoting drug use, nor forbidding people from using drugs.
- We are here to help our peers to reduce the harm caused by drug use to their health, enabling self-representations of people who use drugs and collaborating with other organizations to achieve our goals.
- We believe in the principles of the Universal Declaration of Human Rights, the Vancouver Declaration elaborated in 2006 by person who use drugs activists and the Manifesto, “Nothing About Us, Without Us”.

THE STRATEGIC PLAN 2021-2024 FOCUSES ON FOUR STRATEGIC ORIENTATIONS:

1. Strengthening MENANPUD’s network, governance and institutional capacities via securing national and regional representations of people who use drugs, enhancing institutional and organizational functioning of MENANPUD.
2. Scaling up quality responsive and comprehensive services through empowering community members of people who use drugs and enhancing their participation and leadership via ensuring better quality and greater range of effective HIV/AIDS/STIs and harm reduction services reaching those at greater risk through establishing and fostering peer led services and providing people who use drugs with needed skills and strengthen their capacities and mentoring them to collaborate and lead on change that concerns them.
3. Ensuring healthy lives and promoting human rights and well-being of people who use drugs through advocacy and coordinated campaigns via conducting targeted advocacy and awareness campaigns and influencing change through regional and global representation.
4. Building alliances, networking exchange of knowledge and experiences to influence change through building alliances and promoting leadership of people who use drugs on national and regional levels and improving the availability and use of quality strategic information to inform evidence-based response and transfer learning and knowledge.

External communication is imbedded in each of the above strategic orientations further to being a mean to reach an end. Thus, MENANPUD supported by MENAHRA decided to develop an external communication strategy. The participatory approach was used to develop the strategy. The sections below explain the process adopted as well as the succinctly the results on which the strategy was developed. Furthermore, other sections elaborate the strategy, its action plan as well as monitoring and evaluation plan.

PURPOSE & OBJECTIVES OF THE CONSULTANCY

Assist MENANPUD in developing its external communication strategy so as to contribute to increasing the visibility of the network, its coverage among the civil society organizations, regional networks (MENA region) working in the field of HIV/AIDS, donors and UN agencies reflecting the involvement and efforts of the network to achieve its vision and objectives.

The implementation of the MENANPUD external communication strategy, its monitoring and evaluation will strengthen the quality and frequency of MENANPUD external communication.

The consultancy aims to:

- Assess the effectiveness and use of current external communication.
- Identify the current perception related to MENANPUD among key stakeholders.
- Evaluate the quality, use and effectiveness of a sample of communications products.
- Identify MENANPUD external communications needs.

METHODOLOGY

Qualitative methodology and techniques were used, combining both in-depth interviews with the identified and selected stakeholders, as well as a Focus Group Discussion (FGD) with MENANPUD members and the Delphi techniques with selected thematic Non-Governmental Organizations (NGOs).

To conduct the in-depth interviews, a guide using open-ended questions (Annex 1), a FGD guide (Annex 2) and a list of questions for the Delphi technique ((Annex 3) were developed. They encompassed the following themes: 1- knowledge about MENANPUD; 2- Description of collaboration with MENANPUD; 3- Perceptions about MENANPUD image; 4- Opinion/perception about MENANPUD communications; 5- Suggestions to improve MENANPUD communications and 6- Support by the stakeholders to optimize/improve MENANPUD visibility. Similarly,

The participants in the consultative process were identified by MENANPUD and MENAHRA based on their involvement in HIV/AIDS response, harm reduction, people using drugs, etc. These included ministries of Health – National AIDS Programs, NGOs, United Nations agencies (UN), regional and international networks, and donors.

The consultative process took place between 25th of September and 23rd of November 2021. It followed the procedures outlined hereinafter: 1- The tools were developed by the consultant, reviewed and approved by MENANPUD; 2- MENANPUD and MENAHRA contacted the identified stakeholders and NGOs via email followed by reminders emails and phone calls; 3- At the beginning of every in-depth interview and the FGD, the consultant welcomed, acknowledged the participants, and obtained their verbal informed consent to participate and to record the discussion. Regarding the Delphi technique, almost the same process was followed via an introductory email, two rounds of google based questions. As for the review of the materials, the consultant reviewed the Facebook, the video produced by MENANPUD as well as the brochure.

FINDINGS

Four MENANPUD members participated in the FGD. Ten in-depth interviews out of 14 planned were implemented and six out of the 14 NGOs conducted participated in the two rounds of Delphi questions. As shown in Annex 4, participants represented, in addition to MENANPUD members, the National AIDS programs at the Ministry of health, regional and international networks, United Nations agencies, donors and civil society organizations.

The analysis of the data was done through the SWOT matrix (Annex 5) and revealed the following main results:

KNOWLEDGE AND COLLABORATION WITH MENANPUD

Except from MENAHRA, regional and international people who use drugs networks and some NGOs, only few participants knew about MENANPUD, its role, objectives, coverage and very few had collaborated with the network and if they had, it as through MENAHRA.

PERCEPTION OF MENANPUD IMAGE

Except few, many participants viewed MENANPUD as an emergent network, expecting its development in the coming two to three years.

PERCEPTIONS AND OPINION REGARDING COMMUNICATIONS

External communication is perceived very weak by almost all the participants in the consultative process. They described the external communications frequency as ad hoc and the tools used as limited and not reflecting the efforts done or being done. The approach and messages used are old school, lacking voice and engagement of the receiver.

IMPROVING COMMUNICATIONS AND VISIBILITY

Suggestions to improve the external communication of MENANPUD and consequently its reach, membership, visibility, etc. included but were not limited to:

Communication objectives

The objectives of MENANPUD external communication should focus on the following:

- Recruitment of people who use drugs to strengthen membership at the country level and engaging them in order to strengthen the network and create national networks and consequently demonstrate their impact showing their added value. Focus should be first on solidifying itself with strong memberships then work on changing public opinion.
- Raising the voice and advocate for the rights for the people who use or inject drugs when needed. Showing commitment to the cause as MEMAMPUD is the defendant of the people who use drugs' community, that should shout loud about access to treatment (HIV, Hepatitis C, OST, etc.), access to services of different nature during crisis such as COVID-19 for example, appropriate and just response to immediate needs and not only await change in policies which might take years through advocacy.
- Informing national, regional and global governmental institutions, UN agencies, people who use drugs networks and consortiums, about the network growing memberships to show effectiveness in attracting their peers, its strategy, progress on registration, role, working mechanisms, resources, impact, interventions, etc.
- Establishing partnerships and alliances with relevant stakeholders and ensuring continuity of communication despite partnership reaching its end.
- Sharing experiences with people who use drugs' networks, thematic NGOs.
- Connecting national networks to decision makers' / policy makers in the countries.
- Contacting donors in order to be put on the donors map and secure funding to develop, implement, document and evaluate interventions in line with MENANPUD mission.
- Promoting the network work either via direct or virtual tools.
- Fight stigma and discrimination by addressing general population to change their views regarding people who use drugs and to break the connection between people who use drugs and crime using culturally appropriate messages. However, this could be postponed to a later stage.
- Raising the awareness and educating on issues of actuality such as Hepatitis C, Chem (sex after taking chemicals), new drugs used, rape drugs, COVID-19 consequences on People who use drugs.
- Mobilizing supporters and resources to develop programs for prevention, psychological support, and social and professional inclusion among others.

Communication audiences

- All participants mentioned people who use or inject drugs as a priority audience as well as other Key populations with a focus on women.
- Decision makers and governmental institutions such as ministry of public health (NAP, Mental Health Programs, Drugs prevention programs); ministry of justice, ministry of interior, ministry of social affairs, etc. Few participants' advised addressing governments at a later stage for advocacy and legal purposes given the political context the region is crossing.
- Service providers including Health care providers and others in related sectors.
- Regional and international networks to inform and ask for support to address issues faced by people who use drugs in the MENA region.
- Influencers such as public figures, leaders, have a lot of followers, committed to the cause and active, etc.
- General Population including youth and women was mentioned while some participants advised to address these at a later stage as they are not a priority, incredibly difficult to do, lot of capacity and investment to outreach the general public, few participants suggested to address these to decrease stigma and discrimination. Some participants believed that drugs prevention by people who use drugs is not effective.
- Global audience during UN meeting to bring the voice of the MENA region.
- NGOs, Thematic NGOs, INGOs, UN agencies, national and regional networks working on drugs or on related issues.
- Donors.

Communication approaches and messages

Approaches

- Portray a positive multi-dimension image of the people who use drugs (heart, mind, attitude, capabilities, well maintained mental and physical health, successes, etc.)
- Humanize people using drugs for example a Person who use drugs can be a mother, a father, a sister, etc. highlighting their lives and experiences.
- Adopt a right based approach rather than the victim approach, "I use drugs and I live normally and I have rights and duties", and inform about the violations experienced by people who use drugs demanding the right to treatment for example.
- Avoid normalization of drug use at this stage as it will be rejected by the society, the decision makers etc.
- Tour to inform key stakeholders and build relationships with MENA UN officers and mechanisms such as UNAIDS, UNODC, WHO, etc., other regional bodies/ regional mechanisms.

- Be actively present at related regional meetings and part of any regional dialogue on drugs, HIV, Hepatitis B or C, etc.
- Establish partnerships with similar movements in the region to join forces, create intersectionality and attract members from Lesbian Gay Bisexual Transsexual, People Living with HIV communities, sex workers, Men who have sex with men, transsexual people, women's movements, through direct contact, snow bowling for membership, asking people to join as members, developing members list, joint campaigns on crosscutting issues, etc.
- Involvement in related campaigns organized by country based NGOs.

Messages

- Present messages in a peaceful yet determined way and appealing format e.g. exclude flagrant drug use pictures or messages challenging the prevailing policies, laws and social trends.
- The language of the message should be simple, action oriented, in Arabic, English and French.
- Messages should reveal a strong outstanding voice by reflecting opinions and commenting on an issue, a policy, a need from the perspective of people who use drugs as well as reinforcing the responses to HIV, Hepatitis C, etc.
- Messages should include statements highlighting that people who use drugs can organize and speak for themselves and act to the benefits of their community to meet its needs. Another example could be people who use drugs can be part of the solution and are not always the problem. People who use drugs are not a bunch of criminals and deserve a better treatment.
- Messages to avoid complaining about the situation rather show the role, knowhow and actions of people who use drugs to solve a problem, work with professionals demonstrating people who use drugs added value, support, help and care for other people who use drugs. Acting is considered a very effective indirect way to face stigma and discrimination and change attitudes.
- Messages need to be based on evidence and science and reflect the reality of people who use drugs in the country highlighting the specificity of the socio economic and political situation, advocating for the rights of people who use drugs in relation to their addiction as well as other needs.
- Original material is needed, to engage people into the site and reading, which is something unique (the voice of a member talking about situation of people who use drugs in his/her country has a different and effective impact).
- Messages need to be contextualized and linked to the cause, to prevention, etc. They should also be consistent and action oriented.
- Customize messaging to the different stakeholders including peers as well as to the differences at the global versus country levels.

1. Messages to peers should show benefits convincing people who use drugs to understand that there can be something positive in their lives, their participation makes the community stronger and enable it to reach the required change and contribute to the different epidemics such as HIV, Hepatitis C, etc. Market and advertise the benefits of joining MENANPUD, i.e. what a Person who use drugs would gain by joining the network, for example, getting connected together, strengthen number, training and other activities offered by the network to make people who use drugs realize their rights. Messages related to the cause and addressing the peers are more activists in nature such as stand up for your rights.
2. Service providers should be addressed by MENANPUD as consumers of drug services or harm reduction services and by having a discussion on quality of services and on meaningful participation in service delivery “we are in it together let’s all work together as partners”, in learning how to manage the treatment, etc. Furthermore, messages can be based on public health achievements in related areas and the contribution to sustainable development goals.
3. Partners messages should reveal what people who use drugs’ community opinion about quality, accessibility, affordability, appropriateness of services, etc.
4. Donors messaging should focus on HIV increasing in MENA where so far people who use drugs have not been or have been funded reservedly. In addition, it should highlight that MENANPUD is a community that knows the context with strategic and communication plans. Furthermore, linking the network interventions to the realization of the sustainable development goals that world has committed to by 2030.

Real experience from the Field!

- Start with a one-day campaign; build the one-day campaign, deliver the campaign, do social media posting, videos of all the groups in the countries and their photographs.
- A journalist in the team interviews the groups once the work is accomplished, writes the reports to be included in the annual report, a blog post translated in different languages to use by countries, add to it photographs, videos, etc.
- We allocate two to three days funding for communications: website, technical writing, interviewing the teams, capture the photographs, writing the report, the design, etc.
- We make this part of every package now because we realize that communication is as important as the activity.



**SUCCESSFUL
CAMPAIGNS NEED TO
DONE, THEN TALKED
ABOUT AND SHOWED!**

Communication channels and tools

- Social media was recommended by many participants. Platforms such as Facebook, Twitter, Instagram, WhatsApp, and other electronic platforms were advised. In addition, posting videos, quotes, empowering and success stories, articles about issues faced by people who use drugs or on morbidities related to drug use such as HIV, Hepatitis C, life testimonies, Web stories, commentaries, etc. would increase the traffic on such platforms. However, the tools need to be varied depending on the audience; for example, Facebook tends to be more an activist space to influence and engage other people who use drugs while using LinkedIn is rather to influence policy makers.
- Outreach to recruit peers is considered a more proactive channel to introduce MENANPUD, the reasons behind its existence and its role.
- Direct, preferably when feasible, in-person contact was requested especially by governmental institutions (NAP, Mental health programs, and Harm Reduction related programs) and UN agencies (UNODC, WHO). An introductory visit is required during which MENANPUD would present its vision, mission, plan, success stories, impeding factors to their progress. In addition, to proposing projects based on priority needs.
- International conferences and forums considered opportunities for exposing the network work and establishing networking with other stakeholders. For example: Participate in the UN Commission on Narcotics drugs every March in Vienna where governments from over the world will be present in addition to the different actors in this sector, organize a side event to talk about the real life stories and experiences of people who use drugs in X country in MENA.
- Printed materials such as posters, booklets and leaflets promoting MENANPUD using simple graphics and content in services related to drug use in the different countries to introduce the network and make the materials accessible to the network partners and beneficiaries. In addition, to posting of these materials on the social media.
- Campaigns implemented by the different members/groups in the countries on the occasion of international days and campaigns such as “Support don’t punish”, International Overdose Awareness Day (31 August), International Day for Elimination of Violence against women (16 days of action from November 25 to December, 10), World AIDS Day (1 December), Human Rights Day (10 December), etc.
- Media by organizing press conferences, building relationships with the various media platforms.
- Thematic NGOs, International NGOs, Regional Networks for people who use drugs and other related networks and consortiums.
- Influencers such as celebrities, good will ambassadors to support advocacy efforts, etc.

CONTRIBUTIONS OF & SUPPORT FROM STAKEHOLDERS TO STRENGTHEN EXTERNAL COMMUNICATION & OPTIMIZE VISIBILITY

- Technical support by EuroNPUD, IDPC and WHO through 1- identifying learning opportunities, exchange of information and in parallel doing live streaming to bring more attention to the conversation and more visibility on two networks of people who use drugs helping each other; 2- Evidence based guidance and sharing of information related to women who use drugs for example; 3- Use of resources to be translated into Arabic for example the global drug policy index for advocacy purposes and the content of global campaigns or regional campaigns translated into Arabic which will linking MENANPUD to a global campaign targeting people who use drugs.
- Coordinate a MENA region summit/regional conference similar to the Harm Reduction conference happening in Europe for this year.
- Exposure via more involvement and voice in advocacy at the global level, in some events, participation in global campaigns on international people who use drugs’ day, etc.
- Partnership and collaboration via 1- working with NAP for example and being involved in their activities, access through the official page of the ministry of health as well as other external communications tools, etc.; 2- Partnering with WHO if MENANPUD has a case to present which when having common objectives increases MENANPUD credibility leading to increased trust, to strengthen their recognition and position by an international partner; 3- NAP conduct partnership, coordination, capacity building (VCT)and introduce them to the international agencies (pending legal status); and 4- promoting the network and engaging them in national campaigns and advocacy efforts.
- Capacity building through training.



MENANPUD EXTERNAL COMMUNICATION STRATEGY

The Log frame matrix is used as the tool to design MENANPUD strategy. The Logframe matrix outlines the key features about the strategy and provides a comprehensive picture about how the strategy will achieve its goal along with needed resources.

Based on the above findings and analysis the following strategic objectives are advised:

IMPACT

MENANPUD visibility increased and reflects correctly the involvement and efforts of the network in guaranteeing the human rights of people who use drugs including their health right which will contribute to increasing the funding of the network as well as its leadership in the response to people who use drugs' needs.

OUTCOME

MENANPUD external communication is strengthened.

Output 1: MENANPUD leadership through the implementation of its mandate as the unique network of/for people using drugs is optimized and concrete.

Output 2: MENANPUD active participation in National, regional and international discussions is increased.

Output 3: Communication strategy document including the action plan is operationalized

Output 4: MENANPUD communication messages and use of appropriate channels is improved in terms of quality and frequency.

Impact:

MENANPUD visibility increased and reflects correctly the involvement and efforts of the network in guaranteeing the human rights of PWUD including their health right which will contribute to increasing the funding of the network as well as its leadership in the response to people who use drugs' needs.

Outcome	Indicators	Sources of verification	Assumptions
MENANPUD external communication is strengthened	<ul style="list-style-type: none">By end 2022, the knowledge about MENANPUD role in MENA increases from ----to 50%By 2024, the percentage of MENANPUD stakeholders that perceive the network as more visible increases from ----to 60%	<ul style="list-style-type: none">Opinion pollIn-depth interviews/Focus groups discussionsMass media and Media coverage monitoring	<ul style="list-style-type: none">Opinion pollIn-depth interviews/Focus groups discussionsMass media and Media coverage monitoring

Output 1	Indicators	Sources of verification	Assumptions
MENANPUD leadership through the implementation of its mandate as the unique network of/for people using drugs is optimized and concrete	<ul style="list-style-type: none">By end 2023, MENANPUD leadership is perceived by all its stakeholders and partners as strongly optimizedBy 2023, the number of engaging organizations, institutions, networks partnering with MENANPUD increases from ----in 2021 to ----By end 2022, a clearly defined partnership ensuring more independence to MENANPUD is established between the MENAHRA and MENANPUD	<ul style="list-style-type: none">In-depth interviews/Focus groups discussionsList of MENANPUD partners with which an agreement is formulatedCooperation documents	<ul style="list-style-type: none">Support from donors and partners is maintained

Activities

- 1.1. Establish/expand communication and collaboration with the relevant ministries and related programmes/directorates in the different countries (Ministry of health – National AIDS program, Mental Health programs, Ministry of Social Affairs, etc. to introduce the network, its strategy, role, challenges, registration status, and seek their interest in future collaborations
- 1.2. Contact relevant regional UN agencies such as UNODC, UNAIDS, WHO to reinforce the relationship with the officers and inform about the network, its strategy, challenges, achievements and means of collaboration
- 1.3. Approach HIV donors as well as other relevant donors and inform about the network, its strategy, challenges, and seek their interest in improving the realization of the rights of people who use drugs and the means of collaboration
- 1.4. Map donors supporting people who use drugs human rights and access to relevant services in the different domains of life
- 1.5. Develop a case for support document to be used to approach donors including the private sector.
- 1.6. Engage into discussions with MENAHRA to redefine partnership and identify means on how to increase MENANPUD visibility
- 1.7. Establish/update a data base of NGOS, INGOs, grassroots organizations, etc. working in HIV/STIs, Harm Reduction, lesbians, gay, bisexual and transsexual, people living with HIV, sex workers, men who have sex with men, transsexual people, women's movements etc.
- 1.8. Conduct outreach work at the countries level to introduce people who use drugs to the network and recruit them to be members of the network
- 1.9. Liaise with civil society organizations to be introduced to the people who use drugs benefiting from their services which can be a way to recruit them as members of the network
- 1.10. Participate actively (running a stand, poster, side event) in the regional and international meetings, discussions, conferences, commissions, to raise the voice about the needs and rights of the people who use drugs in the MENA region, guide policies and strategies, inform about achievements and challenges faced
- 1.11. Organize a bi-annual regional conference on harm reduction and other issues of relevance to people who use drugs' rights, etc.

Assumptions

- Stakeholders and donors support maintained
- Stakeholders participation is active, transparent and maintained
- MENAHRA is open to MENANPUD leadership and independence
- MENANPUD is registered

Output 2	Indicators	Sources of verification	Assumptions
MENANPUD active participation in National, regional and international discussions is increased	<ul style="list-style-type: none"> By end 2022, representation of MENANPUD in national, regional and international discussions doubled 	<ul style="list-style-type: none"> List of participants in events or in online discussions 	<ul style="list-style-type: none"> Stakeholders collaboration is maintained

Activities	Assumptions
<p>2.1. Map periodically national, regional and international discussions on issues of relevance to MENANPUD</p> <p>2.2. Participate actively in these discussions</p> <p>2.3. Develop contextualized position statements and/or factsheets, etc. to be used in these forums</p> <p>2.4. Build the capacity of the members (training, discussions, readings, etc.) to enable them to actively and qualitatively participate in the discussions</p>	<ul style="list-style-type: none"> International, regional, National discussions are visible Stakeholders are willing and open to MENANPUD involvement and

Output 3	Indicators	Sources of verification	Assumptions
Communication strategy document including the action plan is operationalized	<ul style="list-style-type: none"> By the end of the first quarter of 2022, the communication strategy is approved by the administrative board and resources; both human and financial, are allocated 	<ul style="list-style-type: none"> Yearly budgeted action plan Amount allocated for the activities Communication specialist recruited 	<ul style="list-style-type: none"> Donors support maintained Partners collaboration is maintained

Activities

- 3.1. Undertake contacts and advocacy exchanges/meeting with responsible at donors organizations to present the communication strategy and convince of the importance of providing technical as well as financial support to the implementation of the strategy and its plan
- 3.2. Recruit a full time communication specialist or one consultant on a part time basis to support one member from the administration board
- 3.3. Expose the communication specialist to MENANPUD external communication strategy, procedures and processes
- 3.4. Develop, based on the communication strategy a communication yearly plan as well as monitoring and evaluation plan including key performance indicators
- 3.5. Contact universities offering studies in Journalism, media, communication and establish a plan to ensure the presence of interns from different disciplines to undertake specific tasks under the supervision of the communication specialist.

Assumptions

- Donors of already funded project(s) agree to MENANPUD request
- Financial resources are available

Output 4

Indicators

MENANPUD communication messages and use of appropriate channels is improved in terms of quality and frequency

- By end 2022, the number of people who see feature stories increased by 100%
- By 2023, the number of MENANPUD Twitter followers who share the network messages with their networks increased by 80% from ___ in 2022
- By end 2022, the quality of outsourced expertise is improved in terms of creativity and impact communication skills
- By end 2024, the number of yearly campaigns increased from 1 to 4
- By end 2022, donors acknowledge reception of more frequent and better quality reports

Sources of verification

- Interviews
- Website traffic over a set period
- Counting
- Periodic quantitative and qualitative analysis of the content, engagement, traffic and reaches should be done (which posts worked more than others, what can be improved, etc.).
- Review of reports
- Using computer based assessment software, assess the reading level of current communication materials targeted to the public

Assumptions

- Partners collaboration and support is maintained
- Changes in the communication sector are minimal

Activities

- 4.1. Develop a set of branded marketing materials such as a brochure, a postcard, a video showing MENANPUD unique role, added value, target audiences, achievements, etc.
- 4.2. Review and update the Facebook page to be more interactive and engaging (posting questions, commentaries, etc.)
- 4.3. Review and update the Instagram page frequently and post, eye catching, very attractive and touching (human stories) pictures with a text about the story behind these
- 4.4. Establish an engaging MENANPUD website (site architecture, pictures, questions on certain issues of importance to the audience, appealing and attractive titles, three languages, and navigation to increase traffic, etc.)
- 4.5. Develop, deliver and evaluate campaigns on identified issues of relevance to the needs of people who use drugs
- 4.6. Monitor the emergence of new social media platforms and select among these, based on assessment of media habits of target audience, which ones to be added to MENANPUD external communication channels
- 4.7. Train MENANPUD members at the administrative board level and country level on photography skills, interviewing skills, drafting human stories, video recording, campaigns coverage as well as other communication related skills based on the job descriptions of the members
- 4.8. Conduct frequent mapping of all relevant partners and use of their campaigns hash tags to comment or tweet
- 4.9. Contact relevant partners and officially agree with them on establishing linkages to the websites and on sharing updates/posts/videos, etc.
- 4.10. Establish/update a data base of contact persons in national, regional and international media institutions
- 4.11. Develop, in a participatory way, a plan of action for the media interventions
- 4.12. Establish sustainable partnership with media professionals through institutions and individual freelancers.
- 4.13. Develop and share with the donors regular succinct and attractive results based reports that would also reflect the challenges faced, the lessons learnt, and the way forward

Assumptions

- Funds are available
- Commitment of partners to capacity building of MENANPUD members

PRINCIPLES

1. **Accessible:** MENANPUD communicators should identify all channels that are available, and map their capacities to reach priority audiences which will empower audiences with the information they need to make informed decisions.
2. **Actionable:** Messages addressed to audiences with the purpose of adopting healthy behaviour should be based on an understanding of the target audience knowledge, attitudes and behaviours and should address barriers and encourage decision-makers to take the recommended steps.
3. **Credible and trusted:** Every opportunity is used to reinforce MENANPUD trustworthiness so that its information and activities become the basis for decisions.
4. **Relevant:** Communications must help audiences see the information, advice or guidance as applicable to them or others they care about.
5. **Timely:** Across all issues, MENANPUD must make information, advice and guidance available in a timely way, so audiences have the information they need when they need it to make appropriate decisions.
6. **Understandable:** Information provided needs to be easy to understand and in the appropriate language to the variety of audiences including decision-makers in order to comprehend health risks and take appropriate actions.

HUMAN RESOURCES NEEDED

To implement, coordinate and monitor MENANPUD external communication strategy a full time communication specialist preferably from the people who use drugs' community is needed. Another alternative would be to assign one person from MENANPUD secretariat/Administrative Board to undertake this job after building his/her capacity as an analyst, content developer, copywriting, and to be seconded by a part time basis communication consultant (designer) and interns studying communication, journalism, etc. for specific tasks under the supervision of the former. The qualifications of the candidate should include 1- excellent verbal and written communication skills in Arabic, English and French; 2- media/message analyst and skills; 3- good content developer and copywriting; 4- social media skills; 5- designer; and 6- proved experience in different media channels and social media platforms.

The full time communication specialist should report to the president of the Administrative Board. He/she should work in a participatory way and in close collaboration with the different members of the board as well as the responsible person at the country level.

WORK PLAN

An annual work plan is needed to implement the strategy. The plan will include the activities to be implemented during a year, the time frame, the budget and the needed material, and human resources required to achieve the outputs. Please find below the action plan for 2022-2023.

Impact:

MENANPUD visibility increased and reflects correctly the involvement and efforts of the network in guaranteeing the human rights of people who use drugs including their health right which will contribute to increasing the funding of the network as well as its leadership in the response to people using drugs' needs.

Outcome: MENANPUD external communication is strengthened

Output 1:

Activities

Q1

Q2

Q3

Q4

Responsible

APPROACH TO IMPLEMENT THE EXTERNAL COMMUNICATION STRATEGY

MENANPUD needs to adopt the following approach to ensure successful implementation of the strategy:

- Adopt/Reinforce the participatory approach in decision making related to the planning, design, implementation monitoring and evaluation of the external communication strategy action plans.
- Ensure timely planning and implementation of the communication action plans.
- Guarantee consistent and frequent communication and messages with the different audiences using appropriate channels.
- Develop a real and genuine image reflecting MENANPUD values to reach people using drugs in MENA, thematic NGOs, regional and international NGOs/networks and consortiums, related UN agencies and donors.
- Improve information sharing and team work within the network members via increasing the frequency, regularity and quality of meetings and the use of internal communication tools.
- Improve communication quality and frequency with MENAHRA through the use of appropriate communication tools.
- Coordinate and prioritize messages and messengers to have an effective orchestration of the communications.
- Start by communicating to reinforce/expand the membership in the network, while in parallel promote the network work and approach institutions/organizations to inform about the network, its strategy and plans, registration progress, etc. with the aim to build partnerships, reinforce coordination and link countries members/groups to these stakeholders.
- Integrate a communication and visibility component in every projects; expenses related to external communication should be included in projects or a certain percentage of the project budget to be allocated for this purpose.
- Exert efforts on making the network existing, reinforcing its internal organization and functionality while awaiting the legal registration.
- Invest in the principles of public health, linking these to their positive repercussions on people who use drugs' community as well as the larger community health and wellbeing, and to build on past experiences and achieved results.

MONITORING AND EVALUATING THE EXTERNAL COMMUNICATION STRATEGY

- Monitoring and evaluating the external communication strategy
- Monitoring and Evaluation (M&E) allows MENANPUD to ensure the achievements of the planned results at the different levels and to update the external communication strategy to address identified challenges. Furthermore, it shows the people who use drugs community, donors, and partners that the network is accountable and fulfilling its commitment or not. In addition, M&E serves the purposes of steering the strategy to fulfil its targets.
- Based on the Logframe (please refer to the section above), a monitoring and evaluation plan should be developed to ensure the indicators are met. The M&E plan should indicate, the results and the indicators to measure these results (as per the Logframe), the resources needed (Human, financial and material), the frequency of measurements, the baseline and the yearly targets for each of the indicators. SMART objectives for increasing social media engagement should be set. Periodic quantitative and qualitative analysis of the content, engagement, traffic and reaches should be done (which posts worked more than others, what can be improved, etc.). Furthermore, evaluate communication campaigns.
- Follow up will be conducted on an ongoing basis tracking the targets, timelines and outputs as per the annual plans. A formal review process should be completed on a yearly basis based on the mid-year and yearly reports and through active involvement of MENANPUD secretariat and members/groups at the country level.

ANNEX 1: IN-DEPTH INTERVIEW GUIDE

MENANPUD COMMUNICATION STRATEGY IN-DEPTH INTERVIEW GUIDE

INTRODUCTION

1. Welcoming and acquaintance
2. Introduction of the researchers' team and their roles during the interview: We are developing MENANPUD external communication strategy and we would like to have your opinion regarding current MENANPUD external communications, the image reflected by the network, your collaboration if any, and have your advices and recommendations to improve MENANPUD external communication and the network visibility.
3. Interview modalities:
 - Interview duration: approximately one hour.
 - Confidentiality of the information provided that will only be used to develop the strategy without any mentioning of names or any piece of information that might breach this confidentiality.
 - Authorization of recording of the interview.
 - Consent to participate in the interview: You have the right to refuse participating in the interview or answering any of the questions. Do you accept to participate?
 - Any questions prior to starting the interview.
 - Thank you for accepting to participate and for allocating time to sit for the interview. Your input is very valuable.

QUESTIONS

1. Kindly, can you tell me what do you know about MENANPUD? What is the source of this knowledge?
2. Kindly, can you describe to me your collaboration with MENANPUD (Type of collaboration, goal and objectives, length, quality, communication, etc.)
3. How do you perceive MENANPUD image in relation to its work in general in the region? How do you think other institutions, organization or individuals perceive MENANPUD image?
4. What is your opinion/perception about MENANPUD communications: In general, what are the objectives of these communications? Are these communications reaching the relevant audiences? Why? What do you think about the messages disseminated and the tools used to disseminate these messages?
5. As a donor/organization/institution what attracts your attention in the communications of other organizations/institutions? why?
6. What are your suggestions to MENANPUD to improve its communications? (Objectives, audiences, messages, tools, etc.). Please can you give me examples or do you mind sharing with me your organizations/institutions experience in this domain. Nowadays, there are a lot of innovative resources/tools to improve external communication of an organization/institutions, according to you what are the most efficient and effective ones?
7. How can you contribute to optimizing/improving MENANPUD visibility?

MENANPUD COMMUNICATION STRATEGY FOCUS GROUP DISCUSSION GUIDE

INTRODUCTION

1. Welcoming and acquaintance
2. Introduction of the researchers' team and their roles during the focus group discussion: We are developing MENANPUD external communication strategy and we would like to have your opinion regarding current MENANPUD external communications, the image reflected by the network, your collaborations if any, and identify the network priorities, ideas and recommendations to improve its external communication and the network visibility.
3. Interview modalities:
 - Interview duration: approximately one hour and a half.
 - Confidentiality of the information provided that will only be used to develop the strategy without any mentioning of names or any piece of information that might breach this confidentiality.
 - Authorization of recording the FGD.
 - Consent to participate in the FGD: You have the right to refuse participating in the FGD or answering any of the questions. Do you accept to participate?
 - Any questions prior to starting the FGD.
 - Thank you for accepting to participate in the FGD. Your input is very valuable.

QUESTIONS

1. What is your opinion/perception about the current network communications: In general, what are the objectives of these communications? Are these communications reaching the relevant audiences? Why? What do you think about the messages disseminated and the tools used to disseminate these messages?
2. In your opinion, how MENANPUD image is perceived by other institutions, organization, individuals, partners, donors, etc.?
3. Based on MENANPUD strategic plan 2021-2024 and action plan, there are different objectives/results and activities related to external communication some are direct and other are indirect: Which ones should be considered in the current strategy? What are your additional/other suggestions to improve the network communications? (Objectives, audiences, messages, tools, etc.).
4. How can you contribute as a member to optimizing/improving MENANPUD visibility?
5. As a MENANPUD member what attracts your attention in the communications of other organizations/institutions? Why? Nowadays, there are a lot of innovative resources/tools to improve external communication of an organization/institutions, according to you what are the most efficient and effective ones that we can use for the network? (country preferences)

ANNEX 3: DELPHI TECHNIQUE QUESTIONS

MENANPUD COMMUNICATION STRATEGY DELPHI TECHNIQUE QUESTIONS

1. How do you perceive MENANPUD image in relation to its work in general in the region? Please justify your response
2. How do you think other institutions, organizations or individuals perceive MENANPUD image? Please justify your response
3. In general, what is your opinion/perception regarding MENANPUD external communications?
 - a. What are the objectives of these communications?
 - b. Are these communications reaching the relevant audiences? Why?
 - c. What do you think about the messages disseminated and the tools used to disseminate these messages?
4. What are your suggestions to MENANPUD to improve its communications? (Objectives, audiences, messages, tools, etc.). Please can you give me examples or do you mind sharing with me your organizations/institutions experience in this domain.
5. Nowadays, there are a lot of innovative resources/tools to improve external communication of an organization/institutions, according to you what are the most efficient and effective ones for MENANPUD?
6. How can you contribute to optimizing/improving MENANPUD visibility and external communication to expand the network and reach its objectives?

ANNEX 4: LIST OF PARTICIPANTS IN THE DATA COLLECTION

LIST OF NETWORKS/ORGANIZATIONS/INSTITUTIONS

DATA COLLECTION TECHNIQUE	ORGANIZATION / INSTITUTION	NAMES	CONTACT DETAILS	STATUS
	REGIONAL NETWORKS			
FOCUS GROUP DISCUSSION	MENANPUD members from different countries in the region	M. Bentaouite Hasan Taraif Tony Abi Dames Hamdy Hussain Zeeshan Ayaz Zeid Douiri Anas Zeyad	m.bentaouite@hotmail.com hassantoday@hotmail.com tonyabd26@gmail.com hamdy.alex3@yahoo.com amitielwelfare@gmail.com tiwizied@gmail.com anszyad70@gmail.com	FGDs 25 September @ 12:00 p.m. + 1 interview on 1 November @ 3.30 p.m.
IN-DEPTH INTERVIEWS	MENAHRA	Elie Aaraj Hassan Fakih	eaaraj@menahra.org hfakih@menahra.org	28 October @ 2:00 p.m.
	MENAROSA	RITA Wahhab	regcoor@menarosa.me rwahab@vivrepositif.me	3 November @ 3:00 p.m
	EUROPUD	Mat Southwell	coactmat@gmail.com	4 November @ 2:00 p.m.
	UN AGENCIES			
	UNAIDS MENA RST	Dr. Eltayeb Amine	elamine@unaid.org	No response
	UNODC MENA region UNODC HIV Dept.	Fariba Soltani	fariba.soltani@un.org	4 November @ 12:00 p.m.
	WHO Regional Office HAS	Ms. Joumana Hermez	hermezj@who.int	23 November @ 9:30 a.m.

IN-DEPTH INTERVIEWS

MINISTRIES AND NATIONAL COMMITTEES

NAP Lebanon	Dr. Mostafa El Nakib	wholeb_nap@inco.com.lb	2 November @ 11 a.m.
NAP Morocco - human right focal point	Dr El Khansa Mahdaoui	emahdaoui@laposte.net	1 November @ 2:00 p.m.
NAC Bahrain	Dr. Fatima Hubail - NAC Rapporteur	fhubail1@health.gov.bh	No response
Director of the national AIDS program - NAP EGYPT	Dr. Heba Elsayed	dr.hebaabdelkawy@gmail.com	No response
NAP Website - PAKISTAN	Dr. Abbas	https://nacp.gov.pk/howwework/peoplestructure.html	No response

DONORS AND INTERNATIONAL PARTNERS

IDPC	Jamie Bridge	jbridge@idpc.net	17 November @ 6:00 p.m.
INPUD	Judy Chang	judychang@inpud.net	17 November @ 4:00 p.m.
Frontline AIDS	Antonella	avirga@frontlineaids.org	No response

DELPHI TECHNIQUE

CIVIL SOCIETY ORGANIZATIONS

MOROCCO

Hassouna	Faoizia Bouzzitoun	faoiziabouzzitoun@gmail.com	Response in 2 rounds of questions
Alcs	Mohammed Elkhammas	m.elkhammas@alcs.ma	Response only 1st round of questions
RDR Maroc	Monssef Bendriss	monssefbendriss@gmail.com	Response only 1st round of questions

EGYPT

Caritas	Dr. Adel malak	maleka_scc@hotmail.com	No response
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JORDAN

Forearms-for-change	Abdallah Hanatleh	a.hanatleh@gmail.com	Response in 2 rounds of questions
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**DELPHI
TECHNIQUE**

CIVIL SOCIETY ORGANIZATIONS

LEBANON

SIDC	Nadia Badran	nbadran@sidc-lebanon.org	Response in 2 rounds of questions
Escale	Mrs. Aline Aoun	Info@sidc-lebanon.org	Response in 2 rounds of questions
Ajem	F. Najb Baaklini	Communication@ajemlb.org Lina.riachi@ajemlb.org najib.baaklini@ajemlb.org	Response in 2 rounds of questions
Reset clinics	Mr. Elie Daou	info@resetclinics.com	No response
Skoun	Michelle Wazan Tatyana Sleiman	michelle.wazan@skoun.org tatyana@skoun.org	Response only 1st round of questions

TUNISIA

ATP+	Souhaila Bensaid	souhailabensaid4@gmail.com	Response only 1st round of questions
ATIOST	Dr. Hadia Al-Shawashi	Atiost.sida.toxicomanie@gmail.com	Response in 2 rounds of questions

PAKISTAN

Amitiel welfare society	Mrs. Waqas	amitielwelfarehina@gmail.com	NGO Closed
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AFGHANISTAN

Bridge		Bhho.org@gmail.com	No response
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ANNEX 5: SWOT ANALYSIS MATRIX

STRENGTHS

- Governance: MENANPUD registration process is launched (challenge: signature of the cabinet of ministers)
- Operationalization of the network strategy is launched
- Part of Global Fund Grant and available seed funds for country-based activities
- 3-year project with IDPC through MENAHRA subcontracting, which will reinforce MENANPUD development, independence, management of its own finances and grants
- Capacity development/building of members is ongoing (advocacy, management, social media and internet use)
- External communication acceptable, given the capacities, in reaching the target audiences
- Communication tools used include: WhatsApp, Facebook, emails and face to face, testimony based video that was appreciated by people as it shows crossing barriers, excellent, acceptable
- Approach used “Support and not punish campaign” believed to increase visibility of MENANPUD
- Co-morbidities of some members facilitates activism on different causes, access to other regional networks and collaboration (2)
- International/global networks presence and reach (4): MENANPUD joined INPUD/board representative (2015), members of harm reduction consortium team (Robert Cart harm reduction (HR) consortium), MENA-H Coalition, representative in Civil Society Organizations network/meetings (run for global UNODC HIV program)
- Members have strong voice, can be strong leader, are bright, very respected by international communities (2) however they need to earn their credibility by their activism, deciding about their vocation (representative organization telling people what it is like to be a Person who use drugs or fighters for peer led HR globalization by showing people, documenting even quite small scale pilots (peer led HR) can get big in advocacy impact) Other regional networks ex. EuroNPUD believes in the work of MENANPUD, despite the challenges they have lots of potentials and always happy to help.
- Perceived as best source to provide information
- Positive perception about importance/strong support by thematic NGOs (3 + 1 very positive)
- The only network dealing with drug use in the region, a network for people who use drugs or ex people who use drugs from MENA, to advocate for the rights of this population in the region (3), a group of people who use drugs supported by MENAHRA to become an association of people who use drugs
- Connections to related UN agencies (UNAIDS, WHO, etc.)
- Collaboration with other NGOs and MENAHRA through training, campaigns, NSP programmes, workshops and capacity building events, Zoom meetings, etc.

WEAKNESSES

Governance:

- Legal status (network not registered yet) (5) hinders access to funding (2), though not being registered is not seen as a handicap by few networks as long as the network is using the channel of MENAHRA (2)
- Members lack capacities and skills (managerial, coordination, languages (3), external communication (2), social media tools)
- Internal communication (within MENANPUD) and with MENAHRA is not effective nor efficient
- Secretariat coordination role is weak, limited to disseminating information about training, etc.

Image:

- Not known in MENA countries and especially not to people who use drugs/peers/beneficiaries, UN agencies, organizations involved in drug use prevention or treatment and governmental institutions including NAPs and related services/department (13) Knowledge is either very recent, or from the conference in 2011.
- Members are known as PLHIV but not as MENANPUD (2).
- Weak coverage, relatively small number of individual members, lack the foundation of member groups, more of people who use drugs' activists (4)
- Fragile network (2), emerging network (2), not a functional network
- Image is hidden behind MENAHRA and MENA-H coalition on the region level,
- Not seen autonomous, self-organization of people who use drugs, owned by people who use drugs rather in an incompetent relationship with MENAHRA
- Perceived as embraced by MANAHRA that fosters and manages it, its choices and activities as per MENAHRA agenda, which limits MENANPUD independence and visibility as a standalone Network (4)
- Lacks visibility (2)
- Weak leadership
 - Lacks being active
- Is not accessible
 - Lacks openness to institutions

External communication:

- Very weak (3), limited/weak and ad hoc external communication (7)
- Efforts to inform about the network, its objectives, plans, activities, strategy, barriers faced, membership expansion, etc. and engage partners are timid (9) received via unofficial means (2) or through MENAHRA. OST problem in Lebanon, MENAHRA and NGOs and regional organization are all over the place, MENANPUD is absent.
- Working language does not correspond to MENA 3 languages (Arabic, French and English)

Resources:

- Lack of financial / material resources (2)
- Lack of specialized full time human resources (2)
- Lack of human resources in general

Tools-approach:

- Limited (5)
- Messages and tools are lacking (3) and do not reflect the efforts of the network
- International events, global networks, and days use to communicate, inform and advocate is weak (4)
- Twitter weak, not very active (2)
- Relationship with media is very weak
- No website only an introduction on MENAHRA website that is outdated, LinkedIn
- Facebook postings is ad hoc, content is not original material, a lot of MENAHRA information, format is not social media like, lack of commentaries to give a sense of the context, lacks news on network activities, issues/events at regional level besides MENAHRA
- Interaction mainly through MENAHRA due to language barriers
- Emails communication tool with coordinators
- Support, don't punish is considered the only MENANPUD external communication
- Video, well produced, however, does not resonate, uses a lot of language about suffering, being sick, etc.
- Too much text in the videos in addition to weak use of verbal and non-verbal communication skills.

Opportunities:

- MENAHRA technical, financial, promotion and admin support
- Possibility of collaboration with other networks of regional dimensions such as MENAROSA
- Support to capacity building (3) from international networks and donors to further develop MENANPUD through training on human rights and drug policy, and have them more involved in advocacy at the global level
- The increase in HIV cases among people who use drugs in the MENA region as it legitimizes the network activism, work, etc.
- Existence of funding opportunities Robert cart funding, Dutch government (MENA is a priority region)
- Support provided to increase visibility (2) such as tagging by international people who use drugs network INPUD, or dissemination of emails materials to members on mailing list (NAPs, experts, international networks, etc.) asking to further disseminate
- Existence of other regional networks such as EuroNPUD which has a particular role to look for the interests of smaller people who use drugs networks, MENANPUD being given more of chance to grow through that consortium.
- Invitation to participate in regional consultations and training
- Interests of key partners of MENAHRA requesting to be more informed via direct email, communications about MENANPUD work, virtual workshops/meetings, activity reports
- People who use drugs showing impact are resourced and seen as more effective than professionals
- Perception is changing towards MENANPUD; international and regional networks expect expansions, impact in the coming 2-3 years

Threats:

- Stigma and discrimination related to drug use (3)
- Governments strategy is demand reduction with objections related to Harm Reduction and its programmes (2)
- Drug use is illegal in almost all the countries of the region
- Few NAPs have negative perceptions regarding MENANPUD
- Social and media promotion of the linkages between drug use and crimes
- Current political situation in the region is not in favor of changing laws and advocating for drug use related issues and harm reduction
- Limited number of women using drugs in other networks (MENAROSA)
- COVID-19 hindering Face to Face conferences and meetings. Online meeting is not effective for advocacy purposes and raising the voice and lack human touch
- Current political and economic crisis in Lebanon (network registration)
- Landscape of donors is complex and not many donors are willing to fund not registered network of people who use drugs.
- Prevailing culture in MENA of discontinuation of partnership/communication/information upon termination of the activities
- Restrictions in some organizations/institutions of local, regional and international access (ex: WHO) with social media tagging, retweeting, sharing, etc.

MENANPUD

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