

EHRN Secretariat Terms of Reference

Purpose of the Terms of Reference: to define and summarize the responsibilities of the Secretariat so that all EHRN members have a clear understanding of the Secretariat's areas of work and points of accountability.

The responsibilities of the EHRN Secretariat

The mission of the Eurasian Harm Reduction Network (EHRN) is to promote humane, evidence-based harm reduction approaches to drug use, with the aim of improving health and protecting human rights at the individual, community, and societal levels.

The EHRN Secretariat operates under the supervision and support of the international Steering Committee and the Founders Committee to advance this mission.

The key areas of responsibility of the EHRN Secretariat are the following:

1. Support the development, implementation and management of the EHRN Strategic Plan
2. Resource mobilization and communications with EHRN donors
3. Accountability to and communication with the EHRN Steering Committee and Founders Committee
4. Communication with and support to the EHRN membership

Each of these areas of responsibility is described below.

1. Support the Development, Implementation and Management of the Strategic Plan

The EHRN Secretariat is responsible for supporting the SC in its development of the EHRN Strategic Plan. The Secretariat is also responsible for implementing and managing the projects and activities that support the EHRN Strategic Plan implementation, centered around EHRN's core competencies of communications and information sharing, policy and advocacy, and technical support. This includes:

1.1 Supporting Strategic Plan Development

- Develop and coordinate strategic planning process for and with the Steering Committee

- Prepare background materials regarding harm reduction needs and strategies for the EHRN region for consideration in strategic planning by the Steering Committee
- Develop recommendations for consideration by the Steering Committee regarding priorities for programmatic, organizational and resource mobilization strategies.

1.2 Work plan management

- Set long-term and short-term objectives and develop corresponding annual work plans and budgets.
- Implement projects and programs in accordance with the Strategic Plan and donor proposals.
- Develop and implement transparent and accountable processes for selection of organizational partners for project implementation.
- Manage programmatic monitoring and evaluation.
- Produce regular programmatic reporting to the EHRN Steering Committee, to the EHRN membership, Founders Committee, donors, relevant public authorities, and to the public.
- Make periodic adjustments to work plans as needed.
- Develop and manage partnerships and relationships with other regional and global networks and organizations.

1.3 Financial management

- Create and manage budgets, a chart of accounts, and bank accounts.
- Manage receipt, recording, and acknowledgment of grants, donations and other revenues.
- Develop and maintain policies for all major types of organizational expenditures, and manage approval, recording, and implementation of wage payments, contracts, taxes and insurance payments, grants, and other expenditures and disbursements.
- Manage bookkeeping, accounting, and regular audits.
- Produce regular financial reporting to the EHRN Steering Committee and Founders Committee, to the EHRN membership, to donors and relevant public authorities, and to the public.
- Make periodic adjustments to budgets as needed.

1.4 Human resource management

- Implement a staff management manual and job descriptions for employee and contract positions.
- Recruit, hire, train and retain employees and contractors, with attention to progressive policies that accommodate people with histories of drug use and facilitate their professional and personal development.

- Supervise and support employees and contractors, ensuring regular appraisal and accountability to performance targets and collaborative work within and across projects and departments.

1.5 Infrastructure management

- Maintain and manage organizational infrastructure, such as legal registration, office space, computers and phones, furniture and equipment, insurance, and records (including archives of documents and emails).

2. Resource mobilization and communications with EHRN donors

- Develop relationships with current and potential donors so that donors have an understanding of EHRN's issues, goals and activities and so that EHRN understands donor priorities and funding opportunities.
- Ensure donor support and investments in EHRN, its partners, and their shared scope of work through timely development of proposals, reports, donor meetings, and site visits.

3. Communications with and support to EHRN membership

- Report to the EHRN membership on implementing EHRN's Strategic Plan.
- Produce regular communications and organize periodic meetings to ensure that the EHRN membership is informed and engaged as a network in the mission of the EHRN.
- Develop and implement communications platforms to disseminate information about harm reduction and drug policy, EHRN projects and governance matters.
- Develop mechanisms to obtain feedback from both organizational and individual EHRN members about the EHRN Strategic Plan, organizational management and communications, programs and projects, and substantive issues related to EHRN's mission.

4. Accountability and communications with the Steering and Founders Committees

- Report to the Steering Committee and Founders Committee on implementation of the Strategic Plan, Steering Committee decisions, project development and implementation and partnerships with other regional and global networks.
- Assist in the election, organization, and functioning of the Steering Committee, including assistance in meeting coordination, communications, document preparation to facilitate its role in governing the network.
- Prepare and distribute the minutes of SC meetings to the EHRN membership.
- Coordinate Steering Committee elections.