

Tenth Session of the Assembly
17-18 April 2024, Bishkek, Kyrgyz Republic

Agenda Item 3

Plan on development of human resources management and human resources development guidelines under the Staff Regulations

I. Background

1. Developing human resources management and development guidelines is essential for any organization to ensure effective management of its workforce and facilitate their growth and development. The Staff Regulations, adopted by Decision 19-II-19S, is currently in place. These Staff Regulations embody the fundamental conditions of service and the basic rights, duties and obligations of the Executive Director and Staff Members at all levels of the Secretariat. Subject to the guidance of the Assembly, the Executive Director may as necessary provide and enforce relevant policies or administrative instructions consistent with these Staff Regulations.
2. Following the institutional review of AFoCO in 2019, the Assembly tasked the Secretariat to make continuous efforts to reflect the recommendations and relevant action plan as reported at the Fourth Session of the Assembly. In reference to the recommendations on improving the management system of the Secretariat including program execution system, working conditions, communication, staff requirements, financial and staff regulations, and internal reporting system, the Secretariat established and is operating the performance appraisal system, capacity building opportunities, and delegation of authority. The scope of work of the Secretariat is increasing and the needs to be addressed are diversified.
3. In terms of in-house capacity building, the Assembly, at its Ninth Session, emphasized the need for capacity building of the Secretariat and tasked the Secretariat to implement in-house capacity building.
4. In order to address these needs, the Secretariat plans to assess the current management system including the Staff Regulations and identify the current and future needs in terms of human resources management and human resources development.

II. Components of Human Resources Management and Development

5. The components to be reviewed include:
 - Establish guiding principles of human resources management and development that reflect the organization's values, culture, and strategic objectives;
 - Review the structure of the Secretariat and redefining of the roles and responsibilities;

- Conduct an analysis of the skills, competencies, and roles required to achieve organizational goals;
- Develop mechanisms for ongoing monitoring and evaluation of human resources management and development initiatives; and
- Develop processes to foster a culture of continuous improvement in human resources management and development; and
- Elaborate procedures that cover recruitment, onboarding, performance management, training and development, compensation and benefits, employee relations, and offboarding.

6. The human resources management and development is expected to improve the efficiency in the management system of the Secretariat and also contribute to organizational success by effectively managing talent, engaging employees, and strengthening the in-house capacity.

III. Proposed schedule

7. The Secretariat proposes procedures and schedule for the review and development guidelines:

- Internal review and preparation of draft guidelines by the Secretariat: May 2024
- Circulation of draft amendment to the Parties and consolidation of inputs: June – July 2024
- Finalization of the guidelines and application: August 2024

IV. Points for consideration

8. The Assembly may wish to take note of the information and provide further guidance and recommendations, as appropriate.

Queries on the content of the document may be addressed to:

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