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**SIXTY NINTH ORDINARY
SESSION OF THE COUNCIL
OF MINISTERS/4th ORDINARY
SESSION OF THE AFRICAN
ECONOMIC COMMUNITY
19 - 23 MARCH 1999
ADDIS ABABA, ETHIOPIA**

**REPORT OF THE 24th ORDINARY SESSION OF THE
AD HOC COMMITTEE ON STRUCTURAL REFORM**

1. Executive Summary
2. The Report
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REPORT OF THE AD HOC COMMITTEE **ON STRUCTURAL REFORM**

INTRODUCTION

1.1. HISTORICAL BACKGROUND AND **TERMS OF REFERENCE**

It is to be recalled that upon the recommendation of the Advisory Committee on Administrative, Budgetary and Financial Matters, the Council of Ministers, at its Fortieth Ordinary Session held in Addis Ababa from 27 February to 5 March 1984, endorsed the principle of establishing an Ad Hoc Committee on Structural Reform as well as the proposed Terms of Reference as follows:

- i) To make a comprehensive review of conditions of service of all staff to the OAU Secretariat, including fringe benefits and disabilities;
- ii) To review the criteria for recruitment of staff and existing policies and practices. In particular, to ascertain and establish the equivalency of academic qualifications such as diplomas and degrees normally presented by aspirant employees from different educational institutions;
- iii) To draw up a scheme of service detailing the career prospects of staff members;
- iv) To regrade, reclassify and harmonize posts, particularly at the technical and supportive levels with a view to ensuring remuneration for equal jobs bearing in mind qualifications, efficiency and experience;
- v) To review the existing structure within the Secretariat with an overall view of making its activities programme-oriented and avoiding duty over-lapping, wasteful duplication and, as far as possible, ensure equitable

distribution of duties and responsibilities among established departments;

- vi) To review existing staff and regulations with a view to removing existing shortcomings and anomalies and to provide, on the one hand, incentives for professional competence and merit and, on the other, adequate remedial provisions against indiscipline and incompetence by members of staff; and
- vii) To review the relationship between the General Secretariat and Regional Offices in the light of the responsibilities entrusted to the General Secretariat under the Lagos Plan of Action and the Final Act of Lagos.

The Committee concentrated first on the Staff Rules and Regulations and the conditions of service and submitted an interim report to the 45th Ordinary Session of the Council of Ministers held in Addis Ababa in February 1987. However, the Council decided to defer the discussion until a comprehensive report was submitted. In February 1990, the Committee submitted a comprehensive report to the 51st Ordinary Session of the Council of Ministers held in Addis Ababa (Document CM/1571 (LI) Rev.1)). At that time, the Council considered and approved part of the report concerning mainly the Staff Rules and Regulations and procedures, especially those with no financial implications. Regarding the new structure that was proposed, the Council felt that, in view of the changing circumstances in the African continent and the world, it was necessary to further examine the issue and come up with an efficient structure that could take on board the new emerging issues and challenges facing the continent. These included inter alia the economic integration, the scourge of conflicts, the democratization process, human rights issues and environment.

Following the 1990 OAU Summit Declaration on the political and socio-economic situation in Africa and the fundamental changes taking place in the world, the adoption of the Treaty establishing the African Economic Community in Abuja (Nigeria in 1991) and the debate on the establishment of a Mechanism for Conflict Prevention, Management and Resolution, the Council of

Ministers, at its 55th Ordinary Session (Addis Ababa, February 1992) approved a "Reorganization of the General Secretariat" under Document CM/1691 (LV). That document dealt with the structures of the Headquarters. Furthermore, the establishment of the Mechanism in 1993 underscored the urgency to expedite the restructuring process.

The Committee continued its work and submitted a comprehensive report on the Staff Rules and Regulations to the 57th Ordinary Session of the Council of Ministers (Addis Ababa, February 1993). Council approved the new set of Rules and Regulations through its Resolution CM/Res.1425 (LVII). Furthermore, the Committee submitted a report on the Scheme of Service and Career Development Plan for Technical and General Service Staff categories. The Scheme was adopted by the Council at its 59th Ordinary Session (Addis Ababa, February 1994) by Resolution CM/Res.1483 (LIX). By the same resolution, Council had further requested the Committee to submit a comprehensive career development plan for all categories of staff, especially the professional category which was not covered by the latter scheme.

From 1996, the Committee held extensive discussions on a new structure to be proposed together with all accompanying measures such as the conditions of service, the career plans, the methods of work and procedures, the review of scientific and technical programmes, the coordination between the AEC and RECs, the coordination between the Headquarters and the Specialized/Representational Offices, etc...

Having gone through a series of consultations on the new structure and related issues for both the Headquarters and the Specialized/Representational Offices, the Ad Hoc Committee deemed it appropriate in June 1997 to use the services of an Independent Firm of Consultants. This firm was to review all the work already done by the Committee in order to advise in a scientific manner on the structural reforms to be introduced. Terms of reference for such a firm were drawn by the Committee which called for an efficient, lean and well coordinated structures taking into account the limited financial resources of the Organization. A Canadian firm, Genivar, was selected to conduct such an exercise. Genivar submitted its report in March 1998 and that formed the basic working document for the Committee.

1.2. METHOD OF WORK

The Committee started its work in earnest in April 1998. In May 1998, it convened a brainstorming session involving all Ambassadors of Member States resident in Addis Ababa. During that session Ambassadors were briefed on the work already done by the Committee and the structural proposals of Genivar Consultants. That meeting provided important inputs which guided the Committee in its subsequent deliberations. The Committee decided to discuss the Genivar-Report alongside the comments of the General Secretariat.

The Committee held 21 sittings under the chairmanship of H.E. Charles S. Kileo, Ambassador of the United Republic of Tanzania and Permanent Representative to the OAU. It examined the entire report of the Consultants and made appropriate recommendations on each issue covered therein.

The Committee further made a thorough evaluation of the financial implications of the entire restructuring exercise, including the job grading and personnel related cost, the retrenchment plan and cost as well as the transition plan and cost.

1.3 MEMBERSHIP AND BUREAU OF THE COMMITTEE

The Committee originally comprising 14 Member States, was reconstituted in April 1998 to include the following 15 Member States : Algeria, Burkina Faso, Cameroon, Republic of Congo, Egypt, Ethiopia, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, The Sudan, Tanzania and Zambia.

The Bureau of the Committee was composed as follows:

Chairman	Tanzania
1 st Vice-Chairman	Egypt
2 nd Vice-Chairman	Mali
3 rd Vice-Chairman	Rwanda
Rapporteur	Mozambique

The Committee is now pleased to submit its Report on the Restructuring exercise together with 5 Annexes contained in Document CM/2093 (LXIX) for the consideration and approval of the Council of Ministers.

The Committee wishes to express sincere thanks to the Council of Ministers for the confidence reposed in it and to the General Secretariat for their supportive role throughout the Committee's deliberations. Special thanks also go to the various Experts who did the technical studies, namely those of Hay Management and Genivar Firms who tremendously assisted the Committee in arriving at these recommendations. Finally, the Committee wishes also to thank the South African and Canadian Governments which funded the work of the two firms.

EXECUTIVE SUMMARY

The Ad Hoc Committee on Structural Reform considered all the proposals contained in the Report of the Genivar Consultants and after a thorough review, made the following recommendations for the consideration of the Council of Ministers:

1. ORGANIZATIONAL STRUCTURE

The following structure with a total staff complement of 457 (details provided in the Organigram as shown in Annex I of the Report), was proposed :

1.1. The Office of the Secretary-General which would comprise a total staff complement of 66. The present staff complement is 56

- the Secretary-General and staff attached to him : 8
- the Assistant Secretaries-General (5) and staff attached to them : 30
- the Bureau of the Secretary-General : 8
- the Office of the Financial Controller : 5
- the Protocol Services : 8
- the Office of Legal Counsel : 7

1.2. The Policy and Programme Coordination Department would comprise the following ~~2~~ Divisions and ~~1~~ Unit with a total staff complement of 13. The present staff complement is 10.

- Directorate 2
- Policy and Programme Coordination Division : 4
- Budgeting and Financial Planning Division : 4
- External Relations and Resources Mobilisation Unit : 3

1.3. The Community Affairs Department would comprise the following 10 Divisions with a total staff complement of 57. The present staff complement is 67.

- Directorate	5
- Rural Economy and Agricultural Affairs Division :	3
- Macro-Economy, Trade, Customs and Immigration Division :	6
- Industry, Science and Technology, Energy, Natural Resources and Environment Division :	8
- Transport, Communications and Tourism Division :	5
- Population, Health, Labour and Social Affairs Division :	5
- Education, Culture and Human Development Division :	4
- Economic Integration Division :	5
- Research and Development Division :	9
- Women and Development Division	4
- Afro-Arab Cooperation Division :	3

1.4. **The Political Affairs Department** would comprise one Centre and 2 Divisions with a total staff complement of 36. The present staff complement is 35.

- Directorate	3
- Conflict Management Centre :	23
- Political Cooperation Division :	5
- Humanitarian Affairs, Refugees and Displaced Persons Division :	5

1.5. **The Communications and Conferences Department** would comprise 2 Divisions and one Unit with a total staff complement of 88. The present staff complement is 110.

- Directorate :	3
- The Communications and Publications Division :	31
- The Conference Services Division :	48
- The Documentation Centre (Unit) :	6

1.6. **The Administration and Finance Department** would comprise the following 9 Divisions and Units with a total staff complement of 123. The present establishment is 158. In light of Article 23 (2) of the Treaty establishing the African Economic Community, a position of Accountant-General was established which would be responsible for the financial services:

- Directorate + Office of Accountant-General	5
- Human Resources Development Division :	11
- Organisation and Methods, Systems and Information Technology Division :	5
- Medical Centre :	14
- Maintenance and Transportation Services :	25
- Security Services :	25
- Registry Services :	14
- Accounting Division :	11
- Disbursement and Procurement Division :	11
- Payment Certifying Unit :	2

1.7. **the OAU/STRC Lagos Office** would have a staff complement of 16. The present establishment is 37.

1.8. **the African Commission for People and Human Rights (Banjul Office)** would have a staff complement of 12. The present establishment is 11.

1.9. **the Permanent Observer Mission of the OAU to the UN, New York** would have a staff complement of 15, compared to the present establishment of 20.

1.10. **the Permanent Delegation of the OAU to the UN in Geneva** would have a staff complement of 12, compared to the present establishment of 16.

1.11. **the Permanent Office of the OAU in Brussels** would have a staff complement of 10, keeping the level of its present establishment.

1.12. **the Permanent Delegation of the OAU to the League of Arab States in Cairo** would have a staff complement of 9, compared to the present establishment of 10.

1.13. **the structure for the Washington D.C. Office** was considered by the Committee (see Annex V). However, owing to the financial implications and the present uncertain legal status of New York Office, the Committee recommended that the opening for such an Office be deferred until later. Consequently, the Committee did not include the cost of

the opening of Washington D.C. Office in the financial implications of the proposed structure.

2. STRATEGIC REVIEW OF THE SCIENTIFIC AND TECHNICAL PROGRAMMES AND ACTIVITIES

The Committee considered the proposals made by Genivar in this respect and recommended as follows:

2.1. The OAU/STRC Office in Lagos

This Office should be maintained and restructured on a task basis reflecting two main functions, i.e. the coordination of scientific research activities and the use and promotion of technologies.

2.2. The OAU/IBAR Office

The Committee endorsed the recommendation of Genivar Consultants to transform IBAR into an independent agency and that the OAU could support its activities through a subvention/grant. In this regard, the OAU should invite donor agencies and the Member States who benefit from the IBAR services and regional inter-governmental organizations to participate and assume responsibility for IBAR in providing the required human and financial resources for its operations. The OAU should facilitate the transition by providing, for an initial phase, an operating grant and the services of the current Director. The restructuring should be completed before the end of the transition period.

2.3. The Inter-African Phytosanitary Council (IAPSC), Yaounde Office

The Committee endorsed the recommendation of Genivar to transform the IAPSC into an independent agency and as in the case of IBAR, to invite the partners to assume the responsibility over it. Likewise, the OAU would facilitate the transition through technical assistance and for an initial phase, provide an operating grant. The restructuring should be completed during the transition period.

2.4. The African Centre for Phytosanitary Research and Training (CARFOP), Dschang

The Committee endorsed the recommendation of Genivar that the OAU should reduce its support to CARFOP and allocate the funds to support training at Universities and Regional Research Centres across Africa.

2.5. The Fouta-Djallon Project – Conakry Office

The Committee endorsed the recommendation of Genivar that the OAU should transfer the coordination role of that Office to a more appropriate regional organisation.

While the OAU could provide technical assistance for the design of an appropriate framework and structure of the Project, it should phase out its funding for the operating costs of the Office during the transition period.

2.6. The Semi-Arid Food Grain Research and Development Project (SAFGRAD), Ouagadougou

The Committee endorsed the recommendation of Genivar that the OAU should not institutionalize SAFGRAD which should not become an OAU Coordination Office. Rather, the OAU contribution to SAFGRAD should be allocated for coordination activities and extending the SAFGRAD Network to other Member States who wish to join it. The SAFGRAD should be encouraged to seek support from donor countries and sub-regional organisations, including RECs.

2.7. The Centre for Linguistic and Historical Studies by Oral Tradition (CELHTO)

The Committee endorsed the recommendation of Genivar that the OAU should phase out its funding and operating CELHTO during the transition period and that the CELHTO

activities be transferred to relevant African Universities and regional Centres. A grant programme administered by the OAU should be established to provide financial support to those Universities and Centres on a project basis.

2.8. The African Commission on Human and People's RIGHTS (ACPHR) Banjul Office

The Committee endorsed the recommendation of Genivar that the OAU should continue to provide to the Commission with the appropriate and adequate resources. Further, the Commission should be encouraged to seek the support of inter-government institutions and NGOs for the funding and execution of its programmes and projects.

3. COORDINATING THE ACTIVITIES OF THE AEC AND THE REGIONAL ECONOMIC COMMUNITIES (RECs)

The Committee discussed ways and means of strengthening the coordination between the AEC and the RECs and insisted on the need for closer coordination and harmonization of AEC and RECs programmes. The Committee endorsed the recommendations of Genivar made on this subject. It noted the Treaty has clearly elaborated the steps for its implementation in six stages. The General Secretariat was expected to build up its working relations on a step by step basis utilising fully the institutions established within the Community's structures.

4. COORDINATION BETWEEN HEADQUARTERS AND REGIONAL OFFICES (ROs)

The Committee discussed and endorsed the recommendations of Genivar. It adopted the main following principles in order to enhance the coordination between Headquarters and Specialized/Representational Offices.

- i) need for Specialized/Representational Offices to report to operational Departments at Headquarters, namely:
 - Brussels, Cairo, Geneva and Lagos Offices to report to the Department of Community Affairs.
 - New York and Banjul Offices to report to the Department of Political Affairs.
- ii) Programmes-Budgets of Regional Offices to be prepared jointly by Regional Offices and responsible Departments.
- iii) Coordination functions of Regional Offices carried out in light of operational priorities identified in OAU Departments and Regional Offices programme-budgets, in consultation with the diplomatic missions of Member States.
- iv) Thorough review of the personnel in order to ensure the relevance of their competence and skills to the requirements of the job.
- v) Policy of rotating staff between Headquarters and Regional Offices on agreed intervals to be encouraged depending on the availability of funds and the suitability of staff.
- vi) Harmonization of the terms and conditions of service of local staff in Regional Offices.
- vii) Computerisation of Regional Offices and their connection to Internet.
- viii) Assignment of staff from Headquarters on a temporary basis to assist at the time of special events such as UN General Assembly, WTO and EU/ACP negotiations, etc...

5. CRITICAL REVIEW OF THE CAREER DEVELOPMENT PLAN FOR THE PROFESSIONAL STAFF

The Committee considered the proposals of Hay Management and Genivar Consultants on the subject. It took note of the fact that Genivar had endorsed the job evaluation system proposed by Hay Management Consultants in March 1997. The Committee adopted the following main principles in this respect.

- i) Job categories should be grouped to encourage efficiency and resource optimisation while preserving the equity principle.
- ii) Recruitment should be based on the broadest possible pool of candidates, bearing in mind the provisions of the Staff Rules on the need to encourage internal promotion in cases of equal competence. Priority should also be given to women candidates and those coming from geographically under-represented countries in case of equal competence.
- iii) Training policies and plans should be developed in support of strategic planning of the Organization in order to ensure that the human resources are enabled to meet the established goals.
- iv) Transfers and internal mobility should be encouraged within the structures of the General Secretariat and its external Offices and should have some relevance to the staff career progression.
- v) Strengthening of the Division in charge of staff training and career development during the restructuring process.
- vi) The adoption of a new job classification system based on 3 levels "Minimum-Midpoint-Maximum" for each grade and which would replace the current step-based salary scale.

- vii) The promotion of the principles of accountability and responsibility at all levels and the decentralization in the exercise of authority in order to ensure efficient, smooth and timely discharge of respective functions.

The Committee considered both the draft Career Development and the job descriptions of the posts under the new proposed structure. It adopted the minimum number of years of experience required for all positions in a harmonious manner. It finally adopted a draft Career Development Plan for Professional Staff for the approval of the Council of Ministers (see Annex II).

6. MEANS OF IMPROVING THE METHODS OF WORK AND PROCEDURES

The Committee thoroughly examined the proposals made by Genivar in relation with the improvement of the methods of work and procedures. The Committee endorsed the proposed improvements regarding the following aspects which should be completed during the transition period:

- accounting system.
- elimination of duplication of work.
- procedures for passages and supplies.
- Contracting out maintenance services.
- audit procedures.
- budget planning and various steps regarding the setting of priorities, the budget preparation, programme analysis and integration and approval of the final budget.
- organisation of conferences.
- communications.
- external and internal mail.
- health services.
- professional and management activities.
- information technology and
- management guidelines from planning to decision-making and coordination processes.

7. FINANCIAL EVALUATION OF THE RESTRUCTURING

At the end of its discussion on the new structure and related matters, the Committee considered the financial implications of the entire restructuring exercise. The evaluation was based on the following items:

7.1 The staff complement in the new structure proposed and the personnel related cost

It is to be noted that the evaluation of these items was based on the proposed establishment of 457 posts including 6 elective, 217 professional and 234 General Services posts as well as the common staff costs. The expenses on the above items was established at US\$19,213,797.00 (see Annex III (b)).

7.2. The job descriptions, evaluation and grading

The Job Descriptions were considered by the Committee and formed the basis for the job evaluation and grading. As can be seen in Annex III (a) of the Report, the grades for professional positions ranged from D1 (for a Director of Department) to P1 (for an Assistant Officer). This grading tallies with the Career Development Plan proposed.

7.3. The Retrenchment Plan and Cost

The Committee considered the retrenchment plan and adopted it for the consideration of the Council.

On the basis of the new structure proposed, the Committee noted that 210 posts would be suppressed, namely 122 posts at the OAU Headquarters and 88 in the Regional Offices. The Committee agreed that a financial package should be approved bearing in mind the following principles:

- the OAU should act as quality employer, by enabling the departing employees to leave in an honourable way.
- the retrenchment should be done according to fundamental values such as transparency, fairness, avoidance of favouritism and manipulative practices, no arbitrary decision as well as the preservation of the morale of the remaining staff.
- the need to keep adjusting the retrenchment plan flexibly through required reviews.
- the downsizing should tie with the stipulations of the Staff Rules and Regulations.
- the early departures should be encouraged through incentive programmes. In this connection, the Committee endorsed the incentive departure programme proposed by Genivar and which formed the basis for the financial evaluation of the retrenchment cost. Staff members were to be given the option for early departures.

The retrenchment package proposed by Genivar was endorsed by the Committee as follows:

- ♦ **In lieu of notice:** The employee shall be entitled to receive the equivalent of his basic salary, post adjustments, dependent allowances, housing allowance and education allowance for a period of three months following the date of departure.
- ♦ **Retirement allocation:** 14% of the basic salary shall be paid to the employee in lieu of notice.
- ♦ **Lay-off compensation:** A lay-off compensation equal to one month of basic wages for each year of service, up to a maximum of 12 years of service, for a total of one year of basic wages.

- ♦ **Additional compensation:** Additional compensation for early departure equivalent to 75% of the lay-off compensation.
- ♦ **Disbursement conditions:** Any and all sums indicated in the financial conditions shall be paid to the employee as a lump sum.

Based on the above package, the retrenchment cost was evaluated taking into account 210 posts proposed for suppression and an additional 27 staff members who may be required to leave the Organization on the ground of their unfitness to the posts retained in the new structure proposed. In addition to the retrenchment expenses, repatriation expenses were to be met for 126 staff members internationally recruited, comprising 76 professional and 50 General Service staff.

The total retrenchment/repatriation cost was evaluated to **US\$9,327,894.00** (see Annexes III © and (d) of the Report).

7.4. The Transition Plan and Cost

The Committee considered the transition plan and cost as proposed by Genivar (Annex III (e)). It noted that the transition will involve multiple activities as detailed in the implementation strategy (Annex IV). The transition cost will cover the following expenses: transition project management, human resources and capacity building, science and technology reform, methods and systems and improvement of conditions of work.

According to Genivar Consultants, the total cost of the transition was estimated to US\$4,594,439.00. Genivar had further suggested that a bigger part of this cost, i.e. US\$3,948,069.00, could be funded from external sources, while the remaining balance of US\$646,060.00 would be covered by the OAU budget in the form of services of existing staff (see Annex III (e) of the Report). Furthermore, the OAU budget will have to cover an amount of US\$586,000.00 representing the special recruitment cost for an estimated number of 50 posts during the transition period.

In this connection, the Committee felt that Genivar could continue to assist the General Secretariat in some relevant issues pertaining to the implementation of the transition plan such as training needs assessment and the implementation strategy.

The summary of the financial implications for the entire restructuring exercise stood therefore as follows:

1.	Staff complement and personnel related cost:	US\$19,213,977.00
2.	Retrenchment cost:	US\$ 9,327,894.00
3.	Transition cost (OAU portion)	US\$ 646,860.00*
4.	Recruitment cost (50 posts anticipated)	US\$ 586,000.00

*** assuming that the balance of US\$3,948,069.00 would be secured from external funding.**

8. IMPLEMENTATION STRATEGY

The Committee considered the various activities of the implementation strategy proposed by Genivar (see Annex IV). It endorsed the eleven factors as elaborated by Genivar in its report, namely:

- ◆ A well-defined Global Plan;
- ◆ Effective Communication;
- ◆ A clear and interference-free mandate;
- ◆ Participation of managers and staff
- ◆ Training
- ◆ Making known new organisational values;
- ◆ Quick action – it would be essential that the planned transition period be as short as possible;
- ◆ A multidimensional operation.

The Committee underscored the importance of the responsibility entrusted to the General Secretariat in carrying out the implementation process and expressed its availability for briefings and advice on policy matters as and when the Secretary-General may deem it appropriate.

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**SIXTY NINTH ORDINARY SESSION
OF THE COUNCIL OF MINISTERS/
FOURTH ORDINARY SESSION OF
THE AFRICAN ECONOMIC
COMMUNITY**

19 – 23 March, 1999

Addis Ababa, Ethiopia

CM/2093 (LXIX)

**REPORT OF THE 24TH ORDINARY SESSION OF
THE AD HOC COMMITTEE ON STRUCTURAL
REFORM OF THE OAU**

**REPORT OF THE 24TH ORDINARY SESSION OF
THE AD HOC COMMITTEE ON STRUCTURAL
REFORM OF THE OAU**

I. INTRODUCTION

The Ad Hoc Committee on Structural Reform held its 24th Session from 7 September to 14 October, 1998 and resumed its work in January and February, 1999. The Committee had 21 sittings and considered the Report of Genivar Consultants paragraph by paragraph, taking into consideration the comments of the General Secretariat and the Report on the brainstorming session of the Committee of Ambassadors held on 3, 6, 9, 14 April and 4 and 6 May, 1998.

a) ATTENDANCE

1. The following members of the Ad Hoc Committee on Structural Reform attended the meeting:- Algeria, Burkina Faso, Cameroon, Republic of Congo, Egypt, Ethiopia, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, the Sudan, Tanzania and Zambia.

b) OPENING SESSION

1. The 24th Ordinary Session of the Ad Hoc Committee was opened by the Committee's Chairman, H.E. Mr Charles S. Kileo, Ambassador of the United Republic of Tanzania and Permanent Representative to the OAU.
2. The Chairman informed the Committee that a meeting of the Bureau held on 1 September, 1998 had considered a schedule of meetings of the Committee in order to expedite its work. He stated that there were two objectives to be achieved:-
 - (i) To ensure that the Committee's work was done in order to facilitate the consideration of the financial implications of the restructuring exercise by the Advisory Committee, before the submission of its report to the Council of Ministers.

- (ii) To prepare and submit the Final Report of the Committee for the consideration of the 69th Ordinary Session of the Council of Ministers in March, 1999.

2. The Chairman recalled that the 68th Ordinary Session of the Council of Ministers held in Ouagadougou, Burkina Faso from 1 to 6 June, 1998, received a Progress Report on the work already done by the Committee. He brought to its attention the fact that the Council had subsequently adopted Decision CM/Dec.402 (LXVIII) which read as follows:

- i) **"TAKES NOTE** of the progress report submitted by the Ad-hoc Committee on Structural Reform;
- ii) **EXPRESSES ITS FULL SUPPORT** for the on-going restructuring process of the General Secretariat, aimed at streamlining its structures and methods of work as well as enhancing its efficiency;
- iii) **COMMENDS** the Committee and the Secretary-General for the efforts deployed in that regard;
- iv) **REQUESTS** the Committee to expedite the examination of the Consultants report and to submit its recommendations to the 1999 February Session of the Council;
- v) **URGES** the Ad-hoc Committee on Structural Reform, in consultation with the Advisory Committee on Administrative, Budgetary and Financial Matters, to examine the financial implications of the reforms bearing in mind the need to ensure that it is contained within the existing resources of the regular budget of the two years covered by the envisaged transitional period."

II. CONSIDERATION OF THE AGENDA

- 1. The Ad Hoc Committee adopted the Agenda of the meeting as follows:-
 - 1. Opening Remarks
 - 2. Adoption of the Agenda
 - 3. Organisation of Work
 - 4. Consideration of the Genivar Report and all related matters
 - 5. Any Other Business

III. ORGANISATION OF WORK

1. The Committee adopted the following working hours:-

1. <u>Mornings</u> :	-	10.00 a.m. to 1.00 p.m.
2. <u>Afternoons</u> :	-	4.00 p.m. to 7.00 p.m.

IV. METHOD OF WORK

1. The Ad Hoc Committee decided to discuss the Genivar Report alongside the Comments of the General Secretariat, calling on the General Secretariat to provide as much supporting information as possible during the discussions.
2. It was also agreed that the Committee should start by considering the structures of the General Secretariat Headquarters and later on examine structures of the Regional Offices.
3. When discussions began on the Organisational Structure of the OAU General Secretariat, the Committee sought assurance from the General Secretariat as to whether it was capable in the absence of the Genivar Consultants, to answer any queries which would be raised by the Committee. The General Secretariat explained that Genivar Consultants were expected to be invited in order to assist with the finalisation of the Career Development Plan, the training needs assessment as well as the financial implications of the whole restructuring exercise, including the transition plan and cost. In response, the Committee felt that there was no need at that point in time to bring in the Consultants as it had enough working documents for the Session. That being the position, the General Secretariat indicated that having worked with the Consultants, it would be in position to provide information to the Committee whenever the need arose.

V. SUBSTANTIVE DISCUSSION OF THE REPORT

1. ORGANISATIONAL STRUCTURE

1. The Committee began its substantive discussion on the Genivar Report considering the proposed organisational structure of the General Secretariat.
2. Regarding the Organisational Structure, the Committee took into account the recommendations contained in the Genivar Report, the comments of the General Secretariat on the Report as well as the views of the Brainstorming Session of the Committee of Ambassadors on the matter.
3. Consideration of the Organisational Structure started with:-

1.1 OFFICE OF THE SECRETARY GENERAL

The Committee deliberated on the Office of the Secretary-General and the Units under it as reflected below;

i) The Assistant Secretaries General:

The Committee disagreed with the Genivar Report which recommended that the Assistant Secretaries-General be freed from line responsibilities and be restricted to assisting the Secretary-General in carrying out missions and executive high-level policy issues in the Office of the Secretary-General. Instead, it recommended that the Assistant Secretaries-General should continue to be political heads responsible for Departments and that, in addition, they would still undertake missions at appropriate level, representing the Secretary General as and when necessary.

ii) **Units under the Office of the Secretary-General**

1. The Committee considered placement of Units under the Office of the Secretary General in the light of proposals of the Genivar Report. The latter had proposed the following Units to report directly to the Secretary General, in view of their strategic role for the Organisation and their role in supporting the action of the Secretary-General directly:
 - ◆ Assistant Secretaries-General
 - ◆ Director General
 - ◆ Management Audit Unit
 - ◆ Protocol Services
 - ◆ External Relations & Resource Mobilisation; and
 - ◆ Afro-Arab Unit
2. After a lengthy discussion on the structure of the Office of the Secretary-General, the Committee recommended that apart from the Assistant Secretaries-General, the following structures should report directly to the Secretary-General, namely: the Director of the Office of the Secretary-General, the Office of the Financial Controller, the Protocol Services Unit and the Legal Counsel. In addition, the Committee was of the view that a reduced number of Units placed under the supervision of the Secretary-General would lead to more effective and efficient supervision of work.
3. Consequently, other Divisions and Units which were proposed or are presently in the Office of the Secretary-General were dealt with as follows:
 - ◆ The proposed post of Director General was rejected.
 - ◆ The Inspectorate (Management Audit Unit) and Budget Control Division were merged and placed under the Office of the Financial Controller in the Office of the Secretary-General.

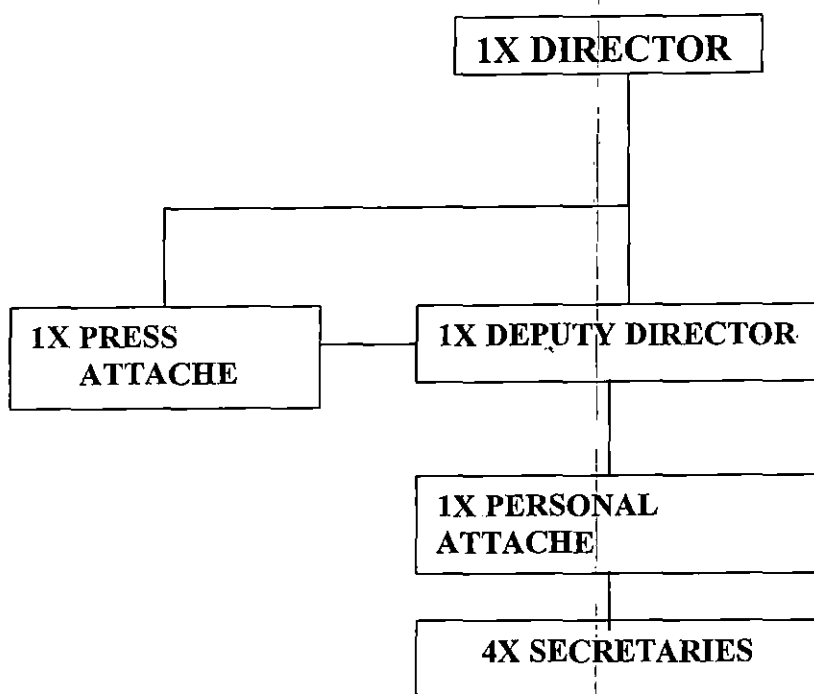
- ◆ The Press and Information Division was transferred to Communications and Conferences Department.
- ◆ The Co-ordination Unit was upgraded into a Department of Policy and Programme Co-ordination.
- ◆ The Afro-Arab Cooperation Division was transferred to Community Affairs Department, together with the Cairo Office.
- ◆ The Security and Registry Services were transferred to the proposed Administration and Finance Department.

◆ The Director-General

1. The proposal to establish the post of Director-General attracted intensive debate during which two divergent opinions were expressed.
2. The first opinion was opposed to the proposal, arguing that such an office would be a bottleneck in the efficient running of the General Secretariat. Additionally, it was argued that such an office would occupy a powerful and prominent position in the structure of the General Secretariat and that depending on the incumbent, it was likely to assume excessive powers that would undermine the efficient and effective functioning of the General Secretariat.
3. The second opinion saw the merit in establishing such an office, particularly considering the frequency of missions carried out by the Elected Officials, which called for someone to continue running the General Secretariat. In this regard, reference was made to similar structures in Government, such as Permanent Secretaries or Secretaries-General of Ministries.
4. At the end of the debate, a general consensus emerged against the establishment of the post of Director-General. Instead, the Committee agreed that these functions could be better assumed by a senior Director. It was, therefore, recommended that the present Coordination Unit be a full-fledged Department to be named "Department of Policy and Programme Co-ordination". This Department would, inter alia, perform the functions of the proposed Director-General and would be headed by the Senior Director referred to above.

♦ **The Bureau of the Secretary-General**

1. In discussing this office, the Committee clarified that the position of the former Cabinet should be reflected in the context of staff attached to the Secretary General. Some members noted that the term “Cabinet”, in the English language, was confused with the structure of Cabinet at Government level. What was referred to as Cabinet in the French language was actually the Bureau of the Secretary-General. The Committee, therefore, decided that what was referred to as “Cabinet” should henceforth be referred to as “Bureau” headed by a Director. The Committee re-constituted the Office of the Secretary-General so as to enable it provide technical and other support services to the Secretary-General.
2. In discussing the Office of the Secretary-General and the different Units under it, the Committee exchanged views on the merit to maintain the Security Unit and the Press and Information Unit within that Office. Various opinions were expressed on the matter. At the end of the debate, the Committee agreed that it would be more appropriate to transfer the Security Unit to the proposed Department of Administration and Finance. Similarly, the Committee was of the view that the Press and Information Division should be part of the proposed Department of Communications and Conferences.
3. However, the Committee felt that there was a need to establish a position of Press Attache to liaise with the proposed Communications and Publications Division on all press matters and contribute to the enhancement of the image of the Organisation. The Committee, therefore, agreed to establish one position of Press Attache in the Bureau of the Secretary-General.
4. Accordingly, it was agreed that the staff complement to be placed under the Bureau of the Secretary-General would be as follows:
 - ♦ 1x Director
 - ♦ 1x Deputy Director
 - ♦ 1x Press Attache
 - ♦ 1x Personal Attache
 - ♦ 4x Secretaries

Organigram of Bureau of the Secretary-General♦ Office of the Financial Controller

1. The Committee recalled that the Treaty establishing the African Economic Community provided for the post of one Financial Controller, who is supposed to be appointed by the Assembly of Heads of State and Government. The functions of his Office were specifically seen as auditing in nature. It was, therefore agreed that the existing Inspectorate and the Budget Control Division be combined and placed under the Office of the Financial Controller, where they would carry out the following duties:

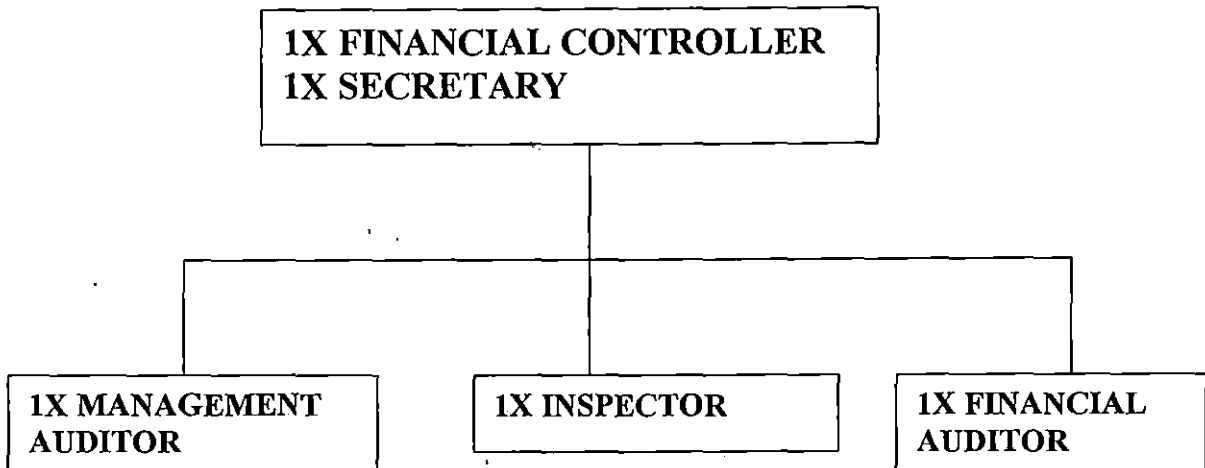
- ♦ Foster optimal management practices;
- ♦ Assess programme performance within the Organisation
- ♦ Perform internal financial and management audits

2. It was, therefore, agreed that the staff complement for this Office would comprise:

1x Financial Controller
 1x Inspector
 1x Management Auditor

1x Financial Auditor
1x Secretary

Organigram of the Office of the Financial Controller



♦ Protocol Services

1. In discussing the structure of the Protocol Services, the Committee expressed concern over the performance of this Office. It was of the view that the Division had been unable to provide the services needed by the General Secretariat as a whole. The Committee initially felt that it was high time the Protocol services were placed in a separate Department so as to provide services to the entire General Secretariat. In their comments, members of the General Secretariat's Task Force on Structural Reform explained that the imbalance in providing the services had not necessarily to do with the placement of the Office. It was indicated that better performance of the Office would depend on the definition of what it was to do and the strength of the staff complement allocated to it.
2. The Committee consequently agreed to retain the Protocol Services under the Office of the Secretary-General, on condition that its terms of reference would be reviewed and the staff complement sufficiently strengthened so

as to adequately service the Secretary-General, the Assistant Secretaries-General, the entire General Secretariat as well as extend protocol services to Member States during meetings and other OAU functions in close cooperation with host countries. Specifically, the Committee recommended that all future recruitment for the Protocol services be based on the relevant qualifications and professional experience and that existing staff undergo proper training in the protocol field.

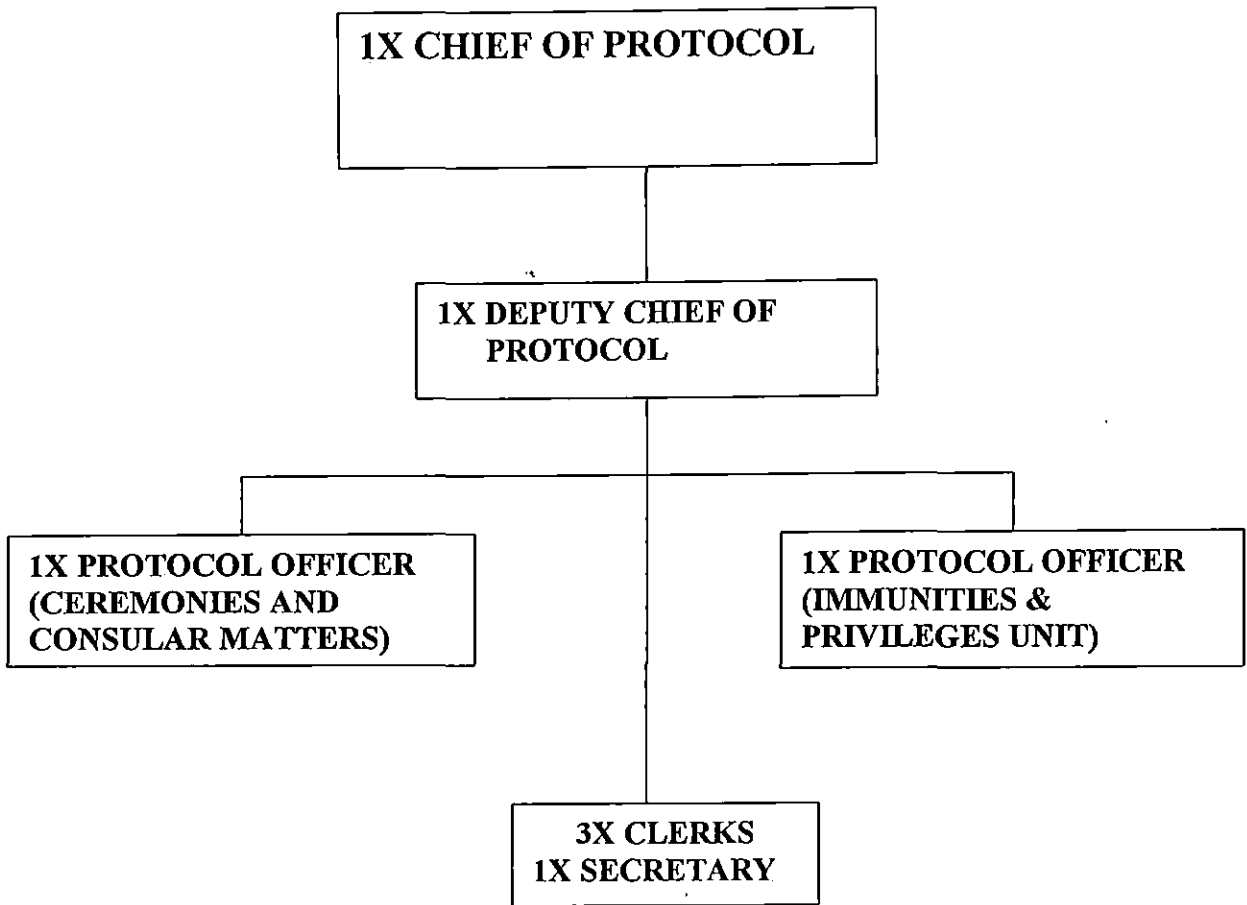
3. It was envisaged that the Protocol services would carry out the following functions:

- ◆ Providing protocol services, as appropriate, to the Secretary-General, the Assistant Secretaries-General and the entire staff of the General Secretariat;
- ◆ Ensuring the appropriate conduct of ceremonies and public functions;
- ◆ Processing documents for diplomatic privileges and processing applications for exit and entry visas on behalf of the staff of the OAU;
- ◆ Processing laissez passer applications;
- ◆ Keeping flags and national anthems of member states;
- ◆ Compiling information on member states and their leaders
- ◆ Assisting representatives/delegations of Member States during OAU meetings and other functions, in close collaboration with the host countries.

3. In light of the foregoing functions, the following staff complement was recommended:

1x Chief of Protocol
 1x Deputy Chief of Protocol
 2x Protocol Officers
 3x Clerks
 1x Secretary

Organigram of the Protocol Services



♦ Office of the Legal Counsel

1. The Committee considered the Office of the Legal Counsel, taking into account the ever-increasing work-load which would eventually be realised with the implementation of the Treaty establishing the African Economic Community. Noting that the Division was presently understaffed, the Committee recommended an increase in its staffing by one Legal Officer, so that the following establishment would adequately handle the following functions:

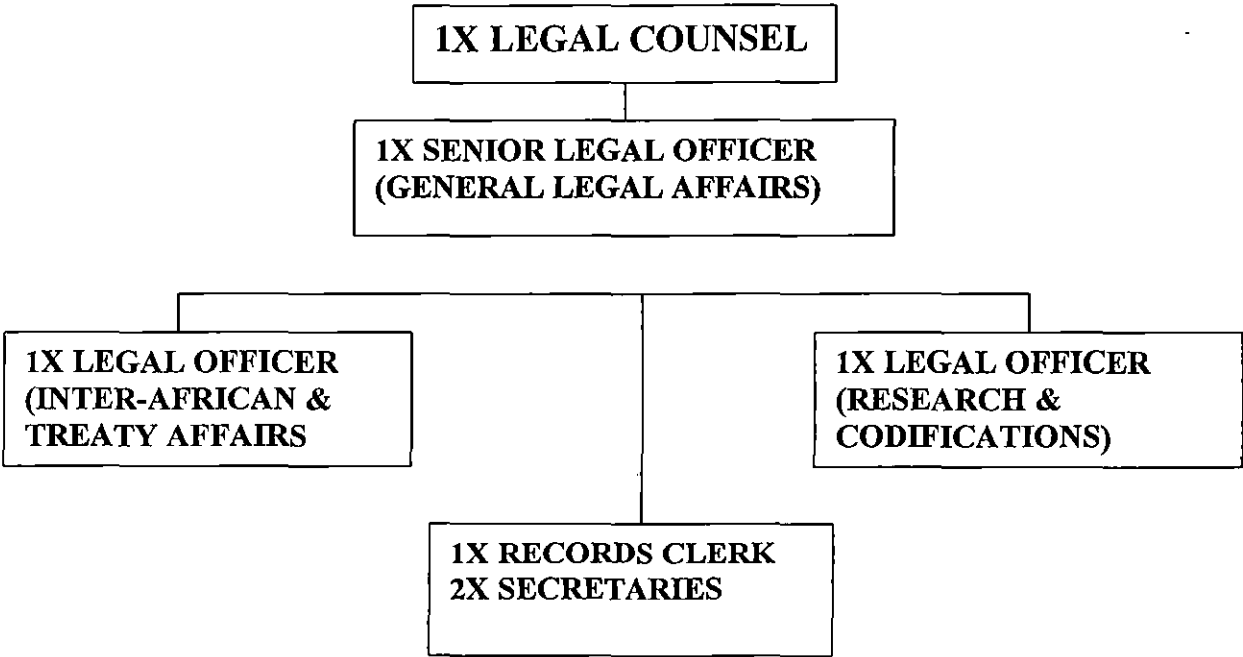
- ♦ Providing legal representation on behalf of the General Secretariat;
- ♦ Drafting legal documents;
- ♦ Assessing the legal implications of major agreements involving the OAU;
- ♦ Giving legal advice and opinions;
- ♦ Providing legal interpretations on OAU documents;

- ◆ Carrying out Legal Research and Codification
- ◆ Depository functions.

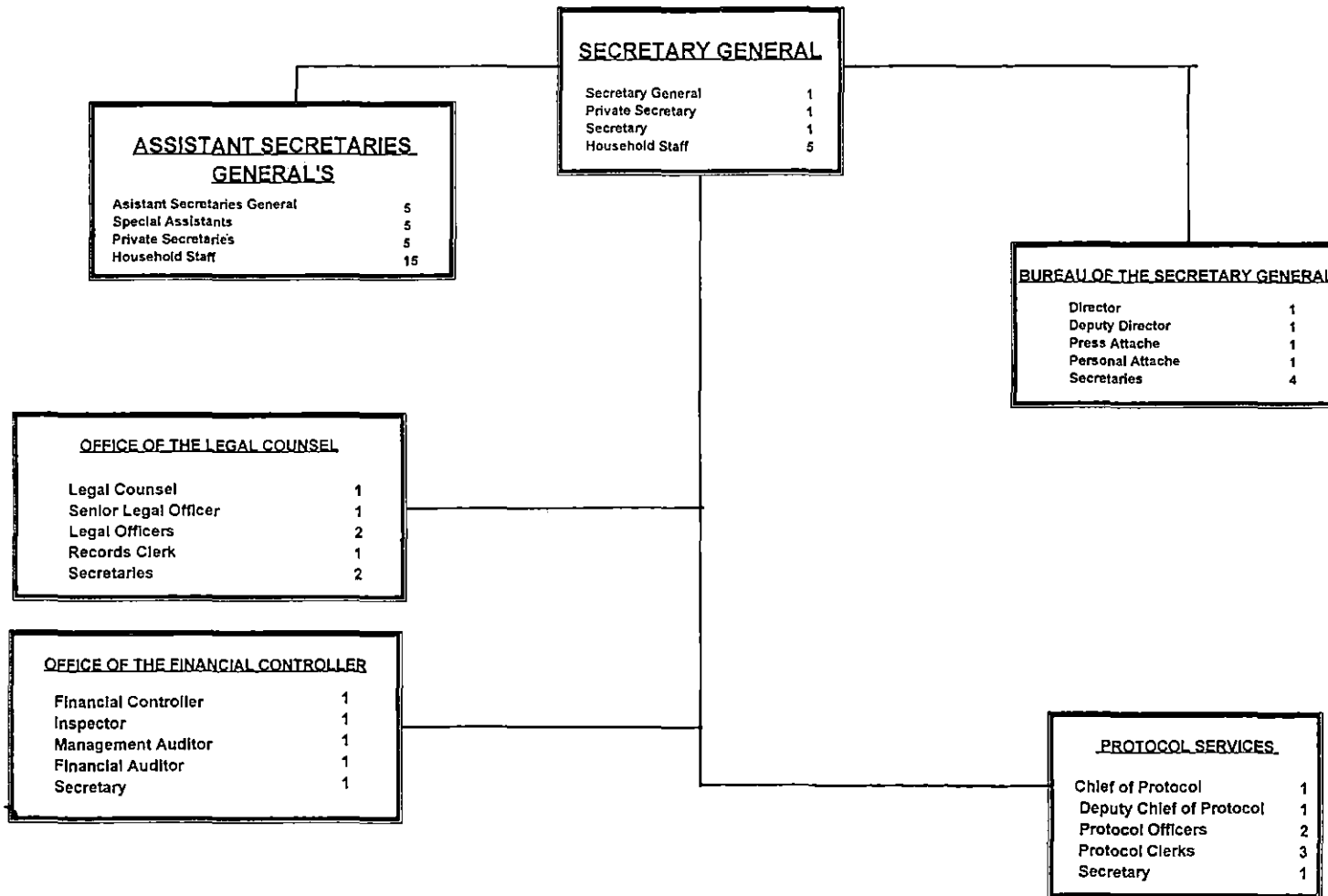
2. It was, therefore, agreed that the staff complement to service this Office would comprise:

- 1x Legal Counsel
- 1x Senior Legal Officer
- 2x Legal Officers
- 1x Records Clerk
- 2x Secretaries

Organigram of the Office of the Legal Counsel



ORGANIGRAM OF THE OFFICE OF SECRETARY GENERAL



1.2 THE POLICY AND PROGRAMME CO-ORDINATION DEPARTMENT

1. The Committee proposed the creation of a new Department of Policy and Programme Co-ordination as a result of its search for a strengthened co-ordination mechanism which should have been assigned to replace the rejected post of Director General in the Office of the Secretary-General as proposed by Genivar. Such a Department would ensure the articulation of the Organisation's mission policies and programmes. It should also ensure a coordinated and integrated approach to the implementation, regular monitoring and evaluation of all programmes. The Department should be headed by a Senior Director who will also chair the meetings of Directors.

2. The Committee decided to recommend that the Department be constituted of the following Divisions:

♦ The Policy and Programme Coordination Division

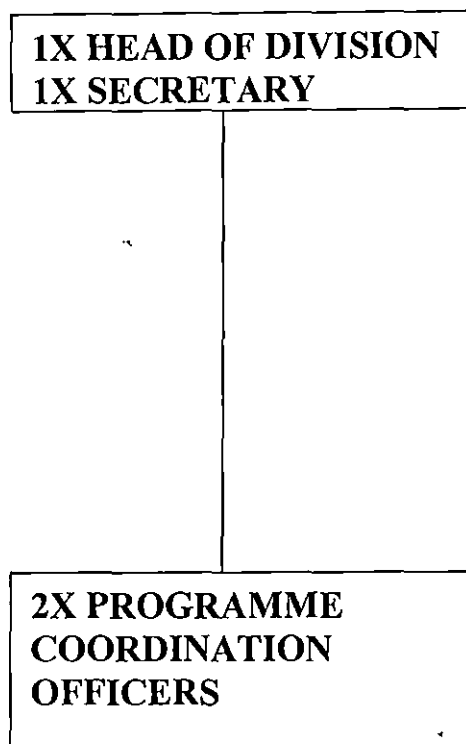
1. This Division would be responsible for analysing policy and programmes of the OAU and would specifically carry out the following activities:

- ♦ Coordinating programmes and activities within the General Secretariat
- ♦ Coordinating and harmonising activities of the General Secretariat and regional offices;
- ♦ Collecting and analysing information for policy formulation, planning and review;
- ♦ Liaising with Departments and regional offices in the preparation of short, medium and long term programmes, to ensure they reflect the priorities set by the policy organs of the OAU.
- ♦ Convening inter-departmental meetings and servicing other coordination meetings within the General Secretariat.

2. In order to enable the Division carry out its tasks efficiently, the following staff complement was agreed upon:

1x Head of Division
 2x Programme Coordination Officers
 1x Secretary

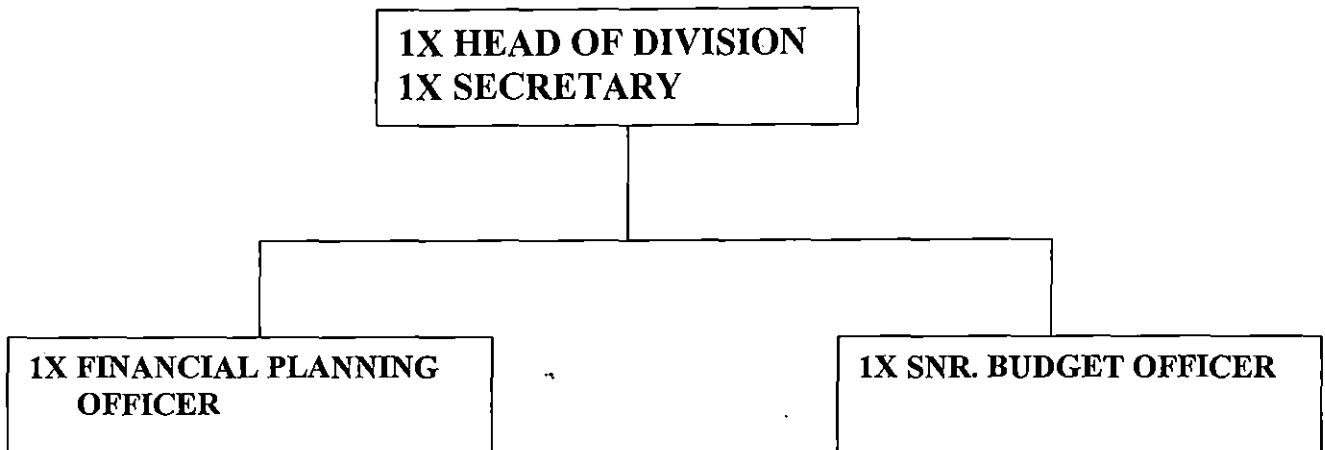
Organigram of the Policy and Programme Coordination Division



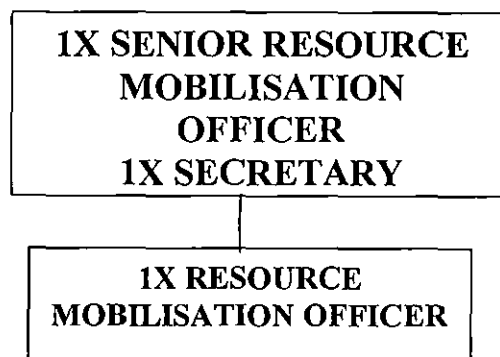
♦ Budgeting and Financial Planning Division

1. This Division would be responsible for the preparation, implementation and follow-up of budget and financial planning processes of the Organisation. Taking these functions into account, it was agreed that its staff complement be as follows:

- 1x Head of Division
- 1x Senior Budget Officer
- 1x Financial Planning Officer
- 1x Secretary

Organigram of the Budgeting and Financial Planning Division♦ External Relations and Resource Mobilisation Unit

1. This Division would be responsible for the planning and co-ordination of all extra-budgetary resource mobilisation within and outside Africa. Its activities would focus on the preparation of strategies and programmes for extra-budgetary resource mobilisation follow-up on the implementation of the programmes of the OAU. Its activities will focus on promoting relations with international organisations and other institutions, including NGOs and other civil societies as well as grassroot organisations.
2. Consequently, it was agreed that the staff complement for the Unit be as follows:
 - 1x Senior Resource Mobilisation Officer
 - 1x Resource Mobilisation Officer
 - 1x Secretary

Organigram of the External Relations and Resource Mobilisation Unit

ORGANIGRAM OF POLICY AND PROGRAMME CO-ORDINATION DEPARTMENT

ASSISTANT SECRETARY GENERAL

**POLICY & PROGRAMMES
CO-ORDINATION DEPT.**

Director 1
Secretary 1

**EXT. RELATIONS AND RESOURCE
MOBILISATION UNIT**

Sr. Resource Mobilisation Officer 1
Resource Mobilisation Officer 1
Secretary 1

**POLICY AND PROGRAMME COORDINATION
DIVISION**

Head of Division 1
Programme Coordination Officers 2
Secretaries 1

**BUDGETING & FINANCIAL
PLANNING DIVISION**

Head of Division 1
Senior Finance Officer (Budgeting) 1
Finance Officer 1
Secretary 1

1.3 COMMUNITY AFFAIRS DEPARTMENT

1. The Committee considered proposals contained in the Genivar Report regarding this Department, taking into account its importance in implementing the Treaty establishing the African Economic Community.
2. Examining the proposals of the Genivar Report, it was noted that the existing EDECO and ESCAS Departments were merged into one Department comprising the following 8 Divisions:
 - i) Economic Integration Division
 - ii) Statistics and Research Division
 - iii) Rural Economy and Agriculture Division
 - iv) Macro-economy, Trade and Immigration Division
 - v) Industry, Science and Technology, Energy, Natural Resources & Environmental Division
 - vi) Tourism, Transport and Communications Division
 - vii) Health, Labour, Social Affairs & Gender Issues Division
 - viii) Education, Culture and Human Resources Division
3. The rationale behind the merger was to facilitate creation of Divisions which would service the seven specialised technical committees enshrined in Article 25 of the Abuja Treaty establishing the African Economic Community.
4. The Committee considered the proposal of Genivar regarding gender issues within the Health, Labour, Social Affairs and Gender issues Division. It felt that in view of its importance, the Unit dealing with Gender issues should be a separate Unit within the Community Affairs Department. The Committee further agreed that this Unit should be called "Women and Development Division."
5. Further, the Committee felt that this Department was so important in implementing provisions of the Treaty that it deserved allocation of adequate manpower for efficiency and effectiveness.
6. Following an observation by a delegation that the staffing of the Economic Research and Development Division was too skeletal for the tasks to be

undertaken by the Division, the Committee requested the General Secretariat to propose additional staff for consideration by the Committee.

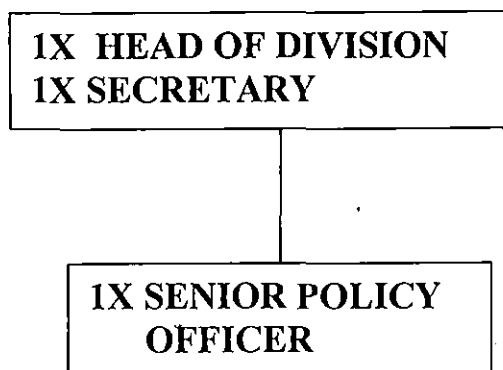
7. In the process of discussing the staffing of the Health, Labour and Social Affairs Division, the Committee also noted that Population, an important component of the Division, had been omitted and consequently added it to the title of that Division.
8. The Committee observed that staffing in some Divisions could be reduced in favour of others. In this regard, one Senior Policy Officer was transferred from Macro-Economy, Trade, Customs and Immigration Division to Transport, Communications and Tourism Division for which only two professional staff were proposed.
9. The total number of Divisions recommended by the Committee were as follows:
 - i) Rural Economy and Agricultural Affairs Division
 - ii) Macro-Economy, Trade, Customs and Immigration Division
 - iii) Industry, Science and Technology, Energy, Natural Resources and Environment Division
 - iv) Transport, Communications and Tourism Division
 - v) Population, Health, Labour and Social Affairs Division
 - vi) Education, Culture and Human Development Division
 - vii) Economic Integration Division
 - viii) Research and Development Division
 - ix) Women and Development Division
 - x) Afro-Arab Co-operation Division

10. In view of the heavy responsibilities and the large number of Divisions to be supervised, the Committee decided that the Department should be headed by a Director, assisted by a Deputy Director.

◆ **Rural Economy and Agricultural Affairs Division**

1. This Division was created as an organ responsible for formulation of policies and implementation of the General Secretariat's programmes in food, agriculture and rural development.

2. It would carry out the responsibilities of servicing the specialised committee on Rural Economy and Agricultural matters; overseeing the implementation of provisions of the AEC Treaty on agricultural development and food production, as stipulated in Article 46 and 47 of the Treaty.
3. The scope of the functions of the Division will include:
 - ◆ Promotion and harmonisation of policies to ensure food security on the continent, increased production and productivity in Agriculture, Livestock, Fisheries and Forestry.
 - ◆ Promotion of policies with regard to the protection of prices of export commodities on the international market by means of establishing an African Commodity Exchange.
 - ◆ Promotion of policies on the production of agricultural machinery inputs, agricultural equipment, veterinary products, pesticides, etc.
 - ◆ Promotion of policies on the protection of marine and fishery resources, plants and animals.
 - ◆ Harmonisation of the agricultural development strategies and policies among Member States.
 - ◆ Promotion and harmonisation of policies with regard to rural development.
2. The staff complement for this Division will be as follows:
 - 1x Head of Division
 - 1x Senior Policy Officer
 - 1x Secretary

Organigram of the Rural Economy & Agricultural Affairs Division♦ Macro-Economy, Trade, Customs & Immigration Division

1. The responsibility of this Division lies in policy formulation, and implementation of the Secretariat's programmes in monetary and financial areas as well as the trade, customs and immigration areas arising from the AEC Treaty, Chapters V, VI and VII. The Division will be responsible for servicing two specialised Technical Committees of the Community, namely the Committee on Monetary and Financial Affairs and the Committee on Trade, Customs and Immigration Matters (Article 25).
2. The major functions of this Division will essentially be those stated in the Treaty Articles (29 to 43), (44 to 47) as well as Articles (80 and 81) on the Solidarity, Development and Compensation Fund.
3. The major functions of this Division will include:
 - ♦ Harmonisation of monetary, financial and multilateral payment policies and systems.
 - ♦ Development of macro-economic and exchange rate policies.
 - ♦ Development and harmonisation of investment and investment policies.
 - ♦ Development of policy on the creation of regional money and capital markets.

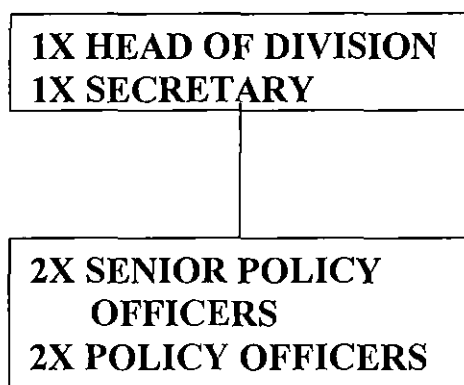
- ◆ Coordination of the solidarity, development and compensation fund.
- ◆ Fostering relations with regional and international financial institutions.
- ◆ Development of common financial regulations governing of money and capital markets and other financial institutions such as banks.
- ◆ Development of strategies for the eventual establishment of an African Clearing House.
- ◆ Development of strategies for the creation of an African Monetary Union.
- ◆ Developing strategies and harmonising the stabilisation, reduction and eventual elimination of tariff and non-tariff barriers, customs duties, quota restrictions and internal taxes within individual RECs and among RECs.
- ◆ Development of strategies for the establishment of common external customs tariffs among members.
- ◆ Development of common policies and strategies on the protection of strategic industries, infant industries, commercial and intellectual property and the application of security laws and regulations.
- ◆ Development of policies and strategies on dumping.
- ◆ Development of common policies and strategies and re-export of goods and intra-community transit facilities.
- ◆ Harmonisation and standardisation of customs regulations and procedures of member States.
- ◆ Harmonisation of trade documents and procedures.
- ◆ Undertaking trade promotion activities and organising trade fairs.
- ◆ Establishing the Pan-African Trade Information System (PANAFTIS) linking to the Trade Information networks (TINETs) of the RECs.

- ♦ Establishing strategies for the diversification of Africa's markets and commodities.
- ♦ Advising Member States and where necessary, advocating their common position during their participation in the international negotiations with the framework of GATT, UNCTAD and other trade-related negotiations fora.
- ♦ Promotion and harmonisation as well as monitoring the implementation of the Protocol on the Free Movement of Persons, Rights of Residence and Establishment.

3. In the light of these heavy responsibilities, the Committee agreed that the Division should comprise the following staff:

1x Head of Division
 2x Senior Policy Officers
 2x Policy Officers
 1x Secretary

Organigram of the Macro-Economy, Trade, Customs and Immigration Division



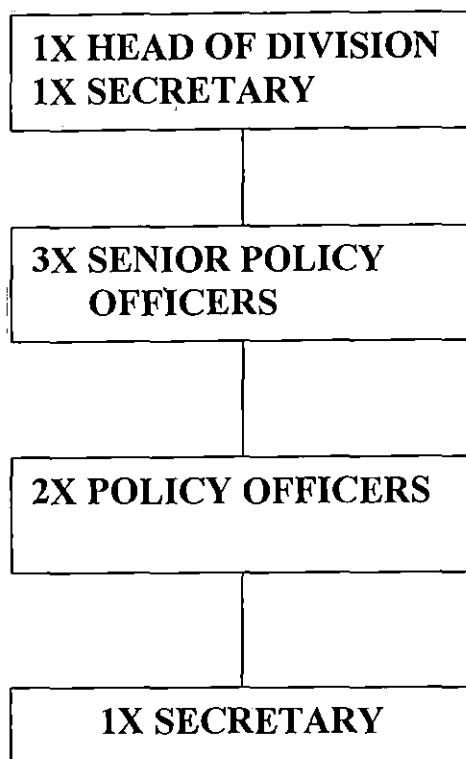
♦ Industry, Science and Technology, Energy, Natural Resources and Environment Division

1. This Division is to service the Committee on Industry, Science and Technology, Energy, Natural Resources and Environment. It is also meant to deal with matters related to Scientific Council for Africa.

2. The Committee observed that too many functions had been placed in one Division for which the proposed staffing was too skeletal. The responsibility of the Division was also to oversee the implementation of Articles 48 to 60 of the Treaty which embraces the following functions:
- ◆ The harmonisation of industrialisation policies of Member States.
 - ◆ The creation of a solid basis for industrial development.
 - ◆ The harmonisation of national policies on scientific and technological research, the harmonisation of national technological development plans, and issues such as training, exchanges of researchers, etc.
 - ◆ Cooperation in the field of energy and natural resources (nuclear energy, renewable and non-renewable energy, mineral resources, water resources).
 - ◆ The adoption of national, regional and continental policies and programs for the protection and enhancement of environment and the control of hazardous wastes.
3. It was, therefore, agreed that the functions of the Division be implemented by the following staff complement:

1x Head of Division
3x Senior Policy Officers
2x Policy Officers
2x Secretaries

Organigram of the Industry, Science and Technology, Energy, Natural Resources and Environment Division



♦ Transport, Communications and Tourism Division

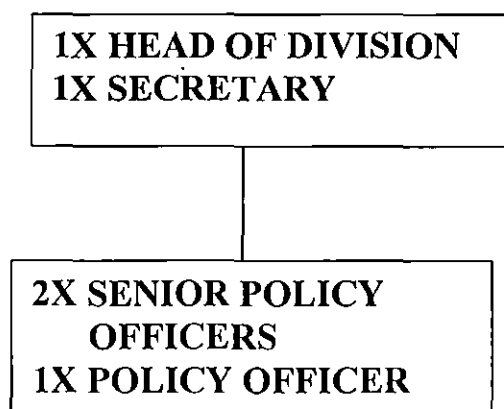
1. This Division was to service the Committee on Transport, Communications and Tourism. It was entrusted with overseeing the implementation of Articles 61 to 66 of the AEC Treaty. In order to facilitate achievement of harmonious and integrated development of the continental transport and communications network and tourism, it was entrusted to co-ordinate the following functions among Member States:-
 - ♦ Draw up coordinated programs to restructure the road transport sector.
 - ♦ Prepare plans to improve and standardise the rail networks.
 - ♦ Harmonise national policies on maritime and air transport.

- ◆ Encourage the establishment of Community and African multinational enterprises in the fields of transport.
- ◆ Establish a Pan-African postal network.
- ◆ Develop, modernise, coordinate and standardise their national telecommunications networks, establish a Pan-African telecommunications network and a Pan-African system of communications by satellite.
- ◆ Undertake to collect, disseminate and exchange meteorological information at the continental level.
- ◆ Strengthen intra-African cooperation in tourism and promote the establishment of efficient tourism enterprises.

2. The Committee noted that functions of the Division were too heavy for the number of staff proposed by Genivar and recommended a transfer of one Professional staff (Senior Policy Officer) for proposed Macro-Economy, Trade, Customs and Immigration Division to strengthen this Division. Consequently, the following staff complement was recommended for the Division:

1x Head of Division
 2x Senior Policy Officers
 1x Policy Officer
 1x Secretary

Organigram of Transport, Communications and Tourism Division



♦ **Population, Health, Labour and Social Affairs Division**

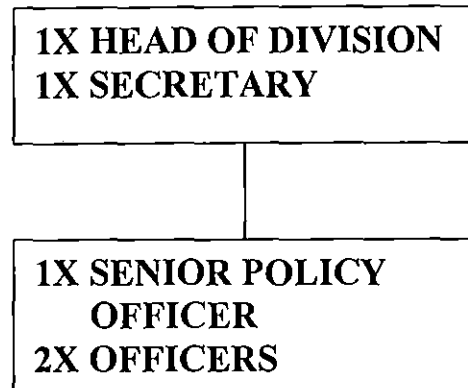
1. The Committee considered the structure of this Division in the light of the recommendations of the Genivar Report. It was noted that population matters had been omitted from the recommendations of the entire Department, and found this Division to be an appropriate area to locate the function.
2. On the other hand, the Committee observed that Gender Issues were too prominent and inter-sectoral, that they deserved to be upgraded to a Division within the Community Affairs Department.
3. The Division was, therefore, created to serve the Committee on Health, Labour and Social Affairs and carry out functions stipulated under Articles 71 (Human Resources), 72 (Social Affairs), 73 (Health) and 74 (Population and Development).
4. Specific functions to be carried out by the Division were enumerated as follows:
 - ♦ Development and harmonisation of community labour policies and labour conventions.
 - ♦ Development of strategies to enhance productivity among Member States.
 - ♦ Development and harmonisation of policies pertaining to working conditions and employment, occupational safety and hazards, the role of worker organisations.
 - ♦ Harmonising policy and strategies with regard to the development and operation of social security schemes and related legislation.
 - ♦ Harmonising policies and strategies dealing with the African youth.
 - ♦ Developing strategies for the establishment of labour markets and schemes for labour exchange.

- ◆ Development and harmonising of policies and programmes on crime prevention, drug control, child abuse, etc.
- ◆ Development and harmonisation of policies on the development and protection of children and providing for the well being of the aged.
- ◆ Development and harmonisation of programmes aimed at promoting sport and general welfare.
- ◆ Development of common strategies to combat major health threats such as AIDS, malaria and other diseases.
- ◆ Development of policies and strategies on health education and public health awareness.
- ◆ Development of birth control and family planning strategies.
- ◆ Development of common programmes to promote universal child immunisation.
- ◆ Development of strategies and programmes for the promotion of child nutrition status and parent education with respect to nutrition.
- ◆ Development of policies and programmes on community health and hygiene.
- ◆ Evolving strategies on population growth and socio-economic development.
- ◆ Harmonising population policies.

5. The Committee agreed that the division be allocated the following staff complement:

1x Head of Division
1x Senior Policy Officer
2x Officers
1x Secretary

Organigram of the Population, Health, Labour and Social Affairs Division



♦ Education, Culture and Human Development Division

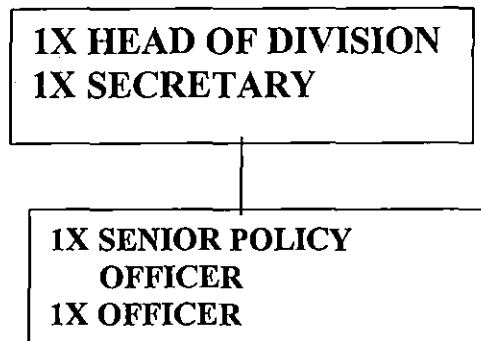
1. The proposals by Genivar to establish this Division was accepted by the Committee, considering that it would be instrumental in servicing the Committee on Education, Culture and Human Resources.
2. The Committee would be responsible for coordinating policy and programmes in the area of Education, Human Resources and Culture. Accordingly, it would be accepted to oversee the implementation of protocols on education, training, culture and human resources, as stipulated in Articles 68 to 71 of the AEC Treaty.
3. The functions of the Division would, therefore, be as follows:
 - ♦ The coordination of policies and activities between member States in the field of human resources.
 - ♦ The strengthening of cooperation in the field of education and training.

- ◆ The promotion and preservation of African cultural values, the exchange of cultural programs and promotion and development of sports programs as factors of integration.

4. In order to enable the Division carry out this mandate effectively, the Committee agreed to allocate it the following staff complement:

1x Head of Division
 1x Senior Policy Officer
 1x Officer
 1x Secretary

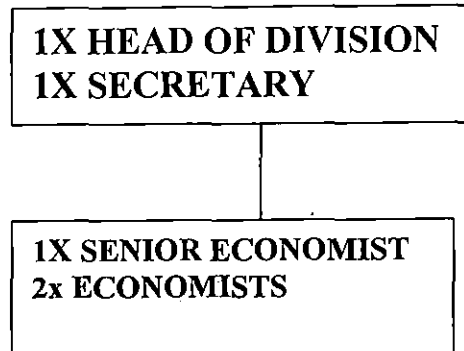
Organigram of the Education, Culture and Human Development Division



◆ Economic Integration Division

1. The Committee considered this Division, taking into account the views expressed by the Genivar Report, which viewed it as a focal point between the OAU/AEC General Secretariat and other Institutions involved in the implementation of the Treaty establishing the African Economic Community.
2. The main responsibility of the Division would be its role in facilitating implementation of various stages of integration as stipulated in Article 6 of the Abuja Treaty. The Division would therefore be expected to coordinate the servicing of ECOSOC; support the efforts relating to the strengthening of the RECs and the establishment of new Communities.

3. It was considered to be a key role player in the policy of integration and relations between the AEC, RECs, the Community and the African Continental Organisations; the Community and African NGOs as well as the United Nations and other International Organisations which were actively involved in the implementation of the AEC Treaty.
4. The specific functions of the Division would include:
 - ◆ Preparing and following up the programmes and activities of the Economic and Social Council.
 - ◆ Coordinating and harmonising the integration programmes of Regional Economic Communities.
 - ◆ Coordinating and organising support for the strengthening of existing Regional Economic Communities and the creation of new ones where necessary.
 - ◆ Coordinating cooperation with African continental institutions for the purpose of promoting integration activities.
 - ◆ Coordinating cooperation with African-based NGOs and other African institutions and organisation, to promote integration activities.
 - ◆ Devising strategies for the popular involvement of African peoples in the promotion of integration activities through the establishment of relations and consultative mechanisms with women and youth organisations, employee organisations, professional bodies and other socio-economic organisations.
 - ◆ Coordinating activities relating to the preparation of all protocols to be appended to the Treaty establishing the African Economic Community.
5. To enable the Division carry out its functions, the committee agreed that it should be allocated the following staff complement:
 - 1x Head of Division
 - 1x Senior Economist
 - 2x Economists
 - 1x Secretary

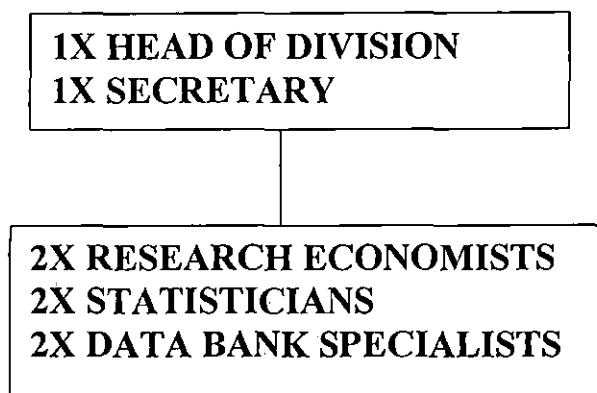
Organigram of the Economic Integration Division♦ Research and Development Division

1. Consideration of this inter-sectoral Division took into account the fact that its principal role would be to collect information available from various sources for dissemination to other areas of the Organisation.
2. The main functions of the Division were considered as follows:
 - ♦ Providing intellectual orientation to facilitate the formulation of policies and programmes, particularly in support of the implementation of the AEC Treaty; as well as providing new and original ideas that should impact favourably on policies and programmes of the Organisation.
 - ♦ Researching on economic policy issues, including analysing reform and adjustment programmes.
 - ♦ Monitoring and analysing economic trends in Africa, including the major economic indicators and macro aggregates, with policy implications.
 - ♦ Monitoring and managing the OAU/AEC data bank, and organising seminars on its research/analytical findings for the benefit of Member States.
 - ♦ Conducting research on specific programmes related to African Development, e.g. The Cairo Agenda for Action, UN-NADAF and TICAD, among others.

3. As stated above, this Division was considered to be strategic and therefore deserving of additional staff. Consequently, the Committee approved four additional staff proposed by the General Secretariat, the total complement is as follows:

1x Head of Division
 2x Research Economists
 2x Statisticians
 2x Data Bank Specialists
 1x Secretary

Organigram of the Research and Development Division



♦ Women and Development Division

1. Considering its inter-sectoral nature, the Division's professional staff complement of 2 was found inadequate. It was, therefore, decided that one Professional Staff be added to its complement to make a total of 3.
2. It was considered that the main responsibilities of this Division would focus on coordinating policies and programmes relating to the enhancement of African women, with special emphasis on the removal of factors which impeded women's development and participation in national and continental development issues.
3. The Division was expected to oversee the implementation of the protocol on Women and Development, as provided under Articles 75 of the Treaty establishing the AEC.

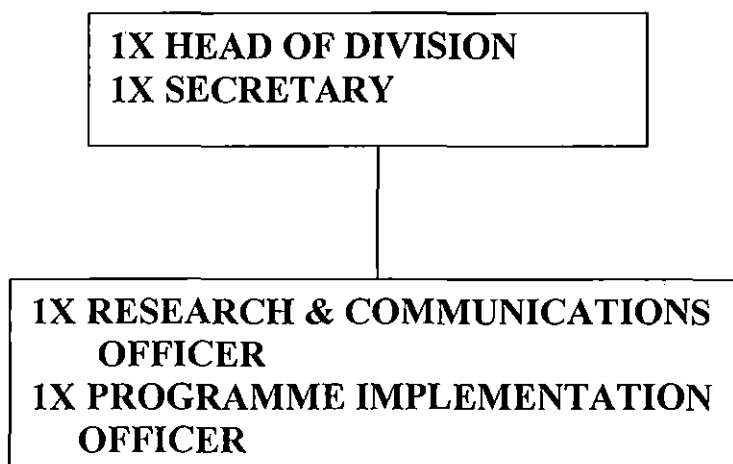
4. Accordingly, the main functions of the Division would include:

- ◆ Developing policies and programmes that will lead to the economic empowerment of women and enhance their participation in socio-economic development.
- ◆ Developing policies that will reduce the current marginalisation of women and the waste that accompanies this marginalisation.
- ◆ Promoting strategies for the removal of legislation, traditional and institutional practices that are discriminatory against and contribute to the marginalisation of women.
- ◆ Promoting gender awareness and supporting and harmonising activities of institutions and organisations involved in issues of women and development, and gender.

5. The following staff complement was recommended by the Committee:

1x Head of Division
 1x Research and Communications Officer
 1x Programme Implementation Officer
 1x Secretary

Organigram of the Women and Development Division

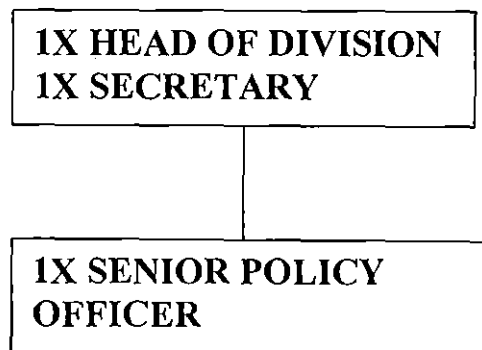


♦ **Afro-Arab Co-operation Division**

1. This Division was transferred from the Office of the Secretary-General where the Genivar Report had recommended it to be. The transfer was based on the consideration that the nature of the activities of this Division were multi-sectoral. Its placement under this Department took into consideration the fact that its functions largely focussed on socio-economic, political and cultural co-operation between African and Arab countries.
2. Specifically, the Division would be expected to stimulate economic investment between Arab and African States and promote multilateral trade activities among them.
3. Its main responsibility would be to liaise with the OAU Permanent Delegation to the League of Arab States, based in Cairo.
4. For effective and efficient performance of its functions, the Division was allocated the following staff complement:

1x Head of Division
 1x Policy Officer
 1x Secretary

Organigram of the Afro-Arab Co-operation Division



COMMUNITY AFFAIRS DEPARTMENT

ASSISTANT SECRETARY GENERAL

BRUSSELS OFFICE - 10

GENEVA OFFICE - 12

LAGOS OFFICE - 16

CAIRO OFFICE - 9

COMMUNITY AFFAIRS DEPT.

Director 1
Secretary 1
Clerk 1

DEPUTY DIRECTOR OFFICE

Deputy Director 1
Secretary 1

WOMEN AND DEVELOPMENT DIVISION

Head of Division 1
Research & Commun. Officer 1
Programme Implementation Officer 1
Secretary 1

ECONOMIC INTEGRATION DIVISION

Head of Division 1
Senior Economist 1
Economists 2
Secretary 1

AFRO-ARAB CO-OPERATION DIVISION

Head of Division 1
Senior Policy Officer 1
Secretary 1

RESEARCH & DEVELOPMENT DIVISION

Head of Division 1
Research Economists 2
Statisticians 2
Data Bank Specialists 2
Secretaries 2

RURAL ECONOMY & AGRICULTURAL AFFAIRS DIV.

Head of Division 1
Senior Policy Officer 1
Secretary 1

MACRO-ECONOMY TRADE, CUSTOMS & IMMIGRATION DIV.

Head of Division 1
Senior Policy Officers 2
Policy Officers 2
Secretary 1

INDUSTRY, SCIENCE & TECHNOLOGY, ENERGY, NATURAL RESOURCES AND ENVIRONMENT DIV.

Head of Division 1
Senior Policy Officers 3
Policy Officers 2
Secretaries 2

TRANSPORT, COMMUNICATIONS AND TOURISM DIV.

Head of Division 1
Senior Policy Officers 2
Policy Officer 1
Secretary 1

POPULATION, HEALTH, LABOUR & SOCIAL AFFAIRS DIV.

Head of Division 1
Senior Policy Officer 1
Officers 2
Secretary 1

EDUCATION, CULTURE & HUMAN DEVELOPMENT DIV.

Head of Division 1
Senior Policy Officer 1
Officer 1
Secretary 1

1.4 POLITICAL AFFAIRS DEPARTMENT

1. The Committee considered the structure of this Department, bearing in mind that it provides the operational substance to the mechanism for Conflict Prevention, Management and Resolution. Consequently, the Conflict Management Centre was considered vital in the operations of the Department, while the Divisions dealing with Cooperation, and Democratisation and Human Rights as well as Humanitarian Affairs, Refugees and Displaced Persons were also considered to be highly inter-related. The New York Office and the ACHPR, Banjul were assigned to this Department.
2. Essentially, the Committee recommended that the Department be constituted as follows:-
 - ◆ Conflict Management Centre
 - ◆ Political Cooperation Division
 - ◆ Humanitarian Affairs, Refugees and Displaced Persons Division

The Directorate

1. The principal function of the Directorate is to conceive policy, provide guidance and coordinate activities of the three Divisions which will be pre-occupied with the prevention, management and resolution of conflicts; political cooperation, harmonisation, democratisation, human rights as well as humanitarian affairs, refugees and displaced persons. The staff complement of the Director's Office will be as follows:

1x Director
1x Secretary

◆ Conflict Management Centre

1. The mission of this Centre is to develop policies and coordinate activities anticipating prevention, management and resolution of African inter-state conflicts. In order to fulfil this mission, the Centre shall:-
 - ◆ Develop a comprehensive framework for objectives, strategies and priorities in conflict prevention, management and resolution;

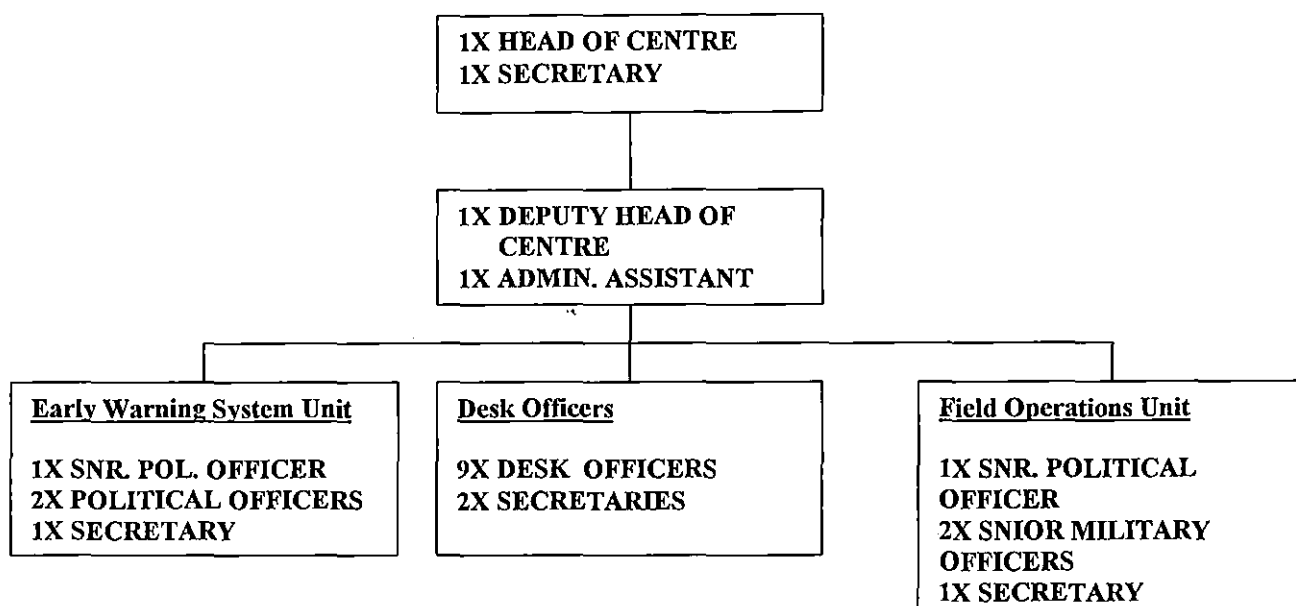
- ◆ Develop the OAU institutional capacity for conflict prevention, management and resolution;
- ◆ Service the Central Organ – i.e. prepare documents for the Organ's meetings, reports of the meetings and follow-up on the decisions of the Central Organ;
- ◆ Monitor political developments in Africa and manage an Early Warning system through research and establishment of a network of information sources and up-dating of a data bank;
- ◆ Promote negotiations aimed at preventing and resolving conflicts;
- ◆ Mobilise resources for operations in the field and coordinate OAU activities with the UN, NGOs, Research Institutes, Sub-regional and International Organisations.

2. In order to carry out its functions, the Division will be supported by the following staff complement:-

1x Head of Centre
 1x Deputy Head of Centre
 9x Desk Officers
 1x Senior Political Officer (Early Warning System)
 2x Political Officers
 1x Senior Political Officer (Field Operations and Peace Support Missions)
 2x Senior Military Officers
 1x Administrative Assistant
 5x Secretaries

3. Amongst the 9 Desk Officers proposed, one is to be transferred from the Political Cooperation Division.

Organigram of the Conflict Management Centre



♦ Political Cooperation Division

1. The title “Political Cooperation, Democratisation and Human Rights” Division was amended to read “Political Cooperation Division”, whose main responsibilities and functions will focus on undertaking programmes which promote democratisation in Africa; political cooperation among Member States and between Africa and the International Community. It will also be responsible for the monitoring and promotion of Human Rights.
2. The Division will, therefore, carry out the following functions:-
 - ♦ Coordination and harmonisation of major political issues among African countries;
 - ♦ Developing a common programme between OAU members and other countries;
 - ♦ Formulating policy and developing strategies on issues pertaining to election monitoring, democratisation processes and human rights;

- ◆ Promoting studies on the development and building of democratic institutions and follow-ups of democratisation processes in OAU member states;
- ◆ Organising and coordinating election monitoring and observing activities in member states;
- ◆ Monitoring human rights activities in member states and liaising with the African Commission on Human Rights.

3.To carry out the above activities effectively, the Division was allocated the following staff complement:-

1x Head of Division
 1x Senior Political Officer
 2x Political Officers
 1x Secretary

Organigram of the Political Cooperation Division

<p>1X HEAD OF DIVISION 1X SENIOR POLITICAL OFFICER 2X POLITICAL OFFICERS 1X SECRETARY</p>
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◆ Humanitarian Affairs, Refugees and Displaced Persons Division

- ◆ The functions of this Division closely relate to those of the UNHCR and NGOs as well as the voluntary agencies involved in assisting the refugees and displaced persons. The main functions of the Division will, therefore, include:-
- ◆ Monitoring and analysing developments with regard to refugees and displaced persons in order to formulate policies and strategies;

- ◆ Coordinating the work of the OAU with that of international agencies, especially the UNHCR; Developing of and improving skills among refugees to make them self-supporting;
- ◆ Assisting Member States in implementing OAU Conventions on Refugees in liaison with the Legal Counsel;

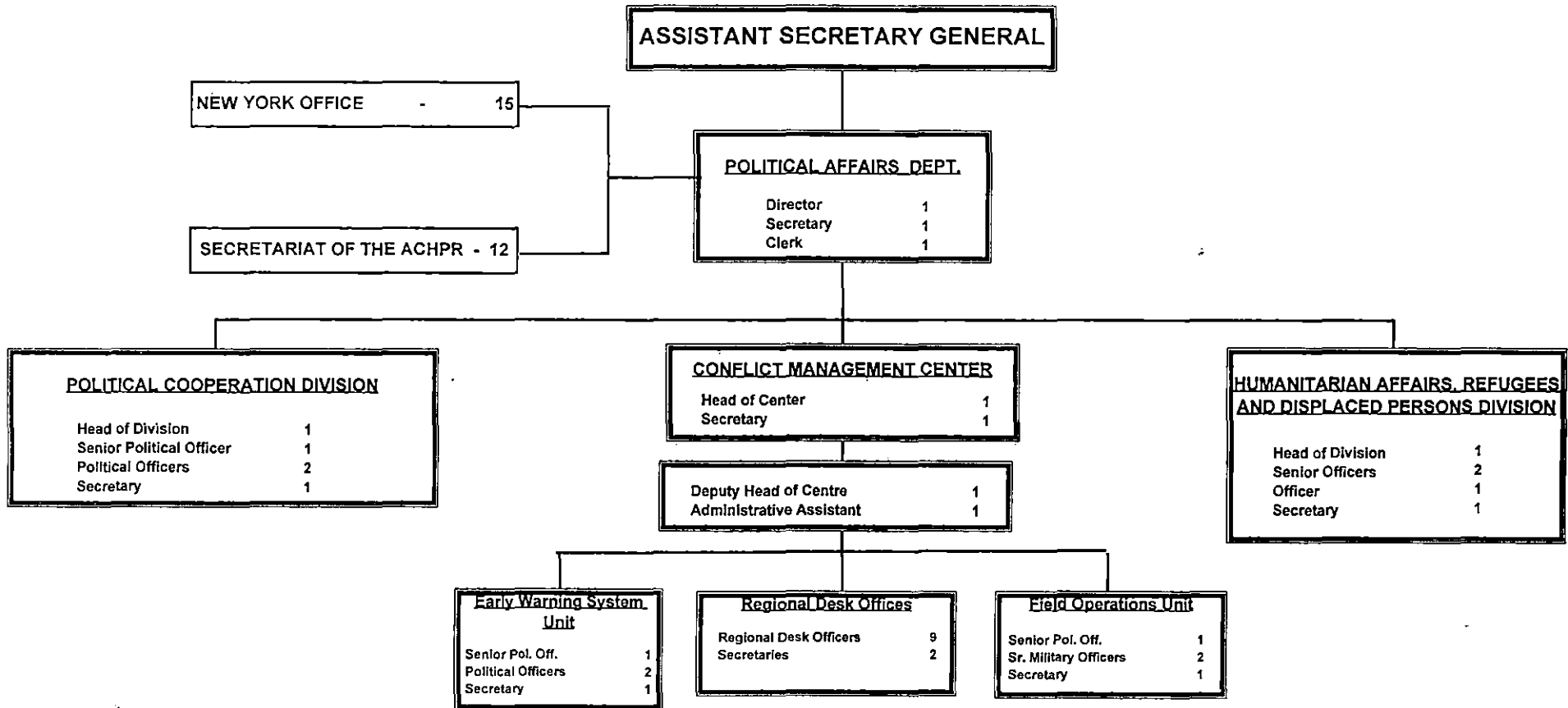
2. The complement for this Division is to be as follows:-

1x Head of Division
2x Senior Officers
1x Officer
1x Secretary

Organigram of the Political Cooperation Division

1X HEAD OF DIVISION 2X SENIOR OFFICERS 1X OFFICER 1X SECRETARY

POLITICAL AFFAIRS DEPARTMENT



1.5 COMMUNICATIONS AND CONFERENCES DEPARTMENT

1. The Committee considered the new Department of Communications and Conferences on the basis of what the Genivar Report submitted. The Department's functions would combine all activities related to production, translation, reproduction, distribution and conservation of documents, electronic files, audio-visual etc... The report recommended inclusion, under this Department, functions of public relations and conferences related to information dissemination and public information.
2. The Committee did not agree to have 5 Divisions, constituting the Department. Instead of establishing: Communication Division; Conferences Division; Documentation Centre; Translation and Interpretation Division and Printing Division, it was recommended that the following two Divisions and a Unit be established:

- ◆ The Communications and Publications Division;
- ◆ The Conference Services Division and
- ◆ The Documentation Centre (Unit)

◆ Communications and Publications Division

1. This Division will combine the functions of the existing Press and Information Division; the Printing and Reproduction Unit as well as incorporate a function of Publications Unit.
2. This Division will carry out the following functions:
 - ◆ Build a positive image of the OAU/AEC through its public relations work;
 - ◆ Assist the Community Affairs Dept. in setting up a mechanism to consult NGOs and socio-economic organisations (as indicated in Articles 90 and 91 of the AEC Treaty);
 - ◆ Disseminate information pertaining to the OAU/AEC;

- ◆ Monitor daily news and events; analyse them and make summaries and reviews for distribution;
- ◆ Issue press releases and assist the official OAU spokesperson;
- ◆ Prepare publicity materials, videos and radio recordings;
- ◆ Develop and manage the OAU Web page with technical support from the Organisation and the Methods, Systems and Information Technology Division of the Administration and Finance Dept.;
- ◆ Edit and publish the Organisation's publications;
- ◆ Service the whole General Secretariat in printing and reproducing documents for graphic design.
- ◆ Coordinate the efforts and pool the resources of Member States in order to promote the exchange of radio and television programmes.

3.To enable the Division effectively perform its functions, it will have the following staff complement:-

1x Head of Division
2x Senior Information Officers
1x Public Relations Officer
1x Head of Publications Unit
1x Printing Plant Controller
1x Publications Controller
1x Editor
2x Sub-Editors
1x Printing Supervisor
1x Binding Supervisor
1x Graphic Designer /
1x Mechanic (Printing)
1x Electrician (Printing)
2x Desk Top Typesetters
1x Audio Visual Technician
1x Radio Technician
1x Clerk

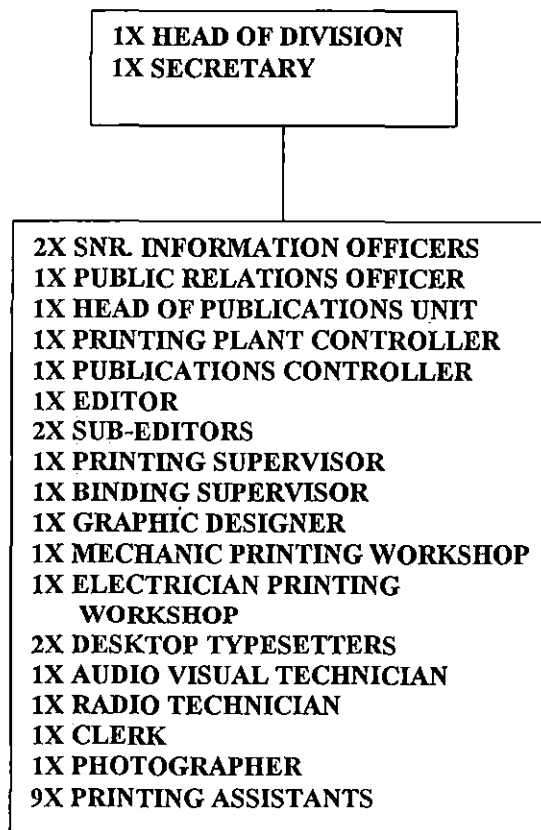
1x Secretary
 1x Photographer
 9x Printing Assistants

4. In creating a staff complement for the Publications function one post at P2 level was transferred from the Printing Unit and converted into a post of 'Editor' at the same level. In order to have 2 posts at the level of Sub-Editor, one post was transferred from the proposed Documentation Centre while the second one was created.

5. The proposed 3 posts of Senior Information Officers were reclassified as 2 posts of Senior Information Officer and 1 post of Public Relations Officer.

6. Appreciating the work of the Recording Studio which will eventually develop into a Broadcasting Studio, a post of 1 Radio Technician and one photographer were added to the proposed structure of the Division.

Organigram of the Communications and Publications Division

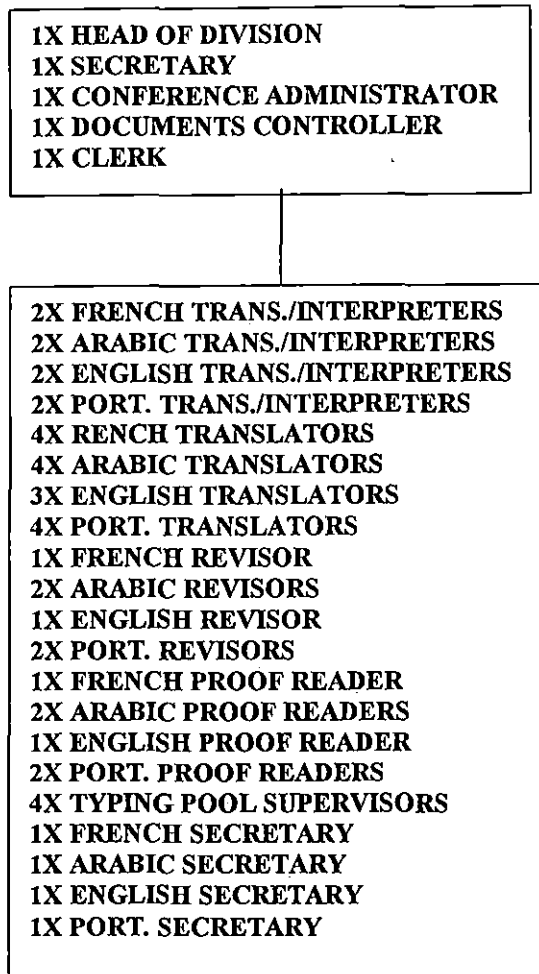


◆ **Conference Services Division**

1. Out of the Conference Services and Translation/Interpretation Divisions proposed by the Genivar Report, the Committee decided to combine the two to be named “Conference Services Division”, which will embrace the conference administration and technical services.
2. The Division will carry out functions proposed for Translation/Interpretation and Conferences Divisions in the Genivar Report and will include:-
 - ◆ Organising provision of efficient interpretation, translation and revision services;
 - ◆ Effective planning, management and administration of all conferences/meetings;
 - ◆ Procurement of human and material resources needed to service meetings/conferences.
3. It was, however, recommended that the Conference Service Division Unit be closely associated with the Conference administration unit while the technical services comprising Interpretation/Translation, Proof-reading and Typing Pool be a separate unit under the supervision of the Division. Consequently, the proposed post of Head of Translation/Interpretation Unit was cancelled; considering the fact that the Revisors supervise each stream of the language unit.
4. The strength of staff complement for English Revisor, Translators and Proof Readers was recommended to be lower than that of the other languages, considering the fact that most documents originate in the English language.
5. Three posts of Bilingual secretaries under this Division were converted to Pool Supervisors posts to facilitate the work in each language.
6. It was recommended that the drastic reduction in the number of Pool staff be implemented gradually, as the Translators resort to use of computers for their work.

7. The staff complement to facilitate implementation of the mandate of the Division is to be as follows:-

1x Head of Division
 1x Conference Administrator
 1x Conference/Documents Officer
 1x Clerk
 1x Secretary
 2x French Translators/Interpreters
 2x Arabic “ “
 2x English “ “
 2x Portuguese “ “
 4x French Translators
 4x Arabic Translators
 3x English Translators
 4x Portuguese Translators
 1x French Revisor
 2x Arabic Revisors
 1x English Revisor
 2x Portuguese Revisors
 1x French Proof Reader
 2x Arabic Proof Readers
 1x English Proof Reader
 2x Portuguese Proof Readers
 4x Typing Pool Supervisors
 1x French Secretary
 1x Arabic Secretary
 1x English Secretary
 1x Portuguese Secretary

Organigram of the Conference Services Division♦ Documentation Centre

1. While the Committee did not agree with the Genivar Report that the Documentation Centre should become a Division under the proposed Department of Communications and Conference Services, it recommends that there be a separate Unit that will render service to both the General Secretariat and the public. In particular, it will service the Conference

Services Division on one hand and the Conference Technical Services Unit on the other.

2. The Unit will be responsible for provision of modernised library, documentation and archives services, including published materials, CD-ROMs, access to data banks, videos and other electronic materials and maintenance of the Archives of the OAU.

3. The main functions of the Unit will be:-

- ◆ Keeping all OAU publications and other relevant documents;
- ◆ Providing adequate facilities for the protection and the maintenance of the Archives;
- ◆ Providing reference services to the Unit's users from within or outside the Secretariat.

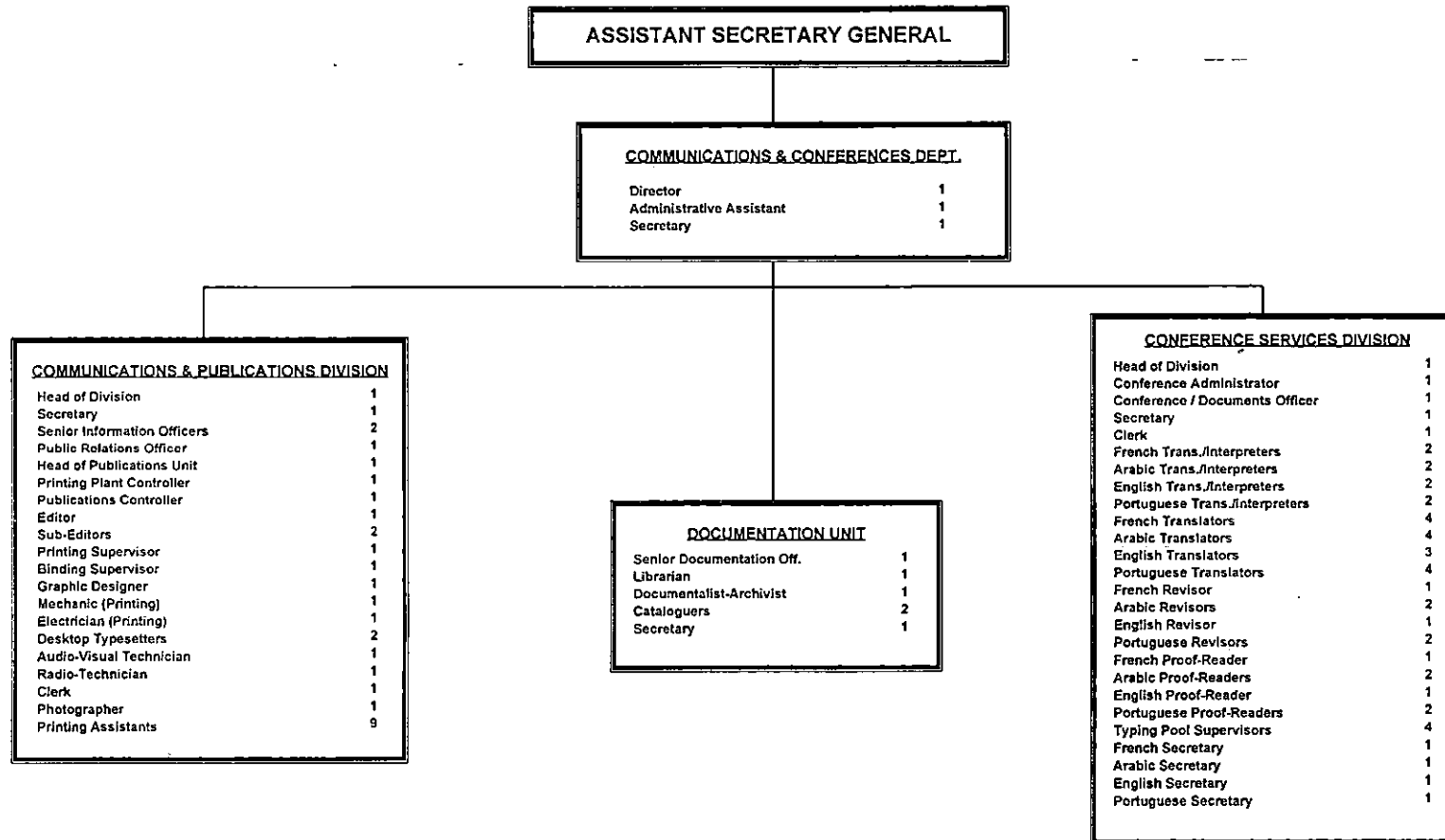
4. In order to facilitate the effective execution of these functions, the Unit will have the following staff complement:-

1x Senior Documentation Officer
1x Librarian
1x Documentalist/Archivist
2x Cataloguers
1x Secretary

Organigram of the Documentation Centre

1X SNR. DOCUMENTATION OFFICER
1X LIBRARIAN
1X DOCUMENTALIST/ARCHIVIST
2X CATALOGUERS
1X SECRETARY

COMMUNICATIONS AND CONFERENCES DEPARTMENT



1.6 ADMINISTRATION AND FINANCE DEPARTMENT

1. Following the establishment of the new Department of Policy and Programme Coordination and the need to still maintain the number of Departments at five (5), the Committee decided to merge the existing Department of Administration and Conferences with the Finance Department into a new Department of Administration and Finance.
2. The new Department of Administration and Finance will be headed by a Director.
3. Further, the Committee recalled that Article 23 paragraph 2 of the Treaty establishing the African Economic Community provided for a position of Accountant whose incumbent shall be appointed by the Assembly of Heads of State and Government for a term of four (4) years, renewable only once. Consequently, the Committee recommended that a post of Accountant-General be established within this Department. It was also recommended that, considering the status of the Accountant-General, the latter should report directly to the Assistant Secretary-General in charge of the Department. The Accountant General will be in charge of the financial services under this Department.
4. The following Divisions and Units were established to constitute the Dept:-
 - i) Human Resources Division;
 - ii) Organisation and Methods, Systems and Information Technology Division;
 - iii) The Medical Centre
 - iv) Maintenance and Transportation Services;
 - v) Security Services;
 - vi) Registry Services;
 - vii) Accounting Division;
 - viii) Disbursement and Procurement Division;
 - ix) The Payment Certifying Unit

♦ **The Human Resources and Training Division**

1. This Division will play the major role of human resource development, besides its traditional role of managing staff of the Organisation, with a view to rejuvenating the Organisation.
2. The Division will mainly carry out the following functions:-
 - ♦ Formulating and evaluating policies on human resources management and development
 - ♦ Monitoring and updating the Organisation's staffing plans.
 - ♦ Recruiting staff and assisting with their integration.
 - ♦ Evaluating the staff in terms of their ability to contribute to the organisation's objectives.
 - ♦ Developing the staff to help them better contribute to the organisation's objectives.
 - ♦ Administering the terms and conditions of service of staff and ensuring the proper implementation of the Staff Rules and Regulations.
3. In order to enable the Division to effectively and efficiently carry out its functions, the following staff complement was recommended:-

1x Head of Division
 1x Senior Personnel Officer (Training & Career Development)
 1x Senior Personnel Officer (General Admin.)
 1x Personnel Officer (Recruitment and Contracts)
 1x Personnel Officer (Pensions, Insurance, Welfare and Staff Benefits)
 1x Personnel Officer (Training & Career Development)
 1x Administrative Assistant
 2x Clerks
 2x Secretaries

Organigram of the Human Resources & Training Division

1X HEAD OF DIVISION
1X SENIOR PERSONNEL OFFICER (TRAINING & CAREER DEVT.)
1X SENIOR PERSONNEL OFFICER (GENERAL ADMIN.)
1X PERSONNEL OFFICER (RECRUITMENT & CONTRACTS)
1X PERSONNEL OFFICER (PENS. INS. WELFARE & STAFF BENEFITS)
1X PERSONNEL OFFICER (TRAINING)
1X ADMINISTRATIVE ASSISTANT
2X CLERKS
2X SECRETARIES

◆ **Organisation and Methods; Systems and Information Technology Division**

1. With a slight adjustment to the title as proposed by the Genivar Report to read as above, this Division will be responsible for improvement of work in the organisation; processes and methods of work; administrative systems and use of new technology. Its main functions will include:-
 - ◆ Supporting departments in the re-engineering of operational and administrative processes and in the continuous improvement of these processes;
 - ◆ Studying the needs for personnel in view of an optimal work organisation;
 - ◆ Studying methods of work and make recommendations for their improvement;
 - ◆ Evaluating the needs for new technology;
 - ◆ Assisting departments in implementing new technology, training and supporting users;
 - ◆ Developing computer applications;

- ◆ Developing and updating OAU/AEC Web sites (technical aspects);
- ◆ Implementing and maintaining an E-mail system, repairing information technology equipment.

2. In order to enable the Division carry out its functions, the Division will be supported by the following staff complement:-

1x Head of Division
 1x Systems and Process Analyst
 2x Computer Experts
 1x Secretary

Organigram of the Organisation and Methods; Systems and Information Technology Division

1X HEAD OF DIVISION 1X SYSTEMS AND PROCESS ANALYST 2X COMPUTER EXPERTS 1X SECRETARY
--

◆ **The Medical Centre**

1. This Unit will provide services to all OAU staff and their dependants as well as the members of the African Diplomatic missions. In addition to its regular professional staff, the Medical centre will be supplemented by part-time experts to be offered short-term contracts.
2. The staff complement for this Unit will be as follows:-
 - 1x Head of Division
 - 2x Physicians
 - 1x Pharmacist
 - 1x Administrative Assistant
 - 1x Senior Nurse
 - 3x Staff Nurses
 - 1x Auxiliary Nurse
 - 1x X-ray Technician

2x Laboratory Technician
1x Assistant Laboratory Technician

Organigram of the Medical Centre

1X PHYSICIAN (HEAD OF CENTRE)
2X PHYSICIANS
1X PHARMACIST
1X ADMINISTRATIVE ASST.
1X SENIOR NURSE
3X STAFF NURSES
1X AUXILIARY NURSE
1X X-RAY TECHNICIAN
2X LABORATORY TECHNICIANS
1X ASST. LAB. TECHNICIAN

♦ Accounting Division

1. This Division will be responsible for recording all transactions of the Organisation and producing financial reports. It will account for all the Organisation's funds, including the extra-budgetary funds. The Division will examine monthly financial reports received from external offices.
2. It will be supported by the following staff complement:-

1x Head of Division
1x Finance Officer (Headquarters)
1x Finance Officer (Regional Offices)
1x Accounts Assistant
2x Computer Operators
1x Clerk (Filing)
1x Secretary
1x Stores Manager
2x Storekeepers

Organigram of the Accounting Division

1X HEAD OF DIVISION
1X FINANCIE OFFICER (HQ)
1X FINANCE OFFICER (R.O.)
1X ACCOUNTS ASSISTANT
2X COMPUTER OPERATORS
1X SECRETARY
1X CLERK (FILING)
1X STORES MANAGER
2X STOREKEEPERS

♦ **Disbursement and Procurement Division**

1. This Division will carry out the following functions:-

- ♦ Receiving income and disbursing funds of the Organisation;
- ♦ Maintaining proper accounting books;
- ♦ Carrying out all purchases for the General Secretariat; applying purchasing procedures that will ensure optimal value for money to the Organisation and keeping information on suppliers, prices and products;
- ♦ Processing all officials travel requests and dealing with airlines and travel agencies, with a view to obtaining the best prices for air tickets;
- ♦ Managing stores; and providing supplies to departments;
- ♦ Keeping inventory of materials and supplies.

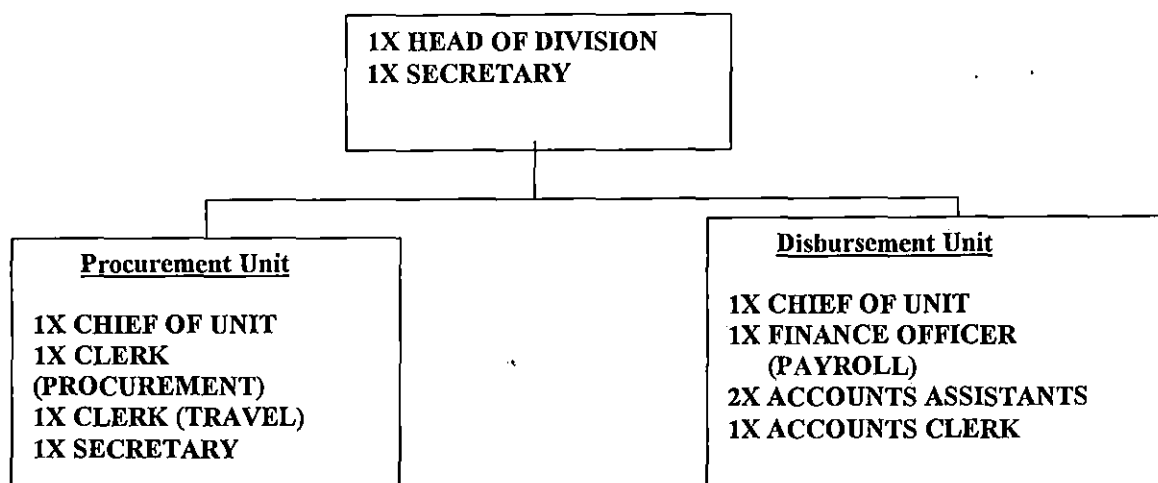
2. The Division will be supported by the following staff complement:-

a) **Disbursement Unit**

1x Chief of Unit
1x Finance Officer
2x Accounts Assistants
1x Accounts Clerk

b) **Procurement Unit**

1x Chief of Unit
1x Clerk (Procurement)
1x Clerk (Travel)
1x Secretary

Organigram of the Disbursement and Procurement Division♦ Maintenance and Transportation Services Unit

1. This Unit is responsible for providing general maintenance to the OAU premises, vehicles and equipment.
2. It will, therefore, carry out the following duties:-
 - ♦ Electrical and mechanical maintenance;
 - ♦ Plumbing and carpentry work;
 - ♦ Repair of telephone systems and interpretation equipment;
 - ♦ Preparation of construction projects;
 - ♦ Preparation of plans, specifications and contract documents;
 - ♦ Taking charge of transport services;
 - ♦ Contracting such work as cleaning of buildings, gardening and maintenance of vehicles.

3. However, the Committee was of the view that a feasibility study be undertaken regarding the contracting out of such services.

4. In order to carry out its functions satisfactorily, it will be supported by the following staff complement:-

1x Head of Unit
1x Estate Officer
1x Clerk (Transport)

2x Telephone Operators
 4x Technicians (buildings and equipment maintenance)
 1x Secretary
 15x Drivers

Organigram of the Maintenance and Transportation Services Unit

1X HEAD OF DIVISION
1X ESTATE OFFICER
1X CLERK (TRANSPORT)
2X TELEPHONE OPERATORS
4X TECHNICIANS (BLGS. AND EQUIP. MAINTENANCE)
1X SECRETARY
15X DRIVERS

◆ Payment Certifying Unit

1. This Unit was created to provide a check and balance mechanism in disbursing the organisation's funds. It will be independent of other Divisions, playing a role of pre-payment certification (pre-audit) role which is presently carried out by the Budget Control Division. It will enable the latter, which is transferred to the Office of the Financial Controller, to carry out a post-audit role. In order to give it a certain degree of independence from the other divisions and Units of the Dept., it will be directly responsible to the Director of the Dept.
2. The function will be carried out by the following staff complement:-
 1x Senior Certifying Officer; and
 1x Certifying Officer

Organigram of the Payment Certifying Unit

1X SEN. CERTIFYING OFFICER
1X CERTIFYING OFFICER

◆ **Security Services Unit**

1. This Unit is transferred from the Office of the Secretary-General to the Administration and Finance Department, where it will continue to carry out the following functions:-
 - ◆ Safeguarding the premises of the OAU against intrusion, vandalism, theft and abuse;
 - ◆ Providing security services during conferences and meetings
 - ◆ Supervising the issuance of identity cards and other identification to the General Secretariat and conference delegates;
 - ◆ Providing fire prevention to the General Secretariat's personnel and property;
 - ◆ Providing security, in liaison with the host country's security services, to dignitaries visiting the Organisation.
2. The Unit will have the following staff complement:-
 - 1x Chief of Security
 - 1x Security Officer
 - 1x Receptionist
 - 22x Security Guards

Organigram of the Security Services Unit

1X CHIEF OF SECURITY 1X SECURITY OFFICER 1X RECEPTIONIST 22X SECURITY GUARDS

◆ **Registry Services Unit**

1. This service has always been placed under the Office of the Secretary-General. However, the Committee agreed that it will be placed under the Administration and Finance Dept. it being understood that it will also

include the functions of the present Telex Unit. It will carry out the following functions:-

- ◆ Processing all out-going and incoming mail which entails Post Office procedures;
- ◆ Collecting and distributing mail;
- ◆ Maintaining a computerised list of Incoming/Outgoing mail;
- ◆ Supervising a messengers' service; and
- ◆ Keeping the official seal of the QAU.

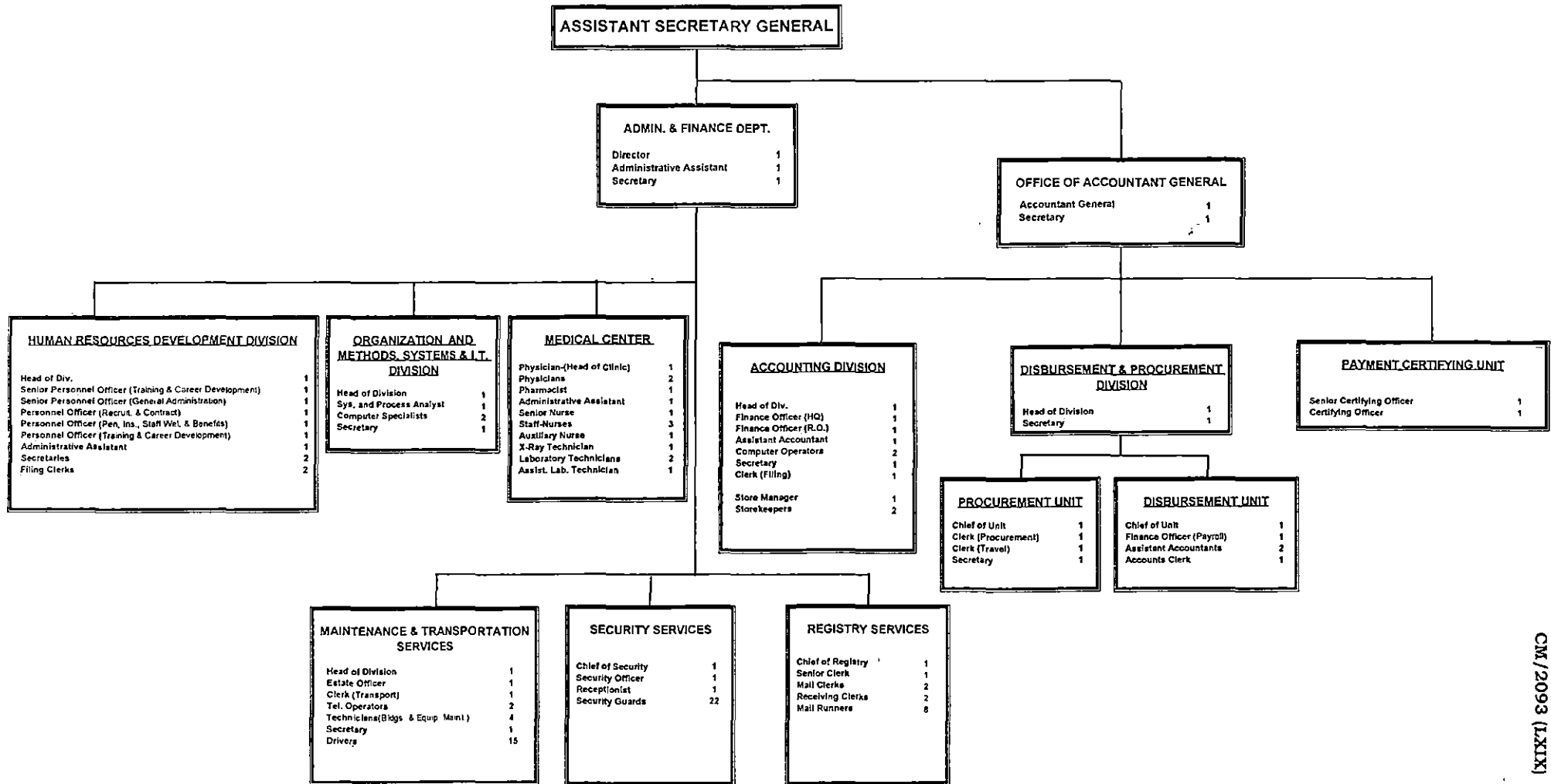
The Unit will be supported by the following staff complement:-

1x Chief of Registry
1x Senior Clerk
2x Mail Clerks
2x Receiving Clerks
8x Mail Runners

Organigram of the Registry Services Unit

1X CHIEF OF REGISTRY 1X SENIOR CLERK 2X MAIL CLERKS 2X RECEIVING CLERKS 8X MAIL RUNNERS
--

ADMINISTRATION AND FINANCE DEPARTMENT



2. **STRATEGIC REVIEW OF THE SCIENTIFIC AND TECHNICAL PROGRAMS AND ACTIVITIES.**

1. The Committee considered the proposals submitted in the Genivar Report on the OAU Scientific and Technical programmes. These proposals were based on the premises that the OAU has limited resources to support scientific programmes, a large portion of which are spent on administration. Since the OAU does not offer the appropriate administrative and operational structure for scientific programmes, science and technology would benefit and be better served if the OAU role was clearly a catalytic and promotional one. It is with this objective in mind that Genivar framed its recommendations with the view to having the OAU limited resources reallocated to a more effective support of science and technology for the development of Africa rather than to supporting staff costs.
2. The Committee supported the general orientation and spirit of the proposals contained in the Genivar Report. While it saw the merit for the OAU to continue to support the activities covered by the OAU scientific offices, it felt that a new rationale approach should be designed in which these offices would be operating under the OAU umbrella without automatically being part of the OAU structure.

i) **OAU/STRC, LAGOS OFFICE**

1. The Committee examined Genivar's recommendation on this Office, with the view to determining its reviewed mandate and structure in the area of Science and Technology, within the framework of the AEC. The Committee, therefore, agreed with Genivar's report which recommended that:-
 - ♦ The OAU/STRC Office in Lagos should be overseen by the Community Affairs Dept. in the Headquarters;
 - ♦ The Dept. should be responsible for harmonising the national policies on scientific and technological research;

- ◆ **The STRC/Lagos should be responsible for co-ordination of activities in technical areas for the promotion of scientific and technological development application;**
 - ◆ **The promotion work of the office should aim at identifying opportunities for project development, external resources mobilisation and bringing together of economic partners.**
 - ◆ **Work plans detailing programs and activities entrusted to the STRC Lagos Office, should be prepared and , on approval, resources should appropriately be allocated to the office to facilitate execution of its work.**
2. The Committee also agreed that the OAU/STRC office should be restructured on a task basis reflecting two main functions i.e. co-ordination of scientific research activities of the use of technologies and promotion.
3. Consequently, its staff complement was reviewed as follows:-
- (a) 1x Executive Director
1x Secretary
1x Driver
 - (b) Co-ordination Unit

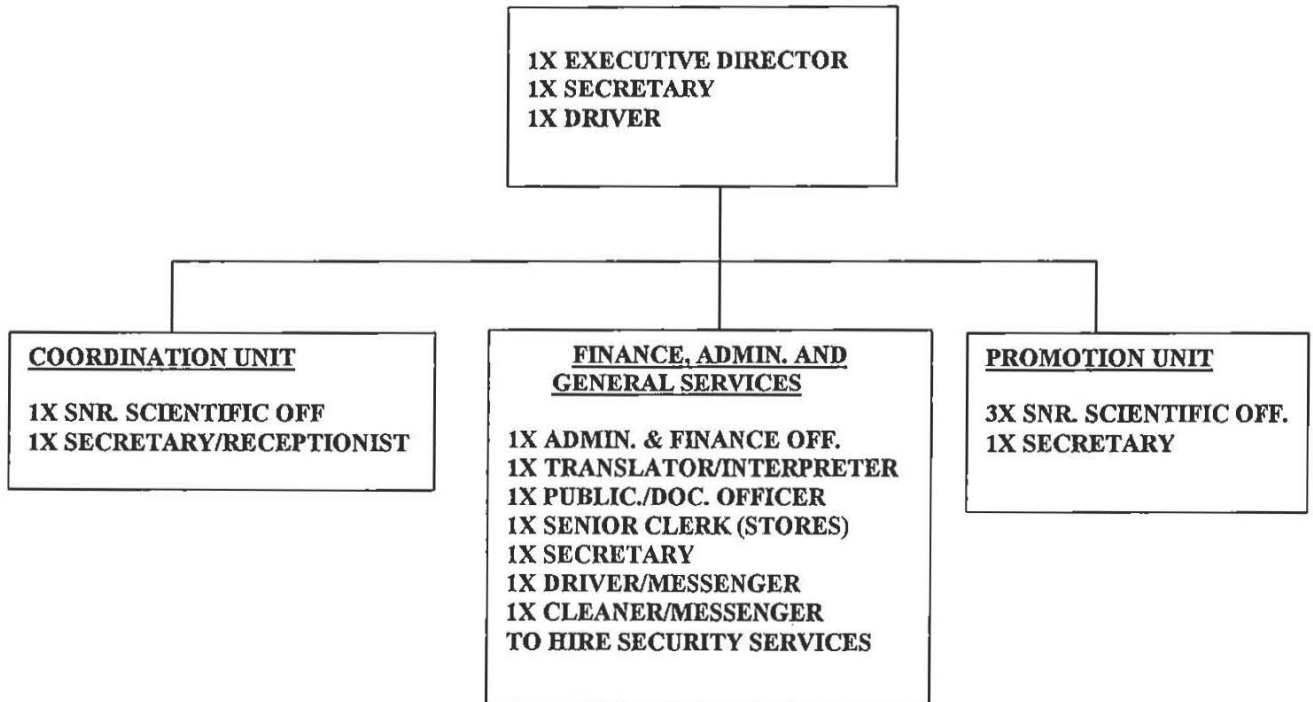
1x Senior Scientific Officer
1x Secretary/Receptionist
 - (c) Promotion Unit

3x Senior Scientific Officers
1x Secretary
 - (d) Finance, Administration and General Services

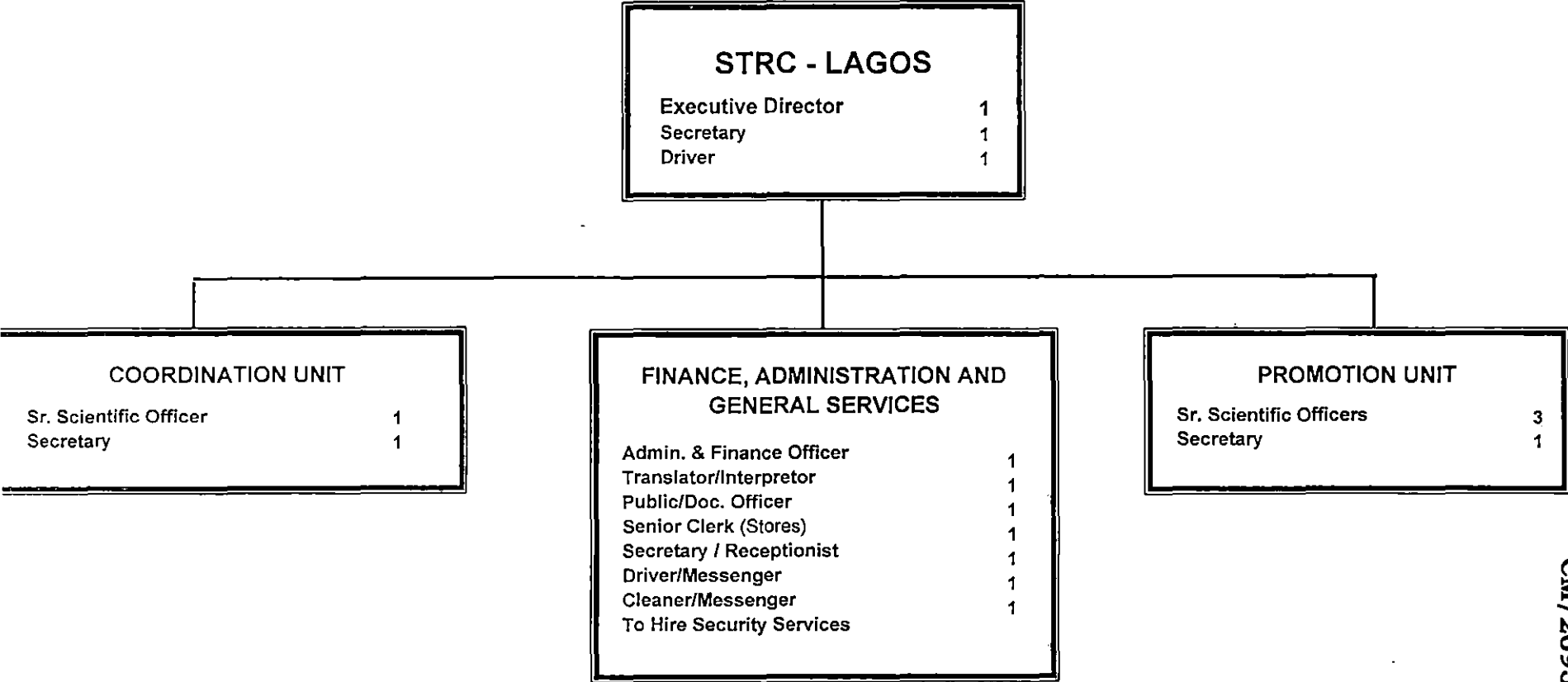
1x Administration & Finance Officer
1x Translator/Interpreter
1x Publications/Documentation Officer
1x Senior Clerk (Stores)
1x Secretary

1x Driver/Messenger
1x Cleaner/Messenger

Organigram of the STRC, Lagos



SCIENTIFIC, TECHNICAL AND RESEARCH COMMISSION
(STRC- LAGOS OFFICE)



ii) **OAU/IBAR, Nairobi**

1. The Committee discussed the IBAR Office, taking into account the fact that it is an OAU specialised office whose operations have been fairly independent of the OAU/STRC; it is an operational unit co-ordinating joint projects which involve a number of countries; it is an office for which the OAU assumed all operating costs for the Secretariat and which has benefited both the users of its services and the donors for the past 30 years.
2. Genivar's recommendations which the Committee endorses include the following:-
 - ◆ **The OAU should modify the form and nature of its participation in IBAR. While the OAU could support IBAR program activities through a program grant, it should phase out its funding for the operating costs of IBAR (salaries, common staff costs, travel, maintenance and communications) and grant administrative autonomy to IBAR, thereby transforming IBAR into an independent agency.**
 - ◆ **The OAU should invite donor agencies, member countries who benefit from IBAR services and regional inter-governmental organisations, to participate in and assume responsibility for IBAR, by providing personnel and funding to meet operating costs and by paying for the services obtained, and also to participate in the governance of IBAR.**
 - ◆ **The OAU should facilitate the transition by providing, for an initial phase, an operating grant and the services of the current Director.**
 - ◆ **The recommended restructuring should be completed during the transition period.**

iii) **The Inter-African Phytosanitary Council (IAPSC), Yaounde**

1. Like IBAR, the Committee considered this office on the basis of the Genivar Report which briefly outlined its historical background; the extent to which it had been operating fairly independently, in collaboration with other national, regional and international organisations and member states.

It was noted that the IAPSC is not cost-effective in its operations and that the situation, therefore, calls for corrective action.

2. The Committee discussed and endorsed the following recommendations by Genivar:-
 - ♦ The OAU should modify the form and nature of its participation in IAPSC. While the OAU could support IAPSC program activities through a program grant, it should phase out its funding for the operating costs of IAPSC (salaries and wages, common staff cost, travel, maintenance and communications) and grant administrative autonomy to IAPSC, thereby transforming IAPSC into an independent agency.
 - ♦ The OAU should invite donor agencies, member countries and regional inter-governmental organisations to contribute financially and participate in the governance of IAPSC.
 - ♦ The OAU should actively support this restructuring by providing technical assistance and, for an initial phase, an operating grant to facilitate the transition.
 - ♦ The recommended restructuring should be completed during the transition period.

iv) The African Centre for Phytosanitary Research and Training (CARFOP) – Dschang, Cameroon

1. This Research and Training Centre was considered in the light of its performance. The Centre was reported to have operated from 1990 to 1995 using over \$1 million grant from the OAU while producing 7 graduates during the period. The Committee endorsed the view that it has not been cost-effective.
2. The Committee discussed at length and endorsed Genivar's recommendation that the OAU should reduce its support to CARFOP and allocate the funds to support training at Universities and Regional Research Centres across Africa.

3. The delegation of Cameroon expressed its reservation on this issue as it neither agreed with the observations and recommendations made by the Genivar Consultants nor the endorsement of the Committee.

v) The Fouta-Djallon Project - Conakry

1. The Genivar Report indicated that the initial goal of the office when the project started in 1984 was to prepare and execute this regional project and ensure liaison between relevant authorities. The report pointed out that the office faces the problem of inadequate funding and human resources. It was reported that it had been operating fairly independently from the OAU/STRC system.
2. The Genivar Report recommended the transfer of its role to a more appropriate regional organisation. In order to facilitate the transfer, the Report made the following recommendations which the Committee discussed and endorsed:-
 - ◆ **That the OAU should transfer its coordination role for the Fouta Djallon Project to a more appropriate regional organisation.**
 - ◆ **That the OAU should provide technical assistance for designing an appropriate framework and permanent structure for the project.**
 - ◆ **That while the OAU could continue to be associated with the Project, it should phase out its funding for the operating costs of the OAU/International Coordination Office (salaries and wages, common staff and communications expenses).**
 - ◆ **That the recommended transition should be completed during the transition period.**

vi) The Semi-Arid Food Grain Research and Development Project (SAFGRAD) - Ouagadougou

1. In considering this project, the Committee noted that SAFGRAD is a project which was initiated to assist participating African member states to attain food self-reliance and a sustainable food security. It was also noted

that the project was not institutionalised within the OAU structure, but that OAU contributed US\$2000,000 through the OAU/STRC for its operations.

2. It was further noted that the SAFGRAD had a success story during the 13 years of its existence.
3. The Committee's attention was also drawn to a proposal of the project to have a new institution, AAFRADA, which would encompass the STRC (Lagos) and IAPSC, (Yaounde) and OAU/IBAR (Nairobi) to be co-ordinated by the STRC (Lagos). It was learnt that SAFGRAD intended to seek more funding (twice as much as the OAU currently contributes). The Committee advised that such a request for additional funding could appropriately be submitted to the Advisory Committee.
4. However, the Committee discussed and endorsed the following recommendations that:-
 - ♦ **The OAU should not institutionalise SAFGRAD. The SAFGRAD Coordination Office should not become an OAU Coordination Office.**
 - ♦ **The OAU contribution to SAFGRAD should be allocated for coordination activities and extending the SAFGRAD Network to other member countries who wish to join the Network.**
 - ♦ **SAFGRAD should be encouraged to seek support from donor countries and sub-regional organisations, including the RECs.**

vii) **The Centre for Linguistic and Historical Studies by Oral Tradition**

1. Consideration of the Genivar Report on this Centre focussed on the problems which reflected frozen positions; lack of funding, a limited program activities and the under-utilisation of the Centre's facilities. This was considered not to be a cost effective venture.
2. The Genivar Report made the following recommendations which the Committee endorsed:-

- ◆ The OAU should modify the way it presently supports linguistic and cultural research through operating CELHTO.
- ◆ While the OAU should provide a program grant for specific programs and activities of CELHTO, it should phase out its funding for the operating costs of CELHTO (salaries and wages, common staff cost, maintenance and communications expenses).
- ◆ The physical facilities of the OAU/CELHTO Centre could be transferred to the University of Niamey located adjacent to the CELHTO. Some of CELHTO's linguistic and oral tradition research should be pursued there with financial support from the OAU and other partners. Initially, the OAU should provide special support that would ease the transition and ensure that the cultural and historical records of the CELHTO are preserved.
- ◆ Other programs and activities now conducted by CELHTO should be transferred to African Universities and to regional centres including the Regional Centre for Research and Documentation on Oral Traditions and African Languages (CERDOTALA), the Eastern African Centre for Research on Oral Traditions of African National Languages (EACROTANAL) and the Southern African Centre for African Languages and Oral Traditions (SACALOT).
- ◆ A grant program, to be administered by the Education, Culture and Human Resources Division, should be established to provide financial support, on a project basis, and in accordance with approved criteria, to Universities and Regional Centres for programs and activities covering linguistic, cultural and historical research and promotion.
- ◆ The recommended transfers should be completed during the transition period.

viii) The African Commission on Human and People's Rights - Banjul

1. The Committee considered this office, taking into account the importance of the work done by the Commission regarding Human Rights issues in Africa. It was noted that the 17 year old institution has two main functions: promotion and protection of human and people's rights within

the OAU Member States, in accordance with Article 41 of the African Charter on Human and People's Rights. To fulfil its mandate, the Secretary-General of the OAU is required to appoint a Secretary of the Commission and that the OAU is to fund the cost of staff and services. The Commissioners are appointed by the Assembly of Heads of State and Government and the Commission is not part of the OAU's General Secretariat.

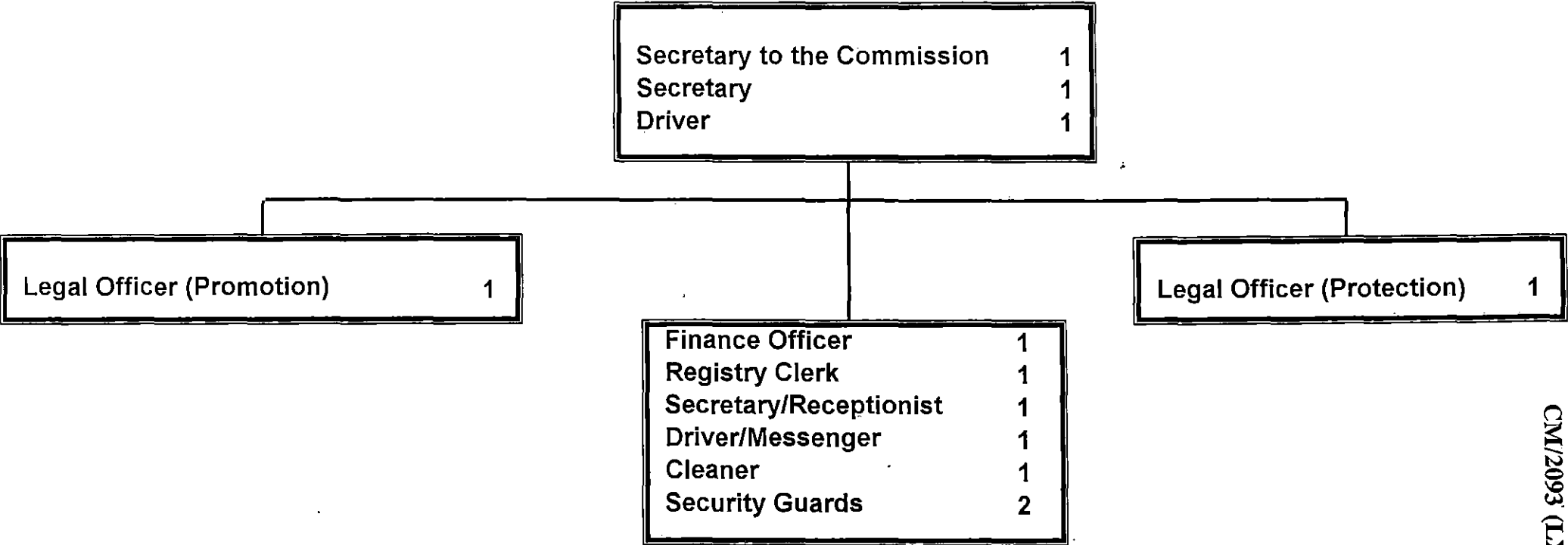
2. The Committee took note of the foregoing and agreed with the recommendations of Genivar that:-

- ◆ **The OAU should provide to the Commission appropriate and adequate resources and support for the Commission to effectively carry out its mandate.**
- ◆ **The OAU should encourage the Commission to seek the support of inter-governmental institutions and non-governmental organisations for the funding and execution of its programs and projects.**

3. In consideration of the foregoing recommendations, the staff complement of the office is to be:-

- 1x Secretary to the Commission
- 1x Legal Officer (Promotion)
- 1x Legal Officer (Protection)
- 1x Finance Officer
- 1x Registry Clerk
- 1x Secretary
- 1x Secretary/Receptionist
- 1x Driver
- 1x Driver/Messenger
- 1x Cleaner
- 2x Security Guards

SECRETARIAT OF THE AFRICAN COMMISSION ON HUMAN AND PEOPLE'S RIGHTS - BANJUL OFFICE



3. COORDINATING THE ACTIVITIES OF THE AEC AND THE REGIONAL ECONOMIC COMMUNITIES (RECS)

1. The Committee discussed the activities of the AEC and RECs on the basis of Chapter 3 of the Genivar Report and the comments made by the RECs on the Report of the Consultants.
2. Introducing this item, the General Secretariat stated that the Consultants' Report on the activities of the AEC and the RECs were acceptable. It went on to elaborate the 6 stages to go through in establishing the AEC.
3. The General Secretariat submitted to the Committee the comments received from the RECs. The comments addressed the issues of coordination, harmonisation and strengthening of the RECs on one hand and coordination of activities of the OAU, ADB and ECA Secretariats, on the other.
4. Responding to some of the issues raised in the RECs' comments, the General Secretariat referred to the current efforts to co-ordinate the work of the ADB, ECA and OAU within the joint Secretariat. It stressed that there was no duplication of efforts among the three institutions. On the issue of duplication of work of the Regional Economic Communities, the General Secretariat pointed out that the tasks that the OAU should carry out were clearly identified in each stage of the Treaty and that the fears expressed in the submissions were not founded. It gave an example of research where such research at Community level was needed to look at strategies for expediting the process of regional integration and address issues of continental concern.
5. Elaborating on the Research issue, the General Secretariat proposed that there was need to carry out studies on a financing mechanism of the AEC. It was, however, stressed that there would be need first to establish such a mechanism at the level of the Regional Economic Communities with the assistance of the OAU/ADB/ECA Joint Secretariat.
6. Commenting on the role which the OAU General Secretariat had played so far, one delegation called for coherence and co-ordination of work of OAU/ADB/ECA and that regular high level contacts in the matter of the implementation of the Treaty be intensified. The delegation suggested that Heads of State should be closely involved in the building of the Community. Concretely, the delegation proposed that meetings of

the ADB should be convened at both technical and political levels and added that Ambassadors who were accredited to the OAU should also be accredited to the ADB and that they should attend ADB's policy-level meetings on behalf of their respective countries.

7. In conclusion, the Chairman stated that the Committee had accepted the Genivar Consultants' Recommendations on the matter. He added that it was to be noted that the work of the Regional Economic Communities would take long and that the General Secretariat would be advised to build up its working relations on a step by step basis. The Committee also advised that in its efforts, the General Secretariat should involve the Secretariats of the ADB and ECA.

8. Finally, the Committee endorsed the Genivar recommendations as follows:-

3.8 "RECOMMENDATIONS"

- 3.8.1 The General Secretariat should be restructured in a way that emphasises its role as Secretariat for the AEC. The new Community Affairs Department should be the focal point for AEC activities.
- 3.8.2 The structure of the Community Affairs Department should take into account the Specialised Technical Committees listed in Article 25 of the Treaty. In addition, an Economic Integration and Cooperation Division and a Statistics and Research Division should be set up in the Department.
- 3.8.3 Personnel assigned to the new Community Affairs Department should be highly professional and credible. A thorough review of the skills and competence of individual officers in EDECO and ESCAS should be conducted to ensure that the right people are put in the right jobs. Training, reassignment or, if necessary, redundancy, should be considered for those who do not meet the requirements of the new Department.
- 3.8.4 The Community Affairs Department should develop the Community vision and guide the process of integration. The Director would serve as a high level point of contact with the Executive Secretaries of the RECs.

- 3.8.5 In view of the broad economic, social and scientific responsibilities of the Community Affairs Department, a Deputy Director should be appointed to assist the Director.
- 3.8.6 The Division of Labour between the OAU/AEC Secretariat and the other key partners (i.e. the RECs, the UNECA and the ADB) should be clearly defined and agreed by all in order to avoid the dispersion of responsibilities, sterile competition and duplication.
- 3.8.7 The management of the integration process and of the Community work program should involve the RECs directly at all stages.
- 3.8.8 As soon as the Protocol on relations between the AEC and the RECs comes fully into force, the two formal and official coordination committees provided for the Protocol should be activated and the role of the joint OAU/AEC/UNECA/ADB should be re-examined.
- 3.8.9 The OAU/AEC Secretariat should have the sole responsibility for calling and organising ministerial meetings pertaining to integration issues falling under the Abuja Treaty.
- 3.8.10 For efficiency and cost effectiveness reasons, relations with the RECs in the foreseeable future should be conducted in a practical manner through a program of action which maximises contacts and interaction at the expert level. Frequent visits and the greater use of electronic communication facilities should underpin this approach. Opening AEC offices to the RECs should be reviewed after the restructuring of the General Secretariat has been implemented.
- 3.8.11 The search for additional budgetary contributions from member states and external sources, as well as self-financing mechanisms, should be conducted as a matter of top priority.
- 3.8.12 The proposed Statistics and Research Division should be given the task of improving the gathering and use the statistics related to the AEC integration process through developing a program of computerised access to international data banks. The use of statistical information existing in other international organisations should be maximised to avoid duplication and the waste of resources.

3.8.13 A program of information and contacts to popularise the Treaty should be developed and implemented jointly by the Communications Division and the Department of Community Affairs. The RECs should be involved fully in this process.”

4.COORDINATION BETWEEN HEADQUARTERS AND REPRESENTATIONAL OFFICES

1. The Committee discussed the problems of coordination between the Headquarters and the Specialised and Representational Offices of the General Secretariat. It discussed the extent to which the present operating lines are deficient and proposed that the new structure should establish either a non-operational Coordination Division or Unit or get the Specialised and Representational Office to report to their most relevant operational Departments, where focal points would be created. The committee also noted the Genivar recommendation that the establishment of such reporting lines would promote consultation in the drafting of budget programmes for the Specialised/Representational offices and Headquarters; thus increasing involvement of Departments in drafting and approval of such budget programs before submitting to the budget office.
2. It was noted that the Report encouraged the General Secretariat to develop job descriptions of the officers serving in the Specialised and Representational Offices, to ensure, as was the case with program budgets, that priorities of the Organisation were fully integrated in the job descriptions. It was proposed that that should be done with clear direction of the Headquarters.
3. Further, the Committee noted the Genivar observation that while rotating staff between the headquarters and Specialised/Representational offices had been encouraged, such exercises should be undertaken with care - ensuring that only competent staff were transferred to and from relevant positions and in accordance with their qualifications and experience, to avoid weakening the operations of the Specialised/Representational offices. The Genivar report had advised that the normal tour of duty of officers to serve in Specialised/Representational offices should be established to sufficiently get full value from the involved officers' postings.
4. The Chairman informed the Committee that he had received several appeals from various sources for possible consideration to increase the number of Translators/Interpreters by retaining at least two per mission.
5. The Committee discussed the issue at length and concluded that some Interpreters/Translators at the HQ were regularly overloaded with work,

often leading to delays in the finalisation of documents for meetings. The Committee also observed that in the past, meetings had been rescheduled because interpreters were servicing other meetings. The Committee, therefore, recommended that no additional Interpreters/Translators would be allocated to any of the Offices and to use freelance services when the need arises.

6. The Committee decided to examine the following recommendations of the Consultant in connection with the foregoing comments:-

Recommendation No. 4.5.1

“In a restructured Secretariat, ROs should report to operational departments. New York should report to the Political Affairs Department, Geneva and Brussels to the Community Affairs Department, and Cairo to the Afro-Arab cooperation unit. These reporting relationships should be reflected in the organisation chart.”

The Committee agreed with the Consultants’ recommendation with an amendment that the Cairo Office should report to the Community Affairs Department to which the Afro-Arab Division had been relocated.

Recommendation No. 4.5.2

“Program-budgets of ROs should be prepared jointly by the ROs and their “responsibility center” departments, in consultation with other interested departments, as required.”

The Committee accepted this recommendation without amendment.

Recommendation No. 4.5.3

“The coordination functions of ROs should be reviewed in the light of the operational priorities identified in departments and ROs program-budgets. ROs should be given clear guidance on the issues where coordination is most needed and these priorities should be discussed with the diplomatic missions of OAU member states.”

The Committee discussed this recommendation at length, emphasising the need for the OAU Representational Offices abroad to work with the African Groups. In particular, the Committee felt that the OAU Representational Offices should facilitate secretarial services to African Groups for its consultations outside the UN premises.

Recommendation No. 4.5.4

Standard instructions for the distribution in HQ of reports and correspondence originating from ROs should be issued to the ROs by the directors of the responsible departments.”

The Committee endorsed this recommendation.

Recommendation 4.5.5

“A thorough review of the personnel presently serving in the ROs should be performed to determine whether the individuals concerned have the competency and skills to perform the tasks assigned to them, bearing in mind the new priorities of OAU/AEC. A selection committee, at the director level, should be set up to establish job qualifications, and to interview and select personnel to be posted to ROs as vacancies arise.”

A discussion on this recommendation led to clarification that, from time to time, a panel should be set up to select staff who are eligible to move between Headquarters and Representational/Specialised Offices, and that selection should be based on relevance of such staff members’ professional qualifications for posts to be occupied.

Recommendation 4.5.6

“A policy of rotating staff between the ROs and Headquarters at intervals of not more than 5-6 years should be adopted and adhered to. This should also be part of a more general policy of staff mobility in the Secretariat.”

The Committee briefly discussed this recommendation. It was accepted on condition that there was need to be flexible about the duration of rotation since movements would mostly be dependent on the availability of funds as well as the suitability of the staff to occupy the posts under consideration.

Recommendation 4.5.7

“The positions of staff posted to ROs who are unable to perform the duties officially assigned to them due to a shortage of funds or a lack of policy support should be reviewed, and abolished if appropriate. This concerns in particular the positions of the Information Officers in Geneva and Brussels.”

The Committee accepted this recommendation.

Recommendation 4.5.8

“The terms and conditions of service of local staff in the ROs should be reviewed thoroughly and brought together in a single document.”

This recommendation was endorsed by the Committee.

Recommendation 4.5.9

“Language staff assigned to ROs should be classified as interpreters/translators and be expected to provide both services.”

This recommendation was endorsed by the Committee, adding that it is consistent with current practice.

Recommendation 4.5.10

“A high priority should be given to the computerisation of ROs and their connection to Internet.”

The Committee noted that training in this respect had already started.

Recommendation 4.5.11

“Competent HQ staff or specialised consultants should be assigned to the Ros on a temporary basis to assist at the time of special events such as the annual UN General Assembly, WTO negotiations, or the re-negotiation of the Lome Convention.”

The Committee accepted this recommendation.

Recommendation 4.5.12

“The New York RO should be provided with a travel budget to perform liaison work in Washington, as mandated by the Council of Ministers.”

The Committee recommended that the proposed modality be implemented pending the actual opening of the Washington Office.

Recommendation 4.5.13

“The recommendations concerning specific ROs outlined in paragraph 4.3 should be implemented as part of the global process of restructuring.”

In consonance with this recommendations, the Committee considered the individual Representational Offices as follows:-

THE PERMANENT OBSERVER MISSION OF THE OAU TO THE UNITED NATIONS, NEW YORK

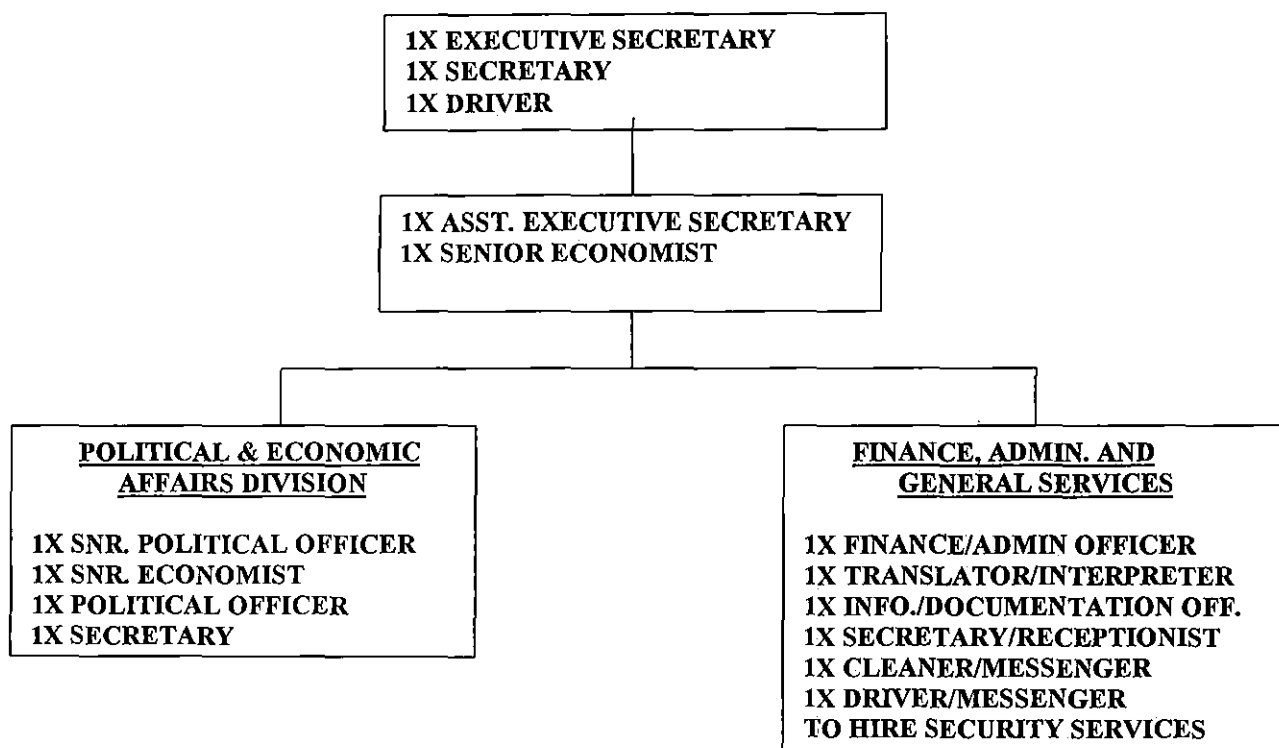
1. The Consultants recalled in their Report, that the Council of Ministers requested the posting of a Senior Political Officer to New York to carry out the specific task of promoting African interests in Washington D.C., noting that the OAU/AEC contacts with influential American circles had increased substantially. The Genivar Report had suggested that a budget be given to the New York Office to enable the Senior Political Officer to cover Washington D.C., as mandated by the Council of Ministers.
2. Further, the Genivar Report called for provision of communication tools which the Information Officer would be able to use in communicating with various sectors on the United States of America, e.g. it is suggested that there is need to develop an information programme for the American audience which should be implemented in this Office.
3. Taking into account the pressure of work that is handled during the UN General Assembly, the Consultants' Report called for temporary assignment of at least two reliable staff to assist the office. It recommended

a reduction in the number of secretaries when the computerisation program was being implemented.

4. The posts of Information and Documents Officers were merged into one post of Information/Documents Officer.
5. The Committee recommended that the OAU Office should serve as a Secretariat for the African Group and that conference (interpretation/translation) and security services be hired locally as and when necessary.
6. The Committee was informed that some African diplomatic missions request the OAU New York Office to cover UN meetings on their behalf. However, the Committee felt that that was not part of the functions of the OAU New York Office which is expected to report only to Headquarters.
7. The Committee recommended for the Office the following staff:

- 1x Executive Secretary
- 1x Assistant Executive Secretary
- 2x Senior Economists
- 1x Senior Political Officer
- 1x Political Officer
- 1x Administration/Finance Officer
- 1x Translator/Interpreter
- 1x Information/Documentation Officer
- 2x Secretaries
- 1x Secretary/Receptionist
- 1x Driver
- 1x Driver/Messenger
- 1x Cleaner/Messenger

Organigram of the Permanent Observer Mission of the OAU to the United Nations, New York



NEW YORK OFFICE

Executive Secretary	1
Secretary	1
Driver	1

Assistant Executive Sec.	1
Senior Economist	1

POLITICAL & ECONOMIC AFFAIRS DIVISION

Senior Political Officer	1
Senior Economist	1
Political Officer	1
Secretary	1

FINANCE, ADMINISTRATION AND GENERAL SERVICES

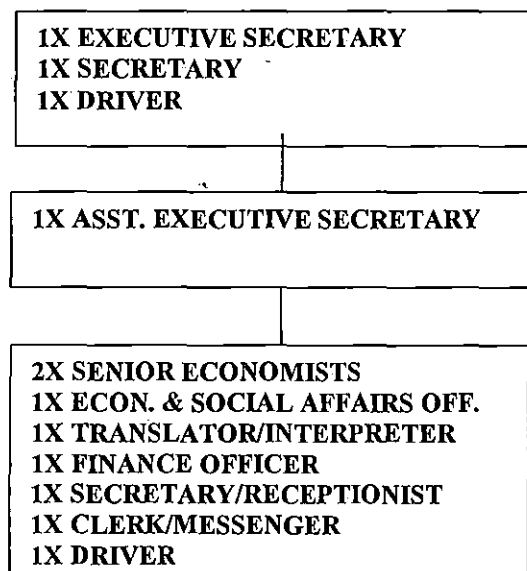
Finance / Admin. Officer	1
Translator/Interpreter	1
Information / Documentations Officer	1
Secretary / Receptionist	1
Cleaner/Messenger	1
Driver/Messenger	1
To hire Security Services	

WASHINGTON OFFICE

1. The Committee recalled that the Council of Ministers, by its Decision CM/Dec. 367 (LXVII) adopted during its 67th Ordinary Session held in Addis Ababa in February, 1998, had authorised the opening of the Washington D.C. Office. The Committee considered the structure to be proposed for that Off (see Annex IV). However, the Committee was of the view that because of the financial implications and the present uncertain legal status of the New York Office, the opening of the Washington Office should be deferred. Therefore, the Committee did not include the cost of opening the Washington D.C. Office in the financial implications of the proposed structure.

PERMANENT DELEGATION OF THE OAU, GENEVA

1. The Committee examined the Consultants' Report on that office, bearing in mind the recommendations on the role of Information Officers in Regional Offices. The recommendation of the Consultants stated that the post of Information Officer in that Office was not needed on the grounds that there was lack of information policy in the Organisation. It was noted that the incumbents of such positions had low interaction with the Press and Information Division in the OAU Headquarters.
2. The Committee discussed the proposal as it affected that office and endorsed the Consultants' recommendation. In addition, it recommended the abolition of the post of Documentalist and one post of Translator/Interpreter allowing the office to hire such services as and when necessary.
3. The following staff complement was proposed for the Geneva Office:-
 - 1x Executive Secretary
 - 1x Assistant Executive Secretary
 - 2x Senior Economists
 - 1x Economic & Social Affairs Officer
 - 1x Translator/Interpreter
 - 1x Finance Officer
 - 1x Secretary
 - 1x Secretary/Receptionist
 - 2x Drivers
 - 1x Clerk/Messenger

Organigram of the Permanent Delegation of the OAU, Geneva

GENEVA OFFICE

Executive Secretary	1
Secretary	1
Driver	1

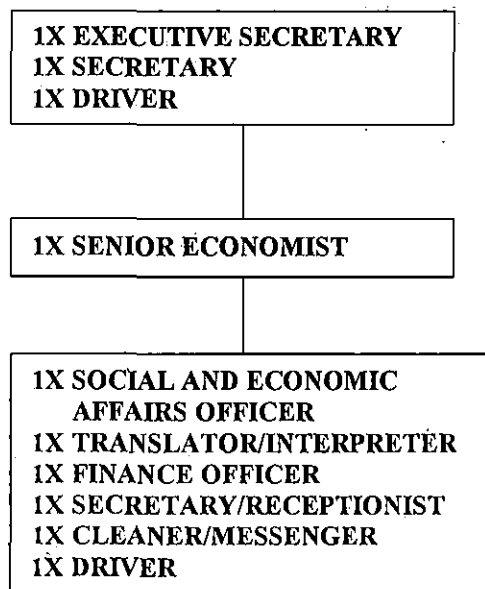
Assistant Executive Secretary	1
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Senior Economists	2
Socio-Economic Officer	1
Translator/Interpreter	1
Finance Officer	1
Secretary/Receptionist	1
Clerk/Messenger	1
Driver	1

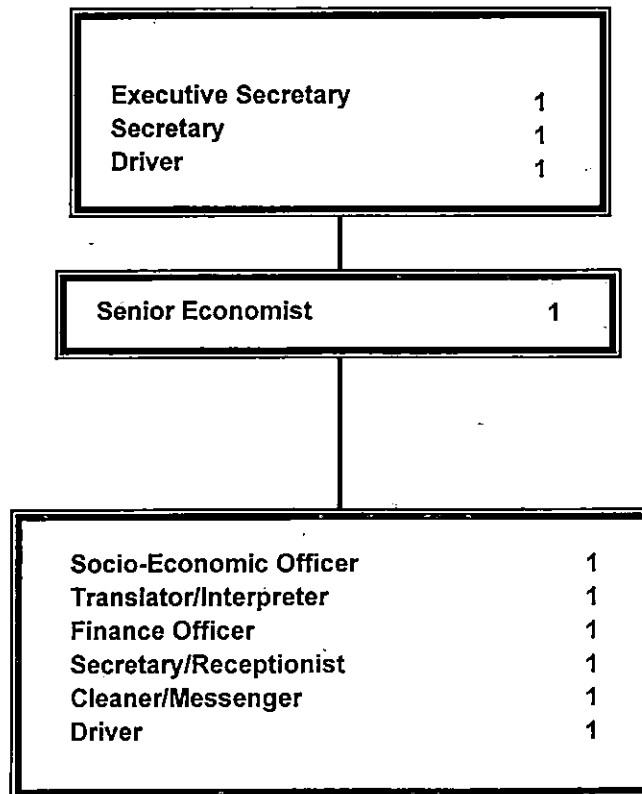
PERMANENT OFFICE OF THE OAU, BRUSSELS

1. The Committee noted the report of the Genivar Consultants that the position of Information Officer be either abolished or converted into Economic/Social Affairs position in the Brussels Office. The recommendation is that when the Lome Convention is being negotiated, competent officers/consultants from Headquarters should be assigned to participate. It also recommended that the post of driver be abolished.
2. The Committee endorsed the consultants' recommendation regarding the proposed abolition of the position of Information Officer. It was, however, decided that, like in other Representational Offices, there should be two drivers for the Representational car and the general service car.
3. The staff complement for this office will be as follows:

1x Executive Secretary
 1x Senior Economist
 1x Social and Economic Affairs Officer
 1x Translator/Interpreter
 1x Finance Officer
 1x Secretary/Receptionist
 1x Secretary
 1x Cleaner/Messenger
 2x Drivers

Organigram of the Permanent Office of the OAU, Brussels

BRUSSELS OFFICE

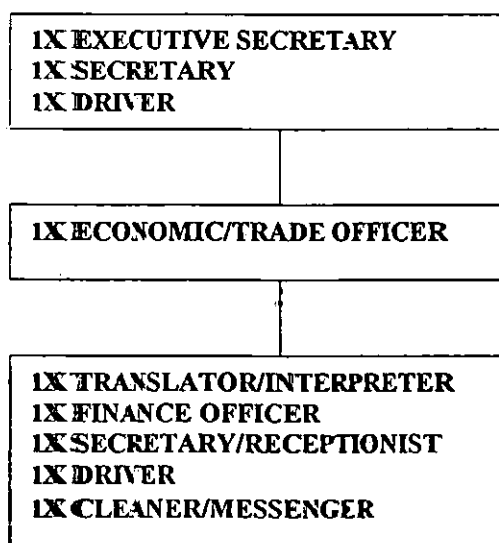


PERMANENT DELEGATION OF THE OAU TO THE LEAGUE OF ARAB STATES, CAIRO

1. The Genivar report made very few recommendations regarding this office - mostly expressing the need to have a post of an Economic/Trade Officer instead of the present post of Assistant Executive Secretary. The consultants anticipate that such a post would facilitate the boosting of trade and economic content of the Afro-Arab cooperation and the Arab support of the AEC. The consultants, however, recommend the abolition of a driver's post.
2. The recommendation to convert the Assistant Executive Secretary's post was endorsed by the Committee. It was, however, found necessary to retain two drivers' posts as the case was in other Representational Offices.
3. The staff of this office will, therefore be:--

1x Executive Secretary
 1x Economic Trade Officer
 1x Translator Interpreter
 1x Finance Officer
 1x Secretary Receptionist
 1x Secretary
 2x Drivers
 1x Cleaner/Messenger

Organigram of the Permanent Delegation of the OAU to the League of Arab State, Cairo



CAIRO OFFICE

Executive Secretary	1
Secretary	1
Driver	1

Senior Economic/Trade Officer	1
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Translator/Interpreter	1
Finance Officer	1
Secretary/Receptionist	1
Driver	1
Cleaner/Messenger	1

5. **CRITICAL REVIEW OF THE CAREER DEVELOPMENT PLAN FOR THE PROFESSIONAL STAFF**

1. The Committee examined the Genivar Consultants' Report on Career Development in the general and specific contexts. The Plan was discussed believing that human resource issues were fundamental and critical to the renewal process of the Organisation. They observed that some of the resources were either under-employed or too numerous to offer ideal profiles to carry out the OAU's new mandates and that human resource management was a problem within the Organisation. They illustrated the point by indicating such problems as the choice between internal and external human resource sourcing; limited vertical mobility; financial restrictions; deterioration of productivity and motivation; scepticism regarding availability and evaluation of training; limited prospects for promotion and frustration with the process of decision-making adversely affecting employees and careers.
2. The Genivar Report had indicated, among others, that career development could respond to such a situation by matching the individual staff needs to those of the Organisation.
3. Further, the Committee noted the Genivar Consultants' appreciation of the work done by the Hay Management Consultants in Job Evaluation, to which they advised the Career Development Plan should be adapted.
4. Specifically, the Committee discussed at length career-related issues by examining recommendations of the Consultants as follows:-

Recommendation 5.8

1. "The OAU Draft Career Development Plan should be revised. Position qualifications should put less emphasis on academic degrees. The job profiles in the new structure should be developed, taking into account the new values of the Organisation. Job categories should be less numerous and grouped to encourage efficiency and resource optimisation while preserving the equity principle."

While the consultants' concern about over-emphasis on academic qualifications was appreciated, the Committee did not fully agree with the notion on the grounds that the consultants had not suggested alternative criteria to be employed in vetting qualifications of competing candidates in recruitment and promotion exercises. It was understood that at the entrance, academic qualifications would have to be checked so as to recruit the most suitable and professionally equipped candidates, while the management of the staff career would be based on a thorough evaluation of their competence, professionalism and productivity.

2. **"The Hay report orientations should be endorsed, applied to the new structure and globally implemented."**

The Committee endorsed this recommendation.

3. **"Recruitment should be based on the broadest possible pool of candidates but in cases of equal competence internal personnel should be given priority. The composition of the recruitment committee should include the members of management most concerned with the recruitment in question. More use should be made of employment contracts."**

After some discussions of the issues raised, the Committee accepted this recommendation. The Committee also received assurances that the Recruitment Committee always co-opted managers of various Departments in processing recruitment cases for which it recruited staff.

In pursuance of a policy of increasing the ratio of contractual staff as opposed to permanent staff in order to raise chances of bringing in new blood into the Organisation, it was indicated that the Committee follows a policy of reserving vacancies on a 50/50 basis for internal/external recruitment, respectively. Pursuance of this policy, notwithstanding, first priority is given, as far as possible, to internal candidates when filling vacancies. Where equal competencies for given vacancies are experienced, priority was to be given to women and/or those candidates coming from geographically under-represented countries.

Furthermore, the Committee recalled Resolution CM/Res.1311 (LIII) on the non recruitment of nationals from countries under sanctions and requested the General Secretariat to strictly comply with this resolution.

4. **“Policies and training plans should be developed to support the strategic planning of the organisation to ensure that the human resources will be able to meet the established goals.”**

The Committee endorsed this recommendation without amendment.

5. **“An institutional policy should be developed to favor transfers between Headquarters and its external offices. A maximum period of continued service of five to six years in external offices should be set, followed by a minimum period of two years of service at Headquarters.”**

The Committee generally accepted this recommendation, but it did not see the need for fixing the minimum and maximum periods of stay when transferring staff to and from either Specialised Offices or Headquarters. It was felt that the duration would be dictated by the needs of service and availability of funds. However, the Committee also felt that once the principle of rotation was accepted, details should be worked out by the General Secretariat which should initiate such an institutional policy.

6. **“An institutional policy shall be developed to favor internal mobility. No professional employee should stay in the same job for more than five or six years. Job descriptions should be reviewed on a regular basis and managers should assign work or mandates to their staff with a view to favour diversity of job experience and versatility.”**

The Committee generally accepted this recommendation, in principle, and while calling for flexibility regarding the duration depending on the needs of the service, decided not to involve itself in the details of implementing it.

7. **“In the new organisational culture, a lateral transfer should be considered as a step forward in an employee’s career progression.”**

This recommendation was endorsed by the Committee.

8. **“Work methods and procedures should be designed with a view to developing and highlighting professionalism and accountability of individuals.”**

This recommendation was endorsed without change.

9. **“During the restructuring process, the division responsible for training and career development should be strengthened with external support and additional budgetary resources should be provided for specific training programs related to the restructuring.”**

This recommendation was endorsed by the Committee, which also felt that the Genivar Consultants should be fully involved in the subsequent programme activities for the restructuring exercise.

10. **“Under a new job classification system, the current step-based salary scale for professional staff could be replaced by a system based on a Minimum-Midpoint-Maximum for each grade. Such a system would allow salaries to be managed within the Minimum and Maximum, instead of tying salaries to specific steps within a grade. Such an approach would favour eventually the introduction of a performance-oriented merit increase system. In addition, a system of bonuses based on performance would be relevant to the values and methods of the renewed organisation.”**

Considering that the restructuring exercise would require new methods of work to improve the performance of the General Secretariat in terms of decentralisation and accountability, the Committee adopted an additional recommendation as follow:-

11. **In order to streamline and enhance the functions of the General Secretariat and promote the principles of accountability and responsibility at all levels, the exercise of authority must be decentralised to various levels of responsibility to ensure smooth and timely discharge of respective functions. Consequently, the Secretary-General shall take the necessary measures in order to enforce decentralisation, delegation of authority, accountability, discipline and good governance throughout the different levels of the new structure, according to the nature of the responsibility involved.**
5. The Committee then considered the Career Development Plan as presented by the General Secretariat.

6. The Committee recalled that a Scheme of Service and Career Development Plan for Technical and General Service Staff had been approved by the 59th Ordinary Session of the Council of Ministers in February, 1994 by Resolution CM/Res. 1483 (LXIX). By the same Resolution, the Council had requested the Committee to submit a comprehensive Career Development Plan for all professional groups. Subsequently, the Committee established a Sub-Committee of Five in order to consider such a comprehensive plan. The Sub-Committee's report was in principle endorsed by the Committee at its 16th Ordinary Session in January, 1997.
7. The proposed Plan was reviewed by both Hay Management and Genivar Consultants who recommended that it be adjusted in order to reduce the proliferation of job titles; avoid over-specialisation and harmonise with job evaluation and grading exercise so as to facilitate horizontal and vertical mobility of staff.
8. Further, the Committee observed that the experience requirement to enter the OAU service was not harmonised in the job descriptions. It, therefore, proposed that the number of years required be harmonised for all positions and adopted the following minimum years of experience requirement for each grade:-

<u>Grade</u>	<u>Total No. of years of Experience</u>
D1	25 years
P6	20 years
P5	16 years
P4	12 years
P3	9 years
P2	6 years
P1	3 years

9. Finally, the Committee adopted the Career Development Plan for the professional category and recommended it for approval by the Council of Ministers (see Annex II).

6. MEANS OF IMPROVING THE METHODS OF WORK AND PROCEDURES

The Ad Hoc Committee considered and exchanged views on the proposals for the rationalisation, streamlining, empowerment and other challenges confronting the Secretariat, in order to build a dynamic organisation, as presented in the Genivar Report. The Committee endorsed some of the recommendations of the Genivar Report and made relevant observations as follows:-

I. FINANCE DEPARTMENT

(a) Accounting System

- i) That before replacing the present accounting software, the Finance Department makes sure that the production of financial reports would be efficient and timely with the new software.
- ii) That the accounts payable sub-ledger be set up in order to produce cheques by computer and to produce detailed information on suppliers.

(b) Duplication of Work

- i) That the Department of Finance eliminates the duplication of work, that approval requirements be simplified and that audit be performed after completion of the operational process. For instance:
 - Monitoring of the cash position should be performed by one person only who would provide the information to the relevant persons.
 - Only the Department of Finance staff should examine Regional Offices financial reports. The Internal Auditor would do some a posteriori tests to make sure the controls are performed satisfactorily by the Finance Department
 - The same persons should not approve purchase orders when they are similar to the purchase requisitions that they previously approved.

(c) Passages and Supplies

- i) That measures be taken to reduce the costs of airplane tickets either through negotiating discounts from most frequently used airlines or through using a travel agency. The latter solution would also have the advantage of reducing the Section's workload at no cost.
- ii) That approval of missions be delegated to department ASGs once they have been approved in the budgeting process.
- iii) That approval for store requisitions by the Chief of the Section be limited to well defined special cases, assuming that a qualified storekeeper is in place. Control should be exercised by the Chief of Section through reports on consumption by departments, by statistics and by direct supervision. On the same subject of travel, the Committee underlined the need to promote competitiveness and cost-effectiveness in handling official travels in the OAU. It requested the Secretariat to finalise the studies on the reduction of the travels, including the possibility of using travel agencies in this regard.

(d) Maintenance Section

- i) That maintenance tasks be contracted out whenever possible and when benefits could be gained for the Organisation.

(e) Audit of OAU

- i) That the Accounting Manual be updated to reflect the current financial rules in order to minimise interpretations of procedures.
- ii) That Regional Offices be audited at least once a year by the External Auditors. Auditing of Regional Offices by Internal Auditors would be undertaken only when deemed necessary, and not every year.
- iii) Regarding the recommendation of Genivar to hire an independent firm, the Committee rejected it, since Auditors from Member States enjoy an independent character and that their report would enable the Member States monitor closely the financial and administrative management of the Organisation. In this connection, the Committee recalled the earlier

decision taken by the 67th Ordinary Session of the Council of Ministers which increased the number of External Auditors from 7 to 10 members.

(f) Budget Planning

The Ad Hoc Committee, having considered the observations regarding the present budget planning process, endorsed the recommendation of a process that would integrate strategic planning to ensure optimal concurrence of activities and resources. The process would be based on the following principles:-

- ◆ Limit to costs;
- ◆ Value for money;
- ◆ Taking full consideration of priorities;
- ◆ Better integration of programmes;
- ◆ Timing, a key factor for appropriate assessment;
- ◆ Based on accountability and responsibility principles

The Committee further endorsed the recommended four steps for the budget planning process, namely:-

- i) Setting of priorities, strategies and budget ceiling by each Department;
- ii) Budget preparation. Definitions of detailed programs and related costs;
- iii) Analysis and integration. Analysis of programs and costs. Recommendation to the Advisory Committee;
- iv) Approval and confirmation of final budget and distribution to Departments.

In respect of priorities in the Budget Planning process, the Ad Hoc Committee endorsed the following four steps:

Step 1: Setting of Priorities

- The Assistant Secretary-General (Policy and Programme Coordination Department) leads Step 1 of the process. He sets the strategic orientations and the priorities of the Organisation, in consultation with the other Assistant Secretaries-General (ASGs) and Directors of Department.

- A budget meeting is held after these consultations to put together the various orientations and priorities. This meeting includes the Secretary-General, the ASGs and the Department Directors .
- The Director of Policy and Programme Coordination Dept. advises on financial resources available (global ceiling) and possible constraints.
- The Secretary-General sets the ceiling for each Department for the coming year, according to priorities.
- The Secretary-General sends the budget call to all Department Directors.

Step 2: Budget Preparation

- The Assistant Secretaries-General (Policy and Programme Coordination Dept.) supervises the budget preparation, making sure that all Department Directors complete their tasks.
- The budget covers one year and it shows financial projections for two more years in order to present the financial horizon.
- The Department Directors:-
 - elaborate their programs and activities;
 - set their staff complements;
 - complete the cost of their budget within their indicative ceiling for the coming year;
 - make financial projections for the second and third coming year, on the basis of the current and future programs.

- The Administration and Finance Dept.:
 - Provides the Departments with standard costs for the purpose of costing the budget items;
 - Computes the costs of staff as requested by the Departments;
 - Advises the Departments on specific financial matters;
 - Verifies the calculations of the Department budgets for accuracy not for relevance.

Step 3: Analysis and Integration

- Integration of all programs through a meeting of the Directors of Department with the Secretary-General and the ASG (Policy and Programme Coordination Dept.) They analyse the program proposals; each Director explains his or her budget proposal. Programs are reviewed on the basis of their relevance with set priorities and strategic orientations.
- Following the analysis of the program proposals, the Secretary-General has the final say on the definitive ceiling of each Department.
- A draft budget is prepared by the Administration and Finance Dept. to reflect the decision. The Secretary-General submits the Draft Budget to the Advisory Committee on Administrative, Budgetary and Financial Matters.

The draft budget:

- Presents the budget for the coming year to be approved plus the financial horizon for the next two years;
- Is a summary of the detailed proposals;
- Stresses expected results;
- Shows the main economies;

- Underlines changes versus the previous budget;
- Is distributed in advance to the Advisory Committee on Administrative, Budgetary and Financial Matters.

Step 4: Approval and Confirmation of the Final Budget

- **Analysis by the Advisory Committee whose members have time to consult experts for advice: recommendation to the Council of Ministers;**
- Examination of the draft budget and approval of the coming year budget by the Council of Ministers;
- Preparation of final budget and timely distribution of appropriations to the Department.

Budget up-date

A mid-term review (after six months) of the budget shall be submitted to and approved by the Advisory Sub-Committee, following recommendations of the Secretary-General where an internal review would have identified a need and availability of funds. This review will allow reallocation of funds between Departments.

(g) Organisation of conferences

With a view to rationalising meetings and reducing cost, the Ad Hoc Committee recalled the existing procedure to have all meetings and conferences recommended by the Committee on Conferences and the Sub-Committee on Programmes and approved by the Council of Ministers.

The Ad Hoc Committee endorsed the following recommendations that would improve the organisation of conferences, it being understood that the implementation of some of them entailing financial implications would be made gradually, depending on the availability of resources:-

- i) All activities related to the preparation of conferences should, as reflected in the new structure, be integrated in the same Unit (Communication and Conferences);

- ii) All professionals producing documents, all translators, all revisors and all proof readers should, in due time, be provided with computers and should use Microsoft Word for Windows to prepare their documents;
- iii) All typists should use Microsoft Word for Windows;
- iv) Transmission of all documents, in due time and where possible/advisable, should be done electronically, using the computer network(s) facilities of the Secretariat;
- v) Since professionals and translators will use word processing to produce their documents in larger numbers; the number of typists in the typing pool should thereafter be reduced progressively. A strategy should be developed to manage the downsizing of the typing pool.
- vi) A significant number of translators should be able to do interpretation and be classified as translators-interpreters, in order to give more flexibility to the Secretariat;
- vii) Modern information technologies permit the transmission of documents almost instantly all over the world. Before making any decision, the feasibility of such a "system" should be carefully assessed. Among other factors, the availability of computers, and the quality of transmission in particular countries, should be considered in this feasibility analysis.
- viii) Modern information technologies should be used to streamline the registration formalities at all conferences, including the preparation of identification tags.
- ix) The Printing Unit should be provided with four more high capacity photocopiers.
- x) The staff of the Printing Unit should receive training to be able to use the equipment.
- xi) The monitoring of the activities to implement the annual conferences program should be done using a specialised software (a project management software may be appropriate, or a software like Manage Pro).

(h) Communications

The Ad Hoc Committee, cognisant of the fact that the Press and Information Unit was not “reaching out enough” and that too many people in Africa and around the world did not know of the existence of the OAU and of the AEC, endorsed the following recommendations:-

- i) As per the new structure the responsibility for all communication activities would be given to the Communications Division of the Communications and Conferences Dept.
- ii) An information and communication policy, integrating the pertinent recommendations of this report, shall be urgently developed, adopted and implemented. The Secretariat will eventually use the assistance of an outside communication expert.
- iii) A communication plan to promote the reorganisation of the Secretariat will be developed, adopted and implemented as soon as a final decision is made. This communication plan should distinguish between several target populations: Secretariat’s staff, member countries, international organisations, the press. The Secretariat could possibly use the assistance of an outside communication expert as and when the need arises.
- iv) Press communiques should continue to be issued and their distribution should be improved to reach all worldwide cable and satellite news television networks, all African television and radio stations, all major newspapers that have a worldwide coverage, and all African newspapers.
- v) The distribution of Secretary-General’s declarations should be improved to reach the Ministry of Foreign Affairs of all countries around the world, and all research centres interested in African issues.
- vi) The Secretariat’s regional offices and embassies in Addis Ababa should be systematically used to disseminate information.
- vii) The OAU Web site with its various components (AEC, CMC, etc..) should be designed and published on INTERNET under the responsibility of the Communication Division, but the System, Methods and Information Technology Division of the Administration and Finance Dept. in the proposed structure should undertake its technical development.

- viii) The Archives and the Library should be integrated in the Documentation Center, as reflected in the new structure proposed earlier in this report.
- ix) In time, the Documentation Center's catalogued and archived documents should be accessible for reference from any computer in the Secretariat, and through OAU and AEC Web sites on INTERNET from outside the Secretariat.
- x) The Documentation Center should purchase data banks available on CD-ROM that are of interest for the secretariat professional staff.
- xi) A computer should be available in the Documentation Center for users to consult CD-ROM data banks and to connect to INTERNET.
- xii) The Secretariat should seriously consider the possibility of publishing its key documents on CD-ROM.
- xiii) The Communications Division should assist departments that wish to design and publish information on INTERNET, and this information should be integrated in the OAU and the AEC Web sites.
- xiv) A committee should be established to make decisions on publications including Web sites.
- xv) The monitoring of radio and television should continue, and a control room should be established for these activities.
- xvi) INTERNET should be monitored, as are radio and television.

(i) External and Internal Mail

The Ad Hoc Committee, having considered the activities of the Registry and Telex Unit, endorsed the following recommendations, to improve the efficiency of the services rendered by this Unit:

- i) External and internal mail handling activities should be integrated in the Registry Services Unit of the new structure.

- ii) Outgoing mail should be cleared by departments; Cabinet's clearance should be required only in the case of units under the direct supervision of the Secretary-General.
- iii) A copy of each outgoing letter should be kept in the department or in the Office of the Secretary-General as the case may be.
- iv) The Office of the Secretary-General and Departments should maintain a computerised list of their outgoing mail.
- v) The Registry should maintain a computerised list of incoming mail.
- vi) The Registry Services Unit should be responsible for the operation of the internal mail system, in replacement of the present messengers scheme. Internal and external mail should be picked up in units and delivered to units three times a day; 8 messengers should be able to make this system work instead of the 20 messengers now in place.

(j) Health Services

To improve the effectiveness and the efficiency of the clinic, the Ad Hoc Committee endorsed the following recommendations:-

- i) A post of Administrative Assistant should be created in the Clinic to help the Medical Officer in charge of the Clinic with administrative work, and this person should also be the Cashier.
- ii) The records should of patients be computerised, using an integrated Clinic management software, that would also permit computerisation of all information management activities of the Clinic.

(k) Maintenance Activities

The Ad Hoc Committee, in order to improve the efficiency and effectiveness of the Maintenance Services, considered the following recommendation from Genivar:-

“The Secretariat should, whenever possible, contract out services related to gardening, cleaning and the maintenance of its buildings. This would reduce the number of permanent staff required for these purposes.”

While agreeing in principle with the recommendations, the Ad Hoc Committee requested the General Secretariat to undertake a study on the feasibility of such a recommendation in terms of availability of adequate services and an analysis of cost efficiency.

(I) Professional and Management Activities

Having considered problems facing professional and managers of the Secretariat and in order to improve the effectiveness and efficiency of the overall Secretariat, the Ad Hoc Committee endorsed the following recommendations as follows:-

- i) In due course, all professionals and all managers at Headquarters and in Specialised/Representational Offices, be provided with a computer and should use Microsoft Word for Windows to produce their documents.
- ii) All professionals at headquarters and in Specialised/Representational Offices be provided the specialised software they need for their respective work.
- iii) All managers at headquarters and in Specialised/Representational Offices be provided with the management software they need.
- iv) All professionals and all managers at Headquarters and Specialised/Representational Offices should have access to the Documentation Center catalogue and to the Archives from their computers.
- v) All professionals and all managers at Headquarters and in Specialised/Representational Offices should have access to INTERNET, whenever possible and financial resources permitting.
- vi) The Secretariat should purchase the specialised CD-ROM data banks related to their professional activities.
- vii) The transmission of documents inside the Secretariat should use the Secretariat's computer network(s) facilities.
- viii) E-mail should gradually become a usual way to communicate inside and outside the Secretariat.

- ix) The clearance of all outgoing E-mail messages by the Office of the Secretary-General is not compatible with the empowerment of department directors and it would introduce delays in communication in an era where fast communication is becoming the rule for organisations worldwide, so everything should be done to avoid this procedure.

(m) Information Technology

Cognisant of the need to introduce modern information technology, the Ad Hoc Committee endorsed the recommendations as follows:-

- i) As recommended in the proposed structure, a Systems, Methods and Information Technology Division should be established. This Division should be headed by an experienced information system expert and three professionals experienced in organisation, work process analysis, reengineering, system design and computer programming. The main functions of this Unit should be the following:-
- Work process analysis
 - Reengineering studies
 - System design
 - Installation of hardware and software
 - Training of users
 - Users assistance
 - First level maintenance and repair
 - The development of computer applications
 - Documentation of computer applications
 - Development and updating of OAU Web site (technical aspects)
 - Implementation and maintenance of an E-mail system
 - Installation and maintenance of the OAU/LAN and WAN.
- ii) An Information Technology Committee should be established in the Secretariat, to standardise hardware and software to be used, to adopt a strategic plan for computerisation of information systems (applications), to adopt an INTERNET policy and to adopt an E-mail policy.
- iii) As soon as possible, an Information System and Technology expert should be given the mandate to carry out a detailed analysis of the Secretariat information system, including an analysis of information circulation, to

propose a strategic plan for computerisation of information systems, to propose an INTERNET policy and to propose an E-mail policy.

- iv) The Secretariat's outdated computers should be replaced by modern computers, over time, and subject to availability of funds.
- v) Where it has not been done so far, computers should, as soon as possible, be connected through Local Area Networks using Windows NT, and these networks should be linked together in a Wide Area Network, to permit communication between all computers of the Secretariat and with the outside world. A main server may be required to facilitate communication with the outside world.
- vi) Each Department and the Office of the Secretary-General should be equipped with a Modem as soon as possible.
- vii) Each Specialised/Representational Office should be equipped with an adequate number of computers, a Local Area Network using Windows NT and a Modem.
- viii) As soon as possible, arrangements should be made for direct access via dedicated satellite line or alternatively with the Ethiopian Telecommunication Corporation to make possible dial-up connections with INTERNET. Later on, a dedicated line should be installed to permit connection from any Secretariat's computer.
- ix) An E-mail system permitting internal communication and external communication through INTERNET should be implemented as soon as possible. This system should permit Secretariat's staff to consult their electronic mailbox while they are outside Addis Ababa.

(n) **Managing the Secretariat**

The Committee endorsed the proposed management guidelines as contained in the Genivar report which are aimed at streamlining the organisation of work through the following processes:-

i) Planning

As described in the section of this report on the budgetary process, the Policy Cabinet of the Secretariat should, every two years with a mid-term review, establish the priorities of the organisation, and departments should propose programs on the basis of these priorities. A bottom-up process in departments shall counter balance this top down process in order to allow participation and coordination inside departments. The proposed budgetary process establishes a participatory mechanism for information exchange between departments.

ii) Organising

The word “organising” does not refer only to the design of the structure of an organisation; it also refers to resources allocation. On the basis of the work plan of their department, directors and Heads of Division should assign responsibilities to staff members and provide them with the means required to undertake the activities they have to carry out.

iii) Directing

One aspect of “directing” concerns the personnel management function. This aspect has been dealt with earlier in this report, but it should be noted that during the transition period from the old structure to the new one, the personnel division would have to deal with personnel issues related to this major organisational change.

The second aspect of this management function is the direct management of staff members by managers. Directors and Heads of Division should manage their staff on the basis of sound principles of organisation behaviour, notably with the preoccupation of empowering employees.

iv) Controlling

As a management function, “control” refers to the feedback mechanisms required to make sure that objectives are met. Directors and Heads of Division should put in place simple procedures to get information necessary to monitor on-going activities and make decisions accordingly.

v) Decision Making

At each level of the organisation, time and nature of issues permitting, participatory decision-making should be preferred to authoritative decision-making.

vi) Coordination

The proposed structure and management practices founded on sound principles, along with the increased empowerment and accountability of managers diminish considerably the coordination need compared to the present situation. Coordination in this new structure should be accomplished through information sharing, lateral communication, participatory process, collegial decision-making, and meetings at each level of the organisation.

(o) Training

The Committee underscored the need for each and every member of the Secretariat to play a role in the reinvented Secretariat, which would only become a reality if training and re-training was undertaken at all levels of the organisation. In this respect, the Committee endorsed the recommendations as follows:-

- i) Members of the Policy Cabinet should participate in a senior executive seminar on the theme “Leadership and the management of major changes in organisations.” This seminar should be organised as soon as possible after the decision to proceed with the reorganisation of the Secretariat is reached.
- ii) Department Directors and Heads of Division should participate in a management training program covering, among others, the following topics:-
 - Introduction to management
 - Functions of management
 - Leadership
 - The culture of organisations
 - Management of change
 - Decision making
 - Organisation behaviour

- Team work
 - Time management
 - Conduct of meetings
 - Information systems and information technology
- iii) All professionals should participate in a management training activity focusing on the management of change and on team work.
- iv) Professional and General Service staff should be trained or retrained to accomplish their tasks appropriately.
- v) In the area of information technology, all staff members should be trained to use the computer as required by the nature of their tasks.

7. **FINANCIAL EVALUATION OF THE PROPOSED STRUCTURE**

1. The Committee discussed at length the issue of the financial implications of the proposed structure and related matters. In this respect, the following elements constituted the basis for the financial evaluation exercise:
 - i. the staff complement and the personnel related cost
 - ii. the job descriptions, evaluation and grading
 - iii. the retrenchment plan and cost
 - iv. the transition plan and cost.

2. **Staff complement and personnel-related cost (see Annex III (b))**

The evaluation was made on the basis of an establishment of 457 posts which included 6 elective, 217 Professional and 234 General Service posts, including the common staff cost. These items were estimated to cost US\$19,213,797.00.

3. **Job Descriptions, Evaluation and Grading**

Job Descriptions

The Committee considered the job descriptions submitted by the General Secretariat covering all the posts proposed in the new structure. After a thorough review, the Committee emphasised the need to harmonise the academic qualifications and the number of years of relevant experience required for the various positions. Having effected a number of such amendments, the Committee endorsed the job descriptions which formed the basis for the job evaluation and grading exercise.

Job evaluation and grading (see Annex III (a))

The Committee noted that the job evaluation and grading exercise was based on the evaluation system of Hay Management Consultants as supported by Genivar Consultants. The Committee thoroughly reviewed the grading exercise and taking into account the financial position of the Organisation, adopted the following range of grades for the Professional positions:

i)	Director of Department	D1
ii)	Legal Counsel	D1
iii)	Financial Controller	P6
iv)	Accountant (General)	P6
v)	Executive Secretary	P6
vi)	Director of Cabinet	P6
vii)	Deputy Directors of Department	P6
viii)	Secretary to H/R Commission	P5
ix)	Heads of Division	P4 step 6
x)	Deputy Heads of Division	P4 step 1
xi)	Senior Officers	P3 step 6
xii)	Officers (Level II)	P3 step 1
xiii)	Officers (Level I)	P2
xiv)	Assistant Officer	P1

Furthermore, taking into account the different levels of responsibility and accountability, the volume and workload of the job, the size of the structure supervised and also to ensure the flexibility of the career ladders, the principle of “Minimum – Midpoint – Maximum” levels of entrance proposed by Genivar was endorsed by the Committee. In this respect, each grade would comprise 3 sub-grades with 5 steps each.

Retrenchment Plan and Cost (see Annex III © and (d))

Based on the preliminary figure of staff to be reduced over the period 1998-2000, the Committee discussed, among other things, the issue of the implementation of a retrenchment plan to manage downsizing, including the question of an early departure incentive program.

The Committee endorsed an early retirement plan, whose duration of offer for those interested would be for a three-month period and the date of departure would be three months after the end of the program. The following would be the plan's financial conditions as proposed by Genivar and endorsed by the Committee:-

- **In lieu of notice:** The employee shall be entitled to receive the equivalent of his basic salary, post adjustments, dependent allowances, housing allowance and education allowance for a period of three months following the date of departure.
- **Retirement allocation:** 14% of the basic salary shall be paid to the employee in lieu of notice.
- **Lay-off compensation:** A lay-off compensation equal to one month of basic wages for each year of service, up to a maximum of 12 years of service, for a total of one year of basic wages.
- **Additional compensation:** Additional compensation for early departure equivalent to 75% of the lay-off compensation.
- **Disbursement conditions:** Any and all sums indicated in the financial conditions shall be paid to the employee as a lump sum.

The Committee underscored the importance of adopting an early retirement plan that would be adequately covered by the Organisation's resources.

On the basis of the proposed structure, the Committee observed that 210 posts of the existing structure would be abolished. In addition, it was expected that staff members occupying 25% of the 210 posts (i.e. 52 posts) may be found unfit to continue to occupy those posts and would therefore be retrenched. However, of these 52 posts, 25 will be vacant as a result of retirement during the biennium 1998/2000.

Consequently, there will be 27 additional departures to be budgeted for in the retrenchment plan. The total number of departures is therefore expected to be 237.

The Committee also observed that in addition to the retrenchment cost, the OAU would cover the repatriation cost for internationally recruited staff totalling 126 comprising 76 professional and 50 General Service staff.

The total cost of the retrenchment plan and the repatriation expenses was estimated at:

i)	Retrenchment	:	US\$7,437,894.00
ii)	Repatriation	:	US\$1,890,000.00
	Total		<u>US\$9,327,894.00</u>

Transition cost (see Annex III (e))

The transition cost was to cover the following expenses:

- i) transition project management,
- ii) human resources and capacity building,
- iii) science and technology reform,
- iv) methods and systems, and
- v) improvement of conditions of work.

According to the Genivar Consultants, the total cost of the transition was estimated at US\$4,594,439.00. The Committee noted that Genivar had suggested that part of this cost could be funded from extra budgetary sources, i.e. US\$3,948,069.00, leaving a balance of US\$646,060.00 to be covered by the OAU in the form of services of existing staff. In this connection, the Committee felt that Genivar could continue to assist the General Secretariat in some relevant issues pertaining to the implementation of the transition plan such as training needs assessment and implementation strategy. Furthermore, the OAU Budget will have to cover an amount of US\$586,000.00 representing the special recruitment cost for an estimated number of 50 posts during the transition period.

SUMMARY OF THE FINANCIAL IMPLICATIONS

1.	Staff complement and Personnel related cost	:	US\$19,213,797.00
2.	Retrenchment cost	:	US\$ 9,327,894.00
3.	Transition cost (OAU portion)	:	US\$ 646,060.00*
4.	Recruitment cost (50 posts anticipated)	:	US\$ 586,000.00

*assuming that the balance of US\$3,948,069.00 will be funded from external sources.

8. IMPLEMENTATION STRATEGY (see Annex IV)

The Committee discussed the Genivar Consultants' proposals on the implementation strategy as a guide to the Secretariat and the Task Force that would be mandated with managing the implementation process.

The Committee endorsed all of the eleven factors as elaborated by Genivar in its report, namely:-

- ◆ A well-defined Global Plan;
- ◆ Effective Communication;
- ◆ A clear and interference-free mandate;
- ◆ Participation of managers and staff
- ◆ Training
- ◆ Making known new organisational values;
- ◆ Quick action - it would be essential that the planned transition period be as short as possible;
- ◆ A multidimensional operation.

The Committee underscored the importance of the responsibility entrusted to the General Secretariat to carry out the implementation process.

The Committee would be available for briefings on policy matters which the Secretary-General may wish to bring to their attention and on progress made in that exercise.

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