



**ORGANIZATION OF  
AFRICAN UNITY**

Secretariat  
P. O. Box 3243

منظمة الوحدة الأفريقية  
السكرتارية  
ص. ب. ٣٢٤٣

**ORGANISATION DE L'UNITE  
AFRICAIN**

Secretariat  
B. P. 3243

اديس ابابا ص. ب. ٣٢٤٣

OM/770 (XXVII)

COUNCIL OF MINISTERS

TWENTY-SEVENTH ORDINARY SESSION

Port Louis, Mauritius

24 - 29 June, 1976

REPORT OF THE AD HOC COMMITTEE ON THE  
STRUCTURAL REFORM OF THE OAU GENERAL SECRETARIAT

MEMBERS:

ALGERIA

CAMEROON

GHANA

(CHAIRMAN)

GUINEA

EGYPT

(RAPPORTEUR)

NIGERIA

SENEGAL

TANZANIA

ZAIRE



TABLE OF CONTENTSPART ONE

	<u>Paragraphs</u>	<u>Page</u>	
I. I.	INTRODUCTION	1.1 - 1.5	1
II.	TERMS OF REFERENCES	2.1 - 2.7	2
III.	INAUGURATION, METHODS AND ORGANISATION OF WORK	3.1 - 3.18	4
IV.	THE PRESENT STRUCTURE OF THE PRINCIPAL LISTS OF THE OAU	4.1 - 4.6	13
V.	EXAMINATION OF THE STRUCTURES:		
	The Assembly	5.1 - 5.6	15
	The Council of Ministers	5.7 - 5.11	17
	The General Secretariat	5.12 - 5.14	19
	The Political Structure	5.15 - 5.17	20
	The Administrative Secretary- General and Assistant Secretaries General:		20
	A new Designation for the Administrative Secretary-General	5.18 - 5.20	22
	Creation of a New Post of Deputy Secretary-General	5.22 - 5.26	23
	Mode of Appointment of the Secretary-General, and the Assistant Secretaries-General	5.27 - 5.32	26
	The Secretary-General	5.29 - 5.31	27
	The Assistant Secretary-General	5.32 - 5.33	28
	The Specialised Commissions	5.34 - 5.39	30

PART TWO

	<u>Paragraphs</u>	<u>Page</u>
<b>VI.</b>	<b>THE GENERAL SECRETARIAT</b>	
	The Administrative Structure:	
	Office of the Secretary-General of Secretariat of the Secretary-General	6.1 - 6.6 32
	The Cabinet Office	6.7 - 6.9 34
	The Registry	6.10 - 6.13 35
	The Legal Service	6.14 - 6.19 37
	The Protocol Service	6.20 38
	The Internal Audit Service	6.21 - 6.26 39
	The Press and Information Service	6.27 - 6.29 41
	The Library Section	6.30 42
<b>VII.</b>	<b>ADMINISTRATION DEPARTMENT</b>	7.1 - 7.3 43
	General Services Section	7.4 - 7.8 43
	Personnel Section	7.9 - 7.11 45
	Finance Section	7.12 - 7.17 47
	The Secretariat Class	7.18 - 7.19 49
<b>VIII.</b>	<b>POLITICAL DEPARTMENT</b>	8.1 - 8.2 51
	The Economic Section Affairs Department	8.3A - 8.4 52
	The Economic Section	8.5 54
	The Transport and Communication Section	8.6 54
	The Social Affairs Section	8.7 - 54
	The Research and Statistics Section	8.8 - 55
<b>IX.</b>	<b>THE SCIENTIFIC AND CULTURAL DEPARTMENT</b>	9.1 - 9.15 55

<b>I.</b>	<b>REGIONAL OFFICES</b>		
	Coordinating Committee for the Liberation of Africa	10.1 - 10.7	59
<b>XI.</b>	Executive Secretariat for Science and Technology - Lagos	11.1 - 11.15	64
<b>XII.</b>	The OAU Permanent Delegation, United Nations	12.1 - 12.3	65
<b>XIII.</b>	The OAU Permanent Delegation, Geneva	13.1 - 13.3	66
<b>XIV.</b>	General Observations on Regrading in the General Secretariat	13.4 - 13.10	66
<b>XV.</b>	Consideration of General Proposals		
	(a) Political		
	(b) Institutional Arrangements for Development/Cooperation in Africa	14.1 - 15.7	72
<b><u>PART THREE - STATUTES, STAFF RULES, FINANCIAL</u></b>			
<b><u>RULES AND REGULATIONS</u></b>			
<b>XVI.</b>	Draft Staff Regulations (Statute )		78
<b>XVII.</b>	Draft Financial Rules and Regulations		99
<b>XVIII.</b>	Draft Staff Rules		143

P A R T O N E**1. INTRODUCTION**

1.1 Moments occur in the life of all human institutions when a combination of factors not only brings into sharp focus the strength and weakness of that institution but pointedly makes the need for reappraisal and reform of that institution an urgent necessity; if that institution is to continue to serve the dynamic objectives for which it was established by its founding fathers.

1.2 Throughout its thirteen years of existence, the Organization has played a successful role in the process of decolonisation of the continent.

1.3 In this second decade the successes gained so far in the field of decolonisation must be consolidated and efforts must continue to be exerted until the final liquidation of colonialism, racism and all manifestations of racial discrimination from the continent. While decolonisation remains the major preoccupation of member states, it is recognised that the Organization must also play an increasing role, in the second decade, in Africa's development diplomacy.

1.4 To achieve these political and economic goals, the Organization needs a Charter capable of meeting these challenges and fulfilling the dynamic goals set for it by member states.

1.5 This theme was emphasised during the 10th Anniversary and at the Eleventh Session of the Council of Ministers. It was in fulfilment

of this overwhelming desire that the Organization decided at its Twenty-Fourth Ordinary Session to establish an Ad Hoc Committee on Structural Reforms with the view to enhancing the capacity of the organizational structures and regulations by making it more effective in the fulfilment of the new tasks facing it.

## II TERMS OF REFERENCE

2.1 By Resolution CM/Res.386(XXIV) the Council of Ministers, recalling the various statements made by African leaders, particularly during the Eleventh OAU Summit meeting in Mogadishu, decided as follows:-

- "1. DECIDES to establish an ad hoc committee composed of Cameroon, Ghana, Egypt, Senegal, Tanzania, Zaire, Algeria, Nigeria and Guinea to undertake studies on structural reform of the Organization of African Unity, particularly as regards administrative and financial matters.
2. This committee will later submit its recommendations to the Council and the Assembly for consideration, in accordance with article XXIII of the Charter and the relevant provisions of OAU regulations."

2.2 At the Twenty-Sixth Session of the Council of Ministers the terms of reference of the Ad Hoc Committee was extended to embrace the problems of documentation at the General Secretariat.

The relevant portion of the Resolution CM/Res.470(XXVI) states:

- "3) REQUESTS the Ad Hoc Committee for the Structural Reform of the Organization of African Unity to study the problem and report its findings together with its recommendations to the Twenty-Seventh Session of the Council of Ministers."

2.3 The task of the Ad Hoc Committee was further extended to make a thorough study on the conditions of service of the non-statutory staff of the OAU.

2.4 Initially, the study on the conditions of service of the non-statutory staff of the OAU was entrusted to the Advisory Committee on Budgetary and Financial Matters, but since the proposed study had a direct bearing of the review of the existing administrative and financial rules and regulations, it was deemed more appropriate for the Ad Hoc Committee to undertake the review envisaged in Resolution CM/Res.432(XXV) which -

- (a) requests the General Secretariat to undertake a thorough study of the problem with a view to removing any anomaly that may be existing in the staff rules and regulations with respect to their uniform application and to make relevant recommendations to the Advisory Committee on Budgetary and Financial Matters;
- (b) requests further the Advisory Committee on

Budgetary and Financial Matters to submit its Report and proposals on this matter to the Twenty-Sixth Ordinary Session of the Council of Ministers;

- (c) decides to consider at its Twenty-Sixth Session the report and recommendations of the Advisory Committee on this matter.

2.5 On the question of outstanding arrears, the Council decided.-

"To request the Ad Hoc Committee for CAU Structural Reform to study the problem of outstanding contributions and submit recommendations to the next Session of the Council."

2.6 With the scope and limitations of the Committee thus defined in the above decisions and resolutions, the Committee held its inaugural session on September 25, 1975.

2.7 This report is divided into three main parts. Part I deals with the study of possible reform of the principal institutions of the Organization, namely, the Assembly, the Council of Ministers; Part II deals with the General Secretariat including its Regional Offices; Part III deals with the Statutes, Staff Rules and Regulations and Financial Rules and Regulations.

III INAUGURATION, METHOD AND ORGANIZATION OF WORK

### Inauguration

3.1 On September 25, 1975, the Ad Hoc Committee held its inaugural meeting at the Conference Hall of the OAU. Also in attendance were the observer delegations of Burundi, Ethiopia, Gabon, Libya, Sierra Leone, Morocco and Zambia who were admitted at their own requests. The General Secretariat of the OAU was represented by the Acting Administrative Secretary-General, Mr. Kamanda wa Kamanda.

3.2 The Committee unanimously elected H.E. Mr. Y.B. Turkson, Ambassador of the Republic of Ghana to Ethiopia, as the Chairman, with H.E. Mr. George Magombe, Ambassador of the Republic of Tanzania, as the Rapporteur.

3.3 After thanking the delegates for the honour done him and his colleague by their unanimous election, the Chairman invited the Acting Administrative Secretary-General on the Revision of the Structure of the Organization of African Unity."

3.4 The General Secretariat gave a brief account of the historical background leading to the establishment of the Ad Hoc Committee, spelt the task the Ad Hoc Committee had been called upon to shoulder on behalf of Africa, and also defined, in the opinion of the Secretariat, the legal limitations of the work of the Committee.

### Background

3.5 The Report of the General Secretariat recalled the various efforts made to review the structure of the OAU. These efforts were

- (b) another expert to study the financial management and accounting systems of the Organisation in the light of the proposals for improvement submitted by the delegation of Upper Volta.

3.8 The Administrative Secretary-General accordingly appointed Mr. Saad Younis Mohammed Younis of Egypt as the Job Evaluation expert and Mr. Oscindero of Nigeria as the expert on the financial management and accounting system. Mr. Younis submitted his Report entitled "Job Evaluation Programme," document CM/844 with Annexes I, II, and III. Mr. Oscindero could not however submit his report for reasons amply discussed at the 24th Ordinary Session of the Council.

3.9 It was under these circumstances that the Ad Hoc Committee was established. He recalled the decision of the 25th Session of the Council to refer the question of the review of the structure of the Executive Secretariat of the Coordinating Committee of the OAU to the Review Committee as well as the conditions of service of the non-statutory staff of the CAU.

3.10 In the opinion of the General Secretariat, therefore, the responsibility entrusted to the Ad Hoc Committee was summarised as following:-

- (a) Reviewing the structure of the OAU, i.e. to amend the Charter where necessary;
- (b) Reviewing the texts and the administrative and financial rules and regulations of the Organization

whenever necessary;

- (c) Reviewing the structure of the Executive Secretariat of the Liberation Committee such as decided by the 25th Ordinary Session of the Liberation Committee Document CM/654 (XXV) and by the 25th Ordinary Session of the Council of Ministers;
- (d) Re-examining the conditions of service of the non-statutory staff in accordance with the relevant decisions of the 25th Session of the Council.

3.11 The statement of the Council Secretariat also touched on Article 33 of the Charter on amendment which makes it obligatory for all member states to be notified of any proposed amendment and calls for a time-lapse of one year before the submission of the amendment to the Assembly for consideration.

#### Method and Programme of Work

3.12 The Committee decided on the following method and programme of work:

- (a) That sub-committees be set up to study the various aspects of structure, administration and finance;
- (b) That the second formal meeting of the Committee should hear Statements by members of the Committee within the framework of the provisions of Resolution CM/Res (XXIV) of the Council of Ministers;

- (c) That members of the Committee should present the views of their Governments in writing on matters with which the Ad Hoc Committee was seized during the plenary sessions;
- (d) That the General Secretariat should circulate to Members of the Ad Hoc Committee all related documents on previous reviews, i.e. Adu, Younis and Sylla Reports in all the working languages of the Organisation;
- (e) That the Committee should convene in Dar es Salaam a few days before the meeting of the Standing Committee of the Liberation Committee to hear the views of the Executive Secretary of the Liberation Committee, leaders of liberation movements and the Tanzania Government.
- (f) That the Committee should convene shortly before the Twenty-Sixth Ordinary Session of the Council of Ministers and after the meeting of the Advisory Committee on Budgetary and Financial Matters to prepare an Interim Report, at least, for the submission of an Interim Report to the Twenty-Sixth Ordinary Session of the Council of Ministers.

In accordance with the decision taken at its First Plenary

Meeting, the Committee at its second meeting on 11 - 12 November, 1975, heard statements on the structural administrative and financial reforms from its members and observer delegations. Except for Algeria, Senegal and Zaire whose statements were not ready, all other members of the Committee made their statements from which valuable proposals emerged. Observer delegations of Burundi, Ethiopia, Gabor, Libya, Sierra Leone, Morocco, Sudan and Zambia also made statements most of which were circulated to members of the Committee. The statements of Algeria, Senegal and Zaire were later heard in Dar es Salaam.

3.14 In accordance with its programme of work, the Ad Hoc Committee had three sessions in Dar es Salaam, devoted exclusively to the review of the structure of the Liberation Committee. In Dar es Salaam the Committee listened to statements of the Executive Secretariat and the Government of Tanzania. Members of the Committee also made proposals on the structure of the Liberation Committee, and heard statements from some members of the liberation movements on the subject.

3.15 In accordance with its agreed method of work and in order to expedite work, the Committee decided to set up two sub-committees, one to deal with all matters relating to the structural reform of the CAU and the other to handle all questions pertaining to Administrative and Financial Rules and Regulations. In determining the composition of the two sub-committees, greater weight was given to linguistic considerations, so that members of the various sub-committees could attend to their respective assignments with the minimum of delay. The sub-committee on the structure of the General Secretariat was made

up of the following countries:

Egypt                      Ghana (Chairman)  
Nigeria                     Tanzania

3.16            The sub-Committee for the Administrative and Financial Rules and Regulations was composed of the following countries:

Algeria                     Cameroon (Chairman)  
Guinea                      Senegal  
Zaire

3.17            The Committee requested clarification from some sections and Regional Offices of the General Secretariat and received memoranda from the following:

- (a) The Statutory Staff Association of the OAU
- (b) The CAU Chiefs of Section
- (c) The Staff of OAU Office in Geneva

3.18            The Committee has studied all the existing reports on structural reforms of the Secretariat and proposals relating to reform of the financial and staff regulations submitted by the experts appointed by the Organization. In this connection, the following reports received careful study of the Committee:

- (a) Report on Structural Reforms by  
A.L. Adu, Doc. CM/423;
- (b) Report on the Structural Reforms and Level of Salaries of the CAU by an expert Committee

headed by Ambassador Sylla of Senegal

(Doc.FBM/3(VIII));

- (c) The Comments of the Secretariat on the Report of OAU Sub-Committee on the Structure and Level of Salaries (Doc.IBM/3(VIII) Annexure I;
- (d) Report on Job Evaluation Scheme prepared by Saad Younis Mohamed Younis of Egypt (Doc.CM/544/Annexes I, II, III);
- (e) Report of the 25th Ordinary Session of the Liberation Committee - Doc. CM/654(XXV) paragraph 64.

3.19 In addition to these, the Committee also studied memoranda submitted by member states. It is regretted that many member states, except those whose representatives participated in the deliberations of the Committee either as observers or members of the Ad Hoc Committee submitted written memoranda on the positions of their respective countries to the Ad Hoc Committee.

#### IV THE PRESENT STRUCTURE OF THE PRINCIPAL INSTITUTIONS OF THE OAU

4.1 The structure of the OAU as established by the Charter adopted in May 25, 1963, and as amended by Special decisions of the Assembly consists of four principal institutions (Article VII), four Specialised Commissions (Article 20), and one Specialised Agency.

### Principal Institutions

4.2 Article VII defines the principal institutions as follows:-

- (a) The Assembly of Heads of State and Government
- (b) The Council of Ministers
- (c) The General Secretariat
- (d) The Ad Hoc Commission of Mediation, Conciliation and Arbitration

### Specialised Commissions

4.3 As of now, the OAU has four Specialised Commissions, namely:

- (a) The Economic, Social, Transport and Communications Commission
- (b) The Education, Culture, Health, Science, Technology and Research Commission
- (c) The Defence Commission
- (d) The Conference of African Labour Ministers.

4.4 It may be recalled that there were originally five Specialised Commissions established under Article XX of the Charter. These were as follows:

- (a) The Economic and Social Commission
- (b) The Commission for Education and Culture
- (c) The Commission for Health, Hygiene and Nutrition
- (d) The Defence Commission
- (e) The Scientific, Technical or Research Commission

4.5 The Commission of Legal Experts was subsequently established by a special decision of the Council of Ministers and upon endorsement by the Assembly. In 1966, however, the Legal Commission was abolished and the Commission for Education and Culture, Health, Hygiene and Nutrition and the Scientific, Technical and Research Matters were merged together under "The Education, Culture, Health, Science, Technology and Research Commission."

4.6 At the 25th Ordinary Session of the Council and the 12th Ordinary Session of the Assembly at Kampala, the Conference of African Labour Ministers was transformed into a Specialised Commission of the OAU Specialised Agency. By the decision of the Twelfth Assembly that endorsed the recommendation of the 25th Session of the Council of Ministers, the African Civil Aviation Commission became a Specialized Agency of the Organization.

## V. EXAMINATION OF THE STRUCTURES

### The Assembly

5.1 The Assembly, composed of the Heads of State and Government (or their duly accredited representatives) (Article IV), is the 'supreme organ' (Article VIII) of the OAU.

5.2 The Assembly discusses, subject to the provisions of the present Charter, matters of common concern to Africa with a view to coordinating and harmonising the general policy of the Organization. In addition, it may review the structure, functions, and

acts of all the organs and any specialized agencies which may be created in accordance with the present Charter(Article VIII).

5.3 The Assembly is expected by the Charter to meet in an ordinary session at least once a year, and in an extraordinary session at the request of any member state, upon the approval of such a request by a two-thirds majority of the member states(Article IX).

#### Examination of Existing Structure

5.4 A proposal that the Assembly should meet once every two years in an ordinary session was examined by the Ad Hoc Committee. It was stated that the annual meetings of the Assembly were necessary during the Organization's infancy, and at a time when they afforded our leaders and their Ministers " a platform wherein they could understand each other's opinion, at least, better ." The need for our leaders to know and understand each other better and there is by far closer and more frequent communication among and between them. Moreover, our Heads of State and Government are becoming more deeply involved in pressing economic problems at home and annual sessions are becoming difficult to attend. For these reasons, it is now opportune that the Assembly should meet, in an ordinary session, at least, once every two years.

5.5 This proposal was examined in great depth by the Committee. The Committee is of the opinion that there has never been a more urgent need for leaders to meet often to harmonise their views on the man problems confronting our continent as it exists now. Furthermore

biennial sessions of the Assembly will raise the problem of an effective procedure whereby the decisions and resolutions of the Council could be approved for effective implementation (in other words, the decisions of the Council will have to wait for two years for the approval of the Assembly).

#### Recommendation

5.6 The Ad Hoc Committee therefore recommends that the present system of annual sessions of the Assembly should be maintained.

#### The Council of Ministers

5.7 The functions and powers of the Council of Ministers, as well as the duration and timing of sessions as defined in Article XII was reviewed in the light of existing experience. While the Ad Hoc Committee was of the opinion that these, in a very large measure, were to be maintained, it examined some suggestions which were made at its deliberations.

5.8 It was suggested that the Council of Ministers should meet once a year in June and that the date of sessions should be fixed, i.e. for the second Thursday of June each year instead of the current practice of trying to determine dates at the end of sessions. It was further proposed that the Council should limit its work load to economic and development matters. It should draw up targets, limited in subject matter, to be concentrated upon for a given period of say two years. In this connection, it was suggested that the subject matter

could be broken down into the following subjects for study:

- (a) communications in Africa - road, railway, air, marine, telecommunications, etc.;
- (c) inter-African trade and commerce in all its aspects- and
- (c) multilateral development projects, etc.

5.9 The proposal was also made that Permanent Standing Committees of Resident Representatives in Addis Ababa should be instituted to ensure follow-up action on the decisions of the Council by the General Secretariat.

5.10 The February Budgetary Sessions should be abolished.

Instead one of two alternatives could be adopted, namely:

- a) resident representatives in Addis Ababa, as Plenipotentiaries, prepare and endorse the budget; or
- b) the Council's session in June should discuss the budget for adoption. In this regard, the duration of the session should be extended from the current period of one to about two or three weeks. If these proposals are acceptable, then the financial year of the CAU should be changed from June to July to 1st January to 31st December.

### Recommendations

5.11 After careful consideration of these proposals, the Sub-

Committee decided that the current practice of Council meetings twice a year should be maintained. With respect to the preparation and approval of the budget, the Committee feels the present system should also prevail or should continue and the role of the Advisory Committee on Budgetary and Financial Matters should be maintained. Consequently the role of the Council of Ministers in examining and approving the budget should continue. This is a fundamental important role which should be left to the Council. Inasmuch as the proposal to establish Permanent Standing Committees of Resident Representatives in Addis Ababa which is contained in paragraph 5.9 above, was dependent on the suggestion that the Council of Ministers should meet once, instead of twice a year, the Ad Hoc Committee was of the view that the status quo should be maintained.

#### The General Secretariat

5.12 The Ad Hoc Committee considered the role of the Secretariat in the whole structure as crucial to the effectiveness of the Organisation. It therefore made the General Secretariat the central focus of its study not only because it is the administrative arm of the Organization, but also due to the fact that the careful study of the problems and short-comings of the Organization in relation to the total achievement of its objectives, from the past 13 years, reveal that to a very large extent these take their roots from the functional role of the General Secretariat.

5.13 It is, of course, a common knowledge that the General

Secretariat was at the beginning conceived as an instrument to play only an administrative role in the overall structure of the Organization. While this role largely has to be maintained one cannot deny the present reality which is that the role of the Secretariat must respond to changing conditions and emphasis of the time. Consequently, we cannot speak of a dynamic and effective CAU without an effective Secretariat functioning on a well defined lines with efficient and competent staff of the highest calibre.

5.14 In the light of these considerations the Committee examined the structure of the General Secretariat, one of the principal units of the Organization. In particular, Articles 16 - 18 of the Charter, dealing with the functions and mode of election of the Secretary-General and the Assistant Secretaries-General were carefully examined.

### THE POLITICAL STRUCTURE

#### The Administrative Secretary-General and the Assistant Secretaries General

5.15 The Ad Hoc Committee has reviewed the position of the Administrative Secretary-General and his four Assistants and has heard arguments both for the retention of the four Assistant Secretaries-General and for the reduction of their number. In its review, the Committee considered inter alia the functional role of the Assistant Secretaries-General both from the political spectrum and from the point of view of the higher direction of the affairs of the Departments over

which the exercise supervision, the need to represent the interests of the various OAU Regions and the need to effect economies without jeopardising the Organization's interests and without compromising its effectiveness but providing the Organisation with an efficient machinery comparable with its continental and multinational character.

5.16 The Ad Hoc Committee, after weighing the various arguments for and against the reduction of the number of Assistant Secretaries, wishes to underscore the need for representation of the Five Regions of the OAU at the top-level of the Organization, i.e. at the level of the Administrative Secretary-General and his Assistants. This, in the view of the Ad Hoc Committee, will be representative of the different interest while satisfying linguistic, geographical, political and regional considerations. The mode of appointments of the Administrative Secretary-General and the Assistant Secretaries-General was also given serious consideration by the Committee while searching for a system of appointment which will strengthen the authority of the Administrative Secretary-General and infuse a measure of discipline into the General Secretariat. The present system by which Assistant Secretaries-General are appointed by the Assembly of Heads of State and Government on the same lines as the Administrative Secretary-General calls for a review in the light of experience gained over the years if a measure of discipline were to be enforced by the Administrative Secretary-General over his Assistants.

5.17 The Ad Hoc Committee accordingly puts forward the following general principles:

- (a) The appointment of the Secretary-General and his assistants must reflect the principle of equitable geographical distribution.
- (b) Different institutions of the Charter must elect or appoint the Secretary-General on the one hand, and his assistants on the other. In other words, the appointing authority should not continue to be the same for both the Secretary-General and his assistants as it obtains at the moment.
- (c) No CAU region should have two political appointees at the level of the Secretary-General and his assistants within the political hierarchy of the General Secretariat.
- (d) In principle, the tenure of office of the assistants of the Secretary-General shall be co-terminus with that of the Secretary-General.

A New Designation for the

Administrative Secretary-General

5.19 The Committee, in the light of the experience gained in the role of the Administrative Secretary-General for the past thirteen years considered the proposal for new functional role for the Administrative Secretary-General. This new role should enable the Administrative Secretary-General to direct the affairs of the Secretariat and to play

more dynamic role on matters for which the Organization was established.

Recommendation

5.19 After careful consideration of this proposal, the Committee accepted the proposal that the Administrative Secretary-General should play a more effective role in the affairs of the Organisation.

5.20 Consequently, his present designation should be "Secretary-General" and not Administrative Secretary-General. The Secretary-General, after due consultation, should be able to convene an extraordinary session of the Council of Ministers in accordance with Rule 7 of the Rules of Procedure of the Council.

Creation of a New Post of Deputy Secretary-General

5.21 The role of the Administrative Secretary-General coupled with his frequent absences from Headquarters, a situation which is inherent in the nature of his functions - these factors - led the Ad Hoc Committee to consider the possibility of creating a new post of Deputy Secretary General. However, after a careful examination of this idea, the majority of the Ad Hoc Committee were of the view that the post of Deputy Secretary-General would create an unnecessary bottleneck between the Secretary-General and the rest of the Assistant Secretaries-General.

5.22 Assistant Secretaries General

Article XVII of the Charter states that "There shall be one or more Assistant Secretaries -General of the Organization". The practice

has been that four Assistant Secretaries-General have always been appointed representing the various sub-regions.

5.23 In spite of this practice there has often been a serious debate as to the necessity of retaining the present number of Assistant Secretaries-General. In his Report on the Review of the Structure of the General Secretariat (Doc. CM/423), Mr. A.L. Adu argued the case for a number "not more than two Assistant Secretaries-General." This recommendation was largely influenced by his mandate in effecting "long-term economies in the running of the Organisation, whilst maintaining its multinational character."

5.34 Mr. Adu maintained that the multi-national character of the Organization can be maintained at least in "the levels of the Administrative Secretary-General, Assistant Secretary-General, the Executive Secretaries and Directors of Departments if his proposals were adopted.

5.25 The expert Sub-Committee on the Structure of the General Secretariat (Doc. 7BM/3 VIII Session) chaired by Ambassador Sylla of Senegal generally agrees with Mr. Adu in the reduction of the number of Assistant Secretaries-General to two.

#### Examination

5.26 The Ad Hoc Committee considered very carefully the proposal relating to the number of Assistant Secretaries-General. The Ad Hoc

and the Assistant Secretaries General of the Organization. The practice has grown that these officers are appointed at the same sessions of the Assembly of Heads of State and Government.

5.28 The fact that the Assistant Secretaries-General represent the various sub-regions together with the mode of their election have often raised problems of their relationship to the Administrative Secretary-General. From practice and experience, much of the conflict and rivalry which have existed in the Secretariat among these top political officers stem, to a large extent, from the fact that they all receive their authority from the same source, i.e. the Assembly of Heads of State and Government. The present practice for the election of the Assistant Secretaries-General within the regions has also created problems. The Ad Hoc Committee therefore examined the mode of appointment of these top ranking political officers of the Secretariat in detail.

#### The Secretary-General

5.29 While there was general agreement that the election of the Secretary-General should continue to be done by the Assembly of Heads of State and Government, the Ad Hoc Committee studied a proposal that the Council of Ministers should be involved in the process leading to the final election by the Assembly.

5.30 It has been suggested that nominations for the office of Secretary-General must be announced and submitted to the Council

of Ministers not later than three months before the election. These submissions must include the curriculum vitae of the candidates and should be submitted by a country of his nationality.

5.31 Convinced of the need for the Secretary-General to exercise effective control and discipline over the Assistant Secretaries General, and also aware of the new role being envisaged for the Secretary-General, which requires a thorough examination of the candidates, the Ad Hoc Committee decided as follows:-

- (a) That the Secretary-General may continue to be elected by the highest organ of the Organisation, the Assembly of Heads of State and Government.
- (b) That in the election of the Secretary-General, consideration should first and foremost be given to the competence and merit of the candidate and he shall be eligible for re-election as long as he retains the confidence of the Assembly.
- (c) That nominations for the office of Secretary-General must be circulated to Member States at least three months before the election.

#### Assistant Secretaries-General - Mode of Appointment

5.32 In accordance with the principles stated in paragraph 5.16 above the Ad Hoc Committee examined the following proposals:

- Alternative 1) That each region after full consultation with all its members, shall nominate candidate(s) from which An Assistant

Secretary-General representing that region shall be appointed by the Secretary-General.

Alternative (2) That the Secretary-General shall appoint, after consultations with all members of each region, an Assistant Secretary-General representing that region.

RECOMMENDATION

5.33 After a careful examination of this matter, the Ad Hoc Committee made the following recommendation:

That the Council of Ministers shall appoint Assistant Secretaries General on the recommendation of the Secretary-General. The latter's recommendation shall be on the basis of candidates proposed by each region.

### The Specialized Commissions

5.34 As indicated in paragraph 4.3, the list of Specialised Commissions is growing and there is every likelihood that this trend will continue. There is on record a request by the African Ministers of Trade to be accorded the status of a Specialized Commission.

5.35 The Economic and Social Commission has almost never met. One reason for the failure to convene the Economic and Social Commission is that whereas the Commission is supposed to be only one, national governments usually have several ministries dealing with economic matters (i.e. Ministry of Economic Planning, Ministry of Finance, Ministry of Industry, Ministry of Trade, Ministry of Transport and Communication and Ministry of Energy, etc.) Consequently, it has always been difficult for a member state to designate which of these ministries should represent it at the meetings of the Economic Commission.

5.36 The Education, Scientific, Cultural and Health Commission should meet biennially but it has been successful in arranging only three meetings since its creation. The last time it met was in Mauritius in 1973 and is scheduled to meet in January 1977.

5.37 While the Conferences of African Ministers of Trade, Industry and Labour have been meeting regularly, there is need to evolve an effective machinery to coordinate the decisions of all these conferences.

5.38 In its resolution adopted at the 25th Session, the Council of Ministers decided to make the African Civil Aviation Organization a Special Agency of the OAU. Under the present provisions of the Charter, there is no provision for a status of a "Specialized Agency".

Recommendation

5.39 Aware of the technical difference between a Specialized Agency and a Specialized Commission, the Charter should be brought abreast with this new development by making constitutional provision for Specialized Agencies.

PART TWOTHE GENERAL SECRETARIATVI. THE ADMINISTRATIVE STRUCTUREOffice of the Secretary General or  
The Secretariat of the Secretary General

- 6.1 The Office comprises the following units whose organic as well as functional relationships have been carefully studied and reviewed by the Committee in the light of proposals submitted and of existing reports prepared by experts appointed by the Organisation :
- a) The Cabinet of the Secretary-General
  - b) The Legal Service
  - c) The Information Service
  - d) Internal Audit Service
  - e) Protocol
  - f) Registry
- 6.2 The Committee examined various proposals, including the recommendations contained in the report on the Structure of the General Secretariat by A L Adu and the report on the Structure of the General Secretariat and the Level of Salaries by Ambassador Sylla.
- 6.3 These proposals deal with two different conceptions of the functional role of the Chief of Cabinet in the Office of the Secretary General. One of these conceptions depict the Head of the Cabinet of the Administrative Secretary General as a coordinator, who processes reports and other documents for the attention of the Secretary

General, of the various units forming the office of the Secretary General. The other envisages for the Chief of Cabinet a role as a personal assistant to the Secretary General which merely speeds up the process of work by the various units.

- 6.4 In the report of Mr A L Adu, after considering the proposal that the various units in the office of the Secretary General should be raised to the level of a department headed by the Chief of Cabinet, he supported the proposal in principle, given the present limited objectives of the Legal and the Information Services.

#### RECOMMENDATION

- 6.5 The Committee, having weighed this general principle, is of the view that it cannot support this recommendation that the various units in the office of the Secretary General should be constituted into a department.
- 6.6 Evidence gathered indicate that the heads of units, being professionals and specialists in their own spheres of operation, have always worked directly to the Secretary General and not through the Chief of Cabinet. It is therefore the view of the Committee that this practice should therefore be changed.

The Cabinet Office

6.7 The Cabinet Office as presently constituted comprises the following:

The Chief of Cabinet (Head of Office)

Attache of Cabinet

Private Secretary

Bilingual Secretary

Central Registry (Registration, distribution of incoming and outgoing letters).

6.8 In the light of the evidence gathered, the Committee is of the view that the present role of the Chief of Cabinet is that of a Personal Assistant to the Administrative Secretary General, his functions can therefore be summarized as follows :

- a) General and personal assistance to the Administrative Secretary General
- b) Day-to-day management of the affairs of the Administrative Secretary General as entrusted to him
- c) Follow-up of official matters with the various units and Departments of the General Secretariat as required by the Administrative Secretary General
- d) Advice on the discharge of functions within the discretion of the Administrative Secretary General
- e) Supervision and direction of staff within the Cabinet of the Administrative Secretary General
- f) Supervision and direction of the Registry.

6.9 The Attache of Cabinet assists the Chief of Cabinet in the execution of these functions. In the light of their functions and having regard to the political nature of their appointments, the Ad Hoc Committee endorses the present system by which the power of

appointment to these grades is vested in the Administrative Secretary General and not in the OAU Appointments and Promotion Board. As regards any possible claim for constituting the units within the office of the Administrative Secretary General into a Department headed by the Chief of Cabinet, the Committee, as already explained, does not support this proposal.

#### RECOMMENDATION

Having considered the submissions of the Administrative Secretary General on the need to strengthen his office with the provision of an officer who would collaborate intellectually with the Secretary General, the Ad Hoc Committee agrees:

That there could be a Special Advisor (P5) to the Administrative Secretary General. His manner of appointment and conditions of service would be the same of the Chief of Cabinet and Attaché of Cabinet.

#### The Registry

- 6.10 The Committee considered the practice which obtains now in respect to the control of the Registry. The Committee also considered the recommendation of A L Adu and Sylla Subcommittee on this question. The Ad Hoc Committee accepts in large measure the recommendations contained in these two reports.
- 6.11 In accordance with the present practice, the Chief of Cabinet controls the Registry. It is however the view of the Committee that the supervision of the Registry is a function which appropriately should be exercised by the Department of Administration and not the Cabinet.

6.12 The Committee however realising the need to bring to the attention of the Secretary General certain urgent and necessary correspondence either of a restricted or political nature, favours the proposal that a Confidential Registry should be established within the Cabinet of the Secretary General and controlled by the Chief of Cabinet. It is also the view of the Ad Hoc Committee that this should not preclude the possibility of the departments keeping a Registry for incoming and outgoing letters.

6.13 The Ad Hoc Committee examined the following proposals about the registry :

- a) The Central Registry should be transferred from the Cabinet and placed under the control, direction and supervision of the Department of Administration.
- b) A Confidential Registry be established under the control, direction and supervision of the Chief of Cabinet to handle restricted and sensitive matters of a confidential nature which need to be handled at the level of the Cabinet for obvious reasons.
- c) That Departments may also keep records of incoming and outgoing letters.

The Administrative Secretary General expressed reservations to the above arrangements on the basis that in his view such arrangements would not enable an Administrative Secretary General to have adequate personal control on the incoming and outgoing letters. The majority of the Ad Hoc Committee was of the view that the status quo should be maintained.

Legal Service

- 6.14 The Ad Hoc Committee reviewed the functions and structure of the Legal Service. It considered the recommendations made by the various experts on the structure and scope of functions of the Service. The OAU Sub-committee on Structure and Salary Levels recommended in 1969 that the post of Legal Officer (P2) should be suppressed bearing in mind the work of the Service at the time.
- 6.15 The report of the Review of the General Secretariat (CM/423) recommended that the Unit should be raised to the level of a division and that there is nothing preventing this division from expanding its scope of functions, even though he felt it outside the terms of its reference to discuss this issue.
- 6.16 The Ad Hoc Committee feels that there is the need for the continuation of the present practice whereby the Legal Division operates as a separate and autonomous unit within the Office of the Administrative Secretary General.
- 6.17 In addition to its present functions, the Division should assume the role in the building up of an African Specialist Legal Library which would be comprehensive in scope and could form the "Centre for Research in African Comparative Law and Legal Systems". The Division could also "collate legal information of special interest to African countries" and publish "digests for dissemination to member countries".

- 6.18 Given this background it is the view of the Committee that there exists the justification for a review of the present structure of the Division to enable it play an effective role.
- 6.19 The Ad Hoc Committee therefore recommends the following structure :

Chief Legal Officer (P4/P5)  
Deputy Chief Legal Officer (P3/P4)  
Legal Officer (P2/P3)  
Bilingual Secretary  
Monolingual Secretary

#### Protocol Service

- 6.20 The Protocol Unit which functions as a Unit within the Office of the Administrative Secretary General is manned by two professionals, i.e. a Chief Protocol Officer and Assistant Protocol Officer assisted by Senior Clerk and a Clerk, the latter two having been recruited locally. In addition, the Unit has an establishment for a Bilingual Secretary and a Bilingual Receptionist. The Committee noted that during major Conferences and Meetings, the staff of the Protocol Unit would need to be strengthened to enable it discharge the functions entrusted to it. It was satisfied with the existing arrangements by which additional personnel is drafted from other Departments to augment the Unit's personnel albeit ad interim to alleviate the pressure brought to bear on the Unit during major conferences and meetings. Against this background, The Committee is of the considered view that its present organisational and staffing structure are adequate for its responsibilities.

Internal Audit Service

- 6.21 The Organisation of African Unity has over the years been plagued with instances of over-expenditure and of financial indiscipline although some improvement has been noticeable in the last two years. There is need for strict financial control and for strict adherence of its financial rules and regulations. The Internal Audit Service has a major role to play in this area and the position of the Chief Internal Auditor should be enhanced. The Committee fully agreed with the present arrangement by which the Internal Audit Service is within the Office of the Administrative Secretary General but it is of the considered view that it would operate autonomously while being an integral Unit within the Office of the Administrative Secretary General.
- 6.22 The role of the Chief Internal Auditor vis-a-vis the Internal Auditors is not abundantly clear in the existing setup for apart from yearly on-the-spot inspections the Chief Internal Auditor makes to the Regional and Sub-Regional Offices, all available evidence pointed to the fact that he did not exercise any supervision over the performance and operations of the Internal Auditors in the Regional Offices. Evidence also revealed that the Chief Internal Auditor does not examine the accounts of the Regional and Sub-regional offices as are received in the General Secretariat in Addis Ababa. His role as the Chief Internal Auditor is therefore confined to a prior examination of the vouchers and accounts of the General Secretariat.

- 6.23 The Committee is of the view that the Chief Internal Auditor and his Assistant in Headquarters should review the financial operations of all OAU outfits and this objective can be achieved by audit inspection of all the accounts of the Regional and Sub-regional Offices all the year round while they are received in Headquarters.
- 6.24. The Committee is also of the view that the annual audit inspection of Regional and Sub-regional Offices by the Chief Internal Auditor be confined to the regional headquarters; leaving the inspection of the Sub-regional Offices to the Internal auditors of the Regional Headquarters? These visits must be undertaken before the annual routine visits of the Board of External Auditors.
- 6.25 In addition to these proposals, the Chief Internal Auditor should supervise the work of Internal Auditors of the Regions to whom he should be in a position to issue appropriate directives from Headquarters and from whom the Chief Internal Auditor should receive periodic reports. Given the scope and functions envisaged in the new financial order, the Committee is of the considered view that the staffing strength of the Internal Audit Service of Chief Internal Auditor, Deputy Chief Internal Auditor and a Senior Audit Clerk is adequate professionally to perform the functions effectively with adequate planning and proper allocation of duties between the Chief Internal Auditor and his Deputy. There is justification however for the staff complement of the Service to be augmented by the creation of a post of Bilingual Secretary for the Audit Service.

RECOMMENDATION

- 6.26 The Ad Hoc Committee recommends a staffing structure on the following lines.
- a) Chief Internal Auditor As Head of the Internal Audit Service with responsibility and supervisory role over all Internal Auditors, he should be given the same advantages and prerogatives as his counterparts, at P4/5.
  - b) Deputy Chief Internal Auditor to be substantively filled and appointed with powers to exercise the role of Deputy Head of the Internal Audit Service and therefore vested with powers to issue instructions to Internal Auditors in the Regional and Sub-regional Offices. (The post of Deputy Chief Internal Auditor has been a de facto post and there is need for regularisation). The Post should carry with it the grade of P3/4. The grade of Internal Auditor in the sub-regions should be P2/P3.
  - c) Senior Audit Clerk
  - d) Bilingual Secretary
  - e) Stenographer/Secretary.

Press and Information Service

- 6.27 The Committee examined the scope and functions of the Press and Information Unit which also operates within the Office of the Administrative Secretary General with a view to determining whether its staffing structure is in need of improvement.

- 6.28 It is the view of the Committee that the Press and Information Unit should play a more meaningful role in the dissemination of information not only about the activities of the Organisation, but could also serve as a vehicle for promoting cooperation and joint action in the fields of radio, television, press and other information publications as well as in the publication of journals.
- 6.29 With the present staff complement of a Chief of Information, two Assistant Information Officers and a Writer/Producer, all of professional status, the Committee is of the opinion that the Unit as presently constituted with its staff complement in the general service should be able to discharge these functions satisfactorily.

#### Library Section

- 6.30 The position of the CAU Library is anomalous in that it is currently under the wings of the Department of Administration. The Committee has reviewed this and it is unanimous in its view that the Library is inappropriately assigned to the Department of Administration. The Library's primary responsibility is to be the repository of all books and documentary material on African affairs and on member states and it is in the view of the Committee more aligned to the Information Unit. Accordingly, it is recommended that the Library should be attached to the Information Unit and not the Department of Administration.

VII. ADMINISTRATION DEPARTMENT

- 7.1 The Committee considered the proposal to the effect that the Director of Administration and Finance should be upgraded to the same rank as the Executive Secretary to enable him to exercise authority in the discharge of his complex and varied administrative duties inherent in his office.
- 7.2 If this proposal has any merit then it should also apply to the other departmental heads who also by the very nature of their functions are also in touch with the Executive Secretariats. A new system of grading should be evolved which will make it possible for the Executive Secretaries and the Directors to be transferred either to the Headquarters or Regional Offices except for the Executive Secretary of the Liberation Committee.
- 7.3 The Ad Hoc Committee therefore recommends the following system of grading for the Directors of Departments in Headquarters and the Executive Secretaries P6/P7.

General Services Section

- 7.4 The General Services Section is responsible inter alia for the domestic and internal services of the General Secretariat including travelling arrangements, purchasing and other ancillary functions including maintenance and control of the Organisation's transport fleet and stores. The Section is headed by a Chief of Section on P3 level assisted by an Assistant Chief of P2 Grade with a number of non-statutory staff. The Committee noted that the Section handles purely routine matters which invariably do not call for the exercise of special skills or

administrative acumen. Nevertheless the exercise of its functions call without question for day to day supervisory role to achieve positive and satisfactory results. It also calls for a high degree of integrity and honesty.

- 7.5 The Committee is of the view, having studied its functions and operations in detail, that the General Services Section as presently structured is adequately equipped in manpower for the functions and responsibilities assigned to it. The grading of the Chief of Section should reflect the new gradings for sectional heads.
- 7.6 The Committee is, however, compelled to draw attention, like the Adu Committee on Review of the Structure of the General Secretariat, to the grading of the Storekeepers who are responsible for the Store. It noted that these officers handle considerable amount of stores items and considering that large stock of stationery including conference materials are entrusted to these storekeepers; their daily functions in the General Secretariat call for integrity and honesty. Modern storekeeping is a profession in itself; to kindle the interest of the Storekeepers and to maintain high staff morale comparable with the level of responsibility, the Committee is of the view that if anything the Organisation should demonstrate an appreciation of the importance of integrity and honesty for the storekeeping service.
- 7.7 Against this background the Committee recommends that a STOREKEEPING SERVICE within the Organisation be created with a corresponding scale allowing orderly progression. In making this recommendation, the



Committee believes that store items of the Organisation have increased over the years and given the present trend of expansion and meetings generally, the Stores Unit will be shouldering a great deal of responsibility with the value of stores items reaching a predominantly high peak. Accordingly, we recommend a STOREKEEPING SERVICE as follows:

Store Officer LS8 (GS3)  
Senior Store Officer LS9 (GS4)

- 7.8 The present incumbents can be regraded and converted to the appropriate salary points.

#### Personal Section

- 7.9 Personnel Management is an important function in modern administration and there is therefore the need to establish and organise the Personnel Section of the General Secretariat on lines that give the Section both status and the level of importance to facilitate the execution of its tasks. The Section as is presently constituted has a complement of one Chief of Section (P3), one P2 Officer and two other officers on GS5 level. Of the two GS Officers, one is designated Administrative Assistant and the other a Records Officer. The Administrative Assistant handles routine personnel matters, i.e. processing of leave application, claims for refund of medical expenses and incremental returns, among other things. This is no criticism of the ability or integrity of the incumbents of the post, past or present, but

Considering the degree of responsibility of the Personnel Section generally and the need for the Section to be geared towards revision of existing Job Descriptions and Job Evaluation, Preparation of Schemes of Service, Training Programmes and other important functions of management, the Committee is of the considered view that the Section is not adequately equipped structurally at this stage to handle these matters. The Committee noted that a Performance Rating System through the rendition of annual confidential reports have recently been introduced in the General Secretariat and in its Regional and Sub-Regional Offices. To enable the Personnel Section to be effective to play its proper role in the field of personnel management in the General Secretariat, the Committee does not consider that an Administrative Assistant is adequately equipped to handle important personnel matters.

7.10 The Committee therefore recommends, in the interest of efficiency, that the post of Administrative Assistant should be suppressed and in its place a professional post of Personnel Officer on P2 be created to which the present incumbent, if qualified, could apply. However, the establishment of Administrative Assistant could be transferred to the Central Registry.

7.11 The personnel Section should consist of the following:

- a) Chief of Section (P4)
- b) Personnel Officer (P2)
- c) Personnel Officer (P2)
- d) Records Officer (GS5)

Finance Section

7.12 The Finance Section has a staff complement of one Chief of Section (P3), four Finance Officers (P2), the most senior of which plays the de facto role of Deputy Chief of Finance, Senior Accounts Clerk (LS) and an Accounts Clerk (LS). In addition to being responsible for the finances and salary payments, etc. of the General Secretariat, it has the responsibility for remittances and transfers to Regional and Sub-Regional Offices; it also oversees accounting work of Regional and Sub-Regional Offices to which are posted Finance Officers and Accountants. The Staff complement which has of late received attention following the reports of the Board of External Auditors is considered adequate to meet the responsibilities including the volume of work the Section handles. Its status as the instrument for the financial administration of the General Secretariat, its responsibilities, volume of work and its supervisory role over Finance Officers and Accountants in the field certainly call for upgrading of the post of Chief of Finance to P4 level.

Grading of Deputy Chief Finance Officer

7.13 At the Headquarters level the Ad Hoc Committee considers that a substantive post of Deputy Chief Finance Officer at P3 level is needed as the immediate assistant to the Chief of Finance. The present system by which the Deputy to the Chief of Finance is graded as the other Finance Officers on P2 level seems unsatisfactory and and it does not enable him to exercise any supervisory role over the Finance Officers and enforce any measures of discipline.

- 7.14 The Committee recommends that the Deputy Chief of Finance should be at the level of P3 Officer.

Comparison Between Finance Officers in Headquarters and those in the Executive Secretaries

- 7.15 At this juncture, it is pertinent to take the Accounting Service in its entirety and draw a comparison between the relative responsibilities of the Finance Officers in the Regional and Sub-Regional Offices with those of their counterparts in the Headquarters. The Committee noted that Finance Officers (P2) posted to the Executive Secretariats are designated "Chief Accountant". As regards relative responsibilities, the Committee is of the view that the role of the Finance Officer in the Executive Secretariat in Lagos compares favourable with the role of the Deputy Chief of Finance in Headquarters, his responsibilities as a Chief Accountant covers the Sub-Regional Offices of the Scientific, Technical and Research Commission over whom he exercises some supervision.
- 7.16 The role of the Finance Officers in the other Executive Secretariats does however compare with that of the Chief Accountant in Lagos; if anything they are equivalent to Finance Officers in Headquarters. In assessing roles of Finance Officers posted to Regional Offices, the Committee has taken into consideration their spheres of responsibility, volume of work and supervisory accounting functions they are called upon to exercise over other Sub-Accountants.

- 7.17 The Ad Hoc Committee therefore recommends as follows:
- a) The designation Finance Officer instead of "Chief Accountant" be applied throughout the Regional Offices for reasons of uniformity.
  - b) Finance Officers in Executive Secretariats in Dar-es-Salaam, Geneva and New York should continue to be graded at P2 level.
  - c) The post of Chief Accountant in the Scientific, Technical and Research Commission in Lagos should be regraded at the P3 level and designated SENIOR FINANCE OFFICER.

#### The Secretarial Class

7.18 The Committee noted that the existing system of classification of Secretaries does not provide for prospects of advancement along the ladder. This is due to the absence of a merit rating system with the result that once the incumbent is appointed in a particular category he or she remains on that category with little or no prospects of advancement despite any additional experience and speed in stenography and typing subsequently acquired. To provide for efficiency and prospects of advancement the Committee recommends a regrading of the Secretarial Staff as follows:

- a) Stenographer Grade II (Monolingual) - GS3 Step 5-10. Incumbents should be capable of and must have passed the following speed and proficiency tests:
  - i) Shorthand : 80 words per minute
  - ii) Typing : 50 words per minute
- b) Stenographer Grade I (Monolingual) GS4 Step 1-5. Incumbents should be capable of and must have passed the following speed and proficiency tests:
  - i) Shorthand : 100 words per minute
  - ii) Typing : 60 words per minute

c) Stenographer/Secretary (Monolingual) GS4 Step 5-10. Encumbents should be capable of and must have passed the following speed and proficiency tests:

- i) Shorthand : 120 words per minute
- ii) Typing : 80 words per minute

7.19 The Committee is of the view that the existing practice of appointing Bilingual Secretaries on one scale does not take account of the various speeds and proficiency in shorthand and typing as well as previous working experience. It therefore recommends that bilingual secretaries should be classified into two main groups and the most qualified and capable should compare favourably with their counterparts in the grade of Private Secretary who are mostly monolingual and politically appointed. The two classes of bilingual secretaries recommended are :

a) Bilingual Secretary Grade II - GS4 Step 5-10

Encumbents should be capable of and must have passed the following speed and proficiency tests:

- i) Shorthand : 80 words per minute in both languages
- ii) Typing : 50 words per minute in both languages.

b) Bilingual Secretary Grade I GS5 Step 1-10

Encumbents should be capable of and must have passed the following speed and proficiency tests :

- i) Shorthand : 100 words per minute in both languages
- ii) Typing : 60 words per minute in both languages

c) Supervisor of Typing Pool (Monolingual)

Encumbents must in addition to qualifying as Stenographer/Secretary (Monolingual) be capable of supervising stenographic staff in a pool with pleasing results. The encumbent must have organising ability and be able to maintain discipline. Supervisor of Typing Pools should enter the scale at GS5 Step 6.

d) Private Secretaries: The present system of appointing Private Secretaries for the Administrative Secretary-General and his four Assistants on GS5 Step 5 and the service condition stipulating that such encumbents remain in office at the pleasure of their political bosses seems to have the acquiescence of the Committee. The practice whereby Statutory Staff in the Secretarial Class who are nominated Private Secretaries revert to their substantive appointments in the normal stream on completion of their "political" assignments also has the support of the Committee.

VIII POLITICAL DEPARTMENT

8.1 The Political Department of the General Secretariat is constituted by an Assistant Secretary-General who is responsible at his level for direction of policy, a Head of Department and four Chiefs of Sections, each in charge of the Decolonization, General Political Affairs, Sanctions and the Bureau of Placement and Education of African Refugees assisted by four Coordinators, all of whom enjoy professional status. The importance of the Department cannot be under-rated for the OAU is.

essentially a political organisation and the Political Department's role involves constant study of the Political issues facing the continent and the preparation and dissemination of intelligence and information reports on these issues, including the problems of African refugees, their placement and education.

8.2 The Committee noted that the post of Chief of the Sanctions Section has not been substantively filled for sometime and that it is encumbered in an acting capacity. To enable the Department to function adequately, all existing posts in the professional cadre should be filled. Given the present trend of affairs and its responsibilities, the Ad Hoc Committee is of the considered view that the Political Department should be reorganised and strengthened as follows:

- i) Decolonization and Sanctions Division
- ii) General Political Affairs, Defence and Security
- iii) BPEAR

Each of these three Divisions would have two Sections.

## IX ECONOMIC AND SOCIAL AFFAIRS DEPARTMENT

8.3A In addition to the Assistant Secretary General responsible for Economic and Social Affairs, the Economic and Social Affairs Department has provision for a Head of a Department. Three Chiefs of Section are each responsible for the Economic Affairs, Transportation and Communication and Social Affairs Sections. It also has a supporting staff of seven professional staff members most of whom are Coordinators in the various Sections and two of whom are Labour Officers and

Transport Economist in the Social Affairs, Transport and Communication Sections respectively.

The Section of Intra-African Cooperation was transferred from the Economic and Social Department to the Office of the Administrative Secretary General. The Council of Ministers also decided that Afro-Arab Cooperation should be handled by the Administrative Secretary General. That Section therefore is presently in the Office of the Administrative Secretary General.

8.3 The Ad Hoc Committee, after careful examination of the existing structure came to the following conclusion:

- a) That there is need to improve the quality of staff of the Department.
- b) That there is also the need for structural changes within the present set up in order to enable the structure to respond to the new emphasis on development matters for the second decade.
- c) That the sections of Intra-African Cooperation now under the direct supervision of the Administrative Secretary General should be supervised by the Ecosoc Department to which it should now be transferred.
- d) That the request of the Administrative Secretary General to retain in his Cabinet the Afro-Arab Cooperation should be accepted.
- e) That a new section, entitled Research and Statistical Section should be created and professionally staffed to embrace the capacity of Economic, Labour, Trade and Environmental Affairs Department to fulfil effectively its new functional role.

8.4 The Economic, Labour, Trade and Environmental Affairs Department will therefore comprise the following sections:

- a) The Economic Section
- b) The Transport and Communication Section
- c) Research, Statistical, Population and Demography Section

#### The Economic Section

8.5 The Economic Section will consist of the following units:

- a) Industrial Matters
- b) Trade
- c) - Finance and Monetary Matters
- d) International Technical Co-operation and Intra-African Co-operation
- e) Labour Matters
- f) Environment and Rural Development

#### The Transport and Communication Section

8.6 This section will be composed of the following units:

- i) Telecommunication
- ii) Postal Matters
- iii) Transport (Sea, Land, Air)
- iv) Tourism and Insurance.

#### The Social Affairs Section

8.7 The suggestion was also made that since cultural and social matters were closely related to each other they should fall under a new Section, namely, that of Education, Cultural and Social Affairs. The Ad Hoc Committee so recommends

The Research and Statistical Section

- 8.8 The STRC has a research unit and the Ad Hoc Committee feels that the proposal for the creation of a research unit, professionally staffed, will be a great asset to the Department of ECOSOC. Research scholars can be recruited in Pure Economics, Transport and Communication, Population and Demography. This is one way in which the Ad Hoc Committee feels the Department of Economic, Labour and Environment Affairs can be strengthened.

THE SCIENTIFIC AND CULTURAL DEPARTMENT

- 9.1 Rule 15 of the "Functions and Regulations of the General Secretariat provided three Departments: The Political, Legal and Defence Department; the Economic and Social Department; the Administrative, Conference and Information Department. In 1965 it was decided that the number of Departments should be increased to four and accordingly a new Department, the Scientific and Cultural Department, was created. In the same year, January 1, 1965, the CAU absorbed the former Commission for Technical Cooperation in Africa (CCTA) under the new Department. The headquarters of CCTA became the new Executive Secretariat of the CAU (STRC).
- 9.2 There were, as has already been pointed out, three Commissions which were serviced by the Department, namely, the Educational and Cultural Commission, the Scientific, Technical and Research Commission and Health, Sanitation and Nutrition Commission. These were merged into Education, Scientific, Cultural and Health Commission (ESCHC). The Scientific Council of Africa reports to the new Commission (ESCHC). It is the principal advisory body to the OAU on science and technological matters.

- 9.3 The Department is at present divided into two main parts: The Headquarters in Addis Ababa and the Executive Secretariat in Lagos.
- 9.4 The Department in Addis Ababa has one Division and two sections, namely:
- Division
- a) The Health and Nutrition Division
  - b) Education and Cultural Section
  - c) The Natural Resources Section
- 9.5 The Health and Nutrition Division has two sections: the Nutrition and the Health Sections. The Health and Nutrition Division handles maternal and child health, school health, nutrition, drug dependence, medical equipment, internal medicine, health education, communicable diseases, medical statistics, epidemiology, public health administration, occupational health, population and demography, human environment, medicinal plants, pharmacology. In addition it prepares reports and attends conferences.
- 9.6 The Natural Resources Section deals with mineralogy, hydrology, resources of the sea, climatology, air, forestry, energy, environmental aspects of natural resources, and collects, processes data and prepares projects.
- 9.7 The Education and Cultural Section coordinates research on educational and cultural subjects in Africa. The section is also responsible for the Bureau of Oral Traditions (Niamey) and the Inter-African Bureau for Languages (Kampala).
- 9.8 The Executive Secretariat has direct responsibility over the Inter-African Bureau for Animal Resources (Nairobi).

the Inter-African Bureau for Soils (Bangui) and the Inter-African Phytosanitary Bureau (Yaounde). The Executive Secretary also works very closely with the scientific panels and the Scientific Council for Africa which, as indicated earlier, reports to the Education, Scientific, Cultural and Health Commission.

- 9.9 Both the Executive Secretary in Lagos and the Head of the Department in Headquarters work under the Assistant Secretary General for Scientific and Cultural Matters.
- 9.10 There is also the OAU/WHO/FAO Nutrition Commission (Accra). The Office was recently established. The Head of the Office reports to the Chief of the Division of Health and Nutrition in the Headquarters. The reports of this Commission are submitted to the Education, Scientific, Cultural and Health Commission when it meets.

#### Examination of Existing Structure

- 9.11 The Ad Hoc Committee examined the existing structure as outlined above. During this examination, the Ad Hoc Committee considered the proposal to create a new Division of Education, Culture and Social Affairs. It accepted the proposal since Education, Culture and Social questions are inter-related. The Committee recommends that this new Division of Education, Social and Cultural Matters should be placed under the the direction of the Assistant Secretary General for Economic and Social Matters.

9.12 The Ad Hoc Committee recommends that the present Natural Resources Section should be levated to that of Division. This new Division should have three sections, namely: The Agricultural Productivity; Mineralogy and Hydorology and Drought and Natural Disaster

9.13 With the decision to transfer the Social Affairs to the Education and Cultural Section the new Department of Science and Technology will have three Divisions as follows:

- a) Education, Social and Cultural Affairs Division
- b) The Division of Nutrition and Health
- c) The Division of Natural Resources

Social Affairs will comprise:

- i) Youth Affairs
- ii) Women Affairs
- iii) Sports Affairs

#### Natural Resources Division

9.14 This means that the present section on Natural Resources will have to be raised to a Division. It is also proposed that this Division should have three sections, namely: Mineralogy, Agricultural productivity. Drought and Natural disasters.

#### Health and Nutrition Division

9.15 It is recommended that the present Division of Nutrition and Health should remain as a Division, with its present sections, namely Nutrition and Health.

Education, Social and Cultural Affairs Division:  
This will have three sections. The Social Affairs  
will comprise:

- i) Youth Affairs
- ii) Women Affairs
- iii) Sports Affairs

REGIONAL OFFICES

XI COORDINATING COMMITTEE FOR THE LIBERATION OF AFRICA

Background

- 10.1 The need to review "the structure and functioning" of the machinery set up to assist in coordinating the struggle to free Africa became pressing with the developments set in train by the collapse of the Caetano regime. The first reaction of the OAU to these developments was to review the Accra Strategy - the result of which is the Dar es Salaam Declaration.
- 10.2 Following the adoption of the dar es Salaam Declaration by the 9th Extraordinary Session of the OAU which set Zimbabwe, Namibia, and to a limited extent South Africa, as priority areas calling for concentrated attention, the 24th Ordinary Session of the Liberation Committee charged the then Chairman H.E. the Foreign Minister of Tanzania, to constitute a subcommittee to review the structure and functioning of the coordinating Committee for the Liberation of Africa.
- 10.3 The 25th Session of the Liberation Committee examined the report of the subcommittee and made a number of recommendations to the 25th Session of the Council of Ministers held at Kampala. Among the recommendations

were the following:

- a) The adoption of a pyramid structure for the Executive Secretariat: 1 Executive Secretary, 1 Deputy Executive Secretary, 3 Heads of Divisions (Administration and Finance: Coordination and Military Activities).
- b) Reinforcement of the Lusaka Office
- c) - The opening of a liaison office in Mozambique
- d) 1 yearly meeting of Liberation Committee
- e) 1 yearly meeting of Standing Committees

10.4 After very thorough discussions, the Council of Ministers, at its 25th Session at Kampala, decided that the issue should be considered in greater depth by the Review Committee.

#### Consideration by the Review Committee

10.5 At its meeting in Dar es Salaam, the Committee considered, alongside the relevant proposals contained in the reports of the Sylla Committee, Mr Ada, and Mr Younis, the recommendations of the 25th Session of the Liberation Committee and proposals from the Government of the United Republic of Tanzania, the Executive Secretariat and members of the Review Committee.

10.6 Generally, the members of the Committee agreed on the following fundamental aspects of the reform exercise:

- a) The necessity for the prosecution and intensification of the liberation struggle in Zimbabwe, Namibia and South Africa, in accordance with the Dar es Salaam resolution and declaration. Hence the need to bring

about necessary readjustment in the machinery entrusted with the coordination of assistance to national liberation movements.

- b) The composition of the Liberation Committee should be maintained while adding Angola and Mozambique, due to the fact that these two newly independent countries have become frontline states.
- c) The need to depart from the present structures of the three Standing Committees - General Policy and Information, Defence, and Administration of Finance, since practice had shown that, apart from the chairmanship of the Standing committees, these always consisted of the same member and representatives.
- d) The importance for the Executive Secretariat to be given more time to devote itself to implementation of the decisions of the OAU bodies, instead of having to spend a great deal of its time arranging and preparing meetings, whether on the level of the Liberation Committee or its Standing Committee.
- e) The need for careful balance between administration and field operations as far as the role of the Executive Secretariat is concerned. Due to the fact that all territories formerly under Portuguese domination have become independent and with the prospect of independence this year of most of the territories in the Indian Ocean area (Comoros is already independent), it has become obvious that the work-load of the Executive Secretariat has lessened to a considerable extent, even if training has been stepped up in certain cases as in Zimbabwe and Namibia. This new situation calls for reduction in the staff establishment. For better efficiency, the administrative and financial burdens ought to be reduced.

- f) The present staff establishment at the Lusaka sub-regional office is adequate and calls for no increase.
- g) The importance of opening a sub-regional office in Mozambique should be given consideration and the position of the Mozambique Government ought to be ascertained.

#### RECOMMENDATIONS

10.7 On the basis of the foregoing consideration, the Ad Hoc Committee makes the following recommendations:

- a) The headquarters of the Liberation Committee should remain where it is, i.e. Dar es Salaam, United Republic of Tanzania.
- b) That only one Standing Committee be set up to deal with all matters falling within the mandate of the Liberation Committee. The new Standing Committee would be a committee of the whole.
- c) There would be one annual meeting of the Liberation Committee preceded by a meeting of the Standing Committee. It is the view of the Committee that the duration of these meetings should be appropriately extended. This setup would not prevent the holding of extraordinary meetings if it is deemed necessary

- d) The reduction of the present staff establishment of the Executive Secretariat and the setting up of a pyramid structure as follows:
- i) One Executive Secretary answerable to the Administrative Secretary General of the OAU;
  - ii) One Assistant Executive Secretary (on P5 scale level);
  - iii) One Internal Auditor directly responsible to the General Secretariat;
  - v) Two heads of divisions to be respectively responsible for -
    - Administrative and Financial Matters;
    - The Coordination of Political, Information and Defence Matters. For the purpose of training and military matters, experts would be recruited from member states and national liberation movements as the need arises.
- e) To maintain the present staff establishment at the Lusaka sub-regional office at its present level:
- i) One Head of Office (on P 4 scale level);
  - ii) One Deputy (on P3 scale level)
- There is also need to recruit a military expert who would be responsible, in close cooperation with the Zambian Government, for logistic and military matters
- f) The necessity of opening a second sub-regional office in Mozambique was stressed.

**XII EXECUTIVE SECRETARIAT FOR SCIENCE & TECHNOLOGY IN LAGOS**

- 11.1 The Executive Secretariat in Lagos, as indicated elsewhere, is responsible for the Inter-African Bureau Animal Resources (Nairobi), Inter-African Phytosanitary Bureau (Yaounde), the Inter-African Bureau for Soils (Bangui). The Executive Secretary also works very closely with the Scientific Panels and the Scientific Council for Africa as well as the OAU Education, Health and Cultural Commission.
- 11.2 The administrative structure in the Lagos Office is as follows:
- a) The Executive Secretary (P6)
  - b) Two Assistant Executive Secretaries for Science and Technology, and Technical Cooperation.
- 11.3 At the moment the professional staff establishment comprise Executive Secretary (P6), 2 Assistant Executive Secretaries (P4), 1 Internal Auditor (P2), 1 Chief Accountant (P2), 1 Publications Officer and 1 Scientific officer (P3). Only one of the Assistant Executive Secretaries is at post. The other post is yet to be filled. The Advisory Committee just approved the establishment for 1 Scientific Officer and the post is yet to be filled. The establishment for Publications Officer is also not yet filled.

- 11.4 The proposal in Mr Adu's report that the present Bureaux should be transferred to Lagos and Yaounde is not supported by the Committee since it will be difficult to implement.
- 11.15 The Committee discovered that there was lack of coordination between this office and the headquarters. This lack of cooperation is partly due to the historical circumstances under which both the office in Lagos and the Department in Addis Ababa were established. The Committee considers this lack of coordination as serious and therefore makes the following recommendations:
- a) That periodic reports should be despatched to Headquarters on activities of the Office.
  - b) Periodic exchange of visits to Headquarters and the Regional Office.
  - c) The Headquarters should be involved in some of the meetings of the Scientific Panels and the Scientific Council for Africa.
  - d) That the post of Publications Officer in Lagos should be upgraded to P3 and a new post should be created for an Informations Officer at P2.

XIII THE OAU PERMANENT DELEGATION TO THE UN

- 12.1 The OAU Office in New York is responsible for coordination of OAU policies in the United Nations. It also acts as an information office on OAU matters.
- 12.2 The present staff establishment on the professional level consists of an Executive Secretary (P6) and an

Assistant Executive Secretary (P4), an Information Officer (P2), Economic Affairs Officer (P3), 2 Interpreter/Translator (P3), an Accountant (P2).

- 12.3 The Committee considers that this office must be strengthened with a second Assistant Executive Secretary (P5) in order to enable it to play a more effective role. But the Committee expressed regrets that this office is not functioning as it should, for example there flagrant instances which support the assertion that there is no regular reporting to Headquarters.

#### XIV THE OAU PERMANENT DELEGATION, GENEVA

- 13.1 The functions of the Executive Secretary in Geneva have grown immensely since its establishment. It is now responsible for assisting OAU member states attending conferences in Geneva to coordinate their policies. It is also responsible for the Specialized Agencies in Europe.
- 13.2 The present establishment of professional staff consists of an Executive Secretary (P6); 2 Assistant Executive Secretaries (P4) -- one for Political Matters and one for Economic Questions; an Economic Affairs Officer (P3); Translator/Interpreter (P3). There are of course in addition supporting staff on the General Service category.

#### Examination of Existing Structure

- 13.3 The Committee feels there is a need for 1 Information Office P2 and 1 Interpreter/Translator P3. The Committee recommends

#### GENERAL OBSERVATIONS ON REGARDING IN THE GENERAL SECRETARIAT

- 13.4 The Ad Hoc Committee, having reviewed the structure and having considered the related responsibilities in respect of every post in the General Secretariat, is of

the considered view that the present grading of certain posts are in urgent need of revising to reflect the status and the depth of responsibilities assigned to them. The Committee was also mindful of the need to re-structure the General Secretariat and its Regional and Sub-Regional Offices to provide promotion prospects and to make room for advancement for serving staff members who have consistently earned good reports and are therefore deserving of advancement. Promotion prospects within the Organisation are negligible and staff members are obliged, after reaching the maximum of their salary scales, to bide their time until vacancies occur. This situation also has contributed to the low morale of the staff.

#### Directors/Head of Department

13.5 The Committee reviewed the status of Heads of Department in the General Secretariat and their roles in the functioning of the Departments they supervise. It was also necessary to study the relations between Heads of Department in the General Secretariat and Executive Secretaries of Regional Offices. Two arguments come into the forefront in considering the roles between Heads of Department and Executive Secretaries; one is that Heads of Department have full responsibility for all matters within the purview of responsibility of Department they supervise and that in the execution of such functions, they are obliged to issue directives to the Executive Secretaries, the other being that Executive Secretaries exercise autonomy and independent judgement in all matters concerning their offices unlike the Head of Department whose work is under the supervision of the Assistant Secretaries General. In respect of both claims, there

are arguments for and against but after a thorough study of the position and judging from the degree of responsibilities in each case, the Ad Hoc Committee is of the considered view that the new range of scales of grading should be created for the Directors P6/D1 and the Executive Secretaries in charge of the regional offices to enable possible inter-transfers.

13.6 Regarding of the Salings of Executive Secretaries, Assistant<sup>Executive</sup> Secretaries, Directors in Regional and Sub-Regional Offices.

13.6 The scale of Executive Secretaries as it is at present stands allows for five years progression only had being the last (P6) of the professional category, the Executive Secretary reaches his maximum after five years of Service and is obliged to mark time in the absence of any other outlets. The Committee considers that it is not in the interest of the Organisation to frustrate and Executive Secretary at the time when he has acquired expertise and can make maximum contribution. In this regard the Committee recommends a new salary grading for Executive Secretaries to allow a ten-year period of progressing when appointed, viz:

- a) Executive Secretary - Grade P6/D1
- b) Grade D1
- c) All Assistant Executive Secretaries viz at Lagos, Dar es Salaam, New York, Geneva should be on the same grade (P5)
- d) All Directors in Sub-regional offices of Executive Secretariats viz Nairobi, Niamey, Bangui, Yaoundé, Lusaka should be on the grade (P5)

Regarding of the Chief Internal Auditor

13.7 The Chief Internal Auditor plays the role of any other Chief of Section and enjoys the same status and grading as a Chief of Section. As the custodian of the Organisation's financial interests having regard to his role over the Internal Audit Service, including the superintendence of Internal Auditors in the Regional Offices, the Committee is of the unanimous view that his post should carry a higher grading than Chief of Section and accordingly it recommends the following grading for the Internal Audit Service:

- a) Chief Internal Auditor - Grade P4/5
- b) Deputy Chief Internal Auditor - Grade P3/P4

Regarding of Posts of Chief of Finance Division, Deputy Chief Finance Officer and Finance Officer

13.8 The Financial Service of the Organisation needs restructuring to encourage staff members in the Financial Service for as long as it is possible. In the absence of promotion prospects along their line of experience, a considerable degree of frustration is noticeable in the ranks of Finance Officers and Chief Accountants, a situation which should be discouraged. The Committee noticed during its review that in view of the absence of promotion prospects the Chief Accountant in the STRC, Lagos, had to opt for transfer to the ECOSOC Section although he had had a long and a chequered experience in the financial operations of the Organisation and it would have been in the Organisation's interest if he remained in the Financial Service. The Ad Hoc Committee therefore recommends the regrading of the following posts in the Finance Division, including the Regional Offices.

- a) The post of Chief of Finance Division should be graded P4/P5
- b) The post of Deputy Chief Finance Officer should be regularised and given the level and status of P3/P4
- c) The post of Chief Accountant in the STRC should be designated Senior Finance Officer and should enjoy the same status as the Deputy Chief Finance Officer in Headquarters on P3/P4
- d) The nomenclature of Finance Officer should be maintained throughout the Regional Offices for all professional officers engaged on financial duties for reasons of uniformity
- e) Finance Officers should be regraded P2/P3.

#### Conference Services

13.9 In the light of the role the Conference Services plays in the operations of the Organisation, the Committee has given considerable attention to its structures. It was tempted to increase the staff in its language and interpretation sections to expedite the translation of documents into the various working languages of the Organisation. It was however obvious that there would always be a heavy load of work during pre-conference periods and during major conferences while there is bound to be a lull during non-conference periods. The Committee noted that the practice has been to offer short-term contracts to technical personnel during peak periods and it does not therefore cherish the view that an increase in staff is immediately necessary when a convincing case can be made. The permanent staffing structure seems inadequate for the moment but it is considered that the status of the Conference Division should be elevated having regard to its functions and its importance in the organisational setup. Another factor which came to light during the

review was the fact that Revisors who are answerable to the Head of the Conference Services enjoys the same level of grading as the Head. This is considered anomalous, the technical nature of hte duties of the Revisor notwithstanding. The Ad Hoc Committee therefore makes the following recommendations in respect of the Division of Conferences:

- a) The Conference Services remains a Division under Assistant Secretary General for Administration and Finance.
- b) The Head of the Conference Division should be graded at level of P4/P5
- c) The Deputy Head of the Conference Division should be graded P3/P4 to enable him exercise administrative control over the Revisors whose work is technical in the absence of the Head of the Conference Services. The present system by which the Deputy is graded on the level of the technical personnel in the Conference Services does not make for success administratively and the Committee's recommendation aims at remedying the situation.
- d) The Division of Conference Services would comprise the following sections:
  - i) Interpretation/Translation
  - ii) Documents and Reproduction
  - iii) Coordination Unit
  - iv) Typing pool Unit
  - v) Records
  - vi) Reference

General Recommendations

- 13.10 Having reviewed the organisational machinery of the OAU and in the absence of enough promotion prospects for serving personnel which can only be brought about by the creation of new posts or through up-grading, the Ad Hoc Committee recommends a system of fluid scales to solve to some extent the problems of promotion, viz:
- a) In the professional category, appointments to the various levels should be regraded P1/P2, P2/P3, P3/P4, P4/P5, P5/P6, P6/D1.
  - b) The essence of the proposal in (a) above is that appointments to the professional category should be long range to remove the sense of frustration which prevails in the absence of enough promotion prospects.

XVI CONSIDERATION OF GENERAL PROPOSALSPolitical

- 14.1 The Committee considered the question of diplomatic accreditation to the OAU by Member States. It was the view that OAU Member States should be effectively involved in the work of the Organisation at the level of their representation to the Headquarters of the Organisation.

Recommendation

Against this background, the Ad Hoc Committee recommends that there should be Diplomatic Accreditation to the OAU at Ambassadorial level by all OAU Member States.

- b) Consideration of proposals for institutional arrangements for developmental affairs within the OAU

During its deliberations, the Ad Hoc Committee considered a number of proposals aimed at improving the capacity

(XIV)

of the present organisational structure to respond to the need for increasing emphasis in the field of developmental matters. In this connection, the Committee also examined the provisions in Articles 21, 22, 23 of the Charter dealing with the Specialized Commissions.

- 14.2 There were a number of proposals made for new institutional structure to handle economic development, scientific and cultural matters. These proposals were made with the aim of responding to the general desire for the Organisation to play an increasing role in developmental and scientific matters for the second decade.

The following main proposals emerged:

- a) The establishment of a Specialized Agency of OAU to be known as "Organisation for the Development and Cooperation in Africa".
- b) The establishment of an Economic Committee of selected member states.
- c) That the Economic Committee should limit its work to economic and developmental matters.
- d) The creation of "The African Assembly for Development and Cooperation".

Establishment of Specialized Agency of "Organisation for the Development and Cooperation in Africa"

- 14.3 The Ad Hoc Committee considered the proposal that an Organisation for Development and Cooperation in Africa should be set up. Such an organisation would be the main African regional organisation for studying African

economic problems and promoting economic, social and technical development on the continent. Such an organisation will have a constitution or a charter, a number of legislative organs such as Council of Ministers or Conference of Ministers or a Ministerial Consultative Council. This Council should then report to the Assembly of Heads of State and Government. The Secretariat of such a specialized Agency will submit reports to OAU Council of Ministers and Assembly of Heads of State and Government. This might tie the Agency to the OAU.

- 14.4 The Ad Hoc Committee examined this proposal carefully and was of the view that in view of the fact that such an organisation will require a Secretariat, etc, it would impose further financial strain on the members.

#### Establishment of a Permanent Economic Committee for Africa

- 14.5 It was proposed that the Ad Hoc Committee should consider the establishment of a Permanent Economic Committee for Africa. The membership should be fifteen. The purposes of the Committee will be as follows:

- a) To initiate and constantly review policy, plans and projects on the continental level.
- b) To examine national policies of member states with a view of finding a common ground on which they can be harmonized for economic cooperation, especially in the fields of transport, communication, health and sanitation.
- c) To explore and harmonise assistance which may be received by the organisation into a Special Fund to be set up for the purpose of economic cooperation on the continent.

14.6 The work of this Committee is envisaged initially to be serviced by the ECOSOC Department in the General Secretariat. Eventually, however, one may not rule out the establishment of an executive arm of the Organisation for Economic Cooperation and Development

14.7 The Ad Hoc Committee examined this proposal carefully. While it considered the proposal worthy of consideration, it was of the view that a Committee of Fifteen and some aspects of its purposes might create some difficulties in practice.

c) The Council of Ministers to devote its Sessions to Economic Development Matters

14.8 During the sessions of the Ad Hoc Committee, it was proposed that the Council of Ministers should limit its work load to economic and development matters. The Council should draw up targets for concentration (for say two year periods).

14.9 It was proposed that such subject matters could be broken up as follows:

- Communications in Africa (road, railway, etc.)
- Inter-African Trade and Commerce
- Multinational development projects.

14.9 The proposals were examined by the Ad Hoc Committee. While the Committee found the import of these proposals worthy of serious attention, it found impractical to give these functions to the Council of Ministers. However, the Committee felt that the workload as defined in the proposal could be fulfilled by a new structure to be created.

d) The Establishment of an Assembly  
for Development Cooperation

14.10 The proposal was made in response to the overwhelming desire of member states to place new and increasing emphasis on developmental problems, that a new institution should be created at the highest political level to concentrate on developmental matters.

15.1 The proposal is based upon the following considerations:

- a) That there is need for a machinery which could coordinate the work of the present Specialized Commissions and to which the present Specialized Commissions, which appears to be without any higher direction, could report. Such a developmental assembly could therefore receive reports and major studies of these Specialized Commissions which are on the same level as the Council of Ministers.
- b) That there is need for a high level political bond to give the necessary political push to some of these major developmental problems of multinational nature in the continent.
- c) That any such new institution should not duplicate the existing ones.
- d) That such a high level organisation dealing with matters of development could consider only economic and social matters but the role of science and technology in developmental matters as well as Africa's scientific commission could also report to it.

- 15.2 The Assembly for Development Cooperation will limit itself to a workload on economic and development matters as outlined in paragraph 5.8:
- a) communications in Africa - road, railway, air, marine, telecommunications, etc.;
  - b) inter-African trade and commerce in all its aspects ; and
  - c) multilateral development projects, etc.
- 15.3 It should meet every three years for a period longer than the present duration of the Assembly of Heads of State and Government. It will be Africa's highest economic body which will give the required major political support to major developmental problems of the continent.
- 15.4 The Assembly shall be serviced by the Economic and Social Department as well as the Education, Scientific and Cultural Department which should be merged with the new Department for Development and Cultural Cooperation.
- 15.6 The Council of Ministers shall continue to deal with economic and scientific matters at its annual sessions. Certain deliberations of the Council in these fields could also be brought to the Assembly.
- 15.7 The Ad Hoc Committee considered these problems and came to the conclusions that the proposals should merit the consideration. It therefore recommends it for the consideration of the Council.

PART THREE - STATUTES, STAFF RULES AND FINANCIAL  
RULES AND REGULATIONS

\* \* \* \*

DRAFT STAFF REGULATIONS

Summary

SECTION I: GENERAL PROVISIONS

Chapter I: Definition - Purpose and Scope (Article 1 to 3)

Chapter II: Classification and Definition of Posts (Article 4)

SECTION II: SPECIAL PROVISIONS APPLICABLE TO STAFF:

Chapter I: Rights and Obligations of Staff (Article 5 to 8)

Chapter II: Protection - Immunities and Privileges and General Obligations of Staff (Articles 9 to 14)

SECTION III GENERAL CONDITIONS OF SERVICE:

Chapter I: Terms and Conditions of Appointment (Articles 15 to 21)

Chapter II: Terms and Conditions of Appointment and Promotion (Articles 22 to 23)

SECTION IV: GENERAL CONDITIONS OF REMUNERATION:

Chapter I: Remuneration - Salaries and Related Allowances (Articles 24 to 28)

Chapter II: Provisions Relating to Official Duty Status (Articles 29 to 31)

Chapter III: Social Security (Articles 32 to 34)

Chapter IV: Travel of Staff (Articles 35 to 38)

SECTION V: SPECIAL PROVISIONS RELATING TO PERSONNEL MANAGEMENT BODIES:

Chapter I: Administrative, Recruitment, Appointment, Advancement and Promotion Bodies (Articles 39 to 42)

Chapter II: Body of Appeals (Article 43)

Chapter III Disciplinary Measures (Article 44)

SECTION VI: SPECIAL FINAL PROVISIONS:  
(Articles 45 to 47)

DRAFT STAFF REGULATIONSSECTION I: GENERAL PROVISIONSChapter I Definition - Purpose and Scope

Article 1 - The present Staff Regulations define the general provisions applicable to all staff members of the Organization of African Unity. These Regulations are supplemented by provisions of the Staff Rules.

Article 2 - In conformity with the provisions of Articles XVIII of the OAU Charter, these Regulations and Rules define the conditions of service, rights, duties and obligations of all staff members of the OAU.

Article 3 - Upon approval of the present Staff Rules and Staff Regulations by the OAU Council of Ministers they shall supersede all the provisions embodied in Document CM/39 of March 1965 entitled "Staff Rules and Regulations" as well as all other related texts.

CHAPTER II Classification and Definition of Posts.

Article 4 - The present Rules and Regulations shall apply to all OAU staff classified according to two groups of posts, each comprising two categories as indicated below:

A - Group I

Group I comprises all posts reserved for staff recruited at the

same educational level or with the same professional qualifications and subject to the same conditions corresponding to functions requiring execution, conception, supervision, formulation, implementation and specialized executive functions.

Group I comprises the two following categories

1st Category: Professionals

Comprises professional and equivalent staff occupying executive, posts and responsible for conception, supervision, formulation and implementation.

2nd Category: Technical and Specialized Staff

Comprises highly qualified and equivalent staff performing the duties of supervision, formulation, implementation and specialized functions (Revisers, Interpreters, Translators and Proof-Readers) and other specialized staff.

B Group II

Group II comprises all posts reserved for qualified administrative and general service staff and corresponding to the functions of Administrative Assistants and clerical staff, secretaries, auxiliary, General Service, maintenance and equivalent staff.

Group II comprises the two following categories:

1st Category: Clerical and General Service Administrative Staff

comprises qualified administrative and clerical staff: administrative Assistants, clerical staff, secretaries, typists and equivalent staff.

2nd Category: Auxiliary and General Service Staff

comprises auxiliary, general service staff, maintenance and equivalent staff.

SECTION II: SPECIAL PROVISIONS APPLICABLE TO STAFFCHAPTER I: Rights and Obligations of StaffArticle 5

(a) In conformity with the provisions of Article XVIII of the Charter, Staff Members of the Organization of African Unity are international civil servants. Their responsibilities shall be exclusively international.

(b) In accepting appointment, all staff members pledge themselves to discharge their duties and to regulate their conduct with the interests of the Organization of African Unity only in view.

Article 6

(a) In the performance of their duties and responsibilities, political appointees and staff members of the OAU shall neither seek nor accept instructions from any government or authority external to the Organization.

(b) They shall not engage in any activity that is incompatible with the normal and proper discharge of their duties with the OAU or in any activity which may affect their status as international civil servants answerable to the Organization only.

(c) They shall avoid any action, and in particular, any public pronouncement that might either commit or discredit the OAU or adversely reflect on the integrity, independence and impartiality required by their status.

(d) In any case, staff members shall be required to exercise their rights while respecting the established line of authority in the OAU.

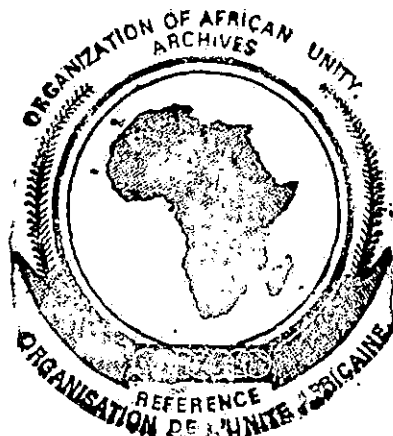
Article 7 - By virtue of the exercise of their functions, staff members of all categories holding posts in the OAU shall be entitled to protection and remuneration.

Article 8 - On their assumption of duty in the OAU, all staff members shall subscribe to the following written declaration: "I solemnly undertake to exercise in all loyalty, discretion and conscience, the functions entrusted to me as an international civil servant of the Organization of African Unity, to discharge these functions and to regulate my conduct with the interests of the OAU only in view, and not to seek or accept instructions from the government of any Member State or Authority external to the Organization."

CHAPTER II    Protection - Immunities and Privileges and General Obligations of Staff

Article 9 -

(a) The Organization of African Unity shall ensure the pro-



tection of all staff members against, any threats, outrage, violence, assault and battery, insults or defamation to which they may be subjected by reason of or in the performance of their duties in the Organization.

(b) The Organization shall, if necessary, make good any injustices suffered by staff members as a result of the acts referred to in Article 9 (a).

(c) The Organization shall assume full civil liability for any professional errors committed by a staff member by reason of or in the performance of his duties. In such cases, the Organization may take appropriate action against the staff member in question.

(d) The action taken by the Organization shall not be exclusive of disciplinary measures that might be imposed on the staff member for the wrong committed.

Article 10 Staff Members in discharging responsibilities and duties for the OAU shall enjoy immunities and privileges in conformity with the international and diplomatic conventions.

Article 11 -

(a) The immunities and privileges attached to the Organization of African Unity by virtue of Article XXXI of the Charter and the provisions of the Headquarters Agreement and of the General Convention on Privileges and Immunities are conferred in the interests of the Organization on staff

members with the status of international civil servants.

(b) These immunities and privileges furnish no excuse to staff members who enjoy them for non-discharge of their private obligations or failure to observe the laws and regulations of the host country.

(c) In any case, where these immunities and privileges arise, the staff member concerned shall immediately report to the Secretary-General of the OAU with whom alone it rests to decide whether or not they should be waived.

Article 12 -

(a) In addition to the general obligations to serve, protect and defend the interest of the Organization of African Unity, staff members of the OAU shall have other special obligations inherent in the specific nature of their posts and duties.

(b) All staff members are required to be at their post and perform personally the tasks assigned to them.

(c) Any staff member in charge of a section shall be answerable to his senior officer for the manner in which he has exercised his authority, carried out the orders given to him and supervised the execution of orders he has given. He shall not be exempted from blame for errors committed by his subordinates except in cases of errors committed by such subordinates on their own initiative.

(d) Any staff member in the employ of the Organization shall exercise professional discretion with regard to all facts and information

known to him by reason of or in the performance of his duties and responsibilities.

Article 13 - Any misuse or an authorised extraction or destruction of official papers or documents is strictly forbidden- the same applies to the communication and reproduction of such papers or documents except for the purpose of work, in the prescribed manner and/or the instructions of the senior officer.

Article 14 -

(a) All staff members of the OAU shall obey the individual or general instructions issued by the senior officers within the framework of the functions and duties of the General Secretariat.

(b) In this regard, all staff members shall be subject to the authority of the Secretary-General of the OAU who shall assign to them any task or post in the Organization.

### SECTION III: GENERAL CONDITIONS OF SERVICE

#### CHAPTER I: Terms and Conditions of Appointment

Article 15 - No person shall be appointed as a staff member of the Organization of African Unity.

(a) If he is not an African recruited from OAU Member States and from African Territories still under colonial domination.

(b) No person shall be appointed as a Staff Member of the OAU if he lacks the proper moral standards.

(c) If a medical panel has declared him liable to suffer

~~temporarily or permanently from mental conditions or physically unfit~~  
to hold the post applied for.

(d) If he has been convicted for criminal offence

(e) If he is not of the age prescribed by the Staff Regulations and Staff Rules of the OAU.

Article 16 - Staff members shall be appointed on contract, either directly, on the basis of a competitive examination or equivalent or through secondment by the Government of their Member State.

Article 17 -

(a) Regardless of the manner of recruitment, all staff members shall be appointed upon notification and approval of their governments.

(c) Any Member State may, at any time, terminate the secondment, of or recall its nationals under the conditions provided for in Article ----- of the Staff Rules if they are needed urgently by their Governments or for political reasons.

Article 18 - Appointment shall be made for a period of 3 (three) years, with the possibility of renewal if the services of the staff member are deemed satisfactory.

Article 19 - Any staff member appointed by the Organization shall be confirmed after a probationary period of 6 (six) or 12 (twelve) months under the conditions provided in Article 18 of the Staff Rules.

Article 20 - The terms and conditions of appointment, temporary separation and possible resumption of service are defined by Article 16

of the Staff Rules.

Article 21 - The provisions of Article 17 notwithstanding, fixed term appointments or appointments for the period of a specific mission may be granted and the date of expiration shall be specified in the letter of appointment. Such appointments may be renewed or extended for an additional period for the accomplishment of a specific mission.

CHAPTER II: Terms and Conditions of Appointment and Promotion

Article 22 - The probationary period indicated in Article 19 of the present Staff Regulations is the period of observation during which the staff member who wishes to be confirmed in a post in the OAU shall demonstrate through his professional competence and qualifications, conduct and physical fitness that he is able to assume the post for which he has applied.

(b) Any staff member who holds a probationary appointment shall be subject to the general rules prescribed by the present Regulations, in particular, with regard to rights, duties and obligations.

(c) The terms and conditions of the probationary appointment are defined in the Staff Rules.

Article 23

(a) Any Staff Member shall be entitled to a normal promotion on the basis of seniority, by selection on grounds of merit or if he

he has been successful in a professional competitive examination.

(b) (i) Annual increments shall be granted regularly from step to step within the same grade but may be withheld as a disciplinary measure.

(ii) Staff members may also be advanced by the award of enhanced increases within the grade but they shall not be advanced more than once within the same grade in the course of service in that grade. In any event, enhanced increases shall be limited to three steps.

(c) Promotions from one level to another shall be exclusively by selection. In assessing the merits of staff members, a clear distinction shall be made between their records of performance or efficiency in lower grades and their potential for promotion i.e. ability and competence to perform efficiently the duties and responsibilities of the higher post. Seniority and previous records of performance will be taken into account in choosing between candidates with equal potential for promotion.

(d) The normal promotion or promotion by selection of any staff member shall be subject to a favourable report or records of performance.

#### SECTION IV: GENERAL TERMS AND CONDITIONS OF REMUNERATION

CHAPTER I: Remuneration - Salaries and Related AllowancesArticle 24

(a) Any staff member who has been appointed and has rendered service to the Organization of African Unity shall be entitled to remuneration, the terms and conditions of which shall be determined by the Council of Ministers.

(b) He shall also be entitled to allowances and other benefits attached to the post and functions occupied.

(c) Staff members of all categories in the Organization shall be entitled to pension and, to that end, they shall pay a contribution during the period of their employment.

(d) Staff members who are politically appointed or elected shall be entitled to salaries and all other allowances and benefits granted generally to the staff members of the Organization .

Article 25 - The Council of Ministers shall determine the salary scales, allowances and benefits as well as the terms and conditions under which they shall be granted to staff members of the OAU.

Article 26 - The Secretary-General shall fix, with the authorization

of the Council of Ministers, the salary scale and allowances for persons specifically recruited on contract or as consultants for specific tasks and for a prescribed duration.

Article 27 - In determining the salary scale and conditions of service of the Staff of Group II, 1st and 2nd categories, consideration shall be given mainly to the best conditions of service offered by the host Government and all other factors of appraisal, in particular, the conditions of service of other international organisations shall be taken into account.

Article 28 - The allowances and benefits to which the staff members of the Organization shall be entitled are determined from time to time by the Council of Ministers. The terms and conditions for the allocation of such allowances are determined by the Staff Rules.

(a) A staff member is on active duty if he exercises effectively the functions pertaining to the post to which he has been appointed.

A staff member shall also be considered as being on active duty if he is:

1. On annual leave
2. On maternity or paternity leave
3. On sick leave
4. On special leave of absence

5. Authorized absence
6. Training or refresher course.

(b) A staff member who is temporarily released from his functions, shall forfeit all rights to remuneration, promotion and pension and shall be considered as temporarily unattached.

On his request, a staff member may be temporarily released for valid reasons of personal convenience, for a period not exceeding one year and not renewable. Upon the expiration of that period, the staff member in question shall be reinstated in his original post or pensioned.

Article 30 - Staff members of the Organization may claim to be in either of the two categories defined in Article 29(a) and (b) of the present Staff Regulations.

Article 31 - The Secretary-General shall ensure the application of the provisions relating to the terms and conditions of the granting and enjoyment of leave without pay, as defined in the Staff Rules, taking into account the exigencies of service.

### CHAPTER III : Social Security

Article 32 - A social security scheme shall be established by the Organization of African Unity for all staff members. It shall provide inter alia for:

1. Sick Leave
2. Maternity and Paternity leave
3. Insurance and Pension

4. Compensatory payment in cases of illness, accidents or death while on duty on behalf of the Organization.

Article 33 - Social security shall be extended to all categories of staff members of the Organization provided the beneficiaries discharge their obligations arising from the provisions governing the Social Security scheme in force at the OAU.

Article 34 - The terms and conditions entitling staff members to Social Security are defined in the Staff Rules.

#### CHAPTER IV: Travel of Staff

Article 35 - There shall be the following types of travel:

1. Temporary

Travel on official mission

2. Specific

Travel on initial appointment from the country of origin or of residence to the duty station

b) Travel on regular leave.

#### Article 36

(a) All travel shall be subject to a decision or written authorization of the Secretary-General within the framework of the budget estimates and available funds.

(b) Staff members duly authorized to travel shall be entitled to travel and excess baggage allowance according to the terms and conditions determined by the Staff Rules.



Article 37 -

(a) Staff members Group One shall be entitled to authorized leave as set out in Article 29 - Chapter II for the prescribed duration.

(b) The staff members of Group Two shall be entitled to authorized leave in accordance with the best conditions of service provided for officers and employees of the host countries and of other International Organizations.

(c), Staff members may, in exceptional circumstances, obtain leave in advance for a fixed period provided however that they remain and serve the Organization until they complete the normal period entitling them to leave.

(d) In exceptional cases, the Secretary-General may grant to staff members special leave on full or partial salary or without salary for a duration determined by the Secretary-General or any competent authority:

- either to enable them pursue studies or undertake research in the interest of the Organization;
- in case of prolonged illness;
- or for any other reason of personal convenience or for compelling reasons.

Article 38 - The terms and conditions relating to temporary and specific or other travel are defined in the Staff Rules.

SECTION V: SPECIAL PROVISIONS RELATING TO PERSONNEL MANAGEMENT BODIES

CHAPTER I: Administrative, Recruitment, Appointment, Advancement and Promotion Bodies

Article 39 - To ensure proper administration and administrative supervision of staff members, the following Advisory and Joint Administrative Bodies shall be established:

- A. The Administrative, Recruitment, Appointment, Advancement and Promotion Committee.
- B. Joint Administrative Committees.

Article 40 -

All matters of general interest concerning staff members of the Organization shall be put before the Administrative Committee and the Secretary-General for their advice, suggestion or proposal.

In this context, the Administrative Committee shall examine the official status files of staff members and make recommendations and proposals to the Secretary-General for decisions relating to recruitment, appointment, advancement and promotion.

Article 41 -

The Joint Administrative Committees may be informed or consulted on all matters of an individual nature concerning staff members. They shall be fully entitled to give opinions on the qualification of staff

on probation, advancement, discipline, forfeiture of pension and questions relating to staff.

Depending on the specific aspects and nature of the problems put before the Joint Administrative Committees, the following sub-committees shall be established:

1. The Joint Administrative Sub-Committee for matters of confirmation of posts, extension of the probationary period and discipline of staff on probation.

2. The Joint Administrative Sub-Committee on Advancement entrusted with the task of establishing a promotion register and recommending to the Secretary-General the decisions which should be taken.

3. The Joint Administrative Sub-Committee on Forfeiture of Rights and Discharge from Duty shall:

consider and advise on the maintenance of forfeiture

of right to pension of staff members who have been

dismissed under the terms and conditions laid down in the

present Staff Regulations and Staff Rules;

consider the desirability of discharging from duty staff

members who have been declared incapacitated following

medical advice and presentation of his medical history;

consider cases of dismissal of staff members for lack

of professional qualifications;

4 - The Medical Panel charged with the examination of the

medical files of staff members.

Article 42 - The composition, duties and terms and conditions of functioning of the various bodies described in Article 41 above are defined and determined in the Staff Rules.

CHAPTER II: Body of Appeals

Article 43 -

(a) An Administrative Tribunal shall be set up in the OAU to consider and decide on appeals submitted by staff members alleging non-observance of the terms of appointment, including all provisions applicable under the Staff Rules and Staff Regulations, or appeals against disciplinary measures.

(b) The terms and conditions of procedure, of the composition and functioning of the Administrative Tribunal are defined in the Staff Rules.

(c) Staff members of the Organization shall be represented at the meetings of the Tribunal in the manner and terms and conditions laid down in the Staff Rules.

CHAPTER III - Disciplinary Measures

Article 44 -

(a) A Joint Disciplinary Board shall be established and consulted by the Secretary-General in matters of discipline. It shall, at the request of the Secretary-General, advise him on any disciplinary measure concerning any staff member of the Organization.

(b) Staff members of the Organization shall take part in the

meetings of the ~~Joint Disciplinary Board~~ under the terms and conditions specified in the Staff Rules.

**SECTION VI: SPECIAL GENERAL PROVISIONS**

**Article 45 -**

(a) The provisions of the present OAU Staff Regulations shall apply to all staff members of the Organization.

(b) These provisions may be amended or supplemented if necessary by the Council of Ministers.

**Article 46 -** The provisions of the present Staff Regulations shall be effective upon approval by the Council of Ministers. They shall supersede the provisions contained in the previous texts of Staff Rules and Staff Regulations.

**Article 47 -** The present Staff Regulations shall be published in the three working languages of the Organization of African Unity.

CM/770 (XXVII)

PRELIMINARY DRAFT OF THE FINANCIAL RULES AND REGULATIONS  
OF THE ORGANIZATION OF AFRICAN UNITY

Table of Contents

PART I: GENERAL PROVISIONS .....(Articles 1-13)

PART II: BUDGETARY STRUCTURE:  
SECTION I: REVENUE .....(Articles 14-26)  
SECTION II: EXPENDITURE .....(Article 27)

PART III: PRESENTATION AND ADOPTION OF THE BUDGET:  
SECTION I: Organs responsible for the preparation and  
adoption of the Budget ... (Articles 28-30)  
SECTION II: Presentation of the Draft Programme of  
Action and Budget ..... (Articles 31-34)  
SECTION III: Regulations governing Administration of the  
Budget ..... (Articles 35-38)

PART IV: ADMINISTRATION OF THE BUDGET:  
SECTION I: Chief Accounting Officer of the Budget of the  
organization.  
Division I: Management of Revenue and Expenditure  
(Articles 39-48)  
Division I: Responsibilities of the Chief Accounting  
Officer ..... (Articles 49-51)  
SECTION II: Auditing ..... (Articles 52-55)  
SECTION III: Accountings Department  
Division I: Role and Functions of the Accounting -  
Agent ..... (Articles 56-66)  
Division II: Responsibilities of the Accounting -  
Agent ..... (Articles 67-72)  
SECTION IV: Accounting-Agencies ..... (Articles 73-78)  
SECTION V: Procedure Governing Advances  
..... (Articles 79-85)

PART V: FUNCTIONS OF SUPERVISORY ORGANS IN ADMINISTRATION,  
PERSONAL, BUDGET TRANSACTIONS AND AUDITING OF ACCOUNTS:  
SECTION I: The Advisory Committee on Administrative,  
Budgetary and Financial Matters  
..... (Article 86)  
SECTION II: The Advisory Sub-Committee on Administrative,  
Budgetary and Financial Matters  
..... (Articles 87-88)  
SECTION III: The Committee or Board of External Auditors  
..... (Articles 89-100)

CM/770 (XXVII)

PART VI: SPECIAL PROVISIONS:

SECTION I: Problems of outstanding

Contributions to Budgets of the  
Organization .....(Article 101)

SECTION II: Disciplinary Budgetary and Accounts

Council .....(Articles 102-104)

PART VII, FINAL GENERAL PROVISIONS .....(Articles 105-107)

CM/770 (XXVII)

PART I: GENERAL PROVISIONS

Article 1 - The present rules and regulations, approved and promulgated by the Council of Ministers, apply to the budget and financial management of the Organization of African Unity and all its organs.

Article 2.- The budget of the Organization of African Unity, provided for in Article XXVIII of the Charter of the Organization, provides for and authorizes the financial commitments and funds of the Organization and determines their nature and amount.

The budget shall be drawn up and approved, in budgetary session, by the Council of Ministers, after consideration by the Advisory Committee on Administrative, Budgetary and Financial Matters set up in Article 18 of the present financial rules and regulations.

Article 3 - The draft programme of action and budget drawn up and presented by the Secretary-General, shall be supported by reports on the administration of the budget of the current financial year, and a financial report on the administration of the budget for the previous financial year.

The financial year, designated by the last two digits of the calendar year over which it extends, shall cover a period of twelve (12) months, starting on 1st June of each year and ending on 31 May of the following year. This shall take into consideration all the financial commitments and funds of the Organization. All obligations shall be definitely drawn up by that date.

Article 4 - The financial year shall definitively close on 30 November. The remaining period of six (6) months, shall be devoted to the regularization of accounting operations legally entered into prior to 31 May but which, for some reason, were not completed before that date.

Article 5 - The budget shall consist of two parts; the first part shall be devoted to income and the second to expenditure. Income shall be divided into ordinary income and extraordinary income, and expenditure into ordinary expenditure and miscellaneous expenditure

CM/770 (XXVII)

Budget headings shall include a section reserved for eventual income constituted by collections effected during the year and a section reserved for unforeseen expenditure. These two sections shall be the subject of a detailed statement to be attached to the budget performance.

Article 6 • No receipt shall be classified as outstanding or paid in, and no expenditure shall be incurred on behalf of the Organization, unless it has been authorized by the Approving Authority of the programme and budget.

There shall be drawn up a statement of revenue showing the integral amount of proceeds in detail as between revenue and expenditure. The total income should balance the total expenditure.

Article 7 • In a financial year, the Council of Ministers may approve a supplementary programme and budget, provided additional financial resources are available to meet these additional financial commitments.

The creation of jobs, recruitments, appointments, promotions and alterations to the regulation or system of remuneration, shall be decided solely within the limit of funds allocated under the various headings of the programme and budget of the Organization.

Article 8 • The budget shall be presented as a single document, by section, article and paragraph, corresponding to groups of divisions presenting the same affinities.

Transfer of funds from one section to another shall be authorized by the Council of Ministers or the Advisory Committee for Administrative, Budgetary and Financial Matters, duly authorized by the Council of Ministers.

CM/770 (XXVII)

Transfer of funds from <sup>one</sup> part to another and from one heading to another in the same section shall be authorized by the Advisory Committee at the request of the Secretary-General, together with supporting documents and having regard to actual service needs and requirements.

However, transfers of personal emoluments for the benefit of equipment or other expenses, are formally prohibited.

Article 9 - The budget shall be presented in terms of actual realistic estimates.

Article 10 - Application of the budget of the Organization shall be the specific responsibility of the Accounting Officer and the Accounting Agent.

- a) The Accounting Officer shall handle the administrative operations to assess the credit-worthiness of the Organization, and the settlement and ordering of expenditure.
- b) The Chief Finance Officer, who shall be solely responsible for keeping the cash account of the Organization, shall handle transactions connected with collection of revenue and disbursements.

Article 11 - The functions of the Chief Accounting Officer and those of the Chief of the Finance Division shall not be exercised by one and the same person.

Article 12 - There may be opened, at the request of the Secretary-General and after authorization by the Advisory Committee on Administrative, Budgetary and Financial Matters, special accounts and extra-budgetary accounts whose purpose, funds and operation shall be determined by the Advisory Committee. The management of these accounts, as well as their auditing, shall be submitted to the Board of External Auditors for examination.

Article 13 - The monetary unit of the Organization shall, in principle, be the United States dollar.

CM/770 (XXVII)

However, having regard to the international economic and financial situation, the Council of Ministers may, upon the proposal of the Secretary-General, adopt another monetary unit for the Organization.

PART II: BUDGETARY STRUCTURE

SECTION I - REVENUE

A. - General Fund

Article 14 - There shall be established a General Fund to enable the Organization to discharge its obligations.

Article 15 - The contributions paid in by Member-States shall constitute the main source of funds for the General Fund.

B. - Working Capital Fund

Article 16 - There shall be established a Working Capital Fund designed to enable the Chief Accounting Officer to draw therefrom amounts as recoverable advances to meet any insufficiency in the revenue of the General Fund.

The Working Capital Fund shall serve to provide:

- a) advances necessary to meet obligations pending payment of contributions due from Member-States.
- b) advances necessary to finance obligations and unforeseen expenses resulting from the implementation of resolutions and special decisions adopted by the competent organs of the Organization.
- c) the ceiling of the Working Capital Fund shall be not less than .....

Article 17 - Drawings to the amount of ..... of the Working Capital Fund shall be authorized by the Advisory sub-Committee on Administrative, Budgetary and Financial Matters.

Above this amount, drawings shall be authorized by the Council of Ministers upon the proposal of the Advisory Committee.

CM/770 (XXVII)

Article 18 - Advances drawn from the Working Capital Fund to finance budgetary allocations during a financial year shall be reimbursed to this Working Capital Fund as soon as revenue is available for this purpose and in terms of the amount of Revenue.

Article 19 - Except for cases where such advances may be recovered as indicated in article 18 or other authorized sources, all advances drawn from the Working Capital Fund for unforeseen or extraordinary expenditure or for any other authorized purpose, shall be reimbursed by supplementary budgetary appropriations.

Article 20 - The Working Capital Fund shall be fed by the excess of revenue over actual expenditure, that is to say the balance of funds after final balancing of the budget.

Article 21 - The Chief Accounting Officer of the Organization may establish fiduciary funds, reserve or standing funds and special funds subject to prior authorization of the Advisory Committee and the approval of the Council of Ministers.

The objectives and limitations of these various funds shall be defined and fixed by the Advisory Committee and shall be administered in separate accounts, in accordance with special and appropriate regulations to be approved by the Council of Ministers.

Article 22 - In the case of monetary donations for specific purposes, corresponding and paid-up funds shall be treated as fiduciary or special funds. Monetary donations for no specific purposes shall be considered as miscellaneous income from the General Fund.

c) Income

Article 23 - The income of the budget of the Organization is derived from:-

- Statutory contributions from Member-States, paid in accordance with the scale of assessment determined in conformity with provisions of article (XXIII) of the Charter of the Organization;

- subventions, donations and bequests accepted by the Council of Ministers;
- advances made to the Organization;
- reimbursement of loans and advances;
- remuneration for any services rendered by the Organization;
- deductions from reserve or working capital fund.

Article 24 - Statutory contributions by Member-States shall be required from the first day of the financial year.

Article 25 - Collection of all direct or indirect <sup>contributions</sup> not authorised by the Council of Ministers, in whatever form or denomination, shall be formally prohibited. Any officer perpetrating such collection shall be prosecuted as an embezzler.

Article 26 - The Secretary General may accept, on behalf of the Organization, gifts, bequests and other donations made to the Organization provided that such donations are consistent with the objectives and purposes of the organization and are approved by the Council of Ministers.

SECTION II : EXPENDITURE

Article 27 - Expenditure provided for in the budget of the Organization shall be divided into two categories:

- a) - regular expenditure, namely:
  - staff expenses,
  - operating expenses,
  - expenditure on supplies and equipment,
  - expenses relating to the organization of the Assembly of Heads of State and Government,

- expenses relating to the organization of sessions of the Council of Ministers,
  - expenses relating to the organization of meetings, conferences, seminars and symposia of specialized commissions and agencies.
- b)
- unforeseen or extraordinary expenditure, namely:
    - subventions,
    - aid and relief,
    - exemptions.

PART III: PREPARATION AND ADOPTION OF THE BUDGET

SECTION I: ORGANS RESPONSIBLE FOR THE PREPARATION AND ADOPTION OF THE BUDGET. -

Article 28 - a) In accordance with the provisions of the Charter and the relevant Rules of the Functions and Regulations of the General Secretariat, the preparation of the budget shall devolve on the Secretary General of the OAU, who has available <sup>detailed</sup> information facilities enabling him to determine the activities and assess the requirements for the administration of the Organization and the probable income yield.

b) The Secretary-General shall prepare and present for consideration to the Advisory Committee on Administrative, Budgetary and Financial Matters, the Preliminary Draft Programme of Action and the Budget of the Organization.

Article 29 - a) The Council of Ministers shall set up an Advisory Committee on Administrative, Budgetary and financial Matters to consider all administrative, budgetary and financial Matters.

b) The Advisory Committee on Administrative, Budgetary and Financial Matters shall be composed of ... members representing the Governments of OAU Member-States.

They shall be elected by the Council of Ministers for a period of three years. Members shall be eligible for re-election.

c) The Advisory Committee shall examine the preliminary draft of the Programme of Action and the Budget and shall submit it together with its comments observations and recommendations to the Council of Ministers for decision.

d) A standing advisory sub-committee of Members of the Advisory Committee on Administrative, Budgetary and Financial Matters, residing in Addis Ababa, shall be set up to supervise the Administration of the budget of the Organization.

Article 30 - a) In accordance with the provisions of the Charter... the Council of Ministers shall be responsible for the adoption and financial control of the budget of the Organization.

b) As stipulated in Article 6 of its Rules of Procedure, the Council of Ministers shall, at the ordinary session held in February of each year, examine and adopt, in particular, the Programme of Action and budgetary estimates of the Organization drawn up by the Secretary-General for the following financial year.

SECTION II : PRESENTATION OF THE DRAFT PROGRAMME OF ACTION AND BUDGET.

Article 31 - The Secretary-General shall prepare and submit for examination by the Advisory Committee on Administrative, Budgetary and financial Matters the draft Programme of Action and Budgetary estimates for the following financial year.

This draft Programme of Action and Budget shall be accompanied by the following documents:

- a detailed report on the presentation of the draft Programme of Action and budgetary estimates,

- analysing former and additional activities and related financial requirements;
- estimates relating to the various sources of revenue;
  - a statement showing the position of the working capital fund and other funds by tabling the amount of Revenue and Expenditure;
  - estimates relating to staff and operating expenses;
  - estimates relating to expenditure resulting from the Organization of conferences and meetings of Heads of State and Government and the Council of Ministers, Specialized Commissions, other organs or specialized agencies of the Organization and OAU participation in conferences and meetings of international organizations with a common aim;
  - a statement showing the position of paid-up contributions by Member-States in accordance with a fixed scale of assessment and obligations stemming from the provisions of the Charter and arrears due by Member-States for the financial year just ended;
  - a detailed report on budget performance for the current financial year, and in particular on the situation of funds after six months' budget administration;
  - a detailed list of all officials and Representatives employed by the Organization, giving the names and marital status of each;
  - a register of all buildings belonging to the Organization, showing their current condition;
  - the condition of vehicles belonging to the Organization, showing their assignment, licence-plates, mileage and current state.

Article 32 - The preliminary draft Programme of Action and Budget drawn up by the Secretary-General shall be submitted at the appropriate time - during the first week in December - to the

Advisory Committee on Administrative, Budgetary and Financial Matters for consideration.

Article 33 - Budgetary estimates must be approved by the Council of Ministers within appropriate time-limits, that is to say in such a way that the budget performance may begin from 1st June, date of the start of the financial year.

Once the budget is approved, the Secretary-General shall immediately communicate it to all Member-States, together with a list indicating the state of contributions by Member-States.

Article 34 - If, for any reason, the Council of Ministers has not approved the budget of the Organization before 1st June, the current Chairman of the Council of Ministers may, in consultation with the Advisory Committee, authorize the Secretary-General to vote provisionally one twelfth of the previous budget until the new budget has been adopted.

The Advisory Committee for Administrative, Budgetary and Financial Matters shall thereupon authorize the transfer of adequate funds from the Working Capital Fund established under Article 15.

SECTION III : REGULATIONS GOVERNING ADMINISTRATION OF  
THE BUDGET

Article 35 - The Secretary-General shall submit to the Council of Ministers, at the same time as the budget for the current financial year, a statement indicating the result of the financial year ending on 30 November of the previous year.

The Secretary-General shall draw up the definitive account showing income and expenditure and assess the financial implications of the last fiscal year to which they relate.

Article 36 - This statement of account shall, in particular, include:

- a table showing the source of funds;
- a statement of developments, indicating on the one hand the

- assessed scale of statutory contributions by Member-States and other emissions, actual recoveries and balances to be collected and on the other hand, obligations and written orders for payment;
- the situation of the working capital fund and other funds;
- the deficit or excess resulting from the net difference between the income and expenditure of the budget of the Organization.

Article 37 - The financial Statement thus established shall be communicated to the Board of External Auditors and the Advisory Committee for their opinion. Their written opinions should be attached to the statement of account before transmission to the Council of Ministers.

Article 38 - A special Article in the document approving the budget, to which should be annexed the final statement of account shall govern this account and shall stipulate the transfer to the reserve funds of excess income established or, on the contrary, shall stipulate that the deficit be covered by a withdrawal from the Working Capital Fund or by any other means if the assets of this fund are insufficient to make up the deficit.

PART IV: ADMINISTRATION OF THE BUDGET

SECTION I- ACCOUNTING OFFICER OF THE BUDGET OF THE ORGANIZATION

DIVISION: MANAGEMENT OF REVENUE

Article 39.- The Secretary-General is the Chief Accounting Officer of the organization and shall be responsible for the proper administration of the Budget.

Article 40.- The Secretary-General may however designate an officer who shall be responsible on his behalf for the administration of the budget and the application of the financial rules.

Article 41.- With regard to revenue, the Chief Accounting Officer shall take steps aimed at recovering the claims of the Organizations as well as any proceeds to be recovered for its benefit.

These claims and proceeds shall be limited to those authorized in the budget of the Organization.

He shall periodically issue reminders to Member States who have not yet paid their statutory contributions.

Article 42.- Payments made by the Organization shall be effected by the issue of an accounting document bearing the name of the written receipt order.

This document, which shall have been previously stamped, shall furthermore include the following information:

- the uninterrupted serial number beginning on 1st June, date of the start of the Financial year, ending on 31 May;
- the Financial year;
- the name of the disbursing party;
- the amount of the sum to be disbursed
- the reasons for the disbursement;

- the deduction account.

The deduction account shall be drawn up in figures and words, dated and signed by the Secretary-General or the deputy.

Article 43.- The Administrative procedure for the disbursement of an expenditure by the Organization shall consist of establishment of obligations, liquidations, and payment orders. The Chief Accounting Officer shall initiate action and shall determine the necessity for the expenditure.

The Chief Accounting Officer shall only note and draw up creditors' claims for services actually performed.

The Chief Accounting Officer shall designate an officer who shall certify for services performed.

Cognizance of creditors' claims shall take the form of an issue of a Payment Order. It shall be made officially or at the request of those concerned. It shall be based upon supporting documents drawn up in accordance with the rules and regulations. These documents shall be dated, certified, and <sup>drawn</sup> up in figures and words in full and signed by the Chief Accounting Officer in accordance with the charges, costs or conditions laid down by the rules and regulations or determined by contracts, conventions or decisions by the competent authorities.

The Chief of Finance Division shall be responsible for keeping an account of expenditure incurred. He shall open, by budgetary imputation statements of accounts to record credit expenditure.

Article 44.- No organ, officer or representative of the General Secretariat shall contract any obligation or commitment whatsoever on behalf of the Organization, without the written authorization of the Secretary-General.

Equipment, supplies or other goods and services of the Organisation shall only be obtained through presentation of a local purchase order in triplicate signed by officers specifically designated by the Secretary-General. Invoices shall be backed by the original of such order. The local purchase order shall specify the goods and services, quantities, unit prices, and conditions of delivery, mode of payment, and payment.

Article 45.- Memoranda or invoices shall be totalled up in figures and words, dated and signed by the creditors, who shall indicate their bank account. Payment vouchers shall include certifying payments made or supplies delivered, services charged and responsibilities.

When supporting documents relate to several separate payments, they shall be produced only once, while successive pay-vouchers need only list references to the initial-written pay vouchers to which such documents were attached.

In lieu of the original, all supporting documents may be certified as authentic copies by the Chief Accounting Officer.

When several supporting documents are produced, they shall be listed and detailed in a statement signed by the Chief Accounting Officer, unless these details are given in the actual text of the pay-vouchers.

Article 46.- Alterations, surcharges, corrections or references featuring in the pay-vouchers or supporting documents shall be approved in words in full by the Chief of Finance Division.

All doubtful signatures shall be rejected.

Article 47.- Supporting documents for expenditure shall comprise the following:-

1- Emoluments, Allowances and salaries:

List of names and service qualifications for each officer or representative, stating:

- rank, classification, job;
- absence and attendance sheet;
- period (integral months; days; hours showing rates);
- net amount due by virtue of decisions and regulations.

2- Funds due to the inheritor of a creditor shall be paid out in the general name of the inheritors. The Accounting Agent shall be responsible for requiring production of supporting documents establishing the rightful beneficiaries.

3- Purchases of foodstuffs and supplies, miscellaneous work not subject to tender

- invoices or memoranda duly drawn up and certified;
- duly-certified copies or extracts of decisions or documents,
- sales-contracts, accompanied by attestation of payment or delivery made, entry in the Cash-Book of transactions or justifiable immediate expenses.

4 - Construction and repair of movables, service charges, bonuses, subventions, scholarships, miscellaneous expenditure

- Bills supported by delivery invoices, documents certifying settlement of liquidation, indicating the service rendered and the amount due as a Balance or part payment.

5- Transport

- invoices supported by requisitions, or orders duly signed by competent authorities of the Organization. Implementation of orders issued should be justified.

6 - Acquisition of immovables

- document authorizing the acquisition;
- notarized bill of sale or any other document recording the acquisition and a copy of the evidence of the ownership rights of the Organization;
- justification attesting to the paying-off of mortgages.

7 - Building premises

- duly recorded lease or indication on the disbursement-voucher showing references to the first disbursement-voucher to which the lease was attached;
- certificate attesting that the provisions of the lease are regularly observed by the lessee.

8 - Services performed and supplies delivered by Tender

- a)- Total down payment.
  - a copy of the Tender or specifications;
  - an attestation of collateral or bank guarantee;
  - invoice or memorandum duly drawn up and certified;
  - certificate attesting that the service was performed in accordance with the clauses of the agreement;
  - official report of partial or final delivery (according to the clauses of the contract) accompanied by attestation by the Accounting Agent;
  - eventually, a decision defining the penalties incurred or the exemptions granted.
- b)- In case of part payment, the first instalment shall be backed by:
  - a copy of the transactions or specifications;
  - attestation of collateral or bank guarantee;

- liquidation of supplies effected accompanied by an indication of the amount to be ordered and eventually the amount to be carried over;
  - mention of charges by the Accounting Agent;
  - invoice or balance of work already effected, duly certified, drawn up and settled and showing details of the work and amount of the sum to be paid.
- c) ~~For~~ subsequent instalments:
- balance or invoice of work effected or supplies delivered, drawn up and settled, showing details of the work and the sum to be paid and the bill for supplies;
  - certificate indicating references to the first disbursement voucher to which were attached the other supporting documents already produced;
  - Statement of previous deductions, accompanied by references to disbursement Vouchers
- d) For the last payment (or balance);
- same justifications as in "b";
  - general balance of the undertaking in detail and duly certified.

Article 48.— Tenders relating to the acquisition of materials, supplies and other articles, shall be mandatory for all expenditure equal or above 5,000 (five thousand) U.S. Dollars. These tenders shall be announced through advertisement, save in cases where the Secretary-General deems that, in the interests of the Organization, it is desirable to waive this rule.

Tenders shall be scrutinized by a committee of five (5) members appointed by the Secretary-General. The Internal Auditor or his representative shall sit on this Committee.

After scrutiny, the committee shall draw up a report, and the tender shall not necessarily be awarded to the lowest bidder.

The Contract shall be drawn up showing specifically the following

- the rights and obligations of the Organization;
- the rights and obligations of the supplier;
- delivery dates;
- the fixed price (non-reviewable) or reviewable price;
- conditions of payment;
- penalties.

DIVISION II: RESPONSIBILITIES OF THE CHIEF ACCOUNTING OFFICER

Article 49.- The Chief Accounting Officer, the Accounting Officers acting on delegated authority and representatives responsible for the budgetary and financial management of the Organization of African Unity, shall be answerable for their acts.

Article 50.- The following shall inter alia constitute irregularities in the sense of the present regulations:

- 1/ - a written order for payment of expenditure without service performed or any payment made;
- 2/ - effecting expenditure without being qualified to do so or without having been specifically delegated to do so;
- 3/ - effecting unauthorized expenditure from the budget of the Organization;
- 4/ - ordering expenditure without reference to the competition provided for in the present regulations;
- 5/ - acquiring an asset unconnected with service of the Organization;
- 6/ - allocation and use of an asset of the Organization for personal purposes;
- 7/ - effecting expenditure in excess of authorized funds;

- 8/ - recruitment and effective appointment of an officer or agent without establishment for the post and when financial provision has not been made in the budget;
- 9/ - recruitment and effective appointment of an officer or agent for the Organization without prior endorsement of the letter of appointment by the Internal Auditor
- 10/ - effecting expenditure without available funds;
- 11/ - committing funds without reference to their initial purposes;
- 12/ - purchases effected under conditions unrelated to the interests of the Organization;
- 13/ - unauthorised modification of allocation of funds.
- 14/ - non issuance of receipt in respect of moneys paid

Article 51.- Any irregularity duly established by the Board of External Auditors shall be the subject of a report addressed to the Disciplinary, Budgetary and Accounts Council established in Article .....of the present Rules and Regulations.

The Chief Accounting Officer may be called upon by the Board of External Auditors to furnish written explanations regarding any irregularities which are established.

SECTION II:        AUDITING

Article 52.- There shall be established, under the Chief Accounting Officer of the Budget of the Organization, an Internal Auditing section headed by a Chief Internal Auditor. The Chief Internal Auditor shall enjoy the same advantages and prerogatives as a Director of the General Secretariat.

There shall also be established an auditing section for the regional and sub-regional offices of the Organization. It shall have the same attributes as the one at Headquarters and shall be answerable to the Chief Internal Auditor.

The Chief Internal Auditor shall be directly answerable to the Secretary-General.

Article 53.- The Internal Auditor shall be responsible for auditing and endorsing, without exception, all deeds and documents generating income and expenditure. His endorsement shall take the form of affixing to the said documents and deeds his stamp with the word endorsed.

It shall be formally forbidden for the Accountant to pay an expense or cash a receipt without the endorsement of the Internal Auditor.

The Internal Auditor shall send the Secretary-General quarterly reports giving the position of the budget performance. He shall draw up and submit to the Board of External Auditors a general annual report on all his activities, together with his comments.

Article 54.- The Internal Auditor may by a SUSPENDED ENDORSEMENT, refer back to the Chief of Finance Division any document for which details or additional justification are necessary.

By WITHHOLDING ENDORSEMENT, the Internal Auditor may definitively send back to the Chief Accounting Officer any document containing a manifest irregularity such as those indicated in Article ... of the present Rules and Regulations.

Article 55.- In addition, the Internal Audit section, which shall carry out a priori examinations:

- shall undertake any enquiries necessary for its examination;
- shall necessarily be a member of any commissions which might be appointed by the Secretary-General dealing with budgetary and financial problems (transactions, etc.);
- shall audit the advances division established in connexion with the various services and units of the Organization;

CM/770 (XXVII)

- shall countersign all projects involving transactions or contracts;

- shall audit, with the assistance of card-indexes, the credit position of all services and shall communicate this position quarterly to the Chief Accounting Officer;

- Shall confirm that invoices were regularly possessed by the Accounting Agent;

- Shall control the storekeeping Service of the Organisation.

### SECTION III: ACCOUNTS DEPARTMENT

#### DIVISION I: ROLE AND FUNCTIONS OF THE ACCOUNTING AGENT

Article 56.-- The Finance Division shall be responsible for all matters relating to the execution of the Budget. No order with financial implications without the concurrence of the Head of the Finance Division;

Article 57.-- The Chief of Finance Division shall:

- collect and receive proceeds of all description whose recovery shall have been regularly authorised for the benefit of Organisation. He is strictly forbidden from collecting illegal returns whose collection has not been authorised;

- pay out expenses regularly ordered in writing by the Chief Accounting Officer of the budget of the Organisation, and bearing the signature of the Internal Auditor;

- ensure the protection and management of funds, securities and assets of the Organisation;

- generally carry out any duties he may be assigned by the financial rules and regulations of the Organisation.

Article 58.-- The Chief Accounting Officer may appoint accountants to regional and sub-regional offices and other organs or simply set up loan administrations.

Article 59.- The Chief of Finance Division shall be responsible for keeping the books. The list of the various accounts to be opened in the account-books by the Chief of Finance Division shall be approved by the Chief Accounting Officer of the Organisation.

The account-books to be opened shall be as follows:

- The Cash-Book, which records the day-to-day transactions involving receipts and expenses, to be numbered in uninterrupted series;
- the counterfoil receipt book recording revenue of every description; each payment shall be accompanied by the issue of a receipt to the payer; ; the list shall comprise an uninterrupted series;
- Cash-Book showing bank transactions and cheques.
- Design of these books and the necessity of keeping other books shall be decided by the Chief of Finance Division in agreement with the Internal Auditor.

These books shall be classed and initialled by the Secretary-General. It is forbidden to remove leaves and to overprint accounts.

Article 60:- These books and accounts-documents may only be destroyed after 10 (ten) years have elapsed and as a result of a written statement by the Chief Accounting Officer and upon the advice of the Advisory Committee on Administrative, Budgetary and Financial Matters.

All accounts documents shall be at the disposal of the Advisory Committee and the Board of Auditors.

Article 61.- The Chief of Finance Division who shall alone handle the funds of the Organisation, shall receive revenue in accordance with written orders to collect, drawn up by the Chief Accounting Officer. He shall effect payment in accordance with written orders to pay and contracts or conventions signed by the Chief Accounting Officer.

CM/770 (XXVII)

Article 62.- Upon receiving an expense document, the Accounting Agent shall undertake to carry out all the necessary checking in order to investigate;

- the conformity of the signature of the Chief Accounting Officer or that of his deputy (specimen of these signatures shall have been deposited with the Accounting Agent);

- application of the rules and regulations of the Organization with regard to the expenditure concerned;

- the validity of the document;

- the availability of funds or securities;

- the availability of allocations;

- the validity of the receipt;

- the budgetary imputation;

- the signature of the Internal Auditor.

Article 63.- The expense document shall be valid when it is not subject to the four-yearly time-limit, when all debts of the Organization are definitively liquidated and the Organization considered free of all debts unclaimed within four (4) years.

Article 64.- Payment of an invoice handed in by the Chief Accounting Officer may be refused by the Chief of Finance Division when the amount shown on such document exceeds the limit of funds allotted to it or if there is any omission, gross error or irregularity in support<sup>of</sup> the document itself.

In such a case, the Chief Accounting Officer may request that it be bypassed. This demand addressed to the Accounting Agent shall be in writing, and should, after signature by the Internal Auditor, be included among the supporting documents relating to the said expenditure. The effect of the request shall be to transfer the responsibilities of the Chief of Finance Division to the Chief Accounting Officer.

/.....

CM/770 (XXVII)

However, the Chief of Finance Division shall, before complying, when the refusal to pay is motivated by the absence or inadequacy of available funds, absence of justification for the service rendered, or grounds affecting the validity of the receipt, refer the matter to the Chief Accounting Officer of the Organization.

Following the verification, the Accounting Agent shall indicate his acceptance by a stamp marked "SEEN, GOOD FOR PAYMENT".

Article 65.- As soon as he has invested the expense document with his stamp of "SEEN, GOOD FOR PAYMENT", the Accounting Agent shall proceed to hand over to the payee the sum corresponding to the amount on the document.

He must ensure that the Organization is finally quit of its obligation by obtaining paid receipt; this paid receipt shall only be given by the genuine creditor of the Organization, who shall justify himself formally and effectively.

Article 66.- The Chief of Finance Division may effect payments either in cash or by cheque.

To this end, there shall be opened, in the name of the Organization and at the request of the Chief Accounting Officer, two bank accounts to record transactions involving the revenue and expenditure of the Organization.

These accounts shall, in one case, be opened for transactions in local currency while the other shall be placed on the books of a commercial bank of the Headquarters of the Organization capable of handling international exchange transactions. Every fifteen days, the Chief <sup>of</sup> Finance Division shall draw up a statement showing transactions effected for this account and shall reconcile it with the statement of account. Any causes for discrepancy shall be investigated so as to restore the situation with the least possible delay.

Cheques handed over in payment of an expense shall be signed by the Chief of Finance Division or his duly-appointed deputy and the staff member to whom the Chief Accounting Officer has delegated authority.



CM/770 (XXVII)

- if the contribution of a Member State was not recovered by reason of an accorded exemption;

- if circumstances beyond his control prevented him from exercising financial control.

Article 68.- With regard to receipts, the personal and pecuniary responsibility of the Chief of Finance Division may be questioned should proof be forthcoming that he had not taken every care to recover receipts as provided by the rules and regulations. The Chief of Finance Division shall not be responsible for errors committed in the liquidation of claims he recovers.

Article 69.- The personal and pecuniary responsibility of the Chief of Finance Division shall extend all transactions of the Organization, from the day he is appointed in his post to the day his duties cease.

In cases of errors or patent negligence on the part of an officer or representative answerable to him, the Chief of Finance Division shall be exonerated from all responsibility; the latter shall then be transferred to the Officer or representative incriminated, who shall reimburse the sums at issue or be subject to any other disciplinary measures provided.

Article 70.- At the end of each Financial year, the Accounting Agent shall draw up two statements in triplicate:

- a statement of balances to be recovered: these consist of authorized revenue which, for some reason, could not be recovered; the Chief of Finance Division shall indicate, in each case the measures taken in seeking to recover them;

- a statement of debts to be liquidated; these consist of obligations made on behalf of the Organization, but which, for some reason, have not been honoured; the Chief of Finance Division shall indicate the reasons for non-payment.

Article 71. - The Chief of Finance Division or Bookkeeper of an organ of the Organization shall each year produce an administration account which shall be examined by the Board of Auditors. The administration account shall depict the management activities of the Chief of Finance Division from the first day of the financial year or the day he assumed his post to the last day of the normal closure of the fiscal year or possibly to the last day of the supplementary period, that is to say 30 November.

Article 72. - By reason of the specific nature of their functions, the Chief of Finance Division and Bookkeepers are entitled to a liability - compensation whose amount shall be determined by the Council of Ministers at the proposal of the Advisory Committee for Administrative Budgetary, and Financial Matters.

#### SECTION IV: ACCOUNTING AGENCIES

Article 73. - The Chief Accounting Officer shall appoint one or more Finance Officers of the Organization.

He shall be responsible for maintaining a Finance Office and shall be directly answerable to the Chief Accounting Officer.

Article 74. - The Finance Division shall handle transactions relating to the acquisition and transfer of assets in the form of immoveables, personal assets and movables, operations involving consumer and processed goods, and transferable or permanent shares of all kinds.

Article 75. - The assets of the Organisation shall be divided into moveable and immoveable assets

Immoveable assets are those material objects likely to be individualized, and which can be exchanged for money.

Non-immoveable assets are purely theoretical and are created for the sake of convenience; they cannot be exchanged for money.

Only corporeal assets may be entered in the books of the Accounting Agency which is divided into several categories, among others:

- perishable assets;
- durable assets;
- fungible assets;
- non-fungible assets.

The list on the accounts of the Accounting Agency shall be approved by the Chief Accounting Officer.

Article 76. - The Accounting Agent shall keep a Journal and a Ledger.

The Journal records daily transactions in the form of entries and with drawals by the Accounting Agent.

The Ledger or book of inventories recapitulates the records of transactions of the Accounting Agent according to the numbered name referred to in the previous article.

Invoices or other documents justifying the acquisition of transfer of an asset shall be certified by the Accounting Agent with reference to the number of the relevant entry in the Journal.

Non-certification of an invoice or other document shall result in its rejection by the Auditor.

/...

Article 77. - The transfer or amendment of an unused asset shall be the subject of a written statement drawn up by a committee appointed by the Secretary-General and submitted to the Board of Auditors for approval. The approved written statement shall enable the Accounting Agent to remove the amended asset from his entries.

Article 78. - The Accounting Agent shall submit a management report at the end of each fiscal year. This management report, duly signed by the Accountant and Internal Auditor shall be submitted to the Board of Auditors for consideration and approval.

SECTION V: PROCEDURE GOVERNING ADVANCES

Article 79. - Upon a duly-justified proposal by the Secretary-General, the Advisory Committee may approve the opening, within the services of the General Secretariat, one or more Imprest Accounts.

Article 80. - The purpose of Imprest Accounts shall be to ensure the settlement of certain expenses which, by their lesser importance, unforeseen character or urgency, could hardly, be subjected to the normal rules and regulations governing expense payments (obligation, liquidation and written order to pay) without serious repercussions on service operations.

Article 81. - The procedure governing advances constitutes an exception to the fundamental principle of separation between the functions of accounting officer and accounting agent.

The officer in charge of the Imprest Accounts shall be a Finance Officer. He shall handle the administrative and accounting sides of expenditure: obligation, liquidation written pay orders and payment.

He shall dispose of cash funds.

Article 82. - The document creating an Advances Division specifically states the expenditure to be effected, the amount of cash in hand, the budgetary implications, the department involved and the annual turnover.

The amount of cash in hand shall be part of the annual turnover which may at any time be found in the manager's funding account.

Article 83. - To initially finance his funding-account, the appointed manager shall submit to the pay-office or the Accountant-Agent the document creating the Imprest Account obtain the amount of the sum corresponding to the cash in hand.

Replenishment of the manager's funding-account shall be made periodically upon presentation of supporting document for expenditure effected.

Article 84. - The manager shall keep an account of his transactions and shall daily enter them in a Journal marked and initialled by the Accounting-Agent. Numbering shall be in uninterrupted serial numbers.

Article 85. - The Officer in charge shall be responsible for the proper ordering of his transactions. In case of irregularity, he shall be personally and pecuniarily responsible, and shall refund any amounts irregularly paid out.

He may be subject to unexpected checks.

PART V: FUNCTIONS OF SUPERVISORY ORGANS IN ADMINISTRATION,  
PERSONNEL, BUDGET TRANSACTIONS AND AUDITING OF ACCOUNTS.

SECTION I: THE ADVISORY COMMITTEE ON ADMINISTRATIVE,  
BUDGETARY AND FINANCIAL MATTERS.-

Article 86.-

a) The Advisory Committee on Administrative, Budgetary and Financial Matters shall:

- examine the Draft Programme of Action and the annual budgetary estimates of the Organization drawn up by the General Secretariat;
- examine all administrative, and other matters with financial implications so as to enable the Council of Ministers to decide upon them;
- submit to the Council of Ministers the final Draft Programme of Action and Budgetary Estimates accompanied by its comments, observations and recommendations;
- examine during its ordinary meetings the reports of its Standing Sub-Committee of Resident-Members;
- shall examine all administrative matters and those connected with the administration of personnel and shall advise the Secretary-General on what course to pursue;
- be referred to for advice on all other administrative, budgetary and financial matters of a general nature, either by the Council of Ministers, or the General Secretariat, or the Board of External Auditors;

- examine the financial report of the Chief Accounting Officer of the budget;
- examine the report of the Board of External Auditors and, where necessary, shall submit his written comments to the Council of Ministers;
- examine and appraise the annual report of the Internal Auditor; he may, where necessary, submit the case together with his comments, to the Council of Ministers.

b) The Advisory Committee on Administrative, Budgetary and Financial Matters shall meet at the Headquarters of the Organization after being convened by the Secretary-General after consultation with the Chairman, twice a year in Ordinary Session, namely:

- in May during the closure of the normal period of the financial year in order to appraise the situation as regards the administration of the budget and possibly examine the supplementary period of 6 months for the liquidation of commitments and obligations by the Organization;
- in December to examine, on the one hand, the final closure of the budget after expiry of the supplementary period and, on the other, the draft programme of action and budgetary estimates for the following financial year as well as other reports relating to budgetary and financial matters and the administration of the budget during the previous financial year;

c) The Advisory Committee on Administrative, Budgetary and Financial Matters shall draw up its own Rules of Procedure which must be approved by the Council of Ministers.

SECTION II: THE ADVISORY SUB-COMMITTEE ON ADMINISTRATIVE  
BUDGETARY AND FINANCIAL MATTERS:-

Article 87. - The Advisory Sub-Committee on Administrative, Budgetary and Financial Matters shall be composed of Resident Members of the Advisory Committee in Addis Ababa. It shall be responsible, in particular, for following-up and supervizing the administration of the budget of the OAU in accordance with the financial Rules and Regulations and decisions drawn up by the Organization's policy-making bodies.

Article 88.-

a) To this end, the Advisory Sub-Committee on Administrative, Budgetary and Financial Matters shall:

- examine and supervise the administration of the budget and, in particular, the financial and accounting transactions of the General Secretariat and the other regional and sub-regional offices of the Organization;
- examine with a view to making a decision regarding any request for a transfer of authorized budgetary funds submitted by the Chief Accounting Officer of the budget in order to cope with any excess expenditure over and above allocations;
- examine with a view to making a decision all unforeseen therefore unauthorized expenditure though occasioned by the implementation of new and urgent decisions or projects;

- have referred to it or be seized of all matters that may be raised on the subject of a priori signatures of the Internal Auditor and operations of the Accounting-Agent;
- examine and supervise all budgetary and financial transactions which shall be submitted to it by the Chief Accounting Officer, the Internal Auditor, the Accounting-Agent, the loans administrations and administrators of loan funds;
- instruct, approve or reject any request aimed at effecting any withdrawal from the Working Capital Fund or any other Fund without prior authorization from the Advisory Committee and without justification;
- draw up reports on each of its meetings and submit them to the Advisory Committee for consideration and approval;

b) All decisions adopted by the Sub-Committee authorizing funds to meet excess expenditure, and all other unforeseen expenses should first be financed from a given percentage of all balances or available funds coming under specific codes for appropriations without, however, seriously affecting the Working Capital Fund, that is, without depriving it of additional allocations.

c) The Advisory Sub-Committee on Administrative, Budgetary and Financial Matters shall meet regularly at the Headquarters of the Organization upon being convened by the Secretary-General after consultation with the Chairman of the Sub-Committee.

d) The Rules of Procedure of the Advisory Committee on Administrative, Budgetary and Financial Matters shall govern the meetings of the Sub-Committee.

SECTION III: THE COMMITTEE OR BOARD OF EXTERNAL AUDITORS

Article 89:-

a) A Board or Committee of External Auditors shall be established by the Council of Ministers.

It shall be composed of ..... qualified professional accountants and financial experts appointed by the Council of Ministers representing Governments and Member States of the Organization. Their term of office shall be three years. They shall be eligible for re-election.

b) The Board of External Auditors shall meet at the Headquarters of the Organization once a year. It shall elect its Chairman for a period of one year with optional renewal.

c) Miscellaneous expenses relating to the work of members of Board of External Auditors shall be borne by the Organization.

Article 90.- The Board of External Auditors shall, in particular.

- carry out an a posteriori external auditing of the accounts of the Organization including trust accounts and special accounts.
- verify the accounts and the sanction of those answerable to the Account-Agent and other services of the Organization.
- formulate all proposals likely to increase the efficiency of methods of budgetary and financial management, including the accounting system and internal liaisons between the various authorities responsible for the framing, preparation and administration of the budget.

CM/770 (XXVII)

Article 91.- Considering that the supplementary period of the financial year should be definitively closed during the 1st week of September auditing operations by the Experts shall start during November.

The Board of External Auditors shall divide among themselves the auditing operations connected with the regional and sub-regional offices, save for the General-Secretariat, which they shall audit together. Their reports, relating to the auditing of the accounts of the regional and sub-regional offices, shall be signed by those Board members who shall have conducted the various examinations, while the report on the auditing of the accounts of the General-Secretariat shall be signed by all members who shall have actually participated in the auditing.

The Chief Accounting Officer, the Accounting-Agent and administrators of funds at the regional and sub-regional posts may formulate counter-observations and to this end submit written explanations on facts and irregularities in the accounts as pointed out by the Experts, who are expected to take cognizance of them prior to the drawing up and submission of the final Report.

Article 92.- The final report on the auditing operations of the General-regional Secretariat and the offices, containing the observations of the External Auditors, and which is to be laid before the Council of Ministers, shall be handed to the General-Secretariat by 30th October at the latest in order to submit it to the Advisory Committee on Administrative, Budgetary and Financial Matters for consideration before submitting it to the Council of Ministers during the budgetary session in February.

Article 93.- The Chairman of the Board of External Auditors shall attend the meetings of the Advisory Committee whenever the report is discussed.

CM/770 (XXVII)

Article 94.- Only the Chief of the Finance Division and the Finance Officers of the regional and sub-regional offices and other organs of the Organization, regularly invested with powers by the competent Authorities of the OAU, shall be certified Accountants.

The Board of External Auditors shall verify management accounts of licensed Accountants of the Organization. It shall also verify the management accounts of de facto Accountants.

Article 95.- Any person dealing in income and expenditure transactions, securities or cash belonging to the Organization or the rules and regulations, and who is not a qualified certified Accountant of the Organization, or has never acted in such a capacity, may be certified a de facto Accountant by the Advisory Committee on Administrative, Budgetary and Financial Matters.

In such a case, the de facto Accountant shall exercise all the obligations of a licensed accountant of the Organization for any transactions he may have handled; his personal and pecuniar responsibility shall be specifically involved.

Article 96.- The imprest account provided for in article..... of the present rules and regulations; which shall be produced each year by the Chief of <sup>Finance</sup> / Division of the Finance Officer of an organ of the Organization and shall be submitted to the Board of External Auditors for consideration during their meeting at the conclusion of the auditing operations.

The Board of External Auditors shall indicate the form in which the management account shall be produced. It shall designate its rapporteur.

Article 97.-

1/ - The Board shall examine the accounts and assure itself of the existence and validity of the supporting documents provided for by the Rules and Regulations of the Organization.

2/ - The rapporteur of the Board of External Auditors shall indicate in writing and the proper channels to the Chief Accounting-Agent or managing Accountants any irregularities detected, and shall request them to supply in writing any supplementary explanations or justifications.

3/ - At the conclusion of the exercise, and for each financial year, the Board shall draw up an explanatory report on the accounts submitted to it.

4/ - This report shall be incorporated into the general report which the Council shall submit to the Council of Ministers.

Article 98.- If the statement submitted meets with no objection, the Board of External Auditors shall deliver a discharge to the Chief Accounting-Agent or managing Accountants of the Organization.

If, on the other hand, accounting errors or omissions are detected in the Imprest Accounts and the Chief of Finance Division Agent or Finance Officers are ultimately unable to justify themselves, the Board of External Auditors shall recommend to the Advisory Committee that he be debited to the amount of the said sums.

Article 99.- The debiting action may, in accordance with the gravity of the errors and the size of the amount, be matched with penalties ranging from simple reprimand to delay of promotion or dismissal of the Chief Accounting-Agent or the managing Accountants.

Article 100.- Refusal or delay in the submission of an Imprest Account shall be brought to the attention of the Advisory Committee by the Board of External Auditors. The Advisory Committee shall make appropriate recommendations.

PART VI: SPECIAL PROVISIONS

SECTION I: PROBLEMS OF OUTSTANDING CONTRIBUTIONS TO BUDGETS OF THE ORGANIZATION.

Article 101.-

a) Any OAU Member-States with an outstanding contribution to the budgets of the Organization in accordance with its obligations as enacted in the Charter, shall not participate in either the vote or OAU decisions if the amount of its arrears is equal or in excess of the contribution due by such State for the two complete financial years ended.

b) The Council of Ministers may, however, authorize such Member State to participate if it judges that, on the basis of a well supported and detailed report drawn up by the Secretary-General of the OAU in cooperation with the Government of the Member-State concerned, the omission is due to causes and circumstances beyond the control of the said Member State.

SECTION II: BUDGETARY AND ACCOUNTS DISCIPLINARY COUNCIL

Article 102.-

a) There shall be established by the present Rules and Regulations a Budgetary and Accounts Disciplinary Council composed of ..... members designated by the Council of Ministers and further including:

PART VII:            FINAL PROVISIONS

Article 105.-

The Council of Ministers, Specialized Commissions and other duly-constituted organs of the Organization of African Unity may only adopt decisions involving financial implications if the necessary funds have been allocated for that purpose in the expenditure budget of the Organization, unless additional funding sources are indicated in that connexion, namely:

- a) - by calling on all available balances entered under specific codes following the normal closure of the financial year;
- b) - or by drawing up a supplementary budget of which the draft shall be submitted to the Council of Ministers for approval.

Article 106.-

The present Financial Rules and Regulations of the OAU may be modified or supplemented by the Council of Ministers by simple majority of all Member-States.

Article 107.-

The present Financial Rules and Regulations of the OAU shall enter into force immediately upon its adoption by the Council of Ministers; it shall abrogate all previous contrary provisions, particularly document OM/40/Rev.1 and other subsequent texts.

DONE AT .....

XVIII - STAFF RULESChapter I : Definition - Scope and Purpose

Article 1.- The Staff Regulations embody the fundamental conditions of service and rights, obligations and duties of the Staff of the Organization of African Unity.

They define and establish the broad principles of personnel policy for recruitment, appointment, promotion, and other matters including staff management.

The OAU Secretary General, as the Chief Administrative Officer shall provide and enforce, through subsequent texts, such terms and conditions of application as are compatible with the broad principles of the Staff Regulations.

Article 2.- The provisions embodied in the present Staff Rules are applicable to all staff members of the OAU except staff members and experts specifically engaged on a temporary basis for short term service.

Article 3.- In application of the provisions of Article I of the Staff Regulations, the present Staff Rules supplement the Staff Regulations and form a full part of the said Regulations.

Chapter 2 : General Provisions

Article 4.- For the purpose of the present Staff Rules and Regulations the words:

- a - i) "Staff members" shall apply to the administrative, professional and technical Staff or those of similar status.
- a - ii) "employees" shall apply to the Administrative Assistants of the Offices and General services.
- a - iii) "Personnel" also includes all the Staff members and employees of both sexes in the service of the Organization of African Unity, unless otherwise stated.

Staff Regulations, the Secretary-General shall establish, subject to the approval of the Advisory Committee on Administration, Finance and Budgetary Matters, appropriate terms and conditions for the classification of posts and staff according to the nature of the duties and responsibilities required.

Article 7.- The staffmembers of the Organization of African Unity shall be classified into categories corresponding to their level of appointment and in the case of technical staff, according to their field of specialization.

These shall be two categories of posts in Group I :

1/- Group I

- a) Posts of the first category of Group I (professional) correspond to functions and responsibilities requiring management, research and planning, supervision and implementation.
- b) Posts of the 2nd category of Group I (technical) correspond to and are allotted mainly on the basis of the specialized nature of the functions of technical staff as described in Article 4 of the Staff Regulations.

2/- Group II

- a) The posts of the first category of Group II (Administrative Assistant) correspond either to functions requiring implementation at a high level or to duties or functions performed by clerical staff (secretaries and equivalent staff).
- b) Posts of the 2nd category of Group II (auxiliary and general services staff) correspond to routine tasks of performance and maintenance.

Article 8.- In each category there shall be one or several levels and each level shall consist of a maximum of <sup>of Africa</sup> 10 (ten) steps.



Chapter 4 • Duties, Obligations, Rights and Privileges  
of Personnel

Article 9.-

- a) All staff members and other employees of the Organization of African Unity shall devote themselves entirely to the performance of their duties.
- b) By reason of their Status as international civil servants of the OAU, staff members and other employees of the Organization shall observe secrecy in respect of official matters and, in this regard, they shall not communicate to anyone nor use to private advantage any information or document known to them by reason of or in the exercise of their duties except by authorization of the Secretary-General.

This obligation may be waived in certain cases by the Secretary-General (in the interest of Research for example) and provided this shall not be prejudicial to the basic interests of the Organization or a member State of the Organization.

- c) In the exercise of their duties, except with the prior authorization of the Secretary-General, staff members and other employees shall not perform any one of the following acts if such act relates to the purpose or interest of the Organization:
  1. Issue statements to the press or other public information bodies;
  2. Accept speaking engagements;
  3. Submit articles, books or other material for publication.

These obligations do not cease upon separation from the Secretariat.

Article 10.- All rights including copyright, patent and other rights in any work performed by a staff member as part of his official duties shall be vested in the Organization.

Article 11.-

- a) In the performance of their duties, staff members of the Organization of African Unity shall obey and respect their senior officers.
- b) Staff members and other employees shall be subject to the authority of their superior officers and of the Secretary-General who shall assign to them any task or post in the Organization of African Unity according to the exigencies of service, and with due regard to their competence and qualification.
- c) They shall maintain the highest standards of conduct and shall avoid any action incompatible with the standards of conduct required of an international civil servant. They shall further regulate their conduct in their private and official life and activities so as not to discredit the Organization of African Unity.
- d) They shall scrupulously observe the working hours set by the Secretary-General.
- e) They shall not exercise any other profession or occupy any post outside the Organization without prior authorization from the Secretary-General neither shall they hold any interests in any business concern dealing with the Organization of African Unity which might reflect adversely upon their independence.
- f) No staff member shall accept from any Government or other source external to the Organization any honour, decoration or favours of any sort that are incompatible with their obligations and duties to the Organization or which are likely to compromise their independence.

- g) Staff members and other employees may exercise their civil rights but shall not engage in any political activity which may affect the independence required by their status of international civil servants or which may be prejudicial to the Organization.

Article 12. Official Holidays

All staff members shall be entitled to the following official holidays with pay :

- a) 25th May, Africa Day;
- b) Legal and public holidays observed by the host countries;
- c) The nationals of any country which observes a national holiday may be excused from work on that day.

.../

Chapter 5 : Terms and Conditions of Recruitment,  
Appointment, Advancement, Promotion,  
and Separation from Service.

Article 13.- Under the provisions of Articles 15 to 20 of the Staff Regulations, the power of recruitment and appointment rests with the Secretary-General. Upon appointment each staff member shall receive a letter of appointment signed by the Secretary-General or on his behalf; the letter of appointment shall state all particulars relating to the conditions of service and remuneration.

- a) Subject to the provisions of Article 15 of the Staff Regulations, selection of staff members shall be made without distinction as to race, sex and religion and, so far as practicable, on a competitive basis and according to the terms and conditions established by the Secretary-General.
- b) In filling vacancies and without prejudice to the recruitment fresh talent, due account shall be taken of the requisite qualifications and experience of persons already in the service of the Organization of African Unity.
- c) The paramount consideration in recruitment, appointments, transfers or promotions shall be the necessity for securing staff with the highest standards of efficiency, competence and integrity.
- d) Due regard shall be paid to the principle of recruitment according to national and sub-regional distribution and, so far as practicable, not more than 10 (ten) staff members of the 1st category of Group I shall be recruited from the same Member State.

- e) Technical staff in the second category of Group I shall not be included in the quota of 10 allotted to each Member State.
- f) Whenever a Member State does not fill its quota, the latter may be filled by materials of any other Member State on short term contract.
- g) The Secretary-General shall communicate regularly to the Governments of Member States, the list of vacant posts together with the job description, while requesting them to submit appropriate candidatures.

Article 14.-

- a) The Secretary-General of the Organization of African Unity shall be elected in accordance with the provisions of Article ..... of the Charter, by the Assembly of Heads of State and Government for a period of 4 or 5 years subject to renewal.
- b) The Assistant Secretary-General shall be appointed in accordance with the terms and conditions of Article ..... of the Charter for a period of 4 to 5 years subject to renewal.

Article 15.-

- a) All other staff members shall be appointed according to the terms and conditions of the Staff Regulations and Staff Rules.
- b) In accepting appointment, all staff members are expected to have been made acquainted with and to/<sup>have</sup>accepted the condition of service laid down in the Staff Regulations and Staff Rules.
- c) The Secretary-General shall decide which staff members shall be granted permanent or non-permanent appointment under the terms and conditions of Article 5 b) of the present Staff Rules.

Article 16.-

- a) The appointment of a staff member recruited at duty station or locally recruited shall take effect from the date on which he starts to perform his duties.
- b) The appointment of a staff member recruited otherwise than as in Article 15 a) above shall take effect from the date on which he leaves his place of residence and enters into official travel status to assume his duties.
- c) The Secretary-General shall establish periodically, the standards of physical fitness which staff members are required to meet before and after their appointment.

Article 17.-

- a) A former staff member may be re-employed and given a new appointment or reinstated if he so desires, provided, however, that the reasons for his separation from service were not incompatible with the aims and objectives of the Organization and, under the following conditions:
  1. if he is re-employed within 12 months of being separated from service.
  2. if separation from service was due to disability under the provisions of the Staff Regulations and Staff Rules.
  3. if he was recalled by his Government.
- b) In the event of a new appointment, the terms and conditions of the new letter of appointment shall be fully applicable without regard to any former period of service.

- c) If the staff member is reinstated, the letter of appointment shall stipulate that the services of the staff member had been recognised as satisfactory and appreciated; he shall return to the Organization any money he received on account of separation from service.

The interval between separation and reinstatement shall be changed to annual leave and any further period shall be regarded as special leave without pay.

Article 18.-

- a) Upon or after appointment, staff members shall be responsible for supplying the Secretary-General in writing with information supported by official documents required for the purpose of establishing their Status under the Staff Regulations and Staff Rules.
- b) Staff members shall also be responsible for promptly notifying the Secretary-General of any subsequent changes affecting their Status under the Staff Regulations and Staff Rules.
- c) A staff member who is arrested, charged with an offence other than a minor traffic violation, or convicted, fined or imprisoned for any offence other than a minor traffic violation shall immediately report the fact to the Secretary-General.
- d) A staff member may at any time be required by the Secretary-General to supply in writing, any information concerning facts anterior to his appointment and relevant to his suitability or concerning facts relevant to his integrity, conduct, moral standards and service as a staff member of the Organization of African Unity.

Article 19.- Probation and Confirmation - Advancement -  
Promotions

1 - Probation and Confirmation

- a) The probationary period is the period of observation during which the staff member who wishes to be confirmed in a post in the Organization of African Unity shall demonstrate through his professional competence, standards of conduct, physical and mental fitness that he is able to assume the duties required of him.
- b) Any holder of a probationary appointment shall be subject to the provisions prescribed by the present Staff Regulations and Staff Rules, in particular, with regard to rights and obligations.
- c) The probationary period shall be one year for any staff member who has not had any working experience. It may be set at 6 to 15 months for staff members who have already working experience.

In both cases, if the period of probationary service has been unsatisfactory, it may be extended once, for a period of six months, in the first case and 3 months in the second.

At the end of the normal period of probationary service, the Joint Administrative Committee shall assess the professional competence, physical fitness and conduct of the holder of the probationary appointment on the basis of a written assessment from the Head of Department.

If/...

If the period is extended, the performance of the holder of the probationary appointment shall be reviewed once again to determine whether or not he has improved.

- d) Any holder of a probationary appointment who has completed the normal or extended period of probation satisfactorily shall be confirmed in the post. If his probationary service is unsatisfactory after the extended period, he shall be dismissed on the recommendation of the Joint Administrative Committee.

## 2 - Advancement and Promotions

- a) Any staff member who has rendered continuous service shall be entitled to advancement on the basis of seniority, merit and a satisfactory record of performance.

- A record of performance and a confidential report on the work and conduct of every staff member shall be submitted at least once a year by his supervising officer. The confidential report shall be kept in the private file of each officer for reference and consideration whenever necessary.

- Any staff member may be informed of the observations and remarks in any confidential report on him and shall be entitled to submit to the Authority to whom it is addressed, his comments on the contents of the said report.

- b) Staff members shall be advanced to the next step within a level on the basis of satisfactory records of performance and of seniority. If the necessary requirements are met, this incremental step shall be awarded annually.

- c) Advancement or promotion from one level to another shall be exclusively by selection.
- d) Any Staff Member has the right to appeal to the Administrative Tribunal against decisions on advancement and promotions affecting him/her.
- If the general remarks on his participation, output and dedication as well as the special remarks on his character, personality, merit, qualities and fitness are satisfactory, a staff member who has reached the ceiling of his level may be promoted on the recommendation of the Joint Administrative Promotions Committee, to the next level and up-graded by one step above his present step.
  - In application of the provisions of Article 18 of the present Staff Rules, the Secretary-General shall establish a system of periodical reports and individual records for staff members of the Organization of African Unity.

Chapter 6: Administrative and Supervisory Bodies

Article 20. - In application of the provisions of Article 19 of the Staff Regulations, the Secretary-General shall establish a joint administrative Committee for recruitment, appointments and promotions to advise and make recommendations, suggestions or proposals on all matters of general/<sup>interest</sup> concerning all staff members of the Organization Unity.

1 - The Administrative Committee for Recruitment and Promotions

- a) It shall examine the files of candidates for the posts in Group I and II and shall make recommendations to the Secretary-General for decision.
- b) The procedure of the deliberations of the Administrative Committee for Recruitment, Appointments and Promotions shall be defined by the Secretary-General.

This Committee shall be composed of 6 members:

- The Assistant Secretary-General, in charge of Administration, and Finance representing the Secretary-General (Chairman)
- The Director of General Administration Department
- The Chief of Personnel
- The Chief of Division of Finance
- The Chief Legal Adviser
- 3 representatives of the Advisory Committee on Administrative, Budgetary and Financial Matters.

2 - The Joint Administrative Committee

- a) The Joint Administrative Committee shall be consulted on all personnel matters of an individual nature relating to promotions, advancement and confirmation of probationary appointments. It shall examine and give an advisory opinion on matters of discipline, forfeiture of pension entitlements and discharge of staff from duty.
- b) Depending on the nature of the questions before the Joint Administrative Committee, the latter shall meet as:

1. Confirmation Committee to decide on the confirmation of probationary appointments, extension of the probationary period or on the discipline of holders of probationary appointments.
2. Advancement and Promotions Committee to establish a promotion register and make recommendations for the promotion of regular staff members.
3. Disciplinary Board to advise on disciplinary cases involving staff members.
4. Forfeiture Board to advise on the maintenance or forfeiture of entitlements to pension of staff members dismissed under the terms and conditions of the present Staff Regulation and Staff Rules.
5. Committee on Discharge shall decide on the desirability of discharging from duty staff members who have been declared partially or totally incapacitated by the Medical Panel or dismissal of staff members for incompetence.

c) The Joint Administrative Committee as well as its "subsidiary bodies" shall be composed of the following appointed and elected members :

1. The Joint Administrative Board shall be composed of the following 14 members :
  - The Under-Secretary-General in charge of Administration, Personnel and Finance (Chairman)
  - The Director of Administration
  - The Chief of Personnel (Secretary)
  - The Chief of Legal Section
  - Two senior officers appointed by the Secretary-General
  - Two members elected by each category of staff members (total of 8)
2. The Subsidiary Organs
  - The Committee on Confirmation and
  - The Committee for Advancement and Promotions

Shall consist of the following :

- The Director of Administration (Chairman)
- The Chief of Personnel (Secretary)

- Two senior officers appointed by the Secretary-General
- Two members appointed by each category of staff members shall sit during the deliberations on the cases of staff members whom they represent and according to case (a total of 6).
- The Forfeiture Board and
- The Committee on Discharge from Duty

Shall consist of the following :

- The Director of Administration (Chairman)
- The Chief of Personnel (Secretary)
- The Chief of Legal Section
- The Chief Medical Officer
- Two senior officers appointed by the Secretary-General
- Two members appointed by each category of staff shall sit in the deliberations on the cases of staff members and, according to case (in other words, a total of 8)
- The Disciplinary Board

Shall consist of the following :

- One representative of the Secretary-General (Chairman)
  - The Director of Administration
  - The Chief of Personnel (Secretary)
  - Two members selected from a list of 8 submitted each year by the different categories of staff
  - Two members appointed specifically by the category of staff of the person whose case is before the Disciplinary Board.
- (a total of 7 members)

The Medical Panel for all medical problems concerning staff members of the Organization. It shall examine and submit reports on questions relating to :

- sick leave,
- leave of long duration and the reinstatement of staff members after such leave,

- physical or mental fitness for the assumption of duties or continuation in the service of the Organization,
- The Medical Panel shall comprise doctors employed in the Organization. Each of them shall be chairman by rotation and by case.
- When the reports on their findings are contested either by the Organization (the Secretary-General) or by the staff member concerned, the Medical Panel shall reconsider the case. In that event they shall be joined by two experts chosen by the staff member concerned from among the members of the Medical Board of that host country. The findings of the new report shall be considered valid and final.

Chapter 7: Remuneration - Salaries and AllowancesArticle 2I-

- I. In accordance with the provisions of Articles 24 and 28 of the Staff Regulations, the Secretary-General shall fix and submit for the approval of the Council of Ministers, the salaries, allowances and other emoluments and benefits for staff members of the organization of African Unity.
2. The basic salary scales are contained in Annexes I - II and III attached to the present Staff Rules.
  - (a) The salary scale and salary increments of professionals and equivalent staff of Group I, 1st and 2nd categories are contained in Annex I.
  - (b) The salary scale and salary increments of Administrative staff, clerical staff, secretaries and assimilated staff of Group II, 1st category are given in Annex II.
  - (c) The salary scale and salary increments of auxiliary, general service and maintenance staff of Group II, 2nd category, are contained in Annex III.
3. To these salary scales in Annexes I, II and III, should be added the selected allowances and other emoluments and benefits.
  - (a) - i - Post Adjustment Allowance

The Staff Member shall receive, post adjustment allowance in conformity with the terms and conditions applied by the Organization.
  - ii - The Secretary-General shall establish from time to time and publish the class in which each duty station is to be placed for the calculation of rates of post adjustment allowances.

- iii - The Secretary-General shall establish a schedule of post adjustments for any duty station which, by reason of cost of living, standard of living and related factors requires special classification.

(b) Dependency Allowances

- i - Spouse allowance: In conformity with the texts and established practices of the Organization, an allowance for a spouse shall be paid to any staff member whose spouse does not hold any remunerated post and who does not obtain such benefits from other sources in conformity with the practice existing in the Organization.  
  
When both husband and wife are staff members of the Organization of African Unity only one may claim this allowance.
- ii - Children's Allowance: In conformity with the texts and established practices of the Organisation, allowance shall be granted per child up to a maximum of six (6) legitimate children under 18 years of age for staff members.
- iii - The payment of the above-mentioned allowances shall be subject to presentation, every year, of a written claim together with the following supporting documents:
  - copy of marriage certificate
  - copy of birth certificate for each child
  - certificate of non-employment of spouse
  - "Life" certificate per child

(c) Housing Allowance

In conformity with the provisions of the texts in force at the Organization of African Unity, a housing allowance shall be granted to the staff members and officials with elective and special functions.

(d) Education Grant

In application of the provisions of the texts in force at the Organisation, an education grant shall be paid for each dependent child attending a school, to the staff members and to officials with elective and special functions.

4. (a) The allowances enumerated in Article 2I (3) (b)(i), b(ii) and (d) shall also be paid to staff members in Group II Category I.
- (b) Staff members in Group II Category II, shall be entitled to 50% of the allowances specified in Article 2I(3) b(i), b(ii) and (d).
5. The Secretary-General shall established the terms and conditions for the allocation of the allowances indicated in paragraph 3 above of the present Staff Rules.

6. Installation Allowance

A staff member shall receive for himself and his dependents, an installation allowance to meet expenses upon arrival at his duty station. This allowance shall be paid for 3 (three) weeks, according to rates set by the Secretary-General. The allowance shall be waived if the staff member finds independent accommodation before the end of the three-week period.

7. Training Allowance

The Secretary-General shall determine and set the terms and conditions under which staff members shall attend practical training courses in the interest of the Organization of African Unity.

At the end of the training courses, staff members who shall have obtained satisfactory results, certified by a diploma or certificate, may, as an exception, and only once, be upgraded within their level.

During the period of the technical training, refresher or language proficiency course (in the working languages of the Organization), a special allowance equivalent to fifty percent (50%) of the net basic salary shall be paid to the staff member if the course is held outside his duty station.

8. Overtime

The Secretary-General shall establish the rules applicable to staff members and administrative employees of Group II (1st and 2nd categories) serving at the Headquarters and established offices of the Organisation who have been required to work in excess of the normal week or the prescribed working hours.

Overtime payment shall, in no case exceed 25% of the net basic salary and shall be granted in due regard to the total budgetary appropriations made for this purpose.

9. Salary Advances

In exceptional and compelling circumstances, and if the request of the staff member is supported by a justification in writing, the Secretary-General may authorise an advance of one month's salary. The advance shall be calculated on the basis of the net basic salary, excluding all allowances or grants. It shall be deducted from the staff member's salary commencing the second month following the date on which the advance was made. The deduction shall be spread over a period of six months.

Article 22.- A staff member who has not been receiving an allowance, grant or other payment to which he is entitled shall not receive retroactively such allowance, grant or payment unless he has made a written claim within the twelve (12) months following the date on which he should have been paid and, in conformity with the Financial Rules of the Organization of African Unity.

Article 23.- The Secretary-General shall set the salary scales for staff engaged on contract with a fixed term temporary appointment or for the duration of a specific mission which has been programmed in the Organization's budget. These salary scales shall be determined in such a way as to avoid placing the staff referred to in the preceding paragraph, at an advantage or at a disadvantage in comparison to the regular staff performing identical tasks.

Article 24.- In determining the conditions of service of the staff in Group II (1st and 2nd categories), the Secretary-General shall consider, in particular, the best prevailing conditions of service offered by the Governments of the host countries. The rates fixed shall not be lower than those of the host country.

Article 25.-

- I. In application of the provision of Article 24 d) of the Staff Regulations concerning, salaries, allowances and other benefits for official of a higher category and those occupying special posts in the Organization by virtue of an elective or selective (by appointment) mandate, the Council of Ministers shall determine, in special texts, the amount of their basic salaries to which shall be added the various allowances generally accorded to all staff members as well as other special benefits, depending on the nature of their functions and responsibilities.

2. The special benefits referred to above shall be granted to the officials at a higher category as follows%

(a) Secretary-General

- free furnished house
- free household staff (3, including gardener)
- 1 representation car with chauffeur
- free utilities (water and electricity)
- telephone (residence)

(b) Assistant Secretary-General (for each)

- housing allowance
- household staff (2)
- 1 official car with chauffeur
- allowance for utilities
- telephone allowance (The payment is restricted to installation, rental and local charges)

Chapter      leave

Article 26 - In application of the provisions of Articles 29 to 30 of the Staff Regulations, the terms and conditions governing eligibility for annual, special and home leave are as follows:

1 - Annual leave

- a) The staff members of Group I (1st and 2nd categories) shall be entitled to four (4) weeks leave per year of active service. Annual leave may not be accumulated beyond two (2) months or commuted for cash.
- b) A staff member who does not yet qualify for annual leave may be granted advance annual leave for a maximum period of 3 (three) weeks provided he completes his period of qualifying service subsequently.
- c) Employees of Group I (1st and 2nd categories) shall be entitled to 3 (three) weeks, or 21 days of annual leave per year of active service. Annual leave may not be accumulated for cash.

the period of advanced leave may be deducted from the annual leave.

- d) Any absence from duty outside the regular period of leave shall be considered as unauthorized and pay and allowances for the period of such absence shall cease.

2 - Home Leave

- a) i. Eligible staff members may be granted home leave every two years for themselves and their dependents. Travel expenses from the duty station to the home country and/or country of normal residence shall be borne by the Organization

- ii. The staff member whose home country is his duty station shall be entitled to travel expenses for home leave.
- iii. In exceptional and compelling circumstances, however, the Secretary-General may, at the staff member's request, authorise homeleave outside the home country provided the expenses do not exceed the amount payable for travel to the staff member's home country.
- iv. A staff member may be required to take his home leave in conjunction with or after travel on official mission, due regard being paid to the interests of the staff member and his family. Dependent children whose parents are staff members, each of whom is entitled to home leave, may accompany either parent (mother or father) and their travel expenses shall be paid by the Organization provided frequency of travel does not exceed once every two years.
- v. With due regard to the exigencies of service, staff members may take their home leave at any time in the calendar year in which it falls due.
- vi. In exceptional circumstances, and at the staff member's request, the Secretary-General may authorise advance home leave provided not less than (18) months of qualifying service have been completed and/or have elapsed from the date of return from his last home leave.

3 - Special Leave

- i. In exceptional circumstances and at the staff member's request, the Secretary-General may grant special leave for reasons of personal convenience or other social reasons.
  - ii. Special leave with full or partial pay or without pay may be granted; the Secretary-General shall determine the duration and the conditions under which staff members shall be eligible for special leave. Special leave may be granted to a staff
- /...

member for advanced study or research in the interest of the Organization or in cases of extended illness or for any other reason.

- iii. In the case of important family events, (such as confinement of a legitimate wife, weddings, death of spouse or of a child or parent or brother or sister) and according to the terms and conditions prescribed by the Secretary-General, a staff member may be granted three days of absence which shall not be deducted from his regular leave.

In any case, any permission of absence in excess of 10 days during a same financial year, shall be deducted from the next leave.

3. i. Subject to the provisions specified in paragraphs 1 to 3 above any staff member who delays his departure on home leave beyond the calendar year in which it falls due, shall not be entitled to take his next home leave until the second calendar year following that in which he had qualified for leave.
- ii. The Secretary-General may, however, decide, that exceptional circumstances arising out of the exigencies of service make it necessary for a staff member's home leave to be delayed beyond the calendar year in which it falls due.

#### Chapter 9: Social Security

##### Article 27.

- a) Social Security shall be extended to all categories of staff members of the Organization of African Unity, provided they fulfill the conditions and obligations arising from the provisions governing the Social Security Scheme of the Organization of African Unity.

b) The Secretary-General shall establish a Social Security Scheme providing inter alia for:

- sick leave
- maternity leave
- social insurance
- retirement and pension
- compensation in case of accident, illness or death

1. Sick Leave

- a) Staff members who are incapacitated from the performance of their duties by illness or injury shall be granted sick leave under the the following terms and conditions:
- i. All sick leave must be approved and authorized by the Secretary-General on the recommendation of the OAU Medical Panel.
  - ii. Staff members holding a fixed term (temporary) appointment for less than one year shall be granted sick leave at the rate of two (2) working days per month of contractual service..
  - iii. A staff member holding a probationary or a fixed-term appointment of one year or more shall be granted sick leave up to two (2) months on full salary and two (2) months on half salary in any period of 12 (twelve) consecutive months, provided that the amount of sick leave permitted in any three consecutive years shall not exceed six (6) months, three (3) months on full salary and three (3) months on half salary.
  - iv. A staff member who holds a permanent or regular appointment shall be granted sick leave up to three (3) months on full salary and three (3) months on half salary in any period of twelve (12) consecutive months provided that the amount of sick leave

- permitted in any three (3) consecutive years shall not exceed eight (8) months, four (4) months on full salary and four (4) months on half salary.
- v. Except with the approval of the Secretary-General based on medical advice, no staff member may be granted sick leave for a period of more than three consecutive working days without producing a certificate from a duly qualified medical practitioner to the effect that he is unable to perform his duties and stating the nature of the illness and the probable duration of incapacity.
- vi. A staff member who is on sick leave shall not leave his duty station without the prior approval of the Secretary-General and on the advice of the OAU Doctor.
- b) i. If a staff member who is on annual or home leave falls ill for more than one week (seven consecutive working days) sick leave may be granted to him provided his request is supported by a medical certificate.
- ii. A staff member whose household there is any case of contagious disease, who receives a quarantine order affecting his household and who, as a result, is unable to attend the office, shall continue to receive his full salary and other emoluments during this period of compulsory absence.
2. Maternity Leave:
- a) A staff member who shall have served continuously for one year at the anticipated time of confinement shall be entitled to maternity leave on full pay for the entire period of her

absence six (6) weeks prior to and six (6) weeks after confinement upon presentation of a medical certificate.

- b) A staff member with less than one year of continuous service at the anticipated time of confinement shall be given her accrued annual leave and, on her request, special leave without pay for the balance of her absence.

### 3. Social Insurance

1. a) The OAU compensation and Social Insurance Scheme shall be extended to all staff members of the Organization in conformity with the terms and conditions prescribed to this end.

- b) In general, the Scheme consisting of:

- Compensation Fund and
- Social Security Fund

Shall be used to:

- i. pay compensation to staff members in the event of accidental death in the performance of their duties to the Organization
- ii. A pension Fund for staff members of the OAU who are not covered by the OAU pension Scheme.

### 2. Pension Fund

- a) All staff members of the OAU shall be entitled to the Pension Scheme under the following conditions:

- i. Staff Members of Group I (1st and 2nd categories)

They shall contribute 7% of their salary and the Organization 14%

ii. Employees of Group II (1st and 2nd categories)

According to the best prevailing conditions in the host country or they shall contribute 4% of their salary and the Organization shall contribute 8%.

b) The Secretary-General shall set the terms and conditions for the application of the above provisions.

37. Medical Scheme

Staff members of all categories shall be entitled to the Medical Insurance Scheme under the terms and conditions of the text in force in the O.U.

Article 28. Gratuity

The Organization shall pay a gratuity equivalent to 15% of the basic annual salary to all staff members who have served satisfactorily on contractual appointments of more than one year, upon expiration of their contract or period of service.

CHAPTER IX Travel of Staff

Article 23 Travel of staff members or their dependants shall be subject to written authorization of the Secretary General.

- 1 - a) Subject to the provisions specified in the Financial Rules, travel by staff members of the Organization of African Unity shall be as follows;
- i) Temporary  
Travel on official mission on behalf of the organization
  - ii) Specific
    - On initial appointment;
    - on change of duty station;
    - on home leave
    - on separation from service under the conditions stipulated in the present Staff Rules
    - on travel authorized for social reasons (family, medical, security) or other reasons as authorized by the Secretary General in accordance with the provisions of the Financial Rules.
- b) i) The normal route for all travel authorized by the Secretary General shall be the most direct and economical route.
- ii) The route, mode and conditions of transportation shall be determined by the Secretary General in conformity with the relevant provisions of the Financial Rules.
- c) i) Any staff member authorized to undertake "temporary" or "specific" travel shall be entitled to a subsistence allowance which may vary from area to area or from country to country and according to the level of the staff member, a schedule of rates for subsistence allowance shall be established from time to time by the Secretary General in accordance with the prescribed terms and conditions.

- ii) Depending on the circumstances, the Secretary General may authorize payment of subsistence allowance to staff members for annual, special and home leave taken in the course of an official mission or for a period considered as sick leave taken while in official travel status.
- d)
    - i) The Secretary General and the Assistant Secretaries General shall travel first class by air; whenever they use an alternative mode of transportation, they shall be accommodated according to the conditions prescribed by the Secretary General.
    - ii) Except otherwise specified by the Secretary General, all other staff members shall travel in economy class by air or second class by sea, if any other mode of transport is used, they shall travel according to the terms and conditions prescribed by the Secretary General.
- 2 - a) For "specific" travel, the organization shall pay the costs for the removal of personal effects and household goods according to the terms and conditions establishing the authorized luggage weight.
  - b) The Secretary General shall determine from time to time the specific conditions for payment of excess luggage, including the transport of official documents and other effects of the organisation, particularly during conferences organised by or in collaboration with the OAU
- 3 - a) Staff members in travel status shall not be entitled to a refund of unused tickets neither shall they keep them at the end of their mission. Unused tickets shall be returned to the Travel Section of the organisation.
  - b)
    - i) Whenever a staff member is requested to use his own means of transport for service purposes, the expenses incurred with prior authorization shall be refunded to him at a reasonable rate fixed by the Secretary General.

ii) All other unforeseen expenses incurred within reasonable limits during travel on official duty may be refunded upon presentation of receipts and supporting documents according to the terms and conditions established by the Secretary General in conformity with the Financial Rules.

4 - a)

Upon the death of a staff member or of his recognised dependant, the organization shall pay the expenses of transportation of the body from his official duty station or in the event of death having occurred whilst in travel status, from the place of death, to the home country or country of normal residence.

b)

On initial appointment, the Organization of African Unity shall pay the travel expenses for the staff and his dependants from his home country or country of normal residence to the official duty station; the same shall apply to return travel expenses on separation from service provided the staff member's appointment was for a period of not less than one year or he had completed not less than one year of continuous service.

c)

i) Any staff who resigns after less than one year of active service or within 6 (six) months following the date of his return from home leave shall not be entitled to payment of the return travel expenses for himself or his dependants.

ii) The Secretary General may, however, authorize the payment of such expenses if he is satisfied that there are compelling or plausible reasons for so doing.

iii) The Organization of African Unity shall not pay return travel expenses if travel has not commenced within three (3) months after the date of separation from service.

iv) The Organization shall not pay the return travel expenses of a staff member with a fixed term appointment of less than one year unless he has completed the project or accomplished the assignment specified in his appointment letter.

CHAPTER X Separation from service

Article 29 Separation from service may result from:

- a) Action taken by the staff member (resignation) or compelling reasons (death).
- b) Action taken by the OAU (dismissal) or natural causes, (following death, retirement, permanent disability, conviction, etc.)
- c) Action taken by the home country (recall or expiration of secondment)

- 1 - a) 1) A staff member may resign by giving (3) three months written notice to the Secretary General if he has been appointed and confirmed in a post or by giving one month's notice if he holds a fixed-term appointment (a probationary appointment of less than one year). The Secretary General may however, accept or reject or give shorter notice; in any case, the resignation shall only take effect following the advice of the Joint Advisory Committee.
- ii) A staff member who shall have accrued annual leave at the time of his resignation shall be paid in lieu thereof a sum of money equivalent to his salary or wage for the period of such accrued leave up to a maximum of two months.
- iii) The voluntary resignation of a staff member shall be irrevocable upon expiration of the prescribed period of notice and his entitlements shall be paid to him in accordance with the relevant provisions

- 2 - a) The Secretary General may terminate the appointment of a staff member by giving him three months' written notice if he holds a permanent appointment or one month's notice if holds a fixed-term or probationary appointment; subject to the following conditions:
  - i) if the exigencies of service so demand (budgetary reduction)
  - ii) if the services of the staff member are deemed unsatisfactory.
  - iii) if his physical and mental health prevent him from

performing his duties

- iv) if certain facts anterior to his appointment and relating to his suitability and moral conduct come to light which, if they had been known at the time of his appointment, should under the standards established in the Charter and Staff Regulations would have precluded his appointment
- v) if he loses his right and status of staff member of the organization as a result of a sentence or imprisonment for dishonourable reasons.

b) The Secretary General may terminate the appointment of a staff member who holds a fixed-term<sup>of</sup> appointment prior to the expiration date for any of the reasons specified in paragraph a) above or for such other reason as may be specified in the letter of appointment or in the Staff Regulations.

a) In lieu of the notice period, the Secretary General may authorize, in accordance with the prescribed terms and conditions, and following consultation with the Advisory Committee on Administrative, Budgetary and Financial Matters, compensation calculated on the basis of the salary and emoluments the staff member would have received if his separation from service had occurred at the end of the normal notice period.

3. No staff member shall be dismissed or shall resign until the Joint Administrative Committee set up for that purpose, has examined the matter, given its opinion and submitted a report.

### Article 30 Financial and other responsibilities

Upon resignation or separation from service, staff members shall be required to reimburse the organization either in full or partially any financial loss or material damage suffered as a result of negligence or of their having violated any staff regulation, rule or other administrative instruction.

.../...

Article 31 Retirement age

In conformity with the relevant provisions established by the Organization of African Unity, staff members shall not remain in the service of the Organization beyond the age of (62) sixty-two. In exceptional circumstances and, in the interest of the Organization, the Secretary General may, however, extend this period by not more than (3) three years provided the Medical Panel certifies the staff member as fit for further service.

CHAPTER XI Immunities and Privileges

Article 32 Staff members of the Organization of African Unity shall be entitled to the immunities and privileges specified in Articles 10 and 11 of the Staff Regulations, subject to the following conditions;:

- a) The Secretary General and Assistant Secretaries General shall be granted the same privileges and immunities as diplomatic staff of diplomatic missions.
  - b) All other staff members, regardless of their nationality, shall be entitled to and granted, <sup>in</sup> the host country and country of duty station, diplomatic immunities covering all their activities in the performance or exercise of their duties in the service of the Organization.
  - c) All staff members of Groups I and II, except nationals of the host country shall be entitled same privileges as staff of diplomatic missions with equal rank.
  - d) The Secretary General shall determine from time to time the conditions for entitlement to privileges and immunities on the basis of the various International Conventions, the OAU Convention on Privileges and Immunities and the Headquarters Agreement.
- ...../.....

CHAPTER XII    Disciplinary measures

Article 33    The application of the provisions of Article 44 of the Staff Regulations establishing the Disciplinary Board and supplemented by Article 19-2 of the present staff rules, the Disciplinary Board shall examine and give an opinion on all disciplinary measures to be taken against any staff member.

- 1    -    The composition of the Disciplinary Board is given in Article 19-2 of the present staff rules.
  
- 2    -    Any of the following disciplinary measures may be taken against any staff member:
  - a)    request for written justification
  - b)    warning
  - c)    censure (which may or may not be recorded in the staff member's file)
  - d)    suspension for not more than (10) ten days
  - e)    delay of promotion
  - f)    denotion
  - g)    dismissal
  
- 3    -    Any serious misconduct on the part of a staff member in the performance of his duties or any action liable to discredit the Organisation or adversely affect its interests shall be subject to the disciplinary measures specified above.
  
- 4    - 1    In the event of serious misconduct none of the disciplinary measures in d, e, f and g above shall be taken against a staff member before his case is submitted to the Disciplinary Board which shall give its opinion.

ii The final decision shall be taken by the Secretary General on the basis of the recommendation by the Disciplinary Board.

- 5 Without prejudice to their responsibility arising from the financial Rules and the rules on financial management, staff members shall be responsible for any loss or damage suffered by the Organisation as a result of his negligence or violation of any rules of the international public service of the Organization.
- 6 Upon request, provided the request is deemed justified, the Secretary General may excuse any member of the Disciplinary Board from consideration of a specific case.
- Any member who has been excused shall be replaced by a staff member of the same category; his replacement shall be appointed under the same conditions as himself.
- 7-a) i - If misconduct is observed and a charge of misconduct is made against a staff member, his supervising officer shall ask him for a written explanation and he shall be given a reasonable time limit to reply in writing.
- ii - Upon the expiration of the time limit or after the written reply is received and disciplinary action is deemed necessary, the Secretary General shall notify the Disciplinary Board.
- b) The Secretary General shall notify the Disciplinary Board of any disciplinary action initiated against any staff member and shall transmit the confidential file of the staff member concerned to the chairman of the Disciplinary Board.
- c) The confidential file and all other documents required to establish the truth shall be communicated to the members of the Disciplinary Board and to the staff member concerned. Sufficient time shall be given to study the file and other related documents.

- 8 a) The Disciplinary Board may decide to hear the staff member concerned or any other person for the purpose of establishing the truth.
- b) The staff member concerned may be assisted or represented by a staff member of his choice who is at Headquarters and is not a member of the Disciplinary Board.
- c) If the staff member concerned requests the Disciplinary Board to hear him or his representative, the Board shall comply with his request.
- 9 a)i- The Disciplinary Board shall be convened by its Chairman at the Secretary General's request.
- ii- The Chief of Personnel or any other person appointed by the Secretary General or by the Chairman of the Board shall act as Secretary of the Disciplinary Board.
- iii- The Secretary shall act as rapporteur of the Disciplinary Board; he shall not participate in the deliberations but may supply the Council with any information it may need.
- b)i -The proceedings of the Disciplinary Board shall be considered valid only if all its members are present (including one member of the same category as the staff member whose case is before the Board)
- ii The decision of the Disciplinary Board shall be signed by all members of the Board.

10 a) After the case has been put before and discussed by the Disciplinary Board, the latter shall recommend to the Secretary General which disciplinary measure should be taken and submit justification of its recommendation.

b)i-If the staff member concerned considers that the disciplinary measure imposed on him by the Disciplinary Board and applied by the Secretary General is against the Staff Regulations and Staff Rules, he may appeal, ~~and~~ to the Administrative Tribunal.

ii-Unless the Secretary General decided otherwise for reasons he deems justified, the filing of an appeal against the recommendation of the Disciplinary Board shall not have the effect of suspending action.

### CHAPTER XIII Final Provisions

#### Article 34

- 1 Upon the adoption of the present Staff Regulations and Staff Rules by the Council of Ministers, the Secretary General shall be authorised to take, any necessary measures to apply, bring up to date and harmonise the provisions of the said Rules and Regulations with all other previous texts of reference of the Organization on matters relating to administrative and staff management.
- 2 Without prejudice to their acquired rights, the Secretary General shall notify the staff of all administrative measures and provisions he deems to improve the efficiency and operation of the secretariat, the conditions of service and living conditions of staff members in general.

Done at \_\_\_\_\_ on \_\_\_\_\_

SALARY SCALES OF SENIOR STAFF - GROUP I CATEGORIES I AND II  
BAREME DES TRAITEMENTS DES CADRES - GROUPE I CATEGORIES I ET II

STAFF CATEGORIES CATEGORIES	CLASSIFICATION CLASSE		STEPS					ECHELONS				
			I	II	III	IV	V	VI	VII	VIII	IX	X
Assistant Officer Fonctionnaire-Adjoint	P1	O	6,864	7,084	7,304	7,524	7,744	7,964	8,184	8,404	8,624	8,844
	P1	N	7,200	7,450	7,700	7,950	8,200	8,450	8,700	8,950	9,200	9,450
Second Officer 2ème Adjoint	P2	O	8,401	8,632	8,863	9,094	9,325	9,556	9,787	10,018	10,249	10,480
	P2	N	9,000	9,260	9,520	9,780	10,040	10,300	10,560	10,820	11,080	11,340
First Officer 1er Adjoint	P3	O	9,936	10,189	10,442	10,695	10,948	11,201	11,454	11,707	11,960	12,213
	P3	N	11,000	11,280	11,560	11,840	12,120	12,400	12,680	12,960	13,240	13,520
Senior Officer Cadre Supérieur	P4	O	12,295	12,581	12,867	13,153	13,439	13,725	14,011	14,297	14,583	14,869
	P4	N	13,300	13,600	13,900	14,200	14,500	14,800	15,100	15,400	15,700	16,000
Principal Officer Cadre Principal	P5	O	14,281	14,567	14,853	15,139	15,425	15,711	-	-	-	-
	P5	N	16,000	16,320	16,640	16,960	17,280	17,600	17,920	18,240	18,560	18,880
Director Directeur	P6	O	15,783	16,113	16,443	16,773	17,103	-	-	-	-	-
	P6	N	17,140	17,470	17,800	18,130	18,460	18,790	19,120	19,450	19,780	20,110
Director General or Executive Secretary Directeur Général ou Secrétaire Exécutif	D1	N	18,950	19,300	19,650	20,000	20,350	20,700	21,050	21,400	21,750	22,100

NOTE:

O = Old/Ancien  
N = New/Nouveau

ANNUAL SALARY SCALE OF ADMINISTRATIVE STAFF -  
GROUP II - FIRST CATEGORY

STAFF CATEGORIES	CLASSIFICATION	S T E P S									
		I	II	III	IV	V	VI	VII	VIII	IX	X
Junior II Administrative and Clerical Staff	GS1 O	2,542	2,635	2,708	2,791	2,874	2,957	3,040	3,123	3,206	3,289
	Class 1 N	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200
Junior I Administrative and Clerical Staff	GS2 O	2,985	3,117	3,249	3,381	3,513	3,645	3,777	3,909	4,041	4,173
	Class 2 N	3,800	3,950	4,100	4,250	4,400	4,550	4,700	4,850	5,000	5,150
Senior II Administrative and Clerical Staff	GS3 O	3,762	3,927	4,097	4,257	4,422	4,587	4,752	4,917	5,082	5,247
	Class 3 N	4,600	4,780	4,960	5,140	5,320	5,500	5,680	5,860	6,040	6,220
Senior I Administrative and Clerical Staff	GS4 O	4,926	5,091	5,256	5,421	5,586	5,751	5,916	6,081	6,246	6,411
	Class 4 N	5,700	5,880	6,060	6,240	6,420	6,600	6,780	6,960	7,140	7,320
Principal Senior Administrative and Clerical Staff	GS5 O	5,757	5,922	6,087	6,252	6,417	6,582	6,747	6,912	7,077	7,242
	Class 5 N	6,750	6,940	7,130	7,320	7,510	7,700	7,890	8,080	8,270	8,460
Principal Administrative and Clerical Staff	GS6 N	8,500	8,700	8,900	9,100	9,300	9,500	9,700	9,900	10,100	10,300

NOTE: O = Old  
N = New

STAFF CATEGORIES	CLASSIFICATION		S T E P S									
			I	II	III	IV	V	VI	VII	VIII	IX	X
Locally Recruited Staff 6 General Service Staff 6th Class	LS6	O	2,072	2,188	2,304	2,420	2,536	2,652	2,768	2,884	3,000	-
	GS6	N	2,300	2,420	2,540	2,660	2,780	2,900	3,020	3,140	3,260	3,380
Locally Recruited Staff 7 General Service Staff 7th Class	LS7	O	2,816	2,964	3,112	3,260	3,408	3,556	3,704	3,852	4,000	-
	GS7	N	3,150	3,310	3,470	3,630	3,790	3,950	4,110	4,270	4,430	4,590
Locally Recruited Staff 8 General Service Staff 8th Class	LS8	O	3,852	4,024	4,196	4,368	4,540	4,712	4,884	5,056	5,228	-
	GS8	N	4,300	4,490	4,680	4,870	5,060	5,250	5,440	5,630	5,820	6,010
Locally Recruited Staff 9 General Service Staff 9th Class	LS9	O	4,676	4,848	5,020	5,192	5,364	5,536	5,708	5,880	6,052	-
	GS9	N	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600	6,800	7,000
Senior General Service Staff	GS-10	N	6,100	6,300	6,500	6,700	6,900	7,100	7,300	7,500	7,700	7,900

NOTE:-

O = Old  
N = New

ANNUAL SALARY SCALE OF AUXILIARY AND GENERAL SERVICE STAFF  
GRUP II - SECOND CATEGORY

STAFF CATEGORIES	CLASSIFICATION	S T E P S									
		I	II	III	IV	V	VI	VII	VIII	IX	X
Locally Recruited Staff 1 General Service Staff 1st Class	LS1 O	360	392	424	456	488	520	552	584	616	-
	GS1 N	470	510	550	590	630	670	710	750	790	830
Locally Recruited Staff 2 General Service Staff 2nd Class	LS2 C	552	592	632	672	712	752	796	832	872	-
	GS2 N	670	715	760	805	850	895	940	985	1,030	1,075
Locally Recruited Staff 3 General Service Staff 3rd Class	LS3 O	936	984	1,032	1,080	1,128	1,176	1,224	1,272	1,320	-
	GS3 N	950	1,010	1,070	1,130	1,190	1,250	1,310	1,370	1,430	1,490
Locally Recruited Staff 4 General Service Staff 4th Class	LS4 C	1,272	1,348	1,424	1,500	1,576	1,652	1,728	1,804	1,880	-
	GS4 N	1,330	1,420	1,510	1,600	1,690	1,780	1,870	1,960	2,050	2,140
Locally Recruited Staff 5 General Service Staff 5th Class	LS5 O	1,652	1,728	1,820	1,904	1,988	2,072	2,156	2,240	2,324	-
	GS5 N	1,825	1,925	2,025	2,125	2,225	2,325	2,425	2,525	2,625	2,725

**NOTE:**  
O = Old  
N = New

AFRICAN UNION UNION AFRICAINE

African Union Common Repository

<http://archives.au.int>

---

Organs

Council of Ministers & Executive Council Collection

---

1976-06

# Report of the Ad Hoc Committee on the Structural Reform of the OAU General Secretariat

Organization of African Unity

Organization of African Unity

---

<https://archives.au.int/handle/123456789/9671>

*Downloaded from African Union Common Repository*