



ORGANIZATION OF
AFRICAN UNITY

Secretariat

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ORGANISATION DE L'UNITE
AFRICAINNE

Secretariat

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CM/770 (XXVIII) Part II

Annex II

COMMENTS AND OBSERVATIONS OF THE GENERAL SECRETARIAT
ON THE INSTITUTIONAL AND ADMINISTRATIVE STRUCTURE AND CLASSIFICATION
OF POSTS WITH THE GENERAL SECRETARIAT

REPORT OF THE AD HOC COMMITTEE
ON CAU STRUCTURAL REFORM

COMMENTS AND OBSERVATIONS ON THE SECOND PART

GENERAL SECRETARIAT

OBSERVATIONS ON PARAGRAPH VI ADMINISTRATIVE STRUCTURE

OFFICE OF THE SECRETARY GENERAL OR THE SECRETARY GENERAL'S SECRETARIAT

A. UNITS

The Secretariat's observations are contained in the study of the structure of the different units attached to the cabinet as shown below:

B. THE CABINET

The Chief of Cabinet

The description of the work of the Chief of Cabinet as indicated in the report of the Ad Hoc Committee show sufficiently the volume and the delicate nature of the work of the Chief of Cabinet.

It would therefore be appropriate to give this official a grade equivalent to his real responsibility and the role he plays within the machinery of the Secretariat.

The terms of appointment of this official by the Secretary-General should have no relation with the proposed grade since in the present structure, the Chief of Cabinet whose lot is like that of a political appointee, climbs the ladder in the same way as the ordinary staff members of the Organization.

CABINET ATTACHE

As a private assistant to the Secretary-General, the officer should be in position to help the chief of cabinet. The level of his post should be reconsidered and the present system of his terms of appointment should be maintained.

Special Adviser

Owing to the development of the activities of the Organization and the gradual orientation of these activities towards the technical sectors, the Secretary-General must personally prepare some documents. In fact, it is for the Secretary-General to prepare the final version of the documents which are submitted to our various organs for consideration. The recruitment of this official, the principle of which has been accepted by the Ad Hoc Committee, would enable the Secretary-General to work in a more serene manner when the proposed adviser would give him effective technical and intellectual aid. The Secretary General should be given the power to appoint directly this official as was recommended by the Ad Hoc Committee. In order to forestall any future ambiguity we suggest that he bears the appropriate title of Special Assistant.

The Mail

We strongly feel that the mail Section should, for reasons of the necessary control continuity and co-ordination of all the activities of the Secretariat, by the General Secretariat, remain in the Cabinet

Experience has sufficiently shown the direct responsibility of the Secretary-General in the various operations of the Registry.

Besides and according to the Charter, the Secretary-General is the true Chief of Administration, the Department of Administration and Finance being a sectorial Department at the same level as the other Departments of the Secretariat.

The following structure is therefore, proposed:

- Mail section headed by a Chief of service
- In-coming Registry headed by a supervisor.
- Out-going Registry headed by a supervisor
- Telex office with a supervisor as a head.

This innovation consists in recruiting two supervisors. This measure is justified by the increasing flow not only of ordinary mail but also and, above all, numerous correspondences done by telex.

c) LEGAL SERVICE

In supporting the proposal on structure of the Ad Hoc Committee, the Secretariat recommends that in the case of the said service the facts contained in the job description making the service a Directorate should be taken into consideration. This is even more necessary now that this section has taken on more responsibilities, due, first of all, to the apathy of the CAU Mediation, Conciliation and Arbitration Committee which saddle it with documents which it should have dealt with; also because the General Secretariat of the Organization's activities is becoming more and more legal; and finally because the re-evaluation of posts in this section should allow to put at the disposal of the Organization the services of high calibre African Jurists.

D. Protocol Service

First of all for reasons given by the Ad Hoc Committee which "noted that during important conferences and meetings, the staff of the Protocol Unit would need to be strengthened to enable it discharge the Functions entrusted to it", and then with a view to proceeding to rational and equitable distribution of work during the ever increasing conferences, and finally to meet the ever increasing important work of the Secretariat, it would be suggested that the structure be organized as follows:

- Protocol Section with a Section Head.
- Conference Unit, Ceremonial and General Affairs
Organization headed by an officer who will be an assistant to the Chief of Protocol.
- Immunities and Rights Unit headed by an officer who will also be an assistant to the Chief of Protocol.

The now existing establishments would be restructured on the basis of this new structure.

The innovation calls for the recruitment of a second assistant.

E. The Internal Audit Service

After a detailed examination of the various ways of strengthening the internal audit, on one hand within the General Secretariat, on the other at the level of the regional offices, we reword the Ad Hoc Committee's proposal to read as follows:

- Internal Audit Division with a Divisional Head.
- General Secretariat Audit Section under an officer with the rank of Head of Section.

- Regional Offices' Audit Section under an officer with the rank of Head of Section.

This new structure would both facilitate the decentralization of work, a clear and neat distribution of work in the Division and an efficient auditing of our accounts; the Divisional status to be accorded to this service would be given more authority and respect in its dealings with the Head of Sections of the Secretariat and would correspond with the responsibilities and roles that the staff of this division will have to assume.

F. Press and Information Service

The Secretariat will limit itself here to proposing the recommendation of the Ministers of Information calling for the reinforcement of the Information Department to enable it meet its new responsibilities.

The Resolution adopted by the Ministers of Information contain the following provisions:

Raising of the Information Division to the level of a Department of the Secretariat with the following Sections or Divisions:

i) Press and Public Relations; Powers:

- News Agencies problems; accreditation and technical coverage of conferences; issuing of communiqués and dispatch of documents produced by the Division.

ii) Publications; activities:

- Provisions for publication programmes and charge of all printing works of the Secretariat and the Regional Offices.

- iii) Audio-visual and Radio Service; activities;
- Relations with audio-visual organizations. (URTTVA, CINEMA);
production of radio programmes etc...

It needs to be noted here that the Information Division has experienced for sometime now increase in its activities and responsibilities and development in its structures. This development which should in the interest of the Organization and with due regard to the ever increasing importance of Information in the modern world - (as has been confirmed by the recent decision of the Ministers of Information) continue, the increase demand for the establishment of an adequate structure; this should evolve within the cabinet of the General Secretariat because it should on one hand be at a level where it should embrace the whole activities of the Organization, on the other have a status which will allow it, without hinderance, to undertake a wide information action towards the outside world.

G. Library Section

The Secretariat is of the opinion that the Ad Hoc Committee's proposal to attach this section to the Information Department would place it in its normal working sphere and allow more harmonial concentration of library work.

H. Afro-Arab co-operation Division.

This service's structure was not studied by the ad hoc committee; we however, feel that it is useful to mention here the role and position of this unit with the Secretariat's activities.

These are clearly defined in:-

- a) Resolution CM/Res.20(VIII) adopted by the Mogadishu Summit which recommends the establishment of an economic co-operation between the Arab League and the OAU Member States and the CAU Secretary-General in consultation with the Arab League Secretary-General, were entrusted with the care of setting up an appropriate structure to assure the functioning of this co-operation.

- (b) Res. CM/337 (XXIII) decides the setting up of a special body for Afro-Arab Cooperation within OAU, entrusted with studying and presenting recommendations with regard to all what could reinforce Afro-Arab Cooperation in all fields, and above all the adoption of necessary measures, in collaboration with the equivalent body in the General Secretariat of the Arab League, with a view to organising and convening joint specialised Commissions, in order to conduct studies and discuss the possibilities for ensuring the cooperation required.
- (c) Res. CM/395 (XXIV) which invites the Administrative Secretary-General to set up in his office a service which will be entrusted with co-ordination activities for Afro-Arab Cooperation.
- (d) The Declaration and Programme of Action which were adopted in Cairo by the 1st Afro-Arab Summit, and which drew the guidelines for Afro-Arab Cooperation action, are mainly concerned with:
- (i) Cooperation in the political and diplomatic fields;
 - (ii) Cooperation in the economic and financial fields;
 - (iii) Cooperation in the commercial field;
 - (iv) Cooperation in the fields of Education, and Information as well as in the Scientific and Technical fields.

Thus the Secretariat makes the following proposal with respect to the structure.

- (1) Director of Divisions
- (2) Economic Cooperation Section which will be entrusted with the following activities:
 - Mines - Energy and Industry
 - Agriculture and breeding
 - Communications
- (3) Financial and Commercial Section
 - a) Financial Cooperation Unit
 - b) Unit for cooperation in the commercial field, to abet and promote cooperation in the field of trading in general.

I. Cooperation and Assistance Bureau

Boosting the activities of this Bureau seems to be linked to the set up of adequate structures which will enable the sound establishment of a more effective inter-African cooperation.

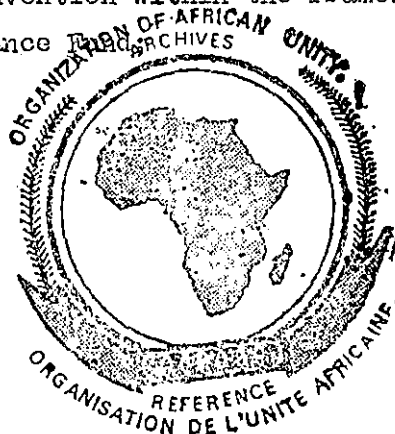
The following structure appears to us satisfactory.

The Transformation of the Cooperation and Assistance Bureau into Divisions, aims at giving it the necessary authority and dynamism.

This division would be composed of:

- A) A Head of Division entrusted with following up the following activities and giving them the necessary impulse. Hence it will have to:

- 1) Handle the Programme of Technical Cooperation as defined by the Convention within the framework of the Cooperation and Assistance



- 2) Ensure coordination of Intergovernmental Organizations and Associations of African governmental bodies;
 - 3) Maintain and promote relations of cooperation between OAU and Organisations affiliated to the United Nations;
 - 4) Constantly ensure the necessary link between inter-African Cooperation and Afro-Arab Cooperation.
- B) Two coordinators, one of whom will be responsible for cooperation, and the other for Assistance and Training.
- 1) The Officer Responsible for Cooperation. All cooperation implies reciprocal interests, a political will and the division of burdens between donor country and receiver country. The person in charge of this sector will be responsible for cooperation among the OAU Member States, between OAU and International as well as Intergovernmental Organizations, and also with the National Liberation Movements etc..
 - 2) The Officer responsible for Assistance and Training
 - (a) Assistance implies immediate and gratuitous aid, should any disaster occur or urgent problems arise for any of the OAU States, the officer in charge of this sector could induce his programme to intervene for immediate assistance (to send help and emergency forces, doctors and cadres). A short period operation, thus assistance is gratuitous and its cost should be assumed by the FCA.

- (b) Yet cooperation and assistance cannot last forever. The final states remain to be the training of national cadres, in particular where newly independent states are concerned. They should already be benefitting from the current training centres to be found here and there. It shall be one of the duties of the officer responsible for assistance and training to make a planned survey of requirements and to draw up an inventory of the establishments and institutes likely to meet those requirements. He will also have to do some prospecting as to the necessary financing sources for the granting of scholarships.
- (c) He will also have to deal with the placing of African personnel of various qualification levels and the setting up of consultant services of consulting-engineer companies at sub-regional, and inter-regional levels.

Notes on Paragraph VII : Administration Department

In view of the criteria set for recruitment and the importance of the service to be directed, the Secretariat proposes a global and objective grading of officers which would comprise the following groups:

- 1) Politically elected: Secretary-General and Assistant Secretaries General
- 2) Executive Secretaries/Department Directors
- 3) Assistant Executive Secretaries/ Directors of Regional and sub-regional offices/ Division Directors.

4) Assistant Directors of Regional Officers/Chiefs of Sections.

5) Coordinator

A. General Services Section

No Comments

B. Personnel Section

For the same reasons as those given for the Internal Control Service, we believe that this section ought to be structured in such manner as would enable it to follow more closely staff problems pertaining to the General Secretariat on the one hand and to the Regional Offices on the other hand.

The following staff chart is therefore proposed:

- (i) Chief of Section who would be responsible for the Section;
- (ii) Assistant Chief of Personnel (P2) who would deal with questions related to personnel and other connected matters and who would be the direct assistant of the Chief of Personnel;
- (iii) Coordinator (P2) who would deal with personnel and other connected matters, and in particular the staff files of regional offices;
- (iv) Coordinator (P2) who would deal with recruitment and numbers of the General Secretariat, as well as the regional and sub-regional offices.

Correspondence of the Personnel Section

Experience has shown that the correspondence of the Personnel Section should be well kept if the current archives are to be preserved and if the object is to keep the staff files up-to-date and ensure their security. Moreover it should be necessary to recruit a clerk for correspondence who is familiar with English and French in view of that services type of correspondence.

It is therefore recommended that the correspondence of the Personnel Section be entrusted to a bilingual clerk who would be graded as GS4.

A redistribution of labour may consequently be carried out among the present staff members.

c. Finance Section

The reason, advanced by the Internal Audit Section and the Personnel Section are equally valuable for this Section.

The Secretariat proposes that this Section be changed into a Division in view of the obvious responsibility of the staff of this Section in handling the finance of the Organization.

The structure could be presented as follows:

- Financial Division headed by a Head of Division
- Accounts Section of the General Secretariat placed under a Chief of Section.
- Accounts Section for the Regional Offices headed by a Chief of Section.

The above distribution of responsibilities would help harmonise the work between the Internal Audit, the Finance Division and the Personnel Section.

Another possibility of structuration would be to create:

- a Budget Section
- an Accounts Section.

Classification of the Assistant-Chief of the Finance Section

The structure proposed by the Secretariat will help solve the problem of Assistant-Chief of the Finance Section even though in preparing this document the Secretariat's main concern was to tackle the real problem of Structural Reform.

Comparison between the staff members of the Finance
Section at the Headquarters and those of the
Executive Secretariats

The proposals contained in the Ad Hoc Committee's Report did not dwell on the structures "stricts sensu". However the Secretariat hopes that a global harmonisation of the classification of the OAU staff members rather than a selective approach will be adopted.

Proposals were also made concerning staff classification to supplement those in paragraph VII.

Classification of Secretaries

Our observations are the same as those above. During the examination of this question reference must be made to the relevant document.

Conference Division

The restructurisation of this Division the importance of which we cannot adequately stress here is taken up on page 57 of Document CM/770(XXVIII) of the Ad Hoc Committee after the increase of the ceiling of staff grades.

The Secretariat feels that in view of the urgent and pressing need for this Division, it must be adequately structured to meet our present and future requirements.

The Conference Division will be structured as follows:

- Conference Division shall be headed by a Director of Division, assisted by an Assistant Director.
- Translation and Interpretation Section: The work of this Section shall be co-ordinated by a Head of Section.

The Section will comprise two Units:

Translation Unit which shall be subdivided on the basis of the working language groups of the OAU.

The staff members here will be increased in order to cater for the regular services of the Secretariat as well as meetings.

- A proof-Reading Unit which shall also be sub-divided according to the working language groups of the OAU. This Section shall strictly abide by the conditions for recruiting proof-readers.
- Interpretation Unit: This shall be a small unit consisting of six interpreters, i.e. 2 per OAU working language, with a co-ordinator (Chief Interpreter) who shall be responsible for the recruitment of freelance staff in accordance with the conditions laid down for the recruitment of interpreters, the preparation and organization of conference interpretation services.
- A reference Unit: The setting up of this Unit is justified in view of the development of the Organization and the increasing number of subjects being covered by the activities, and the need for uniformed OAU terminology.
- Documents and Archives Section to be supervised by a Chief of Section and shall consist of the following units:
 - Minutes and Reports Unit: This unit would be responsible for the distribution of documents to our various Sessions for adoption during their meetings.
 - Document Unit: This unit shall be responsible for the distribution and circulation of documents before, during and after OAU conferences.
 - Document Reproduction Unit
 - Proof-Readers' Unit to be placed under the responsibility of a co-ordinator.
 - English, French, and Arabic Typing Pool.
Each language group to be placed under the control of a supervisor.
 - Re-classification of Proof-Readers

The conditions to be satisfied by a proof-reader shall be a University Degree in Arts or a Diploma from an advanced language school. Besides, he must have thorough knowledge of two working languages as a beginner translator. The General Secretariat feels that the post of proof-readers must be placed in the category of Administrators, as opposed to its present classification in GS category (General Services) in view of both his linguistic and academic responsibility.

RECOMMENDATION

Proof-readers must be re-classified as 2nd class Assistant Administrators (P.1), Group I, 2nd category.

Creation of a new Class for Translators (Class II)

Experience has shown that the Translators recruited by the OAU are not always all highly experienced and that owing to lack of qualified staff it is quite difficult to recruit Translators of the required calibre who have a wide experience. The General Secretariat feels that the time has come to train its own Translators with its own facilities. The staff on the job is for more conversant with the OAU terminology and phraseology. Besides this new classification will make room for promotion for the OAU staff members who are Proof-readers or Administrative-Assistants who, over the years, proved to have had a flair for languages and therefore for translation. This means that the experienced translators with university degrees in Arts or Translation and with six years of experience after completion of their studies will have to be placed under the present classification P.3. The Translators with less experience will have to be considered for the post of Translators Class II under the present classification P.2 of the proposed Group I.

Observations on Paragraph VIII:Political Department

The Secretariat is of the opinion that the present structure of this Department reinforced by the creation of a Defense Section will enable it to carry out its functions more adequately.

This proposal is being made within the framework of the real desire to realise the objectives contained in our Charter, particularly in Article II, paragraph 2, sub-paragraph (F): "Member States shall co-ordinate and harmonise their general policies, especially in the following fields: sub-paragraph (f): defense and security".

Observation on paragraph IX: Department of
Economic and Social Affairs

The Eleventh Extraordinary Session of the Council of Ministers which was held in December 1976 in Kinshasha decided to reinforce this Department. The Budget Session of our Council consequently adopted the necessary financial allocations.

The Secretariat feels that the recommendations of the Ad Hoc Committee and the decision of the Council of Ministers in order to avoid this Department becoming "a monster" in which the overlapping between the activities of the various units can only jeopardise its cohesion and efficiency. We consequently propose the following general structure:

Department: Head of Department

Economic Affairs Section: Chief of Section

- Head of Industrial Unit
- Head of Commercial Unit
- Head of the Unit of Monetary and Financial questions
- Commercial co-ordinator
- Specialist co-ordinator for Monetary and Financial question
- Co-ordinator on insurances matters

Communications and Tourism Section

- Chief of Section
- Chief of Transport Unit
- Chief of Telecommunications and posts Unit
- Chief of Tourism unit
- Transport co-ordinators
- Communications co-ordinators
- Tourism co-ordinators

Studies, Statistics and planning section

- Chief of Section
- Co-ordinators
- Research assistant

Department of Education, Science, Health and Culture

To make this Department more operational and in view of the fact that the action of the fifth geo-political sub-region might entail

the appointment of a new Assistant Secretary General, it is necessary to make the following modifications:

1. Department of Science, and Health

Placed under the responsibility of an Assistant Secretary-General and directed by a Head of department. His role would be to co-ordinate through agencies and appropriate meetings the activities of Member States in the application of Science and technology to development, together with the following sections or divisions:

- a) Science, Technology and research
- b) Health and Nutrition
- c) Natural resources
- d) OAU Clinic

2. Department of Education, culture and Social Affairs placed under the responsibility of the Assistant Secretary General and directed by a Head of Department with the collaboration of the following sections and divisions.

- a) Cultural affairs and education
 - Cultural affairs unit
 - Education unit
- b) social education
 - Youth and sports unit
 - Women and children affairs unit
- c) Labour and population
 - Labour and Trade Unions' affairs Unit
 - Environmental, population and human establishments' unit

3. Transfer of drought and natural calamities section

This section should be transferred to Ouagadougou (Upper Volta) Head quarters of Inter-states committee for action against drought (CILSS) in conformity with Resolution 336 (XXIII) adopted in Mogadisho, and it should also be in the area of operations, that is in the Sahel; this would facilitate an objective knowledge of the problems, access to information and more adequate documentation on the situation, a more diligent action and a more fruitful co-operation with CILSS which is a specialized body in this field.

Observations on Regional Bureaus

Observations on paragraph XI - The co-ordinating Committee for the liberation of Africa

The Secretariat shares in general observations of the Ad Hoc Committee except as regards paragraph (d) sub-paragraph (ii) and the number of Assistant Executive Secretaries should be brought up to two instead of one in view of the real conditions determining the functioning of the Liberation Committee Executive Secretariat.

Observations on paragraph XII - the Executive Secretariat for Science and Technology (STRC)

The Secretariat shares the recommendations of the Ad Hoc Committee but suggests that STRC be strengthened to enable it to discharge its essential tasks as regards administration, finance, map making, animal husbandry and housing. Hence provision should be made for the following cadres.

- 1 Head of Administration and Finance, P4, capable of ensuring that the best working conditions prevail at the Executive Secretariat and the sub-regional officer (Yaounde, Nairobi, Bangui) all of which come under the STRC/Lagos.
- 1 Cartographer P3
- 1 specialist in animal husbandry; P3
- 1 Housing specialist

OBSERVATIONS ON PARAGRAPH XIII OAU PERMANENT DELEGATION TO THE UNO

The Ad Hoc Committee proposed that this office should be strengthened by creating a second post of Assistant Executive Secretary. The General Secretariat is of the opinion that this proposal would enable the New York Office to better follow the activities of the UN in the political, economic and social fields besides it seems to us useful that a legal Adviser should assist the Executive Secretariat, in the co-ordination of the activities of the Office and the African Group.

The following structure is therefore proposed:

- Executive Secretary
- Assistant Executive Secretary in charge of the General Policy and Information.
- Assistant Executive Secretary in charge of economic and social affairs.
- Legal Adviser

The present staff will therefore be transferred to fill up the posts of this new organization chart.

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