



ORGANIZATION OF AFRICAN UNITY

REPORT OF THE WORKING GROUP
ON
THE STRUCTURAL REORGANIZATION
OF THE
ORGANIZATION OF AFRICAN UNITY

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OAU

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I. INTRODUCTION

1. This report presents concrete proposals for the structural reorganization of the General Secretariat of the Organization of African Unity (OAU) against the background, not only of the experiences of the past three decades, but particularly of the projections of the new role that the Organization is called upon to play in the future in the economic and political fields. In this connection, this restructuring exercise is timely in view of the Treaty establishing the African Economic Community which was signed by African Heads of State and Government in June 1991 and has now been ratified by the required number of member states thus paving the way for its implementation.

2. As enshrined in the Charter of the OAU, the Organization was formed with the following specific purposes:

- a. To promote the unity and solidarity of the African peoples;
- b. To coordinate and enhance their efforts and level of cooperation to achieve a better life for the peoples of Africa;
- c. To defend the sovereignty, territorial integrity and independence of the African states;
- d. To eradicate all forms of colonialism from Africa; and
- e. To promote international cooperation in the context of the provisions in the United Nations Charter and the Universal Declaration of Human Rights.

3. According to the Charter, the OAU is charged with the responsibility of *coordinating* and *harmonizing* the policies of African states in the following areas:

- (i) Political and diplomatic cooperation;
- (ii) Economic cooperation including transport and communications;

- (iii) Health, sanitation and nutritional cooperation;
- (iv) Scientific and technical cooperation; and
- (v) Defence and security cooperation.

Furthermore, as reflected in the Preamble to the Charter, the OAU is intended to be the organ for reinforcing links between member states by establishing and strengthening common institutions.

4. In the political field, the experience of the last thirty years since the inception of the OAU has been a mixture of success and failure. The Organization has successfully spearheaded the struggle for the elimination of colonial domination. However, this has also been the period that Africa has seen the emergence and intensification of widespread political instability in the form of military coups, civil wars and interstate conflicts. This development has brought to the fore the added need for the OAU to address the issues of conflict prevention, management and resolution, democratization and the management of the democratic process, the promotion of human rights and the provision of humanitarian assistance to the millions of African people who have been displaced and disposed as a consequence of these conflicts.

5. In the economic sphere, the 1960's were to a large extent the decade of rapid advancement characterized by extensive physical and social infrastructural and human resources development with most member states embarking on expansive and ambitious socio-economic programmes. This positive beginning has, however, not been sustained, particularly in the last two decades during which time Africa has experienced general economic regression characterized by a huge external debt burden, falling commodity prices on the international market, severe balance of payments difficulties and negative growth rates. Its share of international trade has shrunk to levels lower than that of the 1960's making the prospect of complete marginalization of Africa a disheartening prospect. The OAU has attempted to address these problems by adopting and implementing strategies intend to stimulate growth and development. The Kinshasa Declaration of 1976 took a positive stance urging the need to strengthen economic and technical cooperation among African

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countries. The Monrovia Declaration of 1979 provided guidelines and measures for national and collective self-reliance. The Lagos Plan of Action promulgated in 1980 provided a blue print for the socio-economic development of Africa and set out measures for the implementation of the Monrovia Declaration. The most recent effort was the signing in 1991 in Abuja by Heads of State and Government of the Treaty establishing the African Economic Community whose major objectives are to promote economic, social and cultural development and integration of African economies so as to increase economic self-reliance and endogenous self-sustained development. The pursuit of the goals enshrined in the Treaty establishing the African Economic Community constitutes a major challenge of the OAU for the next three decades.

6. In proposing the new structure of the OAU, consideration has been given to the need to put in place structures that will allow for the execution of the Organization's new mandate of socio-economic development and integration as well as the new political agenda in the area of conflict management, the establishment of democratic institutions and the promotion of human rights and peace. At the same time, attention has been given to the creation of structures that allow the OAU to continue to discharge its responsibilities with respect to fostering development in other sectoral areas of science and technology, health and environment.

XX 7. While the broad mandates of the OAU listed above have been important in influencing the restructuring proposals, consideration of the specific role the OAU is expected to play in carrying out these mandates has been a major factor in moulding these proposals. The Charter of the OAU has stipulated clearly that the OAU's role should be one of coordination and harmonization. Therefore, in considering what structures should be put in place it has been borne in mind that the OAU's functions will focus on the harmonization and coordination of policies directly among member states or through Regional Economic Communities (RECs) in the different sectors. In this regard, it is expected that the OAU will not be involved in the implementation of activities such as conducting research or executing projects but will instead be concerned with establishing, for example, priority areas for research which could then be translated into programmes and activities to be implemented by other organizations that are better placed and endowed than the OAU. The perceived role of the OAU should be one of ensuring that priority areas and issues as adopted are translated into projects and programmes for implementation by designated institutions. It should also

not
involved
in
research
or
activities

give political and financial support to these institutions as well as coordinate and monitor their activities in order to avoid waste of resources that might arise from uncoordinated activities being pursued by member states or by regional institutions on behalf of member states.

8. With specific reference to the OAU regional offices and external missions, there is need not only to review their mandate and terms of reference but also to ensure proper rationalization of their activities in the light of the new emerging priorities of the Organization. A matter of particular concern has been the re-examination of the role that the Scientific Offices of the OAU should play. It is maintained in this report that the OAU is not equipped to undertake scientific and technical research as it lacks both the capacity and resources to discharge this function. The scientific research that the Organization has undertaken in the past has yielded little tangible results, in effect, by pursuing activities of a research nature, the OAU often duplicates the work being done by other organizations which it ought to be coordinating and harmonizing.

9. The focus of the OAU's activities, on the other hand, ought to be one of compiling and analyzing for policy implication the work generated by other organizations and if necessary calling their attention to the need to address areas of special interest to the African policy maker. The OAU should be in the position to avail to itself the services of these organizations by influencing their programmes, research and studies in favor of priority areas as identified by the OAU policy organs. The Scientific and Technical Offices of the OAU, in particular, should play a central role in this arrangement through the preparation of terms of reference for these studies, monitoring and evaluating findings with the view to promote effective policy formulation among member states.

10. Another area of concern that has influenced the restructuring proposals is the perceived position of projects and institutions of the OAU whose activities are regional specific. It is suggested that the OAU should attempt to articulate a more limited focus and direction in order for it to make the expected impact within the limited scope of its resources. On this basis it is considered desirable that the OAU withdraws from regional technical projects and programmes which could best be ceded to RECs and concerned member states.

11. It is evident that the OAU is not in a financial position to support a large and unwieldy structure. Consequently in making proposals for restructuring careful consideration has been given to the need to avoid structures that are likely to outstretch the resources capacity of the Organization. This has been possible by firstly placing emphasis on the need to professionalize the staffing of the Organization. Currently the OAU has on its complement some staff who lack adequate professional skills and relevant expertise. The compact structure being proposed assumes that organizational success will be built on professional proficiency. It has also, been assumed that the OAU will consider the possible introduction of a re-entrenchment package which could entice staff who may not easily adapt to the demands of the new OAU to leave whilst at the same time provide opportunity to attract skilled personnel with the relevant skills and expertise and capacity to infuse dynamism into the Organization. Deliberate attention should also be given to the attraction of young professionals in view of the aging structure of the Organization as part of overall strategy to regenerate the Organization.

Organization to recruit through local consultants and staff who are not permanent to the Organization

12. Another approach by which the OAU can ensure a modest but flexible structure is to keep to a reasonable minimum the number of core staff on its complement. Rather than attempting to include on its complement the widest possible range of skills and expertise, the Organization should make more use of short term contract staff and consultants who will undertake specific assignments. This scheme would obviate the need to maintain as part of the OAU permanent structure unnecessarily large numbers of staff. But at the same time the scheme will enable the Organization to obtain the services of various experts as they are required. In due course and subject to a prior study the OAU should examine the possibility of introducing an OAU volunteer scheme to supplement the short term consultants scheme.

↓ without pay?

13. The effort to promote professionalism in the Organization will be achieved through the implementation of a package of strategies that will also entail an improvement in overall human resources management through the institution of the right policies and practices with regard to recruitment, remuneration, retraining advancement and utilization. Effective human resources utilization is therefore considered imperative in the implementation of the proposed structure.

14. The modernization of management practices, equipment, premises and the overall work organization is another critical element to the operationalization of a small and cost effective structure. The introduction and effective utilization of modern communication equipment and methods, electronic equipment, computers and other equipment should assist in rationalizing and speeding up work and more importantly in making it possible for the OAU to operate with fewer professional and support staff without sacrificing efficiency.

15. In addition, it is expected that commensurate improvements in the general working conditions will be introduced in order to unleash human potential to attain greater heights of performance. It is hoped that host governments will make some positive contribution to the creation of this much need favorable working environment for the Organization and its staff members.

16. The proposals presented in this report have been made against the background that the Treaty establishing the African Economic Community will take several years to implement. Although, the structure proposed attempts mainly to cater for the work that the Organization is expected to undertake in the next five years, the structure is a flexible one which should gradually adjust to reflect developments in the implementation of the Treaty establishing the African Economic Community and the Organization's political agenda. It should be expected therefore, that an increase in responsibilities in the course of implementation will call for commensurate changes to the structure.

17. Within the spirit of ensuring an efficient and cost effective structure, the organizational structure that has been proposed is a flat one providing for a minimum number of administrative and supervisory levels. In this regard, it is proposed that the work will be organized into the following main categories:

Department: The department will be the largest working unit which will be divided into divisions. Each department will be headed by a Director and this level will constitute the first administrative level.

Division: Divisions will be the basic elements that will form departments and will be headed by Heads of Divisions who will form the second administrative level.

Units: Units will be small entities within a department or a division and will be so designated to reflect their concern with specific issues of a special nature.

18. The main administrative levels are therefore, the Director level and the Head of Division level. Below the Head of Division, officers will not normally be expected to have administrative responsibilities but will function as experts or specialists in their respective fields.

II. STRUCTURE OF HEADQUARTERS DEPARTMENTS

19. The proposed structure for Headquarters departments has been dictated by the following considerations:

(a) To provide for a structure that would service the seven specialized technical committees provided for in Article 25 of the Treaty establishing the African Economic Community; namely,

- Rural Economy and Agricultural Matters
- Monetary and Financial Affairs
- Trade Customs and Immigration Matters
- Industry Science and Technology, Energy, Natural Resources and Environment
- Transport, Communications and Tourism
- Health Labour and Social Affairs
- Education, Culture and Human Resources

(b) To provide for a structure that would service the Economic and Social Council as provided for under Article 15.

(c) To provide for a structure that will enable the implementation of other protocols outside the Economic and Social Council (ECOSOC) and the specialized technical committees.

(d) To provide for a structure that will enable the implementation of the OAU's new agenda in the political field particularly in the areas of conflict management, election monitoring and the promotion of human rights and humanitarian affairs.

(e) To rationalize more effectively the deliverance of other mandates of the OAU.

(A) DEPARTMENT OF ECONOMIC DEVELOPMENT

20. The department of Economic Development is to be the principal organ for the implementation of the economic and technical aspects of the Treaty establishing the African Economic Community. In the main it will take over most of the functions and duties of the present department of Economic Development and Cooperation (EDECO) and will be expected to deal with economic productive services, infrastructure and related activities as well as provide support to the work of relevant technical committees and ECOSOC. It is proposed that the department be divided into six divisions of which details are presented below.

(a) *Agriculture and Rural Economy Division* D1

21. The Agriculture and Rural Economy Division will succeed the present EDECO Division of Agriculture and Rural Development. It will continue to address policy issues relating to food, agriculture, and the development of the rural areas. In addition, it will take on the responsibility of servicing the Specialized Committee on Rural Economy and Agricultural Matters. The structure proposed for the division is intended to provide an effective organ for the implementation of the following Articles of the Treaty establishing the African Economic Community:

Article 46 - Agricultural Development and Food Production

Article 47 - Protocol on Food and Agriculture

22. The specific functions of the Division will include:

- Promotion and harmonization of policy to ensure food security on the continent, increased production and productivity in Agriculture, Livestock Fisheries and Forestry.
- Promotion of policy with regard to the protection of prices of export commodities on the international market by means of establishing an African Commodity Exchange.
- Promotion of policy on the production of agricultural machinery inputs, agriculture equipment, veterinary products, pesticides, etc.

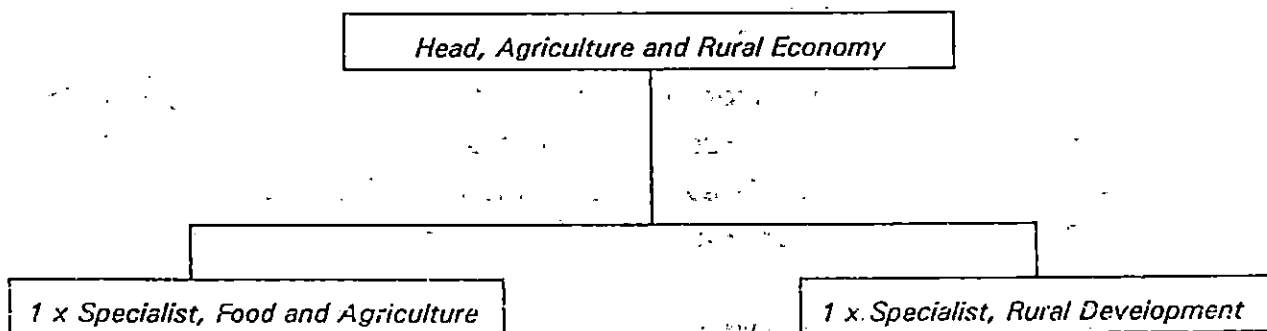
- Promotion of policy on the protection of marine and fishery resources, plants and animals.

- Harmonization of the agricultural development strategies and policies among member states.

Promotion and harmonization of policy with regard to rural development.

23: In addition, the Division will continue to perform its present function of liaising with International and Regional Organizations particularly the RECs. The Division will also be the focal point for servicing the African group in this area. The division's work will be split into two major functions: (a) *Food Policy and Agriculture Economics*, (b) *Rural Development*. The complement of professional staff will be made up of the Head of Division supported by two experts one to cover each function.

Proposed Organigram of the Agriculture and Rural Economy Division



24. The present Division of Agriculture and Rural Development has a complement of four professional staff. Under the proposed reorganization, it is recommended that the P2 position currently on the complement of the Agriculture and Rural Development Division be done away with. This will result in a saving of one position. It is recommended that the savings made from this position should be channelled to support, where necessary, short term consultancy services.

(b) Money and Finance Division

25. The Commerce, Tourism, Customs, Money and Finance Division of EDECO is currently charged with dealing with policy matters relating to money and finance. However, in view of the great volume of work expected to be generated within the context of the African Economic Community in the areas of money and finance, on one hand, and trade, on the other, it has been found necessary to split the present Division of Commerce, Tourism, Customs, Money and Finance into two Divisions of: *(a) Money and Finance*, and *(b) Trade and Customs*. The Division of Money and Finance will be the organ responsible for servicing the specialized technical committee on monetary and financial affairs and will discharge the following functions in accordance with the requirements of the following Articles of the Treaty establishing the African Economic Community:

- Article 44 - Monetary, Financial and Payment Policies*
- Article 45 - Movement of Capital*
- Article 80 - Solidarity, Development and Compensation Fund*

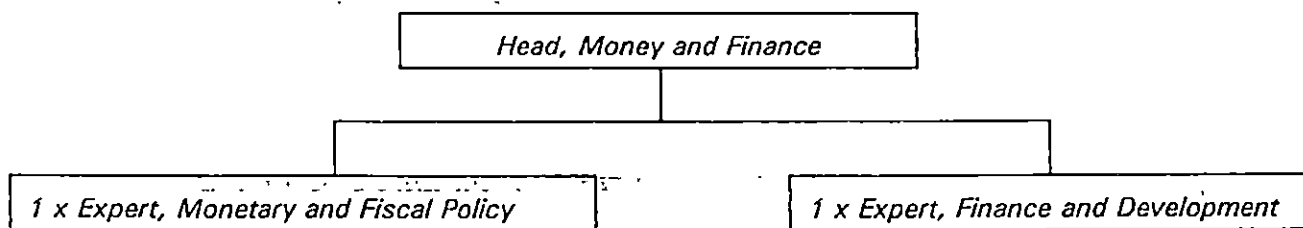
26. The major functions arising from these Articles will be:

- Harmonization of monetary, financial and multilateral payment policies and systems.
- Development of macroeconomic and exchange rate policies.
- Development and harmonization of investment and investment policies.
- Development of policy on the creation of regional money and capital markets.
- Coordination of the solidarity, development and compensation fund.
- Fostering relations with regional and international financial institutions.
- Development of common financial regulations governing of money and capital markets and other financial institutions such as banks.

- Development of strategies for the eventual establishment of an African Clearing House.
- Development of strategies for the creation of an African Monetary Union.

27. The Division of Money and Finance will be divided into two functions: (a) *Monetary and Fiscal Policy*, and (b) *Finance and Development*. The staff complement of professional staff will be made up of the Head of Division supported by two experts one for each function as shown in the organigram:

Organigram of the Money and Finance Division DA



28. Since this division has been created from the splitting up of the present Division of Commerce, Tourism, Customs, Money and Finance, the manpower implications of creating two divisions from the existing single division are discussed at the end of the section on Trade and Customs Division.

(c) Trade and Customs Division

29. As indicated in the above section on the Money and Finance Division, the Trade and Customs Division is one of the two divisions that have been created by splitting the present Division of Commerce, Tourism, Customs, Money and Finance.

30. Trade and customs are considered cardinal to the success of the attainment of regional economic integration and due to the envisaged huge volume of work that will be generated in the area of trade and customs it has been found necessary to create a full division as a way of ensuring the effective implementation of the Treaty establishing the African Economic Community. This division will also be responsible for activities in the area of tourism.

31. The Division of Trade and Customs will be the organ that will service the specialized technical committee on Trade, Customs and Immigration Matters as well as, the tourism component of the specialized committee on Transport, Communications and Tourism. In addition, it will discharge function in accordance with the following Articles of the Treaty establishing the African Economic Community:

- Article 29 - Customs Union*
- Article 30 - Elimination of Customs Duties among Member States of Regional Economic Communities*
- Article 31 - Elimination of Non-Tariff Barriers to Intra-Community Trade*
- Article 32 - Establishment of a Common External Customs Tariff*
- Article 33 - System of Intra-Community Trade*
- Article 34 - Internal Taxes*
- Article 35 - Exceptions and Safeguard Clauses*
- Article 36 - Dumping*
- Article 37 - Most Favored Nation Status*
- Article 38 - Re-Export of Goods and Intra-Community Transit Facilities*
- Article 39 - Customs Cooperation and Administration*
- Article 40 - Trade Documents and Procedures*
- Article 41 - Diversion of Trade Arising from Barter of Compensatory Exchange Agreement*
- Article 42 - Trade Promotion*
- Article 43 - General Provisions on Free Movement of Persons*
- Article 65 - Tourism*

32. The major functions arising from these Articles and their accompanying protocols will include:

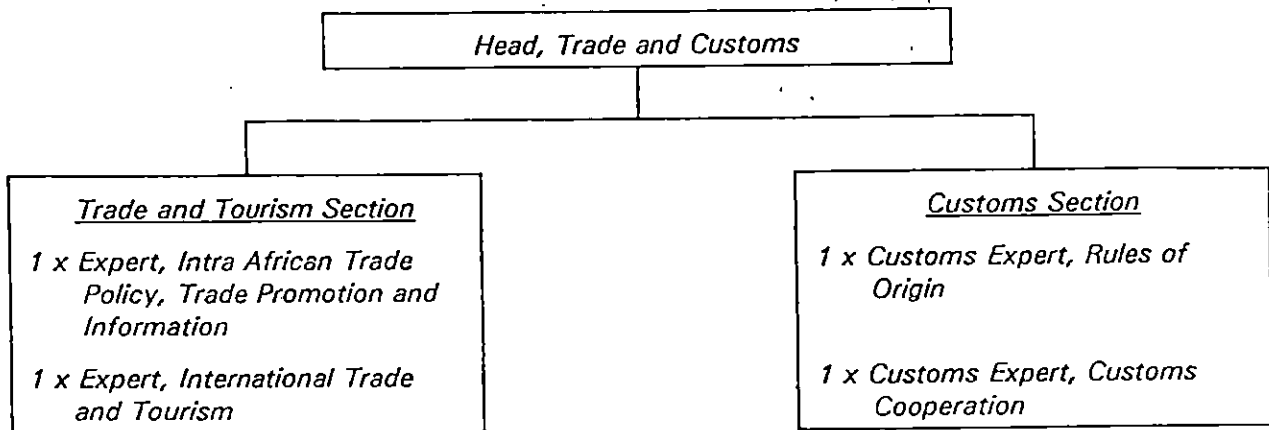
- Developing strategies and harmonizing the stabilization, reduction and eventual elimination of tariff and non-tariff barriers, customs duties, quota restrictions and internal taxes within individuals RECs and among RECs.
- Development of strategies for the establishment of common external customs tariffs among members.

- Development of common policies and strategies on the protection of strategic industries, infant industries, commercial and intellectual property and the application of security laws and regulations.
- Development of policies and strategies on dumping.
- Development of common policies and strategies and re-export of goods and intra-community transit facilities.
- Harmonization and standardization of customs regulations and procedures of member states.
- Harmonization of trade documents and procedures.
- Undertaking trade promotion activities and organizing trade fairs.
- Establishing Pan-African Trade Information System (PANAFTIS) linking to the Trade Information Networks (TINETS) of the RECs.
- Establishing strategies for the diversification of Africa's markets and commodities.
- Advising member states and where necessary advocating their common position during their participation in the international negotiations with the framework of GATT, UNCTAD and other trade related negotiations fora.
- Promotion and harmonization as well as monitoring the implementation of the Protocol on the Free Movement of Persons, Rights of Residence and Establishment.

33. The division will be divided into two broad functions: (a) *Trade and Tourism*, and (b) *Customs*. The proposed staff complement will be made up of the Head of the Division supported by one expert in intra-African trade policy, trade promotion and information and another expert in international and tourism within the trade and

tourism section; while the customs section will be manned by two customs experts one responsible for the rules of origin and another for customs cooperation.

The Organigram of the Division of Trade and Customs D1



34. The current Commerce, Tourism, Customs, Money and Finance Division of EDECO has a complement of five professional staff. As consequence of splitting this division into Money and Finance Division and Trade and Customs Divisions, the two divisions will, between them, require eight professional staff. The increase of three has arisen from the creation of one Head of Division position, one expert position in the Money and Finance Division and another expert position in Customs. The three additional positions are justified by the expected huge volume of activity that will be generated within the two new divisions.

(d) Industry, Energy and Natural Resources Division

35. The Division of Industry, Energy and Natural Resources will succeed the present EDECO Division of Industry, Energy and Mineral Resources. But it will also absorb the Natural Resources function from the present ESCAS Division of Environment, and Conservation of Natural Resources.

36. This division will service the relevant sectors of the specialized committee on Industry, Science and Technology, Energy, Natural Resources and Environment. It will not concern itself with the Science and Technology and Environment aspects of this specialized committee. The division will be expected to organize its functions around

the following Articles of the Treaty establishing the African Economic Community:

- Article 48 - Industry*
- Article 49 - Industrial Development*
- Article 50 - Protocols on Industry*
- Article 54 - Energy and Natural Resources*
- Article 55 - Energy*
- Article 56 - Natural Resources*
- Article 57 - Protocol on Natural Resources*

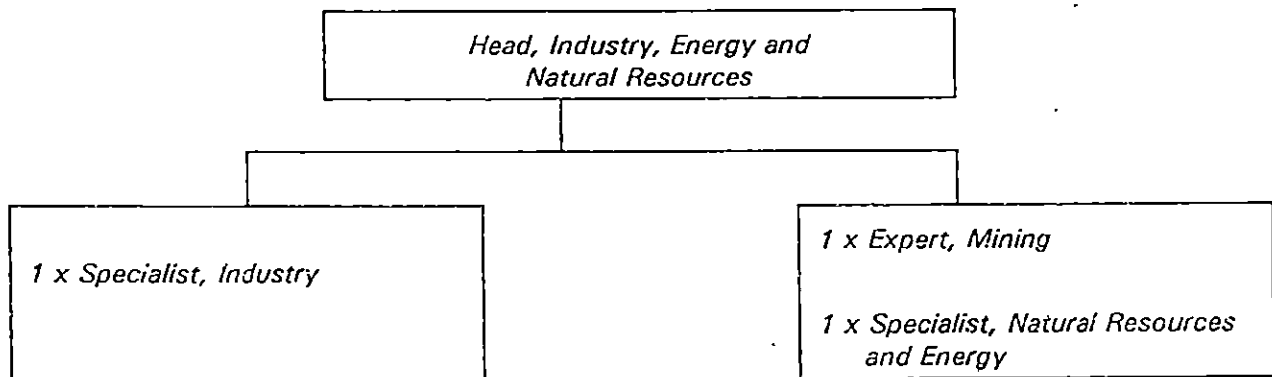
37. The major functions arising from these Articles and their accompanying protocols will include:

- Developing policies for the development of the industrial base of member states.
- Promotion of joint industrial projects among members.
- Promotion of policies, strategies and institutional arrangements for the financing of industrial development.
- Promotion of strategies for technical cooperation and exchange of industrial technology and relevant expertise among members.
- Strengthening African institutions in industrial development, energy and natural resources exploitation.
- Establishing common standards and quality control measures in industrial production.
- Preparing master plans for the establishment of African multi national industries.
- Coordinating and harmonizing policies and programmes in energy and natural resources.

- Developing continental common strategies for the development of energy and natural resources and harmonize national development plans.
- Establish mechanisms for the exchange of information on prospecting, exploration, production and processing of mineral resources.
- Establishing common policies on the marketing of mineral resources.
- Preparing programmes for the enhancement of expertise in the areas of exploration, exploitation and processing of natural resources.

38. The division of Industry, Energy and Natural Resources will be divided into the following broad functions: (a) *Industry*, (b) *Natural Resources, Mining and Energy*. The staff complement will be made up of the Head of Division supported by an Industry Specialist, a Specialist in Natural Resources and Energy and a Mining Expert as reflected in the organigram below.

Organigram of the Industry, Energy and Natural Resources Division D 1



39. The present EDECO Division of Industry, Energy and Mineral Resources has a staff complement of four professionals. The proposed Division of Industry, Energy and Natural Resources also has a complement of four. The changes therefore, do not involve any changes in staff members.

(e) *Transport and Communications Division*

40. The Division of Transport and Communications already exists in the present structure of EDECO Department. It is expected to continue performing its current functions in addition to servicing the relevant sectors of the specialized committee on Transport, Communication and Tourism and meeting the requirements of the following Articles of the Treaty establishing the African Economic Community:

- Article 61 - Transport and Communications*
- Article 62 - Community Enterprises in the field of Transport*
- Article 63 - Posts and Telecommunications*
- Article 64 - Broadcasting (Equipment and Infrastructure Aspects)*

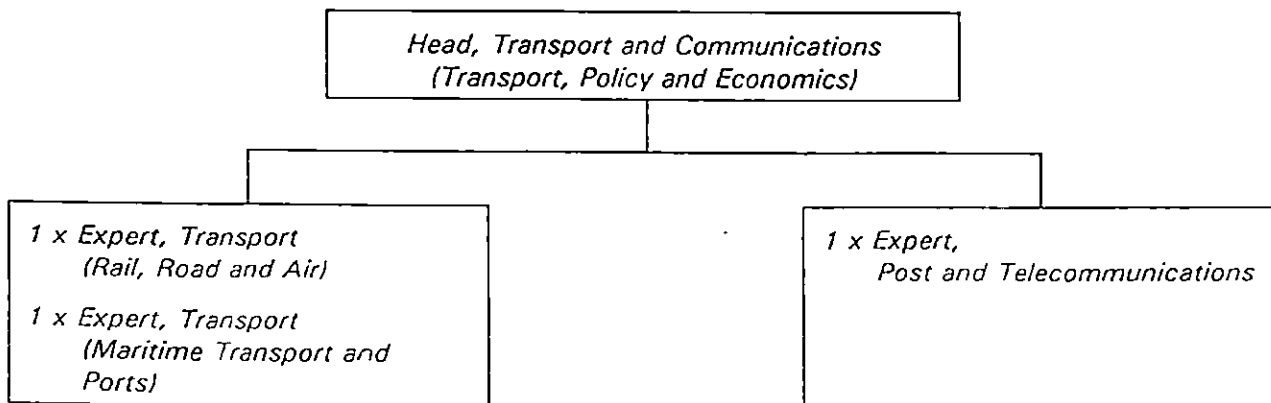
41. The major functions arising from these Articles and their relevant protocols will include:

- The promotion, coordination, harmonization, and integration of transport infrastructure among member states.
- Harmonizing and coordinating transport policies in marine, inter-state lake and river transport, and road transport.
- Developing policies on the expansion, modernizing and maintenance of transport infrastructure through the mobilization of the necessary technological and financial resources.
- Developing programmes for the construction of Pan-African railway networks and trans-African road networks.
- Harmonizing policies on the standardization of various railway networks and modernization of equipment.
- Promotion, coordination, harmonization, and integration of air transport in Africa.

- Promotion and proper coordination and integration of communications facilities and infrastructure.
- Developing and harmonizing policy on the modernizing of telecommunications infrastructure.
- Developing policies and strategies for the establishment of a Pan-African postal network.
- Developing policies and strategies for the establishment of Pan-African Telecommunications Network (PANAFTEL) and the Regional African Satellite Communications System (RASCOM).
- Promotion and harmonization of policies and strategies to strengthen African broadcasting infrastructure.
- Developing policies and programmes for the use of broadcasting and media to promote the regional economic integration effort.

42. The division will be divided into two functions dealing with: (a) *Transport*, (b) *Telecommunications and Posts*. The complement will be the Head of Division supported by three officers responsible for: (a) *rail, road and air transport*, (b) *maritime transport and ports*, and (c) *telecommunications and posts*. It is expected that the Head of Division will be a qualified expert and will directly deal with transport policy and transport economics apart from his administrative duties. The staff complement is reflected in the organigram shown below.

Organigram of the Transport and Communications Division 21



43. The present Division of Transport and Communications is made of four professional staff. No changes are proposed to this number.

(f) Economic Planning, Statistics and Population Division

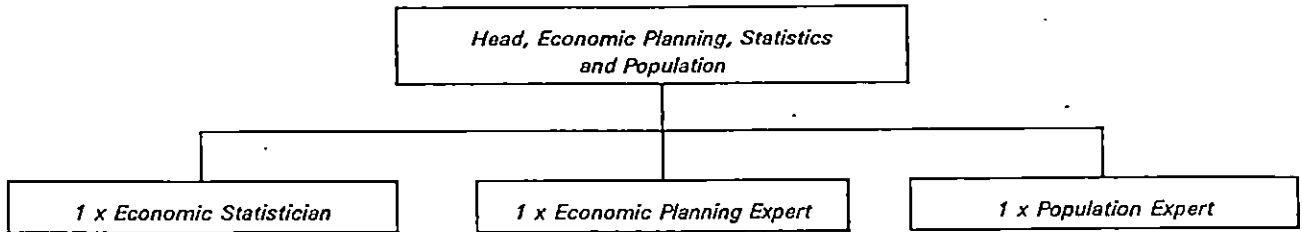
44. The Economic Planning, Statistics and Population Division will succeed the present EDECO Division of Economic Research, Planning and Population.

45. This division will be devoted to the carrying out of desk research, compiling statistics and maintaining relevant data that will be needed in the effective planning of the integration process. It will also be responsible for implementing the requirements of Article 74 of the Treaty establishing the African Economic Community on Population and Development. Its functions will include:

- Compiling and maintaining general economic data and statistics relevant to economic planning in the continent.
- Collecting and compiling economic and statistical data on member states to facilitate the work of the General Secretariat.
- Coordinating and harmonizing research work of African research center and institutions in order to reflect the continent's economic priorities.
- Analyzing data and utilizing information to enhance the economic planning process.
- Developing and applying econometric models.
- Evolving strategies on population growth and socio-economic development.
- Harmonizing population policies.
- Maintaining demographic data bank on member states.

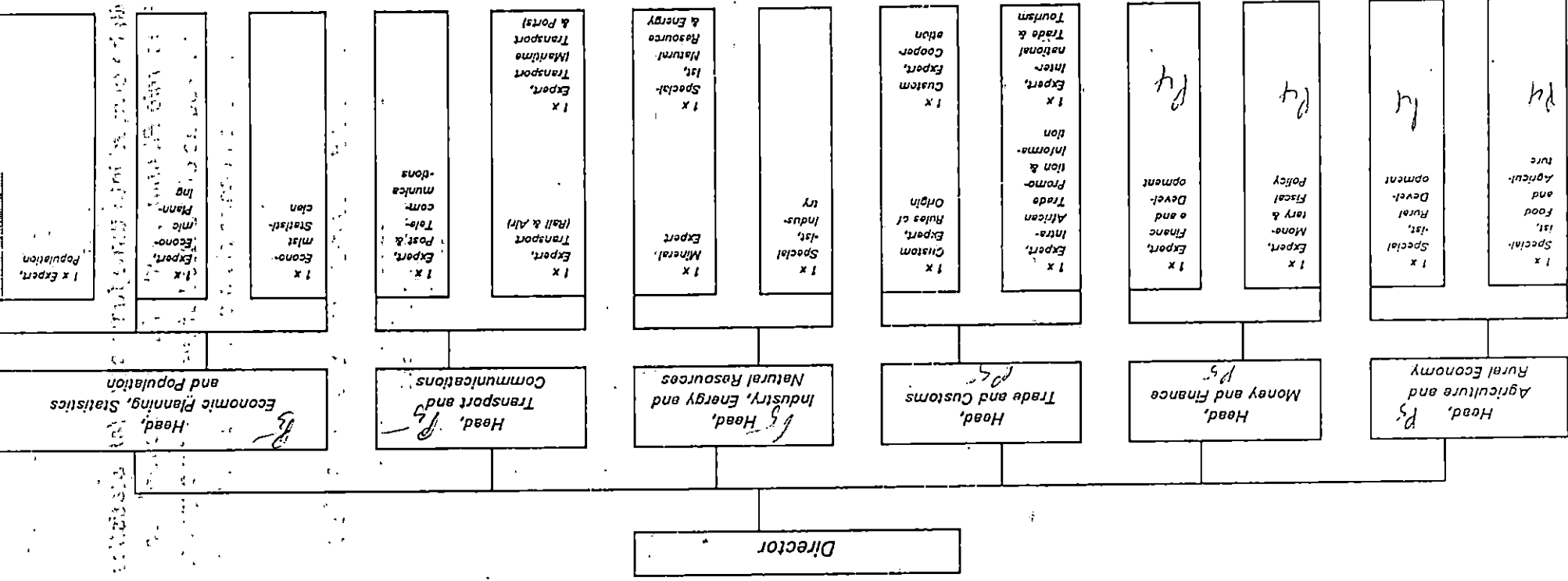
46. The division will be divided into three functions: (a) *Statistics and Data Bank Management*, (b) *Economic Planning*, and (c) *Population*. The complement of professional staff will be made up of the Head of the Division supported by a planning expert, population expert and an economic statistician as shown in the organigram below.

Organigram of the Economic Planning, Statistics and Population 01



47. The present Division of Research, Planning and Population has a complement of five professional staff. The reconstituted division will have a complement of four staff. Leading to the saving of one position.

ORGANIGRAM OF THE DEPARTMENT OF ECONOMIC DEVELOPMENT



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6 P5
17 P4

(B) DEPARTMENT OF HUMAN DEVELOPMENT

48. The Department of Human Development takes over most of the functions performed within the present Department of ESCAS. It attempts to organize these functions rationally and in a more compact manner:

49. This will focus on the development of human capacity in the process of promoting economic development and integration. It will largely be concerned with issues of health, culture, training, environment, organized labour and other social issues which impinge on the development process. It will also service the activities of relevant specialized technical committees of the African Economic Community. This department has been divided into the four divisions presented below.

(a) Environment, Human Settlement and Natural Disasters Division

50. The Division of Environment, Human Settlement and Natural Disasters succeeds the present ESCAS Division of Environment and Conservation of Natural Resources. However, the Natural Resources Section has been removed and replaced with Human Settlement and Natural Disasters as the three components are considered closely related.

51. The division will be the organ that will service the environment component of the specialized technical committee on industry, science and technology, energy, natural resources and environment and will also constitute the Secretariat of the Special Emergency Assistance Fund against Drought and Famine in Africa. The division's functions will be partly dictated by the following Articles of the Treaty establishing the African Economic Community:

- Article 58 - Environment*
- Article 59 - Control of Hazardous Wastes*
- Article 60 - Protocol on the Environment*

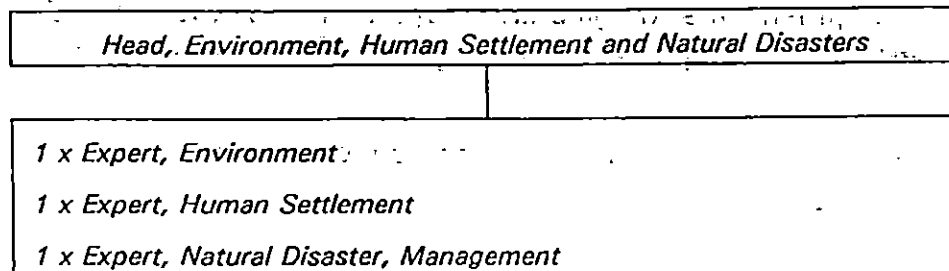
52. The division's main functions arising from these Articles and their accompanying protocols will be:

- Development of policies, strategies and programmes that promote a healthy and clean environment.

- Development and harmonization of policies and strategies on the creation of appropriate institutions for the protection and enhancement of the environment.
- Development of policies and programmes on the combating of desertification and preservation of tropical forests.
- Development and harmonization of policies and programmes on the control of toxic waste, control of products, industrial installation and biotechnology that have impact on the environment.
- Development and promotion of policies and approaches to the promotion of an environment friendly management practices in areas of faecal, household, commercial and industrial waste.
- Development of common strategies and approaches on the use of fertilizers and pesticides in agriculture which may lead to soil, marine and river degradation.
- Development of policies, strategies and programmes for dealing with effects of natural disasters such as drought, floods, earthquakes and their consequences such as famine.
- Determining priorities for the utilization of the Special Emergency Assistance Fund against Drought and Famine in Africa.
- Development of common strategies for the improvement of human habitation both in urban and rural areas through the provision of proper housing and accompanying facilities such as water.
- Harmonizing the programmes and supporting activities of institutions and organization working in the areas of environment, human settlement and natural disasters.

53. The division will have a complement of four professional staff made up of the Head of the Division and three experts in each of the three areas of: (a) *environment*, (b) *human settlements*, and (c) *natural disasters*.

Organigram of the Environment, Human Settlement and Natural Disaster Division



54. The present ESCAS Division of Environment and Conservation of Natural Resources has a complement of three professional staff. The proposed division has a provision of four staff. This will imply a creation of one additional position.

(b) *Health, Labour and Social Affairs Division*

55. The Division of Health, Labour and Social Affairs combines into one the present ESCAS Division of Health and Nutrition and Labour, Social Affairs and Human Resources. By combining these divisions in this way, the structure provides for one division which will be responsible for servicing the specialized technical committee on health, labour and social affairs. The structure has also been designed to take into account the functions arising from the following articles of the Treaty establishing the African Economic Community:

Article 72 - Social Affairs

Article 73 - Health

56. The core functions of the division implied by these Articles and their accompanying protocols will include:

- Development of common strategies to combat major health threats such as AIDS, malaria and other diseases.
- Development of policies and strategies on health education and public health awareness.

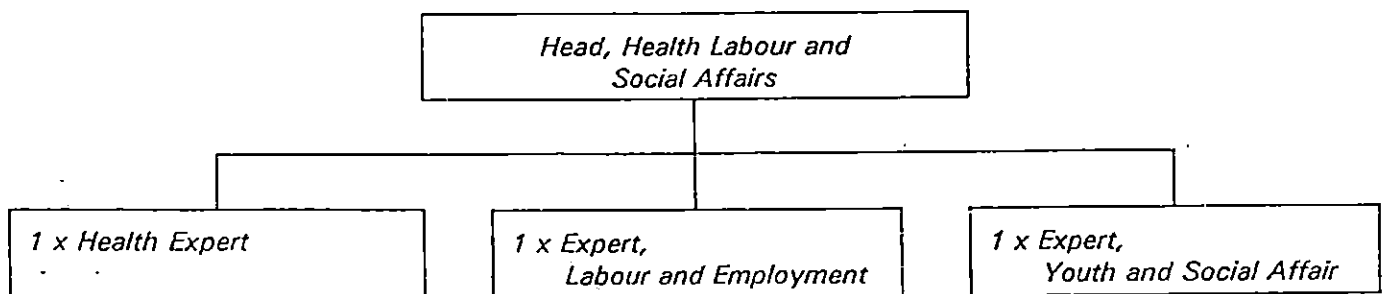
Development of birth control and family planning strategies.

- Development of common programmes to promote universal child immunization.
- Development of strategies and programmes for the promotion of child nutrition status and parent education with respect to nutrition.
- Development of policies and programmes on community health and hygiene.
- Development and harmonization of community labour policies and labour conventions.
- Development of strategies to enhance productivity among member states.
- Development and harmonization of policies pertaining to working conditions and employment, occupational safety and hazards, the role of worker organizations.
- Harmonizing policy and strategies with regard to the development and operation of social security schemes and related legislation.
- Harmonizing of social programmes concerned with employment of the special groups such as the disabled and other vulnerable groups.
- Harmonizing policies and strategies dealing with the African youth.
- Developing strategies for the establishment of labour markets and schemes for labour exchange.
- Development and harmonizing of policies and programmes on crime prevention, drug control, child abuse, etc.

- Development and harmonization of policies on the development and protection of children and providing for the well being of the aged.
- Development and harmonization of programmes aimed at promoting sport and general welfare.

57. It is proposed that the division be divided into three functions of: (a) *Health*, (b) *Labour and Employment*, and (c) *Youth and Social Affairs*. The proposed complement of the division will be one Head of Division supported by specialists for (a) *health*, (b) *labour and employment*, and (c) *youth and social affairs*.

Organigram of the Health, Labour and Social Affairs Division



58. The present ESCAS Divisions of Health and Nutrition and Labour, Social Affairs and Human Resources have a combined complement of eight professional staff. The complement of the proposed new division is four professional staff. This will mean a saving of four staff. It is expected that the financial savings arising from this reduction in staff will be channelled to supporting, where necessary, short term consultancies.

(c) *Education, Culture and Human resources Development Division*

59. The Division of Education, Culture and Human Resources Development takes over one of the functions of the present ESCAS Division of Education, Culture, Science and Technology. However, the Science and Technology function has been taken away and placed in the Offices of the Science and Technology Commission. In its place the Human Resources function which currently is part of the Labour, Social Affairs, and Human Resources Division has been brought under this division.

This reorganization provides for a single organ that will service the specialized technical committee on education, culture and human resources. Its functions will further reflect the following Articles of the Treaty establishing the African Economic Community:

- Article 64 - Broadcasting (Information Policy)*
- Article 68 - Education and Training*
- Article 69 - Culture*
- Article 70 - Protocol on Education, Training and Culture*
- Article 71 - Human Resources*

60. The division's core functions arising from the Articles and their accompanying protocols will include:

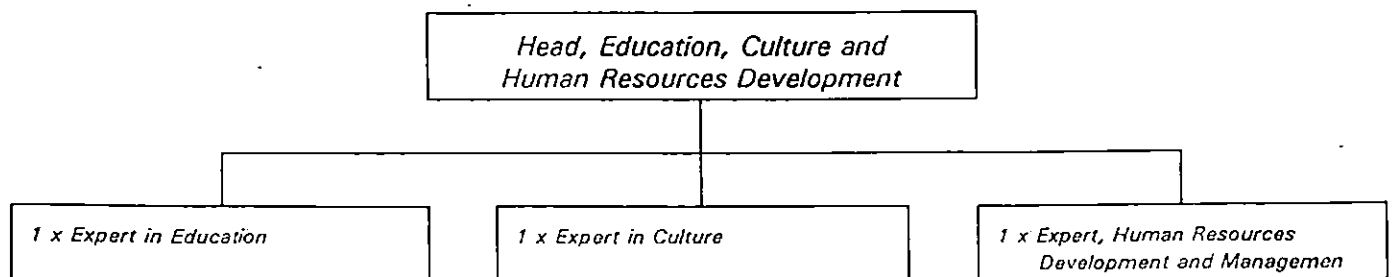
- Developing and harmonizing education policies covering basic, secondary and higher education and adult literacy and vocational training.
- Developing and harmonizing policies and strategies for training for development.
- Building institutional frameworks for the exchange of expertise among member states.
- Developing policies and strategies for the funding and financing of education and training.
- Developing and harmonizing policies and practices in effective human resources utilization to avoid waste due to under utilization, brain drain, etc.
- Developing and harmonizing information policies in broadcasting.
- Development of strategies to promote the preservation, recovery of Africa's cultural heritage and propagation of its cultural values.

- Development of strategies for the financing of African cultural activities in their various forms and provide effective support to institutions involved in the promotion of culture.
- Coordinating and harmonizing the role of agencies operating in the field of information and mass communications.
- Rendering effective support to the implementation of the cultural charter for Africa.
- Coordinate cultural exchanges and programmes and exchanges in art, literature, entertainment, folklore, etc.
- Promoting the fostering of an African identity.

61. It is further proposed that the function of servicing the Inter-Governmental Council on Communications in Africa (ICC) and the Conference of African Ministers of Information be transferred from the Press and Information Division to the Division of Education, Culture and Human Resources. The Press and Information Division is considered an inappropriate organ for servicing these two institutions because its role should be one of servicing the General Secretariat in the area of mass medial communications, publications and publicity. The functions of the division will be divided into (a) *Education*, (b) *Culture and African Identity*, and (c) *Human Resources Development and Management*.

62. The complement of the division will be made up of the Head of Division supported by one education expert, one expert in cultural affairs and an expert in human resources development and management.

Organigram of the Education, Culture and Human Resources Development



63.35 The existing Division of Education, Culture, Science and Technology has five professional staff. The proposed complement of four staff in the new division does not involve any increase in the number of position. It should be noted that the position that should have been saved by moving out science and technology has been taken over by the transfer of the Human Resources function to this division.

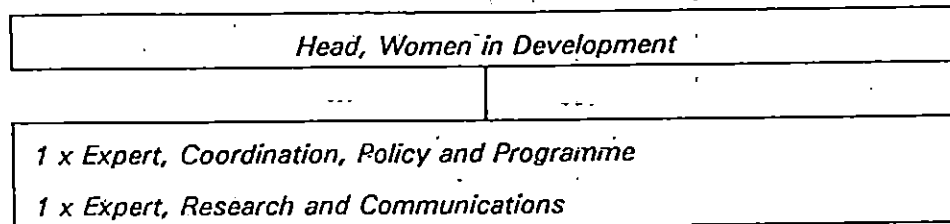
(d) Women in Development Unit

64. The Women in Development Unit has been created as a specialized unit to focus on the issues of gender equality and the promotion of women in the socio-economic development and transformation in Africa. This unit will succeed the present Woman and Child Section of the Labour, Social Affairs and Human Resources Division of ESCAS. Under the new proposals, issues dealing with children will be handled under the umbrella of the Health, Labour, and Social Affairs Division and not in the Women in Development Unit. The functions of the unit will be organized to reflect the requirements of Articles 75 on Women and Development of the Treaty establishing the African Economic Community and accompanying protocol and will comprise:

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

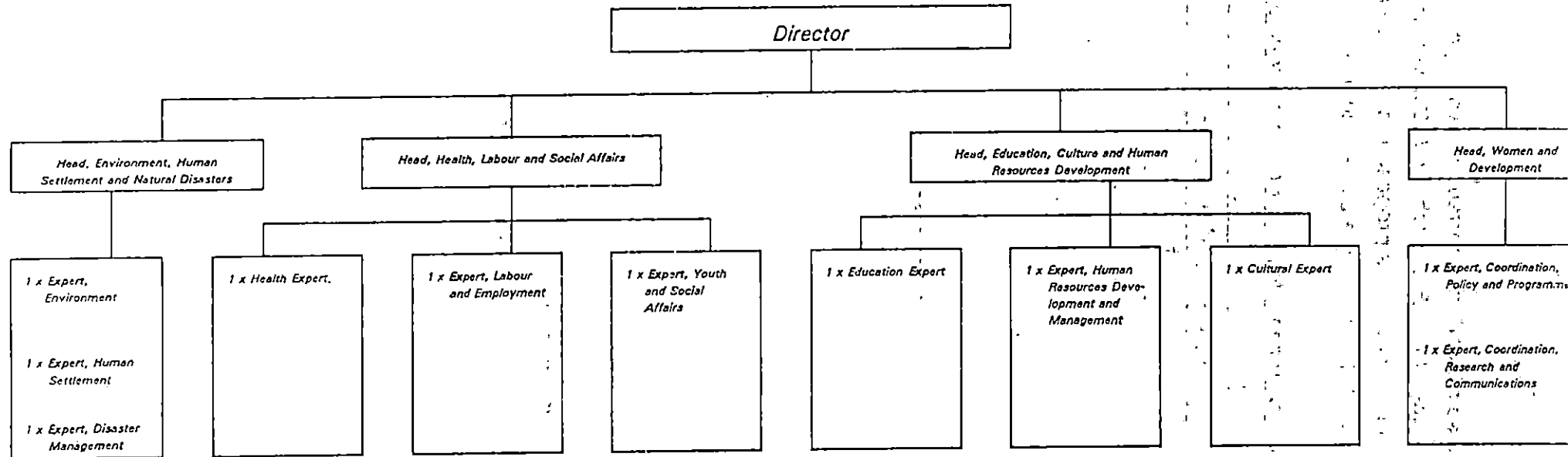
65. The unit will comprise a head, supported by two experts responsible for: (a) *Policy and Programmes*, and (b) *Research and Communications*. To give it prominence in view of the crucial role, it is proposed that the Head of the Unit should report directly to the highest authority in the Department of Human Development.

Organigram of the Women in Development Unit



66. The Woman and Child Section in ESCAS presently has a staff complement of two professionals. The proposed Women in Development Unit will have a complement of three. Thus, the reorganization will result in the creation of one position.

ORGANIGRAM OF THE DEPARTMENT OF HUMAN DEVELOPMENT



(C) DEPARTMENT OF POLITICAL AND HUMANITARIAN AFFAIRS

67. The Department of Political and Humanitarian will take over the responsibilities currently being discharged by the Political Department. In keeping with the existing arrangements, the Department of Political and Humanitarian Affairs will be responsible for discharging the traditional OAU functions of promoting intra-African political cooperation and cooperation between Africa and the rest of the international community as well as coordinating programmes and harmonizing policies with regard to refugees, displaced persons and returnees. In response to relatively more recent political developments on the continent this department will be the structure within the Secretariat will service the mechanism for the prevention, management and resolution of conflicts, follow developments relating to the monitoring of progress relating to the management of the democratization and democratic transition and the promotion of human rights.

68. It is proposed that the department be divided into the three divisions listed below.

(a) Political Cooperation Division

69. The Political Cooperation Division will succeed the present Division of Inter-African Cooperation and Policy Harmonization in the Political Department. Except to the change of designation to one which is more precise in its definition of its functions, the division will not change in any substantial way.

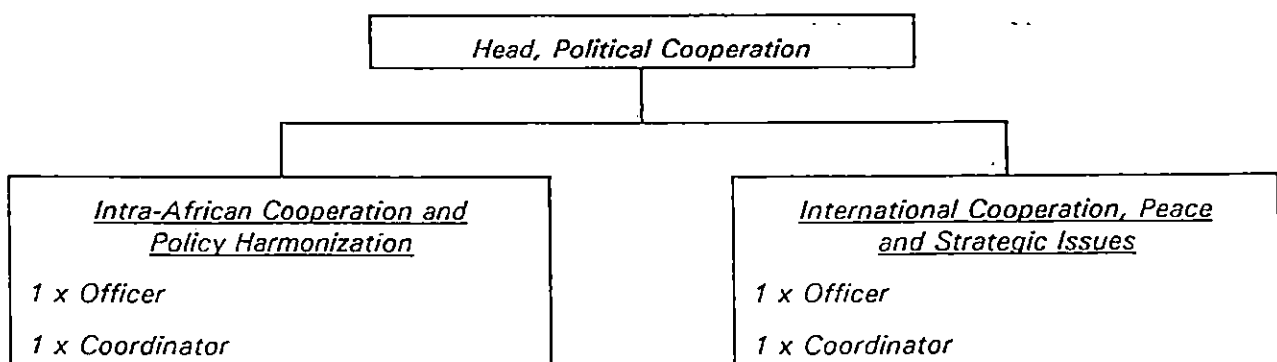
70. The focus of the Political Cooperation Division will be to undertake programmes and activities that promote intra African political cooperation and cooperation between Africa and the international community. Its functions will include:

- Promoting programmes and activities which promote confidence and understanding among African countries.
- Harmonizing policies on major political issues among African countries.
- Promoting diplomatic relations harmony and solidarity among African countries.

- Coordinating the implementation of OAU resolutions on political cooperation.
- Developing a common programme of cooperation between OAU member states and other countries.
- Developing and harmonizing complementary and common policies on international political questions.
- Ensuring the relevance of political issues concerning Africa on the international fora such as the UN General Assembly, Security Council, etc.
- Promoting international peace, security, and stability and following on global and political strategic issues.
- Promoting international political cooperation including South-South Cooperation.

71. The division will carry out two main functions of: (a) *Intra-African Cooperation and Policy Harmonization*, and (b) *International Peace and Strategic Issues*. The complement of professional staff will be made up of one Head of Division, one officer responsible for intra-African cooperation, another for international cooperation and a coordinator.

Organigram of the Political Cooperation Division



72. The complement of the current Division of Inter-African Cooperation and Policy Harmonization is five. The proposed reorganization of the division does not involve any changes to the complement.

(b) Conflict Management Division

73. This division will continue to perform the functions of the current division in the Political Department with the same designation.

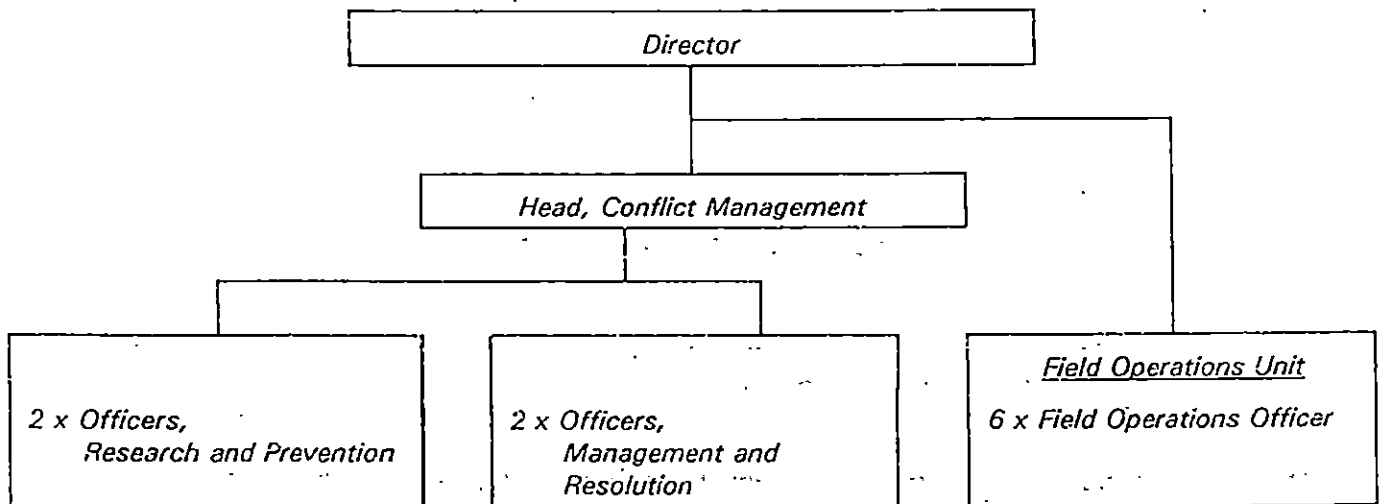
74. The division will be responsible for coordinating activities relating to the anticipation, prevention, management and resolution of intra and inter state conflicts. The core functions of this division will include the following:

- Developing a clear understanding of the main factors that cause conflicts in Africa and evolving strategies for their prevention.
- Conducting negotiations and playing the role of intermediating leading to the settlement of existing conflicts and disputes.
- Mobilizing resources for OAU operations in the field of conflict prevention, management and resolution.
- Coordinating OAU operations related to activities in conflict prevention, management and resolution.
- Serving on observer missions in the field in order to establish the dynamic variables affecting the conflict and determine ways of settling them.
- Servicing the OAU Central Organ on conflict prevention, management and resolution.
- Liaising and harmonizing with the United Nations and regional organizations in the efforts aimed at conflict resolution.

Participating in efforts aimed at peace building and peace consolidation in the post conflict period.

75. With the current levels of conflict and instability in Africa, the conflict management division is a very significant organ within the political and humanitarian affairs department. The importance of the division's activities has been duly reflected in the proposed complement of staff. It is proposed that the division be divided into three functions: (a) *Research and Prevention*, (b) *Management and Resolution*, and (c) *Field Observations and Operations*. The field observation and operations function will be organized in a semi-autonomous manner reporting directly to the director. The planned complement of the division is one Head of Division supported by two officers in the research and prevention function, two officers in the management and resolution function and six field operation officers.

Organigram of the Conflict Management Division



76. The present Division of Conflict Management has a complement of five professional staff. This number has been retained with the addition of six field operations officers in the newly introduced Field Operations Unit. The introduction of this unit has already been approved by the Council of Ministers.

(c) Refugees, Displaced Persons and Humanitarian Affairs Division

77. The Refugees, Displaced Persons and Humanitarian Affairs Division will retain the same name under the new structure and continue to perform the same duties with the exception that it will be expected to take a more active role in the field of human rights.

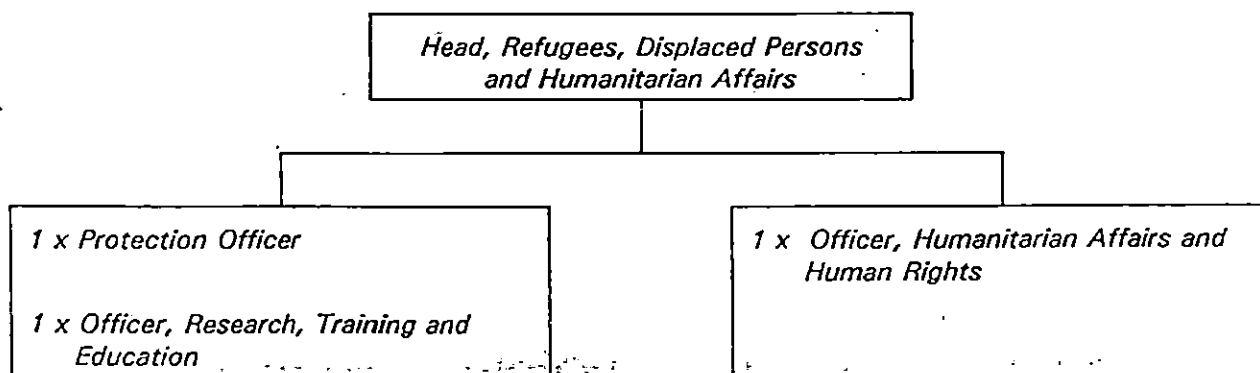
78. The division's main functions will include:

- Monitoring and studying developments with regard to refugees and displaced persons in order to establish policies and strategies for the better management of such situation in Africa.
- Harmonizing and offering guidance to the work and programmes of NGOs and other international agencies in the provision of humanitarian assistance to refugees, displaced persons and returnees.
- Liaising and harmonizing with the UNHCR in the implementation of programmes for refugees.
- Developing and harmonizing skills improvement among refugees to make them self sufficient.
- Following, monitoring the implementation of OAU conventions and resolutions on the question of refugees, displaced persons and returnees.
- Developing and harmonizing policies and strategies concerning the promotion of education and training activities among refugees.
- Promotion of human rights activities.
- Promotion of the application of International Humanitarian Law.

79. It is proposed that the division is organized into two functions: *(a) Assistance to Refugees and Displaced Persons*, and *(b) Humanitarian Affairs and Human Rights*.

The proposed complement of the division will be four staff comprising the Head of the Division supported by one officer responsible for issues relating to humanitarian affairs and human rights, one officer responsible for the protection of refugees, displaced persons and returnees and another in charge of research, refugee, education and training:

Organigram of the Refugees, Displaced Persons and Humanitarian Affairs Division

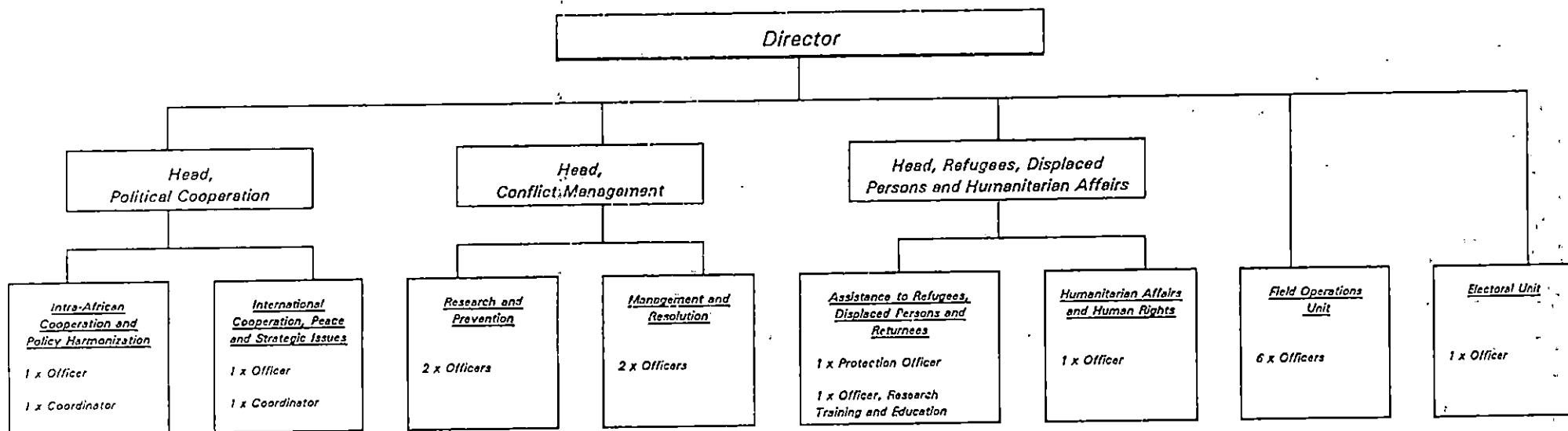


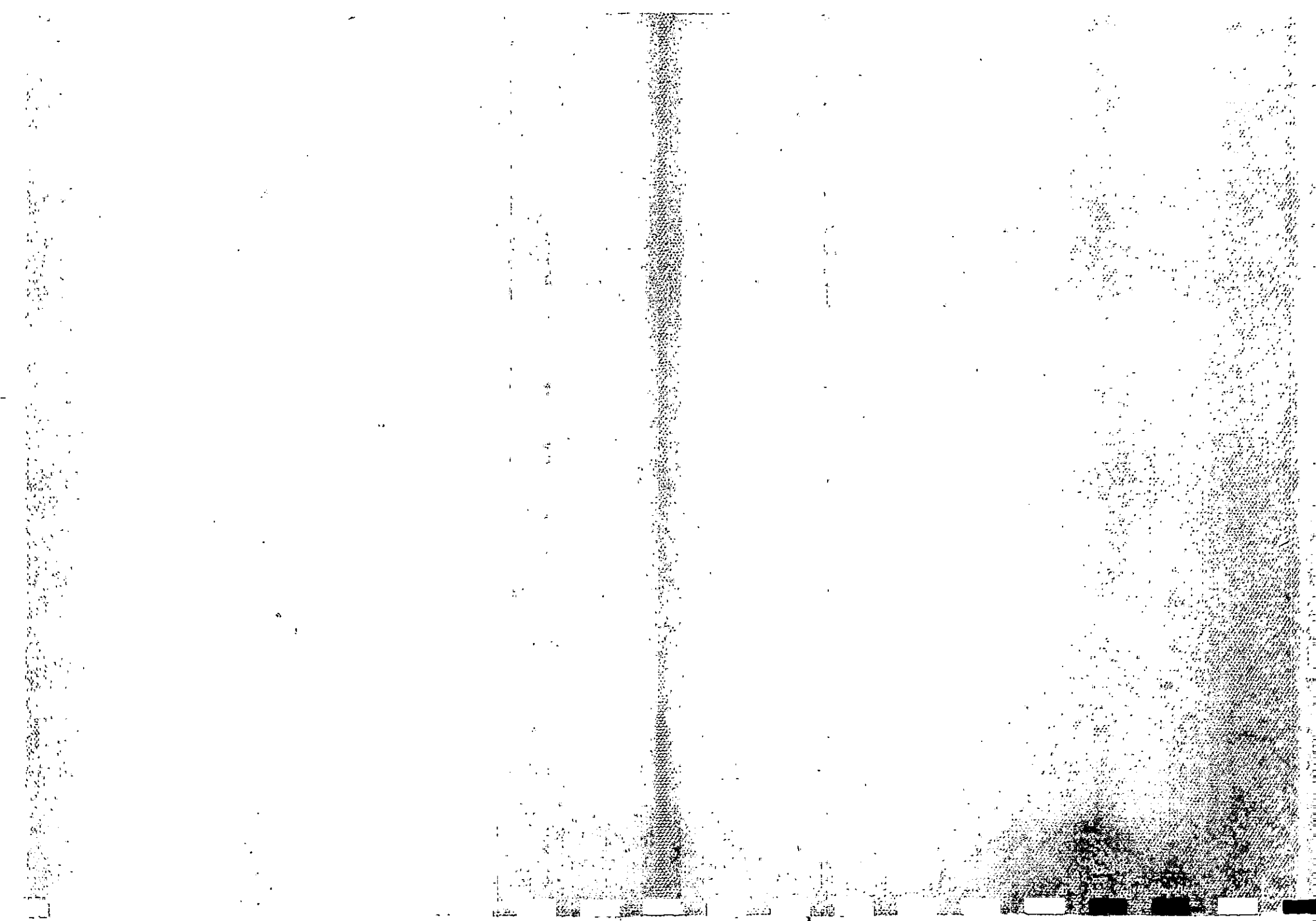
80. The current complement of the Division of Refugees, Displaced Persons and Humanitarian Affairs is five professional staff. The new division has been reorganized to have a complement of four professional staff. This will result in the saving of one position.

(d) Electoral Unit

81. It is proposed that an Electoral Unit charged with organizing election monitoring activities be created as a unit reporting to the Director. The creation of this unit has been dictated by the increasing role of the OAU in monitoring the electoral process in member countries. The Council of Ministers has already approved the creation of one professional position to coordinate the activities of the Unit.

ORGANIGRAM OF THE DEPARTMENT OF POLITICAL AND HUMANITARIAN AFFAIRS





(D) DEPARTMENT OF POLICY AND PROGRAMME COORDINATION.

82. The Department of Policy and Programme Coordination will reorganize and consolidate under one department the Coordination Unit in the Office of the Secretary General, the Cooperation Division currently in EDECO and the newly created function of resource mobilization.

83. The Department will be responsible for the development of the OAU's programme priorities and establishing general coordination within the General Secretariat. Its emphasis will be on policy planning, policy analysis and evaluation and reporting and effective coordination of the overall programmes of the General Secretariat. Apart from ensuring overall programme coordination of the General Secretariat, it will coordinate the latter with its specialized agencies. It will also coordinate technical cooperation to the OAU and extra budgetary resource mobilization to support all programmes and projects of the OAU organs. As a coordinating organ, it will be responsible for ensuring that the programmes of regional offices are in harmony with the priorities defined with regard to Headquarters departments. In addition, it will be the focal department for coordinating all aspects of intra-African and international cooperations between the OAU and other international organizations in the economic field. The department will be divided as presented below.

(a) Inter-African Cooperation and Integration Division.

84. The proposed Inter-African Cooperation and Integration Division will mostly involve the reorganization of the Economic Cooperation Division of the present EDECO. It is proposed to take away the technical and international cooperation component of the division so that the division should focus on the activities relating to inter-African cooperation and to be the focal point in the implementation of the Treaty. The nature and extent of activities expected to be undertaken in the implementation of the Treaty establishing the African Economic Community is considered to be sufficient justification for creating this division.

85. The Division of Inter-African Cooperation and Integration will be the organ that will service the Economic and Social Council. It will also be required to coordinate the

programmes of other divisions mostly within the Departments of Economic Development, Human Development and Political and Humanitarian Affairs to ensure their programmes and activities are directed towards the enhancement of regional integration and socio-economic cooperation. In pursuing this set of activities the division will reflect in its functions the requirements of the following Articles of the Treaty establishing the African Economic Community:

- Article 88 - Relations between the Community and Regional Economic Communities*
- Article 89 - Relations between the Community and African Continental Organizations*
- Article 90 - Relations between the Community and African Non-Governmental Organizations*
- Article 91 - Relations between the Community and Socio-Economic Organizations and Associations*

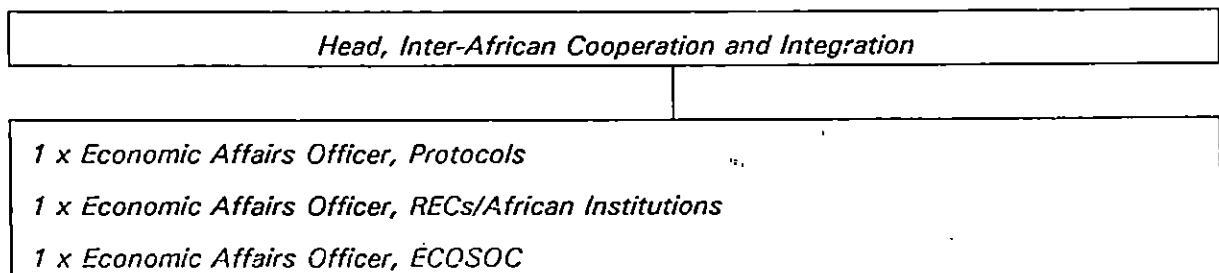
86: Its core functions arising from these Articles and the accompanying protocols which will be carried out in cooperation with the substantial departments will include:

- Preparing and following up the programmes and activities of the Economic and Social Council.
- Coordinating and harmonizing the integration programmes of regional economic communities;
- Coordinating and organizing support for the strengthening of existing regional economic communities and the creation of new ones where necessary.
- Coordinating cooperation with African continental institutions for the purpose of promoting integration activities.
- Coordinating cooperation with African based NGOs and other African institutions and organizations to promote integration activities.

- Devising strategies for the popular involvement of African peoples in the promotion of integration activities through the establishment of relations and consultative mechanisms with women and youth organizations, employee organizations, professional bodies and other socio-economic organizations.
- Coordinating activities relating to the preparation of all protocols to be appended to the Treaty establishing the African Economic Community.

87. The proposed complement for this division will be made up of one Head to be supported by three experts with one responsible for matters relating to relations with regional economic communities and African institutions, another concerned with the coordination of the preparation of and following up on protocols and the last one concerned with servicing the Economic and Social Council.

Organigram of the Inter-African Cooperation and Integration Division



88. The present Division of Economic Cooperation based in EDECO has a complement of two professional officers dealing with activities relating to inter-African cooperation and integration. The newly constructed Division of Inter-African Cooperation and Integration has a complement of four officers. This will involve the creation of two additional posts.

(b) Technical Cooperation and Resource Mobilization Unit

89. The Technical Cooperation and Resource Mobilization Unit reorganizes and reconstitutes the functions of the present International and Technical Cooperation Section of the Economic Cooperation Division of EDECO. In addition, it will be the organ to plan and coordinate all extra-budgetary resource mobilization activities.

90. This small unit will be responsible for coordinating technical assistance programmes and dealing with international organizations in promoting integration activities. The unit will organize its functions in conformity with the following articles contained in the Treaty establishing the African Economic Community:

Article 92 - Cooperation Agreement between the Community, Third States and International Organizations

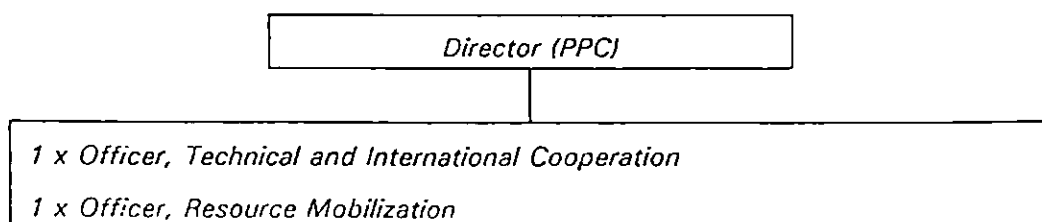
Article 93. - Agreements involving relations between Member States, Third States, Regional and Sub-regional Organizations and International Organizations.

91. The unit will have the added responsibility for organizing extra budgetary resource mobilization. The unit's core functions will include:

- Coordinating relations with the UN system, specialized agencies and other international organizations in support of integration activities.
- Dealing with all issues relating to technical assistance such as preparing technical support documents and negotiating with donor agencies.
- Preparing strategies and programmes for extra budgetary resource mobilization within and outside Africa and following up on the implementation of these programmes.
- Coordinating cooperation between member states with third states, regional and sub-regional organizations.

92. The unit will have two officers who will both report directly to the Director of the Department. One officer will be responsible for technical and international cooperation whilst the other will be responsible for resource mobilization.

Organigram of the Technical Cooperation and Resource Mobilization Unit



93. The present Section of International and Technical Cooperation on which this unit is based has one professional. It is proposed to create one additional professional position which will deal with resource mobilization activities.

(c) Afro-Arab Cooperation Unit

94. The Afro-Arab Cooperation Unit will succeed the present Afro-Arab Cooperation Division currently in the Office of the Secretary General.

95. Because of the special significance of the relationship between African and Arab states, a unit dealing exclusively with Afro-Arab matters will be located outside the unit dealing with other forms of international cooperation. The unit will in its activities focus on the promotion of economic, political and cultural cooperation between African and Arab countries and their institutions. A special mandate will be to stimulate economic investment between Arab and African states and promote multilateral trade activities. The Permanent Delegation to the League of Arab States based in Cairo will continue to play a political and representational role whilst the Afro-Arab Cooperation Unit will put accent on economic cooperation, promotion, as well as implement of economic programmes.

96. It is proposed that the unit be manned by one officer. The present Afro-Arab Division has a complement of three staff. The proposed complement of this unit will result in the saving of two positions.

(d) Policy and Programme Analysis Unit

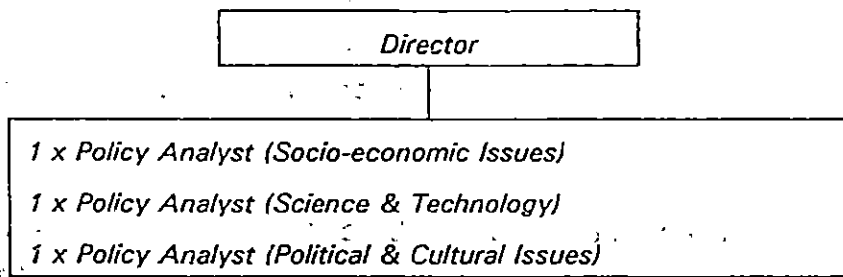
97. The Policy and Programme Analysis Unit will be directly responsible for analyzing programmes of the OAU departments and regional offices, and specialized institutions ensuring that priorities set by the policy organs are translated into programmes and activities. The unit's activities will involve:

- Coordinating programmes and activities within the General Secretariat.
- Coordinating and harmonizing activities of the General Secretariat and regional offices.

- Collection and analysis of information for policy review, policy formulation and planning.
- Liaising with departments and regional offices in the preparation of short, medium and long term programmes to ensure they reflect the priorities that have been set by policy organs of the OAU.
- Monitoring and analyzing mission reports and other reports for policy implication.

98. The unit will initially be manned by three policy analysts. The analysts will be responsible for specific areas with one on socio-economic issues, another for science and technology and a third for political affairs which will also cover cultural matters.

Organigram of the Policy and Programme Analysis Unit

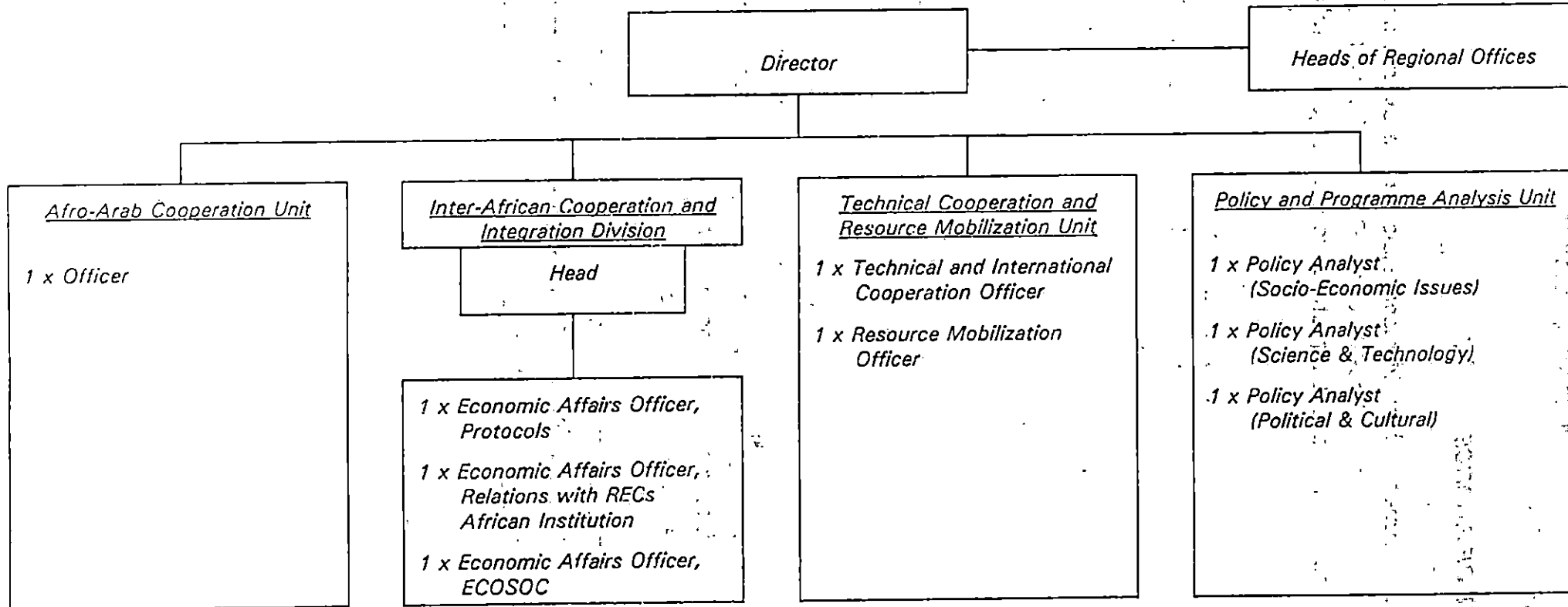


99. The present Coordination Unit has a staff complement of three professional staff. The proposed Policy and Programme Analysis Unit will also have the same complement. Therefore, there will be no change to the number of staff required.

(e) Regional Offices

100. The Department of Policy and Programme Coordination will assume overall coordination and harmonization of programmes and activities of regional offices. The structure and functions of each regional office are presented in Section IV.

ORGANIGRAM OF THE DEPARTMENT OF POLICY AND PROGRAMME COORDINATION



E. DEPARTMENT OF FINANCE

101. The Finance Department which is responsible for the overall and protection management of funds, securities and assets of the Organization will continue, with no substantial changes to its present structure, to discharge the following main functions:

- Financial management and control systems: manage, review and monitor utilization of funds made available to OAU within its regular budget, special funds, donations received from Member States and other sources.
- Carrying out financial plans, monitoring and recording contributions received from member states and preparation of periodic related financial statements.
- Financial accounting and reporting activities, including: managing, coordinating, reviewing, processing and approving all actions relating to disbursement and procurement operations, receipts, payroll payments, accounts payable, accounts receivable, preparation of financial statements and reports; maintenance and production of the accounts, developing and implementation of software for the maintenance of accounting data base on computer.
- Treasure services: monitor, maintenance and control of cash flow and investments; preparation of bank reconciliation and maintenance of cash and expenditure control books.
- Preparation of the biennial programme budgets and providing technical guidance to other departments in budget preparation.
- Monitoring and follow up of the implementation of the Programme Budget.
- Financial planning and managing the OAU portfolio in profitable manner.

102. In addition to providing these financial and related services to the OAU General Secretariat, the Finance Department will oversee the travel and procurement services as well as technical and maintenance services. These will include:

- General procurement of goods and services, property management, inventory control and stores management which include the following:
 - procurement of supplies and equipment, maintenance of vendors cards and compilation of price lists, maintenance and replenishment of inventory and stores, issuance of receipt and inspection reports; verification and clearance of goods supplied and vendors invoices;
 - clearing and forwarding of shipment to and from OAU; ensuring adequate insurance claims for coverage for all OAU property; filling loss or damage to properties under custody of OAU.
- Processing of all official travel requests and authorizations.
- Serving as Secretariat to the Tender Board and to Property Survey Board.
- Effective air ticket purchases.
- Facilities management operational maintenance which include: maintenance of electrical, mechanical and other installation works within the OAU premises, including plumbing, carpeting, telephone systems and simultaneous interpretation systems.
- Arranging for architectural, engineering and general maintenance works: preparation of plans, specifications, bills of quantity and contract documents for modification, alteration and maintenance works.
- Supervision of modification, alterations, minor or major maintenance works.

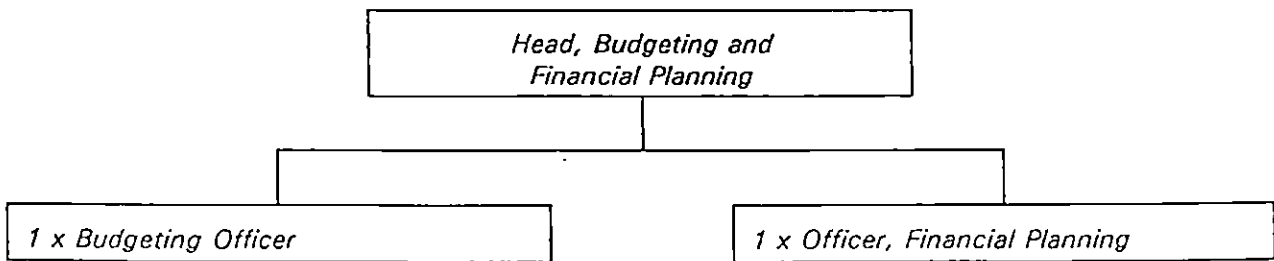
- Review of space allocation requirements.
- Managing and arranging for maintenance of all official vehicles and supervision of all related personnel.
- Arranging for adequate maintenance of OAU office equipment, furniture and other movable properties.
- Management, provision and supervision of other auxiliary services such as messengers, cleaners, gardeners, porters, etc.
- Serving as Secretariat to the Standing Committees dealing with constructions and renovations.

(a) Budgeting and Financial Planning Division

103. The Budgeting and Financial Planning Division retains the present designation and structure. As presently this division will focus on issues relating to the preparation, implementation and follow-up on the implementation of the budget. It will also be responsible for financial management and planning including the profitable management of the organizations's financial assets.

104. The division will be organized into two broad functions: (a) *Budgeting*, and (b) *Financial Management and Planning*. The complement of professional staff will include one head of the division, an officer in charge of the budgeting section, an officer in charge of financial management and planning and a financial analyst and a budgeting officer.

Organigram of the Budgeting and Financial Planning Division



105. The present division has a complement of two professional staff. The new complement proposes to create an additional position of a financial planning officer in charge of financial management and planning.

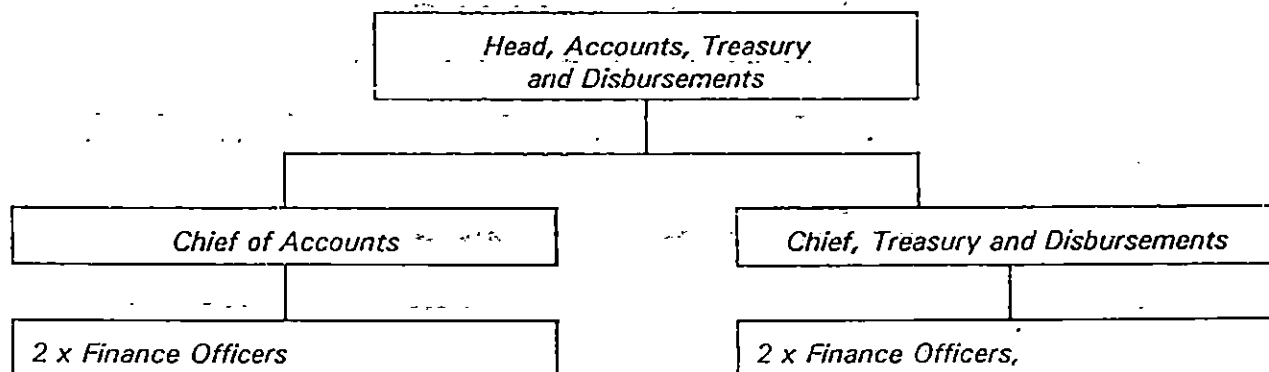
(b) *Accounts, Treasury and Disbursement Division*

106. The Accounts, Treasury and Disbursement Division retains most of the functions and structure of the current Division of Disbursement, Procurement and Accounting. The major change is that the Procurement and Passages Section will not continue to be part of this division.

107. The division will mainly be responsible for receiving income, making payments and maintaining proper books of these transactions. Its functions will be arranged into two broad functions of: (a) *Accounts*, and (b) *Treasury and Disbursements*.

108. The complement would be made up of one Head of Division, one Chief of Accounts, one Chief, Treasury and Disbursements, four Finance Officers equally shared between the two functions which makes a total of six professional staff.

Organigram of the Accounts, Treasury and Disbursement Division



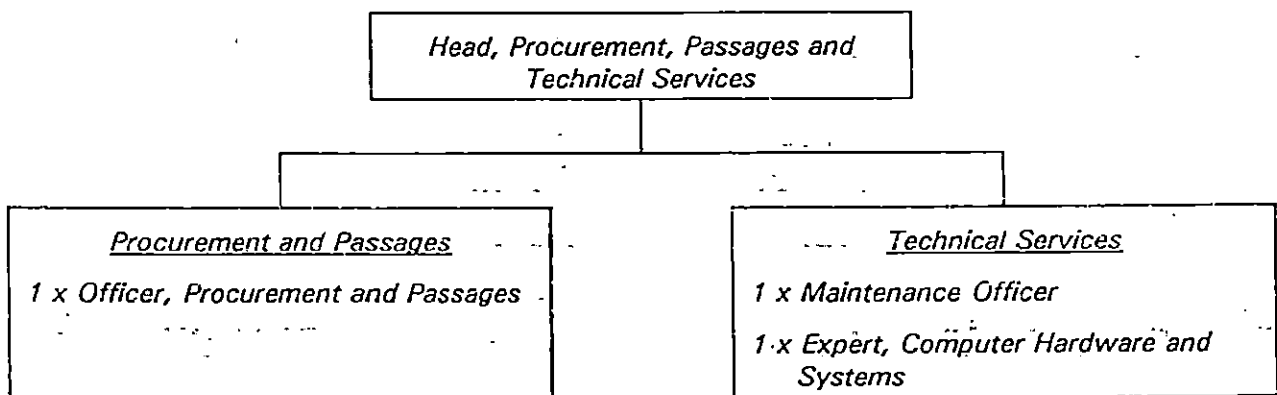
109. The present Division of Disbursement, Procurement and Accounting has a complement of seven professional staff. This proposed division will maintain the complement of seven.

(c) Procurement, Passages and Technical Services Division

110. The Procurement, Passages and Technical Services Division merges the present Passages and Procurement Section with the Maintenance Services into one division.

111. This division will be responsible for the purchasing function, stores management, travel arrangements and the provision of general technical services. In view of the modernization of the OAU operations particularly with regard to the extensive computerization of operations in the various department, the need has arisen to include under the functions of this division computer hardware maintenance and systems support to service the entire Secretariat. The division will be organized into two broad functions: *(a) Procurement and Passages*, and *(b) Technical Services*. The proposed complement will be made up of one Head of Division, one officer responsible for procurement, one responsible for technical services and a computer hardware and systems expert and a System Analyst as indicated in the organigram below.

Organigram of the Procurement, Passages and Technical Services Division



112. The proposed changes involve the upgrading of one Chief of Section position to that of Head of Division and the creation of a new position of Computer Hardware and Systems Expert.

(d) Financial Controller and Accountant

113. Article 23 of the Treaty establishing the African Economic Community provides that the Assembly of Heads of State and Government will elect the Financial Controller and the Accountant. To accommodate this provision within the structure, it has been assumed that as a necessary condition for its fulfillment the officers designated Financial Controller and Accountant must both be elected officials. In this regard, the Accountant will be one of the elected officials at the level of Assistant Secretary General. For this arrangement to work as required, it will be expected that among the Assistant Secretaries General elected one of them will be qualified in the field of finance and accounting. In the case of the Financial Controller, until the matter is further clarified, the Secretary General of the OAU shall take up this designation.

114. Whatever solution is finally agreed upon, the proposed structure is built on the basis that the Director of Finance who will be a non-elected official will be responsible for the day-to-day running of the Department of Finance.

(e) Budget Control Unit

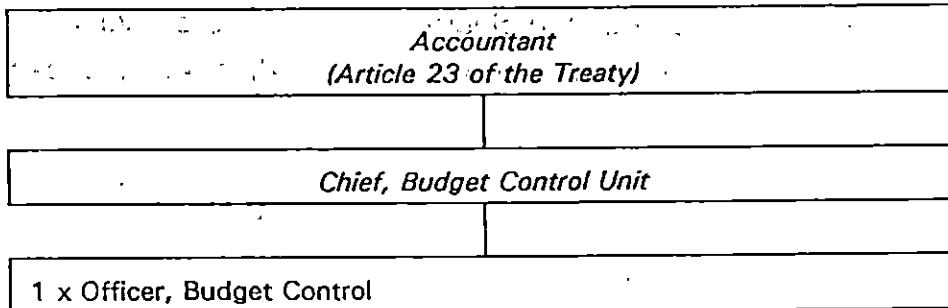
115. The present Budget Control Division has been rearranged into two separate units. One unit will function as a verification unit to be designated as the Budget Control Unit and will remain in the Finance Department. The other unit which will be concerned with the post transaction audit will transfer to the Inspectorate where it will form the Internal Audit Unit. This reorganization is intended to bring to an end the existing situation where staff in the Budget Control Division audit post facto transactions which they were previously party to.

116. The Budget Control Unit will be the verification unit with the following functions at Headquarters:

- Pre-auditing all requisitions and vouchers for proper authorization, correct budgetary account codes, sufficiency of supporting documents, etc.

- Ensure that proposed financial transactions are in compliance with the Financial Rules and Regulations of the OAU.
- Verifying the appropriateness of proposed transaction.

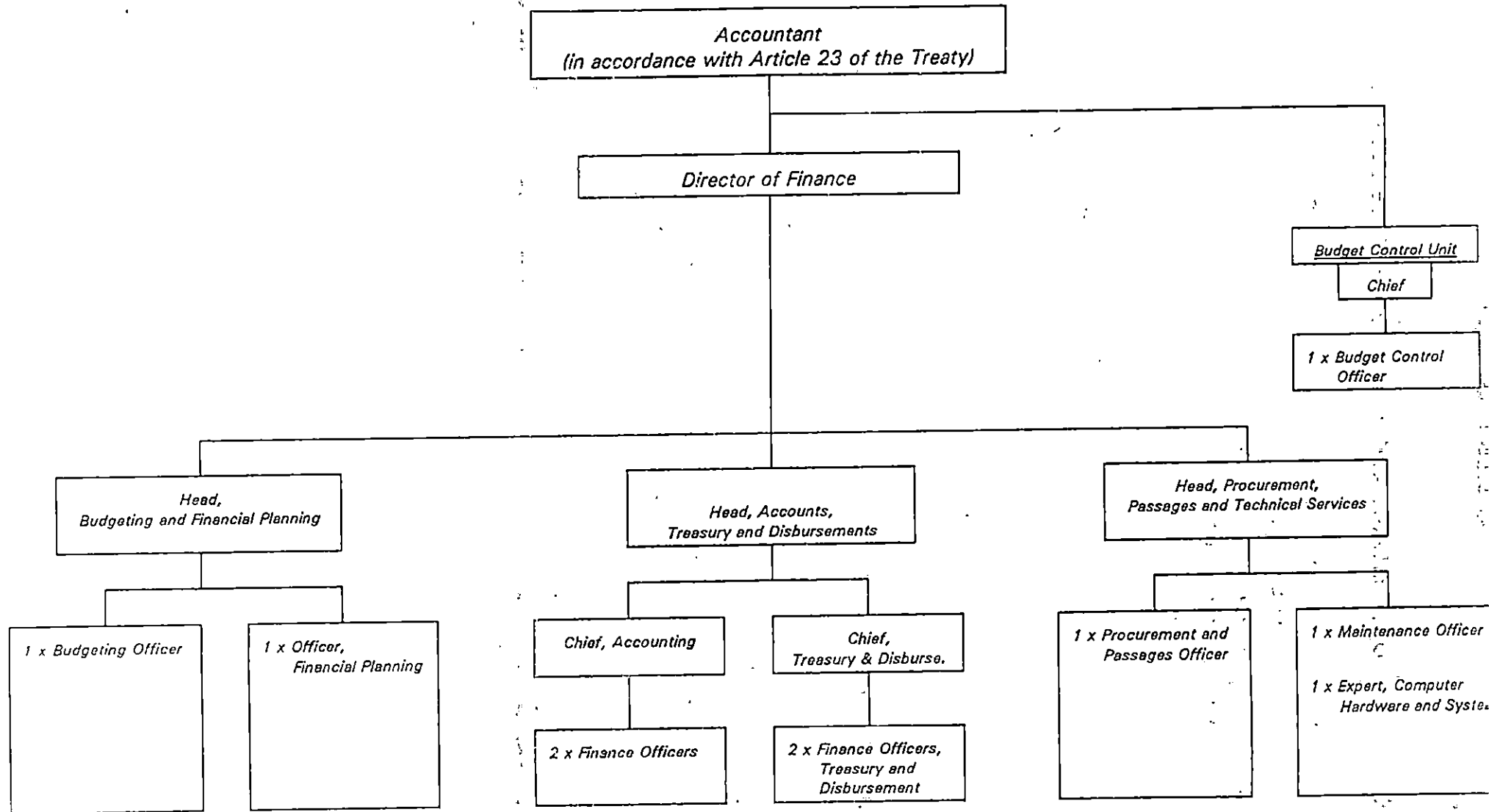
Organigram of the Budget Control Unit



117. The unit will be manned by two professional staff one of whom will be the head. As the two staff will be drawn from the present Budget Control Division, the proposed rearrangement of functions will not entail the creation of new posts. The remaining two staff will constitute the newly proposed Internal Audit Unit in the Inspectorate.

118. The Chief of the Budget Control Unit will report directly to the Head of the Finance Department who will be the Accountant according to Article 23 of the Treaty establishing the African Economic Community. In the interim until this mechanism is effected, the Budget Control Unit will report directly to the Assistant Secretary General in charge of Finance.

ORGANIGRAM OF THE DEPARTMENT OF FINANCE



F. DEPARTMENT OF ADMINISTRATION AND CONFERENCE SERVICES

119. The Department of Administration and Conference is retained with minimal changes to the existing structure. As presently it will continue to provide a wide range of administrative services organized in a number of divisions which are shown below together with their functions.

(a) Human Resources Management Division

120. The Division of Human Resources Management will succeed the present Personnel Division. No substantive changes to the existing structure are proposed in this report. And in terms of functions the division will continue to execute the following Personnel and Human Resources Management related functions.

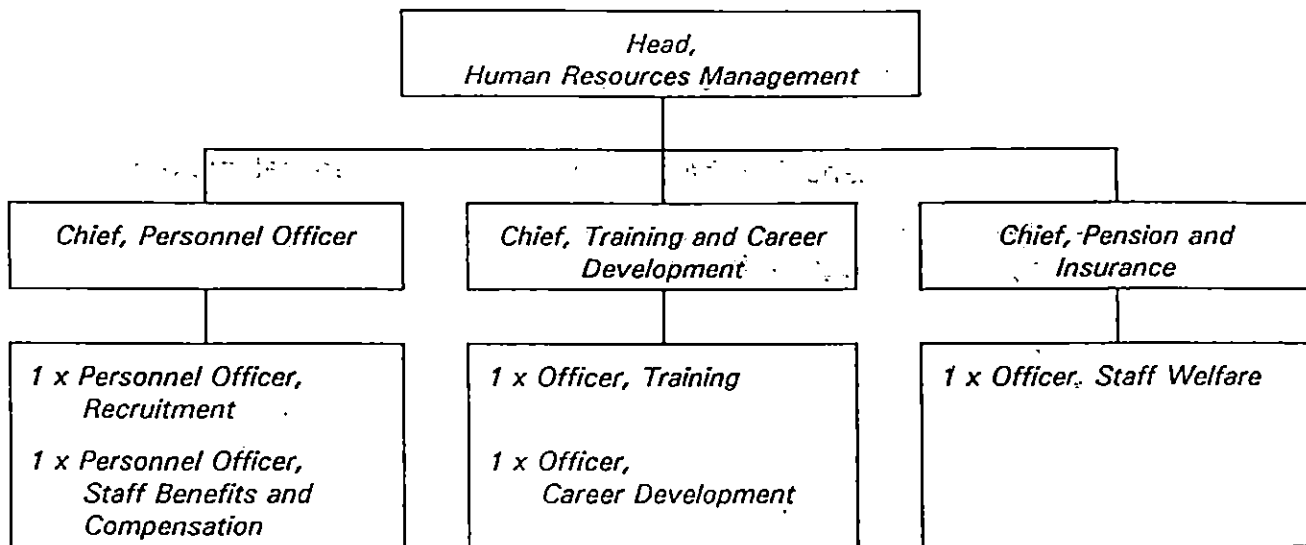
- Ensuring the correct interpretation and application of Staff Rules and Regulations.
- Reviewing Staff Rules and Regulations in order to amend and modify as required.
- Coordinating staff recruitment including job advertising, screening of applicants and making arrangements for interviews.
- Maintaining a computerized personnel information system and other manual records.
- Preparing and periodically reviewing job descriptions and conducting job evaluation exercises.
- Carrying out periodic reviews of staff conditions of services.
- Administering staff statutory entitlements.
- Administering the staff disciplinary system and ensuring the proper application of the disciplinary code.

- Conducting staff training needs assessments and preparing programmes and policies on staff training.
- Determining future manpower requirements.
- Maintaining and managing the staff performance appraisal system.
- Carrying out staff evaluation exercises.
- Preparing career development schemes such as succession planning.
- Organizing training courses, seminars, workshops and arranging for staff on the job attachments.
- Managing the staff pension, life, and medical insurance.
- Promoting a good standard of general staff welfare such as sport, recreation, cafeteria, health, etc.

121. The above activities will be organized into three functions: (a) *Personnel Administration*, (b) *Training and Career Development*, and (c) *Pension, Insurance and Staff Welfare*.

122. The proposed complement will be made up of one Head of Division, three officers to oversee the training and career development function, three officers to deal with personnel administration matters and two officers to handle the Pension, Insurance and Staff Welfare function.

Organigram of the Human Resources Management Division

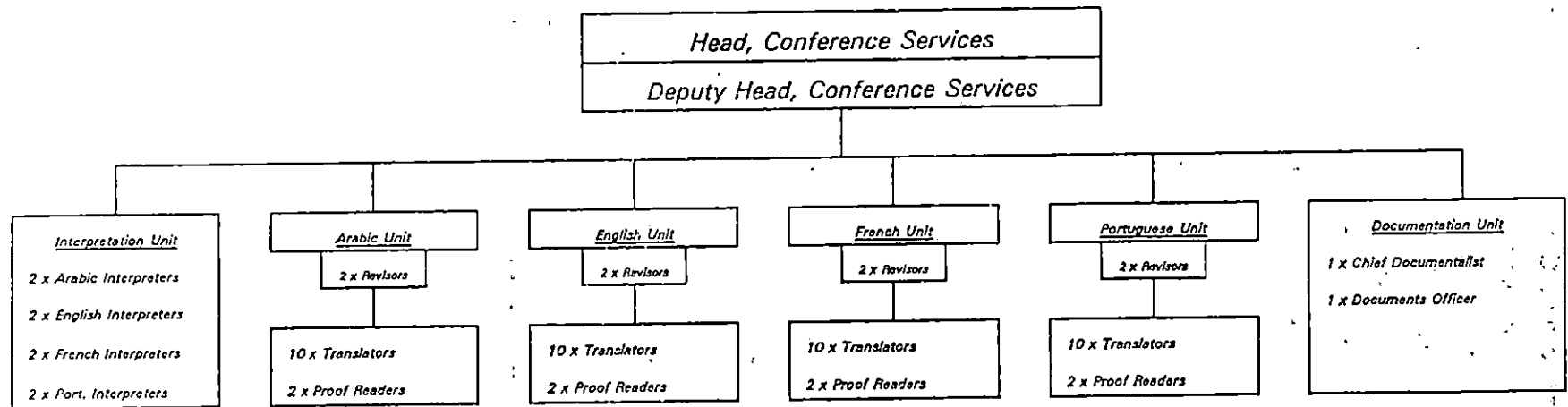


123. The present Personnel Division has a complement of six professional staff. The proposed Division of Human Resources Management has a complement of eight. The reorganization therefore, entails the creation of three new positions.

(b) Conference Services Division

124. The Conference Services Division retains the current designation and structure except for the creation of the Interpretation Unit as an addition to the division. The division as presently will be responsible for conference planning, organization, and provision of interpretation, translation, revision, stenographic, proof reading, and documentation services. The stenographic service will provide the centralized secretarial service based in the typing pool. The proposed complement of professional staff for the Conference Services Division is as shown in the organigram below.

Organigram of the Conference Services Division



125. The proposed complement retains the existing number of staff in the division. It is however, recommended that an Interpretation Unit separate from the Translation Unit be created. A total of eight Interpreters, making two for each language group is proposed to start with. It is however, further recommended that in order to fully justify this additional staff to the division's overall complement, the Conference Services Division should examine how these Interpreters can be utilized in a cost effective manner particularly when they are not occupied. The division while carrying out this examination may wish to consider the possibility of hiring out the services of OAU Interpreters to other institutions as part of the cost effective utilization of this category of staff. It is also recommended that the revisors will be the coordinators and supervisors of translators and proof readers.

126. It is also recommended that the capacity utilization of Translators in regional offices be examined with the view to redeploying these staff back to Head Office. It is believed that Translators in most of the regional offices could be better utilized in the Headquarters either as Translators or converted into Interpreters in the case of those with the ability and interest. In this case appropriate provisions should be made for the recruitment of temporary staff when required.

127. Following a careful review of the role of Proof Readers it is recommended that the number of Proof Readers be reduced from three to two for each language group.

(c) Printing Unit

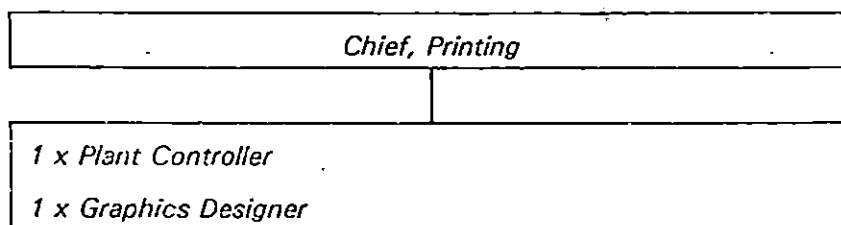
128. The Printing Unit will continue to function without any substantial changes to its structure and functions. It will be responsible for all activities relating to printing and reproduction of material and graphic design. Its core functions will include:

- Reproduction of documents.
- Graphic presentation.
- Cartography.
- Desk Top Publishing.
- Offsetting and Publishing.

129. The Printing Unit will be headed by a Chief who will report directly to the Director of Administration. Although it is recognized that the Conference Division is the main user of the services of the Printing Unit, it is realized further that other entities such as the Press and Information may also need to compete for the services of the Printing Unit. For this reason it is not considered appropriate that the Printing Unit should fall under the direct control of the Head of Conference Division. Furthermore, in order to accommodate the needs of other departments, especially those of Press and Information Division, it is recommended that a coordination mechanism comprising the Director of Administration, Head of Press and Information, Head of Conference Division and representative of the Finance Department be created in to ensure appropriate and fair treatment of all requests directed at the Printing Unit. It is equally recommended that an Editorial Board be constituted with the Press and Information Division as the focal point and comprising the Head of Printing Unit and representatives of concerned departments.

130. The Printing Unit will be made up of the Chief of the Unit, a Plant Controller and a Graphics Designer as shown in the organigram below.

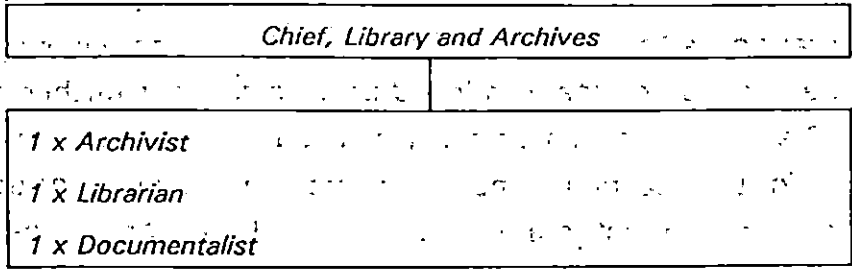
Organigram of the Printing Unit



131. The present complement of the Printing Unit is two professional staff. It is recommended that the position of Graphics Designer be added to the complement.

(d) Library and Archives Unit

132. Presently, the Library and Archives exist as separate entities. However, it is proposed that the Library and Archives be combined into one centralized unit to provide library facilities and manage the documentation storage and retrieval systems. No other substantial changes are proposed to the structure of the two facilities. The complement of professional staff of the unit will be made up of one Chief, one Archivist, one Librarian and a Documentalist.



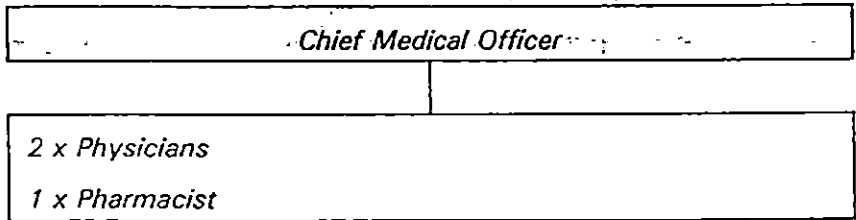
133. The present complement for the Library is five positions, three of which have been frozen since 1991. There is no professional position in the Archives Unit. The proposed reorganization entails the saving of one position.

(e) Medical Services Unit

134. The Unit will continue to provide medical services to the OAU staff and members of the African diplomatic community. No changes to the existing structure have been recommended. However, it has been noted that the incumbent of position of the Chief Medical Officer who apart from being a practitioner also handles administrative responsibility is at the same grade as other Physicians who do have any administrative duties. It is recommended that this situation be examined with the view to ensure equality between responsibility and remuneration.

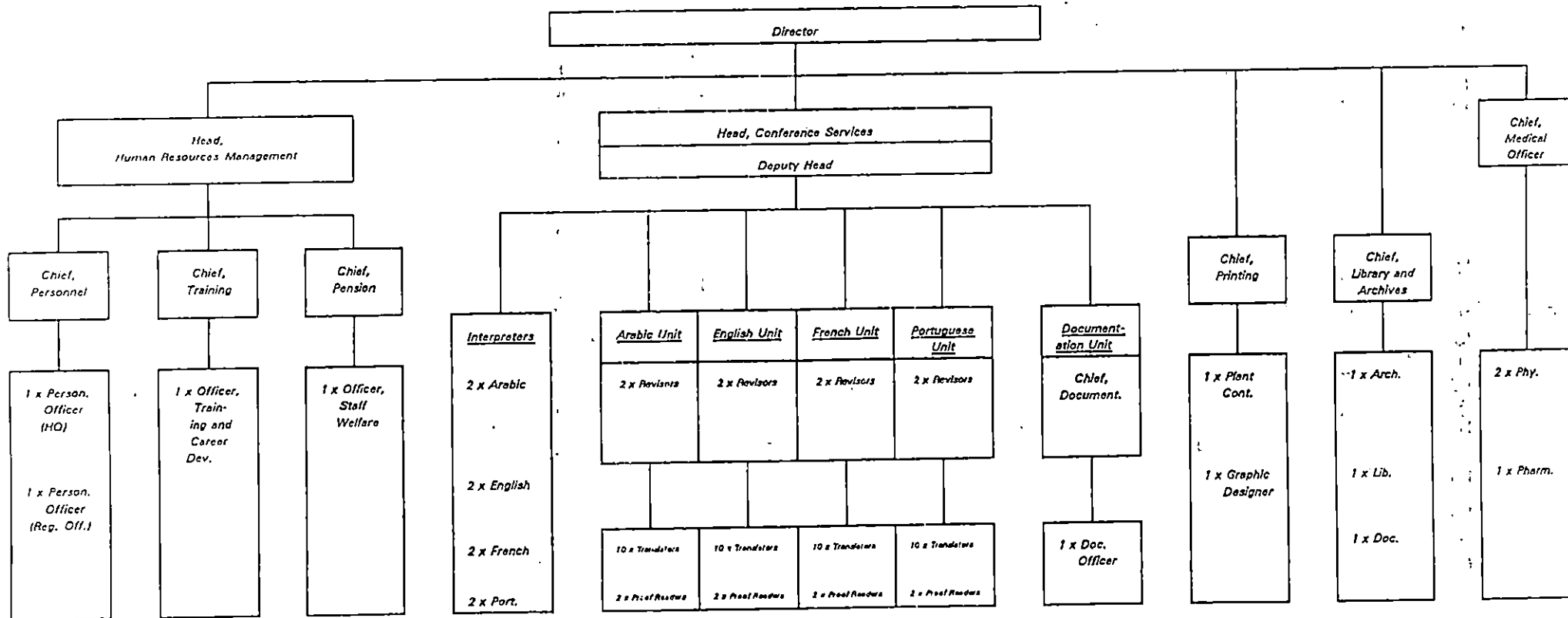
135. The complement of professional staff will be as at present comprising one Chief Medical Officer, two Physicians and one Pharmacist.

Organigram of the Medical Services Unit



136. No changes to the current complement of professional staff are recommended.

ORGANIGRAM OF THE DEPARTMENT OF ADMINISTRATION AND CONFERENCE SERVICES.



III. STRUCTURE OF THE OFFICE OF THE SECRETARY GENERAL

137. The proposals being put forward, attempt to organize in an efficient and coherent manner the divisions and units that currently fall under the Office of the Secretary General. These are:

- Cabinet
- Inspectorate and Audit Services
- Legal
- Protocol
- Press and Information
- Afro-Arab Cooperation
- Budget Control
- Security
- Registry and Mail

138. Under the present arrangement the Secretary General is unable to exercise full supervision and control over these divisions and units which report directly to him due to the nature of his work and schedule. As a result of this difficulty, these divisions and units have inadvertently assumed autonomy in their functioning with some consequences to the smooth running of the Organization. This lack of close supervision and control has at times undermined the operation of proper system of checks and balances.

139. It is proposed therefore, that these divisions and units be reorganized to ensure that they are adequately supervised and their work rationalized.

140. Based on this objective, it is suggested that the Afro-Arab Cooperation Division be transferred to the proposed new Department of Policy and Programme Coordination in which its activities will be more rationally and harmoniously integrated since they are inter-departmental and coordinational in nature. In the same spirit of structure and function rationalization, it is further proposed that the activities of the Afro-Arab Cooperation Division related to the Special Emergency Assistance Fund against Drought and Famine in Africa be transferred to the relevant Division of Human Development. In view of this harmonization and diminished functions of Afro-Arab

Cooperation Unit, it is envisaged that its staff strength will be adjusted accordingly from the present three professionals reduced to one. The two thus relieved, will be redeployed to other functions in the Organization.

141.- Finally, with the proposed split of the present Budget Control Division, its auditing functions are to be transferred to the Inspectorate Division and those of Budget Control to the Finance Department. This will make it easy to supervise both the auditing and budget control staff while at the same time removing the present complicating duality by which Budget Control Division vets expenditure and audits the same in turn. In the specific case of auditing, this proposed reorganization will make it possible to correct the present anomaly of structural deficiency in the follow-up and implementation of the recommendations submitted by the Budget Control Division.

142. The Inspectorate including the Audit Services and the Office of the Office of Legal Counsel will be answerable directly to the Secretary General by virtue of the nature of their functions.

143. The Divisions of Protocol, Press and Information as well as the Units of Security, Registry and Mail will remain as part of the Office of the Secretary General under the supervision of the Director of the Office of the Secretary General.

144. With these changes in mind, details related to the proposed divisions and units within the Secretary General's Office will be as follows:

Directorate of the Office of the Secretary General will handle all cabinet matters and directly supervise the work of Protocol, Press and Information, Registry and Mail and Security Units. The specific units will have focus as shown below:

(i) Protocol Unit: To handle all protocol matters including:

- Ensuring diplomatic practices at ceremonies and public functions.
- Processing documents for diplomatic privileges.
- Processing applications for exit and entry visas.

- Processing Laissez Passer applications.
- Keeping flags and national anthems of member states.
- Compiling general and significant information on member states and their leaders. No changes to the present structure are proposed.

(ii) **Press and Information Unit:** In view of the recent augmentation of its human resources capacity, emphasis should now be placed on the rationalization of the work of this unit. In particular, it is considered important that it concerns itself more with the functions of promoting the image of the OAU and disseminating information about the activities of the OAU to the general public. In order to enable it to carry out these activities effectively and efficiently, it has been deemed necessary to liberate the unit from some present involvements which distract it from concentration on pursuing its core responsibilities. The most significant examples of such involvements include the servicing of the Inter-Governmental Council of Communications in Africa and the Conference of Ministers of Information.

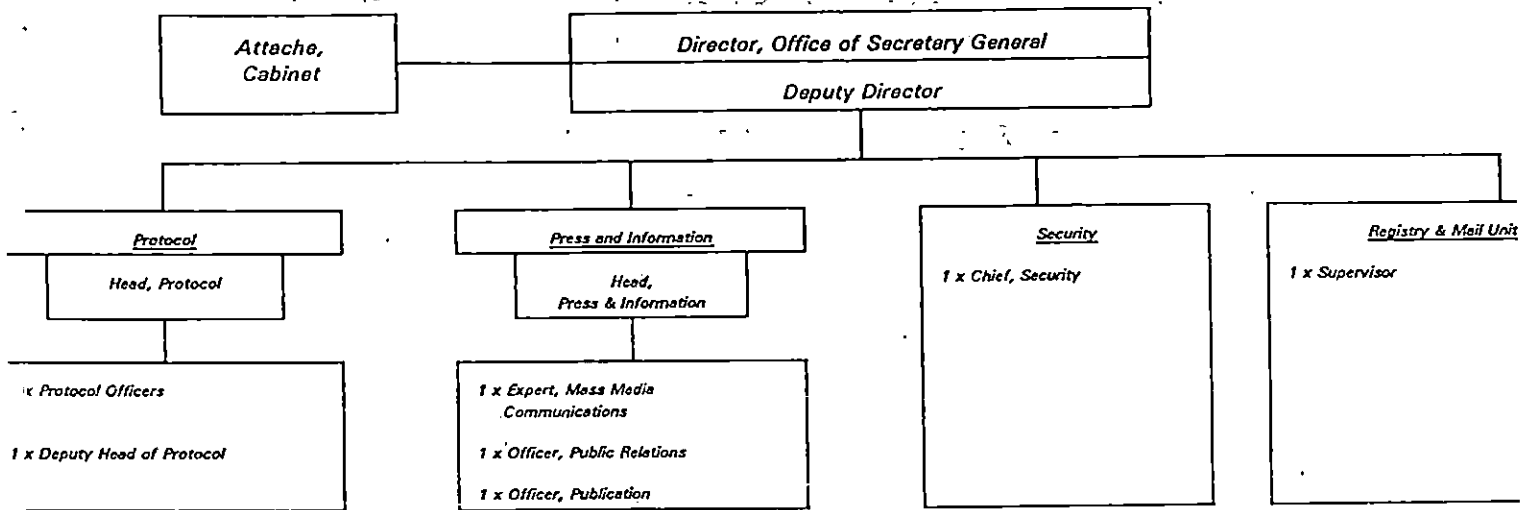
It has earlier been recommended that the servicing of these two organs be transferred to the Education, Culture and Human resources Development Division of the Department of Human Development.

(iii) **Registry and Mail Unit:** No changes are recommended to the function of this unit.

(iv) **Security Unit:** It is recommended that consideration be given, at the appropriate time, to the enhancement of this unit in terms of personnel and equipment to enable it to function as an effective entity capable of insuring the security of property, premises and personnel of the OAU. However, no changes are proposed presently.

145. The Directorate of the Office of the Secretary General will be headed by a Director. The other staff organized in the various units will be as shown in the organigram below.

Organigram of the Directorate of the Office of the Secretary General



146. The proposed reorganization of work does not entail any increases in the existing complements within the Office of the Secretary General. The present complements have been maintained.

(b) Inspectorate and Audit Services Unit

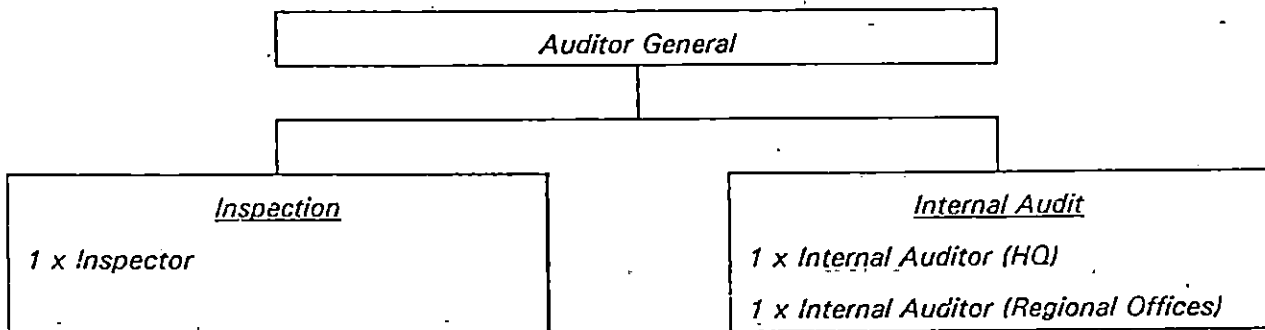
147. The Office of the Auditor General will continue to perform its functions of auditing programmes, reviewing management, administrative and financial management practices. However, with the proposed transfer of Internal Audit functions to the Inspectorate, the unit's activities will be organized as shown below:

- (i) Inspection:*** This section will concentrate on auditing management practices and asset utilization. Special emphasis will be placed on the development of an independent overview of how the organization is functioning with regard to its rules and objectives. The section will also examine practices which may lead to waste, corrupt practices, etc.

(ii) *Internal Audit* will concentrate on auditing the OAU's financial transactions to ensure that they are proper and in conformity with the OAU's Financial Rules and Regulations. The Internal Audit Section will also authenticate reports by conducting periodic physical checks.

148. The complement of the division will be made up of the Inspection General, an Inspector and two Internal Auditors as shown in the organigram below.

Organigram of the Inspectorate and Audit Services Unit



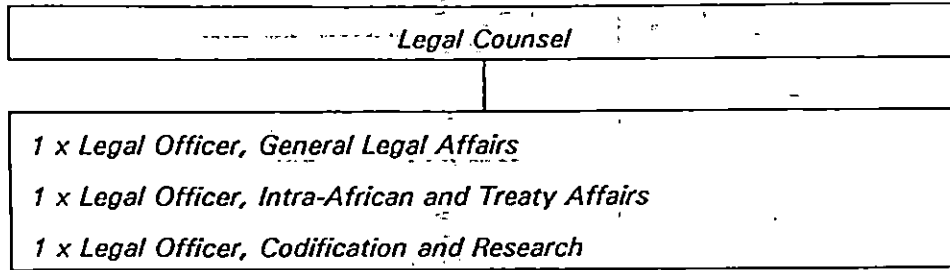
149. The proposed reorganization of function's does not entail any increase in the complement. The two positions in the Internal Audit side of the Inspectorate will be transferred from the Budget Control Division.

(c) Office of the Legal Counsel

150. The Office of the Legal Counsel will report directly to the Secretary General of the OAU and will continue to provide legal guidance to the organization on a daily basis. However, whilst not proposing any significant structural changes, it is recommended that the office be strengthened in terms of human resources. With the increase in work arising in the course of the implementation of the African Economic Community Treaty, it may be necessary to review the staffing position in this office as is appropriate. Presently, however, it is recommended that the complement be increased with the creation of one more position.

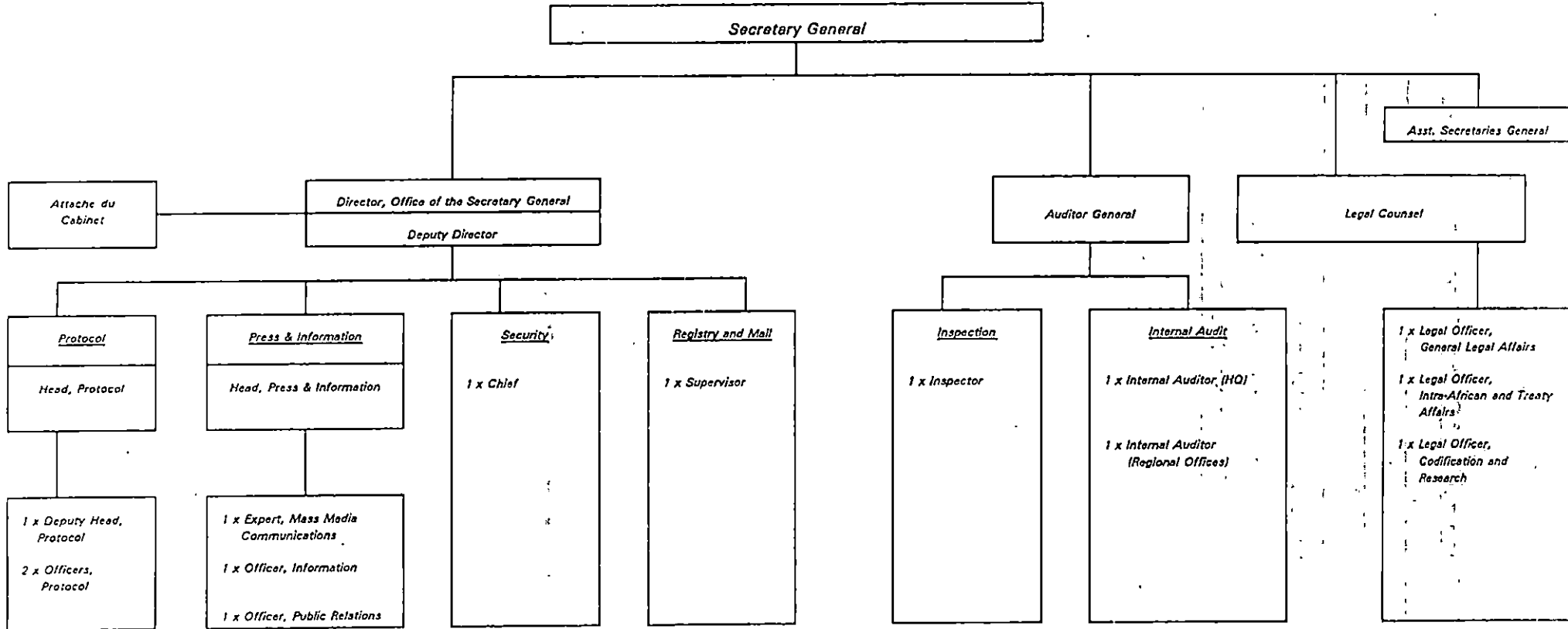
151. The proposed complement of professional staff will therefore be one Legal Counsel supported by three legal officers as shown in the organigram below.

Organigram of Office of the Legal Counsel



152. As noted above, only one position of Legal Officer has been added to the complement.

ORGANIGRAM OF THE OFFICE OF THE SECRETARY GENERAL



IV. REGIONAL OFFICES

153. Careful consideration has been given to the operations and functions of each regional office and proposals for their reorganization have been dictated by the philosophical orientation which was presented in the introductory part of this report. With respect to the Scientific Offices, this report considers the question whether these offices should be research centers or organs for coordinating and harmonizing of policy implementation by various scientific institutions on the continent. With respect to the representational office the report has concentrated on how the offices' effectiveness can be improved within the existing limited resources.

(A) THE CENTER FOR LINGUISTIC AND HISTORICAL STUDIES BY ORAL TRADITION

154. This office based in Niamey does not fall into either of the two categories of representational office nor scientific offices and is therefore, considered separately from representational and scientific offices. Its mandate is to promote the study of history by oral tradition. To that extent it can be considered as an office that is concerned with cultural work. However, its scope of activities does not have a continental orientation as its operations are restricted to only a small part of West Africa. Secondly, its focus of concern is on one small aspect of culture which aspect is perhaps not the top priority area of research in cultural development. Thirdly, the output from this office is not commensurate with the financial and human resources at its disposal.

155. On the basis of the above, this report recommends that this office be closed and whatever functions of a policy nature that there might be, be transferred to the Headquarters Department of Human Development and some of the officers could be redeployed to Headquarters to strengthen the Culture Section. In addition savings arising from its closure could be utilized to support programmes of African institutions conducting research in culture or promoting cultural activities in keeping with the determined priorities of the OAU.

(B) AFRICAN COMMISSION ON HUMAN AND PEOPLE'S RIGHTS

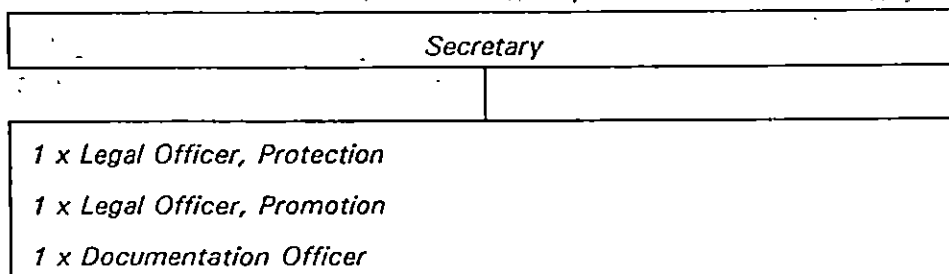
156. The Commission on Human and People's Rights based in Banjul is not a regional office in the true sense. It is, instead, an autonomous institution of the OAU governed by its own separate Charter with Commissioners elected by the Assembly of Heads of State and Government. The Commission is directly answerable to the Assembly.

157. To reflect this autonomous status of the Commission, it is recommended that the OAU should consider its support to the Commission as temporary to be stopped at the appropriate time. Moreover, steps must be taken for the gradual withdrawal of OAU support to the Commission in order for it to become self-sustaining and independent of the OAU.

158. As a Commission charged with such heavy responsibility as contained in its Charter, it is recommended that the position of Secretary of the Commission be headed by a prominent and experienced African who will command the respect of the Commissioners and Heads of State to whom the Commission is accountable.

159. As an interim measure while the Commission continues to rely on OAU support, it is recommended that the complement of professional staff should be made up of the Secretary supported by two legal officers responsible for protection and human rights promotion and a documentation officer.

Organigram of the Commission on Human and People's Rights



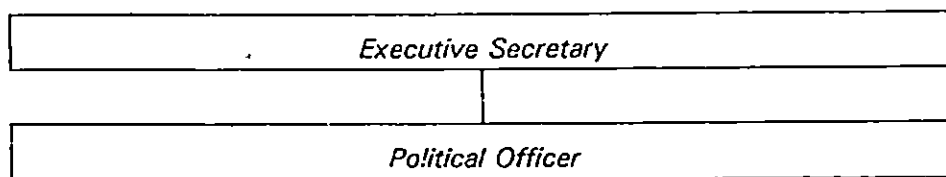
160. These proposals involve the creation of one additional position of Documentation Officer.

(C) **REPRESENTATIONAL OFFICES**

(a) **Organization of African Unity Permanent Delegation to the League of Arab States**

161. No changes to the present functions or structure of this office are proposed. However, it has already been recommended that the position of translator be transferred to Headquarters. The complement of professional staff recommended is the Executive Secretary and one other officer. However considering the low volume of work in this office, it is proposed that the position of Assistant Executive Secretary be removed and replaced by that of Political Officer at a lower grade.

Organigram of the Permanent Delegation to the League of Arab States



(b) **Organization of African Unity Permanent Observer Mission at the United Nations - New York**

162. The Organization of African Unity Office based in New York is one of the most important representational offices. Its functions are extensive and include:

(i) **In the Political Field:**

- Coordinate the activities of the African Group of States delegated to the UN in Articulation of African Common Position in the UN General Assembly; Commissions and committees of the United Nations constituency building for Africa through the sensitization of the American decision makers (Congress, Government and various Leaders) private enterprises and the NGOs on the political situation in Africa.

- Coordination of activities of the African Group in Washington.

- Coverage and monitoring of activities in the Congress of the United States.
- Monitor political developments of concern to Africa in North America (USA, Canada and the Caribbean Basin).
- Establish a harmonious working relationship with the organization of American States (OAS) and the Caribbean Community (CARIFORUM).
- Improve the coverage of African issues by the American media.
- Send periodic despatches to Headquarters on special political developments and events of interest to Africa

(ii) In the Economic Field:

- Coordination, back stopping and assisting the New York African Group members of the various organs of the UN dealing with economic matters, such as, ECOSOC, UNDP.
- Follow-up on OAU-UN Programmes of Cooperation especially those related to the establishment of the African Economic Community.
- Assistance to the Washington African Group activities on economic issues especially those related to the IMF, World Bank meetings.
- Send periodic despatches on special economic developments and events in the USA and the American region of interest to the OAU and Africa to Headquarters of major stock-market, commodity markets, and futures, interest rates, etc.

(iii) Social and Humanitarian Field:

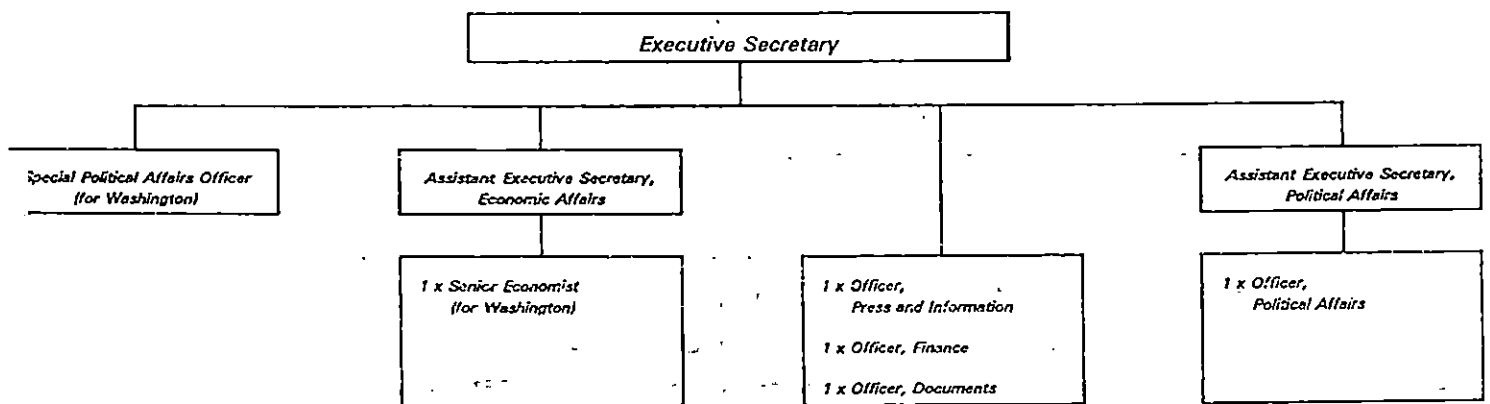
- Ensure that OAU Division on Refugees, Health, Education, Child Care, should receive United Nations support.

163. No structural changes to the office are proposed. However, it is strongly recommended that the office should provide representational services to United States Government, the United States Congress, particularly the Congressional Black Caucus through special political officer. As part of the reorganization it is recommended that the Senior Economist be specifically charged with dealing with the IMF and the World Bank whilst the Assistant Executive Secretary for Economic Matters will deal with the United Nations and to agencies.

164. It is also recommended that the positions of Translators be considered for abolition.

165. The complement of the Office will be made up of the Executive Secretary, two Assistant Executive Secretaries, a Special Political Officer (responsible for Washington), and a number of other officers as shown in the organigram below.

**Organigram of the Organization of African Unity at the United Nations
and Specialized Agencies**



166. If the proposal to remove the translator positions is accepted, there will be a saving of two positions in the office.

(c) Permanent Observer Delegation of the Organization of African Unity to the Geneva Office of the United Nations

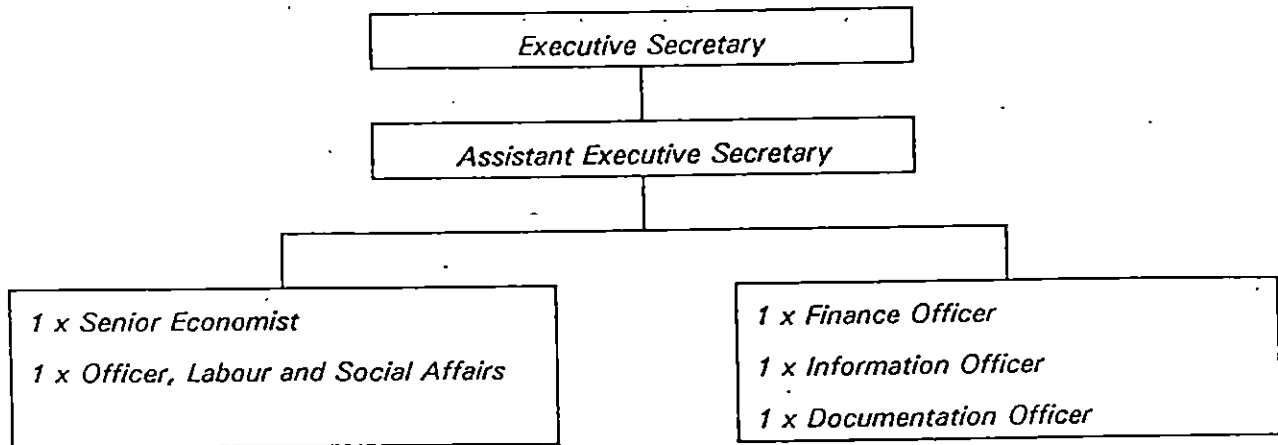
167. The OAU Geneva Office is another important representational office as reflected by its functions and activities shown below.

- Coordinate the activities of the African Group in Geneva and delegations from capitals on multilateral negotiations.
- Participate, as Observer, in meetings of the Governing bodies and working groups of the UN agencies, Inter-Governmental and Non-Governmental Organizations, such as UNHCR, United Nations Commission on Human Rights, United Nations Center for Human Rights, United Nations Conference on Disarmament, United Nations Disaster Relief Coordinator (UNDRO), International Committee of the Red Cross (ICRC), International Organization for Migration (IOM).
- Monitor and follow-up on the activities of GATT, UNCTAD, FAO, ECOSOC, IFAD, UNIDO, ITC.
- Assist the African Group within the framework of its consultation meetings.
- Follow-up on issues relating to: commodities, economic cooperation among developing countries, such as global system of trade preferences; transfer of technology monetary and payments issues.
- Monitor the activities of the Group of 77 and the African Group in the area of Transport and Communications, Intellectual Property Rights, Meteorology and Tourism Sectors; in that regard to deal with World Meteorological Organization (WMO), World Intellectual Property Organization (WIPO), Universal Postal Union (UPU), International Telecommunications Union (ITU), International Maritime Organization (IMO), International Civil Aviation Organization (ICAO) and International Air Transport Association (IATA).
- Monitor and coordinate African Group activities within the International Labour Office (ILO), World Health Organization (WHO), etc.

168. No structural changes are proposed. However, it is recommended that the two translator positions be done away with and staff concerned transferred to Headquarters.

169. The complement of the office is as indicated in the organigram below.

*Organigram of the Permanent Delegation of the Organization of African Unity
in Geneva*



170. Apart from the proposal to abolish the position of Translator, no other changes affecting the present manpower have been made.

(d) Permanent Delegation of the Organization of African Unity to the EU/ACP in Brussels

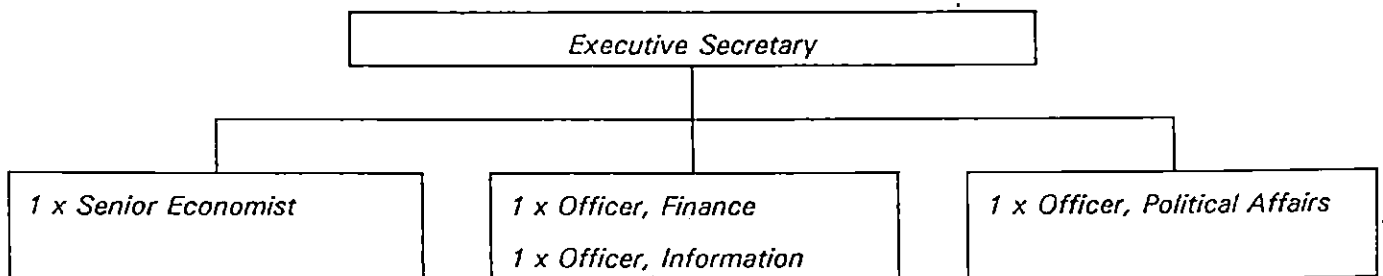
171. The office is considered critical in view of its functions indicated below:

- Coordinate African Group position on issues under negotiation within the ACP group on the one hand, and within the context of ACP-EU negotiations:
- In liaison with member states, assist Headquarters to develop regional projects for financing under the terms and facilities of the European Development Fund (EDF) and the European Investment Bank (EIB) as provided for in the Lome IV Convention.
- In consultation with Headquarters develop and establish working relationship with the Customs Cooperation Council, the General Secretariat of the ACP Group, the Commission of the European Union

with a view to secure technical and financial assistance for the OAU and member states towards the implementation of sectoral projects/programmes of the African Economic Community.

- Monitor and report on developments within the European Union (EU) especially the performance of Africa's trade, erosion of trade preferences and the impacts of the single European market and the enlargement on issues of concern to Africa, especially trade and immigration.
- Monitor and report on political and economic developments in the ACP-EU Joint Assembly and the European Parliament and NATO.
- Provide periodic reports to Headquarters on special economic and political events that have taken place in any of the member states of the European Union, especially the host country.
- Dissemination of information on OAU's activities especially on the establishment of the African Economic Community, Conflict Management, and Democratic process.

172. No structural changes are proposed for this office. However, it is recommended that the position of Executive Secretary be created to replace the present position of Director. This will put the office at par with other representational offices. In addition, it is recommended that the position of the political affairs be created. This officer will be directly responsible for dealing with the European Parliament lobby and other political issues. The complement of professional staff for the office is as shown in the organigram.



173. As in the case of other representation offices, if the position of Translator is abolished there will be a saving of one position. However, this saving will be cancelled by the creation of one Political Affairs Officer. In effect the changes proposed should leave staff numbers as they are presently.

(D) SCIENTIFIC OFFICES

174. The proposals made here attempt to reorganize in an efficient and cost effective the operations of the following offices and projects:

- (i) The Science and Technology Research Commission;
- (ii) The Inter-African Bureau for Animal Resources;
- (iii) The Inter-African Phytosanitary Council;
- (iv) The Fouta Djallon Highlands;
- (v) SAFGRAD;
- (vi) CARFOP.

175. Presently three scientific offices are based in Lagos, Yaounde, and Nairobi. It is thought that this arrangement under which they are located at three different sites is a source of waste. A more cost effective arrangement which will also ensure the proper coordination of programmes and activities involving the bringing of the three scientific offices under one roof is recommended. The single office should be designated the Science and Technology Commission. The omission of the "Research" from this designation is meant to reflect the view that has been upheld in this report that the OAU organs should not be involved in scientific research but should rather coordinate and harmonize scientific activities.[?] One advantage of this proposed arrangement is that scientific officers in the different areas of specialization will be better placed to coordinate and harmonize their work if under one roof than if located in three different sites. The most important benefit of this rearrangement, however, is that it will lead to direct savings. Currently the office in Lagos has a complement

what is to

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marginal
is viewed as cost saving
rather scientific productivity

of six scientific officers and twenty eight non-scientific support staff. This means that support staff make up about 85 percent of the offices total complement. The office in Nairobi also has a complement of eight scientific staff who are supported by twenty-two non-scientific staff who comprise 80 percent of the office's complement. The Yaounde office has a complement of three scientific staff supported by fifteen non-scientific staff who comprise 83 percent of the total complement.

is this organization do?

176. The present ratio of scientific to support staff is ostensibly difficult to justify as it amounts to a waste of resources. By bringing the three offices under one roof, out of the total number of 65 support in the three offices, only a fraction not exceeding 30 staff would be required. In addition to this, a lot of costs which are currently triplicated by having three separate offices would be more rationally met.

177. With regard to the three projects, SAFGRAD, CARFOP, and Fouta Djallon Highlands, following a review of their operations the following recommendations were made with respect to each:

No-field study or even experiment

SAFGRAD: This project is devoted to the coordination of research and development of activities relating to crops in semi-arid areas. Its scope is thus narrow. However, more importantly there is no reason why this function should not be transferred to the Science and Technology Commission. This report recommends that the OAU should withdraw from SAFGRAD and the latter's functions be taken over by the Science and Technology Commission.

CARFOP: This project is concerned with coordinating the training of scientists. Its scope is considered narrow. The Science and Technology Commission, should, however, take over the responsibility of coordinating the training of Scientists on the continent as part of its wide programme. It is recommended that the OAU should withdraw from this project.

Fouta Djallon Highlands: This is essentially a sub-regional pilot project devoted to Fouta Djallon highlands. The project is both narrow in focus and benefits a small number of countries. While the OAU could maintain its role of coordinating the development of river basins on the continent through the Science and Technology Commission, it is not considered appropriate that the

OAU continues supporting this single sub-regional project. It is recommended that ECOWAS in tandem with the beneficiary member states be asked to take over this project. The OAU should therefore withdraw from this project.

178. As a general principle in dealing with projects, it is recommended that where the OAU agrees to support a project, that support must be for a limited period of time. Its role, moreover, should be one of launching such projects and giving them the necessary political support which may be required to attract funding from governments and other agencies. Any financial commitment by the OAU to such projects must be by way of subvention and limited in amount.

179. The proposed Science and Technology Commission which will bring under one roof the present offices in Lagos, Nairobi, and Yaounde as well as take over in a broadened way activities performed under the three projects supported by the OAU will be expected to translate into actions the programmes and objectives of the OAU policy organs. Its functions will be:

- To operate as the field instrument of the relevant Specialized Technical Committees and other policy organs of the OAU and will be responsible for implementing policy decisions in the area of Science and Technology.

*With whom?
For whom?
by whom?* To be responsible for planning formulation in the areas of Science and Technology.

- To be responsible for harmonizing activities of African Scientific Institutions to ensure that their programmes and activities reflect Africa's priorities.
- To be involved in the strengthening of African Institutions through the mobilization of funds for programmes and projects. *How?*
- To coordinate and harmonize legislation and practices in the areas of Science and Technology.

↑

To be the implementing agency for donor-funded projects and programmes involving African Institutions in the area of Science and Technology.

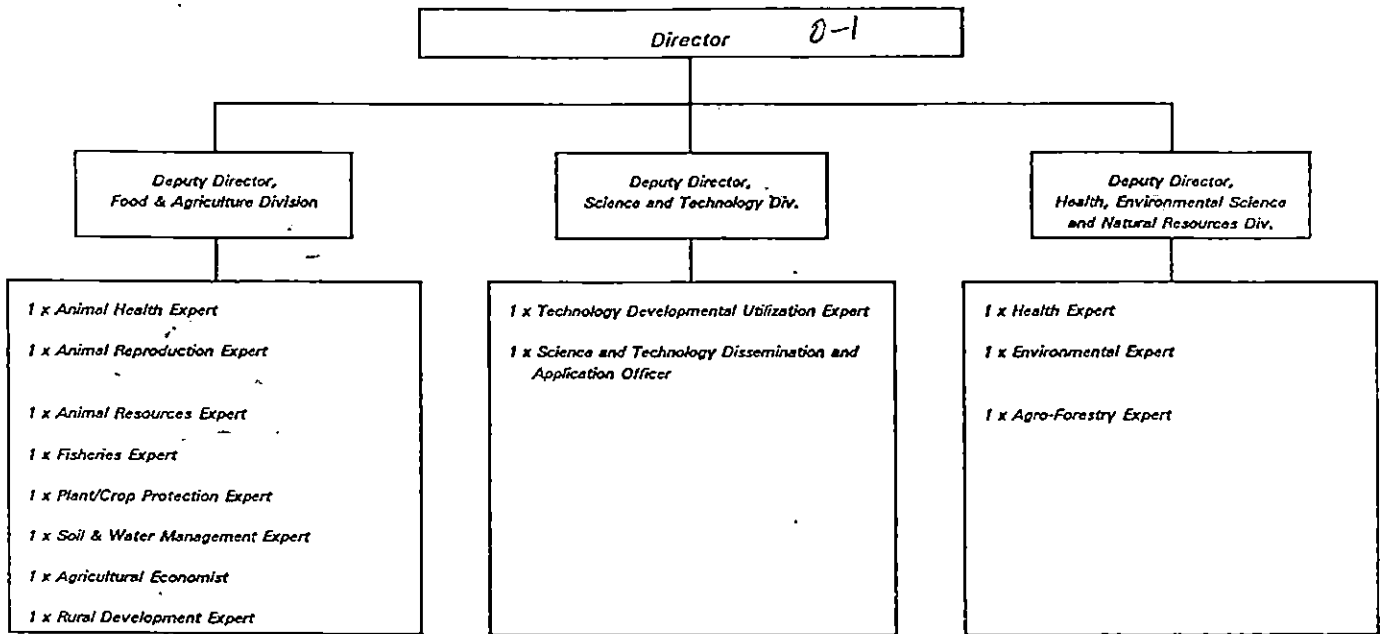
180. The range of activities that it will undertake on behalf of the member states will include:

- Field activities.
- Technical meeting, symposia, seminar and workshops.
- Meetings of consultants with national and international organizations.
- Publications of scientific reference books, journals, and popularizing these documents.

181. As a field and implementing office, the Science and Technology Research Commission will not be involved with issues of policy which will be left to the concerned departments in the Headquarters of the General Secretariat.

182. The office will be divided into three division: (a) *the Food and Agriculture*, (b) *the Science and Technology*, and (c) *the Health, Environmental Sciences and Natural Resources*. The Science and Technology Commission will be headed by a Director who will be supported by three Deputy Directors responsible for each of the three divisions. The complete complement of professional staff is shown in the organigram below.

Organigram of the Science and Technology Commission :



183. The proposed reorganization of offices and projects does not entail any increase in the number of professional staff. The present complement of professional staff is 26. The proposed complement of 17 professionals will result in savings. Further savings will be gained from the rationalization of non-scientific support staff.

V. GENERAL ISSUES

184. A number of issues that have a bearing on the implementation of the proposed structure were discussed as reflected below.

(A) ASSISTANT SECRETARIES GENERAL

185. The present arrangement under which the Assistant Secretaries General and Directors are both heads of departments is confusing. According to the OAU Charter, the provision under which the Assistant Secretary General position was created does not require that the Assistant Secretary General to be the Head of a Department. It is necessary for the efficient functioning of the structure that the roles of Assistant Secretaries General and Directors be differentiated. Assistant Secretaries General are elected on the sole criterion of regional representation and not on the basis of specific expertise. The exact duties that the Assistant Secretaries General are assigned are partly at the discretion of the Secretary General although a tradition appears to have become instituted that each Assistant Secretary General heads a department although this need not necessarily be the case. In the circumstances there are no terms of reference in relation to the departments they are supposed to head. Faced with this situation this report recommends a review in order that the role of the Assistant Secretary General be streamlined and their duties more clearly defined particularly in the context of the African Economic Community.

186. Furthermore, the fact that Assistant Secretaries General are elected by the same organ that elects the Secretary General should in theory make them also accountable to the Assembly and Council of Ministers to the same extent as the Secretary General. However, in reality only the Secretary General is accountable and responsible to the Assembly and Council of Ministers. In this regard the Assistant Secretaries General appear to occupy a special position where the privileges that they enjoy are not accompanied by corresponding accountability. The report recommends a re-examination of this situation and in particular proposes that an alternative arrangement that will make the Assistant Secretaries General directly accountable to the Secretary General be devised. As part of the reorganization and rationalization of the Office of Assistant Secretaries General, it is proposed that consideration be given to the appointment of Administrative Assistants to the Assistant Secretaries General.

(B) GRADING

187. The present report has refrained from attaching any grades to the jobs which have been included in the proposed structure. In the absence of systematic system job evaluating, any attempt to grade jobs would be inappropriate and only exacerbate the already bad situations where grading disparities among many professional jobs cannot be easily explained.

(C) SUPPORT STAFF

188. This report has refrained from making recommendations on the number of support staff required within the Secretariat because it was felt that the proposals relating to support staff should be made following a firm agreement on the number of professional staff and decisions relating to the modernization of work practices. It is also recommended that some indication of the optimum ratio between professional and support staff be reached. In a number of cases particularly the offices in Niamey, Yaounde, Lagos and Nairobi, the ratios of support staff to professional staff appear too high. In addition, it is proposed that the Secretariat should examine other alternatives such as hiring support staff on short term contractual basis as opposed to permanent employment and possibilities of contracting out to outside firms such functions as cleaning and gardening. It is thought that such schemes may be more cost effective than employing staff on full time basis. However, the cost implications of these alternatives need to be carefully studied.

189. With regard to secretaries it is recommended that the Secretariat should slowly move away from employing monolingual secretaries but rely more on bilingual and multilingual secretaries who can be utilized more cost effectively. Furthermore, it is expected as a consequence of widespread computerization that fewer secretaries than currently will be required by the Organization.

(D) CAREER DEVELOPMENT

190. A new approach to career development is urged as a supplement to and support for the proposed structure. It is recommended under the new structure that staff should be allowed to progress upward over a career period without waiting for the

availability of an administrative position in the next grade. In this regard an officer may be promoted to the next higher grade than his current grade without necessarily having a supervisory role. In this way, it is envisaged that grades will be detached from functions in order to allow upward mobility to take place outside the administrative functions.

191. Progression outside the administrative hierarchy should be guided by specific guidelines such as the expected maximum period that an average performer should be expected to take to move from one grade to the next. It will also be necessary to define the treatment that will be accorded to holders of administrative positions in terms of remuneration vis-a-vis their colleagues at the same grade. These details and other pertinent have to be worked out.

192. This report recommends that a further study of the career development scheme be undertaken in order to arrive at the best possible and most practical scheme which will permit the due advancement of deserving staff.

ANNEX I

OAU/AEC
NEW PROPOSED STRUCTURE

STAFFING IMPLICATIONS

DEPARTMENT/UNIT

<u>NEW DESIGNATION</u>	<u>PRESENT DESIGNATION</u>	<u>PRESENT STAFFING</u>	<u>PROPOSED STAFFING</u>	<u>BALANCE</u>
1. <u>DED</u> (former EDECO)	Director	1	1	0
1.1. Agriculture/Rural Eco.	Agr/Rural Dev.	4	3	-1
1.2. Money & Finance	Com/Tourism/Cust Money & Finance	5	8	+3
1.3. Trade & Customs	"	0		
1.4. Ind. Energy & Nat. Res	Ind/Energ/Mineral Resources	4	4	0
1.5. Transport & Communication	Transp/Communi.	4	4	0
1.6. Econ.Plan. Statis. & Popul.	Econ. Research - Planning & Popul.	<u>5</u>	<u>4</u>	<u>-1</u>
S/Total Economic Development Department		23	24	+1

2.	<u>DHD</u> (former ESCAS)	Director	1	1	0
2.1.	Envir., Human Settlements & Natural Disasters	Envir. & Conserv. of Nat. Resources	3	4	+1
2.2	Health, Lab & Social Affairs	Health & Nutrition/Labour Social Aff. & Human Res.	8	4	-4
2.3.	Educ. Cult. Human Res. Develop.	Educ. Cult. & Science & Technology	5	4	-1
2.4.	Women in Dev. Unit	Women Unit	<u>2</u>	<u>3</u>	<u>+1</u>
	S/Total Human Dev. Department		19	16	-3
3.	<u>DPHA</u> (former Political Department)	Director	1	1	-
3.1.	Ref. Displ. Pers. & Human Affairs	same	5	4	-1
3.2.	Conflict Management	same	11	11	-
3.3	Political Coop.	Inter African Coop. Policy Harmonization	5	4	-1
3.4.	Electoral Unit		<u>1</u>	<u>1</u>	<u>+1</u>
	S/Total Dept of Political and Humanitarian Affairs		22	21	-1

4.	<u>DPPC</u>	Director	1	1	-
4.1.	Inter Afr. Coop. Integration	Inter Afri. Coop. Section	2	4	+ 2
4.2.	Tech. Prog. & Res. Mobilization	Inter & Techn. Coop. Section	1	2	+ 1
4.3.	Afro Arab Coop.	Same	3	1	-2
4.4.	Policy & Prog. Analysis Unit	Policy & Prog. Coord. Unit	3	3	-
4.5.	Regional Offices (see N°8 to 14)	same	=	=	=
	S/total Dept. of Policy and Programme Coord.		10	11	+ 1
5.	<u>DF (Finance)</u>	Director	1	1	-
1.	Budgeting & Fin. Planning	Same	2	3	+ 1
2.	Accounts & Treasury & Disburs.	Accounts, Disb. & Procur.	6	7	+ 1
3.	Proc, Passages & Technical Services	Passages & Supplies Sec. Maintenance Section	4	4	-
4.	Budget Control Unit	Budget Control	=	<u>2</u>	<u>+2</u>
	S/Total Dept. Of Finance		13	17	+ 4

6.	<u>DACS</u>	Director	1	1	-
6.1.	Human Res. Management	Personnel	6	9	+3
6.2.	Conference Service	Same	64	72	+8
6.3.	Printing Unit	Same	2	3	+1
6.4.	Library & Archives	Library/Archives	5	4	-1
6.5.	Medical Services	Clinic	4	4	=
	S/Total Dept. Admin. & Confs.		82	93	+11
7.	<u>OSG</u>				
6.1.	Directorate of Office Secretary-General	Director	1	1	-
6.2.	Cabinet	Cabinet	2	2	-
6.3.	Protocol	Same	4	4	-
6.4.	Press & Information	Same	4	4	-
6.5.	Security	Same	1	1	-
6.6.	Registry & Mail Unit	Same	1	1	-
6.7.	Inspectorate & Audit Service	Inspectorate Budget Control	6	4	-2
6.8.	Legal Counsel	Legal Division	3	4	+1
	S/Total Office of the Secretary-General		22	21	-1
	TOTAL HEADQUARTERS		191	203	+12

REGIONAL OFFICES

<u>DEPT/UNIT</u>	<u>NEW</u>	<u>PRESENT</u>	<u>PRESENT STAFFING</u>	<u>PROPOSED</u>	<u>BALANCE</u>
8. <u>CELHTO</u> Niamey					
	CELHTO	CELHTO	7	-	-7
9. <u>ACHPR</u> Banjul		Same	3	4	+1
10. <u>CAIRO</u>		"	3	2	-1
11. <u>NEW YORK</u>		"	11	9	-2
12. <u>GENEVA</u>		"	9	7	-2
13. <u>BRUSSELS</u>		"	5	5	-
14. <u>SCIENTIFIC OFFICE</u>		"	<u>26</u>	<u>17</u>	<u>-9</u>
Total Regional Offices			<u>64</u>	<u>44</u>	<u>-20</u>
Grand Total Headquarters & Regionals Offices			<u>255</u>	<u>247</u>	<u>-8</u>

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Department of Rural Economy and Agriculture (DREA)

African Union Specialized Technical Office on Research and Development

1994-04

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