

**ADMINISTRATIVE STRUCTURES  
AND  
CIVIL SERVICE  
IN THE SAHEL COUNTRIES**

**By**

**Margaret G. Shaw**

**Contract No. AID/afr-c-1454  
Project 625-0929  
Planning Management and Research  
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## PREFACE

The accompanying study describes the structure of national and local government administration in the Sahel countries and provides data on the organization of the Civil Service in those countries. It is based upon sources available in the United States, principally in the Library of Congress and the United Nations Library in New York.

The study has been prepared as a reference source for the design and implementation of development projects concerned with human resources in the Sahel. The information presented relates specifically to problems associated with the shortage of adequately trained manpower and the need for administrative reform. It constitutes a companion piece to an earlier study prepared by this consultant on Education/Training Systems in the Sahel.

## ADMINISTRATIVE STRUCTURES AND CIVIL SERVICE IN THE SAHEL COUNTRIES

The basic patterns of organization in public administration and the civil service in the Sahel countries reflect the colonial heritage. Of the eight states in the Sahel, six were former French territories, The Gambia was British and Cape Verde was Portuguese.

The francophone countries were governed as territories within two federations. Mali, Mauritania, Niger, Senegal and Upper Volta belonged to Afrique Occidentale Francaise (AOF) and Chad belonged to Afrique Equatoriale Francaise (AEF). A Governor-General appointed by the French Chief of State and responsible to the Government in Paris, administered each Federation. A Governor, appointed by the French Chief of State and assisted by a Conseil d'Administration, headed each colony or territory within the federations. The Governors were in turn assisted by appointed officials at the regional level. In no sense self-governing (except for a limited number of local administrative areas within Senegal) the colonies were closely tied to the French administrative system centralized in Paris.

After World War II through the French Constitution of 1946, the French colonies in West Africa became Overseas Territories and gained representation in the French National Assembly. They also acquired regional representation at territorial and intra-territorial levels. During this period, many Africans, later to become leaders in their own countries, gained political and administrative experience in the Territorial Assemblies or the National Assembly in Paris.

The French loi cadre, passed in 1956 granted increased autonomy to members of the Overseas Territories and provided for Africanization of their Civil Service. It introduced universal suffrage and established a Council of Government within each territory to administer the territorial services. The Territorial Assemblies were given power over the organization and management of the administrative services. The new law also provided for changes in the powers and functions of the Governors-General of the AOF and AEF and authorized the establishment of district and other local councils in rural areas. With the promulgation of the Constitution of the Fifth Republic two years later, the former French West African colonies acquired political independence but remained bound by economic and military ties to France. The President of France as head of the Communauté presided over a Council of the Chief Executives of the new African states each of which had its own Constitution.

The acquisition of complete independence presented many problems with respect to public administration related largely to a lack of trained manpower. The new States made a strong effort to replace expatriate (French) civil servants with Africans, although there were few Africans adequately trained to fill the available positions. The Civil Service, which had been an important mechanism within French colonial administration, has since become a part of the executive arm of the national governments. Power continues to be centralized in each capital from which directives are issued to regional officials respon-

sible for territorial administration. Ministerial offices have steadily increased, Government Services have expanded and relationships between central and local authorities have become more complex, in response to the demands of economic development.

At the present time, the considerable number of offices within most Ministries places a strain upon the supply of qualified personnel. In addition to the Offices of the Presidency and the Premier, there are approximately 12 Ministries in Chad, 13 in Mali, 20 in Mauritania, 14 in Niger, 17 in Senegal and 19 in Upper Volta. Each of these has a personal cabinet for the Minister and a secretariat, as well as one or more general directorates, directorates, services and other offices, including affiliated quasi-autonomous organizations.

Territorial administration under the Minister of Interior, requires additional personnel to fill the posts in regional and provincial offices. The largest administrative areas in each country range in number from seven to fourteen. These are further subdivided and most require territorial representatives as well as supporting staff. In addition, the local operations of Rural Development, Education, Public Health and other Government Services must call upon the relatively limited supply of administrative and technical expertise.

The Civil Service in the francophone countries is basically patterned after the French system with some variations in each country. The Minister for Civil Service is assisted by a Directorate and an Administrative Service, as well as a Consultative

Council. The Directorate for Civil Service plans and coordinates in collaboration with other Ministries. Actual administration of personnel is carried out by the individual Ministries with respect to their own specialized cadres. A statut general establishes the fundamental rules applicable to all functionaries and statuts particuliers set forth special rules for each branch of activity of the Civil Service. Aware that the rigid classification system inherited from France has not always met their needs, the francophone Governments through the statuts particuliers have made frequent adjustments which vary from cadre to cadre. Civil servants are recruited through examination, either concours direct open to those with specific educational qualifications or concours professional open to those who have been in the Civil Service for three or more years. Hard pressed to find qualified people for civil service posts, the francophone countries have sometimes relaxed educational requirements in order to fill positions. They have also recognized the need to offer training opportunities for advancement in the Civil Service and they encourage candidates to undertake special training prior to the acquisition of full Civil Service status.

Some if not all the countries realize that there is a need for reform. Chad states in its proposed Ten Year Plan that too much of the country's budget goes to the support of public service. Mali established a Committee for Administrative Reform in 1973 and the Committee has been very active in

preparing studies, conducting inventories and making recommendations for reform in national and local administration as well as the Civil Service. Upper Volta has recently set up a General Directorate of Organization and Methods in the Premier's Office to handle administrative reform matters. A Bureau of Organization and Methods, in the Office of the Presidency of Senegal, prepared a study with proposals for territorial reform which the Government began to implement in 1972.

Data on the organization of public administration and the Civil Service in the Sahel countries is presented in this report on a country-by-country basis for convenient reference purposes. It will be noted that a large part of the information was obtained from the Journal Officiel. In certain instances, however, back issues and some current issues were not available, leaving unavoidable gaps. Details on plans for administrative reform, the size of the Civil Service, and current costs for Government salaries do not generally appear in published form, except for Mali, and are not likely to be accessible until the Sahel countries are prepared to embark upon extensive reform efforts.

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CAPE VERDE

The Government of Cape Verde is based upon the Organic Statute of the State of Cape Verde promulgated in December, 1974. The National Assembly of 56 elected members has not yet prepared a Constitution. In addition to the offices of the President and the Prime Minister, the Government includes the following Ministries:

- Foreign Affairs
- Defense and Security
- Economic Coordination
- Education, Culture, Youth and Sports
- Transport and Communications
- Rural Development
- Public Works
- Justice
- Health and Social Affairs

There are three Secretaries of State: Internal Administration, Public Services and Labor; Cooperation and Planning; Commerce, Tourism and Crafts.

The Ministerial Departments are organized as follows:

- Presidential General Secretary's Office
- Cabinet of the Prime Minister
  - Government General Secretary's Office
  - Directorate General of Information
  - National Press Office
  - Cape Verdean Institute for Solidarity
  - Department for Cooperation and Planning
    - Directorate General of Cooperation
    - Directorate General of Planning
    - National Statistical Office

- Internal Administration, Public Services and Labor Department
  - Government Regional Delegation
  - Cabinet of the Secretary of State
  - Directorate General of Internal Administration
  - Directorate of Public Services and Labor
  - Cabinet of Planning and Studies

- Administrative Inspection Office
- Professional Training Services
- Cape Verdean Cinema Institute

Ministry for Foreign Affairs

Cabinet of the Minister for Foreign Affairs  
Ministry General Secretary's Office

- Juridical and Treaty Office
- Protocol Services
- Press and Information Office
- Public Relations Section
- Library and Documentation Section

Directorate General for Political, Economic and Cultural Affairs  
Directorate General for Central Administrative Services  
Directorate General for Consular and Immigration Services

Ministry of Defense and National Security

Cabinet of the Minister  
Cabinet of Study and Planning  
Justice and Discipline Office  
Administration and Bookkeeping Office  
General Command of FARP and Militia  
General Political Commissioners Office for FARP and Militia  
National Office of Security and Public Order

Ministry of Economic Coordination

Cabinet of the Minister  
National Directorate for Fishery  
National Directorate for Industry, Energy and Natural Resources

- Jaida (Water Desalination Administration)

Department for Finance

- Cabinet of the Secretary of State
- Cabinet of Studies
- Directorate General of Finance
- Directorate General of Customs
- General Inspection of Finance
- National Sector of Insurance

Department for Commerce, Tourism and Crafts

- Cabinet of the Secretary of State
- Directorate General of Commerce
- Directorate General of EMPA (Public Enterprise for Supplies)
- Directorate General of Tourism and Crafts
- National Handicrafts Center
- Naval Offices of S. Vicente

Ministry of Education and Culture

Cabinet of the Minister  
General Secretary's Office  
Directorate General of Education  
Cabinet of Studies  
General Inspection  
Directorate of Physical Education and Sports  
- National Commission of Physical  
Education and Sports  
Directorate General of Culture

Ministry of Transportation and Communications

Cabinet of the Minister  
Department of Studies and Planning  
Directorate General of Civil Aeronautics  
Directorate General of the Navy  
Directorate General of the Post Office  
and Telecommunications  
Post and Telecommunications Office  
National Meteorology Office  
National Roads Office  
TACV (Cape Verdean Airways)  
Autonomous Administration Office of the Ports

Ministry of Rural Development

Cabinet of the Minister  
Secretary General's Office  
Agrarian Studies Center  
Agrarian Reform Office  
Equipment Maintenance Center and Workshops  
Directorate General of Agriculture, Forestry  
and Livestock  
Directorate General of Natural Resources,  
Conservation and Management  
Directorate of Administrative Services  
Regional Directorates

Ministry of Health and Social Affairs

Cabinet of the Minister  
General Office of the Ministry  
Directorate General of Health  
Directorate General of Social Affairs  
Directorate General of Pharmacy  
Cabinet of Studies Planning and Cooperation

Ministry of Public Works

Cabinet of the Minister  
State Enterprise for Construction (EMEC)  
Directorate General of Public Works  
- Regional Directorate of Sotavento  
(South Group of Islands)

- Regional Directorate of Barlavento  
(North Group of Islands)
  - Administrative Services
- Technical Cabinet of Studies and Projects  
Directorate of Workshops and Equipment

Ministry of Justice

Cabinet of the Minister  
National Council of Justice and the other  
Courts of Justice  
Office of the Attorney General  
National Inspection of the Justice Services  
Cabinet of Studies, Legislation and Documen-  
tation  
Directorate General of the Registers and  
Notary Offices  
Directorate General of Socio-Judicial Affairs  
Center of National Juridical Usage and  
Customs (IPAJ) 1/

Territorial Administration.

Responsibility for local government administration rests with the Department of Internal Administration, Public Services and Labor in the Prime Minister's Office. Delegados, one each for the nine inhabited islands, carry out local administration, and coordinate with the various Ministries concerned with specific sectors of activity on the islands. <sup>2/</sup>

FOOTNOTES

1/ Embassy of the Republic of Cape Verde, Washington, D.C.

2/ Embassy of the Republic of Cape Verde, Washington, D.C.

SOURCES: CAPE VERDE

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CHAD

Organization of the Central Government.

Chad, the only Sahel country which belonged to the Federation of French Equatorial Africa, achieved its independence in 1960. Fifteen years later, it suspended the 1962 Constitution and established a military government. The Chief of State serves as President of the Supreme Military Council, President of the Council of Ministers and Minister of National Defense and Veterans Affairs. The Supreme Military Council, composed of nine military officers including the President and the Vice President, has assumed executive as well as legislative responsibilities. The Council of Ministers carries out the policies of the Provisional Government.<sup>1/</sup>

The following senior government posts were established by decree in June 1976:

Vice President of the Supreme Military  
Council and Minister of State  
Minister of Foreign Affairs and Cooperation  
Minister of Interior and Security  
Minister of Justice  
Minister of Health, Labor and Social Affairs  
Minister of National Education, Culture, Youth  
and Sports  
Minister of Agriculture and Land Development  
and Disaster Relief  
Minister of Rural Engineering, Mines and Geology  
Minister of Civil Service  
Minister of Economy, Planning and Transport  
Minister of Finance, Construction and Materials  
Minister of Tourism, Crafts and Natural Resources  
Minister of Post and Telecommunications  
Secretary of State for Foreign Affairs and Cooperation  
Secretary of State, in the President's Office, for  
Information and Civic Orientation  
Secretary of State for Health, Labor and Social Affairs

Secretary of State for National Education, Culture,  
Youth and Sports  
Secretary of State for Agriculture and Land Development  
Secretary General for the Government 2/

The Supreme Military Council relies upon the advice of four technical commissions: Investigation and Control of Financial Affairs; Military; Civil Service Statutes; Economic and Social Studies. 3/ However, their role has not been precisely defined.

Specific directorates and services have been assigned by decree to the Office of the Presidency and the various Ministries. (See Annex A) The organization of each directorate and service is established by decree of the Council of Ministers upon recommendation of the Minister directly concerned. The heads of those offices, also named by decree of the Council of Ministers on recommendation of the interested Ministry, are chosen from functionaries classified Category B or above in the civil service and must possess qualifications corresponding with the technical needs of the particular directorate or service.

#### Territorial Organization.

Chad is divided for administrative purposes into 14 prefectures, 54 sub-prefectures and 27 administrative posts.

The prefect at the head of a prefecture is a civil servant, nominated by the Government and responsible to the Minister of Interior. He presides over a Council of 10 to 20 members who are appointed by the Minister of Interior from lists submitted by the prefect. Civil servants and elected officials are not eligible for membership in the Council which constitutes a body

of local leaders with deliberative authority over regional economic and religious matters.

Sub-prefects, at the head of sub-prefectures, are responsible to the prefects. They also are civil servants.

Chefs de poste who direct the administrative posts at the next lower level are sometimes civil servants but frequently traditional chiefs. At a lower level, traditional chiefs control cantons, groupings of villages and individual villages.<sup>4/</sup>

In 1975, all communes, with the exception of N'Djamena, were abolished.<sup>5/</sup> Under the same law, land included in the former municipalities of Moundou, Sahr and Abéché was divided between urban sub-prefectures and rural sub-prefectures. A separate statute provides for N'Djamena to function as a commune with a Mayor and a supervisory committee.<sup>6/</sup>

In accordance with a decree of June 17, 1977,<sup>7/</sup> many officials in administrative posts throughout the country were replaced. The list gives some idea of the civil service positions held by administrative officials assigned to territorial subdivisions of the country, as shown by the following:

<u>Office</u>	<u>Position Title</u>
Prefect (Préfet)	Administrateur civil
Assistant to prefect (Adjoint au préfet)	Administrateur civil Administrateur civil adjoint
Assistant prefect (Préfet adjoint)	Administrateur civil adjoint
Sub-prefect (Sous-préfet)	Secrétaire d'administration Administrateur civil adjoint Attaché d'administration Secrétaire adjoint d'administration Commis principal

<u>Office</u>	<u>Position Title</u>
Assistant to sub-prefect (Adjoint au sous-préfet)	Attaché d'administration
Assistant sub-prefect (Adjoint sous-préfet)	Attaché d'administration Administrateur civil adjoint Secrétaire adjoint d'administration Commis principal des SAF Commis des SAF
Chief of Administrative Post (Chef de Poste Administratif)	Attaché d'administration Agent administratif Commis principal Commis principal des SAF

### Civil Service.

The civil service in Chad absorbs from 50 to 60 percent of the national budget. It has increased in size from 9,245 in 1968 to an estimated 12,500 in 1975. One year after the new Government came into power in 1976, it had reportedly jumped to 13,464.<sup>8/</sup> In presenting the budget for 1977, however, the Government announced that the number of civil servants was to be reduced through retirement and through dismissals for inefficiency.<sup>9/</sup> A Ten Year Development Plan (1971-1980) for Chad, prepared with the assistance of UNDP and FAC recognizes the need for restraining the growth of public service costs.<sup>10/</sup>

The General Statute for functionaries (Statut Général des Fonctionnaires), enacted in 1967,<sup>11/</sup> provides that the President has complete regulatory power with respect to civil servants but may delegate certain of these powers to his Ministers. Applicants to the Civil Service must be Chadian citizens between 18 and 35 years of age, in good standing and health, and must have satisfied requirements for military service. The Statute makes no

distinction as to sex, and establishes the following classification for civil servants:

<u>Category</u>	<u>Echelle</u>	<u>Educational Requirements</u>
A	1	Agrégation; Doctorat or diplôme d'une Grande Ecole plus diplôme d'une école d'application
A	2	C.A.P.E.S.; licence; or baccalauréat plus diplôme d'études supérieures certifying at least 3 years training
B	3	Baccalauréat; or brevet de technicien supérieur plus 1 or 2 years of professional training
B	4	Baccalauréat; or brevet de technicien supérieur; or B.E.P.C. or B.E. plus 3 years of professional training
C	5	B.E.I. or B.E.C.; or B.E.P.C. or B.E. plus 2 years of professional training
C	6	B.E.P.C. or B.E. plus 1 year of professional training; or C.E.P. plus at least 4 years of professional training
D	7	C.E.P. plus 3 years of professional training
D	8	C.E.P. with less than 3 years of professional training

Specific statutes (statuts particuliers) enacted since 1967, have made some modifications but the basic classification system is believed to have been retained.

Civil servants belong to cadres and to corps, in accordance with their individual aptitudes and special training. A list of cadres established in 1967, together with corresponding civil service classifications will be found in Annex B.

FOOTNOTES

- 1/ Background Notes, Department of State; Decree No. 200-P-CSH-SGG, 23 June 1976, J.O., 1 July, 1976, p. 255.
- 2/ Decree No. 200-P-CSM-SGG, 23 June 1976, J.O., 1 July, 1976, p. 255.
- 3/ Africa South of the Sahara, p. 272; Decree No. 1-CSM, 17 April 1975, J.O., April, May, June 1975, p. 3.
- 4/ Ordinance No. 5, 6 May 1970, J.O. 15 May 1970, p. 221.
- 5/ Decree No. 229, PR-CSH-INT, 22 Sept. 1975, J.O., July, Aug., Sept., 1975, p. 70.
- 6/ Ordinance No. 23, 22 Sept., 1975, J.O., July, Aug., Sept., 1975, p. 84.
- 7/ No. 186 P-CSM-INT-SEC, J.O, 1 July, 1977, p. 315.
- 8/ Decalo, p. 60.
- 9/ NYT, Jan. 3, 1977.
- 10/ Westebbe, Richard, Chad, Development Potential and Restraints, Washington, D.C., IBRD, 1974, p. 51.
- 11/ Law No. 21 PR, 10 July 1967, J.O. 15 July, 1967, p. 270.

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GOVERNMENT DIRECTORATES AND SERVICES (1976)

President of the Supreme Military Council  
 Directorate for the Technical Cabinet  
 Service for Political Affairs  
 Service for International Affairs  
 Service for Administrative, Economic and Financial Affairs  
 Press Service:  
     International  
     National  
     Studies  
 Service for Personnel  
 Service for the Quarter Master General  
 Directorate for the Cabinet  
 Directorate for Military Affairs  
 Service for Military Affairs  
 Service for Veterans  
 Service for the Chancellery  
 Service for Presidential Security  
 Center for Coordination, Improvement of Information and  
     Documentation  
 Secretary General of the Government  
 Secretariat for the Council of Ministers  
 Service for Studies Coordination and Control  
 Service for Journal Officiel  
 Service for Couriers and Codes  
 Service for National Development  
 Service for Government Archives  
 Service for Administration of Automobile Parks  
 Attached to Secretary General of Government:  
     National Printing  
     Commission for Aid and Relief  
 Secretary of State for Information and Civic Orientation:  
     Cabinet of the Secretary of State  
     Directorate General for Information and Civic  
         Orientation  
     Administrative and Financial Service  
     Directorate for Information  
     Directorate for Radiodiffusion Nationale  
         Tchadienne (RNT)  
     Directorate for Agence Tchadienne de Presse  
     Directorate for Presse Filmée  
     Directorate for Civic Orientation  
     (Decree No. 419 PSCM, 22 Dec., 1976, J.O., 1 Jan.,  
         1977, p. 10)

Financial Control

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Vice President of Supreme Military Council and Minister of State  
Directorate for the Cabinet

Minister for National Defense and Veterans

High Command for Chadian Army

Ground Forces

Air Force

National Gendarmerie

National Guard and Nomads

Joint Services

Officers School

Directorate for Equipment

Directorate for Administration

Directorate for Health Service

Ministry for Foreign Affairs and Cooperation

Secretary of State for Foreign Affairs and Cooperation

Directorate for the Cabinet

Directorate General for Foreign Affairs and Cooperation

A. Central Services

Directorate for Political Affairs, International  
Organizations and Affairs

Directorate for Economic and Financial Affairs

Directorate for Administrative and Social Affairs

Directorate for International Cooperation

Directorate for Protocol

B. External Services

Embassies

Consulates

Ministry for Interior and Security

Directorate for the Cabinet

Directorate General for the Interior and Security

Directorate for the Interior

Directorate for National Security

Ministry of Justice

Directorate for the Cabinet

Directorate General for Justice

Directorate for the Protection of Children, Customs,  
and Prison Administration

Directorate for General Legislation, Civil and Penal  
Affairs, the Seal and Pardons

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Ministry of Public Health, Labor and Social Affairs  
Secretary of State for Health, Labor and Social Affairs  
Directorate for the Cabinet  
Directorate for Public Health  
Directorate for Social Affairs  
Directorate for Work, Crafts and Social Welfare  
Directorate for Administration of Finance and Supply  
Directorate for Studies and the Training of Medical and  
Paramedical Personnel

Ministry for National Education, Culture, Youth and Sports  
Secretary of State for National Education, Culture, Youth  
and Sports

Directorate for the Cabinet  
Directorate General for National Education, Culture, Youth  
and Sports

Directorate for Administration of Finance and Supply  
Directorate for Higher Education, Research and  
Scholarships  
National Institute for Social Sciences  
Directorate for Secondary Education  
Directorate for Technical Education  
Directorate for Elementary Education  
Directorate for Youth and Sports  
Directorate for Culture

Ministry for Agriculture, Pastoral Development and Disaster  
Relief  
Secretary of State for Agriculture, Pastoral Development  
and Disaster Relief  
Directorate for the Cabinet  
Directorate General for Agriculture and Pastoral Development

Assistant Directorate General  
Directorate for Agriculture  
Directorate for Livestock  
Directorate for Rural Engineering, Rural Management  
and Regional Participation  
Directorate for Education and Training of Agricultural  
Personnel  
Directorate for Disaster Relief  
Directorate for National Meteorology

Ministry for Civil Engineering, Mines and Geology  
Directorate for the Cabinet  
Directorate General for Civil Engineering, Mines and Geology

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Directorate for Public Works  
Directorate for Mines and Geology  
Directorate for Land Registration, Urban Problems and  
Housing  
Directorate for Civil Aviation

Ministry for Civil Service

Directorate for the Cabinet  
Directorate for the Civil Service

Ministry for Economy, Planning and Transport

Directorate for the Cabinet  
Directorate General for Economy, Planning and Cooperation  
Directorate for Planning and Development  
Under-directorate for Planning  
Directorate for Statistics and Economic and Demographic  
Studies

(Decree no. 116 PCSM-MEPT. DG, 12 May, 1978, J. O.,  
15 May, 1978, p. 154)

Directorate for Economic Affairs  
Under-directorate for National and External Commerce  
Under-directorate for Industry  
Directorate for Transportation

Ministry for Finance, Construction and Materials

Directorate for the Cabinet  
Directorate General for Finance, Construction and Materials  
Directorate for Budget and Information  
Directorate for Duties, Insurance and Property  
Directorate for Customs  
Directorate for the Treasury  
Central Treasury  
Directorate for Education and Training of Financial Personnel  
Directorate for Materials, Building and Housing  
Service for External Finance and Exchange

Ministry for Tourism, Crafts and Natural Resources

Directorate for the Cabinet  
Directorate General for Tourism, Crafts and Natural Resources  
Directorate for Tourism, National Parks and Animal  
Reserves  
Directorate for Forests, Hunting and Environment  
Directorate for Water and Fisheries  
Service for Administrative and Financial Matters

CHAD

ANNEX A

-5-

Ministry for Post and Telecommunications  
Directorate for the Cabinet

(Decree No. 234 PR-CSM-SGG, 16 August, 1976, J. O.,  
1 September, 1976, p. 321)

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Decree 167/PR of 10 July 1967,\* lists cadres according to category and echelle as follows:

	<u>Cadre</u>	<u>Category</u> and <u>Echelle</u>	
Services Administratifs	Administrateurs en chef	A-1	
	Administrateurs civils	A-2	
	Inspecteurs du travail	A-2	
	Chefs de division d'administration générale (administrateurs adjoints)	B-3	
	Chefs de division du travail et des affaires sociales (inspecteurs adjoints)	B-3	
	Attachés de l'administration générale (E.N.A.)	B-4	
	Attachés du travail et des affaires sociales	B-4	
	Secrétaires d'administration	C-5	
	Contrôleurs du travail	C-5	
	Secrétaires d'administration adjoints	C-6	
	Contrôleurs adjoints du travail	C-6	
	Administration générale	Commis principaux	D-7
		Commis	D-8
Services sociaux	Professeurs agrégés	A-1	
	Docteurs en médecine	A-1	
	Docteurs en pharmacie	A-1	
	Inspecteurs généraux de l'enseignement	A-1	
	Inspecteurs administratifs du service de santé	A-2	
	Chirurgiens dentistes	A-2	

\* J.O., 1 August, 1967, p. 293.

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	<u>Cadre</u>	<u>Category and Echelle</u>
Services sociaux (cont'd)	Professeurs licenciés at certifiés de l'enseigne- ment secondaire	A-2
	Inspecteurs primaires titulaires d'un C.A.I.P. ou principaux	A-2
	Professeurs certifiés de l'enseignement technique et professeurs d'éducation physique licenciés	A-2
	Inspecteurs de la jeunesse et des sports	A-2
	Inspecteurs sanitaires	B-3
	Professeurs de cours complémentaires et pro- fesseurs adjoints d'éduca- tion physique	B-3
	Inspecteurs primaires	B-3
	Sages-femmes diplômées d'Etat	B-4
	Assistantes sociales	B-4
	Agents principaux de la santé	B-4
	Instituteurs et institu- trices	B-4
	Maîtres d'éducation phy- sique et sportive	B-4
	Chefs des travaux pratiques	B-4
	Professeurs adjoints de l'enseignement technique	B-4
	Agents techniques de santé	C-5
	Infirmiers diplômés d'Etat	C-5
	Adjointes sociales	C-5
	Instituteurs adjoints	C-5
	Maîtres adjoints d'éduca- tion physique et sportive	C-5
	Moniteurs supérieurs de l'enseignement	C-6
	Chefs de travaux pratiques adjoints	C-6

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	<u>Cadre</u>	<u>Category and Echelle</u>	
Services sociaux (cont'd)	Moniteurs brevetés de l'enseignement et les moniteurs brevetés d'éducation physique	C-6	
	Ouvriers instructeurs de l'enseignement technique	D-7	
	Infirmiers brevetés	D-7	
	Agents hygiène brevetés	D-7	
	Agents sociales brevetés	D-7	
	Aides manipulateurs radio	D-7	
	Moniteurs de l'enseignement et moniteurs d'éducation physique	D-8	
	Infirmiers	D-8	
	Agents d'hygiène	D-8	
	Aides sociales	D-8	
	Services techniques	Inspecteurs généraux	A-1
		Inspecteurs principaux, ingénieurs en chef et ingénieurs généraux	A-1
		Inspecteurs généraux des postes et télécommunications	A-1
		Ingénieurs diplômés	A-2
Inspecteurs principaux des postes et télécommunications		A-2	
Ingénieurs des travaux		B-3	
Ingénieurs des techniques industrielles		B-3	
Inspecteurs des postes et télécommunications		B-3	
Adjoints techniques, issus de l'E.N.A.T., de l'école Eyrolle ou de l'E.M.M.A.C.		B-4	
Conducteurs d'agriculture, contrôleurs d'élevage, géomètres du cadastre		B-4	

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	<u>Cadre</u>	<u>Category and Echelle</u>
Services techniques (cont'd)	Contrôleurs des postes et télé-communications	B-4
	Agents techniques d'agriculture et du génie rural, des eaux et forêts	C-5
	Assistants d'élevage	C-5
	Adjoints techniques non classé à l'échelle 4	C-5
	Chefs d'atelier des travaux publics	C-5
	Agents principaux d'exploitation	C-5
	Agents de culture	C-6
	Agents techniques des travaux publics, des mines, de la géologie, du service géographique et du cadastre	C-6
	Assistants de la météorologie et de la navigation aérienne	C-6
	Dessinateurs des travaux publics et des travaux ruraux	C-6
	Contremaîtres des travaux publics	C-6
	Agents d'exploitation des postes et télécommunications et agents des installations électromécaniques des postes et télécommunications	C-6
	Aides vétérinaires, aides techniques des travaux ruraux, aides dessinateurs des travaux ruraux, aides forestiers, etc.	D-7
	Infirmiers vétérinaires	D-8
	Moniteurs d'agriculture	D-8
	Préposés forestiers	D-8
	Aides opérateurs du cadastre	D-8
	Aides opérateurs électriciens et radio	D-8

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ANNEX B

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	<u>Cadre</u>	<u>Category and Echelle</u>
Services techniques (cont'd)	Aides opérateurs météo	D-8
	Aides mécaniciens	D-8
	Aides calqueurs ou imprimeurs, etc.	D-8
	Chiffreurs vérificateurs	D-8
	Agents manipulateurs des postes et télécommunications	D-8
	Agents techniques des postes et télécommunications	D-8
	Service financiers	Inspecteurs généraux des finances des douanes, des impôts et taxes
Trésoriers généraux		A-1
Inspecteurs principaux de douanes		A-2
Inspecteurs principaux du trésor		A-2
Inspecteurs principaux des impôts et taxes		A-2
Inspecteurs des douanes		B-3
Inspecteurs du trésor		B-3
Inspecteurs des impôts et taxes		B-3
Officiers des douanes		B-3
Adjudants des douanes, vérificateurs des douanes, contrôleurs principaux du trésor et des impôts et taxes		B-4
Contrôleurs du trésor et des impôts et taxes		C-5
Brigadiers chefs et con- trôleurs des douanes		C-5

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	<u>Cadre</u>	<u>Category and Echelle</u>
Service financiers (cont'd)	Agents de recouvrement du trésor	C-6
	Commis principaux des af- faires financières, du trésor et des impôts et taxes, les brigadiers et agents de constatation des douanes	D-7
	Commis des affaires finan- cières, du trésor, des impôts et taxes	D-8
	Préposés des douanes	D-8
Police et sûreté	Commissaires divisionnaires	A-2
	Commissaires de police	B-3
	Officiers de police et officiers de paix	B-4
	Inspecteurs de police	C-5
	Officiers de voies pub- liques	C-5
	Brigadiers	D-7
	Secrétaires de police	D-7
	Gardiens de paix Secrétaires adjoints de police	D-8 D-8
Greffes et parquets	Greffiers en chef	B-3
	Greffiers principaux	B-4
	Greffiers	C-5
	Commis greffiers	D-7
	Commis greffiers adjoints	D-8

MALI

Central Government.

Although a new Constitution was approved by a national referendum in 1974, it will not become effective until 1980. The country is governed by a President who is the Chief of State and also holds the portfolios of Defense, Interior and Security.<sup>1/</sup> The President is assisted by a Military Committee of National Liberation which also serves as the legislative arm of the Government.

In addition to Defense, Interior and Security, which are controlled by the President, other Ministerial Departments are as follows:

- Planning
- Foreign Affairs
- Transport and Public Works
- Justice
- Rural Development
- Information and Telecommunications
- State Companies and Enterprises
- Labor and Civil Service
- Public Health and Social Affairs
- National Education
- Finance and Trade
- Industrial Development and Tourism
- Youth, Sports, Arts and Culture

As is the case with other Sahelian countries, Mali has frequently changed the organization of its Ministerial Departments, shifting functions from one Department to another. The latest detailed information which is available concerning the organization of significant Ministerial Departments will be found in Annex A. Since the date of that source (1975), a new Ministry of Planning has been established and a Ministry for Rural Develop-

ment carries out the functions of the former Ministry of Production. Tourism has been transferred from the Ministry of Transport to the Ministry of Industrial Development. Basic Education and Higher Education have been combined into one Ministry and Telecommunications is now the responsibility of the Ministry of Information instead of the Ministry of Transport. The information to be found in Annex A, however, will give some idea as to the internal organization of Government Offices.

The new Ministry for Rural Development includes a Cabinet and National Directorates for Rural Engineering, Agriculture, Animal Husbandry, Waters and Forests, Cooperatives and Training and Animation Rurale (DNFAR), as well as the Office du Niger, the Institute for Rural Economy and the Office Malien pour le Bétail et la Viande.<sup>2/</sup>

A Cellule Administrative et Financière (CAF) within each Ministerial Department is responsible for carrying out Departmental policy with respect to personnel, material and financial matters. The organization and functions of each CAF are established by Joint Order of the Minister for Civil Service and the Ministry directly concerned. The Director at the head of each CAF is named by decree of the Council of Ministers and has the rank of Conseiller Technique.<sup>3/</sup>

#### Territorial Administration.

Soon after independence, Mali began to reorganize its administrative system. According to a law passed in 1960, the

country was divided for administrative purposes into regions, cercles, arrondissements, communes, villages, tribes and fractions.<sup>4/</sup>

Each of the seven regions is headed by a Governor appointed by decree of the Council of Ministers. The Governor has a deputy (gouverneur adjoint) also appointed by decree. The regional government includes the Governor's Cabinet and Technical Sections. A chef du cabinet du gouverneur, who directs the Cabinet and the Technical Sections and coordinates their activities, ranks third after the Governor and the Governor's deputy assistant, and takes over in the absence of the other two officials.<sup>5/</sup>

Exercising his functions under the authority of the President, the Governor is responsible for the administration of his territory, enforcement of laws and regulations, inspection and control of the public services and public as well as private organizations in his region.<sup>6/</sup> As haute fonctionnaire, his nomination for, as well as departure from, office take place at the discretion of the Government.<sup>7/</sup> He represents the interests of both the State and his Region. Charged with the study, coordination and regulation of problems common to the cercles under his jurisdiction, he communicates directly with the Government concerning such problems. He is also responsible for the internal security of his Region. He manages the budget, although he may delegate this authority. In addition, the Governor may assume specific powers delegated to him by the Ministers.

He also chairs a regional committee concerned with financial matters and economic planning, composed of the General Secretaries of Technical Sections, representatives domiciled in the Region and heads of the cercles within the Region.<sup>8/</sup>

Cercles are administered by Commandants who are functionaries named by the Minister of Interior. The Commandants are assisted by adjoints also appointed by the Minister of Interior. Under the authority of the Governor, the Commandant represents the Central Government. Charged with general administration of the cercle, he carries out the directives of the President of Council and the Ministers, and is responsible for internal security. He insures coordination between the technical services and the chefs d'arrondissement under his jurisdiction.<sup>9/</sup>

At the next level below the cercle, the arrondissement is administered by a chef d'arrondissement who is appointed by the Minister of Interior.<sup>10/</sup> He is charged with general administration of his area of jurisdiction and may assume special responsibilities conferred by the Commandant who has jurisdiction over him.<sup>11/</sup>

Urban centers have been established as communes. The capital, Bamako, however has been designated as a District, composed of one urban commune, divided into thirteen arrondissements, and several suburban communes which include the surrounding villages. An Administrateur Délégué who heads the District of Bamako, is named by decree of the Council of Ministers upon recommendation of the Minister of Interior. He exer-

cises powers similar to those of a Mayor but does not have police power. An Adjoint serves as the head of each arrondissement.<sup>12/</sup>

Elsewhere throughout the country, at the lowest administrative level, there are villages, tribes and fractions of tribes, which function under the leadership of traditional chiefs.<sup>13/</sup>

### Civil Service.

The General Statute for functionaries was enacted in May, 1961.<sup>14/</sup> Civil servants are classified in categories according to level of training as follows:

- A            Diploma for higher education
- B            Baccalaureat or the equivalent, or competitive examination
- C            DEF or the equivalent or competitive examination
- D            Certificate showing completion of 6th grade or the equivalent 15/

In Mali, it should be noted that categories proceed from A2 at the top level down through A1, B2, B1, C and D. In the other francophone countries, the highest grade is A1.

Civil servants belong to corps within cadres. A list of cadres (of which there are approximately 22), together with corps and categories will be found in Annex B. There are special statutes for each cadre which set forth the corps, level of recruitment, grades and echelons, rate of pay, method of advancement and other special provisions.

The special statute applicable to the Cadre for Agriculture stipulates that ingénieurs principaux as well as ingénieurs des Services Agricoles shall occupy direction or planning positions in the technical or administrative fields, teaching, or general studies and research, related to agricultural development. <sup>16/</sup>

Ingénieurs principaux are classified in the A2 category. Their salary level is established according to échelles ranging from one to five in ascending order.

Ingénieurs are classified in the A1 category which is divided into classes (or grades) and échelons, as follows:

Classe exceptionnelle	1 échelon
1re classe	4 échelons
2e classe	4 échelons
3 classe	4 échelons

Ingénieurs are selected from applicants with a diploma in agriculture from an institution of higher learning recognized by the Government, or through competitive examination.

Ingénieurs des travaux agricoles are concerned with carrying out technical or administrative regulations related to agriculture. They are recruited into category B, which is divided into classes and échelons, as follows:

1re classe	4 échelons
2e classe	4 échelons
3e classe	5 échelons

They are recruited either through selection from those who have a diploma for the 2e cycle of the Institut Polytechnique Rural du Mali or through competitive examination open to conducteurs d'agriculture.

Conducteurs d'agriculture assist ingénieurs des Services Agricoles and ingénieurs des travaux agricoles.

Assigned to Category C, they are divided into classes and echelons as follows:

1re classe	4 echelons
2e classe	4 echelons
3e classe	5 echelons

They are recruited either from graduates of the 1er cycle of the Institut Polytechnique rural du Mali, or the equivalent, or through competitive examination open to moniteurs d'agriculture, not more than 40 years old, with at least 6 years experience.

Advancement for all corps in the Cadre for Agriculture from echelon (or echelle) to echelon (or echelle) takes place automatically every two years. Advancement in grade takes place on the basis of merit and the order in which names are placed on a tableau d'avancement.

Special statutes for other cadres have similar provisions as to classes and echelons within each category. The special statute for the cadre of General Administration provides that access to the corps of Administrateurs Civils is open to both sexes, but that the functions of territorial command are reserved for male administrators. <sup>17/</sup>

Positions at the highest levels are filled at the discretion of the Government. These include the President and members of the Supreme Court, the Ambassadors, the Inspector General of Administrative Affairs, the Directors of the Central Services, the regional Governors and others. <sup>18/</sup>

A Superior Council for the Civil Service gives advice on questions of a general nature as well as those concerning the General Statute and the special statutes related to each of the cadres of the Civil Service. It includes five members of the administration (the Ministers of Labor, Finance, Interior, National Education and Justice, or their delegates) and five civil servants recommended by the Union Nationale des Travailleurs du Mali (UNTM).<sup>19/</sup>

A National Directorate for Civil Service and Personnel, set up in 1969 under the authority of the Minister of Labor and Civil Service, is charged with the administration and supervision of functionaries, agents and employees of State organizations. Under a Director General named by decree of the Council of Ministers, the National Directorate is responsible for regulations concerning recruitment, appointments, pay, promotions, discipline, leaves, separations, and other such matters.<sup>20/</sup> It is organized into seven sections to handle personnel in the various sectors, and also includes a secretariat, an office for training and technical assistance as well as a bureau to handle disputes. (For detailed organization of the National Directorate for Civil Service, see Annex C) A Civil Service Council chaired by the Director General, composed of the Chiefs of Sections, Bureaus and Secretariat and a representative of the Unions, meets at least once a month to give advice on questions submitted for its consideration. A representative (délégué) of the Director General, placed in each of the Ministerial Depart-

ments, as well as in each Region, helps to implement Civil Service Regulations.

In 1973, Mali established a Commission for Administrative Reform (C.N.R.A.) under the authority of the Presidency and the Minister in charge of Labor and Civil Service, to assist the Minister for Labor and Civil Service in improving the structure and methods of public administration and adapt them to the needs of economic and social development. Specifically the Commission was asked to (a) study and recommend reforms for improving the operation of the administrative structure of the State and the collectivités publiques; (b) watch over and help to implement the reform measures undertaken by the Government at Department and Service levels; and (c) examine drafts and texts pertaining to the organization and functions of the administrative structures. The Commission is composed of high ranking officials representing each Ministerial Department, chosen for their competence and experience. <sup>21/</sup> Mr. Sidi Konate has been serving as Secretary General. The UNDP has provided financial assistance to the C.N.R.A., and is expected to continue its support through 1980.

In what it regarded as an important first step for a program of administrative reform, the Committee completed a general survey of Civil Service personnel in 1975. The survey covers functionaries governed by the General Statute, as well as contract agents employed by the State. According to the final report, <sup>22/</sup> there were 18,078 functionaries and 13,075 contract

agents in Mali as of 31 December, 1975, as compared with 9,150 functionaries and 8,432 contract agents in 1964. (See Annex D for tabulation of functionaries by category and by Ministry)

The final report brings out several other significant points. More than 85% of the functionaries and 70% of the contract agents are less than 45 years old. The percentage of women is small, failing to match the pace of education. An extremely unequal distribution of employees among the cadres and corps points to the need for drastic revision of the statutes. The Report also refers to the unequal division of employees among the various Ministries, noting that the Ministry of Education employs half of the functionaries and almost one-third of the contractual agents.

The C.N.R.A. has completed many studies and compilations concerned with administrative reform. It has examined the structure of the ministerial services pointing out deficiencies. It has identified problems with respect to the administration and training of personnel and it has analyzed the weaknesses of regional and local administration. It has also been engaged in revising the statutory regulations of the Civil Service. <sup>23/</sup>

FOOTNOTES

- 1/ Africa Diary, June 25-July 1, 1978, p. 9055; Background Notes, Department of State, June, 1976.
- 2/ Bingen, Table 1a; Mission CILSS/USAID/BIT, Rapport Final, #4, Mali, April, 1978.
- 3/ Decree No. 156 PG-RM, 30 October, 1973, J.O., 1 December, 1973, p. 906.
- 4/ Law No. 60-3 AL-RS, 7 June, 1960.
- 5/ Decree No. 59 PG-RM, 27 May, 1965, J.O., 1 June, 1965, p. 294.
- 6/ Law No. 65-22, AN-RM, 1 April, 1965, J.O., 1 May, 1965, p. 233.
- 7/ Law 66-43 AN-RM, 3 August, 1966, J.O., 19 August, 1966, p. VI.
- 8/ Barate, p. 1047.
- 9/ Law No. 60-3 AL-RS, 7 June, 1960.
- 10/ Law No. 60-3, AL-RS, 7 June, 1960.
- 11/ Order No. 742 D.I. 2, 4 August 1958.
- 12/ Ordinance No. 20 CMLN, 24 March 1972, J.O., 1 March, 1972, p. 127; Barate, p. 1052.
- 13/ Law No. 60-3 AL-RS, 7 June, 1960.
- 14/ Law No. 61-57 AN-RM, 15 May 1961.
- 15/ Law 66-41 AN-RM, 3 August, 1966, J.O., 19 August, 1966, p. III.
- 16/ Law No. 66-46 AN-RM, 3 August, 1966, J.O., 19 August, 1966, p. LXIII.
- 17/ Law 66-45 AN-RM, 3 August, 1966, J.O., 19 August, 1966, p. VIII.
- 18/ Law No. 66-43, AN-RM, 3 August, 1966, J.O., 19 August, 1966, p. VI; Ordinance No. 5 C.M.L.N., 10 December, 1968, J.O., 15 December, 1968, p. 802.

19/ Decree No. 49 PG-RM, 3 April, 1970, J.O., 15 April, 1970, p. 287.

20/ Decree No. 135 PGP, 22 August, 1969, J.O., 1 September, 1969, p. 623.

21/ Decree No. 155 PG-RM, 30 October, 1973, J.O., 1 December, 1973, p. 905.

22/ C.N.R.A., Récensement Général de la Fonction Publique.

23/ C.N.R.A., Chronique de la Réform Administrative, 1975-1977.

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Organization of Selected Ministerial Departments

Foreign Affairs and Cooperation

Cabinet

Central Administration

Directorate General

Directorate General for political, juridical,  
administrative and financial matters

Political Division

Division for Africa and International Organizations

Division for America and the Middle East

Division for Europe, Asia and Oceania

Legal Division

Administrative and Financial Division

Division for Information, Documentation of

Diplomatic Archives and Conferences

General Directorate for International Economic Cooperation

Division for Bilateral Economic Cooperation

Division for Cultural and Social Cooperation

Transport, Telecommunications and Tourism

Cabinet

Central Administration

Directorate for Civil Aviation

Directorate for Transport

Commission for Tourism

Associated Organizations

A.S.E.C.N.A.

Air-Mali

Railroad Administration

Office for Post and Telecommunications

Information

Cabinet

Central Administration

Directorate for Radiodiffusion nationale du Mali

Directorate for Service Cinématographique de  
l'Information (SCINFOMA)

Agence national d'Information du Mali (ANIM)

Labor and Civil Service

Cabinet

Directorate for Labor and Social Legislation

Associated Organizations

National Office of Handicrafts

Institut National de Prévoyance sociale (INPS)

Administrative Reform

Entreprise nationale de Métallurgie (ENAM)

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**Public Health and Social Affairs**

**Cabinet**

**Central Administration**

Directorate for Public Health

Directorate for Endemic Diseases

General Directorate for Social Affairs

**Associated Organizations**

School of Medicine, Pharmacy, and Dentistry

Institut national de Biologie humaine (INBH)

Institut national de Recherche sur la Pharmacopée  
et la Médecine traditionnelle

**Higher Education, Secondary Education and Scientific Research**

**Cabinet**

**Central Administration**

National Directorate for Administrative  
and Financial Planning

Directorate for Secondary Education (general,  
technical and professional)

**Associated Organizations**

Ecole normale supérieure (ENS)

Ecole nationale d'Ingénieurs (ENI)

Institut pédagogique national de l'Enseignement normal

**Basic Education, Youth and Sports**

**Cabinet**

**Central Administration**

National Directorate for Basic Education

Inspector General for Youth and Sports

**Finance**

**Cabinet**

**Central Administration**

Directorate General for the Budget

Directorate General for the Treasury, Banks and Pensions

Directorate General for Customs

Directorate for Imports

Directorate General for Financial Control

**Associated Organizations**

Mali Development Bank

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Caisse des Retraites du Mali  
Caisse national d'Assurances et de Réassurances  
Caisse autonome d'Amortissement  
Société de Crédit agricole et d'Equipment rural (SCAER)  
National Lottery

Industrial Development and Public Works

Cabinet

Central Administration

Directorate for Public Works  
Directorate for Energy and Hydraulics  
Directorate for Bridges and Embankments  
Directorate for Industries  
Directorate for Urban Development  
Directorate for Geology and Mines

Associated Organizations

Institut national de Topographie  
SONETRA  
Ste d'Equipment du Mali (SEMA)  
Ste nationale de Recherches de d'Exploitation des  
Resources minières du Mali (SONAREM)

Production

Cabinet

Central Administration

Directorate for Agriculture  
Directorate for Animal Husbandry  
Directorate for Waters and Forests  
Directorate for Rural Engineering  
National Directorate for Cooperation  
Institute for Rural Economy  
Center for Rural Animation

Associated Organizations

Directorate for Opération Arachides  
Directorate for Opération Haute-Vallee (OHV)  
Opération Aménagements et Production forestières  
Office malien pour le Bétail et la Viande (OMBVEI)  
Central Veterinary Laboratory  
Abattoirs frigorifiques de Bamako  
Office du Niger  
Ste malienne d'Etude et de Construction de Matériel  
agricole

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List of Corps with Categories

Administration Générale	Administrateurs en Chef	A-2
	Administrateurs civils	A-1
	Rédacteurs d'Administration	B
	Adjoints administratifs	C
	Commis d'Administration	D
Justice	Magistrats	A
	Greffiers	
	Secrétaires des Greffes et Parquets	C
Information	Ingénieurs principaux	A
	Rédacteurs principaux	
	Ingénieurs	
	Rédacteurs	
	Secrétaires de Rédaction	B
	Contrôleurs techniques	
	Régisseurs techniques	C
	Agents techniques	
Opérateurs photographes	D	
Affaires Étrangères	Conseillers hors classe	A-2
	Traducteurs hors classe	
	Conseillers aux Affaires étrangères	A-1
	Traducteurs	
	Secrétaires des Affaires étrangères	B
	Chiffreurs	
	Adjoints administratifs des Affaires étrangères	C
Trésor	Inspecteurs principaux	A
	Inspecteurs du Trésors	
	Contrôleurs du Trésor	B
	Adjoints des Services comptables	C
Finances	Inspecteurs principaux	A
	Inspecteurs des Finances	
	Contrôleurs des Finances	B
	Adjoints des Services financiers	C

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Statistique	Ingénieurs	A-2
	Statisticiens	
	Economistes	
	Ingénieurs des Travaux statistiques	A-1
	Adjointes techniques de la statistique	B
	Agents de la Statistique Commis de la Statistique et de la Mécanographie	C D
Douanes	Inspecteurs principaux	A
	Inspecteurs des Douanes	
	Contrôleurs des Douanes	B
	Agents de Constatation	C
	Préposés des Douanes	D
Impôts	Inspecteurs de Impôts	A
	Contrôleurs des Impôts	B
	Adjointes des Impôts	C
Affaires Economiques	Inspecteurs principaux	A-2
	Inspecteurs des Services economiques	
	Inspecteurs des Poids et Mesures	A-1
	Contrôleurs des Services economiques et des Prix	B
	Contrôleurs des Poids et Mesures	
Agriculture	Ingénieurs principaux des Services agricoles	A
	Ingénieurs des Services agricoles	
	Ingénieurs des Travaux agricoles	B-2
	Conducteurs d'Agriculture	B-1
	Moniteurs d'Agriculture	C
Eaux et Forêts	Ingénieurs principaux des Eaux et Forêts	A-2
	Ingénieurs des Eaux et Forêts	A-1

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Eaux et Forêts	Ingénieurs des Travaux forestiers	B-2
	Contrôleurs des Eaux et Forêts	B-1
	Préposés des Eaux et Forêts	C
Elevage et Industries Animales	Vétérinaires	A-2
	Inspecteurs	
	Ingénieurs des Sciences appliquées	A-1
	Ingénieurs des Travaux d'Elevage	B-2
	Assistants d'Elevage	B-1
	Infirmiers vétérinaires	C
Génie Civil et des Mines	Ingénieurs principaux du Génie civil et des Mines	A-2
	Ingénieurs du 2e degré	A-1
	Ingénieurs du 1er degré	B-2
	Techniciens	B-1
	Agents de Maîtrise et Contremaîtres	C
	Ouvriers des Travaux publics	D
Postes et Télécommunications	Inspecteurs généraux	A-2
	Ingénieurs des Postes et Télécommunications	
	Inspecteurs des Postes et Télécommunications	A-1
	Contrôleurs des Postes et Télécommunications	B
	Agents d'Exploitation et des I.E.M.	C
	Préposés des Postes et Télécommunications	D
Météorologie	Inspecteurs principaux de la Météorologie	A-2
	Ingénieurs de la Météorologie	A-1
	Adjoints techniques	B
	Assistants de la Météorologie	C

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Aviation Civile et Commerciale	Inspecteurs principaux de la Navigation aérien	A-2
	Ingénieurs de la Naviga- tion aérienne	A-1
	Adjoints techniques de la Navigation aérienne	B
	Assistant de la Naviga- tion aérienne	C
	Commis de la Navigation aérienne	D
Education Nationale et Recherche Scientifique	Professeurs del'Enseignement supérieur	A-2
	Maîtres de Recherche	
	Professeurs de l'Enseignement secondaire	A-1
	Inspecteurs de l'Enseigne- ment fondamental charge de Recherche	
	Maîtres du 2e cycle	B
	Educateurs	
	Assistants de Recherche	
	Maîtres du 1er cycle	C
Agents techniques de Recherche		
Santé Publique	Médecins	A-2
	Pharmaciens	
	Chirurgiens dentistes	
	Assistants medecins	A-1
	Assistants pharmaciens	
	Secrétaires médicaux	B
	Sages-femmes	
Infirmiers d'Etat		
Infirmiers de Santé	C	
Affaires Sociales	Assistantes Sociales	B
	Jardinière d'Enfants	
	Educateurs	
	Monitrices des Jardins	C
	Garderies d'Enfants	
Aides sociales		

-5-

Inspection du Travail et de la Sécurité Sociale	Inspecteurs principaux de travail	A
	Inspecteurs du Travail Contrôleurs du Travail	B
Jeunesse et Sports	Professeurs d'Éducation physique	A-1
	Maîtres d'Éducation physique du 2e cycle	B
	Maîtres d'Éducation physique du 1er cycle	C

Law No. 66-41, AN-RM, 3 August, 1966, J.O., 19 August, 1966, p. III (Special Issue); Modified by Ordinance Nos. 23, 24, 25, 26 and 27 of 6 April, 1972, J.O., 1 March, 1972, pp. 127-130). Also Ordinance No. 20, CMLN, 19 April, 1973, J.O., 1 May, 1973, p. 365, and Ordinance No. 63 CMLN, 5 December, 1973, J.O., 1 January, 1974, p. 5.

ORGANIZATION OF NATIONAL DIRECTORATE  
FOR CIVIL SERVICE AND PERSONNEL

Section du Développement et des Affaires économiques

Agriculture  
Elevage et Industries animales  
Eaux et Forêts  
Cooperation  
Affaires industrielles  
Finances  
Trésor  
Impôts  
Commerce  
Statistique  
Plan

Section de la Santé publique et des Affaires sociales

Santé  
Affaires sociales

Section des Travaux publics et Communications

Génie civil et Mines  
Postes et Télécommunications  
Météo  
Aviation civile  
Information et Presse

Section de l'Éducation

Éducation  
Jeunesse et Sports

Section de l'Administration générale

Intérieur  
Affaires étrangères  
Personnel du cadre de l'Administration générale  
Auxiliaires  
Justice et Travail

Section discipline - Concours et contrôle des effectifs  
(Responsible for carrying out disciplinary measures,  
organization of examinations and assignments)

Section des Archives

Bureau de l'Assistance technique et des Stages  
Bureau d'Etudes et du Contentieux  
Secrétariat

(Order No. 637 MT DNFP 5, 18 September 1969, J.O., 1 October,  
1969, p. 729)

**DIVISION OF FUNCTIONARIES  
BY CATEGORY AND BY MINISTRY**

Ministries Categories	CMN		Labor and Civil Service	Finance and Commerce	Interior, Defense, Security	Justice	Transp., Telecom, Tourism	Industrial Development, Public Works
	Presi- dency	Foreign Affairs						
A	70	65	33	183	105	104	110	119
B	59	38	64	245	126	92	228	227
C	46	19	22	338	243	36	442	238
D	31	9	5	507	339	8	410	125
E	1	—	—	18	—	—	28	—
Others	10	7	4	38	25	6	15	28
Total	217	138	128	1329	838	246	1233	737

Ministries Categories		Admin. of State En- terprises	Rural Development	Education	Health Social Affairs	Undeter- mined	Total
	Inform- ation						
A	27	132	195	437	98	50	1728
B	31	79	549	2551	655	95	5039
C	20	45	900	5164	1358	165	9036
D	16	26	30	26	34	47	1613
E	—	1	20	296	2	—	366
Others	2	5	40	35	40	41	296
Total	96	288	1734	8509	2187	398	18,078

Source: C.N.R.A., Récapensement Général de la Fonction Publique,  
(1971-1975), Tableau No. AF-01.

MAURITANIA

Organization of the Central Government.

On July 10, 1978, a Military Committee for National Redress took over in Mauritania. The Constitution was suspended and parliament dissolved. According to the latest available information, the Ministries are organized in groups under several "Ministers of State" as follows:

Minister of State for National Orientation  
Minister of Culture, Youth and Sports  
Minister of Information and Telecommunications  
Minister in charge of Administrative Secretariat for the Party  
Minister for Islamic Affairs

Minister of State for Internal Sovereignty  
Minister of Justice  
Minister of National Defense  
Minister of the Interior

Minister of State for Planning and Industrial Development  
Minister of Planning, Handicraft and Tourism  
Minister of Industries and Mines  
Minister of Fisheries and Merchant Marine

Minister of State for Finance and Commerce  
Minister of Finance  
Minister of Commerce and Transportation

Minister of State for Rural Development  
Minister for Rural Development  
Minister for Water Resources  
Minister for Construction

Minister of State for Human Resources and Social Affairs  
Minister for National Education  
Minister for Basic Education  
Minister for Health  
Minister for Family Protection and Social Affairs  
Minister for Civil Service and Labor

Minister of State for Foreign Affairs  
Minister for the Presidency 1/

According to a Decree of 10 November, 1977, the Ministry of Interior, which is responsible for regional administration, was organized as follows:

- Directorate for Territorial Administration
  - Service for Synthesis, Studies and Documentation
  - Service for Administrative Affairs

- Directorate for National Security
  - General Service
  - Accounts and Credits
  - Service for General Information
  - Service for Urban Security
- Inspection for the National Guard

- Service for the État civil
  - Division for the État civil and Census
  - Division for Nationalization

- Service for the Protection of Civilians

- Translation Service 2/

According to a decree of 26 September, 1977, the Ministry of Planning and Mines was organized as follows:

- General Secretariat
- Directorate for Planning and Research
  - Service for Economic Planning
    - Division for Development and Management
    - Division for Human Resources
  - Service for Studies and Documentation
  - Service for Finance and External Aid
    - Division of Control and Regulations
    - Division for External Aid
- Directorate for Statistics and Economic Studies
  - Service for General Statistics
  - Service for National Accounts
  - Service for Investigations
- Directorate for Mines and Geology
  - Service for Mines
  - Service for Geology
  - Service for Fuels and établissements classés 3/

According to a Decree of 26 September, 1977, the Ministry of Civil Service and Labor was organized as follows:

General Secretariat

Directorate for Civil Service

Division of Secretariat and Information  
Division for Studies, Visas, Legislation,  
Documentation, Disputes and Disciplinary  
Matters

Division for Recruitment, Training and Improve-  
ment

Two Divisions for Management and Administration  
Division for Records, Classification and  
Statistics

Directorate for Labor, Employment and Social Security

Service of Inspection for Labor and Social  
Security

Service for Employment

Service for Studies 4/

Territorial Organization.

In 1968, Mauritania was divided, for administrative pur-  
poses, into regions, departments, arrondissements and urban  
communes. 5/

The law provides that each Region is an administrative  
subdivision of the State as well as a collectivité territoriale  
décentralisée with juridical personality. At the head of each  
Region, a Governor named by decree represents the Central Gov-  
ernment and the Ministries. He sees that the laws and regula-  
tions are carried out and is assisted by two officials (ad-  
joins), one in charge of general administration and the other  
in charge of economic and social matters. He transmits in-  
structions from the President and the Ministers to regional  
authorities and advises the President and the Ministers. He  
coordinates administrative, economic and social activities of  
all regional and local services. The city of Nouakchott, al-  
though designated as a District, has a Governor with the same  
powers and responsibilities as the regional Governors. 6/

A Governor has specifically delegated powers with respect to civil servants within his jurisdiction.<sup>7/</sup> The President emphasized the importance of the Governor's role as administrator, when he stated in February, 1975, that a Governor was not only in a position to influence the conception and execution of all projects concerning the development of his Region, but that he also had a responsibility for doing so.<sup>8/</sup>

Regions are divided into Departments, each under a Prefect who is responsible directly to the Governor of the Region. The Prefect communicates with the Central Government through the Governor from whom he also receives his instructions. The Prefect is appointed by decree upon recommendation of the Minister of Interior.<sup>9/</sup>

Each Department is further divided into Arrondissements, under the direction of a chef d'arrondissement who is appointed by decree and responsible to the Prefect over him.<sup>10/</sup>

### Civil Service.

According to Article 1, the General Statute for the Civil Service applies to persons named to a particular position and classified in a grade in the administration or public organizations of the State or its collectivités territoriales. It does not apply, unless otherwise provided, to magistrates, military personnel or to the National Guard.<sup>11/</sup>

An applicant for a Civil Service position must be<sup>a</sup> Mauritanian national in good standing and health, between 18 and 30 years of age (although certain exceptions may be made up

to the age of 45). The applicant must also have satisfied the requirements for military service.<sup>12/</sup> Article 3 of the General Statute stipulates that there shall be no distinction between the sexes.

The law provides for the placement of civil servants in one of four categories, according to the following general educational requirements:

- A            Baccalauréat or the equivalent
- B            2e cycle, Secondary education
- C            1er cycle, Secondary education
- D            Certificate for completion of primary school 13/

It has been estimated that at the present time there are approximately 3,000 Mauritians in the above four categories of the Civil Service.<sup>14/</sup>

Within each of the categories, functionaries are grouped into corps which include one or more grades or classes divided into echelons or steps, as follows:

Category A

Corps Administratifs et Techniques

2e Classe	8 echelons
1re Classe	6 echelons
hors Classe	3 echelons

Corps de l'Enseignement, de la Jeunesse et des Sports

One grade	11 echelons
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Category B

Corps Administratifs et Techniques

2e Classe	7 echelons
1re Classe	7 echelons

Corps de l'Enseignement, de la Jeunesse et des Sports

One grade                      11 echelons

Category C

Corps Administratifs et Techniques

2e Classe                      7 echelons

1re Classe                      7 echelons

Corps de l'Enseignement, de la Jeunesse et des Sports

One grade                      11 echelons

Category D

All corps

2e Classe                      7 echelons

1re Classe                      7 echelons

(For a list of corps within each category, see Annex A).

A consultative committee concerned with degree equivalency was established in 1970.<sup>15/</sup> The Committee may give opinions or recommendations on all questions concerning diplomas and degrees conferred abroad with respect to qualifications for membership in specific corps of the Mauritanian Civil Service. Decisions with respect to equivalency are made through joint decree of the Ministers responsible for national and technical education and training of cadres in the Civil Service.

The Minister for Civil Service is responsible for carrying out the General Statute with the assistance of a High Council for the Civil Service, a Disciplinary Council and administrative commissions (one for each corps). All of these committees include representatives from the State government as well as Civil Service employees.

FOOTNOTES

- 1/ Decree No. 11-77, 31 January, 1977, J.O., 23 February, 1977, p. 83.
- 2/ Decree No. 134-77, 10 November, 1977, J.O., 30 November, 1977, p. 483.
- 3/ Decree No. 110-77, 26 September, 1977, J.O., 26 October, 1977, p. 406.
- 4/ Decree No. 115-77, 26 September, 1977, J.O., 26 October, 1977, p. 455.
- 5/ Law 68-242, 30 July, 1968; J.O., 28 August, 1968, p. 276.
- 6/ Decree No. 68-345, 24 December 1968; J.O. 31 December 1968, p. 218.
- 7/ Decree No. 73-028, 30 January, 1973, J.O., 21 March, 1973, p. 108.
- 8/ Instruction No. 4/PR, 28 February, 1975.
- 9/ Decree 68-346, 24 December 1968; J.O. 31 December, 1968, p. 220.
- 10/ Decree 68-242, 30 July, 1968; J.O., 28 August, 1968, p. 276.
- 11/ Law No. 67-169, 18 July, 1967; J.O., No. 214, 6 September, 1967.
- 12/ Law No. 77-041, 10 February, 1977; J.O., 23 February, 1977, p. 68.
- 13/ Law No. 71-206, 5 August, 1971; J.O., 25 August, 1971, p. 218.
- 14/ AID, ABS, Mauritania, FY 1980.
- 15/ Decree No. 70-176, 24 March, 1970; J.O., 29 April, 1970, p. 117.

SOURCES: MAURITANIA

Curran, Brian D. and Joann Schrock, Area Handbook on Mauritania, Washington, D.C., United States Government Printing Office, 1972.

Journal Officiel, Mauritania.

Mauritania, Background Notes, Department of State, Washington, D.C., United States Government Printing Office, November, 1976.

Textes relatifs aux personnels fonctionnaires et auxiliares gérés par la Fonction publique, République Islamique de Mauritanie, 1976.

**LIST OF CORPS BY CATEGORY WITH  
EDUCATIONAL REQUIREMENTS**

**CATEGORY A**

		<b><u>Level of Recruitment</u></b>
Corps Administratifs	Administrateurs Civils	Diploma, Cycle d'études A, Ecole Nationale d'Administration de Nouakchott, or the equivalent from school recognized by the State
	Administrateurs des régies financières	
	Attachés d'administration générale	
	Inspecteurs du Travail	
	Inspecteurs du Cadastre et des Impôts	
	Inspecteurs des Douanes	
	Inspecteurs du Trésor	Diploma, Cycle d'études A, Ecole Internationale d'Administration de Nouakchott, or the equivalent from school recognized by the State

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CATEGORY A

Level of Recruitment

Inspecteurs des Postes  
et Télécommunications

Greffiers en Chef

Inspecteurs des Bibliothèques

Diploma from graduate  
school for librarians or  
documentalists, recognized  
by the State

Corps Diplomatique

Diploma, Cycle d'études A,  
Ecole Nationale d'Adminis-  
tration de Nouakchott, or  
equivalent from school  
recognized by the State

Attachés des Affaires  
Etrangères

CATEGORY A

Corps Techniques

Ingénieurs principaux  
Economistes Statisticiens

Level of Recruitment

Doctorate from Faculty  
or Institute for Economics  
and Statistics recognized  
by the State

Ingénieurs principaux de  
l'Economie Rurale

Diploma, Ecole Polytechnique  
de Paris, or diploma from  
graduate engineering school  
recognized by the State

Ingénieurs principaux du  
Génie Rural et des  
Techniques Industrielles

Ingénieurs principaux des  
Techniques Aérospatiales  
et Maritimes

Docteurs Vétérinaires

Doctorate, Veterinary  
Medicine, from institution  
recognized by the State

Docteurs en Médecine ou  
en Pharmacie

Doctorate from Faculty of  
Medicine or Pharmacy recog-  
nized by the State

Ingénieurs de l'Economie  
Rurale

Diploma, Graduate School  
of Engineering recognized  
by the State

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CATEGORY A

Level of Recruitment

Ingénieurs du Génie Civil  
et des Techniques Industrielles

Ingénieurs des Techniques  
Aérospatiales et Maritimes

Médecins, Pharmaciens, Dentistes  
Médecins

Ingénieurs des Travaux de  
la Statistique

Ingénieurs des Travaux de  
l'Economie Rurale

Ingénieurs des Travaux  
du Génie Civil et des  
Techniques Industrielles

Ingénieurs des Travaux  
des Techniques Aérospatiales  
et Maritimes

Diploma from Faculty of  
Medicine or Pharmacy, or  
from a school of dentistry  
recognized by the State

Diploma, Ingénieurs des  
Travaux de la Statistique,  
from school or institute  
for statistics recognized  
by the State

Diploma, Ingénieur des  
Travaux, from school or  
institute recognized by  
the State

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CATEGORY A

	<u>Level of Recruitment</u>
Ingénieurs des Travaux de l'Elevage, des Pêches Maritimes et des Industries Animales	
Adjoints en Médecine	Diploma from school of medicine recognized by the State and certifying at least three years of graduate education in medicine
Ecrivains-journalistes	Licence de L'Enseignement supérieur and diploma from graduate school of journalism or radio-television recognized by the State
Reporters-journalistes	
Reporters-photographes et cinéastes	Diploma, school of journalism, radio-television or cinema recognized by the State
Animateurs d'Antenne et de de Production	Diploma from school or training center recognized by the State

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CATEGORY A

Level of Recruitment

Contrôleurs Techniques

Cameramen

Photographes traducteurs

Corps de l'Enseignement, de la Jeunesse et des Sports

Professeurs agrégés de l'Enseignement Secondaire

Agrégation de l'Enseignement Secondaire

Professeurs bi-admissibles certifiés, licenciés de l'Enseignement Secondaire

Bi-admissibilité à l'Agrégation or C.A.P.E.S. or Doctorat, 3e Cycle or Licence d'Enseignement

Professeurs d'Enseignement Technique

C.A.P.E.S. or professor accepted at Ecole Normale Supérieure, or Diplôme Ingénieur d'Etat or Brevet de technicien supérieur

Professeurs d'Education Physique

C.A.P.E.S. or diploma from an Institute or School of Physical Education recognized by the State

Inspecteurs de l'Enseignement Primaire

Certificat d'aptitude a l'inspection primaire (CAIP)

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CATEGORY A

	<u>Level of Recruitment</u>
Inspecteurs de la Jeunesse et des Sports	Certificat d'aptitude à l'Inspection de la Jeunesse et des Sports (CAIJS)
Chargés d'Enseignement	Two certificats de licence d'enseignement
Professeurs de Collège	Diploma, cycle supérieur, Ecole Normale de Nouakchott or equivalent
Professeurs Technique Adjoint Professeurs d'Enseignement Technique Général	Diploma, Professeur Adjoint Diploma, Professeur Technique d'Enseignement Général
Professeurs Adjoint d'Educa- tion Physique et Sportive	Diploma, as professeur ad- joint from Institute or school of physical education recognized by the State
Inspecteurs Adjoints de l' Enseignement Primaire	Competitive Examination
Inspecteurs Adjoints de la Jeunesse	Competitive Examination
Inspecteurs Adjoints des Sports	Competitive Examination

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CATEGORY B

	<u>Level of Recruitment</u>
Corps Administratifs	
Rédacteurs	
Contrôleurs du Travail	Brevet, Cycle B, Ecole Nationale d'Administration de Nouakchott
Contrôleurs des Impôts et du cadastre	
Contrôleurs de Trésor	
Contrôleurs des Douanes	
Contrôleurs des Postes et Télécommunications	
Greffiers	
Bibliothécaires, Archivistes, Documentalistes	Diploma from school for librarians or documentalists, recognized by the State
Chanceliers des Affaires Étrangères	Brevet, Cycle d'etudes B, Ecole Nationale d'Administration de Nouakchott or equivalent from school recognized by the State

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**CATEGORY B**

**Corps Techniques**

**Ingénieurs Adjoints Techniques de l'Economie Rurale**

**Level of Recruitment**

**Diploma, Ingénieur des Travaux or d'Adjoint Technique, from Ecole des Cadres Ruraux de Bambey or Saria, or equivalent from school recognized by the State**

**Ingénieurs Adjoints Techniques d'Elevage, des Pêches Maritimes et des Industries Animales**

**Ingénieurs Adjoints Techniques du Génie Civil et des Techniques Industrielles**

**Diploma, Ingénieur (du deuxième degré or d'adjoint technique) from Ecole d'Ingénieur de Bamako or equivalent from school recognized by the State**

**Sages-femmes et Assistantes Sociales**

**Diploma as sage-femme or Assistante Sociale, from Ecole des Sages-femmes et Infirmiers de Nouakchott or equivalent from school recognized by the State**

**Adjoints Techniques de la Statistique**

CATEGORY B

Level of Recruitment

Conducteur des Travaux de  
l'Economie Rurale

Diploma d'Adjoint Technique  
or Conducteur or Contrôleur or  
Assistant, from school recog-  
nized by State

Assistants d'Elevage

Conducteurs du Génie  
Civil et des Techniques  
Industrielles

Contrôleurs des Techniques  
aéro-spatiales et maritimes

Infirmiers Diplômés d'Etat

Diploma, Infirmier d'Etat  
from Ecole des Sages-femmes  
et d'Infirmiers de Nouakchott  
or equivalent from school recog-  
nized by the State

Corps de l'Enseigne-  
ment de la Jeunesse  
et des Sports

Instituteurs

Brevet Supérieur de Capacité  
from Ecole Normale de Nouakchott  
or equivalent from school recog-  
nized by the State

Maitres d'Education  
Physique

Diploma, Maître d'Education  
Physique from institute or  
school recognized by the State

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CATEGORY B

	<u>Level of Recruitment</u>
Commissaires à la Jeunesse	Diploma, Commissaire à la Jeunesse, from school or institute recognized by the State

CATEGORY C

Corps Administratifs

Secrétaires d'Administration Générale

Certificate, Cycle d'études C, Ecole Nationale d'Administration de Nouakchott or equivalent from school recognized by the State

Agents de Constation de Impôts

Agents Techniques du Trésor

Brigadiers des Douanes

Agents d'Exploitation des Postes et Télécommunications

Secrétaires des Greffes et Parquets

h

CATEGORY C

		<u>Level of Recruitment</u>
	Bibliothécaire - Documentalistes adjoints	Diploma as librarian or documentalist from school recognized by the State
	Adjoints de Chancellerie	Certificate, Cycle d'études C, Ecole Nationale d'Administration de Nouakchott or equivalent from school recognized by the State
Corps Techniques	Agents Techniques de la Statistique	Diploma from school or institute for statistics recognized by the State
	Moniteurs de l'Economie Rurale	Diploma, Centre de Formation et de Vulgarisation de Kaédi or equivalent from a school recognized by the State
	Infirmiers d'Elevage	
	Surveillants des Travaux Publics ou Ouvriers qualifiés	Certificate, Cycle d'études C, Ecole Nationale d'Administration de Nouakchott or equivalent from school recognized by the State

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CATEGORY C

Assistants des Techniques  
Aéro-spatiales et Maritimes

Infirmiers Médico-Sociaux

Instituteurs Adjoints

Moniteurs de l'Enseignement  
Primaire

Moniteurs de l'Enseignement  
Technique

Moniteurs d'Éducation Physi-  
que

Level of Recruitment

Certificate, Infirmier  
Médico-sociale, Ecole de  
Sages-femmes et d'Infirmiers  
de Nouakchott or equivalent  
from school recognized by  
the State

Certificat de fin d'Études,  
Ecole Normale de Nouakchott,  
or equivalent from school  
recognized by the State, plus  
certificat élémentaire d'  
aptitude professionnel

Certificat d'aptitude aux  
fonctions de Moniteur

Certificat d'aptitude aux  
fonctions de Moniteurs de  
l'Enseignement Technique

Diploma, Moniteur d'Éduca-  
tion Physique

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CATEGORY C

Level of Recruitment

Assistants de la Jeunesse  
et de l'Éducation Sportive

Diploma, Assistant, Ecole  
de la Jeunesse or from  
school recognized by the  
State

Announcers de programmes,  
et speakers

Assistants de régie

Operateurs

Aides-cinéastes et photo-  
graphes

CATEGORY D

Ouvriers spécialisés

Préposés des douanes

Facteurs, surveillants des  
Postes et Télécommunications

Relieurs agents des Bibliothèques

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CATEGORY D

Level of Recruitment

Gardes Forestiers

Vaccinateurs

Auxiliares Médico-sociale

Aides-régisseurs

Surveillants, de basse et  
Haute Fréquences

Télétypistes

(Decrees No. 69-386, No. 69-387, No. 69-388 and No. 69-389, 27 November, 1969,  
as revised by decrees No. 72-235, 72-236, 72-237 and 72-238, 9 November, 1972,  
and decrees No. 72-255, No. 72-256 and No. 72-257, 27 November, 1972)

NIGER

Organization of the Central Government.

As of September, 1978, the Central Government of Niger included the following Ministries:

National Education  
Interior  
Finance  
Public Health and Social Affairs  
Foreign Affairs and Cooperation  
Rural Development  
Civil Service and Labor  
Post and Telecommunications  
Planning  
Mines and Hydraulics  
Economic Affairs, Commerce and Industry  
Youth, Sports and Culture  
Justice  
Public Works, Transport and Urban Affairs

Since April, 1974, when the Constitution was suspended, Niger has had a military government. The Chief of State is President of the Supreme Military Council and also serves as Minister of National Defense. In addition there are two Secretaries of State, one for National Education, and one for Information. There is also a Minister assigned to the Presidency, in charge of Higher Education and Research.<sup>1/</sup>

The Ministry for Rural Development was reorganized in 1977, as follows:

Secretary of State for Rural Development  
Cabinet for the Minister  
General Secretariat  
Cabinet for the Secretary of State  
Directorate for Studies and Programs  
Directorate for Administrative and Financial Affairs  
Directorate for Agriculture Service  
Directorate for Livestock and Animal Industries  
Service

Directorate for Rural Engineering  
Directorate for Water, Forests, Hunting and Fishing  
Service

Directors of the Services are named by decree. The organization of the Cabinet, Directorates and Services, and responsibilities of the staff are established by order of the Minister of Rural Development.<sup>2/</sup>

The Directorate for Programs and Planning in the Ministry of Planning is organized as follows:

Service for the Secretariat and Administrative Affairs

Bureau for Administrative Affairs and Personnel (SAD)  
Secretariat

Service for Economic Studies and Documentation (SED)

Bureau for General Economic Studies  
Bureau for Coordination of Planning Studies  
Bureau for Control and Evaluation of Plans,  
Programs and Projects

Service for Technical and Financial Cooperation (CTF)

Bureau for Bilateral Cooperation  
Bureau for International Organizations

Service for Sectoral Planning (PS)

Sector for Planning Industrial Development  
Sector for Rural Production and Water Resources  
Sector for Mines and Energy  
Sector for Social Programs and Infrastructure

Service for Regional Planning (PR)

Central Bureau for Regional Planning  
Administrative Bureau (PNUD/Niger Development Project)  
Service for Departmental Planning <sup>3/</sup>

There is also a Directorate for Financing within the Ministry for Planning, which, in addition to its own secretariat, has two Services, one concerned with national financing and one concerned with external financing.<sup>4/</sup>

### Territorial Organization.

Recognizing the need for restructuring its administration at both national and local levels, the Government of Niger initiated studies for administrative reform as early as 1962. The First Development Plan (1961-1964) underlined the necessity for reform, and official statements since then have emphasized that the government should improve its administrative structures and provide for more qualified personnel. The plans for administrative reform focussed upon five points: (1) Definition of function and distribution of responsibilities; (2) Deconcentration, i.e. delegation of authority; (3) Coordination; (4) Liaison and organization of communications; and (5) Decentralization and distribution of powers.<sup>5/</sup> A new law enacted in 1964 divided the country into Departments, Arrondissements and Communes.<sup>6/</sup>

Seven Departments constitute the largest administrative subdivisions in Niger. Each Department is headed by a Prefect who is a functionary in the administrative cadre of the civil service under the Minister of Interior. He represents the Central Government, maintains order, sees to the execution of laws, regulations and decisions of the Chief Executive, and represents each of the Ministries of the Central Government. A Department is in effect a regional extension of State authority, with its Prefect serving under delegated authority as a representative of the State.

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The Prefect is responsible for the economic development of the Department.<sup>7/</sup> He must inform the President on all matters concerning economic development and is responsible for implementing the national Development Plan insofar as it concerns his Department. In this capacity, the Prefect counsels, supports, directs, controls and coordinates the actions of the Sub-prefects under his jurisdiction. He also chairs a Departmental Technical Committee (COTEDEP).<sup>8/</sup>

At the next lower administrative level, Arrondissements have been established by law as collectivités territoriales, endowed with legal personality and economic autonomy. In this they differ from Departments which have only an administrative character as a territorial subdivision. Each Arrondissement is under the direction of a Sub-prefect who is a functionary of the Civil Service, appointed by decree. The Sub-prefect is responsible to the Prefect over him in the administrative hierarchy but at the same time represents the Arrondissement in its capacity as a collectivité territoriale. He presides over the Conseil d'Arrondissement, a decision-making organ. He is responsible for the economic development of the Arrondissement and is in a position to maintain direct contact with the people.<sup>9/</sup> He is thus exercising a dual role, coordinating the activities emanating from the Central Government with those of the local population.<sup>10/</sup>

At still lower levels in the territorial administration, a number of urban and rural communes have been established.

It is anticipated that there will be between 120 and 150 communes throughout the country. Urban communes, established in Niamey, Zinder, Maradi and Tahoua, have a special status, each with a Mayor exercising the powers of a Sub-prefect and functioning under the direct authority of the local Prefect. Other urban and rural communes are responsible to the Sub-prefect at the head of the Arrondissement in which the commune is located.<sup>11/</sup>

Approximately 21 postes administratifs, each under the direction of a chef de post administratif, a state agent who is responsible to the local Sub-prefect,<sup>12/</sup> are functioning only until communes have been established throughout Niger.

There are additional administrative groupings under local chiefs, including villages, cantons (groups of villages) and provinces (several cantons). Such chiefs are usually selected by the local population with the approval of the Central Government or the Sub-prefect.<sup>13/</sup> (See Annex A for chart showing the basic administrative structure)

### Civil Service.

The Civil Service is regulated by a General Statute, enacted in 1959, with subsequent modifications.<sup>14/</sup> The Statute applies to persons permanently employed and assigned to a specific grade in the State administration or public services. It does not apply to the judiciary, to military personnel, or to specified State organizations of an industrial or commercial character. The Minister of Civil Service is responsible for carrying out the General Statute.

Civil Service <sup>applicants</sup> must be citizens of Niger, in good standing and health, between 18 and 30 years of age, who have complied with the requirements for military service. There is no distinction as to sex except when a job is considered unsuitable for women.

General educational requirements for recruitment fall into four categories, as follows:

- A Graduation from an institution of higher learning
- B Graduation from a school of secondary education (baccalauréat or the equivalent)
- C Brevet élémentaire, brevet d'études du premier cycle, or the equivalent
- D Certificat d'études primaires élémentaires 15/

Civil servants are folded into cadres which include the positions in any given administration or service and within the same general professional field. Each Ministry has one or more cadres for a particular administrative or technical speciality. Establishment, change or abolishment of cadres is carried out by decree on recommendation of the interested Minister and the Minister for the Civil Service. <sup>16/</sup> (See Annex B for list of cadres as of 1974)

Within cadres, functionaries are organized into corps, each of which is regulated by a specific statute. <sup>17/</sup> Corps are divided, according to level of recruitment based upon educational qualifications, into categories A through D and each category is further divided into echelles. (See Annex C for list of corps by category) Each corps contains one or more classes or grades

which are further divided into echelons or steps. (See Annex D for an example showing the organization of the Cadre de l'Elevage et des Industries animales in the Ministry of Rural Development).

Each corps has its own Promotions Committee and a Council for Discipline which include both administration officials and members of employee unions as members. Advancement by grade takes place through merit, and advancement by steps is based upon length of service. Employees names are placed upon a table of advancement by the responsible Minister with the advice of the Promotions Committee. Promotions occur in the order in which names are listed. The specific statues relating to each corps make provision for training opportunities and access to higher grades.

There is also a Consultative Committee for Civil Service which includes ten members, five from the administration and five from personnel. The administration is represented by the Ministers of Interior, Finance, Education, Civil Service and Development, or their designates. Members from personnel are named by the employee unions.<sup>18/</sup>

The size of the Civil Service in Niger was estimated to be 11,100 in 1974.<sup>19/</sup> Of these, approximately 1,000 were French technicians. About 48% of Civil Service personnel were employed by the Ministry of Education and the Ministry of Health.

FOOTNOTES

- 1/ Decree No. 78-90, PCMS, 15 September, 1978, J.O., 15 September, 1978, p. 607.
- 2/ Decree No. 77-25 PCMS/MDR, 3 February, 1977, J.O. 15 February, 1977, p. 152.
- 3/ Ministry for Planning, Order No. 1/MP, 4 January, 1977, J.O., 15 January, 1977, p. 51.
- 4/ Ministry for Planning, Order No. 3/MP, 8 January, 1977, J.O. 15 January, 1977, p. 52.
- 5/ Hentgen, p. 18.
- 6/ Law No. 64-023, 17 July, 1964, modified by Law No. 64-040, 5 November, 1964, and by Law No. 71-35, 6 September, 1971.
- 7/ Art. 12, Law No. 64-023, 17 July 1964.
- 8/ Decree No. 71-130, 7 August, 1971; Hentgen, p. 56.
- 9/ Hentgen, p. 35.
- 10/ Hentgen, p. 96.
- 11/ Hentgen, p. 23; Law No. 64-023, 17 July 1964.
- 12/ Hentgen, p. 42; Decree No. 65-159/MI, 4 November, 1965.
- 13/ Hentgen, pp. 118-122.
- 14/ Law No. 59/6, 3 December, 1959.
- 15/ Art. 57, Decree No. 60.054 MFP, 30 March, 1960.
- 16/ Decree No. 60.054, MFP, 30 March, 1960, J.O., No. 4, 1 April, 1960.
- 17/ Art. 3, of the General Statute, Law No. 59/6, 3 December, 1959.
- 18/ Decree No. 74.302, PCMS/MFP/T, 29 September, 1974.
- 19/ IBRD, Economic Report, Appendix I, p. 3).

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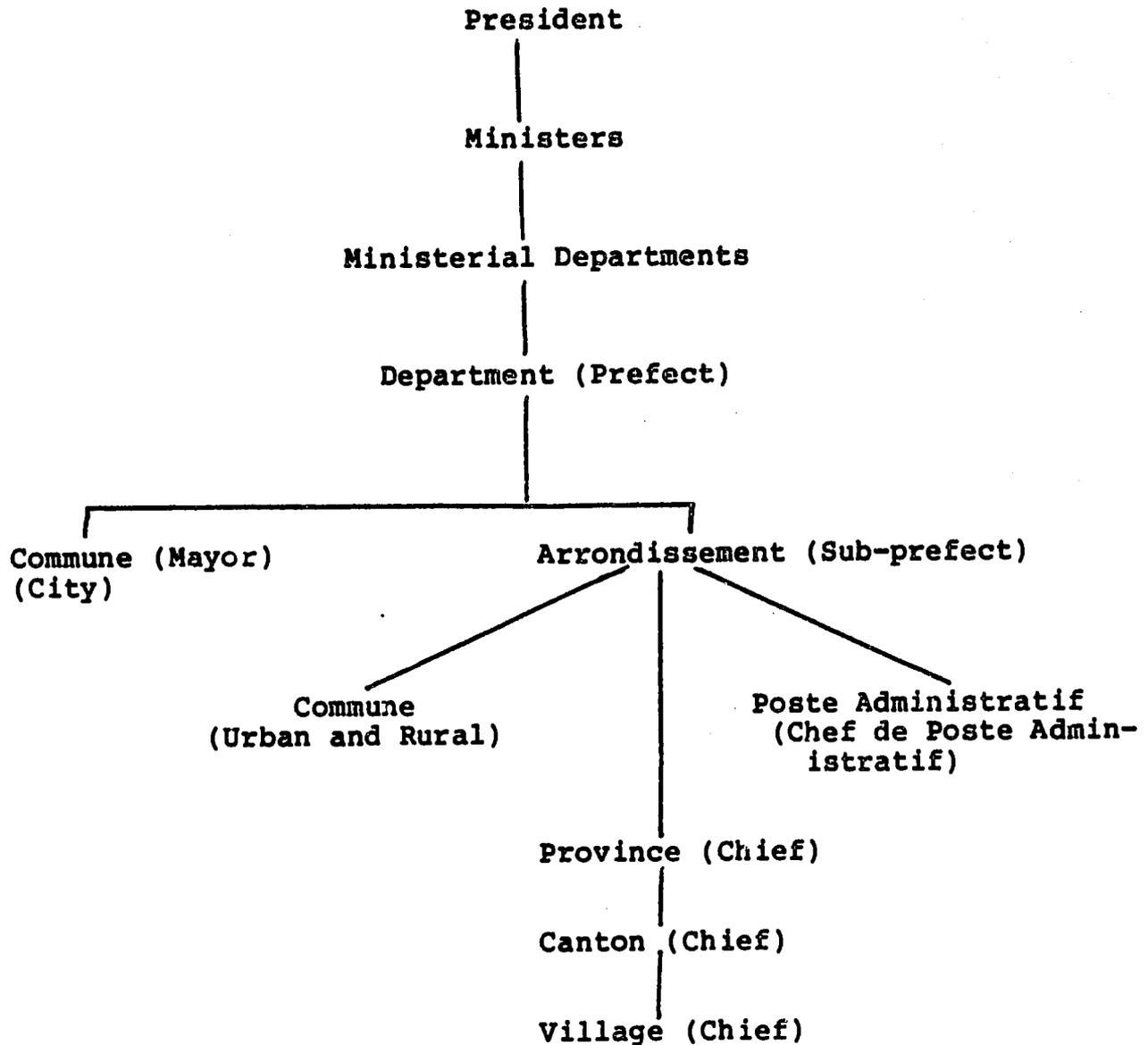
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Basic Administrative Structure



List of Cadres as of 1974

General Administration  
Agriculture  
Foreign Affairs  
Contributions Diverses  
Public Domain and Registration  
Waters and Forests  
Customs  
Cattle Breeding and Related Industries  
Teachers (1er Degré)  
Teachers (2 ème Degré)  
Rural Engineering  
Garde Républicaine  
Youth and Sports  
Justice  
Meteorology  
Aviation  
Post and Telecommunications  
Promotion Humaine  
Secretariat  
Public Health and Action Sociale  
Statistics, Economic Studies and Mécanographie  
Sûreté Nationale  
Public Works and Mines  
Treasury  
Labor, Crafts and Social Security  
Topography and Survey  
Information - Television  
(Recueil des Principaux Textes Relatifs a la Fonction Publique  
de la République du Niger, Ecole Nationale d'Administration,  
Niamey, 1974, pp. 164-168)

Classification of Corps by Category and Echelle (as of 1974)A-1

## Directeurs

Administratifs  
Contributions Diverses  
Domaines de l'Enregistrement et du Timbre  
des Douanes (also sous-directeurs and directeurs  
adjoints)  
des Postes et Télécommunications (also directeurs  
adjoints)  
des Travaux Publics (also directeurs adjoints)

## Ingénieurs

d'Agriculture  
du Génie Rural  
de la Météorologie  
de la Navigation Aérienne  
Principaux des Travaux Publics et des Mines  
Statisticiens économistes  
Radio-Diffusion-Télévision du Niger (O.R.T.N.)

## Inspecteurs

de la Jeunesse et des Sports  
de la Promotion Humaine  
du Travail  
Principaux des Postes et Télécommunications

Officiers Ingénieurs des Eaux et Forêts

## Trésoriers

Médecins, Pharmacies, Dentistes, Ingénieurs Sanitaires,  
Docteurs en Sciences Sociales appliquées

Vétérinaires diplômés d'Etat

Professeurs (enseignement du second degré)

Cadres supérieurs de l'O.R.T.N.

A-2

Chefs de division

Commissaires de police

-2-

Ingénieurs des Travaux Publics  
Géomètres (Topographie et Cadastre)  
des Travaux Ruraux  
Techniques de l'équipement rural  
des Travaux de la Météorologie  
des Travaux de la Navigation Aérienne  
des Travaux statistiques  
des Techniques Agricoles

Inspecteurs  
des Contributions Diverses  
des Domaines  
des Douanes (also inspecteur principal, en chef)  
des Postes et Télécommunications  
Adjoints de la Promotion Humaine  
du Trésor

Licenciés en soins infirmiers, médecins assistants,  
licenciés de l'Action Sociale

Vétérinaires transitoires

Chargés de l'enseignement (2ème degré)

Inspecteurs primaires (1er degré)

Professeurs d'Education Physique

Inspecteurs Adjoints de la Main-d'Oeuvre at de la Sécurité  
Sociale

Cadres principaux (O.R.T.N.)

Ingénieurs des Techniques Forestières

A-3

Techniciens de l'Action Sociale (Ministre de la Santé  
Publique)

Conseillers (Promotion Humaine)

Professeurs de Collège d'Enseignement Général (2ème degré)

-3-

B-1

Agents Techniques  
de la Météorologie ,  
de la Navigation Aérienne

Adjointes Techniques  
du Génie Rural  
de la Promotion Humaine  
Travaux des Travaux Publics et des Mines  
de la Statistique

Assistants  
de l'Action Sociale  
de Santé

Chefs de bureau de l'Administration Générale

Contrôleurs  
des Contributions Diverses  
des Domaines  
des Douanes  
des Postes et Télécommunications  
du Travail  
du Trésor

Geomètres

Greffiers et Attachés de Parquet

Conseillers  
Agricoles  
Forestiers

Ingénieurs  
des Travaux d'Elevage  
des Travaux Statistiques

Officiers de police

Sages-femmes diplômées d'Etat

Instituteurs (1er degré)

Instructeurs d'éducation populaire

-4-

B-1 (cont'd)

Secrétaires adjoints des Affaires Etrangères  
Agents de Maîtrise (O.R.T.N.)

B-2

Adjoints Techniques de la Météorologie  
Infirmiers diplômés d'Etat et Sages-femmes diplômées  
d'Etat, Techniciens d'assainissement  
Assistants  
d'Elevage  
de la Promotion Humaine  
Chefs de bureau d'Administration  
Commandants d'aérodrome secondaire  
Conducteurs  
d'Agriculture  
des Travaux Publics et Mines  
Contrôleurs  
des Eaux et Forêts  
des Postes et Télécommunications  
Greffiers Adjoints  
Inspecteurs principaux (Sûreté)  
Officiers de la Paix  
Secrétaires de Direction  
Maître d'Éducation Physique et Sportive  
Assistants de l'O.R.T.N.

C-1

Agents de recouvrement (Trésor)

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C-1 (cont'd)

Agents Techniques  
des Eaux et Forêts  
du Génie Rural  
de la Promotion Humaine  
de la Statistique  
des Travaux Publics et des Mines  
d l'Agriculture

Adjoint administratifs

Assistants  
de la Météorologie,  
de la Navigation Aérienne  
d'Elevage adjoints

Infirmiers et Sages-femmes brevetés

Assistants de Santé

Assistants adjoints de l'Action Sociale

Contrôleurs adjoints des Postes et Télécommunications

Chanceliers des Affaires Etrangères

Encadrement Douane (sergent major, adjudant, adjudant chef)

Inspecteurs de police

Maîtres d'Éducation Physique et Sportive

Secrétaires Sténodactylgraphes

Secrétaires des Greffes et Parquets

Directeurs de Maison de Jeunes

Instituteurs Adjoint

Agents de l'O.R.T.N.

C-2

Adjoints  
administratifs  
de l'Action Sociale

Assistants  
topographes  
sociales  
de la Navigation Aérienne  
de la Météorologie

Contrôleurs adjoints des Postes et Télécommunications

Dessinateurs des Travaux Publics et des Mines

Moniteurs du Génie Rural

Secrétaires des Greffes et Parquets

Sténodactylographes

Surveillant de Travaux Publics et des Mines

Instituteurs Adjoints

Agents d'exécution O.R.T.N.

D-1

Commis de la Statistique

Dactylographes

Moniteurs de la Promotion Humaine

Moniteurs de l'Enseignement (1er degré)

D-2

Agents  
d'Administration  
de la Météorologie,  
des Postes et Télécommunications

-7-

D-2 (cont'd)

Aides

    Géomètres (Topographie et Cadastre)  
    Dessinateurs (Travaux Publics et Mines)  
    Sociales

Assistants de police

Commis

    des Greffes et Parquets  
    de la Navigation Aérienne  
    de la Statistique

Garde Republicaine

Gardiens de la Paix

Infirmier et Infirmières

Infirmiers d'Élevage

Moniteurs d'Agriculture

Ouvriers

    du Génie Rural  
    des Travaux Publics et des Mines

Surveillants

    des Douanes  
    d'Élevage

Moniteurs Adjoints d'Enseignement (1er degré)

(Récueil des Principaux Textes Relatifs à la Fonction Publique  
de la République du Niger, Ecole Nationale d'Administration,  
Niamey, 1974, pp. 198-208)

**CADRE DE L'ELEVAGE ET DES INDUSTRIES ANIMALES,  
MINISTRY OF RURAL DEVELOPMENT**

In 1976, the cadre de l'Elevage et des Industries animales was established with seven corps as follows:

Corps des surveillants d'Elevage (D2)  
Corps des agents techniques de l'Elevage (C1)  
Corps des assistants d'Elevage (B2)  
Corps des adjoints techniques d'Elevage (B1)  
Corps des ingénieurs des techniques d'Elevage (A2)  
Corps des vétérinaires diplômés d'Etat (A1)  
Corps des cadres supérieurs de l'Elevage et des Industries animales (A1)

Each of the above corps includes the following grades and echelons:

1ère classe	-- 4 echelons
2e classe	-- 3 echelons
Classe principale	-- 3 echelons
Classe exceptionnelle	-- 1 echelon

(Ministry of Civil Service and Labor, Decree 76-61, PCMS/MFP/T/MDR, 22 April, 1976, J.O., 15 May, 1976, p. 271)

SENEGAL

Organization of the Central Government.

The President appoints all Ministers and State Secretaries. Each Minister serves as the head of his own department and collectively the departments constitute the basic structure of the central administration in Senegal. Their activities are coordinated by the services within the offices of the President and the Prime Minister.<sup>1/</sup> (See Annex A for most recent list of Ministries)

Reflecting the changes in approach to the problems of economic development, Ministries have proliferated or combined and frequently reorganized since Senegal's independence. Although equal under the law, in practice certain ministerial departments have acquired greater power and status than others. Among these are Financial and Economic Affairs which exercises control over the budget, Interior which is responsible for administration countrywide,<sup>2/</sup> and the Civil Service.

The Prime Minister's responsibilities include general supervision of Government administration.<sup>3/</sup> In fact, however, his authority in this area is limited. He must take into account the powers conferred upon individual Ministers (especially for Civil Service) and may not give direct orders to a functionary under another Minister. His tasks are primarily concerned with coordination and all regulatory actions must be signed by the President.

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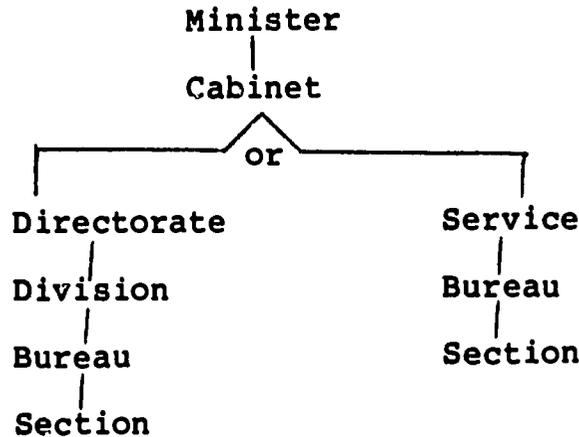
There are three special offices called délegations générales under the Prime Minister: Scientific and Technical Research, Promotion Humaine and Tourism. Délegations générales have certain technical and sometimes logistical autonomy as, for example, Promotion Humaine which has its own Service de l'Administration Général.<sup>4/</sup> Directors of délegations générales are classified as high functionaries in the Civil Service and receive benefits commensurate with those of Ministers.

Each of the other Ministers has certain delegated powers and as head of a ministerial department may take measures concerning the organization of his particular department. A Minister may exercise only those powers which have been delegated but certain ones, such as the Minister for Civil Service and the Minister for Financial and Economic Affairs, have in fact considerable latitude.<sup>5/</sup>

The President or, as delegated, the Minister for Civil Service, is responsible for the nomination of personnel, their promotions and detachments.<sup>6/</sup>

Each Ministry has a Cabinet, normally limited to five, including a director responsible for general policy<sup>7/</sup> a chef du cabinet responsible for administrative matters, two technical advisors and an attaché. The first three must hold a diplôme d'enseignement supérieure or belong to category A of the Civil Service. Normally, all are selected from the civil service and their appointment must be approved by the President.<sup>8/</sup>

Each Ministry is organized in accordance with a specific decree relating to his Department. The following organization chart is typical, although there are many variations:



Sometimes bureaus are attached directly to the cabinet and divisions are eliminated. In certain cases, as in the Prime Minister's Office and in the Ministry of Finance, another echelon (direction générale)<sup>9/</sup> is placed between the cabinet and a directorate or service.

All Ministries have a directorate or service for general administration with a bureau for planning to handle financial matters and to provide liaison with the Ministry of Planning.<sup>10/</sup> Because of the lack of trained manpower, however, such a bureau or directorate frequently has only one middle-level functionary relying on the assistance of lower-level agents. (See Annex B for organization of Ministries as of 1974)

### Territorial Administration.

Since independence Senegal has wrestled with the problem of administrative reform. The centralized administrative structure inherited from colonial times contributes to inefficiency

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and tends to hinder adequate participation of the local population in the economic development of Senegal.

The Bureau of Organization and Methods within the Office of the Presidency prepared an extensive study in the late sixties on the territorial organization of Senegal including proposals for reform. Implementation of the plan has been carried out region by region every two years, starting with Thiès in 1972. The reform has two major thrusts. One, described as deconcentration, redistributes administrative tasks among the various regional authorities to establish closer relations between administrators and those administered. The other, described as decentralization, promotes greater popular participation at all levels particularly in the rural areas through communautés rurales.

Senegal is divided into eight Regions, each of which is headed by a Governor who is appointed by the President and classified in Category A of the civil service. The Governor is responsible to the President and represents all of the Ministries in his Region, serving as the coordinator. He is responsible for law and order. He is assisted by an administrative agent and a development agent. He also works with a consultative organ, the Regional Council elected through indirect suffrage, two-thirds from communes and communautés rurales and one third economic and social groups. Each Governor is responsible for the economic and social development of his Region and serves as President of the Regional Develop-

ment Committee (CRD).<sup>11/</sup> The CRD established by decree in June, 1960, includes, in addition to the Governor and his assistant for development, the Prefects in his Region, the heads of regional administrative services and development agencies, and representatives from elected councils.

Territorial administration is further broken down into 28 Departments, each headed by a Prefect who is named by decree and represents the Central Government in his Department. Prefects belong to the civil service corps of civil administrators or attachés for administration. A Prefect, acting under the authority of the Governor,<sup>12/</sup> watches over the execution of laws in his Department. He also exercises certain controls over the local communes and communautes rurales. Each Prefect has authority over the technical services of the various Ministries operating in his Department and issues instructions for the Ministries through the Governor in the Region above him.<sup>13/</sup> He works with the Departmental Council, elected through indirect suffrage, and presides over a Departmental Committee for Development (CDD).

Departments are divided into Arrondissements each of which is headed by a Sub-prefect who reports to the Prefect above him. A Sub-prefect, appointed by decree, is classified as a civil administrator in the civil service.<sup>14/</sup> He works with an Arrondissement Council, elected through indirect suffrage, which serves as a consultative organ and must be consulted on fiscal and developmental matters.

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In the rural areas, groupings of villages have been gradually organized into communautés rurales.<sup>15/</sup> They are administered by Rural Councils of 12 to 21 members, two-thirds of whom are elected through universal suffrage and one-third chosen by local cooperatives. The Rural Council elects a President who also represents the sub-prefect above him. The President of the Rural Council must not only execute the decisions of the Rural Council but also see that the State laws are observed. In addition, he supervises the use of land in the public domain. Communautés rurales control their own budgets which, however, must be approved by the Departmental and Regional Councils.<sup>16/</sup>

The village constitutes the lowest administrative level and includes several families or carrés.<sup>17/</sup> Village chiefs are appointed by the sub-prefect after consulting with carré chiefs. They must see that national laws and regulations as well as decisions of the Rural Council are carried out. (See Annex C for chart showing organization of territorial administration)

#### Civil Service.

It has been estimated that there are 40,000 functionaries and agents (excluding the military) in Senegal and that the salaries of all (including the military) account for 60% of the national budget.<sup>18/</sup> Under French administration, Dakar had been the seat of Government for all the territories of the AOF, with the result that between 1950 and 1960, large numbers of civil servants working for the AOF were absorbed by the Senegalese Civil

Service.<sup>19/</sup> Many of these lacked the requisite training for the planning and technical problems associated with economic development.

Civil Servants in Senegal are divided into cadres, each belonging to a particular administrative service or technical group.<sup>20/</sup> Cadres are composed of corps, members of which are subject to identical conditions of recruitment and service. Rarely does an employee change corps within a cadre or pass from one cadre to another cadre. Such a step requires special nomination similar to the procedure for initial recruitment.

Functionaries are classified by categories (hiérarchies) according to level of education, as follows:

<u>Category</u>	<u>Educational Requirements</u>
A	Licence
B	Baccalauréat (BAC)
C	Brevet d'études du premier cycle (BEPC)
D	Certificat d'études primaires (CEP)
E	None

A single cadre may have all five categories or only one or two. The same cadre may also have several corps within a particular category. For example, les inspecteurs primaires adjoints and les instituteurs, within the cadre of l'enseignement primaire, fall within category B, one being classified at a slightly higher level than the other. The fundamental guarantees for civil servants are recognized through a general statute<sup>21/</sup> as modified by subsequent decrees. Cadres are regulated through specific statutes and decrees prepared by the Ministry of Civil Service coordinating with the Ministry of

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Finance and the Ministry concerned with the particular cadre.<sup>22/</sup>  
The creation of new cadres has often served to increase the  
status of older, less educated civil servants who move into  
the newly created cadres with younger better educated subordi-  
nates.<sup>23/</sup>

Civil servants are selected either on the basis of educa-  
tional qualifications or through examinations, and are assigned<sup>24/</sup>  
to a specific corps or to a national or foreign training school.  
Applicants must be nationals of Senegal between 18 and 30 years  
of age in good standing and health, and must have fulfilled the  
requirements for military service. There is no discrimination  
as to sex (in accordance with the Constitution), unless the job  
has special demands. All applicants must complete one year of  
probation. Retirement is obligatory at age 55 except for agents  
chargé de famille who may retire at 58.

There are two groups of public servants. Functionaries are  
subject to the statutes and regulations under public law and are  
folded into the civil service. State agents, on the other hand,  
are not classified as functionaries, and are subject to the code  
du travail. Such agents, often on contract, perform special  
technical services and need not be Senegalese nationals. Con-  
ditions for their recruitment are less stringent than for func-  
tionaries, their salaries tend to be lower and there is no pro-  
vision for permanent tenure.<sup>25/</sup> Disputes concerning state agents  
are settled through tribunaux de travail whereas functionaries

are subject to tribunaux du premier instance statuaut en matiere  
26/  
administrative.

Each of the categories (A, B, C, D and E) is broken down into grades or classes as follows, in descending order of importance:

<u>Categories</u>	<u>Class or Grade</u>	<u>Echelon</u>
A and B	Classe exceptionnelle	
	1 ère classe	2e 1er
	2e classe	2e 1er
	3e classe	2e 1er
C, D and E	4e classe	2e 1er
	Classe exceptionnelle	
	Grade terminal or grade de principal	3e 2e 1er
	Grade in- termédiaire	3e 2e 1er
	Grade initial or grade d' adjoint	4e 3e 2e 1er

Promotion from class to class or grade to grade including the classe exceptionnelle takes place on the basis of selection from a regularly published list (Tableau d' avancement). Pro-  
motion by echelon depends upon, length of time in grade. 27/

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FOOTNOTES

- 1/ Gautron, p. 138.
- 2/ Gautron, p. 142.
- 3/ Gautron, p. 75.
- 4/ Gautron, p. 140.
- 5/ Gautron, p. 77.
- 6/ Gautron, p. 143.
- 7/ Selassie, p. 198).
- 8/ Gautron, p. 144.
- 9/ Gautron, p. 140, 145-146.
- 10/ Gautron, p. 146.
- 11/ Gautron, p. 177-178.
- 12/ Decree No. 72-636, 29 May, 1972; Gautron p. 180.
- 13/ Gautron, p. 180.
- 14/ Gautron, p. 183.
- 15/ Law No. 72-02, 1 Feb., 1972.
- 16/ Gautron, p. 184.
- 17/ Law No. 72-02, 1 Feb., 1972.
- 18/ Gautron, p. 235.
- 19/ Gautron, p. 133.
- 20/ Gautron, p. 237.
- 21/ Law 61-33 of 15 June 1961.
- 22/ Gautron, p. 254.
- 23/ Schumacher, p. 124.

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24/ Gautron, p. 240.

25/ Gautron, p. 250.

26/ Gautron, p. 236.

27/ Decree No. 61-059, 8 February, 1961, J.O., 25 February, 1961, p. 253.

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**SENEGAL**

**ANNEX A**

The new Government in February, 1978, included the following Ministries:

Prime Minister  
Foreign Affairs  
Justice  
Interior  
Armed Forces  
Financial and Economic Affairs  
National Education and Manpower  
Rural Development  
Higher Education  
Town Planning and Environment  
Planning and Cooperation  
Equipment  
Culture  
Information and Telecommunications  
Public Health  
Industrial Development and Crafts  
Social Action  
Public Office of Employment and Works  
(Africa Diary, May 14-20, 1978, p. 9002)

SENEGAL

ANNEX B

ORGANIZATION OF THE PRESIDENT'S OFFICE AND THE MINISTRIES IN 1974

PRESIDENCY

Cabinet

Press Bureau  
Service for Presidential Protocol  
Security Bureau

General Secretariat

Service for General Administration and Equipment  
Central Technical Service for Codes  
Bureau of Codes for the President  
Keepers of the Presidential Palaces  
Attached Services --

Grand Chancellery of the National Order of the Lion  
Secretariat for the Superior Council of Magistrates  
Secretariat for the Superior Council for National Defense  
Inspector General for the State  
Financial Control  
Bureau of Organization and Methods (BOM)  
Bureau for Architecture

Inspector-General for the Armed Forces  
Special Military Staff for the President

PRIME MINISTER

General Secretariat for the Government

Liaison Service, General Courier Service and Visa Bureau  
National Archives Service  
Keeper of National Palaces for the Prime Minister

Secretariat of State for Youth and Sports

Directorate for Youth  
Directorate for Physical Education and Sports  
Service for General Administration  
Attached Service --  
National Center for Physical Education and Sports  
(C.N.E.P.S.)

Délegation Générale for Scientific and Technical Research

Directorate for Scientific and Technical Research  
Centers and Stations for Research (other than those  
attached to the University)

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Délégation Générale for Promotion Humaine

Directorate for Rural and Urban Animation  
Directorate for Literacy  
Directorate for Middle Level Practical Training  
Service for General Administration

Délégation Générale for Tourism

Bureau for Studies  
Directorate for National Parks  
Administrative and Financial Division  
Division for Plans and Promotion  
Division for Reception

MINISTRY FOR THE ARMED FORCES

Army General Staff  
Directorate for Employment and Operations  
Directorate for Military Personnel and Mobilization  
Directorate for Gendarmerie and Military Justice  
Directorate for Administration, Equipment and Logistics

MINISTRY OF FOREIGN AFFAIRS

Directorate for External Relations  
Directorate for Administration and Financial Affairs and  
Chancelleries  
Directorate for Documentation and Archives  
Translation and Conference Service  
Bureau of Protocol  
Bureau of Codes  
Legal Bureau  
Inspection for Diplomatic Mail

MINISTRY OF JUSTICE

Directorate for Civil Affairs and the Seal  
Directorate for Criminal Affairs and Pardons  
Directorate for Judicial Services  
Directorate for Education

MINISTRY OF INTERIOR

Directorate for General and Territorial Administration  
Directorate for Guardianship of Local Collectives  
Directorate for Civil Defense

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Directorate for National Security  
Directorate for Administration of Prisons  
Service for General Administration and Equipment  
Telecommunication Service

Attached Authorities

Regional Governors

MINISTRY OF FINANCE AND ECONOMIC AFFAIRS

Directorate General for Finance

Directorate for the Budget  
Directorate for the dette viagere  
Directorate for Investments  
Directorate for Military Pay  
Service for Housing  
Service for Materiel

Directorate General for the Treasury

Directorate for Currency and Credit  
Directorate for Public Accounting  
General Treasury  
Judicial Agency for the State

General Directorate for Taxes and Property

Directorate for Taxes  
Directorate for Property  
Survey Service  
Attached Services

General Directorate for Economic Affairs --

Directorate for Internal Commerce and Prices  
Directorate for External Commerce  
Directorate for Economic Control

Directorate for Customs  
Directorate for Statistics  
Directorate for General Administration  
Directorate for Computerization of Information

**MINISTRY OF NATIONAL EDUCATION**

Directorate for Research and Planning  
Directorate for Pre-School Education  
Directorate for Primary Education  
Directorate for General Secondary Education  
Directorate for Technical and Professional Secondary  
Education  
Directorate for General Administration  
Service for Scholarships  
General Secretariat for the National Commission for UNESCO

**MINISTRY OF RURAL DEVELOPMENT AND HYDRAULICS**

Directorate for Agricultural Services --

National Committee for FAO

Directorate for Programs, Follow-up and Control  
Directorate for Studies, Methods and Planning  
Directorate for Plant Protection  
General Directorate for Rural Hydraulics and Equipment  
Directorate for Urban and Rural Hydraulics  
Directorate for Studies and Programming  
Directorate for Rural Equipment  
Directorate for Crops and Animal Husbandry  
Directorate for Oceanography and Maritime Fisheries  
Directorate for Waters and Forests  
Services for General Administration

Attached Service --

Executive Secretariat for Activities of the  
Centers for Rural Extension

**MINISTRY OF HIGHER EDUCATION**

Directorate for Higher Education  
Scholarship Service  
Service for General Administration

Attached Services --

National School of Administration (ENA)  
Center for Administrative Training  
National School of Applied Economics

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National School for Rural Cadres  
National School for Public Works  
National Center for Training  
National School for Assistants and Educators in  
Social Science  
Saint-Louis Research and Documentation Center  
Training Center in Public Works  
Training Center in the English Language

MINISTRY OF INDUSTRIAL DEVELOPMENT AND ENVIRONMENT

Directorate for Industry  
Directorate for Energy  
Directorate for Mines and Geology  
Bureau for Coordination and Environment

Attached Service --

National Printing

MINISTRY OF PLANNING AND COOPERATION

Directorate for Planning  
Directorate for Funding the Plan  
Directorate for Land Development  
Directorate for Cooperation  
Directorate for Studies  
Service for General Administration

MINISTRY OF PUBLIC WORKS, URBAN DEVELOPMENT AND TRANSPORT

Directorate for Public Works  
Directorate for Urban Development and Housing  
Directorate for Transportation  
Service for Transport Administration  
Geographical Service  
Service for Parks and Gardens  
General Administrative Service

MINISTRY OF CULTURE

Directorate for Arts and Letters  
Directorate for Historical and Ethnographical Heritage  
Bureau for Films  
Bureau for Guardianship  
General Administrative Service

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Attached Services --

National Institute for the Arts  
Museum  
Cultural Archives Service

MINISTRY OF INFORMATION AND TELECOMMUNICATIONS

Directorate of Information  
General Administrative Service

MINISTRY OF PUBLIC HEALTH AND SOCIAL AFFAIRS

Directorate for Public Health  
Directorate for Social Affairs  
Central Service for Pharmacy  
General Administrative Service

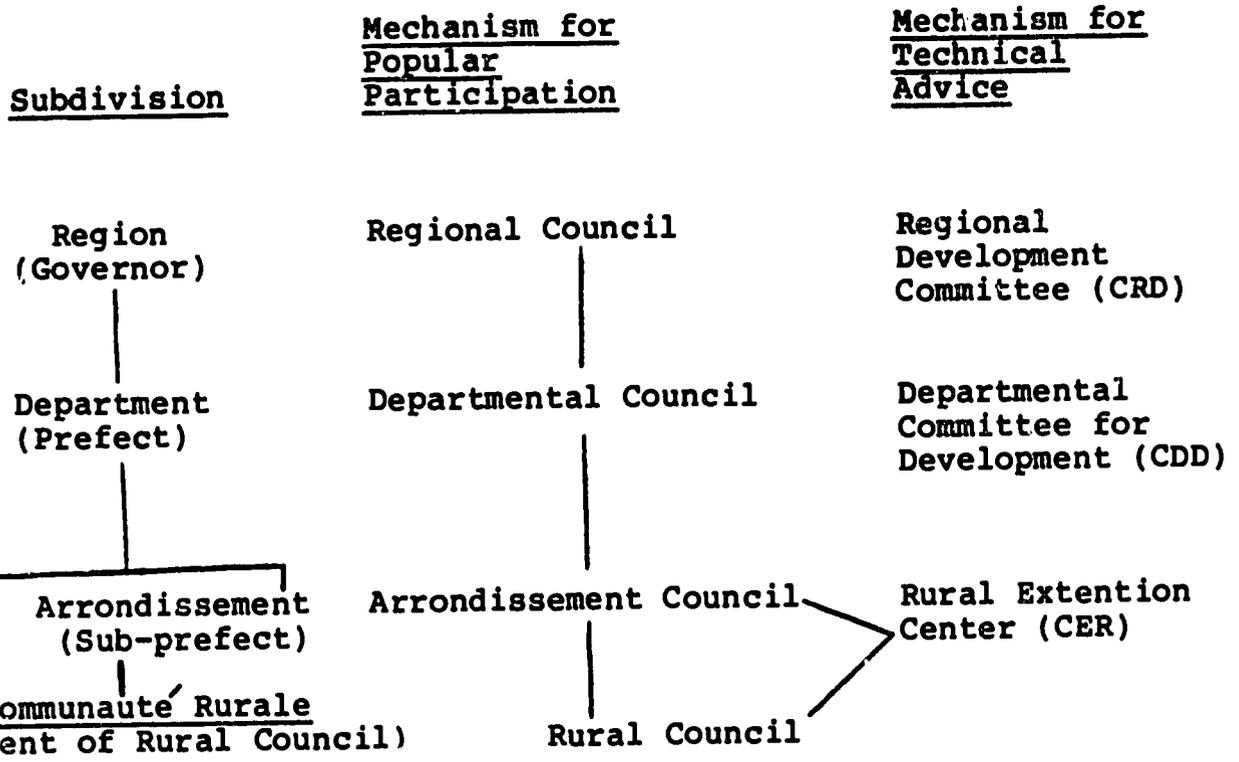
MINISTRY OF CIVIL SERVICE, WORK AND EMPLOYMENT

Directorate for the Civil Service  
Directorate for Work, Employment and Social Security  
Bureau for General Administration

(Decree No. 74-197, 16 February, 1974, J. O. 23 February 1974,  
p. 272, as modified by Decree No. 74-317, 8 April 1974, J. O.  
27 April 1974, p. 619)

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TERRITORIAL ADMINISTRATION



THE GAMBIA

Central Government.

The Gambia, established as a Republic in 1970, promulgated a Constitution which provides for a popularly elected President, a Legislature and a Judiciary. The country has no army and depends upon a police force for its internal security.<sup>1/</sup>

The Government Departments of The Gambia are organized as follows:

Office of the President

Office of the Minister of State  
Auditor General's Department  
Cabinet Office  
Establishment Office  
Judicial Department  
Legislature  
Police and Fire Services  
Public Service Commission

Office of the Vice President

National Museum  
Printing Department  
Public Records Office  
Wild Life Conservation Department

Ministry of Agriculture and National Resources

Agriculture Department  
Animal Health and Production Department  
Co-operative Department  
Fisheries Department  
Forestry Department  
Hydrometeorological Department

Ministry of Labor, Health and Social Welfare

Labor Department  
Medical and Health Department  
Prisons Department  
Social Welfare Department

Ministry of External Affairs

Ministry of Finance and Trade

Accountant General's Department

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Customs Department  
Income Tax Department  
Price Control Unit

Attorney General's Chambers  
Office of Director of Public Prosecutions  
Office of Registrar General  
Office of the Curator of Intestate Estates

Ministry of Works and Communications  
Civil Aviation Department  
Department of Posts  
Department of Telecommunications  
Public Works Department

Ministry of Education, Youth, Sports and Culture  
Education Department  
Youth and Sports Department

Ministry of Information and Tourism  
Department of Information and Broadcasting  
Tourism

Ministry of Economic Planning and Industrial Development  
Economic Planning Division  
Industrial Development Division  
Central Statistics Office  
Community Development

Ministry for Local Government and Lands  
Administration, Provincial  
Building Inspectorate  
Electoral Office  
Lands Office  
Physical Planning Office  
Surveys Department 2/

### Territorial Administration.

The Gambia is divided for administrative purposes into the capital Banjul, and five Divisions each under a Commissioner appointed through the Minister of Local Government.

### Civil Service.

Formerly under British rule, The Gambia has inherited the British civil service system. The Public Service Commission in

the President's Office which includes a chairman and two to four officers appointed by the President, has the responsibility for appointment, promotion and discipline with respect to persons in the Public Service. It may delegate any of its powers with the consent of the President. An Establishment Secretary, appointed by the President after consultation with the Public Service Commission handles staff and establishment matters concerning the Public Service.<sup>3/</sup>

FOOTNOTES

- 1/ Department of State, Background Notes.
- 2/ The Gambia Gazette, No. 47, Vol. 95, 5 October, 1978, p. 163.
- 3/ Constitution of The Gambia, Chapter IX.

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UPPER VOLTA

Central Government.

The Government of Upper Volta is in theory a Republic. The Constitution, however, was suspended in 1974 and the President controls the transitional Government with the assistance of a Council of Ministers. The Government includes the following ministerial posts:

Premier  
Interior and Security  
Justice  
Foreign Affairs  
National Defense and Veterans  
Finance  
Planning and Cooperation  
Rural Development  
Commerce, Industrial Development and Mines  
Public Works, Transportation and Urban Affairs  
National Education and Scientific Research  
Public Health  
Civil Service and Labor  
Information  
Post and Telecommunications  
Youth and Sports  
Environment and Tourism  
Social Affairs and the Status of Women  
Minister Delegate for the Premier in Charge of Relations with Parliament 1/

An outline of the organization within each of the Ministerial Departments, based upon the latest available information, will be found in Annex A.

Additional details on the organization of specific Departments demonstrate the large number of middle and high level positions which need to be filled. There are seven offices including the special Cabinet directly under the Presidency. Among these, the General Secretariat alone has five Services. (Council

of Ministers Meetings, Studies, Liaison between Ministries, the Journal Officiel and Administration and Finance).<sup>2/</sup>

The Premier's Office has six separate offices, in addition to a Cabinet, a General Secretariat and responsibility for the National School of Administration.<sup>3/</sup>

The Department for Interior and Security includes a Cabinet, three General Directorates, an Inspector General's Office and the Garde Républicaine, each of which has a number of directorates, bureaux and services. (See Annex B)

The Department for Planning and Cooperation, in addition to a Cabinet, has two General Directorates and two Directorates, each subdivided into several offices. (See Annex C)

The Department for National Education and Culture has a Cabinet, a General Secretariat, three General Directorates, three Directorates, the Institute for National Education and two consultative organs. Each of these has a number of offices. (See Annex D)

The Department for Civil Service and Labor has a Cabinet, a General Secretariat and four General Directorates, each with separate offices. It also has responsibility for the National Offices for Increasing Employment and for the Social Security Fund, each of which has several Directorates. (See Annex E)

Administrative reform matters fall within the purview of the General Directorate of Organization and Methods (D.G.O.M.) in the Premier's Office. The D.G.O.M. is concerned with problems related to organization, administration and administrative

reform with respect to all Government Services, organizations and collectivités, as well as public and para-public companies. It is headed by a Director General who is a conseiller technique principal in the Civil Service. The D.G.O.M. is organized as follows:

Secretariat and Bureau for Internal Administration  
Service for Organization of Central Administration  
Service for Organization of Regional and Local  
Administration  
Service for Organization of Public Companies  
Service for Studies  
Service for Training, Information and Documentation

Service for Design and Reproduction  
Ministerial Bureaus for Organization and Methods  
Departmental Bureaus for Organization and Methods 4/

#### Territorial Administration.

Upper Volta, is divided into ten Departments. It is further divided into Sub-prefectures, Arrondissements and Communes or Villages.<sup>5/</sup>

The Department is both an administrative division and a collectivité publique décentralisée with a legal personality and financial autonomy. Theoretically, it is administered by a Prefect who belongs either to the Corps of Administrateurs civils or Attachés administratifs in the Civil Service or to the armed services, and is named by decree in the Council of Ministers on recommendation of the Minister of Interior and Security. The same law provides, however, in a special section that until the enactment of a new law, the Departments shall be administered by military officers named by decree in the Council of Ministers upon recommendation of the Supreme Council of the Armed Forces.

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The Prefect as the representative of the Government in his Department, sees that the laws, regulations and governmental decisions are carried out. He also represents each Ministry.

The Prefect has powers and responsibilities which fall into four categories: political, administrative, socio-economic and regulatory. As its chief representative, he carries out the Government's directives. He keeps the Government informed concerning developments in his Department. He encourages and coordinates activities of the Departmental Services. He exercises guardianship and administrative control over the Sub-prefectures, Arrondissements, and Communes as well as the public organizations within his Department. He is responsible within his Department, for economic and social development, and implementation of the National Plan for Development and he presides over the Directing Council of the Organisme Regional de Développement (O.R.D.).<sup>6/</sup>

Sub-prefectures, replacing the former cercles, are headed by Sub-prefects who belong to the Corps of Attachés administratifs or Secrétaires administratifs, or to the armed services. Sub-prefects are named by decree in the Council of Ministers on recommendation of the Minister of Interior and Security.

Former Subdivisions as well as Postes Administratifs have been redefined as Arrondissements. These are administered by fonctionnaires belonging to the Corps of Secrétaires administratifs or the Corps of Adjoints administratifs or to the armed services. The Chef d'Arrondissement, named by decree in the Council of Ministers on recommendation of the Minister of In-

terior and Security, is under the authority of the Sub-prefect above him. Villages may be organized where there are at least 100 inhabitants situated more than five kilometers from any other grouping. They are administered by a Village Chief whose selection and powers are established through decree of the Council of Ministers.

Although there is provision in the same law for elected councils at the various territorial levels, it is also provided as an exceptional measure that elected organs in the Departments, Sub-prefectures and Arrondissements are to be replaced by special delegations whose membership is determined by decree of the Council of Ministers.

The General Directorate for the Interior, within the Ministry of Interior and Security, is responsible for administering the territorial subdivisions of the country.

#### Civil Service.

Responsibility for the day to day operation of the Civil Service rests with the General Directorate for Civil Service in the Ministry for Civil Service and Labor. The head of that office is a Director General named by decree in the Council of Ministers on recommendation of the Minister of Civil Service and Labor. He supervises two Directorates, each under a Director also appointed through decree in the Council of Ministers upon recommendation of the Minister for Civil Service and Labor. The Directorate for Personnel is charged with carrying out the

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provisions of the General Statute and the special statutes regulating the various corps of the Civil Service. It is also responsible for seeing that the rulings of each Administrative Service conform with basic regulations. The Directorate for Studies, Disputes and Documentation, jointly with the Directorate of Personnel undertakes all studies on statutes of regulations concerning civilian personnel, determines the general rules concerning recruitment and careers of civil servants, and sees that rules and regulations related to the General Statute for the Civil Service are properly applied.<sup>7/</sup>

The General Statute for Civil Service, enacted in 1959, provides that citizens of Upper Volta, in good standing and health, between 18 and 30 years of age who have fulfilled their military service requirements, are eligible to apply.<sup>8/</sup> Civil servants are classified in one of four categories, according to their educational qualifications, as follows:

- A Higher education diploma
- B Baccalauréat or the equivalent
- C Diploma for completion of first cycle of secondary education (CE or BEPC)
- D Certificate for completion of primary school (CEPE)

Educational requirements for applicants to the technical corps are set forth in special statutes.<sup>9/</sup>

Each corps has an initial grade of four echelons, an intermediate grade of three echelons, a terminal grade of three echelons and a classe exceptionnel of one echelon. Advancement takes

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place by echelons every two years and by grade depending upon merit and order of placement on a Table of Advancement. There is a Commission for Advancement and a Disciplinary Council for each corps.<sup>10/</sup> A cadre, of which there are one or more in each Ministerial Department, may include several corps.

A Consultative Committee for the Civil Service, established in 1959 with a membership of twelve, includes the head of the Civil Service and three Directors or chefs de service from the central administration. The Committee makes recommendations to the President of the Council of Ministers on questions of a general character pertaining to the Civil Service.<sup>11/</sup>

In March 1977, Upper Volta established a Reform Commission to study and revise the General Statute for Civil Service. The law provides that the Commission shall continue to function until it has completed its mission.<sup>12/</sup> A plethora of special statutes, enacted since 1959, set forth details concerning particular cadres, new corps within cadres and general regulations for civil service personnel. However, there does not seem to be a basic decree which lists the cadres and corps which have been established. Available statutes shed little light on specific educational requirements for Civil Service positions and classification systems vary from corps to corps. Presumably the Reform Commission is reviewing these problems and will provide recommendations for a basic law which will eliminate the confusion presented by the existing legislation on the Civil Service in Upper Volta.

FOOTNOTES

1/ Decree 78-256, PRES, 16 July, 1978, J.O., 20 July, 1978, p. 550.

2/ Decree No. 78-372, PRES, 21 September, 1978, J.O., 28 September, 1978, p. 694.

3/ Decree No. 78-375 PRES, PM, 25 September, 1978, J.O., 28 September, 1978 p. 697.

4/ Decree No. 78-375 PRES, PM, 21 September, 1978, J.O., 28 September, 1978, p. 697.

5/ Ordinance No. 74-40, PRES.IS.DI., 7 June, 1974, J.O., 20 June, 1974, p. 415; Ordinance No. 74-45 PRES.IS.DI., 2 July, 1974, J.O., 11 July, 1974, p. 475.

6/ Decree No. 74-210 PRES.IS.DI., 2 July, 1974, J.O., 11 July, 1974, p. 479.

7/ Decree No. 78-357 PRES.PM.FPT., 15 September, 1978, J.O., 21 September, 1978, p. 688.

8/ Law No. 22-59 AL, 20 October, 1959, J.O., 30 November, 1959, p. 1.

9/ Order No. 199 PRES.AL., 19 November, 1959, J.O., 30 November, 1959, p. 7.

10/ Decree No. 201, FP, 19 November, 1959, J.O., 30 November, 1959, p. 21.

11/ Decree No. 200 FP, 10 November, 1959, J.O., 30 November, 1959, p. 20.

12/ Decree No. 77-83 PRES.FPT, 6 March, 1977, J.O., 17 March, 1977, p. 244.

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ORGANIZATION OF THE MINISTERIAL DEPARTMENTS

President of the Republic,  
President of the Council of Ministers  
Cabinet  
General Secretariat for the Government and the Council  
of Ministers  
General Secretariat for the President of Republic  
Directorate for the Press and Public Relations  
La Grande Chancellerie des Ordres Nationaux  
Directorate for Protocol (shared with Foreign Affairs)  
Directorate for National Archives Center

Premier  
Cabinet  
General Secretariat for Prime Minister  
General Secretariat for State Disputes  
Inspector General for Administrative Affairs  
General Directorate for Organization and Methods  
Government Delegation at Bobo-Dioulasso  
Attached Organization:  
National School of Administration (E.N.A.)

Interior and Security  
Cabinet  
General Directorate for the Interior  
Inspector General for the Police Services  
General Directorate for the Sûreté Nationale  
La Garde Republicaine  
General Directorate for Protection of Civilians

Justice  
Cabinet  
Inspector General for Administration of the Judiciary  
General Directorate for Judicial Services  
Directorate for Civilian and Penal Affairs, Keeper of  
the Seal  
Directorate for Justice Personnel  
Directorate for Legislation and Documentation

Foreign Affairs  
Cabinet  
General Secretariat for Foreign Affairs  
Directorate for Political Affairs  
Directorate for African Affairs  
Directorate for Protocol (shared with Office of the  
Presidency  
Directorate for Administrative and Consular Affairs  
Directorate for Juridical Affairs and Disputes

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**National Defense and Veterans**

Cabinet

Inspector General for the Army

General Staff for the Armed Forces

Office for Veterans

**Finance**

Cabinet

Inspector General for Finance

Directorate for Financial Control

Directorate for the Budget

Directorate for the Treasury and Public Accounts

Directorate for Disputes and Payments

Directorate for Customs

Directorate for Imports, and Registry

Directorate for Land Inheritance (Patrimoine foncier)

Attached Organizations:

National Printing Office

National Lottery

CENATRIN

Fonds National de Viabilité

Caisse national de Dépôts et des Investissements

B.I.V.

B.I.C.I.A.-H.V.

B.C.E.A.O.

SOPROGIM

DIMA-HV

SONAR

SOVOG

**Planning and Cooperation**

Cabinet

General Directorate for Planning

General Directorate for the National Institute of  
Statistics and Demography

Directorate for Studies and Projects

Directorate for Technical and Financial Cooperation

Attached Organizations:

National Development Bank (B.N.D.)

L'Autorité de Liptako-Gourma

L'Autorité de l'Aménagement des Vallées  
des Volta (A.V.V.)

**Rural Development**

Cabinet

Directorate for Agricultural Services

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Directorate for Cattle Raising Services  
 Directorate for the Services for Training Jeunes  
Agriculteurs  
 Directorate for Hydraulics and Rural Equipment (H.E.R.)  
 Attached Organizations:  
     Schools and Colleges for Agricultural, Veterinary  
     and Forestry Training  
     Regional Development Organizations (O.R.D.)  
     Centre Avicole de Haute-Volta  
     Tannery Centre  
     Société Voltaïque des Cuires et Peaux  
     UVOCAM  
     ONERA  
     School for High-Level Engineers and Technicians  
     for Rural Equipment (E.I.T.S.E.R.)  
     FONASEN  
     CILSS  
     National Office for Dams and Irrigation (O.N.E.B.)  
     National Office for Waters (O.N.E.)  
     Rural Development Fund (F.D.R.)  
     National Cereals Office (OFNACER)  
     Cattle Raising Project for Ouest-Volta  
     Organizations for Applied Research  
     National Office for Development of Animal Resources

Commerce, Industrial Development and Mines  
 Cabinet  
 Inspector General for Pricing and Economic Affairs  
 General Directorate for Commerce and Pricing  
 Directorate for Industrial Development and Handicraft  
 Attached Organizations:  
     Office for the Promotion of Voltaic Businesses  
     SOVOLCOM  
     Chamber of Commerce  
     Caisse nationale de Stabilisation des Prix des  
     Produits  
     National Office for Foreign Commerce (O.N.A.C.)  
     Conseil voltaïque de Chargeurs  
     Caisse générale des Péréquation des Produits de  
     grande Consommation  
     Upper Volta Bureau for Geology and Mines

Public Works, Transportation and Urban Affairs  
 Cabinet  
 Directorate for Administrative and Financial Services  
 Inspection for Departmental Services

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Directorate for Public Works  
Directorate for Transportation  
Directorate for Urban Affairs, Architecture and Habitat  
Directorate for Meteorology  
Directorate for Services for Maintenance of Administration Buildings

Attached Organizations:

ASECNA representative in Upper Volta  
R.A.N. representative in Upper Volta  
National Laboratory for Building and Public Works (L.N.B.T.P.)  
Société nationale AIR VOLTA  
Société voltaïque d'Electricité (VOLTELEC)  
Geographic Institute of Upper Volta  
General Office for Tambao Project  
Regional Office for Télédetection de Ouagadougou (S.V.T.R.)  
La Société Voltaïque de Transports Routiers

National Education and Culture

Cabinet  
General Secretariat  
General Directorate for Elementary Education and Literacy  
General Directorate for Secondary Education and Professional Training  
General Directorate for Culture  
Consultative Organs:  
Superior Council for National Education  
National Council for UNESCO

Higher Education and Scientific Research

Cabinet  
General Directorate for Higher Education  
General Directorate for Scientific and Technological Research

Attached Organizations:

CAMES  
National Council for Higher Education and Scientific Research  
C.V.R.S.  
National Laboratory for Natural History  
National Committee for Voltaic Languages  
Institute for Agronomic, Veterinary and Forestry Research (IRAT, IRHO, IRCT)  
National Office for Research in Natural Substances

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**Public Health**

Cabinet

General Directorate for Public Health

Directorate for Public Health

Directorate for Pharmaceutical Services

Directorate for Professional Training and Scholarships

Attached Organizations:

Project ONCHO

National Pharmacy

OCCGE

**Civil Service and Labor**

Cabinet

General Secretariat

General Directorate for Civil Service

General Directorate for Labor and Social Regulation

Attached Organizations:

General Directorate for the National Office of  
Employment

General Directorate for the National Fund for  
Social Security

**Information**

Cabinet

General Directorate for Information

Directorate for Radiodiffusion Télévision Voltaïque

Directorate for Information Service

Directorate for Centre Cinématographique

Directorate for Technical and Study Services

Directorate for the Professional Training Center

Attached Organizations:

Agence de Presse Voltaïque

SONAVOCI

Festival Panafricain du Cinema

de Ouagadougou

Regional Center for Training Specialists in  
Rural Radio

**Post and Télécommunications**

Cabinet

General Directorate for the Post and Télécommunications  
Office

General Directorate for the Caisse Nationale d'Epargne

Directorate for the Post and Télécommunications School

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Youth and Sports

Cabinet

Directorate for Youth, Physical Education and Sports

Service for Organization and Animation of Youth

Service for Education, Training and Popular Mobilization

Directorate for Young Pioneers in Development

Directorate for Equipment

National Institute for Youth, Physical Education and Sports

Environment and Tourism

Cabinet

Directorate for Environment and Conservation

Directorate for Forestry Management and Reforestration

Directorate for National Parks, Animal Reserves and Hunting

Directorate for Tourism and Hotels

Directorate for Fishing and Fisheries

Attached Organizations:

Hôtel Indépendance

National Office for Tourism

Campement Hôtel d'Arly

Technical Center for Tropical Forests

Social Affairs and the Status of Women

Cabinet

Directorate for Social Affairs

Directorate for the Status of Women

Directorate for Administrative and Financial Affairs

Attached Organizations:

Center for Training Women and Artisans

Project on Equal Access of Women and Young Girls to Education

School for Social Aides and Group Educators

Relations with Parliament

Cabinet

Directorate for Relations with Parliament

Directorate for Coordinating Studies and Legislation

(Decree No. 78-262 PRES., 27 July, 1978, J.O., 3 August, 1978, p. 585, as modified)

DEPARTMENT FOR INTERIOR AND SECURITY

Cabinet  
Secrétariat  
Bureau of the Technical Councillor  
Accounts  
Bureau for Weapons  
Bureau for Studies  
Bureau of the Delegate for Financial Control

General Directorate for the Interior  
    Directorate for Administration  
        Personnel Service  
        Service for comptabilité du matériel  
        Service for General Administration  
        Service for Territorial Administration  
    Directorate for Political Affairs  
    Directorate for collectivités publiques (Departments  
        and Communes)  
Inspector General for Police Services (three offices)  
General Directorate for the Sûreté Nationale (four offices)  
Garde Républicaine (three offices)  
General Directorate for Protection of Civilians  
    Directorate for Operational Services  
    Directorate for General Administration and Prevention  
    External Services

(Decree No. 78-462 PRES.IS.CAB., 4 October, 1978, J.O., 12  
October, 1978, p. 734)

DEPARTMENT FOR PLANNING AND COOPERATION

Cabinet

Administrative and Financial Service  
Cabinet Council (Technical experts)  
Press Service

General Directorate for Planning

At the Central Level --

Service for Administration and Accounts  
Directorate for Programs and Development  
Directorate for Financial Aspects of Plan  
Directorate for Land Management  
Bureau for Documentation

At the Regional Level --

Departmental Service for Planning

General Directorate for the National Institute of Statistics  
and Demography

General Directorate for the National Plan

Directorate des Comptes Economiques et de la Conjoncture  
Directorate for Demographic Research  
Directorate for Studies and Statistical Investigations  
Administrative Service

Services for Statistics and Demography in Departmental  
Planning

Directorate for Studies and Projects

Department for Rural Development  
Department for Infrastructure  
Department for Industry and the Modern Sector  
Department for Social Projects

Directorate for Technical and Financial Cooperation

Division of Financial Resources

Section for Mobilization for National Resources  
Section for Bilateral Relations  
Section for Relations with International Banking  
Institutions

Division for Human Resources

Section for Technical Assistance  
Section for Training and Scholarships

(Decree No. 78-356, PRES.PLC, 15 September, 1978, J.O., 21 Sep-  
tember, 1978, p. 684)

DEPARTMENT FOR NATIONAL EDUCATION AND CULTURE

Cabinet

General Secretariat

Institute for National Education

Department of Studies and Elaboration of Programs

Department of Training and Retraining

Department for Developing Teaching Methods

Directorate for Scholarships and Internships

Directorate for Examinations

Directorate for Educational Planning

Division for Education and Training Statistics

Division for Cost and Economics of Education

Division for carte scolaire

Division for Study and Evaluation of Projects

General Directorate for Primary Education and Literacy

Directorate for Primary Education

Directorate for Functional Literacy

Departmental Directorates for Primary Education

General Directorate for Secondary Education and Professional Training

Directorate for General Secondary Education

Directorate for Technical and Professional Education

Departmental Directorates for Secondary Education

General Directorate for Culture

Directorate for Museums Sites and Monuments

Directorate for Arts, Letters and Public Libraries

Consultative Organs:

Superior Council for National Education

National Commission for UNESCO

(Decree No. 78-358 PRES.ENC, 15 September, 1978, J.O., 21 September, 1978, p. 686)

DEPARTMENT FOR CIVIL SERVICE AND LABOR

Cabinet  
General Secretariat  
General Directorate for the Civil Service  
    Directorate for Personnel  
    Directorate for Studies, Disputes and Documentation  
General Directorate for Labor and Social Legislation  
    Central Departmental Directorate for Labor and  
    Social Legislation  
    Departmental Directorate at Bobo-Dioulasso for Labor  
    and Social Legislation in Hauts-Bassins  
    Departmental Directorate at Koudougou for Labor and  
    Social Legislation in Centre-Ouest  
General Directorate for the National Office for Promoting  
Employment (Attached Organization)  
    Directorate for Studies  
    Directorate for Employment and Migration  
    Directorate for Programs and Studies related to  
    Handicraft  
    Directorate for Promoting Employment and Professional  
    Training for Adults  
    National Center for the Improvement of Rural Artisans  
General Directorate for the National Fund for Social Security  
(Attached Organization)  
    Regional Directorate at Ouagadougou  
    Regional Directorate at Bobo-Dioulasso  
    Directorate for Administration  
    Financial Directorate

(Decree No. 78-357, PRES.PM.FPT, 15 September, 1978, J.O., 21  
September, 1978, p. 688)