EXECUTIVE OFFICE:

The Executive Office for the Organizing Task Force should have one senior manager, the Executive Director, responsible for all arrangements, including accountability for budget. The Executive Director should have the personal assistant(s) necessary to manage and communicate effectively with a large and complex organization.

In order to strengthen the horizontal management capabilities of the Executive Office, particularly in the planning area and in programme management, it is recommended that a senior manager position for Plans and Programmes be included within the Executive Office. He/she should not have line responsibilities, but should be someone clearly perceived as being, if not the second-in-command, then at least the equivalent of the line directors.

The Plans and Programmes unit is dealt with in further detail in the chapter on "Developing the Official Programme".

In addition, the Executive Office should also include a Public Affairs and Media Relations unit responsible for directing and overseeing the development and delivery of a coordinated communications plan and information package. Three other individuals should be recruited:

    i.   a Media Spokesperson, to oversee and advise upon media relations and deal directly with the media. (This might be covered off by the head of the unit, or by the public relations manager depending on skill and knowledge of the local media.)

    ii.   a senior editor to handle writing assignments, to manage the publications unit and to ensure that "content" and "look" conform to the communications plan, and

    iii.   a public relations manager, to develop and oversee the communications plan, which includes putting together a visual package (logo, folders, letter head, posters, etc.).

This function is further discussed in the chapter on "Public Affairs and Media Relations".

THE DIRECTORS:

Reporting to the Executive Director are the line Directors, each responsible for a different division of the organization, and whose responsiblities include accountability for