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United Nations Development Programme

GENDER EQUALITY AND WOMEN'S EMPOWERMENT IN PUBLIC ADMINISTRATION

MALI CASE STUDY





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KEY FACTS

KEY FACTS

HUMAN DEVELOPMENT INDEX RANKING	175 out of 187 countries in 2011. ¹
GENDER INEQUALITY INDEX	143 out of 146 countries in 2011. ²
TRANSPARENCY INTERNATIONAL RANKING	118 out of 183 countries in 2011. ³
% OF MEN AND WOMEN IN CENTRAL GOVERNMENT	72% men (38,892); 28% women (15,103). ⁴ In leadership positions: 85% men (11,696); 15% women (2,058).
% OF MEN AND WOMEN IN SUBNATIONAL GOVERNMENT	72% men (1,733); 28% women (683). ⁵
AFFIRMATIVE ACTION	No affirmative action for women's representation in the public administration.

1 Human Development Report (2011), UNDP. http://hdr.undp.org/en/media/HDR_2011_EN_Table1.pdf

2 Human Development Report (2011), UNDP. http://hdr.undp.org/en/media/HDR_2011_EN_Table4.pdf

3 Corruption Perceptions Index (2011), Transparency International. <http://www.transparency.org/cpi2011/results>

4 See Annex 2.

5 See Annex 3.



ACKNOWLEDGEMENTS

UNDP would like to thank all colleagues, key respondents and interviewees, national and international partners, who contributed their knowledge and time towards the realization of this document.

The lead author is Bintou Nimaga. Methodological guidance and substantive and technical inputs were provided by Suki Beavers (UNDP), Patrick Keuleers (UNDP), Noëlla Richard (UNDP) and Soma Chakrabarti Fezzardi (UNDP GEPA Initiative).

Helpful research support and comments were also provided by Sarah Lisenbee and Emily Siu.

Sincere thanks go to colleagues at the UNDP Regional Centre and UNDP Country Office in Mali, in particular Fatoumata Kane, for their invaluable support to this case study, both practical and technical.

We particularly would like to thank Aminata Fabou Traore (Ministry of Women's Affairs), who peer reviewed this report.

This case study was written as part of the first phase of a cross-practice and cross-thematic global UNDP Initiative on Gender Equality in Public Administration (GEPA), launched in 2011, under the leadership of Winnie Byanyima and Geraldine Fraser-Moleketi.



EXECUTIVE SUMMARY

The objective of this case study is to understand the profile of and underlying issues relating to gender equality in public administration, specifically with regards to women's representation as staff and in decision-making positions.

In Mali, there are legal and institutional provisions to promote women's and men's access to career enhancement in public administration. These provisions are reflected in many national and international commitments to promote gender in public employment, as well as in the existence of public trade unions and civil society structures responsible for management and access to the public administration, as well as for mainstreaming the gender dimension. In addition, gender mainstreaming is a priority in the 3rd Poverty Reduction Strategy Framework (2012-2017 GPRSF), which addresses gender equality in the Malian public administration. Nevertheless, some challenges and weaknesses are evident.

A situational analysis of the public employment sector and gender shows a very low representation of women in the public administration, especially at the higher levels. Indeed, in 2009, female employees in the Public Service accounted for only 25 percent of the total number of civil servants and 17 percent of Public Service employees. As regards the categories, women's representation in the highest category (A) was about 15 percent. Women also had less access to the professional development opportunities that boost career prospects.⁶ There is also a gender imbalance in remuneration: in 2009, men earned CFAF 142,433 (about \$270 USD) and women earned CFAF 124,186 (about \$238 USD).⁷

Furthermore, because of inequalities to the detriment of women and girls in the public service recruitment system, fewer women than men were recruited over the period 2005-2010 – just 30 percent of the total staff over these years were women.

This unequal gender situation is due to a number of constraints and difficulties before and after recruitment into the public administration, including:

- Constraints on girls' education, especially in secondary and higher education, which mean that they have more difficulties than men in passing competitive examinations for the civil service
- Social constraints due to the status of women and girls.

Initiatives to mainstream gender in the public sector include institution-building for the Ministry of Labour, a gender policy for the National Public Service and Personnel Directorate and capacity building for women. However, these initiatives are relatively new and are implemented without coordination or clear objectives. These isolated and sporadic initiatives have insufficient visibility and impact. Furthermore, in special cases – for example, the public service of local authorities, security, etc. – recruitment is based on equal opportunities for men and women, with no other measures to support equality of outcome. This is important, as women have a disadvantaged starting point due to historical inequalities compared to men.

6 See relevant tables in Annex 2.

7 Assessment of Employment: Study on the Structure of Public Service Employment (2009), National Employment Agency of Mali.



The case study recommends strengthening existing initiatives to increase women's access to the public administration and their development within it, as well as longer-term initiatives to give women equal access to education:

- Strengthen activities to help women/girls pass the Public Service competitive examination by expanding capacity building initiatives through a strategy and action plan
- Strengthen childcare facilities in the workplace
- Strengthen the gender policy environment in Mali by supporting the establishment and operationalization of the institutional mechanism of the National Gender Policy of Mali
- Longer-term measures to strengthen girls' access to education to maintain the number and quality of girls in secondary and higher education.



METHODOLOGY

Despite the impressive number of UNDP projects in public administration reform globally and efforts to support gender equality in many of these projects, the issue of women's access to the public administration is still not well understood. The UNDP, through its Democratic Governance Section and in partnership with the gender team, initiated this case study to address this gap. This innovative initiative directly addresses key priorities outlined in UNDP's global Gender Equality Strategy (2008-2011), namely:

- a) the need to ensure women's empowerment and expanded participation in all branches of government, the private sector and the civil society, and especially in decision-making positions
- b) the need for high-quality information, evidence and gender analyses so as to facilitate policy and decision-making including in post-conflict contexts.⁸

In Mali, as in other countries, this initiative is expected to contribute to the well-being of the population, to reduce poverty and to advance the Millennium Development Goals.

The case study was coordinated with the international consultant and Country Office. The methodology of the mission centred on a literature review and interviews with key respondents involved in the public employment and gender sectors. Data was collected from a wide range of actors.

The interviews were based on an interview guide that focused on relevant policy and legislative provisions, approaches used and results obtained in any specific interventions as well as challenges in implementation. The guide and the list of persons interviewed are presented in the Annexes.

Constraints included the unavailability of certain officials and some reluctance in certain cases. These difficulties were compounded by the lack of gender-disaggregated data.

⁸ Empowered and Equal - Gender Equality Strategy (2008-2011), UNDP.



CONTEXT

SOCIO-ECONOMIC AND POLITICAL CONTEXT

With a surface area of 1,204,000 square kilometres, Mali is a developing country that is firmly committed to achieving sustainable and equitable development for its 14.5 million inhabitants, 50.4 percent of whom are women.⁹ The Human Development Index (HDI) from 2005 to 2009 recorded a slight increase.¹⁰ According to the UNDP Human Development Report (2011), Mali ranks 143 out of 146 countries on the Gender Inequality Index.

GENDER EQUALITY CONTEXT

Labour market participation and demographics

According to the Permanent Household Survey (2007), women's labour force participation rate in Mali is relatively high (75.7 percent net for women as against 85.8 percent for men). In addition, seven people out of every 10 in the workforce participate in economic activities in the country; for women, the rate is six out of 10. The survey also shows that 51 percent of jobs are held by women, as against 49 percent for men. However, of these 51 percent, only 3.6 percent earn salaries or wages and the others are self-employed.

While the gender-related poverty rate for households headed by women was 28.1 percent in 2006, it was 25.4 percent in 2010, compared to an average of 43.6 percent for the entire country. The gross primary school enrolment rate increased from 69.6 percent in 2006 to 71.5 percent in 2010 for girls, with an average of 75.4 percent for the whole country. The maternal mortality rate is 460 per 100 000 live births.¹¹

Mali is administratively divided into the capital district and eight regions, which are subdivided into 49 districts and 703 municipalities composed of villages, quarters and fractions. According to the 2009 General Population and Housing Census (RGPHGPHC-2009), the Malian population is composed of 50.4 women and 49.6 percent men. However, the dominance of women varies from one locality to another, as is confirmed in Bamako and the northern regions, where the number of men exceeds that of women.

Life expectancy for women is 67 years as against 64 years for men. According to the Demographic and Health Survey (no.IV), the average age of women at first marriage is 17 years. Widowhood affects many more women (7.2 percent) than men (1 percent). At the last census, women of childbearing age (15-49 years) accounted for 22.6 percent of the total population (RGPHGPHC-2009).

Polygamy is still fairly widespread in the country.

These factors affect women's ability to participate in the labour market including the public administration.

9 General Census of Population and Habitat (2009)/ Recensement Général de la Population et de l'Habitat (2009), GPHC.

10 See <http://hdrstats.undp.org/en/countries/profiles/MLI.html>

11 GPRSF Report (2012-2017).



Gender-related social relations and women's status

In Mali, there are some 10 major ethnic groups: the Bambaras, the Malinkes, the Soninkes, the Fulanis, the Senufos, the Dogons, the Bwas, the Songhois, the Tuaregs, and the Moors. As regards religion, over 90 percent of the population are Muslim; the rest are Christian, animist and adherents of other religions. Ethnicity and religion are social factors that govern gender relations and shape women's status. These factors are considered to be social values and underpin household management, which serves as basis for gender relations. The resulting customary practices build and maintain inequalities and disparities and, to some extent, reinforce domination of men in families.

In these patriarchal social systems, the man embodies authority within the household and his wife is expected to respect and obey him. He makes all major decisions and provides for the family.

Widespread and early marriage are such that, in Mali, one out of every two women gets married before the age of 16.5 years, while half of the men get married at the age of 26.1 years. Reproduction is also intense because the average age of first sexual intercourse across age groups is 15.9 to 16.4 years.

Source: Demographic and Health Survey IV., Government of Mali (2007).

The woman is seen primarily as a mother and wife and is responsible for managing domestic life, including childcare. For a woman to be appreciated, society requires that she should be submissive and obedient, welcoming to strangers, be a good cook, hardworking, discrete and patient.

Social roles are also reinforced by deeply entrenched stereotypes, which perpetuate social relations across generations. This is evident in the reaction of Kadiolo women during a survey conducted by the Sustainable Human Development Oversight (SHDO).

"Here women cannot seek to be advisers to the village chief, and less so, want to be village chief; that would be against our education and culture."¹²

Women are therefore less able to participate in productive employment, as confirmed by HS 2009 data, (see Table 1 below), which shows a disparity between urban men and women in their work schedule. In other words, women spend more time at work and on domestic activities than men.¹³ On the other hand, women are always fewer in number in almost all gainful activities in comparison to men.

In Mali, a working woman's role has a double work burden due to her professional and family roles. Working women are also required to support their husbands, children or other family members, which is not the case for working men. In addition to their profession, they have a social obligation to carry out household activities. However, the government has taken few measures to facilitate women's double roles. Such measures, for example, daycare centres and nursery schools, will ensure the safety of small children and allow mothers to work with peace of mind. This should benefit working women's career enhancement – although it does not address women's double burden compared to men.

¹² Report of Study on Gender Inequalities and Poverty in Mali (March 2011), SHDO/UNICEF.

¹³ Report on Women's Status in Mali (2009), CIDA.



**Table 1: Schedule disparities between working women and men
(in % of a 24-hour day)**

TYPE OF OCCUPATION	URBAN			RURAL		
	W	M	GENDER DISPARITY INDEX	W	M	GENDER DISPARITY INDEX
Work	35.11	31.29	1.12	17.37	26.86	0.65
Market and-non-market economic activity	18.29	29.05	0.63	9.63	25.50	0.38
Domestic activity	16.82	2.24	7.52	7.75	1.35	5.74
Recreational activities	7.34	12.61	0.58	2.18	10.42	0.21
Social activities	7.73	9.03	0.86	2.47	7.81	0.32

Source: Report on Women's Status in Mali, CIDA (2009).

Girls' unequal access to education

The public administration system has minimum entrance requirements and access to education determines the possibility of entering and advancing the public administration.¹⁴ If there is no pool of eligible women in society, then the chances of any improvement in the gender balance in the public administration and at decision-making levels are very slim.

Despite the progress made, there are still gender inequalities in the overall situation of the Malian education system. With a gross primary education enrollment rate of 74.9 percent for girls as against 92.2 percent for boys (CIDA, 2009), girls have less access to formal education.

An MDG Centre study conducted in March 2010 in the Segou Millennium Villages Project area noted prolonged absences of girls in the first cycle of basic education, with a school drop-out rate of 75 percent for girls as against 64 percent for boys.¹⁵ The same study indicated reasons for the prolonged absences, which include labour, domestic and farm work, the refusal of parents to allow children to go to school and, to a lesser extent, the pupils' unwillingness to attend school.

Furthermore, an analysis conducted in the same area found that, in addition to farm work done by girls and boys, girls are increasingly required to help with childcare and house work. In years of poor harvest, girls are also asked to accompany their mothers to work so as to obtain food for the family. Very often, girls contribute to the economic resources of the family and for their wedding needs through seasonal migrations to big cities.

¹⁴ Ordinance No. 77-71 (26 December 1977).

¹⁵ On Problems of Non-Formal Education in Mali and Senegal. A pilot integrated approach promoting girls' education and bridge schools.



In addition, in technical and vocational secondary education, there are few girls in technical disciplines. According to UNICEF, the net enrollment ratio for secondary school from 2007 to 2010 was 37 for males and 23 for females.¹⁶ However, opportunities for technical training are inadequate and unevenly distributed throughout the territory. The main training centres are concentrated in urban areas.

In higher education, girls register mostly for short study programmes and they are reluctant to pursue scientific and longer programmes. Early marriage may also be a factor preventing girls from continuing higher education. Furthermore, according to the Poverty Evaluation Survey for Mali (2001), the standard of living of households also affects children's education. The poorest households enroll half the girls. Indeed, in most cultural contexts, the comparative advantage for the girl is marriage, not education. In addition, given limited resources, many families make choices to the detriment of girls.

A key recommendation would be to encourage girls to remain in school and complete higher education in order to be eligible for and compete successfully in the public service entrance exams; see below for more discussion of this topic.

PUBLIC ADMINISTRATION CONTEXT

Organization

The current government, established in April 2011, is composed of 32 ministries, including three delegate ministries. The list of the ministries is presented in Annex 5. The Ministry of Labour and Public Service (MFPS) is directly responsible for the administrative management of labour within state structures and is a key agency. It includes the National Public Service and Personnel Directorate (NPSPD), the National Public Service Examinations Centre, and Human Resources Departments within individual ministries.

Ordinance No. 09-007/P-RM (4 March 2009) established the NPSPD, which is responsible for developing national policy on the administration and management of government human resources, as well as for ensuring implementation.

In addition, employment and professional training is managed by the Ministry of Employment and Vocational Training. This ministry has specialized services, namely: the National Employment Directorate (NED), the National Vocational Training Directorate (NVTD), the National Employment Agency, and the Youth Employment Promotion Agency (YEPA).

Established in 1977, competitive examination into the public service was introduced in 1983 under implementation of the Structural Adjustment Programmes (SAP).¹⁷ In March 2009, the government set up a National Public Service Examinations Centre, which organizes and manages competitive examinations to fill vacant positions in the public service.¹⁸

16 See: http://www.unicef.org/infobycountry/mali_statistics.html#90

17 Ordinance No. 77-71 (26 December 1997).

18 Ordinance No. 09-008/P-RM (4 March 2009).



The Human Resources Departments (HRD) are central services placed in ministries or a group of ministries to prepare and implement the human resources management and development policy.¹⁹

Finally, the Higher Public Service Council is a central consultation body established by Decree No. 272 PGRM; Article 9 of this decree defines the responsibilities of the Council. It considers 'any matter of general interest to civil servants and the public service of Mali'. Article 10 states that it is 'an advisory body that gives advice and makes recommendations'; it considers, in particular, issues relating to the general rules and regulations governing civil servants and the special rules and regulations, the modification of special rules and regulations, and opinions on decrees to remove senior staff.²⁰

The Council is chaired by the Minister of Public Service (Article 2 of the decree) and is composed of eight members, each of whom is elected for a term of two years; they include the Ministers of Finance, National Education, Justice, and the National Department for Public Administration. The Council holds a plenary session every six months or an extraordinary session when convened.

Staff categories

According to the Permanent Household Survey (2007), the Public Service employed only 1.18 percent of the working population. There are two categories of staff:

- (i) Staff governed by Law No. 02-053/AN-RM of 16 December 2002 on the general rules and regulations governing civil servants
- (ii) Contract employees governed by the Labour Code of the Republic of Mali and Decree No. 00-38/P-RM of 27 January 2000 defining the working conditions of government employees governed by the Labour Code.

Civil servants are recruited through competitive examinations to all categories and occupy permanent administrative jobs, while contract employees are recruited on contract or by decision based on demand. The types of staff are as follows:

- Civil servants are divided into civil servants and trainees
- Contract employees are divided into contract employees recruited on the basis of a decision, fixed-term contract employees, contract employees of diplomatic missions, contract employees with allowances, and contract employees in ministers' offices.

19 Ordinance No. 009 (4 March 2009).

20 Article 'Fonction Publique, un Total de 38 927 Fonctionnaires pour 36 075 en Activité', 01 SEPTEMBER 2010 10:57, <http://www.bamanet.net/index.php/actualite/les-echos/10782-fonction-publiqueun-total-de-38-927-fonctionnaires-pour-36-075-en-activite.html>



WOMEN'S PARTICIPATION IN PUBLIC ADMINISTRATION

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In the Public Service, the staff is mostly comprised of men, despite a slight increase observed in the proportion of women, since 2006:

- 80.6 percent men as against 19.4 percent women in 2006
- 73.5 percent men as against 26.5 percent women in 2007
- 73.3 percent men as against 26.7 percent women in 2008
- 28 percent in 2009.²¹

In other words, women's participation in the public administration as a whole has not yet reached a minimum of 30 percent as recommended by international standards, e.g., CEDAW.

Distribution by age

According to the data in Table 2 below, the highest number of women employed by the public administration is within the 50-54 years age group (or 17.20 percent of women). The same applies to men who are 19.76 percent within the same age group.

Table 2: Breakdown of Public Service staff by age and gender

AGE GROUP	MEN		WOMEN		TOTAL	
	NUMBER	%	NUMBER	%	NUMBER	%
Below 20 years	13	0.03	4	0.03	17	0.03
20 - 24 years	774	1.99	407	2.69	1,181	2.19
25 - 29 years	2,579	6.63	1,642	10.87	4,221	7.82
30 - 34 years	4,643	11.94	2,536	16.79	7,179	13.30
35 - 39 years	5,921	15.22	2,523	16.71	8,444	15.64
40 - 44 years	5,089	13.08	1,799	11.91	6,888	12.76
45 - 49 years	4,604	11.84	1,564	10.36	6,168	11.42
50 - 54 years	7,686	19.76	2,598	17.20	10,284	19.05
55 - 59 years	6,759	17.38	1,916	12.69	8,675	16.07
60 - 64 years	813	2.09	108	0.72	921	1.71

²¹ See tables in Annexes for sources.

WOMEN'S PARTICIPATION IN PUBLIC ADMINISTRATION



AGE GROUP	MEN		WOMEN		TOTAL	
	NUMBER	%	NUMBER	%	NUMBER	%
65 years and above	11	0.03	6	0.04	17	0.03
Total	38,892	100	15,103	100	53,995	100

Source: NPSPD August 2010 (NEA Report 2009).²²

There is a sharp drop in women's participation between 20 and 34 years and from 60 years. This may correspond to childbearing years in the lower age bracket. At the upper age range, the situation is compounded by the fact that, in less than 10 years, about 40 percent of the women will retire. On top of this is the relatively small number of women recruited at entry level, so that there is a strong possibility of a sharp drop in women's participation in the future.

Distribution by contract type

In 2009, as shown in the table below, over 62 percent of the women employed by the public administration were civil servants. However, this number represented only 25 percent of the total number of civil servants and 17 percent of the total Public Service staff. On the other hand, the number of female contract employees was relatively high: 38 percent of the staff are female employees as against 28 percent for men. While the numbers are relatively close in indefinite-term contracts, job insecurity is more significant among the female staff because they represent 26.4 percent of staff employed on the basis of a decision compared to 18 percent for men.

Table 3: Gender breakdown of Public Service by staff contract type

REGIME	MEN		WOMEN		TOTAL	
	NUMBER	%	NUMBER	%	NUMBER	%
Civil Servants	27,885	71.70	9,429	62.43	37,314	69.11
Trainee Civil Servants ²³	842	2.2	341	2.3	1,183	2.2
Absorbed Civil Servants ²⁴	27,043	69.5	9,088	60.2	36,131	66.9
Contract Employees ²⁵	11,007	28.30	5,674	37.57	16,681	30.89

²² Assessment of Employment: Study on the Structure of Public Service Employment (2009), National Employment Agency of Mali.

²³ Those who have not yet completed their one year probation, after which they will become civil servants.

²⁴ Those who have completed their one year probation and are permanent staff.

²⁵ Recruited on the basis of a decision and regulated by the Labour Code rather than the civil service statutes (i.e., the collection of laws and policies that regulate the civil service).



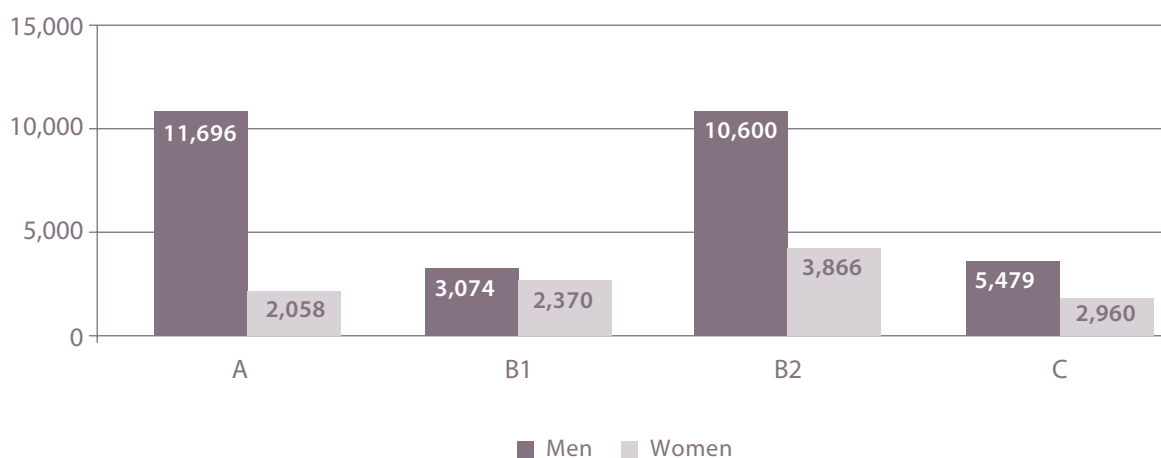
WOMEN'S PARTICIPATION IN PUBLIC ADMINISTRATION

REGIME	MEN		WOMEN		TOTAL	
	NUMBER	%	NUMBER	%	NUMBER	%
Contract Employees recruited on the basis of a decision	7,092	18.2	3,981	26.4	11,073	20.5
Indefinite Term Contract Employees	3,915	10.1	1,693	11.2	5,608	10.4
Total	38,892	100	15,103	100	53,995	100

Source: NPSPD August 2010 (NEA Report 2009).

An analysis of the staff breakdown in 2009/10 (see Annex and Graph below) shows a very low representation of women in high positions in public administration: about 15 percent in Category A of the two contract types. Their number is relatively higher in Categories B and C where they account for more than 40 percent of the staff. This is due to the fact that women enter the job market with lower qualifications, especially as regards higher education.

Graph 1: Staff breakdown in the Public Service by category and gender



Source: MEFP/NEA/EVTOD (2010). Assessment of Employment: Study on the Structure of Jobs in the Public Service – 2009.



Women in the Security Sector²⁶

Although the opening of the security sector to women and girls took place late and haphazardly in some cases, it has broadened the opportunity for their integration into public employment and is an important step towards gender equality in public administration. The Police is the corps in which women are most represented, numbering 617 (11.56 percent). However, they are still very few in decision-making positions, with only 8 percent in the corps of Police Commissioners.

In the army, the integration of women started in 1974 in the military medicine sector. At the Joint Military School, there are 134 male cadets and 19 female cadets. In the Ministry of Internal Security and Civil Protection and in the Ministry of Defense and Ex-Servicemen, there is currently no planning or specific quota for the recruitment of women. Women are recruited on a case-by-case basis during recruitment, at which time the percentage of women to be recruited is determined. Generally, the rate does not exceed 10 percent. The Gendarmerie has only about 100 women, with only two officers. This number is unlikely to grow significantly in the coming years because there are very few female cadets and trainees in training schools. The General Services Inspectorate, which oversees the Police, Gendarmerie and the National Guard, has no women.

It is also important to note that, within these systems, the female staff are considered first in terms of professional security competence (military, police, etc.) before being considered as women. The conditions of recruitment and training for women are the same as those for their male colleagues. The criteria for promotion, training and internship are also the same for men and women. However, insufficient consideration of gender issues is disadvantageous for women, who sometimes have difficulty reconciling their career enhancement with family obligations.

Subnational public administration

From 2006 to 2011, the Local Authorities Public Service recruited 2416 employees, including 683 women (39.41 percent). Although there is no positive strategy under this recruitment system, the access rate for women is relatively higher in comparison to the national level. In general, the highest rate of recruitment of women (55 percent) is in Bamako and the lowest in Kidal (with 18.4 percent). The administrative career (Administrative Officer and Secretary of Administration) is where the number of women is highest, being twice the number of men recruited.

On the other hand, positions such as Finance Inspectors, Accountants and Technicians have a low rate of recruitment of women in comparison to men. The technician positions are almost without women in all regions (see Annex).

Women's representation in elected and appointed decision-making positions

An analysis of the table below shows that women are appointed to high positions of responsibility as managers or executives. Thus, the positions of Secretary-General of Ministries, the Ombudsman of the Republic and the Prime Minister, formerly the preserve of men, are now open to women. In 2011, about 10 women were appointed Directors of Financial Affairs and Equipment in the various Ministries. The current prime minister of Mali is a woman.

²⁶ This paragraph presents data of the study on Gender and Security in Mali conducted in 2010 by DCAF/PSGSPM.



WOMEN'S PARTICIPATION IN PUBLIC ADMINISTRATION

Table 4: Men and women in elected and appointed positions (2009-2010)

POSITIONS OF RESPONSIBILITY	2009			2010		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Minister	23	6	29	23	6	29
Secretary-General	27	2	29	26	3	29
Director of Minister's Office	27	4	31	27	4	31
Ombudsman of the Republic	0	1	1	0	1	1
Members of the Constitutional Court	6	3	9	10	3	13
Member of Parliament	132	15	147	132	15	147
National Councilors (HCLA)	69	6	75	69	6	75
Municipal Councilors	9,847	927	10,774	9,847	927	10,774
HECC Members	56	2	58	56	2	58

Source: Ministry for Advancement of Women, Children and the Family (MAWCF)- (National Centre for Documentation and Information on Women and Children (CIDA) Base Femme et Enfant.

Although there are still challenges, women are present in almost all levels of government. This shows a change in attitude and the social status of women, as well as the political will to promote women's rights in Mali.

Gender equality in the judiciary

It is interesting to compare women's participation in the civil service with that in the judiciary.

Data collected on the human resources of the Ministry of Justice in May 2008 highlighted the under-representation of women in the justice public sector. Indeed, out of 18 judges, only seven were women. The Constitutional Court had nine judges, including three women. Although there had been some in the past, the position of President of the Court or Prosecutor is still dominated by men today. Apart from the Children's Court, there are no women in the courts of first instance and the three appeal courts of the country.



This gradual decline in the representation of women in justice structures is of particular concern in the regions. In 2008, 25 of the 38 magistrates on duty were located within the jurisdiction of Bamako. This situation is due to retirement and low success rate of girls in the competitive examination into the School of Magistracy (Dicko-Zouboye and Sangaré, 2010).

In order to strengthen gender equity in legal and judicial functions, the Gender Advisory Committee of the Ministry of Justice, in partnership with two civil society organizations, namely the Malian lawyers' Association (AML) and the Malian Section of Women in Law and Development in Africa (WILDAF), received financial support from the Support Programme for Implementation of the Ten-Year Justice Programme (SPITYJP) and PRODEJ projects (gender equality projects) to organize courses to upgrade the level of young graduates from law universities.²⁷ Three courses, organized on an annual basis in 2009, 2010 and 2011, trained about 200 young people, including 10 percent boys. The impacts of these initiatives are beginning to be felt because 15 girls who benefited from these support courses passed the competitive examination into Magistracy in 2009 (one girl) and 2010 (14 girls).

This shows that the low access to decision making is also a phenomenon in this public sphere and the approach of supporting girls' improved access to the recruitment stage through capacity building is also an interesting initiative. The idea could be applied to the public administration; as discussed below, women's lack of success at the recruitment stage due to unequal access to education is a key issue.

Since 2008, the Ministry of Justice has a 'gender equality policy' that is monitored by an advisory committee set up to support efforts within the ministry. The concerns of this policy have been fully integrated into National Gender Policy of Mali.

27 PRODEJ was a ten-year justice development programme supported by the government of Canada.



POLICY FRAMEWORK AND IMPLEMENTATION ISSUES

POLICY AND IMPLEMENTATION REVIEW

Mali has a policy and legal framework conducive to the socio-economic development of women, as discussed below.

The parliament is the legislative body of Mali and has a unicameral chamber known as the National Assembly, which has 147 parliamentarians, including 15 women. The Assembly has 11 committees, four of which have direct implications for public administration and gender, namely:

- Finance, Economy and Planning Committee
- Constitutional Laws-Legislation-Justice-Institutions of the Republic Committee
- Territorial Administration and Decentralization Committee
- Labour-Employment-Advancement of Women-Youth and Sports Committee.

These various working committees analyse projects and bills and produce reports that are discussed and adopted in plenary sessions of the National Assembly.

CONSTITUTION

At the legal level, the principle of gender equality is enshrined in the Constitution of Mali, promulgated by Decree No. 092-073P-CTSP (25 February 1992) which states that all Malians are born equal in rights and duties and that any discrimination based on origin, race, ethnicity, religion or political opinion is prohibited.²⁸ In addition, Mali has ratified many international agreements and conventions on human rights in general and on the rights of specific segments of the population, in particular women and children, including ILO Convention No. 100 on Equal Remuneration (29 June 1951) and ILO Convention No. 111 on Discrimination in Employment and Occupation (25 June 1958).

NATIONAL DEVELOPMENT PLANS

The Malian Government, through the Poverty Reduction Strategy Programme (PRSP), has, since 2002, been committed to implementing intense, better organized, and consensual development activities. In Mali, the Growth and Poverty Reduction Strategy Programme (GPRSP) is the reference framework for the government's development policies.

The objective of the GPRSP is to stimulate growth and make it more equitable for the wellbeing of men and women. This document, of which the third phase is being prepared (GPRSP 2012-2017), seeks to meet the major challenges in governance and gender.²⁹

Accordingly, Mali has a National Gender Policy (National Gender Policy of Mali) that was adopted by the government on 24 November 2010 to implement the key gender-related recommendations and guidelines in the GPRSP.³⁰

28 <http://unpan1.un.org/intradoc/groups/public/documents/cafrad/unpan002746.pdf>

29 The first strategy paper (PRSP) covered the 2002-2006 period; the second (GPRSP) covers the 2007-2011 period: <http://www.imf.org/external/pubs/ft/scr/2008/cr08121.pdf>. The third strategy (2012-2017) is being prepared.

30 The preparation of a national framework for fighting against gender inequalities, the restructuring of the institutional framework, a review of policies, gender mainstreaming in all sectors, the development of an information system, and the establishment of a national watchdog for the protection of women and girls' rights.



The Economic, Social and Cultural Council has jurisdiction over all aspects of economic, social and cultural development. It participates in all economic, social and cultural development committees of national interest.

GENDER EQUALITY POLICY AND LEGISLATION

International frameworks

These are the key international frameworks that Mali has signed:

Beijing Platform for Action

This was established in 1995 and has strategic objectives relating to the participation of women in decision making, together with recommended actions to be taken by governments and other actors.³¹

*Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)*³²

Mali ratified this key international convention on the fundamental rights of women and girls on 10 September 1985 and the Optional Protocol on 10 December 1999.

Mali submitted national reports to the CEDAW Committee in 2006, which recommended that the country undertake measures to progressively increase the number of women in decision-making positions and introduce temporary special measures as well as establish concrete goals and timetables. Other recommendations include the establishment of training programmes and awareness-raising campaigns to highlight the importance to society of women's equal participation in leadership positions at all levels of decision making for national development.³³

Regional frameworks

In addition, various regional agreements signed by Mali include the following:

- The African Charter on Human and Peoples' Rights adopted in Nairobi in June 1981, which entered into force in 1985 and was ratified by Mali by Decree No. 290 (29 October 1981)
- The Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women adopted in 2003 by Heads of State of the African Union and ratified by Mali on 16 September 2004 (Maputo Protocol)
- Statutory Declaration of African Heads of State on equality between men and women, made in Addis Ababa during the Conference of Heads of State and Government from 6 to 8 July 2004.

In addition, some subregional arrangements to which Mali has subscribed further strengthen its policy environment and make the application of the human rights of women an obligation for the country. The arrangements include: the Banjul Declaration on the Strategies for Accelerating the Implementation of the Dakar and Beijing Platforms for Action and the African Women's Decade 2010 - 2020 launched in Nairobi, Kenya, in October 2010.

31 See <http://www.un.org/womenwatch/daw/beijing/platform/plat1.htm>

32 <http://www.un.org/womenwatch/daw/cedaw/cedaw.htm>

33 Committee on the Elimination of Discrimination against Women, 34th Session (16 January – 3 February 2006). Excerpted from: Supplement No. 38 (A/61/38): Concluding comments: Mali, combined second, third, fourth and fifth periodic report. http://www.un.org/womenwatch/daw/cedaw/cedaw25years/content/english/CONCLUDING_COMMENTS/Mali/Mali-CO-2-5.pdf



POLICY FRAMEWORK AND IMPLEMENTATION ISSUES

National gender machinery

The Ministry for the Advancement of Women, Children and the Family (MAWCF) was established by Decree No. 97-282/P-RM (16 September 1997). It is responsible for:

- Formulating and implementing measures to ensure the wellbeing of women, children and the family
- Preparing and implementing actions to ensure greater economic, social and cultural integration of women and children by meeting their specific needs
- Promoting the rights of women and children
- Promoting the family.

The MAWCF is the government institutional framework for managing gender issues in Mali. This Ministry has three central departments – the National Women’s Advancement Directorate (NWAD), the National Child and Family Promotion Directorate (NCFPD), and the Department of Financial Affairs and Equipment (DFAE) - supported by the Regional Directorate for Advancement of Women, Children and the Family (RDAWCF) and includes the National Centre for Documentation and Information on Women and Children (CNDIFE) and the “Cité des enfants” (Children’s Centre).

Some projects and programmes are implemented by the MAWCF, namely:

- The Support Programme for Strengthening Gender Equity in Poverty Reduction and Promotion of Good Governance (SPSITYJP)
- The Support Project for Improving Women’s Status and Gender Equity (SPIWSGE)
- The Capacity Building Project for Women’s Organizations and Associations (REMWA).

This institutional framework, established by the government, is reinforced by the presence of a strong female civil society committed to supporting government actions (CMWAN, Réseau Yiriba Suma, CWN-WRPG/WRC, MWA, AWAR, NFRW, ECTC, etc.). The activities of MAWCF are also supported by regional women’s organizations, including the PanAfrican Women’s Organization (PAWO), the Network of African Women Ministers and Parliamentarians - Malian Section (REFAMP-Mali) and the West African Women’s Association (WAWA).

Women of political parties have created a Consultation Framework for the Defense of Women’s Rights and their advancement within political parties. However, the MAWCF has been engaged since 2010 in the implementation of the National Gender Policy of Mali (National Gender Policy of Mali) prepared from 2008 to 2010 and validated by the government on 24 November 2010.

National gender policy and frameworks

The National Gender Policy of Mali was adopted by the Cabinet Meeting of 24 November 2010. Through this policy, the Government of Mali recently adopted a policy and legal orientation tool to facilitate equal access and full exercise of fundamental rights for women and men. For the preparation of National Gender Policy of Mali, financial and technical support was received from the Canadian International Development Agency (CIDA).



The National Gender Policy of Mali strategic framework has defined a vision that endorses democracy, equality and growth. With this approach, the National Gender Policy of Mali intends to address existing inequalities through specific measures and programmes centred on six strategic guidelines, whose implementation will create an enabling socio-political and socio-economic environment for enhancing women's access to public administration. The strategic guidelines are as follows:

1. Consolidation of Malian democracy and the rule of law through equal access and full exercise of fundamental rights for women and men
2. Development of human capital (men and women) that can meet the challenges to the country's socio-economic development, poverty reduction, African integration and globalization
3. Recognition of women's contribution to economic development by integrating them into productive circuits and ensuring equal access to employment opportunities and factors of production
4. Leveraging the potential of women and men in developing the country through their equal participation in decision-making spheres
5. Promotion, sensitization and communication towards embedding egalitarian values and behavior in Malian society and rallying traditional carriers of equality around the demands of modernity and openness to the world
6. Consideration of gender as a guiding principle of good governance in public policies and reforms that bring about change and in the budget, taking into account the context of devolution and decentralization.

Items 3, 4 and 6 are especially relevant to the subject of this case study.

Each strategic guideline is divided into focus areas and objectives against which plans and action programmes will be developed. The implementation of the National Gender Policy of Mali (2011-2021) requires the formulation and implementation of three-year action plans, the first of which covers the 2011-2013 period and focuses on 10 priority sectors in which government commitments are clearly specified. The sectors are justice, education, health, employment and vocational training, rural development, decentralization, state reform, the economy, budget reform and communication.

Strengthening gender in public employment is considered in focus area 3, and the supporting 2011-2013 Action Plan expects outcomes that include measures to correct the under-representation of women in access to employment in public administration as well as the private sector. To achieve this objective, the National Gender Policy of Mali intends to mobilize approximately 20 million CFAF over three years.

Institutional mechanisms that will guide, coordinate and monitor National Gender Policy of Mali are being created, including:

- A Higher Council for the National Gender Policy of Mali, which will be located in the Prime Minister's Office
- Regional Councils for the National Gender Policy of Mali



POLICY FRAMEWORK AND IMPLEMENTATION ISSUES

- A Permanent Secretariat for the National Gender Policy of Mali to be located in MAWCF
- Institutionalization Committees for the National Gender Policy of Mali in 10 targeted sector ministries, including the Ministry of Labour and Public Service.

The Institutionalization Committees are potentially key entry points in terms of the public administration and a recommendation would be to ensure that internal staffing and decision-making structures address gender balance as well as underlying issues – see below.

Gender-sensitive budgeting

The National Gender Policy of Mali foresees planning and budget for gender activities in the 15 priority ministries, including those involved in the management of public employment: the Ministries of Labour and Public Service, Education, Health, State Reform and Justice. This will also potentially help to narrow gender inequalities in access to public administration and career enhancement.

Indeed, gender-sensitive planning and budgeting was specified by Circular Letter No. 02028/MEF-SG (15 June 2010), on the preparation of the 2012 Finance Bill. The Circular recommends that sector ministries thoroughly analyse the National Gender Policy and its action plan and design the most appropriate interventions to reduce inequalities between women and men, girls and boys. To that end, the Medium-Term Expenditure Framework and programme budgets, as well as indicators, point to the key actions needed to reduce disparities and allocate resources.

These provisions could support planning to increase access by women and girls to public administration since the Ministry of Labour is involved in gender-sensitive planning and budgeting – provided the internal staffing and decision-making dimensions are given attention alongside that of gender aspects of public programming.

PUBLIC ADMINISTRATION STATUTES AND POLICY

The general rules and regulations governing civil servants are defined by Ordinance No. 77-71/CMLN.

Recruitment

As briefly discussed above, Law No. 93-59 (8 September 1993) divides civil servants into four categories (A, B2, B1, and C). In Chapter Two of the general rules and regulations governing civil servants, the number of civil servants is limited to a strict minimum, prohibiting recruitments that are not intended to fill vacancies for the permanent positions specified in Article 1 paragraph 1.

Recruitment is by competitive examination, but it is possible to waive the principle of competitive examination if it is determined that the number of candidates is less than the positions in competition. In such cases, recruitment is on the basis of qualifications (Law No. 85-01/AN-RM of 11 February 1985).



Table 5: Gender breakdown of recruitment in the public administration (2005-2010)

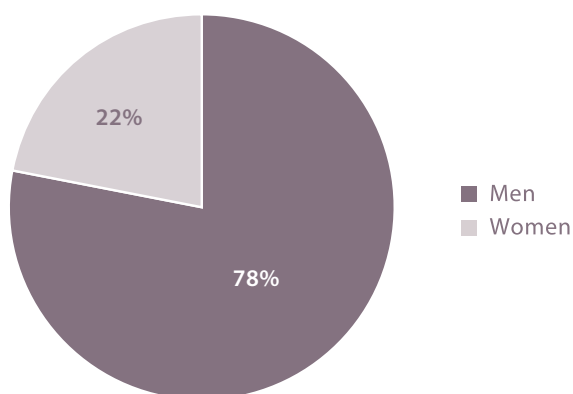
YEARS	MALE		FEMALE		TOTAL	
	NUMBER	%	NUMBER	%	NUMBER	%
2005	718	73.94	253	26.06	971	
2006	1,967	68.73	895	31.27	2,862	
2007	1,758	66.99	866	33.01	2,624	
2008	209	80.07	52	19.93	261	
2009	2,558	65.07	1,373	34.93	3,931	
2010	1,374	70.17	584	29.83	1,958	
Total	8,584	69.11	4,024	31.91	12,608	100

Source: NPSPD (2010).

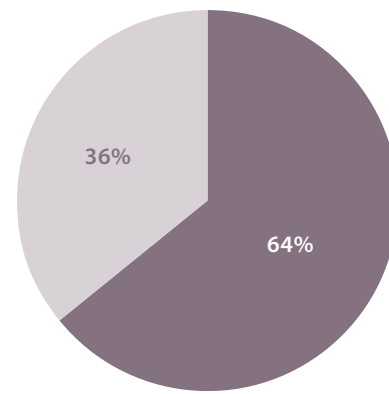
There is unequal access to the disadvantage of women and girls in the recruitment system for public employment as shown by the data in the Table above, with an average of about 30 percent of female employees recruited by the Public Service between 2005 and 2010.

The graphs below further show the gender inequalities in recruitment in public employment - in 2010, only 241 civil servants out of 1,098 recruited were women (about 22 percent). The same applies to contract employees, of whom 36 percent (67) were women, who were recruited into the public service over the same year, as against 64 percent (119) for men.

Graph 2: Gender breakdown of civil servants recruited in 2010



Graph 3: Gender breakdown of contract employees recruited in 2010



Source: National Public Service and Personnel Directorate (September 2011).



POLICY FRAMEWORK AND IMPLEMENTATION ISSUES

Furthermore, women and girls are recruited in large numbers mainly in education, social activities, general administration and health, which are the traditional sectors for female employment.

Since 2003, public service employees in Mali are recruited through competitive examinations organized according to needs identified in public administration. Although the examinations are open to both sexes, women and girls appear to be disadvantaged in comparison to men and boys for the reasons discussed above. There are also relatively fewer female candidates for public service examinations.

Table 6: Breakdown of recruited staff by region and gender (2010)

REGION	MALE		FEMALE		TOTAL	
	NUMBER	%	NUMBER	%	NUMBER	%
Kayes	5	83.33	1	16.67	6	100
Koulikoro	56	55.45	45	44.55	101	100
Sikasso	47	47.96	51	52.04	98	100
Ségou	59	64.84	32	35.16	91	100
Mopti	45	56.96	34	43.04	79	100
Tombouctou	60	61.86	37	38.14	97	100
Gao	57	66.28	29	33.72	86	100
Kidal	52	63.41	30	36.59	82	100
Bamako	17	50	17	50	34	100
Total	857	78.05	241	21.95	1098	100

Source: NPSPD (2010).



Table 7: Breakdown of recruited contract employees by region and gender (2010)

REGION	MALE		FEMALE		TOTAL	
	NUMBER	%	NUMBER	%	NUMBER	%
Foreigners (Ext. Serv.)	16	43.24	21	56.76	37	100
Kayes	0	0	2	100	2	100
Koulikoro	0	0	1	100	1	100
Sikasso	0	0	2	100	2	100
Ségou	0	0	0	0	0	0
Mopti	0	0	0	0	0	0
Tombouctou	0	0	0	0	0	0
Gao	4	66.67	2	33.33	6	100
Kidal	0	0	0	0	0	0
Bamako	99	71.74	39	28.26	138	100
Total	119	63.98	67	36.02	186	100

Source: NPSPD (2010).

Tables 6 and 7 show that just under 22 percent of civil servants recruited in 2010 were female, compared to 78 percent who were male. Similarly, 36 percent of recruited contract employees were female, as compared to 64 percent who were male. At the local level, Kayes region in 2010 recorded a disturbing situation, with only one woman recruited against five male civil servants. Furthermore, it has been noted over the past few years that Public Service examinations target only science disciplines, which eliminates many female candidates, since their certificates are mainly in the social disciplines.



POLICY FRAMEWORK AND IMPLEMENTATION ISSUES

Decentralization: an opportunity for women's participation in the public administration

Free administration of Local Authorities (LA) is made effective by the Law No. 93-008 (11 February 1993), which ensured effective implementation of the government's decentralization policy. By Law No. 96-059 on the creation of municipal councils, Mali has 703 councils, comprising rural and urban councils. Like the Ministry of Public Service and Personnel, which manages public administration at national level, the public service in local authorities recruits and manages its employees and senior staff. Law No. 95-002 (28 January 1996) defines the rules and regulations governing civil servants of local authorities.

The establishment of the High Council for Local Authorities (HCLA) was intended to show the country's determination to decentralize the government.³⁴ The HCLA is consulted on all matters relating to local and regional development, environmental protection, and improvement of the quality of life within communities.

The Local Authorities Public Service, which is currently being established, offers employment opportunities for young graduates of both sexes. It provides an opening for women in local public administration. Indeed, the relatively higher participation of women at the subnational level identified above is an achievement that should be built on and strengthened.

Gender dimensions of remuneration in the public service

Mali has signed the ILO Convention No. 100 on Equal Remuneration (29 June 1951) and ILO Convention No. 111 on Discrimination in Employment and Occupation (25 June 1958). In addition, the National Law No. 92-020 (23 September 1992) instituting the Labour Code, stipulates in Article L95 that, in equal working conditions, professional skills and performance, the salary shall be equal for all workers, irrespective of their origin, gender, age and status. The Ministry of Labour and Public Service is responsible for ensuring compliance with this commitment.

According to Table 8, the average remuneration in Categories A and C in July 2007 showed substantial advantage for women in comparison to men.³⁵ However, the average gross salaries for women in B1 and C were slightly higher than for men in the same category. Despite this slight increase in gross salary for women, there was a slight increase for men in their net salaries.

34 See http://www.coopdec-mali.org/joomla/index.php?option=com_content&task=view&id=46&Itemid=30

35 Assessment of Employment 2007: Study on the Structure of Public Service Employment (June 2007), EVTOD/ANPE.



Table 8: Average remuneration in the Public Service by category and gender

CATEGORY	MEN		WOMEN		TOTAL	
	Gross Salary	Net Salary	Gross Salary	Net Salary	Gross Salary	Net Salary
A	178,426	225,527	175,057	226,013	178,067	225,579
B2	121,799	142,657	121,580	137,176	121,748	141,392
B1	88,434	125,482	99,646	120,162	90,734	124,390
C	71,194	87,942	85,491	98,044	75,208	90,778

Source: BCS (July 2007) – Extracted from Assessment of Employment (2007), EVTOD/NEA.

Furthermore, this small disparity in salary in terms of gender is confirmed by the 2009 data, which indicate that the gap (on average CFAF 142,433 or about 270 USD for men as against CFAF 124,186 or about 238 USD for women in December 2009) between the average salaries for men and women is not very wide, despite considerable dispersion of remuneration for the averages.

Gender-related access to professional training in public administration

The general rules and regulations governing civil servants attach great importance to professional training, and the Ministry for Labour and Public Service, in collaboration with the other ministries, is developing a training and retraining plan for senior staff based on service needs. The preparation of the plan and annual training and retraining programme also involves the National Staff Training Commission (NTC).

The main objective of the training is to maintain the employees in employment and enhance their skills in the performance of their duties. To that end, it is a key strategic issue for the female staff of the Public Service. However, a relational analysis of NEA 2007 and 2009 data shows very low access for women to continuing training in comparison to their male colleagues (Interview, 2011).



POLICY FRAMEWORK AND IMPLEMENTATION ISSUES

Table 9: Breakdown of staff on study leave by category and gender

CATEGORY	GENDER		
	MALE	FEMALE	TOTAL
	NUMBER	NUMBER	NUMBER
Category A	294	39	333
Category B1	144	64	208
Category B2	800	172	972
Category C	88	63	151
Contract employees	13	3	16
Total	1 339	341	1 680

Source: BCS (July 2007) – Extracted from Assessment of Employment (2007), EVTOD/NEA.

The situation in 2007 as presented in Table 9 above suggests that the number of staff in training is higher in Categories B2, B1 and A, probably because of the large number of staff at these levels in the Public Service. Overall, and in all categories, there were fewer women than men on study leave. As regards contract employees who are already disadvantaged with only 1 percent of beneficiaries, three women out of a total of 16 employees were trained.

Table 10: Breakdown of trained staff by certificate and gender

CERTIFICATE OBTAINED	GENDER					
	MALE		FEMALE		TOTAL	
	NUMBER	%	NUMBER	%	NUMBER	%
HTSC Certificate	4	2.2	10	16.4	14	5.8
DTS of HTSC	6	3.3	3	4.9	9	3.7
First Degree (‘Licence’)	3	1.7	2	3.3	5	2.1
Master’s Degree	23	12.7	14	23.0	37	15.3



Higher Education Certificate (HEC)	121	66.9	30	49.2	151	62.4
Doctorate	24	13.3	2	3.3	26	10.7
Total	181	100	61	100	242	100

Source: NDPD (August 2010) – Extracted from Assessment of Employment (2009), EVTOD/NEA.

Most of the women who were trained (49.2 percent) in 2009 obtained a Higher Education Certificate (HEC). The same applies to male graduates over the same year. While more women hold certificates from Health Technicians Specialization Centres (HTSC), only a few of them hold Doctorate degrees (only two women as against 24 men in 2009 and four women as against 80 men in 2007). These data clearly show that women's qualifications are not improving, despite the demands of technical and financial partners, as well as Mali's strong political will to promote gender equality and women's empowerment. An assessment of specializations for the public administration over the medium- and long-term, followed by an accelerated capacity building programme with a special focus on women, could be a medium-term strategy to address gender equality.

Lack of childcare

Mali has very few public childcare centres. Most nursery schools are private, with fees exceeding the purchasing power of an average Public Service employee. As for child daycare centres, there are very few in urban centres, managed by private individuals or groups. Furthermore, it is generally accepted that the lack of childcare centres, particularly in rural areas, is a cause of the difficulty of enrollment and maintaining girls in school because they are expected to take care of children (alone or with the mother's support), particularly in the absence of the children's mothers.

This is therefore an area of action that will improve girls' access to education (and thus access to the PA) and women's ability to follow a career in the public administration.



INITIATIVES TO SUPPORT WOMEN IN PUBLIC EMPLOYMENT IN MALI

INITIATIVES TO SUPPORT WOMEN IN PUBLIC EMPLOYMENT IN MALI

National Public Service Directorate (NPSPD) mandate

In view of its new role assigned by the Institutional Development Programme (IDP), the National Public Service Directorate has started taking measures to adopt a sustainable organizational structure that will be responsible for developing and implementing a programme to ensure equal access to employment as well as to positions of responsibility and control in public administration.³⁶ This initiative is supported by the Canadian International Development Agency (CIDA), which has provided technical and financial assistance to support the NPSPD in developing expertise and in-house gender equality skills in human resources management.

Under the 2010-2013 IDP Operational Plan, institution-building support was granted to the Ministry of Labour through the NPSPD.³⁷ The support is given through:

1. The establishment, by Decision No. 003281-MTFPRE NPSPD (15 November 2010), of a Public Administration Equity Unit mainly responsible for gender equality in Public Service employment. The Unit, which is already in place, helps to strengthen equity in access to public employment for discriminated groups (women and the disabled)
2. The ongoing establishment, within the NPSPD, of a Public Administration Equity Division that will be responsible for supporting, counselling and developing programmes for access by disadvantaged groups such as women and disabled people to jobs and positions of responsibility in public administration. The draft texts for this Division provide for two sections, namely the Gender and Equity Section and the Disabled People and Equity Section.

Women's associations

Despite the multitude of women's groups, only three have been involved in coaching young graduate women/girls to gain access to the public administration: the Association of Malian Women Lawyers (AML), Women in Law and Development in Africa (WILDAF) - Malian Section, and Pivot Group/Women's Rights and Citizenship (CWNWRPG/WRC).

These associations have organized training courses to upgrade young graduates (girls/women and boys) from law schools to give women more chances of passing magistracy examinations organized by the public administration. This is a good practice that could be replicated in the public administration.

National Working Women's Committee - experience of trade unions

Trade unionism brings together workers in organizations and trade unions to defend their common interests and ensure that the rights of men and women are respected in the work place. Mali has three

³⁶ The IDP was adopted by the government in July 2003; its component 5 seeks to develop and strengthen the capacities of human resources in guiding, designing, counseling and monitoring HRM.

³⁷ Gender equality actions in PO/IDP 2010-2013 are grouped in components 5 and 6: Development and strengthening human resource capacities and Communication and relations with users (pp. 65-73 of PO/IDP 2010-2013).



main trade unions: the Confederation of Workers' Unions of Mali (CMWU), the Workers' Union of Mali (UNTM), and the Confederation of Workers of Mali (CTM). The mandate of the trade unions includes the human rights concerns of women workers, namely:

- Create greater opportunities for women and men to find quality jobs
- Strengthen tripartism and social dialogue
- Establish functional union structures that can provide social services to militants in non-negotiable activities, such as cooperatives, mutual societies, childcare, economic interest groups, etc.
- Encourage governments to implement, in collaboration with trade unions, development programmes in education, health and social security.

Each of the trade unions has a Working Women's Committee, which includes all women's committees of grassroots trade unions. The WWC defends women's interests through participation in various labour reforms (for example, the review of the general rules and regulations governing civil servants). Furthermore, it intervenes whenever non-respect of working women's rights is referred to it.

The National Working Women's Committee is a specialized trade union and has organized training sessions for women leaders of national unions and local unions. Furthermore, the struggle of workers' unions resulted in the review of the regulations governing civil servants and addition of the new category 'B2', which has been favorable to women's access to public administration. The reason is that this category receives most of the graduates from Practical High Studies Schools and medium- or intermediate-level institutions.

Supporting provisions in the Ministry of Justice

The expected outcomes of the National Gender Policy of Mali are gender equality in law and in practice, including positions and professions within the judiciary system. Objective 4 of the policy provides for balanced representation of men and women in the judiciary. A strategy for achieving this goal is educational support to candidates during their university cycle to better prepare them for the competitive examination and improve women's performance, in particular. The support programmes are implemented through collaboration between the National Legal Training Institute and civil society organizations. In addition, similar support measures are to be taken to ensure better access to senior positions for women through continuing education programmes.

This could be a useful model in other public administration sector ministries.



RECOMMENDATIONS

RECOMMENDATIONS

In addition to the political will of the highest authorities of Mali in favour of gender equality and advancement of women, the country has a legal and institutional environment conducive to broadening access by women and men to public administration and career enhancement. The progress noted in education and girl's enrolment in schools, as well as in mother and child health are certainly significant contributions to access and professional performance of women and men in public employment. Furthermore, support activities are already underway not only in the Ministry of Public Service and Personnel, but also by the women themselves through trade unions.

However, it should be noted that these initiatives are fairly recent and dispersed because the National Gender Policy of Mali on which they could draw is not yet fully operational. Thus, to ensure consistency in ongoing actions and enhancement of access by women and men to public administration, the case study makes the following recommendations.

Recommendation 1: Establish a comprehensive programme to support women's access to public administration decision making

In line with the National Gender Policy, a more specific strategy needs to be formulated to facilitate access and career enhancement for women in the public service. In addition to the Ministry of Labour and Public Service, this strategy should involve all stakeholders and actors, including civil society.

This should be centred around specific indicators such as the minimum 30 percent recommended by the Beijing Platform for Action and the ultimate goal could be gender parity as in the Gender Protocol of the Southern Africa Development Community. Temporary special measures such as recruitment drives, career-related professional development and others outlined by the BPFA should also be adopted. Good data is an essential component and should be part of any programme. The experience of other countries with comprehensive programmes, such as Morocco, could also be studied.

Recommendation 2: Support women/girls to pass the Public Service examination

A sustainable pool of women entering the public administration is necessary to ensure the longer-term participation of men and a pool of eligible women for future decision-making positions. In addition to the training courses for male and female graduates of law schools, assistance towards building the capacity of women/girls to pass the Public Service examination should be extended to all sectors open for the examination. However, this assistance programme should be subject to analysis so as to identify a strategy and action plan, with quantified objectives and expected outcomes clearly defined. Experiences in the area will help to ensure technical and organizational feasibility of the programme.

Recommendation 3: Strengthen childcare facilities in the workplace and more widely

This is essential to allow girls to remain in school and not drop out to look after siblings, and to allow women to work if they have children and no family to support them. It still does not address the issue of women's greater workload compared to men, but, without this, women are even more disadvantaged.



Recommendation 4: Strengthen girls' education

Develop programmes to help maintain girls in secondary and higher education. These actions are intended to supplement the results of the various investment programmes implemented by the government at the primary level of basic education. They will also target girls as well as male and female parents.

As regards girls, efforts should be made to support the quality of education and take measures to reinforce girls' love for and interest in education, and particularly in the sciences. Male and female parents make the decision, and it is important to target them through a communication programme.

One of the constraints on secondary education, especially in rural areas, is the distance and difficulties in finding comfortable accommodation. Assistance through scholarship programmes will enable girls to find their own safe accommodation.

Recommendation 5: Build capacity of the National Gender Policy of Mali Institutionalization Committees in ministries

Speed up the establishment and operationalization of the National Gender Policy of Mali institutional mechanism. This mechanism provides for the setting up of Institutionalization Committees in ministries, including the Ministries of Labour, Public Service and Personnel, Health, Education and Local Authorities, Economy and Finance, and Advancement of Women, which are key ministries for achieving the goal of women's access to public employment.

The support should involve sensitization to the importance of having a gender balance in the PA and especially in decision making, including international obligations under CEDAW. There should also be a practical focus and the various mechanisms outlined in the BPFA could also be explained. Women's committees in trade unions should be involved in such committees, given their advocacy role for women in the public administration.



CONCLUSIONS

The unequal access to education of women in Mali translates into fewer women applying for the Public Service entrance examinations and to fewer successful women candidates. A heavy workload, lack of childcare and gender stereotypes combine to hamper women's access to and progression in the public administration.

On the other hand, there is a strong political will and a reasonably supportive policy and national programme environment, and the Institutionalization Committees in ministries foreseen by the National Gender Policy are potentially important entry points. There are also examples of initiatives at the ministry level and on the part of women's committees in trade unions, which provide good entry points. A comprehensive strategy is recommended with support from donors as well as learning opportunities from other countries. Interventions from organizations with experience in public administration reform and gender equality are especially important.



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Note: all websites were accessed in 2011 and early 2012.



ANNEX 2: STATISTICAL DATA ON PUBLIC EMPLOYMENT

Table A: Public Service staff breakdown by category and gender (2011)

CATEGORY	CIVIL SERVANTS			CONTRACT EMPLOYEES			TOGETHER		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
A	10,799	1,816	12,615	897	272	1,169	11,696	2,058	13,784
B	0	0	0	3,260	2,693	5,953	3,260	2,693	5,953
B1	3,074	2,370	5,444	0	0	0	3,074	2,370	5,444
B2	10,600	3,866	14,466	0	0	0	10,600	3,866	14,466
C	3,412	1,377	4,789	2,067	1,583	3,650	5,479	2,960	8,439
D	0	0	0	2,767	617	3,384	2,767	617	3,384
E	0	0	0	1,992	498	2,490	1,992	498	2,490
Undefined	0	0	0	24	11	35	24	11	35
Total	27,885	9,429	37,314	11,007	5,674	16,681	38,892	15,103	53,995

Source: NPSPD (August 2010).



ANNEX 2

Table B: Secondment by gender

POSITION	MEN		WOMEN		TOTAL	
	NUMBER	%	NUMBER	%	NUMBER	%
Long term	644	96.1	108	99.1	752	96.5
For political function	26	3.9	1	9	27	3.5
Together	670	100	109	100	779	100

Source: NPSPD (August 2010) – NEA Assessment of Employment (2009).

Table C: Leave of absence by gender

CATEGORY	MEN		WOMEN		TOTAL	
	NUMBER	%	NUMBER	%	NUMBER	%
Cat A	205	71.4	45	36.3	250	60.8
Cat B	5	1.7	3	2.4	8	1.9
Cat B1	7	2.4	23	18.5	30	7.3
Cat B2	53	18.5	31	25.0	84	20.4
Cat C	11	3.8	14	11.3	25	6.1
Cat D	1	0.3	2	1.6	3	0.7
Cat E	1	0.3	2	1.6	3	0.7
Undefined	4	1.4	4	3.2	8	1.9
Total	287	100	124	100	411	100

Source: NPSPD (August 2010) – NEA Assessment of Employment (2009).



Table D: Number of staff recruited by category and gender (2005-2008)

CADRE	2005			2006			2007			2008		
	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL
General Administration	45	84	129	52	158	210	33	134	167	4	7	11
Economic Services	10	3	13	30	6	36	20	4	24	1	0	1
Foreign Affairs	4	3	7	3	0	3	5	0	5	0	0	0
Social Action	26	3	29	56	18	74	9	0	9	2	1	3
Agriculture and Rural Engineering	45	9	54	45	5	50	56	10	66	13	0	13
Arts and Culture	14	5	19	27	17	44	13	3	16	1	0	1
Civil Engineering	51	0	51	66	1	67	83	5	88	7	0	7
Customs	0	0	0	32	3	35	13	2	15	6	2	8
Forestry	49	6	55	27	4	31	39	9	48	5	0	5
Education	29	5	34	4	0	4	10	0	10	86	15	101
Livestock	45	3	48	6	1	7	34	11	45	6	0	6



ANNEX 2

CADRE	2005			2006			2007			2008		
	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL
Finance	55	8	63	79	17	96	54	9	63	5	0	5
Justice	1	0	1	13	91	104	23	1	24	2	2	4
Taxation	9	4	13	11	3	14	13	3	16	3	0	3
Industries and Mines	45	3	48	50	9	59	43	12	55	1	0	1
Information and Audiovisual	14	1	15	6	4	10	1	1	2	1	1	2
Information Technology	8	2	10	34	6	40	11	2	13	0	0	0
Youth and Sports	10	2	12	6	5	11	7	3	10	5	1	6
Planning	14	1	15	13	2	15	14	3	17	1	0	1
Public Health	19	14	33	122	104	226	182	93	275	16	5	21
Labour and Social Security	4	0	4	5	8	13	4	0	4	0	0	0
Treasury	38	9	47	66	7	73	59	6	65	6	6	12



CADRE	2005			2006			2007			2008		
	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL
Penitentiary Service and Supervised Education	18	2	20	43	7	50	0	0	0	0	0	0
Civil Protection	0	0	0	247	19	266	0	0	0	0	0	0
Contract Employees	165	86	251	924	400	1324	1032	555	1587	38	12	50
Total	718	253	971	1,967	895	2,862	1,758	866	2,624	209	52	261

Source: NVTD (2009).



ANNEX 2

Table E: Number of staff recruited by category and gender (2009-2010)

CATEGORY	2009			2010		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
General Administration	32	75	107	16	88	104
Economic Services	18	4	22	11	2	13
Foreign Affairs	5	1	6	2	0	2
Social Action	10	6	16	13	2	15
Agriculture and Civil Engineering	126	23	149	131	38	169
Arts and Culture	22	15	37	16	7	23
Civil Engineering	33	3	36	43	3	46
Customs	2	0	2	2	0	2
Forestry	24	11	35	30	13	43
Education	61	3	64	153	22	175
Livestock	14	3	17	16	2	18
Finance	59	15	74	40	10	50
Justice	46	4	50	41	12	53
Taxation	11	4	15	3	3	6
Industries and Mines	39	2	41	21	10	31
Information and Audiovisual	0	0	0	0	0	0
Information Technology	24	5	29	21	6	27
Youth and Sports	9	1	10	5	2	7
Meteorology	0	0	0	0	0	0
Air Navigation	0	0	0	0	0	0
Planning	5	7	12	9	3	12



Public Health	228	146	374	249	218	467
Statistics	8	2	10	32	3	35
Tourism	8	1	9	5	0	5
Labour and Social Labour	7	9	16	1	4	5
Treasury	52	1	53	44	1	45
Penitentiary Service and Supervised Education	0	0	0	52	7	59
Civil Protection	0	0	0	304	61	365
Contract Employees	1,715	1,032	2,747	114	67	181
Total	2,558	1,373	3,931	1,374	584	1,958

Source: CPS/Database/NPSPD (2010).¹ (ie insert colon between Source and CPS).

WOMEN'S ACCESS TO SECURITY SERVICES

Table F: Staff of penitentiary services

CORPS	TOTAL STAFF	MEN	WOMEN	PERCENTAGE OF WOMEN
Prison Supervisors	619	543	76	12 %
Controllers	172	169	3	2 %
Social Workers	72	72	0	0 %
Civil Administrators	1	1	0	0 %
Magistrates	3	3	0	0 %
Inspectors	12	12	0	0 %
Gendarmes	1	1	0	0 %
Psychologists	2	2	0	0 %
Teachers	3	3	0	0 %

Source: Zeini MOULAYE (June 2009). Criminality and Criminal Justice–ISS Monograph No. 162 p. 59.



ANNEX 2

Table G: Number of police staff

CORPS	TOTAL STAFF	MEN	WOMEN	PERCENTAGE OF WOMEN
Commissioners	426	391	35	8.21%
Inspectors	517	467	50	9.67%
Non-Commissioned Officers	4,393	3,861	532	12.11%
Total	5,336	4,719	617	11.56%

Source: Security and Civil Protection Services Inspectorate (February 2010).

Table H: Number of civil protection staff

CATEGORY	TOTAL STAFF	MEN	WOMEN	PERCENTAGE OF WOMEN
Category A	-	-	2	-
Category B	-	-	10	-
Category C	-	-	58	-
Total	827	752	75	9%

Source: Security and Civil Protection Services Inspectorate (February 2010).

Table I: Number of students in military schools

SCHOOL	NUMBER	MEN	WOMEN	PERCENTAGE OF WOMEN
Staff School	33	29	4	12 %
Officers Practising School	20	20	0	0 %
Military Administration School				
- Trainees	30	29	1	3 %
- Non-Commissioned Officers	30	27	3	



Joint Military School (Officers Cadet)	153	134	19	12 %
Officers Cadet School, Banankoro	231	187	44	19 %
Military Prytaneum	315	256	59	19 %

Source: Department of Military Schools (February 2010).

Table J: Gendarmerie staff

CORPS	NUMBER	MEN	WOMEN	PERCENTAGE OF WOMEN
Officers	302	300	2	0.7%
Non-Commissioned Officers	3,000	3,000	≤ 100	3%
Officers Cadet	20	20	0	0%
Trainee Non-Commissioned Officers	737	687	50	7%
Instructors (Officers School)	15	15	0	0%
Instructors (Non-Commis- sioned Officers School)	31	25	6	19%

Source: Security and Civil Protection Services Inspectorate (February 2010).

Table K: Guard staff

NUMBER	MEN	WOMEN	PERCENTAGE OF WOMEN
3,000	≈2,900	100 (1 Officer)	3%

Source: Security and Civil Protection Services Inspectorate (February 2010).



ANNEX 2

Table L: Customs staff (2009)

CORPS	NUMBER	MEN	WOMEN	PERCENTAGE OF WOMEN
Inspectors and other Category A staff	317	268	49	2.61%
Category A Contract Staff	11	10	1	0.05%
Civil service controllers	420	311	109	5.80%
Controllers on contract	278	202	76	4.04%
Declaration Officers	232	181	51	2.71%
Civil service declaration officers	253	210	43	2.29%
Garnishee contacts	230	155	75	3.99%
Other support staff	150	142	8	0.43%
Total	1,891	1479	412	22%

Source: General Customs Directorate (31 December 2009).



ANNEX 3: LOCAL GOVERNMENT STATISTICS

Table M: Status of civil servants in local authorities (2006-2011)

REGIONS	KAYES		KOULI-KORO		SIKASSO		SÉGOU		MOPTI		TOM-BOUCTOU		GAO		KIDAL		BKO		TOTAL	
CATEGORY	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
ADMINISTRATION																				
Administrative Officer	35	03	87	07	55	09	47	02	33	06	15	00	20	03	03	00	18	03	313	30
Administrative Secretary	09	04	04	00	07	02	09	06	06	05	00	00	06	01	01	00	15	04	59	23
Administrative Assistant	05	22	04	13	12	23	07	16	01	01	04	06	00	03	01	00	07	23	51	127
Assistant Administrative Officer	14	40	13	33	20	30	12	21	10	21	11	11	01	05	01	06	34	77	117	238
ACCOUNTING/FINANCE																				
Finance Inspector	02	02	00	01	10	01	06	02	06	02	00	00	01	01	00	00	23	02	39	11
Accountants/Managers	03	01	04	02	11	03	04	03	08	04	10	03	01	00	01	01	32	06	77	22



ANNEX 3

REGIONS	KAYES		KOULI-KORO		SIKASSO		SÉGOU		MOPTI		TOM-BOUCTOU		GAO		KIDAL		BKO		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Finance Controllers	07	07	60	18	60	04	39	18	40	08	30	03	10	00	02	00	65	25	347	83
Assistant Financial Officers	73	09	70	21	65	13	93	27	78	04	30	01	25	02	15	00	104	39	531	116
TECHNICAL DISCIPLINES																				
Engineers	11	01	10	01	03	01	07	00	06	02	04	01	05	03	03	00	09	00	55	17
Senior Technicians	06	00	05	01	06	00	01	01	03	00	01	00	03	00	11	00	31	08	64	10
Technicians	05	00	10	00	03	00	03	00	03	01	02	00	01	00	09	00	08	00	36	02
Assistant Technicians	08	81	09	00	08	02	01	00	02	01	00	00	01	00	01	00	05	00	44	04
Total	230	82	271	90	265	78	229	98	201	65	107	25	82	16	38	07	351	193	1,733	683

Source: National Local Authorities Directorate (2011).



ANNEX 4: NATIONAL GENDER POLICY: ACTION PLAN FOR IMPLEMENTATION OF PRIORITY AREA 3

Table N: Priority Intervention Area 3 - Integration of women in productive employment and their empowerment

OUTPUT 3.1.1. Adoption of mea- sures to correct under- representa- tion of women in public employ- ment and private sector	Activity 3.1.1.1: Organize examinations for jobless graduate girls/women to prepare them for public service examinations	MTFRE	MEFP, MADMT MESSRS, MBELNL MAWCF, Pri- vate Operators, Microfinance Institutions, NGOs and Asso- ciations, Unions, TFP	100, 000	x	50,000	x	30,000	x	20,000
Activity 3.1.1.2: Fix quotas for women's access to deci- sion-making positions	--"	--"	--"	PM	x		x		x	
Activity 3.1.1.4: Sensitize private sector officials for advancement of women in private sector employment	--"	--"	--"	50,000	x	25,000	x	15,000	x	10,000
Activity 3.1.1.5: Review and disseminate discrimina- tory texts in private sector remuneration	--"	--"	--"	24,000	x	8,000	x	8,000	X	8,000
Activity 3.1.1.6: Organize information and sensiti- zation campaign on the reviewed texts	--"	--"	--"	40,000	x	15,000	x	15,000	x	10,000



ANNEX 5: GOVERNMENT MINISTERS AND MEMBERS³⁸

1. Minister of Environment and Sanitation
2. Minister of Labour and Public Service
3. Minister of Equipment and Transport
4. Minister of Territorial Administration and local Authorities
5. Minister of Livestock and Fisheries
6. Ministry of Foreign Affairs and International Cooperation
7. Minister of Health
8. Minister of Employment and Vocational Training
9. Minister of Handicraft and Tourism
10. Minister of Defence and Ex-Servicemen
11. Minister of Internal Security and Protection
12. Minister of Agriculture
13. Minister of Education, Literacy and National Languages
14. Minister of Justice, Keeper of the Seals
15. Minister of the Economy and Finance
16. Minister of Industry, Investments and Trade
17. Minister of Youth and Sports
18. Minister of Higher Education and Scientific Research
19. Minister of Housing, Lands and Town Planning
20. Minister of Culture
21. Minister of State Reform
22. Minister of Mines
23. Minister of Energy and Water
24. Minister of Posts and New Technologies
25. Minister of Relations with Institutions
26. Minister of Malians Abroad and African Integration
27. Minister of Communication, Spokesperson of the Government
28. Minister of Social Development, Solidarity and Old People
29. Minister for the Advancement of Women, Children and the Family
30. Minister Delegate to the Prime Minister in charge of the integrated Development of the Niger Authority Area
31. Minister Delegate to the Minister of the Economy and Finance in charge of the Budget
32. Minister Delegate to the Minister of Territorial Administration and local Authorities in charge of Decentralization

³⁸ Government data as of 6 April 2012, Decree No. 2011-176/P-RM (6 April 2011) appointing senior members of the government.



ANNEX 6: CONSULTATION AND INTERVIEW GUIDE

TYPE OF STRUCTURES TO BE INTERVIEWED	LIST OF STRUCTURES AND PERSONS TO BE INTERVIEWED	QUESTIONS
Technical State Structures	<ul style="list-style-type: none"> • National Public Service Directorate (Director – Member of Gender Unit), Documentation Centre • Planning and Statistics Units of Ministries: Territorial Administration, Labour and Public Service, and Internal Security and Civil Protection (Head of the Statistics and Documentation Unit) • Ministry of Justice (Task officer for Gender Advisory Committee) • National Employment and Vocational training Directorate (National Director of Employment) • National Assembly (Women's Employment Commission) 	<ul style="list-style-type: none"> • Does the structure have a policy or strategy that includes gender issues? • If yes, what are the outcomes of implementation of the policy and strategy (laws and other texts)? • What lessons have been learnt from this exercise? • Does the structure have sex-disaggregated statistics? • What are the recommendations for strengthening access by women/girls to public employment?
Specialized state agencies and other structures	<ul style="list-style-type: none"> • Promotion of Human Rights and Gender Equality and Equity in Mali HRGEEP • National Employment Promotion Agency (National Employment and Training Oversight Unit) • Youth Employment Promotion Agency (Deputy Director) • Support Fund for Vocational training and Apprenticeship (FAFPA) –Head of Training Unit • Self-Sustainable Employment Fund 	<ul style="list-style-type: none"> • Does the structure have arrangements, support measures and other strategies to promote gender equality in developed programmes? • If yes, what are the outcomes? • What lessons have been learnt? • What are the recommendations to strengthen access by women/girls to public employment?



ANNEX 6

TYPE OF STRUCTURES TO BE INTERVIEWED	LIST OF STRUCTURES AND PERSONS TO BE INTERVIEWED	QUESTIONS
Projects and programmes	<ul style="list-style-type: none"> • Programme for shared governance of security and peace (PSGSPM) (General Internal Security and Civil Protection Inspectorate) • ILO/Support Project for Employment Promotion and Poverty Reduction – (PAPERP) • ILO/ISEF: Project for the integration of vocational training graduates • YEPIMO (YEPA): Project for youth integration into professional life through labour intensive investments • Capacity Building Project for Political Parties • PAREHF 3 	<ul style="list-style-type: none"> • To what extent do the project/programme objectives incorporate aspects to reduce gender inequalities? • What specific activities have been developed to facilitate access by women/girls to project resources? • What are the outcomes? • What are the lessons learnt? • What are the recommendations for strengthening access by women/girls to public employment?
Workers Unions, Civil Society	<ul style="list-style-type: none"> • National Union of Malian Workers • Seco/NGO (Consortium of National NGOs) • CON (Coordination of NGOs) • CWNWRPG/WRC (Pivot Group/ Women's Rights and Citizenship) • WILDAF • MHRA (Association of Human Rights in Mali) • Centre Djoliba 	<ul style="list-style-type: none"> • What are the support activities to reduce gender inequalities in governance? • What are the outcomes? • What are the lessons learnt? • What are the recommendations for strengthening access by women/girls to public employment?
<p>Proposal of data details</p> <p>The analysis of collected data will focus on the following points:</p> <ul style="list-style-type: none"> - practices and experiences to help women/girls gain access to public employment - the outcomes and lessons in gender equality in employment and governance in Mali - recommendations of the study 		



ANNEX 7: LIST OF KEY RESPONDENTS CONSULTED

FULL NAME	ORGANIZATION AND POSITION
Adama Moussa Diallo	UN-Women/UNDP Mali
Aminata Fabou Traoré	Coordinator PAREHF 3
Aoua Djiré	Coordinator of Gender Equality Project - CECI
Assékou Amadou Ascofaré	Statistics Division Manager – CPS of Labour and Public Service, Territorial Administration and Local Authorities and Security
Bakary Traoré	MAWCF – Technical Adviser
Bassala Touré	Employment and training Oversight – Documentation and Statistics Centre
Bintou Founè Samaké	Coordinator WILDAF Mali Section
Cheick Coulibaly	Advisory Committee – Ministry of Justice
Fanta Mantini	Member of the Women Parliamentarians Network – National Assembly
Fatoumata Kané	Governance Programme UNDP Mali
Honourable Moussa Diakité	Member of the National Assembly and Member of Labour – Employment – Advancement of Women, Youth, Sports and Child Protection Committee
Jeanne Ballo	Programme Officer Djoliba Centre
Joseph Mari Diarra	YEPA – Coordinator YEPIMO
Kissima Sidibé	Head of Women's Oversight Department (CIDA)
Lamine Traoré	UNFPA
Lamine Traoré	UNFPA
Makan Ciré Sylla	Youth and Sport Parliament Assistant (Labour - Employment – Advancement of Women, Youth, Sports and Child protection Committee)
Mamadou Diarra	Human Resources Division – NPSPD
Marc Dabou	Chef of Documentation Centre – National Local Authorities Directorate
Mariame Daffé	Human Rights and Gender Equality and Equity Project (HRGEEP)
Mrs. Ag Adiaratou Sissiko	National Public Service and Personnel Directorate (Member of the Gender Equality and Equity Unit)



ANNEX 7

FULL NAME	ORGANIZATION AND POSITION
Mrs. Béridogo Aïssata Théra	Parliamentary Assistant (Labour – Employment – Advancement of Women, Youth, Sports and Child Protection Committee)
Mrs. Diané Mariam Koné	Director of CIDA
Mrs. Keïta Fanta Demba	President of the National Women's Commission of UNTM Confederation
Mrs. Keïta Fanta Keïta	Ministry of Employment and Vocational Training – Technical Adviser
Mrs. Keïta Fanta Keïta	Technical Adviser – Ministry of Employment and Vocational Training
Mrs. Keïta Fatou Doumbia	Permanent Secretary AML
Mrs. Oulématou Tamboura	President of Women Parliamentarians Network – National Assembly
Mrs. Sidibé Korian Sidibé	REFAMP-Mali
Mrs. Sissoko Aïssata Sakiliba	Institutional Development Commission (IDC)
Mrs. Théra Fatoumata Cissé	CNN-NGO Bureau Member
Moriba Sinayoko	Deputy National Director of the Interior – Ministry of Territorial Administration
Nana Sissako	President CWNWRPG/WRC
Ousmane Traoré	Youth Employment Promotion Agency (YEPA)
Salia Doumbia	ILO – Coordinator Support Project for Employment Promotion and Poverty Reduction
Samouti Traoré	Head of the Human Resources Division – National Local Authorities Directorate
Sekou Mamadou Chérif Diaby	Coordinator of the Capacity-Building Programme for the National Assembly (CBPNA)
Sidi Traoré	Director Public Service and Personnel
Zan Fomba	UN-Women – UNDP Mali



ANNEX 8: ACRONYMS AND ABBREVIATIONS

AML	Association of Malian Lawyers
AWAR	Association for Women's Advancement and Rights
BPFA	Beijing Platform for Action
CBPNA	Capacity Building Programme for the National Assembly
CBPWOM	Capacity Building Project for Women's Organizations in Mali
CFAF	West African CFA Franc
CIDA	Canadian International Development Agency
CMWAN	Coordination of Malian Women's Associations and NGOs
CMWU	Confederation of Malian Workers' Unions
CNN	Consortium of National NGOs
CON	Coordination of NGOs
CWNWRPG/WRC	Consortium of Women's NGOs for Women's Rights Pivot Group/ Women's Rights and Citizenship
DFAE	Department of Financial Affairs and Equipment
DHS	Demographic and Health Survey
ECTC	European Craft Training Centre
ECWAS	Economic Community of West African States
EVTOD	Employment and Vocational Training Oversight Department
GPHC	General Population and Housing Census
GPRSF	Growth and Poverty Reduction Strategy Framework
HCLA	High Council for Local Authorities
HDI	Human Development Index
HEC	Higher Education Certificate
HIV/AIDS	Human Immuno-Deficiency Virus/Acquired Immuno-Deficiency Syndrome
HRD	Human Resources Department
HRGEEP	Human Rights and Gender Equality and Equity Project
HS	Household Survey
HTSC	Health Technicians Specialization Centre
IDC	Institutional Development Commission
IDP	Institutional Development Programme
LA	Local authorities
MADMT	Ministry of Administration, Decentralization and Management of Territory
MAWCF	Ministry for Advancement of Women, Children and the Family
MBELNL	Ministry of Basic Education, Literacy, and National Languages



ANNEX 8

MDG	Millennium Development Goals
MEVT	Ministry of Employment and Vocational Training
MFPS	Ministry of Labour and Public Service
MHRA	Malian Human Rights Association
MPSSRIR	Ministry of Public Service, State Reforms and Institutional Relations
MWA	Malian Women's Association
NAWE	Network of African Women Economists
NCFPD	National Child and Family Promotion Directorate
NDPD	National Development Planning Directorate
NEA	National Employment Agency
NED	National Employment Directorate
NFRW	National Federation of Rural Women
NGP-Mali	National Gender Policy of Mali
NPSPD	National Public Service and Personnel Directorate
NSI	National Statistics Institute
NTC	National Training Commission
NVTD	National Vocational Training Directorate
NWAD	National Women's Advancement Directorate
PA	Public Administration
PAWO	Pan African Women's Organization
PESM	Poverty Evaluation Survey for Mali
PSGSPM	Programme for Shared Governance of Security and Peace in Mali
RDAWCF	Regional Directorate for Advancement of Women, Children and the Family
SAP	Structural Adjustment Programme
SHDO	Sustainable Human Development Oversight
SPITYJP	Support Programme for Implementation of the Ten-Year Justice Programme
SPIWSGE	Support Project for Improving Women's Status and Gender Equity
SPSITYJP	Support Programme for Strengthening Gender Equality in Poverty Reduction and Promotion of Good Governance
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations Children's Fund
WAEMU	West African Economic and Monetary Union
WAWA	West African Women's Association
WWC	Working Women's Commission
YEP	Youth Employment Programme
YEPA	Youth Employment Promotion Agency



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