



2019

GENDER EQUALITY IN PUBLIC ADMINISTRATION MYANMAR CASE STUDY

Where are women
in the civil service
in Myanmar public
administration?



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TABLE OF CONTENTS

ACRONYMS	1
ACKNOWLEDGEMENTS	3
EXECUTIVE SUMMARY	5
1. Methodology and sources of information	15
1.1 Myanmar case study: Adapted UNDP-OECD methodology	18
1.2 Data: Sources and collection methods	20
2. National gender equality context	23
2.1 Institutional framework and resources	24
2.2 Strategies and policies for promoting gender equality and mainstreaming	26
2.3 Implementation and coordination of gender equality mainstreaming	27
2.3.1 Gender analysis	27
2.3.2 Accountability, monitoring and evaluation	27
3. Gender equality in public administration	29
3.1 Introduction to government institutions with civil servants	31
3.1.1 Overview of women and men in Myanmar public administration	32
3.1.2 Civil servants in state/region-level governments	34
3.1.3 Rotation mechanism and deployment of civil servants from Union level to state/region level	35
3.1.4 Gazetted vs. non-gazetted civil servants	37
3.2 National (Union) level of public administration	39
3.2.1 Union-level organizations	39
3.2.2 Ministries	41
3.3 Subnational level of public administration	53
3.3.1 Nay Pyi Taw City Development Committee	53
3.3.2 State- and region-level governments: Civil servants under own human resource management ..	54
3.3.3 State- and region level: All civil servants	56
3.4 Human resource management	58
3.4.1 Legal framework	58
3.4.2 Recruitment	60
3.4.3 Career stream	62
3.4.4 Remuneration	66
3.4.5 Work-life balance	68
3.4.6 Workplace environment	70
3.5 Gender equality in accessing decision-making positions	71
3.5.1 Barriers and challenges for women	71
3.5.2 Policy solutions	73
4. Conclusions	77
ANNEXES	79
Annex A: Adaptation of UNDP-OECD methodology to Myanmar context	80
Annex B: Bibliography	86
Annex C: Focus group discussions and interviews	89
Annex D: Tables 1–43	93

ACRONYMS

ADB	Asian Development Bank
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSO	civil society organization
CSR	Civil Service Reform
DFAT	Department of Foreign Affairs and Trade (Australia)
GEN	Gender Equality Network
GEPA	Gender Equality in Public Administration
GoM	Government of Myanmar
MNCW	Myanmar National Committee for Women (previously MNCWA— Myanmar National Committee for Women 's Affairs)
MSDP	Myanmar Sustainable Development Plan
MWAF	Myanmar Women's Affairs Federation
NSPAW	National Strategic Plan for Advancement of Women 2013–2022
OECD	Organisation for Economic Co-operation and Development
PAPRD	Project Appraisal and Progress Reporting Department
UCSB	Union Civil Service Board
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UN Women	The United Nations Entity for Gender Equality and the Empowerment of Women

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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 (UNDP GEPA initiative), launched in 2011, under the leadership of Winnie Byanyima and Geraldine Fraser-Moleketi.



EXECUTIVE SUMMARY

→ The Government of Myanmar (GoM) has, through the Union Civil Service Board (UCSB), developed a Civil Service Reform Strategic (CSR) Action Plan (2017–2020) building on the principles of transparency, accountability, responsiveness, inclusiveness and equality. The leadership and participation of women in the civil service are important for ensuring truly inclusive development and democratic governance. The UNDP Myanmar Country Office and the GoM have agreed on this study, aiming to inform the GoM’s policy directives that are embedded in the CSR Action Plan with regard to improving gender equality within the Myanmar public administration.

METHODOLOGY.

UNDP has globally initiated a ‘Gender Equality in Public Administration’ (GEPA) research and policy development initiative. This study applies the GEPA methodology, jointly developed by UNDP-OECD, and adapted to the Myanmar context. In particular, by using subnational data, the Myanmar case study offers a greater level of granularity on women’s participation in public administration than is possible with the general UNDP-OECD methodology applied in previous GEPA case studies. Quantitative data from 2018 have been compiled into a database by the Project Appraisal and Progress Reporting Department (PAPRD) of the Ministry of Planning and Finance (MoPF). Qualitative data have been gathered through a series of focus group discussions and interviews at national and subnational levels.

OVERVIEW OF WOMEN AND MEN IN MYANMAR PUBLIC ADMINISTRATION.

There is a total of 1,007,095 civil servants in the database (excluding the civil servants from the military, the Myanmar Police Force and the Union Attorney General’s Office), of whom 968,222 (96.1 percent) are employed within the 21 ministries, 17,207 (1.7 percent) are affiliated to the 12 Union organizations, 19,260 (1.9 percent) are employed by the 14 state/region-level governments, and 2,406 (0.3 percent) by the Nay Pyi Taw City Development Committee. Women make up 62.6 percent of Myanmar’s civil servants. Shares of women vary across the different types of government institutions, from 66.0 percent in Union organizations, to 62.9 percent in ministries, down to 46.8 percent in state/region-level governments, and 43.2 percent in the Nay Pyi Taw City Development Committee.

The Union-level organizations and ministries all deploy civil servants to state/region level on a rotational basis. These civil servants remain under the mother agencies’ human resource management no matter where in the country they are posted. State/region-level governments’ own civil servants are, however, under the direct human resource management of the respective state/region-level government.

Civil servants across all government institutions are categorized into six ‘gazetted’ officer positions (management and professional staff) or into six ‘non-gazetted’ officers (administrative and service staff). The six gazetted positions are the highest civil servant positions, and overall only 8.7 percent of civil servants belong to this category. However, within Union organizations and the Nay Pyi Taw City Development Committee, gazetted civil servants make up close to 21 percent.



1,007,095

civil servants



62.6%

are women

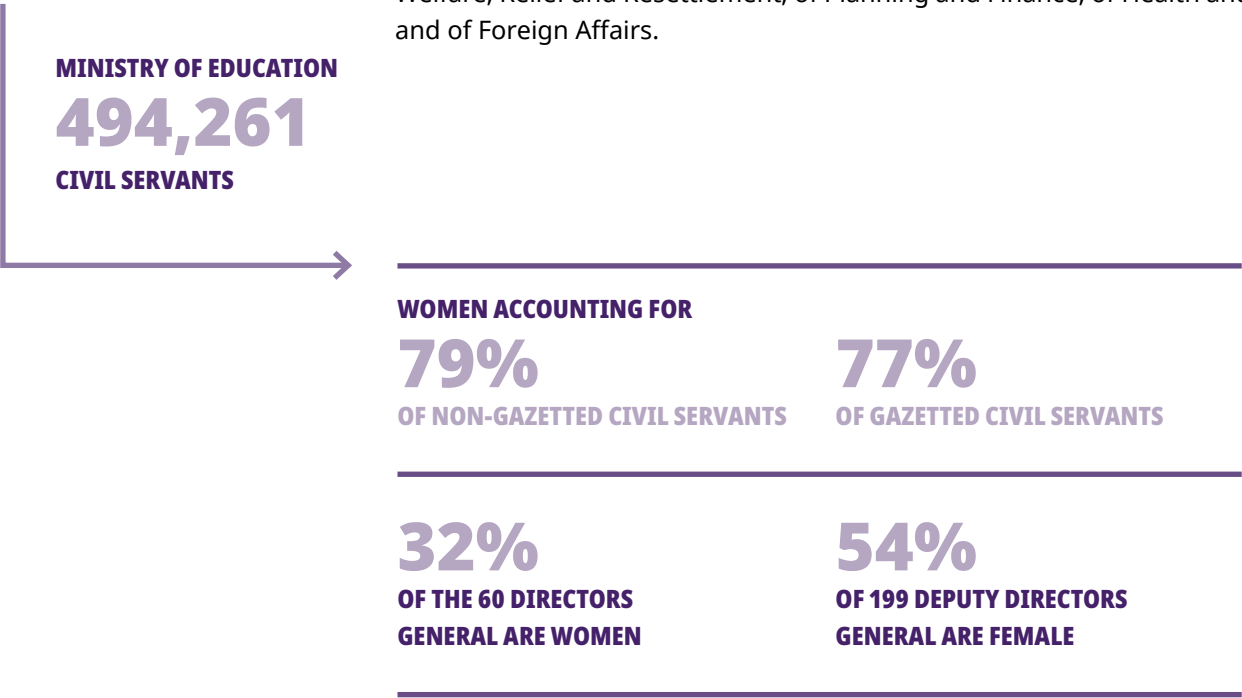
WOMEN IN UNION ORGANIZATIONS.

Women generally hold somewhat higher shares within the lower-level non-gazetted positions than in the higher-level gazetted positions, and this is particularly true in the two top management positions (Director General/Managing Director and Deputy Director General/General Manager). However, across government institutions, the shares of women vary. Three Union organizations stand out as female dominated across all positions, including in top management positions. In the Office of the Auditor General and the Union Attorney General’s Office, women hold around 80 percent of the 14 top management positions. However, there are five Union organizations with no women in the 27 top management positions (the President Office, the Office of the Union Government, the Constitutional Tribunal of the Union, the Union Election Commission and the Anti-Corruption Commission).

WOMEN ACROSS AND WITHIN MINISTRIES.

The total number of civil servants varies considerably across ministries, with the Ministry of Education alone employing 494,261 civil servants and the Ministry of Health and Sports another 111,700. In the remaining 19 ministries, the total number of civil servants ranges from below 5,000 to just above 65,000. The share of gazetted civil servants also varies, from highs of 51 percent in the Ministry of the Office of the State Counsellor and 43 percent in the Ministry of Foreign Affairs, down to below 2 percent in the Ministry of Defence and below 5 percent in the Ministry of Home Affairs.

There are female-dominated and there are male-dominated ministries. The Ministry of Education stands out with women accounting for 79 percent of non-gazetted civil servants and 77 percent of gazetted civil servants. The Ministry of Education also clearly demonstrates that, even within strongly female-dominated ministries, women do not necessarily hold an equal share of top management positions: only 32 percent of the 60 Directors General are women. On the positive side, 54 percent of 199 Deputy Directors General are female. Other ministries with shares of women reaching above or close to 60 percent in both non-gazetted and gazetted positions are the Ministries of Ethnic Affairs, of Social Welfare, Relief and Resettlement, of Planning and Finance, of Health and Sports, and of Foreign Affairs.





In four more male-dominated ministries (Ministries of Home Affairs, of Transport and Communication, of Natural Resources and Environmental Conservation, and of Electricity and Energy), the proportion of women varies between 10 percent and about 30 percent in both non-gazetted and gazetted positions. The average share of women in the two top-level positions ranges from 2 percent in the Ministry of Natural Resources and Environmental Conservation to 4 percent in the Ministry of Home Affairs, 5 percent in the Ministry of Transport and Communication, and at the most 14 percent in the Ministry of Electricity and Energy. The Ministry of Defence has a very high share (70 percent) of women in non-gazetted positions, but only 40 percent in gazetted positions and 8 percent at the Director General and Deputy Director General levels.

Men hold 63 percent or more of Director General positions in all ministries, including in strongly female-dominated ministries. Men hold more than 50 percent of Deputy Director General positions in all ministries but two (46 percent in both the Ministry of Education and the Ministry of Health and Sports). Women, on the other hand, hold less than 30 percent of Director General positions in all but three ministries, and less than 30 percent of Deputy Director General positions in all but five ministries.

WOMEN IN STATE/ REGION-LEVEL GOVERNMENTS.

As with ministries, a similar picture emerges from the state/region-level governments. The highest-level position in state/region-level governments is Deputy Director General in the Yangon and Mandalay regions, with Director being the highest position in the other 12 states/regions. Although the overall shares of women vary from 32.5 percent to 51.9 percent, women hold none of the Director positions in any of the 12 states and regions. In Mandalay and Yangon regions, women hold 13 percent and 12 percent respectively of Director positions.

RECRUITMENT AND GENDER EQUALITY.

The quantitative evidence in general thus paints a picture of women being strongly represented in the civil service in Myanmar, but remaining underrepresented in decision-making positions. The focus group discussions helped provide insights into how Myanmar's human resource management system shapes the overall gender equality outcomes. The legal framework emphasizes non-discrimination and equal opportunities for men and women. Yet there is scope for improvement. In recruitment, for instance, it is still permissible to announce vacancies as 'male only' (supported by the formulation in the Constitution, Article 352, that 'nothing shall prevent appointment of men to the positions that are suitable for men only'). Each recruiting government agency has considerable discretionary power to interpret this article.

Each Union-level organization and ministry, as well as each state and region-level government, has the authority to recruit its own staff according to the rules and regulations laid down by the government, except for the gazetted Staff Officer post. Recruitment and selection to this entry level of gazetted positions are under the authority of UCSB, with an open and competitive recruitment and selection process. Methods for recruitment of non-gazetted personnel vary across government institutions, but the processes are generally less transparent. More women than men apply and successfully enter the civil service at the gazetted Staff Officer level. Even though this is a promising finding, there are potential institutional barriers to women's access to the higher decision-making positions, and in particular to the top management positions.

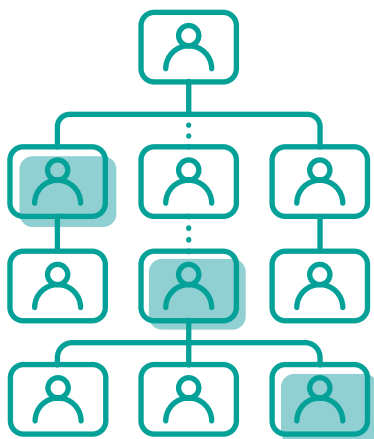
Although the expressed trust in the fairness of UCSB procedures was high, there were nevertheless concerns regarding weaknesses in transparency, including not enabling applicants to objectively verify whether men and women were short-listed based on equal marks. These concerns were linked to existing practices in other institutions, such as medical schools and education colleges, where lower marks are required for young men than for young women for acceptance.



CAREER STREAM AND GENDER EQUALITY.

Each Union-level organization and ministry, as well as each state and region-level government, has the authority to promote its non-gazetted staff to the gazetted staff officer level (i.e. to the entry level of gazetted positions), subject to final approval of the selected candidate by UCSB. A lack of transparency in executing the procedures, however, implies that it is not possible for civil servants to objectively monitor whether or not promotion opportunities are offered in the intended fair fashion, i.e. in accordance with rankings on the respective waiting list. Final decisions about promotions are taken by supervisors and higher-level management in closed performance evaluation and waiting list procedures. Women are particularly vulnerable to being passed over in promotions in a closed system owing to decision-makers' prevailing stereotyped views. The Ministry of Education is an exception: waiting lists and promotion decisions are published on the ministry's website, open for all to see. This has resulted in more women reaching decision-making positions.

Promotions are most often linked to a civil servant's transfer to a new duty station. If civil servants express limits as to which duty stations they are willing to accept, this implies that fewer openings for promotion will be available. Equally, if traditional views prevail that certain duty stations are not suitable for women, then fewer openings for promotion will be available to women. In discussions, men more often expressed the view that women did not want to transfer to insecure and/or remote areas. Although some women confirmed this was the case for them, the majority of women held the view that they would be willing to transfer to any location if they were given the opportunity. The stereotypical opinion that men are better than women in decision-making arose in discussions. Even if women declare a willingness to transfer anywhere, supervisors or managers with the mandate to decide on promotions may themselves consider that the available duty station is not suitable for women and therefore do not offer it to a woman but move down the waiting list to find the first man, arguing that this is done in order to protect women from an unsafe or remote assignment. Discussions with police officers revealed that having women assigned to remote and/or insecure areas was not seen as a problem. Police officers always work in pairs of one woman and one man, which was perceived by both men and women to be a good solution.





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REMUNERATION AND GENDER EQUALITY.

Civil service remuneration in Myanmar is based on rank and is strictly regulated by the Civil Service Law and other relevant regulations. It applies equally to men and women at a similar rank. Differences in civil service salaries between men and women are thus related to equal vs. unequal opportunities for promotion, which are in turn closely related to equal vs. unequal opportunities for transfers. There are several components of civil service compensation, both in monetary form and in kind, some available now and others in the future. Total monetary earnings increase in a clear, systematic manner as civil servants move up the scale from lower positions or pay grades. In-kind benefits include free or subsidized housing, health care and a work vehicle for some. Such in-kind benefits may vary across government institutions because each organization, ministry and state and regional-level government is entitled to decide which benefits to provide. Job security until retirement age is a benefit for all.

It was suggested that men did not want to become teachers owing to the low level of pay. However, as also pointed out, men continue to be attracted to male-dominated ministries (such as the Ministry of Agriculture, Livestock and Irrigation or the Ministry of Home Affairs/General Administration Department) where the levels of pay are equally as low. Salary level would thus seem not to provide the full explanation. One would need to probe into why it is appropriate to attract men as civil servants to some government institutions but not to others, despite proactive efforts such as within education.

WORK-LIFE BALANCE AND GENDER EQUALITY.

It was unanimously agreed by both men and women in all focus group discussions that women do find it more difficult to achieve a work-life balance. The traditional view remains strong that women bear the main responsibility for household chores and family matters and for raising children, as well as for looking after elderly parents. Single women with no children are typically presumed not to have family obligations, whereas they might in fact be responsible for taking care of elderly parents. At the same time, being a civil servant in Myanmar is demanding: it implies hard work with long working hours and at times considerable overtime; it requires regular transfers between duty stations, which is in turn related to promotions; and it requires out-of-office studies in order to pass the mandatory exams for promotion. Traditional roles and family circumstances are more likely to prevent women than men from freeing time for required study.

The rotation mechanism, with transfers linked to promotion, complicates the work-life balance for all civil servants. Many families do not want their children to constantly move, and therefore family decisions are made in such a way that children remain in one location. In most cases, and in keeping with traditional values and norms, the women/wives are the ones to 'sacrifice work career for family', staying with and looking after the children while the men/husbands to a larger extent 'sacrifice family for work', in the sense that they would like to be with their families but nevertheless accept transfers. This is particularly the case when promotion, or the prospect of future promotion, together with a higher salary accompanies transfers. In effect, however, both men and women suffer from divided families, and the need to weigh up promotion vs. transfers vs. family is energy consuming for both men and women.

The six months' maternity leave was highly valued and the right of the mother to take this leave was not questioned. It was, however, frequently pointed out that this caused difficulties in the workplace because no replacement would be hired. Work places with a high proportion of young women were naturally more vulnerable to becoming overburdened by maternity leaves. The two weeks' paternity leave for men to spend with their family and new-born child were equally highly valued. However, it was mentioned in the discussions that, for men with duty stations far away from family, these two weeks with the family were in reality considerably reduced owing to travel time.

Transforming traditional gender values and attitudes—which place a heavier burden on women in terms of household chores and children, which may prevent women from receiving the necessary support from husband and family and even communities—is a work-life balancing issue as discussed above. However, it is equally a societal challenge and barrier to overcome in order to achieve enhanced gender equality in decision-making within the civil service.



POLICY SOLUTIONS.

The findings regarding the functioning of human resource management show that addressing gender inequality within public administration cannot be seen in isolation from persisting traditional values and norms in society. The barriers and challenges for women's access to decision-making positions partly stem from stereotyping remaining in play, not only in society but also in the mind-sets of those who influence or take human resource management decisions in public administration.

Traditional norms and values cannot be eradicated by regulations or rules. Policy solutions within the more immediate time frame would therefore need to be geared towards limiting the current space for the subjective discretionary application of those traditional norms and values that work against women's equal access to job and promotion opportunities within public administration. Proposed policy actions that might be undertaken within the short to medium term are as follows:

- Enhancing transparency in all steps of recruitment and promotion procedures and processes, to increase confidence in the envisioned and intended meritocratic civil service system. A unified policy to guide and subsequently hold to account the various government agencies would be required to set the standards.
- Setting criteria and unified standards for designating the 'nature of work suitable for men only'; what (if anything) does or does not constitute a legal reason for this.
- Taking measures within the rotation system to ease the current difficult work-life balance situation of civil servants. These might include, for instance, specifying the length of the posting when assigning and transferring civil servants to new duty stations, facilitating postings in home states or regions, and/or implementing the integration policy.
- Considering women's work-life situation when planning capacity-building and in providing leadership/management training to civil servants.
- Introducing proactive measures to enhance the proportions of women and/or men as required to achieve enhanced gender equality within the civil service. Preferential treatment is currently given to men in order to obtain opportunities for them to enter, for instance, education and medical colleges/universities and to be selected at gazetted Staff Officer level. Similar actions should be taken to promote women into male-dominated professional areas and government institutions.





METHODOLOGY AND SOURCES OF INFORMATION



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Public administration is the bedrock of government and the central instrument through which national policies and programmes are implemented. An accountable and inclusive public administration is at the core of sustainable development. The participation and leadership of women in the civil service are therefore important for ensuring truly inclusive development and democratic governance, as well as enhancing the sustainability and responsiveness of public policies implemented by governments that mirror the diversity of the population they serve. Despite some global improvement and the targets set by the 2030 Agenda for Sustainable Development, women remain underrepresented in decision-making in the public administration, thus undermining economic growth, human development and poverty reduction. Empirical research suggests that there is a correlation between gender equality in public administration and improved outcomes in basic service delivery and growth.¹

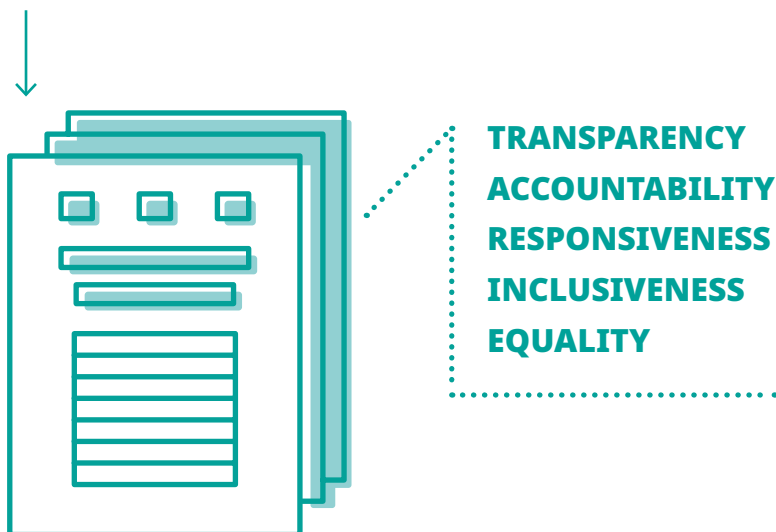
1 McKinsey&Company and UNDP, *Gender Diversity in the State* (2017).

→ In response to these challenges and opportunities, UNDP's "Gender Equality in Public Administration" (GEPA) initiative seeks to analyse the situation of women in decision-making in public administration to identify the challenges that contribute to ongoing gaps in gender parity, even when laws and policies have already been developed, and to propose recommendations to address these gaps.²

The Government of Myanmar (GoM) has through the Union Civil Service Board (UCSB) developed a Civil Service Reform (CSR) Strategic Action Plan 2017–2020.³ The vision statement⁴ and the four focus areas⁵ of the Strategic Action Plan build on the values and principles of transparency, accountability, responsiveness, inclusiveness and equality. These principles and values are not only aimed at improving the internal dealings and status of civil service personnel but also geared towards improving the interaction of civil service personnel with the general public.

This study aims to inform the GoM's policy directives, which are embedded in the CSR Strategic Action Plan, with regard to improving inclusiveness and equality in the Myanmar civil service. The study will contribute to providing baseline information for gender equality and inclusive policies in the civil service and will also have a direct bearing on several of the activities included in the CSR Plan, namely the Senior and Executive Leadership Development System that the GoM is currently developing and the human resource management systems review (recruitment, promotion and transfers in particular).

CIVIL SERVICE REFORM (CSR) STRATEGIC ACTION PLAN 2017–2020



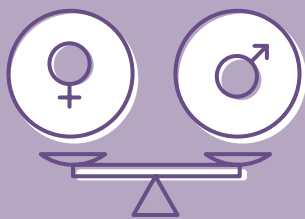
-
- 2 General information about the GEPA initiative, together with 13 published country case studies and one global study, is available online at: <http://www.undp.org/content/undp/en/home/ourwork/democratic-governance-and-peacebuilding/responsive-and-accountable-institutions/GEPA/> (accessed 2 November 2019).
 - 3 Republic of the Union of Myanmar, Union Civil Service Board, Civil Service Reform Strategic Action Plan for Myanmar 2017–2020 (2017).
 - 4 CSR Vision statement: "Ethical, merit-based, inclusive and responsive Civil Service promoting public participation and strengthening the trust of the people." Available online at: https://www.undp.org/content/dam/myanmar/docs/Documents/2017/UNDP_MM_Launch_CSR_SAP_Knowledge_Forum_ENG.pdf (accessed 2 November 2019).
 - 5 Four focus areas: (i) New civil service governance; (ii) Merit-based and performance-driven culture and systems; (iii) People-centred civil service leadership and capacity development; and (iv) Transparency and accountability in the civil service. Available online at: https://www.undp.org/content/dam/myanmar/docs/Documents/2017/UNDP_MM_Launch_CSR_SAP_Knowledge_Forum_ENG.pdf (accessed 2 November 2019).

1.1 MYANMAR CASE STUDY: ADAPTED UNDP-OECD METHODOLOGY

A joint UNDP-OECD methodology has been developed to collect international data on questions related to the mechanisms for gender mainstreaming and the machinery for the advancement of women in UNDP and OECD and non-UNDP and non-OECD countries at the central/national/federal and subnational government levels. The general set of survey tools in the UNDP-OECD methodology was adapted to the Myanmar context before being applied in this study on women in public administration in Myanmar.

An overview of all sections and sub-sections of the UNDP-OECD methodology is shown in Annex A, with indications of which of these were/were not included in this Myanmar study. Comments are inserted to summarize decisions and/or to explain additional aspects that were considered. Key details regarding how the general UNDP-OECD methodology was adapted to the Myanmar context, together with details of sources of information used in this study, are outlined below.

STUDY SCOPE.



The Myanmar study limits its focus to the mapping and analysis of women in public administration, whereas the UNDP-OECD framework/methodology has the broader scope of gender equality and women's leadership in public life, thus also including sections related to women in elected functions/positions. Sections in the UNDP-OECD framework/methodology that are related to women in elected functions/positions and to women in the Union Peace Conference, the Supreme Court of the Union, the Yangon City Development Committee and the Mandalay City Development Committee will not be part of the Myanmar study. The Myanmar study focuses on the Union (national) and the state/Region (subnational) levels, but is not disaggregated to the lowest two subnational levels under the Myanmar government (the district level and the township/ward/village level).

CAPACITY DEVELOPMENT.



Training and capacity development opportunities, and in particular leadership training, are prerequisites for promotion and advancement. Special attention was therefore paid to assessing the selection process and selection criteria for training (including clarification of whether there are written guidelines related to the training selection process within each ministry and other government agencies covered in the study).

DISAGGREGATED DATA.

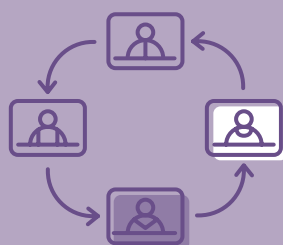
An important innovation introduced in this report is the disaggregated analysis of women in public administration at both the national (Union) and the subnational (state and region) levels. By using subnational data, the report offers a greater level of granularity on women's participation in public administration than is possible with the UNDP-OECD general methodology and for previously published GEPA case studies.

The distinction in Myanmar between 'gazetted' and 'non-gazetted' officers has been reflected in the survey tools. The gazetted staff are management and professional staff, supported by the non-gazetted administrative officers, who include service staff such as drivers, cleaners and cooks.

PERCEPTION SURVEY.

A perception survey on ethics, meritocracy and equal opportunities in the Myanmar civil service has recently been conducted.⁶ The results of the 2016 UCSB-UNDP perception survey were used to supplement the new data and analysis in this study. The perception survey section in the UNDP-OECD general methodology was therefore excluded.

⁶ UCSB-UNDP, *Perception Survey on Ethics, Meritocracy and Equal Opportunities in the Myanmar Civil Service* (2016).

ROTATION MECHANISM.

In Myanmar, civil servants are obliged to rotate and to accept transfers to new locations of service on a regular basis. This prompted the addition of data to some questions in the survey tools in order to assess potential differing consequences for women and men. Transfers to specific hardship areas pose a potential impediment for women to advance in their careers unless life-cycle aspects—which differ for men and women—are taken into account. The report therefore assesses potential differing consequences for women and men, and how and to what extent gender stereotypes and related perceptions affect women's career progression opportunities.

1.2 DATA: SOURCES AND COLLECTION METHODS

In the UNDP-OECD methodology, requests to complete the survey tools are sent by the OECD and/or UNDP to government officials identified as policy leaders and subject-matter experts on human resource management in their countries. These respondents are strongly encouraged to consult with national/regional/local stakeholders as appropriate when responding to the survey. The quality of the research following the UNDP-OECD methodology relies heavily on comprehensive responses and the provision of reliable information.

In Myanmar, quantitative as well as qualitative data and information requests were directed through personal visits to targeted government representatives at national (Union) level and at subnational (state/region) level.

A. NATIONAL GENDER EQUALITY FRAMEWORKS AND POLICY CONTEXT

The assessment of national gender equality frameworks and policy context relied mainly on a desk review of recent and available studies (see Annex B), combined with information gathered in interviews and focus group discussions with targeted government representatives. The government agencies consulted are listed in Annex C.

B. OVERALL 'QUANTITATIVE' DISTRIBUTION OF CIVIL SERVANTS

The study aims at providing as full a picture as possible of gender equality in public administration in Myanmar, where the female and male civil servants are posted and what their functions are. It offers an overall 'snapshot' of the distribution of the civil servants by sex across positions/functions within government entities by departments at national and subnational levels—for both gazetted and non-gazetted civil servants and/or officers (excluding parliamentarians and judges, but including law officers who are part of the Union Attorney General's Office, the executive). This requires statistics/quantitative data for positions/functions disaggregated by department within each government entity and at all relevant levels of government.

The Project Appraisal and Progress Reporting Department (PAPRD) of the Ministry of Planning and Finance (MoPF) compiled a database of Myanmar civil servants in public administration (May 2018).⁷ The data base comprises a total of 1,007,095 civil servants, consisting of people working in government organizations, ministries and agencies at Union level and at region and state levels; 62

⁷ The database builds on statistics available at the beginning of 2018. During the field focus group discussions in October 2018 it became evident that new recruitments and promotions had changed the numbers and proportions of male and female civil servants in some positions. One example was that the number of female staff officers had more than doubled in Rakhine.

percent of these civil servants are women.⁸ Because the data are gender disaggregated,⁹ it is possible to provide analysis of evidence on the distribution of female and male civil servants across (i) different government entities/institutions; and (ii) departments and positions within each institution. In addition to an analysis of civil servants at Union level, the database allows an analysis of the composition of civil servants at state and region level (but not at the lower township/district/village levels¹⁰).

This database and the analysis in this report provide a baseline against which to measure future progress and achievements.



C. RECRUITMENT, CAPACITY DEVELOPMENT, PROMOTIONS AND TRANSFERS

The quantitative information from the database has been complemented by qualitative information from interviews and focus group discussions with civil servants in 10 ministries at Union level and with civil servants at subnational level in Bago, Mon and Rakhine states and regions (see Annex C for details of interviews and meetings). The UNDP-OECD semi-structured questionnaire for focus group discussions (slightly revised as discussed above) was used to collect important qualitative information about recruitment, career stream, work-life balance, etc.

Each government institution has a mandate to influence its own human resource management practices in various ways. Therefore, the availability of documentation related to human resource management, such as the selection criteria used, long-listing/short-listing, was explored in the focus group discussions and in the in-depth personal interviews. Considering the importance of women's access to and influence on decision-making, only participants holding gazetted-level positions were selected to be invited.¹¹

Discussions were held with focus groups of men only, of women only, and sometimes mixed in an effort to ensure all perspectives would be heard.

The selection of which ministries and states/regions to include was not done in a strictly representative fashion. Ministries at national (Union) level were selected so as to ensure that both male- and female-dominated ministries were included. At subnational level, government entities were approached in the three states and regions with which UNDP currently cooperates on local governance.

It is, however, observed that the triangulation of findings from focus group discussions with findings from quantitative data analysis and from the desk review of previous studies does provide an acceptably robust basis for drawing conclusions.

8 There is as yet no consolidated and centralized payroll and human resource management system with a unique identification for each civil servant. Therefore, the fact that civil servants are deployed from Union-level institutions to the state/region level creates some risk of 'double entries', i.e. reporting one individual civil servant at both Union and state/regional levels. This database has therefore been carefully reviewed by PAPRD/MoPF to avoid such 'double reporting' to the extent possible.

9 Data limitations, however, prevented efforts to collect in-depth data regarding population groups and disability (in support of analysis along the lines of Sustainable Development Goal indicator 16.7.1).

10 When/if available, renewed efforts should be made to cross-reference the distribution of male and female civil servants at township/village level with the available 'hardship classification' in order to contribute to further understanding the extent to which women as well as men are assigned to the hardship areas.

11 Thereby differing from the 2016 UCSB-UNDP perception study, in which mainly non-gazetted officers participated.



NATIONAL GENDER EQUALITY CONTEXT¹²

¹² For an analysis of the overall situation of women in Myanmar, and the challenges they face, refer to e.g. ADB, UNDP, UNFPA and UN Women, *Gender Equality and Women's Rights in Myanmar (2016)*.

2.1 INSTITUTIONAL FRAMEWORK AND RESOURCES

The designated national machinery for promoting gender equality is the Myanmar National Committee for Women (MNCW). The Union Minister of the Ministry of Social Welfare, Relief and Resettlement has taken on the responsibility as the chairperson of the MNCW, which was first set up as the Myanmar National Committee for Women's Affairs (MNCWA) in 1996 in order to fulfil the commitment made in Beijing to implement CEDAW (the Convention on the Elimination of All Forms of Discrimination Against Women)¹³ and the Beijing Platform for Action. In 2012, with new policies of the new government, the MNCWA was re-established, and in June 2018 it was reorganized into the MNCW.

→ The MNCW is an inter-ministerial and multi-stakeholder committee, under the leadership of the Ministry of Social Welfare, Relief and Resettlement, with its minister as chairperson, a deputy minister as vice chairperson and a Director General as secretary. Members of the MNCW are Directors General from eight line ministries,¹⁴ Directors General from five union organizations and commissions¹⁵ and representatives from seven women's rights civil society organizations (CSOs), some of which are organized by government.¹⁶

The MNCW holds responsibility for the CEDAW reporting. Women's Committees have been formed at the Union level, at the state/region level and at the district and township levels to carry out activities in the 12 critical areas of concern identified in the Beijing Platform for Action.



13 Myanmar has been a signatory to CEDAW since 1997.

14 Ministry of Information; Ministry of Agriculture, Livestock and Irrigation; Ministry of Labour, Immigration and Population; Ministry of Education; Ministry of Health and Sports; Ministry of Planning and Finance; Ministry of Social Welfare, Relief and Resettlement; and Ministry of Ethnic Affairs.

15 Myanmar National Human Rights Commission; Women and Children's Rights Committee; the Supreme Court of the Union; the Office of the Union Government; and the Union Attorney General's Office.

16 Orphans Reduction and Protection Association; Myanmar Women's Affairs Federation; Myanmar Maternal and Child Welfare Association; Myanmar Women Entrepreneur's Association; Myanmar Women and Children Development Foundation; Gender Equality Network; and Women's Organization Network.



© International Federation of Red Cross and Red Crescent Societies

Myanmar Women's Affairs Federation (MWAf) is a voluntary non-governmental organization (NGO) formed in 2003, with government staff assigned to it. It was established in response to a perceived weakness in implementation and in the range of activities of the working committees of the (at that time) MNCWA. Only members of the MNCWA implemented the activities of its working committees, implying that activities that were not directly related to the areas of the members of the MNCWA were not given any attention. The MWAf was consequently formed with the aim of achieving a broader and more effective coverage of activities targeting women, through enhanced coordination and linkages with national and international NGOs.¹⁷ MWAf today works in partnership with national and international non-governmental networks to support the MNCW in implementing gender equality measures at different administrative levels. At state and/or region level and township and district level it coordinates with Working Committees for Women's Affairs.

The Gender Equality Network (GEN) in its current form was established in 2012 and comprises more than 100 CSOs, national and international NGOs, and technical resource persons engaging in advocacy activities to bring about gender equality and the fulfilment of women's rights in Myanmar. One of GEN's main objectives is gender equality in governance and public life. GEN presented the civil society shadow report to CEDAW at its most recent review of Myanmar's progress as a CEDAW signatory.¹⁸

¹⁷ See the MWAf website at: <http://www.mwaf.org.mm/en/> (accessed 2 November 2019).

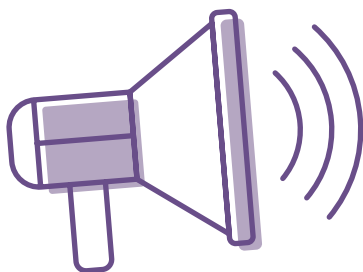
¹⁸ Gender Equality Network & Global Justice Center, *Shadow Report on Myanmar for the 64th Session of the Committee on the Elimination and Discrimination against Women* (2016).

2.2 STRATEGIES AND POLICIES FOR PROMOTING GENDER EQUALITY AND MAINSTREAMING

The main document guiding the promotion of gender equality in Myanmar is the 'National Strategic Plan for the Advancement of Women 2013–2022' (NSPAW). It was developed in collaboration with the ministries, agencies and organizations concerned, under the guidance of the Department for Social Welfare of the Ministry of Social Welfare, Relief and Resettlement, supported by the UN Gender Theme Group and GEN.



The NSPAW includes promotion of gender equality across the 12 priority areas of the Beijing Platform for Action and CEDAW. For each priority area there is a list of planned activities summarized under four sub-headings: (a) research and surveys; (b) awareness raising; (c) implementation; and (d) budget and policy-making. Priority areas include to ensure women's equal participation in decision-making and leadership at all levels of society, to establish and strengthen institutional mechanisms for the advancement of women, and to ensure women's participation as equal partners in national development strategies and decision-making processes.¹⁹



The Myanmar Sustainable Development Plan (MSDP) was designed in 2018. The MSDP mediates between local developmental needs and the global sustainable development agenda by aligning the MSDP action plans with the global Sustainable Development Goal targets. The following three strategies for promoting gender equality and mainstreaming are addressed in the MSDP: (i) strive for at least 30 percent participation of women in political dialogues (action plan 1.1.5); (ii) place equity, inclusivity and gender empowerment at the centre of development strategies and policies at all levels and in all sectors (action plan 1.5.7); and (iii) integrate gender-responsive budgeting at all levels to ensure the budget is adequately structured to address gender inequality (action plan 2.4.7).²⁰

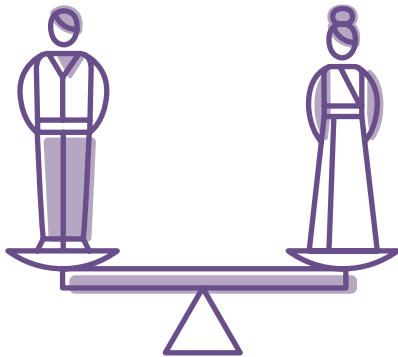
STRATEGIES FOR PROMOTING GENDER EQUALITY



¹⁹ For further details, refer to Ministry of Social Welfare, Relief and Resettlement, *National Strategic Plan for the Advancement of Women 2013–2022* (2013).

²⁰ As yet, Myanmar does not have a National Action Plan for the Implementation of UN Security Council Resolution 1325.

2.3 IMPLEMENTATION AND COORDINATION OF GENDER EQUALITY MAINSTREAMING



2.3.1 Gender analysis

The NSPAW is to be implemented through the establishment of a NSPAW Management Committee under the guidance of the MNCW.

The NSPAW is expected to be implemented by government agencies, national and international NGOs, UN agencies, private agencies, CSOs and individual donors through the contribution of financial, technical and material assistance. However, all the responsibilities for implementation, budgeting and policymaking relating to the government are expressed in general terms, without detailing which ministry holds particular responsibility for which activities. The MNCW is an institution with little negotiating power, a limited budget and limited capacity to implement NSPAW. The inclusion in the reorganized MNCW structure of CSOs, which are not organized by government, is a recent measure.²¹

Gender units have been established within many ministries since 2015. These units are, however, at relatively low institutional levels, which might significantly limit their authority, influence and access to resources.

Gender equality perspectives remain to be integrated into sectoral policies, and the state of overall gender analysis in policies and strategies remains weak. For instance, the 'Framework for Economic and Social Reforms' and the 'Comprehensive National Development Plan 2011–2030' do not address gender equality and women's rights comprehensively across all sectors and spheres and do not fully take into account the inequalities in the lived realities of men, women, boys and girls. There are also no requirements to perform gender analyses in order to assess possible differences in the impacts on men and women of reform policies and programmes.²²

2.3.2 Accountability, monitoring and evaluation

The weaknesses in overall implementation leverage when it comes to enhancing gender equality across sectors inevitably lead to weaknesses in demanding accountability and in requesting evidence-based progress reporting. No evaluation of the implementation of the NSPAW has so far been undertaken.

In 2016, a Mapping Analysis of actions under the NSPAW was undertaken by The Department of Social Welfare, under the leadership of the Myanmar National Committee for Women.

²¹ In the 2016 *Shadow Report on Myanmar for the 64th Session of the CEDAW* (Gender Equality Network & Global Justice Center, 2016) it was noted that CSOs had not yet been included in the MNCWA structure, while government-organized NGOs held seats as members.

²² See, for instance, Gender Equality Network, *Raising the Curtain* (2015).



GENDER EQUALITY IN PUBLIC ADMINISTRATION



This chapter starts by presenting evidence of where women are in the civil service in Myanmar's public administration. The information collected from the database has been organized into a set of comprehensive tables, which serve as the basis for this discussion and analysis. In all tables the relevant numbers of civil servants together with the percentage female are presented. The full set of tables is attached in Annex D.

Section 3.1 offers an introduction to Myanmar government institutions with civil servants, together with an overview of where women and men are across these government entities. Then follows a presentation and discussion of evidence emerging from an analysis of where, at which positions, within each of the government institutions the men and women are—section 3.2 presents the findings for national (Union) level organizations and ministries, and section 3.3 the findings for subnational levels of government.

Human resource management is key to understanding the dynamics underlying where women and men are in Myanmar public administration. This is discussed in section 3.4, based largely on findings from the national- and subnational-level focus group discussions, together with a review of procedures as expressed in relevant documentation. A discussion on the barriers and challenges for women in accessing decision-making and policy solutions ends this chapter (section 3.5.1).

3.1 INTRODUCTION TO GOVERNMENT INSTITUTIONS WITH CIVIL SERVANTS

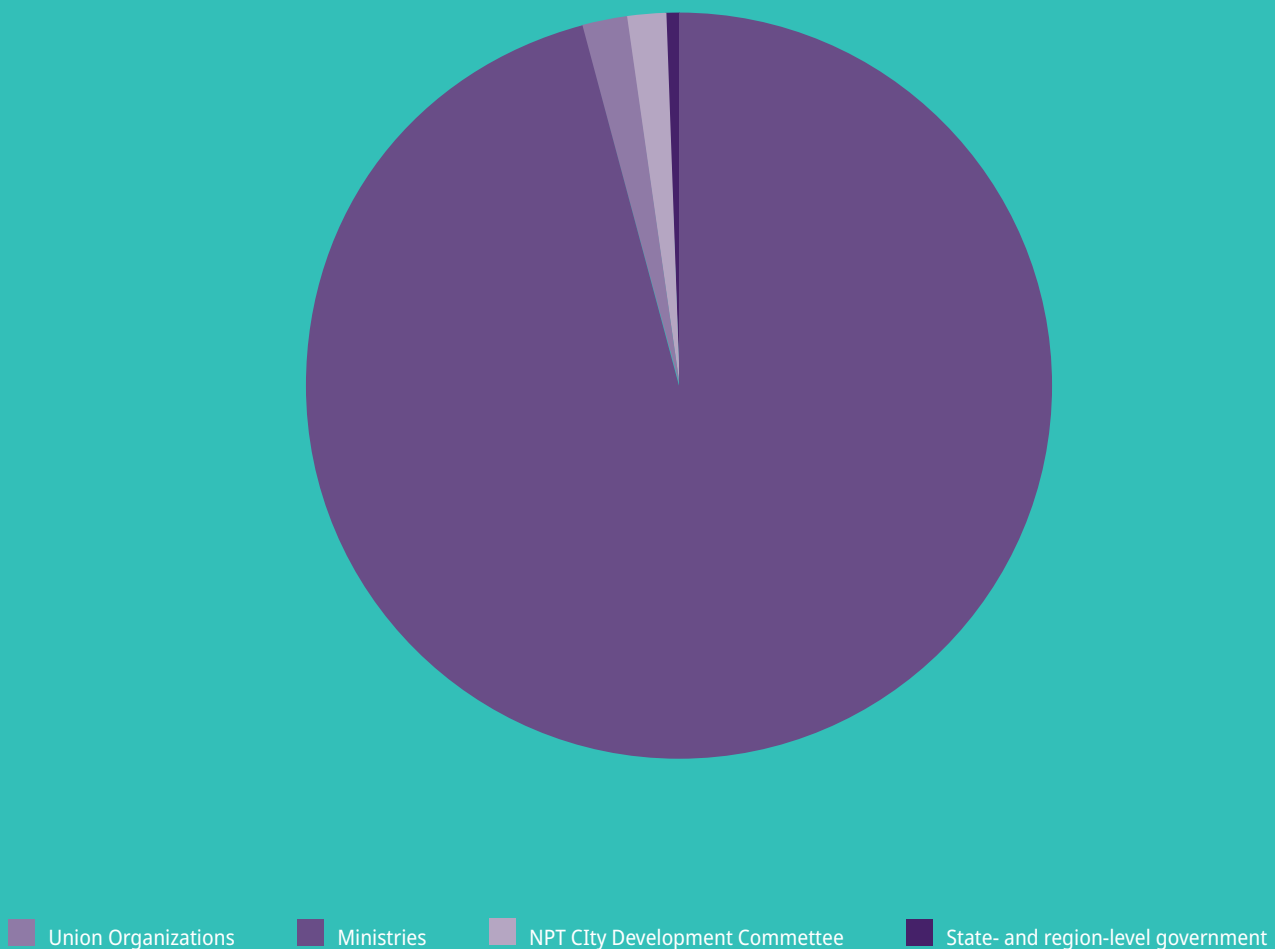
The Myanmar public administration consists of 12 Union organizations and 21 ministries at Union level. There are further independent state/region-level governments in each of Myanmar’s 14 states/regions. In the Nay Pyi Taw Union Territory, there is a Nay Pyi Taw City Development Committee (details in Table 1).

TABLE 1: MYANMAR GOVERNMENT INSTITUTIONS WITH CIVIL SERVANTS

UNION-LEVEL ORGANIZATIONS	MINISTRIES (UNION LEVEL)	STATE/REGION-LEVEL GOVERNMENTS / CITY DEVELOPMENT COMMITTEE
PRESIDENT OFFICE	MINISTRY OF FOREIGN AFFAIRS	KACHIN STATE GOVERNMENT
OFFICE OF THE UNION GOVERNMENT	MINISTRY OF HOME AFFAIRS	KAYAH STATE GOVERNMENT
OFFICE OF THE UNION PARLIAMENT (PYIDAUNGSU HLUTTAW)	MINISTRY OF DEFENCE	KAYIN STATE GOVERNMENT
HOUSE OF REPRESENTATIVES OFFICE (PYITHU HLUTTAW)	MINISTRY OF BORDER AFFAIRS	CHIN STATE GOVERNMENT
HOUSE OF NATIONALITIES (AMYOTHA HLUTTAW)	MINISTRY OF THE OFFICE OF THE STATE COUNSELLOR	SAGAING REGION GOVERNMENT
THE CONSTITUTIONAL TRIBUNAL OF THE UNION	MINISTRY OF INFORMATION	TANINTHAYI REGION GOVERNMENT
UNION ATTORNEY GENERAL'S OFFICE	MINISTRY OF RELIGIOUS AFFAIRS AND CULTURE	BAGO REGION GOVERNMENT
OFFICE OF THE AUDITOR GENERAL	MINISTRY OF AGRICULTURE, LIVESTOCK AND IRRIGATION	MAGWAY REGION GOVERNMENT
CENTRAL BANK OF MYANMAR	MINISTRY OF TRANSPORT AND COMMUNICATION	MANDALAY REGION GOVERNMENT
UNION CIVIL SERVICE BOARD	MINISTRY OF NATURAL RESOURCES AND ENVIRONMENTAL CONSERVATION	MON STATE GOVERNMENT
UNION ELECTION COMMISSION	MINISTRY OF ELECTRICITY AND ENERGY	RAKHINE STATE GOVERNMENT
ANTI-CORRUPTION COMMISSION	MINISTRY OF LABOUR, IMMIGRATION AND POPULATION	YANGON REGION GOVERNMENT
	MINISTRY OF INDUSTRY	SHAN STATE GOVERNMENT
	MINISTRY OF COMMERCE	AYEYARWADY REGION GOVERNMENT
	MINISTRY OF EDUCATION	
	MINISTRY OF HEALTH AND SPORTS	
	MINISTRY OF PLANNING AND FINANCE	
	MINISTRY OF CONSTRUCTION	
	MINISTRY OF SOCIAL WELFARE, RELIEF AND RESETTLEMENT	
	MINISTRY OF HOTELS AND TOURISM	
	MINISTRY OF ETHNIC AFFAIRS	NAY PYI TAW CITY DEVELOPMENT COMMITTEE

CHART 1

SHARES OF CIVIL SERVANTS IN GOVERNMENT INSTITUTIONS



3.1.1 Overview of women and men in Myanmar public administration

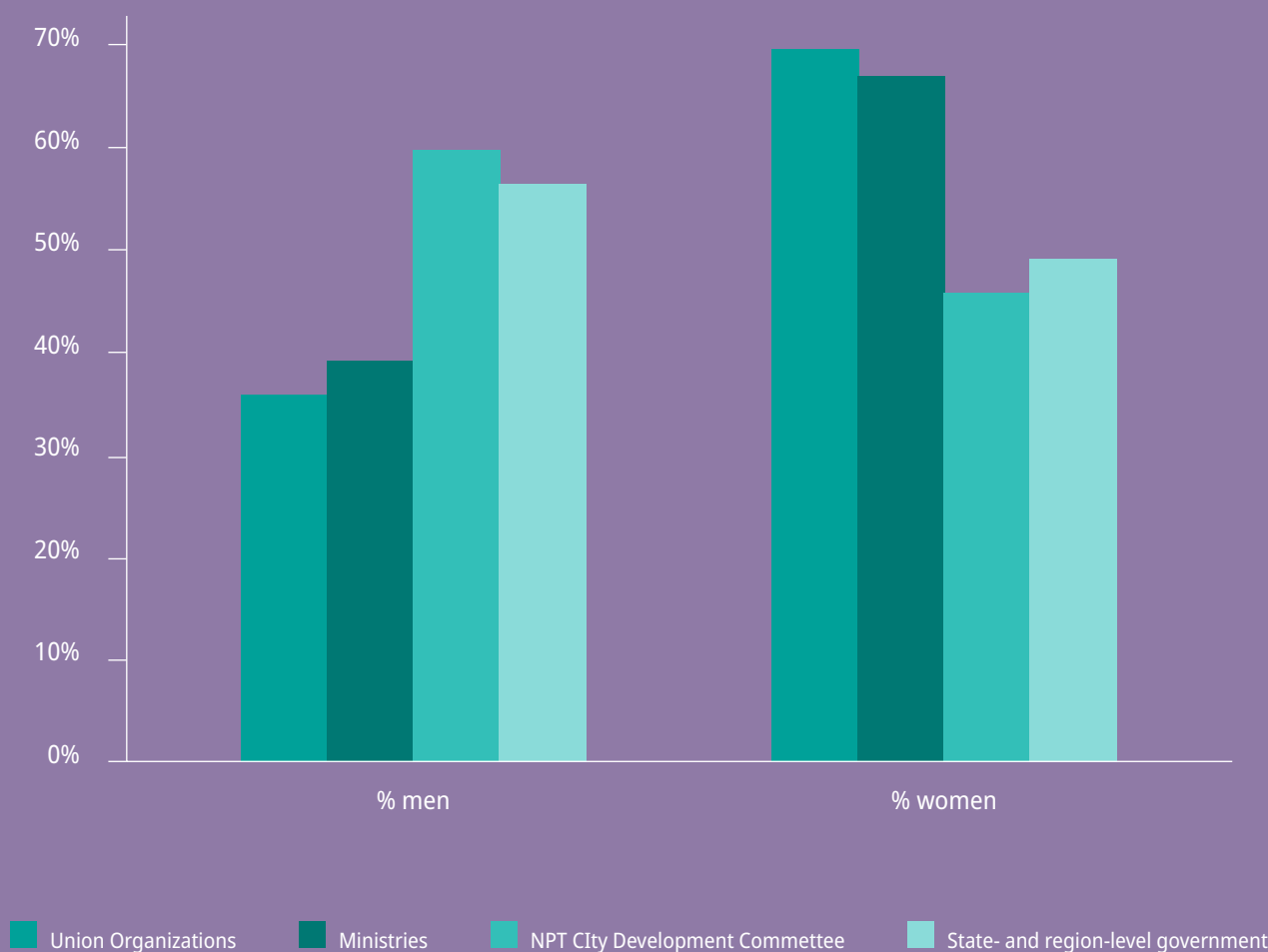
In Myanmar, a civil servant is defined as any person serving as a permanent employee in a public sector organization, in any capacity, across different branches and regardless of working at Union or at subnational levels.²³ As can be seen in Chart 1, the vast majority of civil servants are found within the 21 ministries (968,222 civil servants, or 96.1 percent of the total). The

remaining 3.9 percent are distributed as follows: 1.9 percent (equivalent to 19,260 civil servants) in state/Region-level governments, 1.7 percent (or 17,207 civil servants) affiliated to union organizations, and 0.3 percent (corresponding to 2,406 civil servants) in the Nay Pyi Taw City Development Committee (figures from Table 1 in Annex D).

23 See Public Service Personnel Act (Republic of the Union of Myanmar, 2013).

CHART 2

SHARES OF MEN/WOMEN IN GOVERNMENT INSTITUTIONS



Women make up 62.6 percent of Myanmar's civil servants. However, the percentages vary across the different types of administration entity, from 66.0 percent in Union organizations, to 62.9 percent in ministries, and down to 43.2 percent in Nay Pyi Taw City Development Committee (Chart 2).

In state/region governments, the average share of women is 46.8 percent. Thus, 97.8 percent of all civil servants work within government institutions (Union organizations and ministries) with shares of women of above 62.0 percent.²⁴

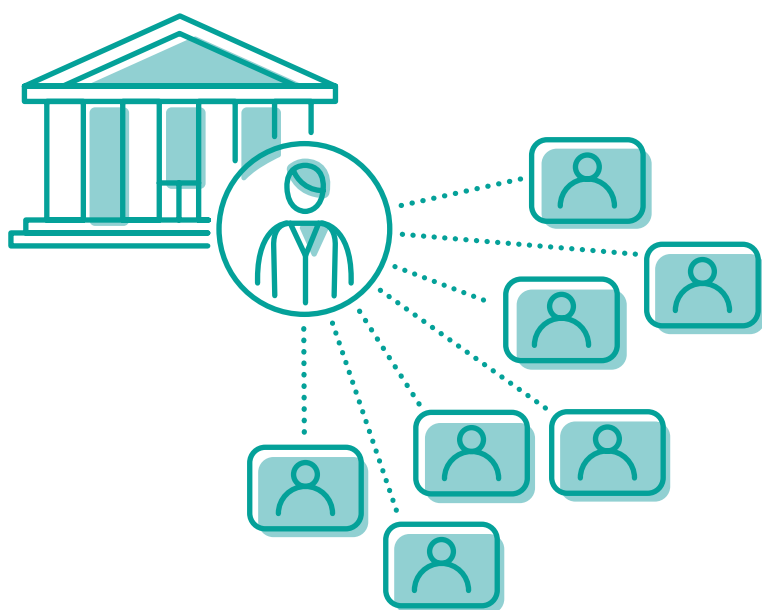
²⁴ An overall share of women of 62.6% implies an 8.6% increase in the share of women over a period of six years. In 2011, the share of women in the civil service was reported to be 53.96% (see Republic of the Union of Myanmar, Ministry of Planning and Finance, 2016 *Myanmar Statistical Yearbook*, 2016).

3.1.2 Civil servants in state/regional-level governments

The governments of each of the 14 states and regions were established following the 2010 elections and the transition to constitutional, civilian-led government in 2011. The structure, powers and relationships with the Union government are regulated in detail in the 2008 Constitution and the respective subsidiary legislation enacted by the State Peace and Development Council (SPDC) in 2010,²⁵ which to some extent guarantees the separation of powers.²⁶

Each state/region-level government has its own Development Affairs Department/Committee, which does not have a Union-level mother organization or ministry. For civil servants employed within these departments/committees, the human resource management and budgetary responsibilities rest with their respective state/region-level government, and they rely on their own resources to cover salaries and other costs. Some states/regions also have additional small departments (e.g. freight handling/cargo committees, cinema/motion picture development departments, specific cultural sites departments) under their direct human resource management. Mandalay and Yangon regions further have City Development Committees. Details of civil servants within state/region-level government is discussed below in sub-section 3.3 (The subnational level of public administration).

Most civil servants serving at state/region level are, however, staff under the human resource management of a Union-level mother organization or ministry. State/region-level governments' own civil servants (i.e. civil servants which are not under a Union level mother organization or ministry) typically account for 1–2 percent of total number of civil servants serving in a state/region. A significant exception is Yangon region, where 5 percent of all civil servants are the region-level government's own staff (see Table 2 in Annex D).



25 SPDC was dissolved in 2011 – after being in power since 1988 and having completed its mission.

26 See, for instance, UNDP, *Local Governance Mapping* (2015), for further details about local governance structures.

3.1.3 Rotation mechanism and deployment of civil servants from Union level to state/region level

Civil servants employed within Union organizations and ministries are liable to rotate throughout their career and to accept transfers from one duty station to another after serving a defined period. The civil servants can be assigned to any part of the country, including to remote areas. The designated period for each assigned duty station is most often three years but may vary depending on the needs of the different government institutions.²⁷ For staff under the human resource management of state and region-level governments, rotation is limited to the state or region in question.

Chart 1 shows that a significant majority of civil servants are affiliated to a Union-level organization or ministry. On the rotational basis, the majority of civil servants affiliated to a Union-level organization or ministry are thus assigned to serve in states and regions at various levels: state and region level, township/district level or at village level. These civil servants are located within state/region departments and under the daily supervision of a state/region minister (state/region ministers typically have several departments under their daily supervision). However, they remain on the payroll and under the technical supervision of their mother Union-level organization or ministry, and thus have dual lines of accountability. A recent study acknowledged that relations between central and local government levels constitute a centrepiece in Myanmar's efforts to redefine the organization of the public sector, which has a bearing on key civil service functions (including workforce planning and control). The civil service nevertheless currently remains a deconcentrated service despite efforts to delegate authority to the state/region levels.²⁸

All but three ministries have civil servants assigned to serve in all states and regions. The Ministry of Foreign Affairs has staff posted at Union level in Nay Pyi Taw and in Yangon Region, and the Ministry of Defence and the Ministry of the Office of the State Counsellor have all their staff concentrated in Nay Pyi Taw. Four Union organizations—the Union Parliament Office, the Union Attorney General's Office, the Office of the Auditor General and the Election Commission—also have civil servants assigned to serve in all states/regions. The Central Bank of Myanmar and the USCB have civil servants in Nay Pyi Taw and in Mandalay and Yangon regions. Civil servants from the remaining six Union organizations are concentrated at the Union level in Nay Pyi Taw (see Table 2 in Annex D for details). The assignment of civil servants to each state and region is further discussed in sub-section

27 Within the Ministry of Education for instance, rotation is mandatory and civil servants must go where they are assigned, although they can request a transfer after two years. On the other hand, civil servants who like the assignment can stay as long as they like.

28 Davidsen et al., *Myanmar Pay, Compensation, and Human Resource Management Review* (2018).



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3.1.4 Gazetted vs. non-gazetted civil servants

Civil servants across all government institutions are categorized as 'gazetted' or 'non-gazetted' officers. There are six gazetted and six non-gazetted civil service officer positions/posts, with the six gazetted posts being the highest level (see the column headings in Table 1). In broad terms, gazetted civil servants are professional and management staff, supported by non-gazetted administrative officers, including service staff such as drivers, cleaners and cooks. The share of gazetted civil servants across all government institutions is 8.7 percent, ranging from 8.4 percent in ministries to 20.6 percent in Nay Pyi Taw City Development Committee and to 20.8 percent in Union organizations. The share of gazetted civil servants in state/region-level governments is 9.1 percent.

8.7%

SHARE OF GAZETTED CIVIL SERVANTS
ACROSS ALL GOVERNMENT INSTITUTIONS

9.1%

SHARE OF GAZETTED CIVIL SERVANTS
IN STATE/REGION-LEVEL GOVERNMENTS

8.4%

IN MINISTRIES

20.6%

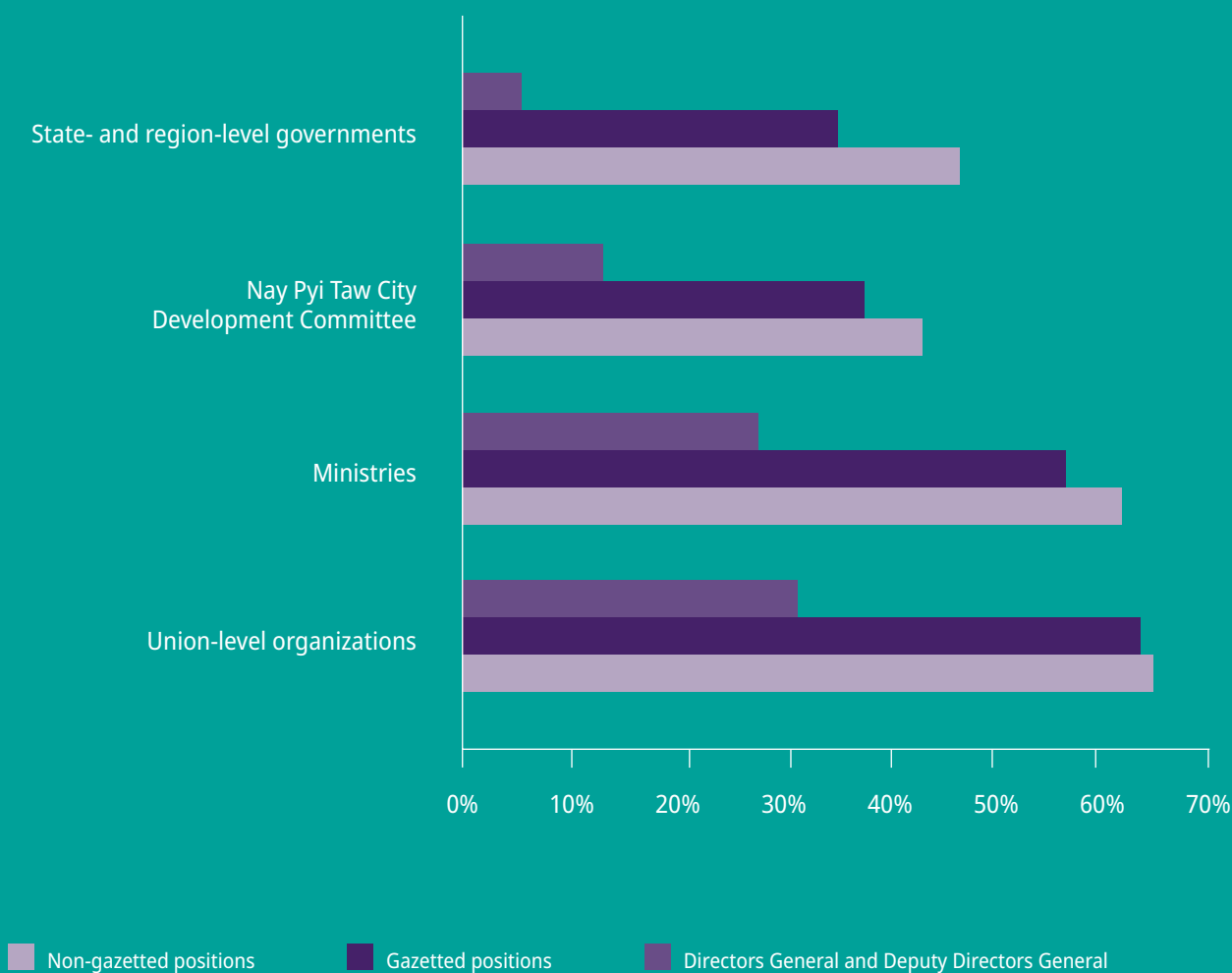
IN NAY PYI TAW CITY
DEVELOPMENT COMMITTEE

20.8%

IN UNION
ORGANIZATIONS

CHART 3

SHARE OF WOMEN IN NON-GAZETTED VS. GAZETTED POSITIONS AND IN TOP-LEVEL MANAGEMENT POSITIONS: ALL GOVERNMENT INSTITUTIONS (%)



Women's share of gazetted positions varies (see Chart 3 and Table 1 in Annex D). Women hold 65.0 percent in Union organizations, 57.9 percent in ministries, 38.6 percent in Nay Pyi Taw Development Committee and 36.2 percent in state/region-level governments. In Union organizations, women's share in gazetted positions compared with their share in non-gazetted positions is relatively equal (with a difference of only 1.2 percent). In ministries as well as in Nay Pyi Taw City Development Committee, the share of women in gazetted positions is approximately 5.5 percent less than in non-gazetted positions, and this gap is 11.6 percent in state/region-level governments. The highest share of

women in the two top management positions (Director General and Deputy Director General) is found within Union organizations (31.0 percent and 32.9 percent, respectively), although the share within ministries is close to 29 percent. In Nay Pyi Taw City Development Committee, the share of female Directors General and Deputy Directors General reaches 14 percent. There are no Director General positions in any of the state/region-level governments, and there are Deputy Director General positions only in two region-level governments (Mandalay and Yangon); of these, women account for only 5.9 percent.



POTENTIAL INSTITUTIONAL BARRIERS TO WOMEN'S ACCESS TO THE TOP MANAGEMENT POSITIONS

- ✎ DISCRETIONARY POWER IN PROMOTION SELECTION
- ✎ INHERITED AGE STRUCTURES, TOGETHER WITH POSSIBLE LOW TURNOVER AND A LONG TIME TO RETIREMENT IN THE TOP MANAGEMENT POSITIONS

The lower share of women in gazetted positions as compared with non-gazetted positions is a first indication that women are more prevalent at lower-level positions (given that the six non-gazetted posts are the lowest positions). The shares of women in the four lower-level gazetted positions are nevertheless high overall and appear to provide a strong basis for the future promotion of more women to the two top management positions (Director General and Deputy Director General). Even though this is a promising finding, there are potential institutional barriers to women's access to the top management positions. First, discretionary power in promotion selection procedures may be an obstacle to women's ability to reach these positions. Second, Myanmar offers strong job security for its civil servants, with guaranteed employment until retirement age. Inherited age structures, together with possible low turnover and a long time to retirement in the top management positions, might also pose an obstacle. Human resource management in Myanmar public administration is discussed and analysed below (section 3.4).

The findings above provide a broad aggregate overview of the role of women within Myanmar's government institutions. In the following sections, the focus is narrowed down to analyse how men and women are distributed across and within the different Union-level organizations and various ministries, as well as the locations where men and women are assigned to serve. This focus provides a better picture of what gender equality looks like beneath the overall aggregate figures.

The gender disaggregated distribution of civil servants across positions within the various government institutions at both national and subnational levels will reveal any potential variation hidden by the above figures. The focus continues to be on comparing the proportions of women in non-gazetted and in gazetted positions, and in addition separating out the two top management positions of Director General and Deputy Director General.



3.2 THE NATIONAL (UNION) LEVEL OF PUBLIC ADMINISTRATION

For Union-level organizations and ministries, human resource management decisions are taken at the national level, regardless of whether the civil servants are deployed to serve in a state or a region or to serve at the Union level of the particular Union organization or ministry. These government institutions, and the gender distribution across positions within them, are thus discussed as the national level of public administration. The deployment of men and women to different positions in states and regions is discussed in the section on the sub-national level of public administration (section 3.3).

3.2.1 Union-level organizations

Union-level organizations account for only 1.7 percent of all civil servants in Myanmar. Data are available by Union-level organization, but no disaggregated data are available by department within each Union-level organization.

Of the 12 Union-level organizations, two stand out in terms of size: the Office of the Auditor General (with 6,621 civil servants) and the Union Attorney General’s Office (with 3,082 civil servants). Six Union-level organizations have fewer than 600 civil servants each, with the lowest numbers of civil servants in the Constitutional Tribunal of the Union (117) and in the Anti-Corruption Commission (144). The number of civil servants in the remaining four Union organizations is between 1,000 and 2,000 per organization (see Table 3 in Annex D).

An important feature of Union-level organizations is that the share of gazetted positions (the six highest-level positions) within these organizations is comparatively high at 20.8 percent, but there is nevertheless considerable variation across the individual organizations. Shares of gazetted positions range from 41.6 percent in the President Office and 38.2 percent in the House of Nationalities, down to 11.1 percent in the Office of the Auditor General and 17.9 percent in the Union Parliament Office (Table 3 in Annex D). In comparison, the proportion of gazetted positions is only 8.7 percent across all civil servants in Myanmar (Table 1 in Annex D).



CHART 4

SHARE OF WOMEN IN NON-GAZETTED VS. GAZETTED POSITIONS AND IN TOP-LEVEL MANAGEMENT POSITIONS WITHIN UNION-LEVEL ORGANIZATIONS (%)

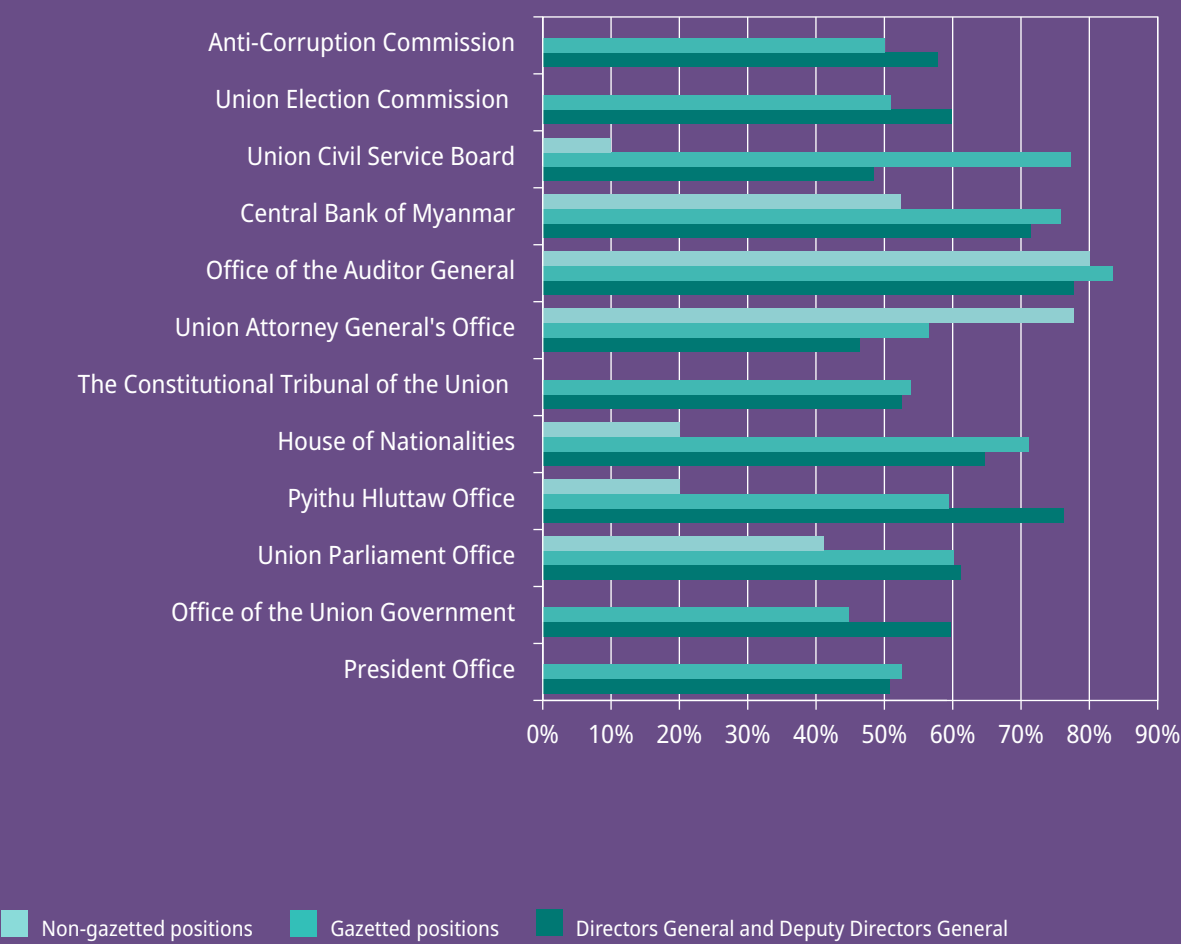


Chart 4 shows the distribution of women across non-gazetted and gazetted positions, respectively, together with the proportion of women in top management positions (Director General and Deputy Director General). Three Union-level organizations stand out as female dominated across all positions, and together they account for close to two thirds (63 percent) of all civil servants within Union-level organizations. In the

Office of the Auditor General and the Union Attorney General's Office, no less than 80 percent and 78 percent of Directors and Deputy Directors General, respectively, are women. Similarly, in the Central Bank of Myanmar, 52 percent of the two top management positions are held by women. In these three organizations the shares of women at both gazetted and non-gazetted levels are also close to or above 50 percent.

The UCSB has a high share of women in the six gazetted positions (78 percent), although women currently hold only 10 percent of the Director General and Deputy Director General positions. The share of women at the Director level is, however, a high 78.8 percent and it would therefore seem reasonable to expect that a women might be appointed if an opening occurs at the Deputy Director General level.

However, there are five Union organizations with no woman out of a total of 9 Directors General and 18 Deputy Directors General (the President Office, Office of the Union Government, the Constitutional Tribunal of the Union, Union Election Commission and the Anti-Corruption Commission). These five union organizations also appear to play a stronger role in policymaking importance than the Union organizations with a high proportion of female top managers.

3.2.2 Ministries

A. ACROSS MINISTRIES

Ministries together employ 96.1 percent of all civil servants. Table 4 in Annex D offers an overview of civil servants in ministries, and Tables 5–25 in Annex D show disaggregated data by department for each ministry. The relative size of ministries in terms of civil servants varies considerably—from lows of 148 in the Ministry of the Office of the State Counsellor and 314 in the Ministry of Ethnic Affairs to a high of 494,261 in the Ministry of Education.

MINISTRIES TOGETHER

96.1%

OF ALL CIVIL SERVANTS

Together the Ministry of Education and Ministry of Health and Sports account for 62 percent of all civil servants (Education 51 percent and Health and Sports 11 percent). Besides these ministries, only five ministries have more than 30,000 civil servants (Ministry of Agriculture, Livestock and Irrigation, Ministry of Home Affairs, Ministry of Transport and Communication, Ministry of Electricity and Energy, and Ministry of Defence). Six ministries have fewer than 5,000 civil servants each (ministries of Hotels and Tourism, of Foreign Affairs, of Border Affairs, of Religious Affairs, of Commerce, and of Social Welfare, Relief and Resettlement). The remaining six ministries thus have between 5,000 and 30,000 civil servants each: the ministries of Information, of Labour, Immigration and Population, of Construction, of Natural Resources and Environmental Conservation, of Industry, and of Planning and Finance. The details are in Table 4 in Annex D.

The share of gazetted civil servants in ministries as a whole is just above 8 percent, but it ranges from a high of 51 percent in the Ministry of the Office of the State Counsellor and 43 percent in the Ministry of Foreign Affairs, down to below 2 percent in the Ministry of Defence and below 5 percent in the Ministry of Home Affairs. There are five ministries with 20–25 percent of gazetted civil servants: Border Affairs, Religious Affairs and Culture, Commerce, Planning and Finance, and Hotels and Tourism. In the two ministries accounting for 62 percent of all civil servants, the share of gazetted civil servants is 6 percent in Ministry of Education and 15 percent in the Ministry of Health and Sports.



CHART 5

SHARE OF WOMEN IN NON-GAZETTED VS. GAZETTED POSITIONS AND IN TOP-LEVEL MANAGEMENT POSITIONS WITHIN MINISTRIES (%)

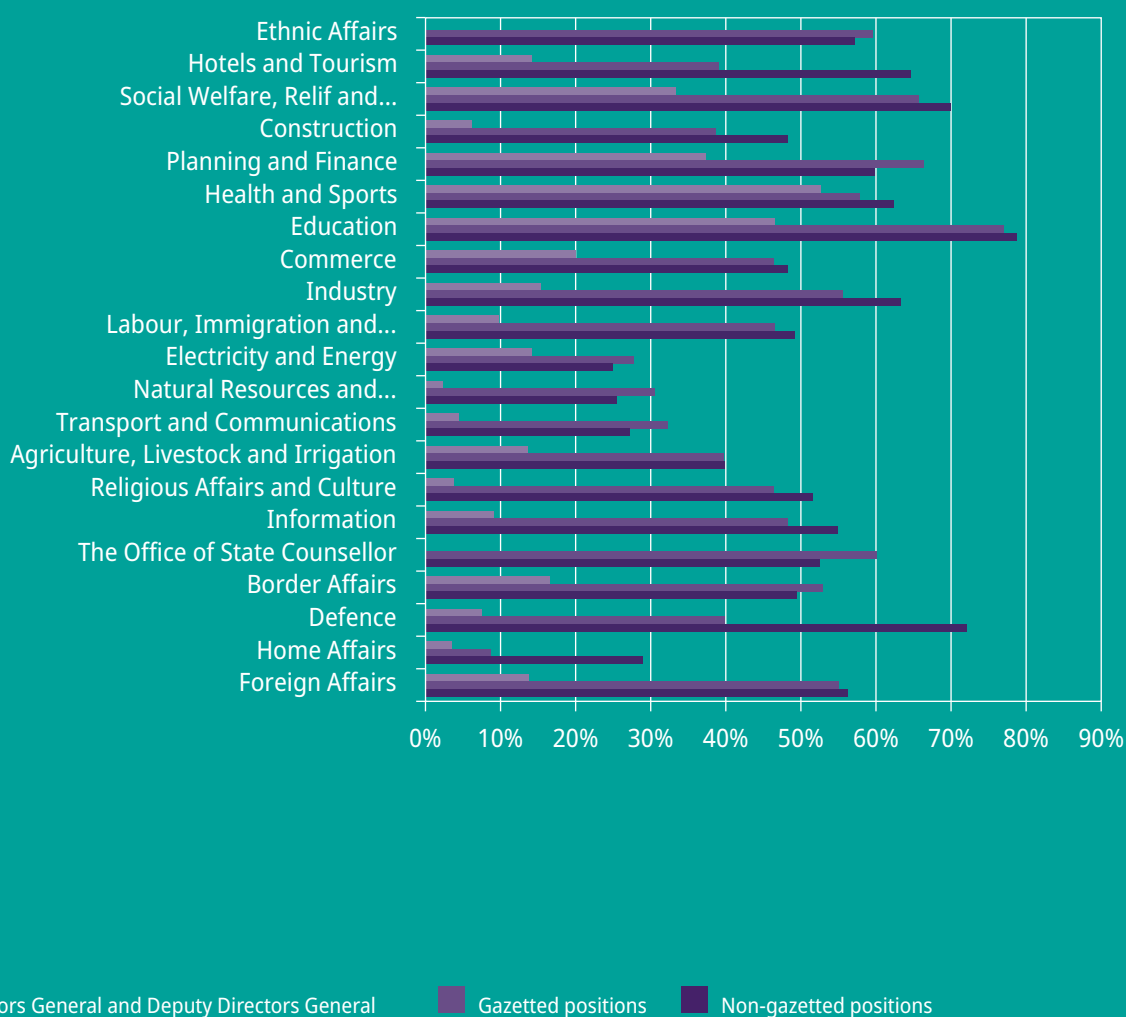


Chart 5 shows a comparison of the proportions of women in non-gazetted vs. gazetted positions and in the two top management positions across ministries. It reveals that some ministries are clearly ‘female dominated’ whereas others are ‘male dominated’.

The Ministry of Education stands out with a share of women standing at 79 percent of non-gazetted and 77 percent of gazetted civil servants. However, the Ministry of Education also shows that, even within a strongly female-dominated ministry, women do not necessarily hold an equal share of the highest management positions: only 32 percent of the 60 Directors General

are women. Nonetheless, a positive indication is that currently 54 percent of the 119 Deputy Directors General are female (thus on average reaching 47 percent across the two top management-level positions).

Ministries with shares of women reaching above or close to 60 percent in both non-gazetted and gazetted positions include the ministries of Ethnic Affairs, of Social Welfare, Relief and Resettlement, of Planning and Finance, of Health and Sports, and of Foreign Affairs. However, the Ministry of Health and Sports is the only one where women hold more than 50 percent of Director General and Deputy Director General positions as well.



Nevertheless, disaggregating the two top-level management positions reveals that this high average share is achieved through 54 percent of 288 Deputy Directors General being women, whereas their share of the 15 Director General positions is only 27 percent.

The Ministry of Defence shows a very high share of women in non-gazetted positions (72 percent) but only 40 percent in gazetted positions (with a low 8 percent at the Director General and Deputy Director General levels). A similar pattern is found in the Ministry of Hotels and Tourism, where women are in 65 percent of non-gazetted positions and in 40 percent of gazetted positions (with 14 percent at Director and Deputy Director level). Similarly, in five ministries with a share of women in non-gazetted and gazetted positions ranging from 40 percent to 50 percent, the share of women at the Director General and Deputy Director General levels ranges from a low of 4 percent in the Ministry of Religious Affairs to 20 percent in the Ministry of Commerce; the proportions in the ministries of Agriculture, Livestock and Irrigation, of Labour, Immigration and Population, and of Construction lie in between.

At the other end of the scale, the more male-dominated ministries have proportions of women ranging from 10 percent to just about 30 percent in both non-gazetted and gazetted positions (ministries of Home Affairs, of Transport and Communication, of Natural Resources and Environmental Conservation, and of Electricity and Energy). In these four ministries the average share of women in the two top-level positions ranges from 2 percent in the Ministry of Natural Resources and Environmental Conservation, to 4 percent in the Ministry of Home Affairs and 5 percent in the Ministry of Transport and Communication, up to 14 percent in the Ministry of Electricity and Energy. The Ministry of Home Affairs in particular stands out with its share of women falling below 10 percent at the four lowest gazetted levels as well. As such, it faces the steepest challenges both in reaching both gender parity and in promoting women to the highest-level management positions.

CHART 6

DIRECTORS GENERAL: PERCENTAGE SHARES OF WOMEN AND MEN WITHIN MINISTRIES

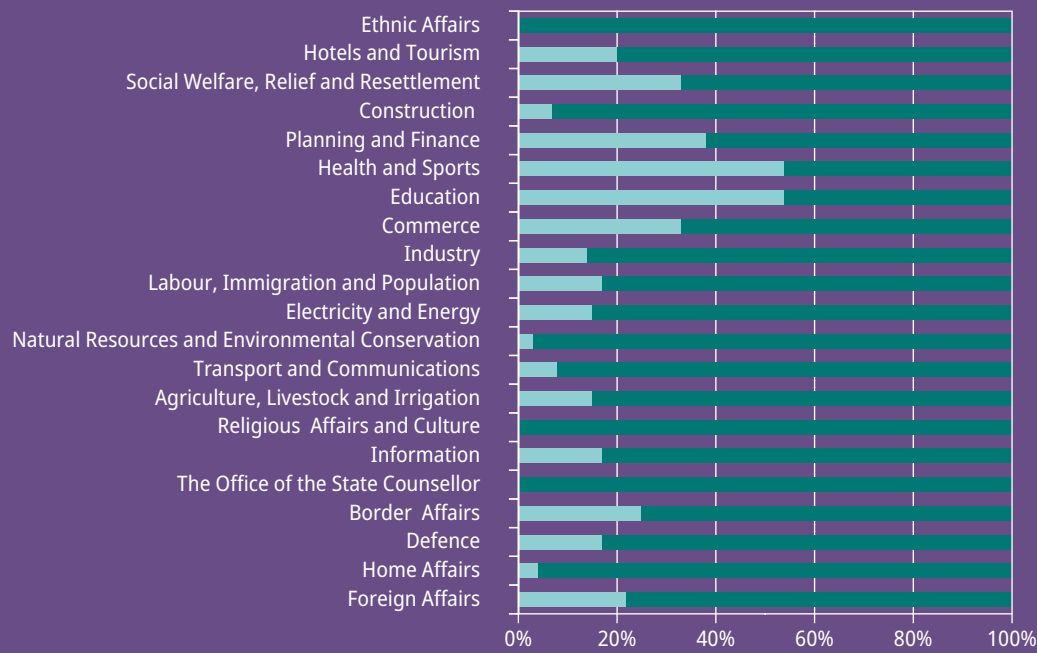
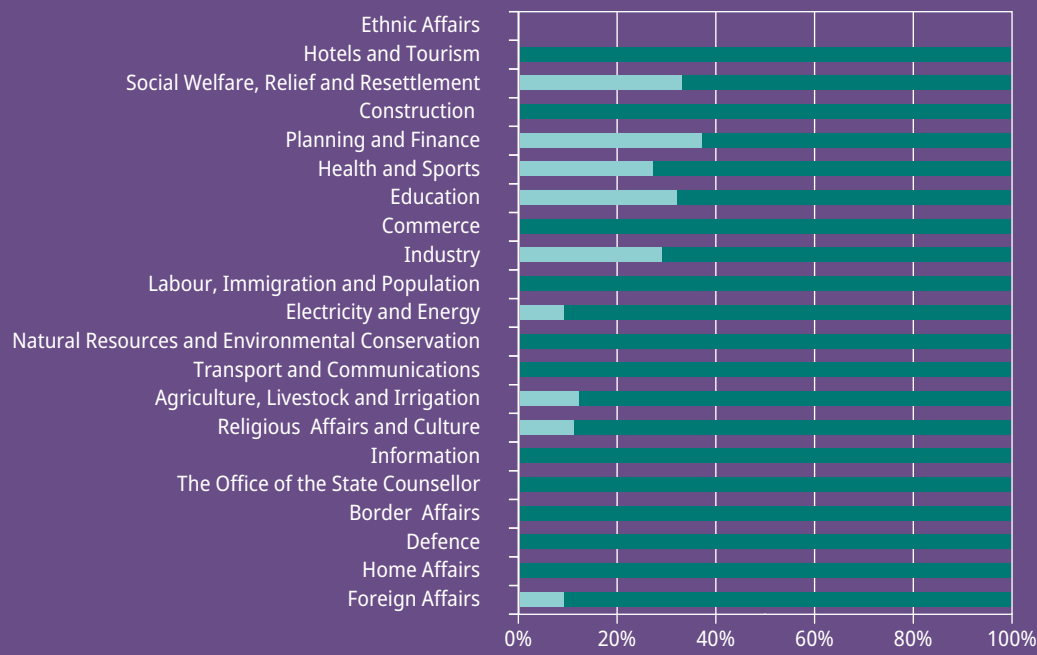


CHART 7

DEPUTY DIRECTORS GENERAL: PERCENTAGE SHARES OF WOMEN AND MEN WITHIN MINISTRIES



A 30 percent threshold is generally considered to be the minimum required to ensure a ‘critical mass’ of any underrepresented group to be in a position to influence decision-making processes and policy agendas.²⁹ With fewer women represented at decision-making levels, it is difficult for women to have their voice heard. Chart 6 shows that men reach or surpass this 30 percent threshold at Director General level (the highest level of decision-making) in all ministries, including in strongly female-dominated ministries. Women, on the other hand, reach this threshold in only three ministries: the Ministry of Planning and Finance (36.8 percent), the Ministry of Social Welfare, Relief and Resettlement (33.3 percent) and the Ministry of Education (31.7 percent)—three ministries with overall high shares of women. The Ministry of Industry and the Ministry of Health and Sports are approaching 30 percent (with 28.6 percent and 26.7 percent, respectively). However, in 11 ministries, with a total of 92 Directors General, there is no woman represented at this highest decision-making level (see also Table 4 in Annex D).

At the second highest-level, the Deputy Director General level, Chart 7 shows that the share of women is above the 30 percent threshold in five ministries: the Ministry of Health and Sports, the Ministry of Commerce and the three ministries that also have more than 30 percent of Directors General (the Ministry of Education, the Ministry of Planning, and Finance and the Ministry of Social Welfare, Relief and Resettlement). There are no female Deputy Directors General in three ministries; indeed, the Ministry of the Office of the State Counsellor has neither a female Director General nor a female Deputy Director General.



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²⁹ The notion of a ‘critical mass’ was first supported by a 1992 study by the United Nations (see, for example, Equal Opportunities Commission, 2003).

B. WITHIN MINISTRIES

The professional functions covered by each of the 12 gazetted and non-gazetted positions in the civil service differ according to the professional expertise needed within each ministry (and other government institutions). The differing service delivery needs of the various ministries is one explanation for the huge variation in the number of civil servants they employ. The civil servants discussed below cover professional functions such as teachers, nurses, medical doctors, agricultural extension officers, and police officers all categorized into one of the 12 civil service positions according to the regulated salary levels.



MINISTRY OF EDUCATION

494,261

CIVIL SERVANTS

The **Ministry of Education** is the largest of Myanmar's ministries, having 494,261 civil servants. Approximately 91 percent of its civil servants fall within the Department of Basic Education, which comprises teachers serving in primary schools across the entire country (Table 19 in Annex D). With a focus on providing basic education across the country, the Ministry of Education represents the only ministry with staff assigned to serve in every village in the country, provided there is a primary school in the village. More than 80 percent of primary school teachers are women.

The Ministry of Education is also one of three ministries in which women hold above 30 percent of Director General positions, as discussed above. However, all the female Directors General are in the Department of Higher Education (which has 50 Directors General in total). There are an additional 11 departments within the Ministry of Education, 10 of which have one Director General each – all of whom are male. University rectors, many of whom are women, are classified as Directors General, which is one explanation for the concentration of female Directors General—and the high number of Directors General—within the Department of Higher Education. At the Deputy Director General level, there are women in 4 of the 11 Departments with a Deputy Director General, including two women out of six Deputy Directors General in the Department of Basic Education.



MINISTRY OF EDUCATION IS
ALSO ONE OF THREE MINISTRIES
IN WHICH WOMEN HOLD ABOVE
30%
OF DIRECTOR GENERAL POSITIONS



MORE THAN
80%
OF PRIMARY TEACHERS
ARE WOMEN



MINISTRY OF HEALTH

111,700

CIVIL SERVANTS

The **Ministry of Health** is the second-largest ministry in terms of civil servants, totalling 111,700 in number. Two departments (the Department of Medical Service and the Department of Public Health) together account for 86.4 percent of the ministry's civil servants, including nurses and medical doctors assigned to serve across the country, and both departments have above 50 percent female employees. The two departments with the highest overall share of women are the Department of Human Resources for Health and the Department of Traditional Medicine, although the latter has very few women in higher positions (Table 20 in Annex D).

With more than 65,000 civil servants, the **Ministry of Agriculture, Livestock and Irrigation** is the third- largest ministry in terms of numbers of employees. Its proportions of women in both gazetted and non-gazetted positions is roughly the same, but there is considerable variation across its departments. In the Department of Agricultural Land Management and Statistics, only 7.3 percent are women, whereas in the Co-operative Department no less than 67.3 percent are women, also reflected at Director General and Deputy Director General levels. In most other departments with more than 50 percent of women, this is not reflected in the top management positions (as in the Minister's Office, the Department of Planning, the Department of Agriculture, the Department of Agricultural Research, and the Small-Scale Industries Department) (Table 12 in Annex D).

MINISTRY OF AGRICULTURE,
LIVESTOCK AND IRRIGATION

65,000

CIVIL SERVANTS



MINISTRY OF HOME AFFAIRS

-30% OF WOMENMINISTRY OF TRANSPORT
AND COMMUNICATION**-27,8%**
OF WOMEN**91%**OF WOMEN AT THE LEVEL
OF DIRECTOR IN MYANMAR
MARITIME UNIVERSITY

The **Ministry of Home Affairs** is one of four ministries with an overall share of women below 30 percent (see above). There is no female Director General and only one out of a total of 23 Deputy Directors General is a woman (in the General Administration Department). The General Administration Department is the department with the highest number of civil servants, accounting for 63 percent of the ministry's civil servants, and furthermore is the only department with more than one third female civil servants overall (38 percent). Nevertheless, the share of women in gazetted positions remains below 10 percent in this department too (Table 6 in Annex D). The Myanmar Police Force falls within this ministry. However, information about the Police Force/Department was left out of the database, and information on numbers of police men and women is therefore not included in Table 6 in Annex D. A drive to recruit more police women began in 2012, and it has been reported that by 2018 the Myanmar Police Force had 12 percent female officers.

Whereas the **Ministry of Transport and Communication** overall has a low 27.8 percent of women among its civil servants, disaggregated by department the shares of women range from 11.7 percent (Myanmar Railways) to 73.3 percent in Myanmar Maritime University (the department with the fewest civil servants). Myanmar Railways is, however, one of only three departments with a female Deputy Director General (2 women and 12 men). However, within Myanmar Maritime University there is an exceptional dominance of women at the level of Director (91 percent being female), and the dominance of women continues at lower-level positions. In between the two extremes in terms of shares of women, a majority of departments do have comparatively equal shares of men and women—ranging from 46.3 percent to 63.1 percent—although most of them are small in terms of the number of civil servants (Table 13 in Annex D).

The **Ministry of Electricity and Energy** is also a ministry with shares of both gazetted and non-gazetted women below 30 percent. However, there is with considerable variation across its departments, from 11.1 percent in Myanmar Oil and Gas Enterprise to over 60 percent in the three smallest departments in terms of civil servants (the Union Minister's Office, the Oil and Gas Planning Department, and the Department of Electric Power Planning). The Department of Electric Power Planning is also the only department (out of 11) in which the Director General is a woman (Table 15 in Annex D).

MINISTRY OF ELECTRICITY
AND ENERGY**-30%** OF WOMEN

FROM

11.1%IN MYANMAR OIL AND
GAS ENTERPRISE

TO

+ 60%IN THE THREE SMALLEST
DEPARTMENTS



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MINISTRY OF DEFENCE

THE INTERNATIONAL
AND INTERNAL AFFAIRS
DEPARTMENT HAS NO
FEMALE CIVIL SERVANT
IN ANY POSITION

Within the **Ministry of Defence** the dominating department is the Office of the Commander-in-Chief, which manages 99.6 percent of the ministry's civil servants. The distribution of men and women has a pattern of high shares of women in non-gazetted positions and considerably lower shares of women in gazetted positions. The International and Internal Affairs Department has no female civil servant in any position (Table 7 of Annex D).

Within the **Ministry of Natural Resources and Environmental Conservation** two departments account for 82 percent of the ministry's civil servants—the Myanmar Timber Enterprise and the Forest Department. They have an overall share of women of 23.6 percent and 19.8 percent respectively.

The correlation between proportions of women and female top managers is, however, weak. The only female top manager—a Deputy Director General—is within the Myanmar Timber Enterprise (which has a low overall share of women). In contrast, in the five departments with proportions of women ranging from 50.7 percent to 57.8 percent, the representation of women in top management remains zero (the Union Minister's Office, the Environmental Conservation Department, the University of Forestry and Environmental Science, the Myanmar Gems Enterprise, and the Myanmar Pearl Enterprise). However, women are represented at Director level in three of these departments. In Myanmar Pearl Enterprise the first woman is found at the level of Deputy Director; in the University of Forestry and Environmental Science a woman is found only at the level of Assistant Director (the second- lowest gazetted position) (Table 14 in Annex D).

MINISTRY OF NATURAL RESOURCES AND ENVIRONMENTAL CONSERVATION

23.6% AND 19.8% OF WOMEN



MINISTRY OF PLANNING AND FINANCE

HIGHEST SHARE OF FEMALE DIRECTORS GENERAL

As mentioned above, the **Ministry of Planning and Finance** is the ministry with the highest share of female Directors General. This ministry is overall female dominated. There are, however, three departments in which men dominate: Central Equipment and Statistical Inception, Internal Revenue, and Customs—all of which have a total share of women below 50 percent, with the lowest share (27 percent) in the Customs Department. In these three male-dominated departments there is also a strong male dominance in the highest-level positions. In the female-dominated departments, however, there is a mix of female and male dominance in top management. Women dominate at top management level in some departments (the Central Statistical Organization, the Project Appraisal and Progress Reporting Department, the Budget Department, the Myanmar Investment and Commercial Bank, the Treasury Department, and the Securities and Exchange Commission of Myanmar), whereas men dominate at the top management level in other departments (such as the Union Minister's Office, the Planning Department, the Pension Department, the Financial Regulatory Department) (Table 21 in Annex D).

MINISTRY OF INDUSTRY

+70% OF WOMEN



The **Ministry of Industry** is seemingly female dominated, with overall shares of women surpassing 70 percent in three departments: Myanmar Pharmaceutical Industrial Enterprise, No(3) Heavy Industrial Enterprise, and the Directorate of Industrial Supervision and Inspection (Table 17 in Annex D). There is also a high proportion of women in the Union Minister's Office (67.4 percent) and in the Directorate of Industrial Collaboration (59.9 percent). However, these high overall shares are not reflected in the shares of women in top management positions.

MINISTRY OF LABOUR, IMMIGRATION AND POPULATION

**STRONGLY REPRESENTED IN
THE DEPARTMENT OF LABOUR
AND IN THE SOCIAL SECURITY
BOARD**

Within the **Ministry of Labour, Immigration and Population** women are particularly strongly represented in the Department of Labour and in the Social Security Board, and are also represented at the Deputy Director General level in these two departments. There is, however, no woman at either Director General or Deputy Director General level in any of the other six departments, even though their representation overall in five of the other departments ranges from 55.8 percent to 68.0 percent. In the Minister's Office the share of women is a comparatively low 33.4 percent (Table 16 in Annex D).

Within the **Ministry of Construction** the shares of women at departmental level range between 38.2 percent in the Department of Bridges and 56.9 percent in the Department of Rural Road Development. At the top management level, out of a total of six there is not one female Director General and only 3 out of 41 Deputy Directors General are female (Table 22 in Annex D).



MINISTRY OF CONSTRUCTION

FROM **38.2%**
IN THE DEPARTMENT
OF BRIDGES

TO **56.9%**
DEPARTMENT OF RURAL
ROAD DEVELOPMENT

The **Ministry of Information** is one of the ministries where the shares of men and women are seemingly comparatively equal; there are more women in some departments and more men in others (Table 10 in Annex D). However, women are generally more strongly represented in the lower-level positions, as also indicated by a lower proportion of women in gazetted compared with non-gazetted positions (48 percent vs. 55 percent).

Within the Ministry of Religious Affairs women are particularly underrepresented in the Religious Minister's Office (29.6 percent of women) and no women holds any of the top three positions within this department. The three departments or dependencies in which women are most strongly represented are the Department of Historical Research and National Library (68.9 percent women), the International Theravada Buddhist Missionary University (60.0 percent) and the Fine Arts Department (59.1 percent). However, only in the Fine Arts Department is there a woman Director General (Table 11 in Annex D).

Within the **Ministry of Border Affairs** the share of women stands at 57.8 percent in the Education and Training Department, but at lower rates in the Minister's Office and in the Progress of Border Areas and national Races Department (Table 8 in Annex D).

MINISTRY OF INFORMATION

EQUAL

MEN AND WOMEN SHARES
OF THE MINISTRIES



MINISTRY OF BORDER AFFAIRS

57.8%

OF WOMEN IN THE EDUCATION
AND TRAINING DEPARTMENT



MINISTRY OF SOCIAL WELFARE, RELIEF AND RESETTLEMENT

+30% OF WOMEN
AT DIRECTOR GENERAL LEVEL



MINISTRY OF COMMERCE EQUAL SHARES OF MEN AND WOMEN

Within the **Ministry of Social Welfare, Relief and Resettlement**—the third ministry with the proportion of women surpassing the 30 percent threshold at Director General level—the high overall share of women basically stems from the size of the Department of Social Welfare and its female dominance. In the other three departments there are relatively even shares of men and women except in top management positions, where men dominate (Table 23 in Annex D).

All four departments of the **Ministry of Commerce** have comparatively equal shares of men and women, with the proportion of women being highest in Myanmar Trade Promotion (59 percent) and lowest in the Department of Trade (45.8 percent). There is, however, no woman among the four Directors General, although two out of six Deputy Directors General are women (Table 18 in Annex D).

Within the **Ministry of Foreign Affairs the Embassy/Consulate General Office** is the largest department in terms of civil servants, followed by the Planning and Administrative Department. These two departments are also the ones with the lowest shares of women among their civil servants (47.2 percent and 43.1 percent, respectively), and with 4 female ambassadors (out of 38 ambassadors). In the Planning and Administrative Department, a woman appears only at the level of Deputy Director. The highest share of women (80.3 percent) is within the ASEAN Affairs Department, followed by 76.5 percent in the Strategic Studies and Training Department; both of these departments also have women in top management positions. The Protocol Department stands out as particularly male dominated in the sense that there are no women in the four highest-level gazetted positions; only at Assistant Director level are there women (Table 5 in Annex D).

The **Ministry of Hotels and Tourism** also has one dominating department. The pattern of distribution of men and women shows high proportions of women in non-gazetted positions and considerably lower shares of women in gazetted positions (Table 24 in Annex D).

MINISTRY OF FOREIGN AFFAIRS THE EMBASSY/CONSULATE GENERAL OFFICE

47.2% OF WOMEN

PLANNING AND ADMINISTRATIVE DEPARTMENT

43.1% OF WOMEN

**4 FEMALE
AMBASSADORS**

(OUT OF 38 AMBASSADORS)



MINISTRY OF HOTELS AND TOURISM

**+ HIGH PROPORTIONS OF WOMEN
IN NON-GAZETTED POSITIONS**

**— LOWER PROPORTION OF WOMEN
IN GAZETTED POSITIONS**



MINISTRY OF ETHNIC AFFAIRS

FROM **50.7%**
IN THE UNION MINISTER'S
OFFICE

TO **63.7%**
IN THE DEPARTMENT OF ETHNIC
RIGHTS

The **Ministry of Ethnic Affairs** is the second-smallest ministry. Its civil servants are distributed across three departments. The variation in the distribution of women across the three departments is not striking, ranging from 50.7 percent in the Union Minister's Office to 63.7 percent in the Department of Ethnic Rights. The ministry has no Director General but three Deputy Directors General, all male. Similarly, at the level of Director there are not yet any women (Table 25 in Annex D).

The **Ministry of the Office of the State Counsellor** is the smallest ministry and all its civil servants are within the Union Minister's Office. There is no female Director General or Deputy Director General, but women are in the majority in three of the four lower-level gazetted positions (Table 9 of Annex D).



**MINISTRY OF THE OFFICE OF
THE STATE COUNSELLOR**
SMALLEST MINISTRY

WOMEN ARE IN THE MAJORITY IN
THREE OF THE FOUR LOWER-LEVEL
GAZETTED POSITIONS

3.3 THE SUBNATIONAL LEVEL OF PUBLIC ADMINISTRATION

Each state/region-level government has civil servants under its own direct human resource management. These civil servants are not under the technical supervision of any mother Union-level organization or ministry, and thus they have a single line of accountability to their respective state/region-level government.

Most civil servants within the subnational level of public administration are, however, assigned by a Union-level organization or ministry to serve at the subnational level, and thus have dual lines of accountability—to their respective state/region-level government and to their respective Union-level organization or ministry (as discussed above in section 3.1).

3.3.1 Nay Pyi Taw City Development Committee

The Nay Pyi Taw City Development committee is independent of a Union-level institution. It has a mandate to develop the Union territory of Nay Pyi Taw only, but it is not classified as a state- or region-level government.

The share of women in non-gazetted positions stands at 44.4 percent and in gazetted positions at a lower 38.6 percent. At top management level, women hold 16.7 percent of the Director General positions, and 13.0 percent of the Deputy Director Generals are women (Table 26 in Annex D).

3.3.2 State- and region-level governments: Civil servants under their own human resource management

There is a total of 19,260 civil servants across the 14 states and regions under the direct human resource management of state- and region-level governments. The distribution by position across the states and regions is shown in Table 27 in Annex D.

In each state/region-level government there is a Development Affairs Department/Committee, which is the main department under the direct human resource management of the state/region-level governments. In some states and regions there are additional smaller departments. In Mandalay and Yangon regions there are further City Development Committees under the independent management of the respective region-level government. Table 28 in Annex D specifies which departments exist under the direct supervision of the respective state/region-level government.

Yangon region government stands out in terms of size: it employs 7,365 civil servants and is thus double the size of the Mandalay region government (the second largest with 3,247 civil servants). At the other end of the scale, there are four governments employing between 224 and 271 civil servants (Kayah, Kayin and Chin state governments and Taninthai region government). In an additional four, the number of civil servants ranges from 518 to 939 (Rakhine, Mon and Kachin state governments and Magway region government). Sagaing, Bago and Ayeyarwady region governments and Shan state government each have between 1,001 and 1,334 civil servants (Table 27 in Annex D).

The average share of gazetted civil servants in state/region-level governments is 9.1 percent, but the proportion varies from a low 3.1 percent in Kayah state to 11.6 percent in Yangon region (Table 27 in Annex D). The average share of gazetted officers in state/region-level governments is thus higher than the average share of gazetted officers in ministries, but the highest-level proportions are considerably lower than in ministries (above 45 percent in three ministries and above 20 percent in an additional six ministries, compared with above 10 percent in two regions).

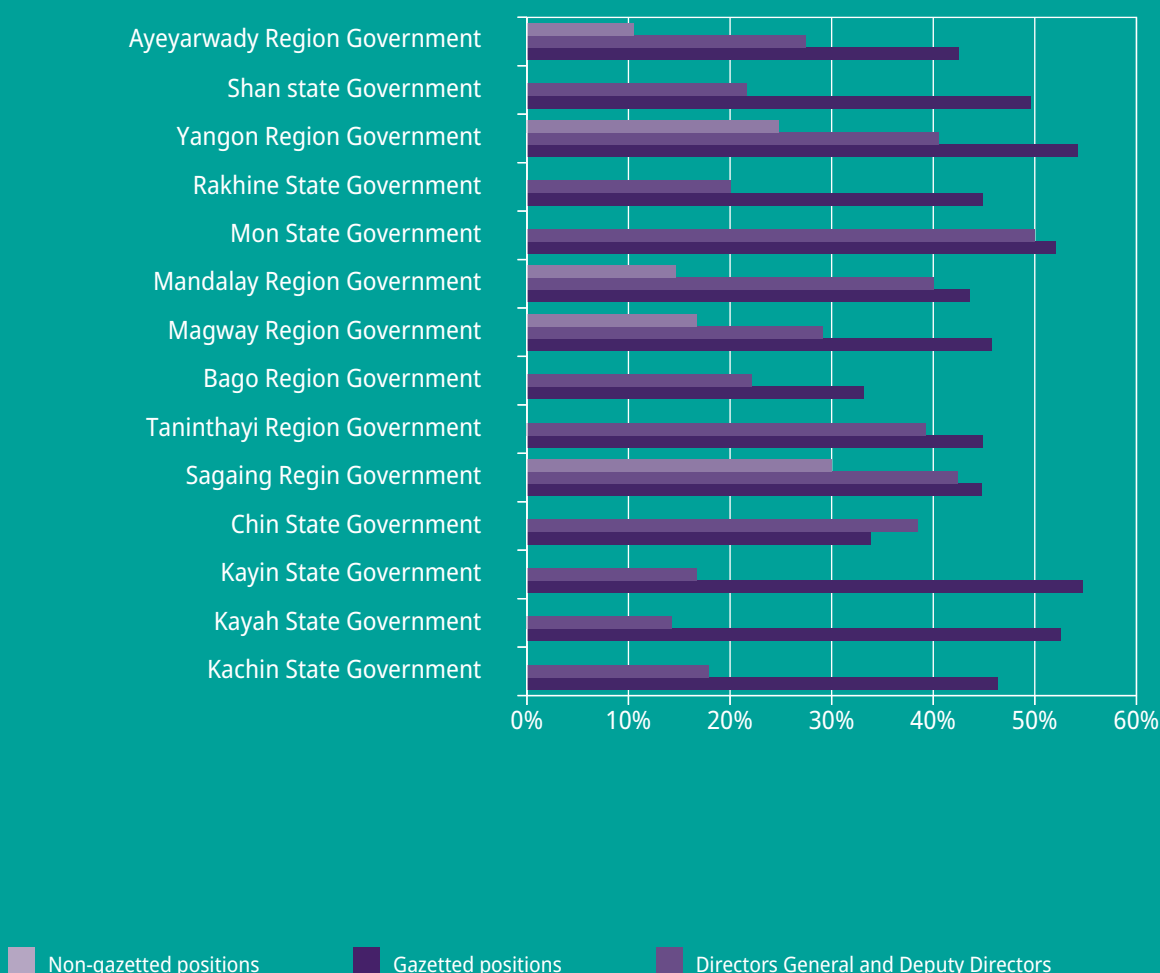
The highest-level position in state/region-level governments is Deputy Director General (there is no Director General position). Mandalay region government has 1 Deputy Director General and Yangon region government has 16 Deputy Directors General. The Director position is thus the highest-level position in the remaining 12 state/region-level governments, and these are all within the Development Affairs Department/Committee. Mandalay and Yangon regions differ in that they have Directors and Deputy Directors in their respective City Development Committees as well, and Mandalay in addition has a Deputy Director in its Motion Picture Development Department (Table 28 in Annex D).

In the same way as previously for Union organizations and ministries, Chart 8 illustrates the shares of women in gazetted vs. non-gazetted positions and in the two top management positions (i.e. Director and Deputy Director in all states and regions except for Mandalay and Yangon).



CHART 8

SHARE OF WOMEN IN NON-GAZETTED VS. GAZETTED POSITIONS AND IN TOP-LEVEL MANAGEMENT POSITIONS UNDER THE DIRECT HUMAN RESOURCE MANAGEMENT OF THEIR RESPECTIVE LOCAL-LEVEL GOVERNMENTS (PERCENTAGE)



Chin state stands out as the only state or region in which the share of women is higher in gazetted positions than in non-gazetted positions (38 percent vs. 34 percent, respectively). In contrast, in several states and regions the share of women in gazetted positions is considerably lower than the share of women in non-gazetted positions—indicating that women are in general further away than men from decision-making power. In two states (Kayah and Kayin) the women's shares in gazetted positions are close to 40 percent lower than their shares in non-gazetted positions, and in three more states (Kachin, Rakhine and Shan) this difference is greater than 25 percent (Chart 8).

There are no women in either Director or Deputy Director positions in nine states and regions. In Mandalay and Yangon regions there are female Directors, as well as female Deputy Directors, but in Sagaing, Magway and Ayeyarwady regions women hold only Deputy Director positions. Sagaing and Yangon regions both reach the 30 percent threshold for female Deputy Directors (Table 27 in Annex D).



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3.3.3 State and region level: All civil servants

The civil servants located in each state/region are, as discussed above, composed of civil servants assigned from Union organizations and ministries together with civil servants under its state/region-level government's own human resource management. An overview of the combined total number of civil servants in states and region, including in Nay Pyi Taw, and their distribution by position, shows that the number of civil servants in both Yangon and Mandalay regions exceeds the number in Nay Pyi Taw, where the national level of Union organizations and ministries are located together with the Nay Pyi Taw City Development Committee (Table 29 in Annex D).

Only a small fraction of the total of civil servants in each state and region is under the direct human resource management of each state/region-level government. Comparing the total numbers of civil servants under the direct human resource management of each state/region-level government with the total numbers of civil servants in each state and region (from Table 29 in Annex D) (Table 27 in Annex D) immediately reveals that between 95 percent and 99 percent of civil servants are assigned from Union-level organizations or ministries.

Among the total civil servants in the states and regions, the shares of gazetted civil servants vary from below 5 percent (Chin and Rakhine states) to 13.7 percent in Yangon region (Table 29 of Annex D). There is a total of 106 Directors General serving in the states and regions, including 61 located in Yangon region and 19 in Mandalay region. At least one Director General is deployed by the Ministry of Education in all states and regions, except in Kayah state and Chin state. This im-

plies that the highest-level position in the states and regions is under the human resource management of a Union ministry. All states and regions also have Deputy Directors General posted to their subnational level of public administration.

For each of the 14 states and regions, the total number of civil servants—distributed by government institution and by position—is shown in Tables 30–43 in Annex D. From these tables it can be seen that, as for highest-level management, the Ministry of Education is the only ministry with a Director General assigned to each of the states and regions (except for Kayah and Chin states). In Mandalay and Yangon, several ministries are represented by Directors General. Besides these two regions, only two ministries have assigned Directors General to state/region level: the Ministry of Border Affairs in Sagaing region, and the Ministry of Health in Magway region and Shan state. Across the states and regions, women hold 38 percent of the Director General positions from the Ministry of Education (19 out of 50 positions), which is a higher share than within the Ministry of Education as a whole (32 percent, Table 19 of Annex D).

From Union-level organizations, one Director General is assigned from the UCSB to Mandalay and Yangon, respectively, and both are men. At Deputy Director General level, only the Union Parliament Office is represented in 13 of the 14 states and regions, with six of the positions being filled by women. In Kayin state, the Director level is the highest position of representation. The Director level is also the highest position of representation for all other Union-level organizations, except in Mandalay and Yangon where several Union-level organizations are represented at the Deputy Director General level.

A summary of the overall shares of women assigned by each government institution to each state and region is given in Table 2 in Annex D. The shares of women in both gazetted and non-gazetted positions in each state and region are shown in Tables 30–42 in Annex D, together with information about the average proportion of women among all civil servants in each state and region. The share of women in gazetted positions ranges from 32 percent in Chin state and 42 percent in Rakhine state, to 65 percent in Yangon and 63 percent in Mandalay. The proportion of women in non-gazetted positions ranges from 52 percent in Chin state to 74 percent in Taninthayi region.

Overall, the proportions of women posted by ministries to Chin and Rakhine states are lower than the average total shares of women in the corresponding ministries, with the exception of staff posted by the Ministry for Transport and Communications to both Rakhine and China states. As for Yangon region, the pattern is the opposite, with the shares of women posted by ministries generally higher than the average shares of women in the corresponding ministry. Seen across ministries, there is no unambiguous pattern of any ministry consistently posting lower or higher shares of women to states and regions in comparison with the average shares of women in the corresponding ministries.



3.4 HUMAN RESOURCE MANAGEMENT

The quantitative evidence discussed above paints a broad picture of women being strongly represented in the civil service in Myanmar, but remaining underrepresented in decision-making positions within a majority of these same government institutions. The aim of this section is to help provide insights into how Myanmar's civil service human resource management system shapes where women are in the civil service as evidenced by the quantitative findings. Whereas the intentions expressed in the legal framework and policies provide the formal basis, the testimonies from the national and subnational focus group discussions provide insights into the underlying dynamics of the findings from the quantitative data analysis.

3.4.1 Legal framework

There are four principal documents that govern the management of the civil service. The legal framework for civil service human resource management provided by these four documents is comprehensive and regulates all aspects of civil service resource management.³⁰



..... The 2008 Constitution contains articles with direct reference to the civil service in general but also articles with a direct bearing on gender equality within the civil service. It states that civil servants are to be politically neutral, and that the President may appoint and dismiss the heads of the civil service bodies and appoint the chair and members of the UCSB (Articles 26a, 208 and 246 respectively). It is specified that citizens shall enjoy equal opportunity in carrying out public employment (Article 349a) and that the Union shall, upon specified qualifications being fulfilled, in appointing or assigning duties to civil service personnel, not discriminate for or against any citizen of the Republic of the Union of Myanmar, based on race, birth, religion, and sex. It is added, however, that nothing shall prevent appointment of men to the positions that are suitable for men only (Article 352). The armed forces and police personnel (who are also civil servants) are governed by the relevant military and police laws (clauses 291 and 292).



..... The 2010 Law on the Union Civil Service Board³¹ outlines the mandate and functions of the UCSB in recruitment, selection, training, promotion, and advising the government on civil service policy issues. The UCSB mainly supports selection at the gazetted officer level, approving promotions and providing mandatory training up to Deputy Director General level.



..... The 2013 Public Service Personnel Act regulates all functions embodied in civil service management (recruitment and selection, appointment, right to pay and compensation, including leave and pension entitlements, retirement, promotion procedures, disciplinary and accountability measures, and learning and capacity development). It further codifies a unitary civil service. All public sector employ-

30 For more details see, for instance, Davidsen et al., *Myanmar Pay, Compensation, and Human Resource Management Review* (2018).

31 State Peace and Development Council Law No. 24/2010.



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ees across different government institutions, whether working at Union or sub-national levels, and in whatever capacity, including doctors, nurses and teachers but excluding armed forces and the police (because of the nature of their work and their responsibilities, although they are civil service personnel), are administered by the Public Service Personnel Act. Civil servants are classified into the two categories of gazetted and non-gazetted officials (see above, section 3.1).



..... The 2014 Civil Service Personnel Rules and the 2017 Rules Amending the Civil Service Personnel Rules (issued by the UCSB) provide guidance on the implementation of the Public Service Personnel Act by clarifying in some detail how the human resource management shall be exercised, as well as responsibility for the recruitment and appointment of gazetted positions under the UCSB.³² The recruitment process for non-gazetted officers is the responsibility of selection boards in individual institutions or within departments of the institutions.

Civil service human resource management functions are thus performed across UCSB, concerned union organizations and ministries, and state- and region-level governments with a great deal of practical autonomy, thus implying scope for differences in interpretation and practices. In this section we assess the procedures and practices from a gender equality perspective, drawing primarily on findings and understandings from focus group discussions and personal interviews while referring to relevant documents and findings in previous studies as appropriate.

³² Republic of the Union of Myanmar, Union Civil Service Board, *Civil Service Personnel Rules* (2014); *Rules Amending the Civil Service Personnel Rules* (2017).

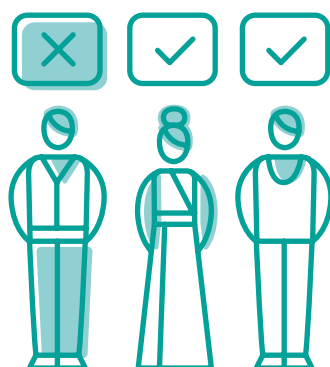
3.4.2 Recruitment

Each Union level organization and ministry as well as each state- and region-level government has the authority to recruit its own staff according to the rules and regulations laid down by the government, except for the gazetted Staff Officer post. Recruitment and selection to this entry level of gazetted positions are under the authority of UCSB. Most people apply to the gazetted civil service at this entry point. However, the government also has at its discretion directly appointed people (for example former military personnel) to the civil service.³³

The UCSB recruitment and selection process is open and competitive, and comprises a written exam followed by personal interviews of short-listed applicants. In the recruitment of police officers, additional tests are required, including physical and psychological tests. For UCSB to initiate a recruitment procedure, the hiring government institution has to submit a request to UCSB indicating how many Staff Officers are to be recruited and what are the required criteria in terms of education, experience, etc. UCSB will then announce the vacancies via newspapers and on its notice board. Anyone—men and women alike (outside the civil service as well as inside civil service as a non-gazetted officer)—who fulfils the required criteria can apply to sit for the exam. Promotion procedures for civil servants to move up to the higher gazetted positions are carried out by the relevant government institution, subject to final approval by UCSB.

The methods for recruiting non-gazetted personnel vary across government institutions. In line with the basic requirements in the Civil Service Personnel Rules, potential candidates take a written and/or practical test or oral exam. It is, however, generally a more closed recruitment process; the dissemination of vacancies and job postings is more limited than through UCSB. For non-gazetted positions with state- and region-level governments, the dissemination tends to be restricted to the state or region.

UCSB statistics show that more women than men apply to enter the civil service at the gazetted Staff Officer level, and that more women than men are successful in passing the written entry exam and in being short-listed for interviews. This issue was frequently raised in focus group discussions and pointed to as evidence that women would soon advance to the higher-level positions as well. Women do nevertheless for the time being remain in a minority at this gazetted Staff Officer level within many Union-level organizations and ministries and within state- and region-level governments. Attention to gender equality within promotion procedures (discussed below) will be crucial for ensuring that women advance to the highest-level positions as is presumed.



33 Primarily when Myanmar moved from military to civil government.

“If there are more women in higher positions, it will inspire other women”

One discussion point in the UNDP-OECD questionnaire relates to efforts to promote and advance young women within the civil service. In Myanmar there are male-dominated as well as female-dominated government institutions. In focus group discussions, attention was frequently drawn to how to ensure that young men would not be overwhelmingly out-competed by young women at the entry point of gazetted Staff Officer and how to attract men to non-gazetted positions in female-dominated institutions, with a particular focus on education. Focus group discussions with both men and women expressed a need to achieve a better gender balance in education; the aspiration was that at least one third of teachers should be men. It was proposed that, in order to attract and retain male teachers, men’s opportunities for promotion should be clear. A similar argument around how to attract and retain women in male-dominated institutions was considered in discussions, but less frequently and only in female focus groups.

“There are benefits of more recruitment of male teachers – they are better at class control and discipline. Children prefer female teachers because they are less strict and more caring”

“More male teachers are needed because they are role models for children, who see them as ‘heroes’ ”

“We need balance; we should have quotas for men”

In discussions at both national and subnational levels, the recruitment and selection process through UCSB was described as highly competitive and largely fair and equal—although not yet fully transparent. Information is not published about who passed the written exams and the scores achieved. Only when invited to a personal interview will applicants know that they have been short-listed after passing the written exam. The successful candidates will never know their ranking as compared with other successful candidates.

Although the expressed trust in the fairness of UCSB procedures was high among all discussion participants, there were nevertheless concerns regarding weaknesses in transparency. Concerns were expressed, for instance, that men might be short-listed even if their exam marks were lower than the marks of some non-short-listed female applicants, in order to lessen the female dominance in passing entry exams. These concerns were linked to existing practices in other institutions, such as medical schools and education colleges, where lower marks are required for young men than for young women for acceptance. Job descriptions are always developed by the hiring government institution. The Article in the Constitution that allows posts to be announced as suitable for men only continues to be applied by government institutions. In male focus group discussions, this practice was generally argued to be not a matter of gender inequality but a mere adaptation to requirements owing to the ‘nature of work’. There is no written guidance on how to interpret ‘suitable for men only’, but in most focus group discussions mention was of, for instance, a position that required working night shifts or travelling to remote areas.

“In Myanmar culture there are limitations on women staff, for instance if the work necessitates working all night”

Although some women also held this view, others strongly opposed it, voicing their right to be allowed to decide themselves whether or not they were suitable and to apply for all jobs/positions advertised. There were also differing perceptions among participants about the extent to which announcing a vacancy as only for males continues to be applied. In discussions with UCSB it was noted that some ministries still apply this, whereas some participants in the focus group discussions believed that this practice had ended.

3.4.3 Career stream

Government institutions have the authority to promote their own non-gazetted personnel to the gazetted Staff Officer level, which is the entry point of gazetted positions and subject to final approval of selected candidates by UCSB. The general recruitment and selection to this entry level of gazetted positions, open to all, are under the authority of UCSB (see the previous section). Government institutions do not need final approval from UCSB of candidates for the promotion of their own gazetted personnel to Assistant Director, Deputy Director, Director and Deputy Director General positions. Directors General are appointed by the President.

In compliance with the general guidelines in the 2014 Civil Service Personnel Rules, a qualification inspection board for promotion is to be formed to conduct the chosen written and/or practical tests and/or interviews and to award marks. Academic qualifications and skills will be considered, as will the completion of mandatory training conducted by UCSB and the number of years of service. Some government institutions have their own mandatory training arrangements.

A performance evaluation report is prepared to assess the qualifications and skills of the service personnel considered for promotion, participation in mandatory capacity-building programmes, and results in written tests, and also taking into account years of experience. In preparing the performance evaluation report, ratings against 10 specified criteria, together with comments, are provided first by the immediate supervisor and then evaluated by successively higher supervisors; the report is subject to final approval by UCSB or an authorized person accredited by the region or state government. Successful candidates are put on waiting lists that are valid for two years from the date of their signing. Separate waiting lists are created for the various positions. When vacancies occur, the promotion opportunities should be offered to the civil servants in turn according to their place on the relevant waiting list.



“There is no transparency in knowing who is next on the list for promotion. Often the opinion of senior management is a deciding factor, and it is easier for men to be close to senior management”

The performance evaluation system and its limited transparency were an issue raised by participants in all focus groups. The results of the performance evaluation are not shared with the civil servant being evaluated. Applicants will be informed only of whether or not they made it to the relevant waiting list; they will not know how they were rated and thus not know where they are ranked on the waiting list. Furthermore, the waiting lists are not made public (except in the Ministry of Education). This lack of transparency implies that it is not possible for civil servants to objectively monitor whether or not promotion opportunities are offered in the intended fair fashion, i.e. in accordance with rankings on the respective waiting list.

Concerns were unanimously expressed in nearly all focus group discussions that the lack of transparency around the waiting lists made it impossible for applicants to know if they were actually offered upcoming promotion opportunities in due order. Many expressed a feeling, either from their own experience or from colleagues' experiences, that opportunities were more strongly linked to personal relationships than to merit. Decisions about promotions are taken by supervisors and higher-level management and it was concluded that the closed performance evaluation and waiting list procedures were subject to the personal views of the decision makers. Women across focus groups expressed concerns that women were particularly vulnerable to being passed over in promotions in a closed system owing to decision makers' prevailing stereotyped views. Concerns were also raised that the performance evaluation criteria did not objectively describe the qualities of candidates. Attention was drawn to the absence of a mechanism to assess work performance on the ground.³⁴

“Now, the process is changing and improving. Previously, no one could see what was happening in the process and now, everyone can see the process of promotion/transfer and anyone can ask if she/he has questions or complaints” [education]

The merit and advantages of transparency were evident in discussions with participants from the education sector. In the Ministry of Education, the waiting lists have been published on the ministry's website since 2015,³⁵ and transfer lists are also published. This has made the process more visible and there are now more women in decision-making positions. Competition for attractive assignments is fierce and it was unanimously considered in the focus group discussions that, even if not perfect, making the waiting lists public and available to all the ministry's staff had contributed to improving fairness in appointments. Attention was

34 The system puts more weight on traits than on performance, emphasizing personal characteristics such as responsibility, competence and confidentiality. One problem with trait rating is that the traits themselves are difficult to define and may be subject to varying subjective interpretation by managers (see Davidsen et al., *Myanmar Pay, Compensation, and Human Resource Management Review*, 2018).

35 Two waiting lists are published: one based on number of years of experience; one based on marks from test results. It was however mentioned that there was a persisting gap in transparency over the waiting list for being promoted from Middle School Principal (Staff Officer level) to High School Principal (Assistant Director level).

drawn to the fact that, even though the names on the waiting lists are published, there is no public information on why a certain civil servant was selected. There is a remaining feeling that civil servants serving in Nay Pyi Taw had better opportunities for safeguarding their interests through, for instance, establishing direct relationships with the individuals involved in promotion and assignment decisions.

Promotions are most often (although not always) linked to transfers to new duty stations with relevant vacancies. The base for promotion opportunities for civil servants under the human resource management of state- and region-level governments is restricted to the respective state and region. Competition for duty stations is high; some duty stations are very popular whereas others are equally unpopular. As for promotions in general, there is no transparency in how transfers are decided, although it was mentioned in several focus groups that transparency had improved since the involvement of UCSB.

If civil servants express limitations as to which duty stations they are willing to accept, this obviously implies that fewer openings for promotion will be available. Equally, if traditional views prevail that certain duty stations are not suitable for women, then fewer openings for promotion will be available to women. In the views and experiences of the focus group participants, men were in a better position to accept a transfer to any location, whereas women were more restricted. On this issue, however, perceptions of why women were more restricted differed in discussions between male and female focus groups. Men more often expressed the view that women did not want to transfer to insecure and/or remote areas. Although some women confirmed that this was the case for them, the majority of women held the view that they would be willing to transfer to any location if they were given the opportunity. Their main restriction nowadays was their heavier burden of family responsibilities, combined with poorly functioning support services in many duty stations (discussed further under work-life balance in section 3.4.5 below).

“To get promoted women will have to go to remote areas as we [men] do, but they have to take care of children”

“Women are not willing to rotate to become promoted; men are willing to go everywhere. Values differ between men and women”

In focus group discussions with women, they shared the experience that it was often seen that women were bypassed by men when promotions were decided. This was referred to as a structural problem based on traditions and stereotyped views that men are better at decision-making than women, and the similarly stereotyped view that some transfers are not suitable for women. In promotions, the concern should be to select the right person, rather than to look at where is the right place for someone to go.

“Male supervisors do not need ‘excuses’ such as children; they discriminate against women by tradition—but if we are given the opportunity we are as serious in our work as men”

Even if women declare a willingness to transfer anywhere, supervisors or managers with the mandate to decide on promotions may themselves consider that the available duty station is not suitable for women and therefore do not offer it to a woman but move down the waiting list to find the first man, arguing that this is done in order to protect women from an unsafe or remote assignment. In the focus group discussions, men tended to find it acceptable to bypass a woman if the duty station with a vacancy is seen as unsuitable for women. Some women also expressed appreciation for such concerns from the higher levels, which in their view would save them from having to reject a proposed promotion to an unwanted new duty station. The majority of women, however, considered that they should be offered the opportunities, allowing them to decide whether or not to reject them, being aware of the potential consequences. In several discussions, women stated that the fact that some women did not accept all assignments should not be translated into setting unequal standards and behaviour, which in effect prevent all women from being offered opportunities for promotion on equal terms with men.

“It is mainly men who are promoted to fill the position of secretary of township administration. This isn’t a written rule but the position is seen as more appropriate for men. This situation is changing now”

In the police focus group discussions, no problems were raised about having women assigned to remote and/or insecure areas. Police officers always work in pairs of one woman and one man, which was perceived by both men and women to be a good solution. Some specific tasks were nevertheless assigned only to men, such as guarding football matches or other crowds of mainly men. However, this was not perceived as hampering women’s opportunities for promotion. The lagging behind of women in Police Colonel positions and above was felt to be entirely due to the previous lack of women in the Police Force (the policy to recruit more women to the police was introduced only in 2014). Military experience was, however, taken into account when promoting staff, and consequently a military person transferred to the police may be rapidly promoted. Military experience is a qualification that no woman has, and it was concluded that if this practice continued women are at risk of being passed over in promotions. A need to introduce transparency in ranking order on the waiting list was seen as an important measure for all to be able to see for themselves if there is equality or not.

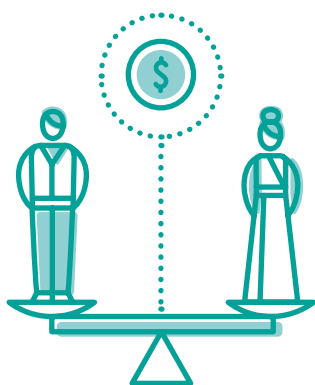


“Some [police] procedures men cannot undertake, such as a body scan of women, so we have mixed teams”

Perceptions of the rapid promotion of former military staff were confirmed also in other focus group discussions. The promotion procedures were bypassed by the transfer of former military personnel to their current civil service positions, and former military service years were more highly valued than civil service experience in performance evaluations for continued promotion. Such appointments and rapid promotions also seemed to have contributed to the undermining of trust in the expressed intentions to apply merit-based procedures, implying that lower-level civil servants ‘get stuck’ in lower-level positions.³⁶

“Women’s chances for promotion are less because they do not have time to study”

To be considered for promotion, civil servants need to pass mandatory promotion exams. All civil servants have equal opportunities in the sense that any civil servant (regardless of sex) who qualifies can apply for training and to sit promotion exams. This training would last for some three months. In the focus group discussions, it was reflected that in reality the planning and execution of the offered training work against women. Women face more and different obstacles from men, in particular women assigned to state- and region-level duty stations. Young women with family responsibilities would not be in a position to be away from home for the required three-month period. It was proposed that training should either be divided up into shorter modules offered on separate occasions to facilitate participation by all civil servants and/or be offered at more places in the country and thus be closer to more duty stations. The training period of the basic course for junior civil service offices and the basic course for clerical staff have already been reduced to one month, and, in the invitation letter to trainees, ministries are requested to send them to the Central Institutes of Civil Service (upper or lower) that is closest to their duty stations. A related aspect brought to attention is that women have less time to study for the mandatory exams given their heavier household and family responsibilities. These were consistent views raised by both male and female participants in the focus group discussions.



3.4.4. Remuneration

Civil service remuneration in Myanmar is based on rank and is strictly regulated by the Civil Service Law and other relevant regulations. It applies equally to men and women at a similar rank. Differences in civil service salaries between men and women are thus related to equal vs. unequal opportunities for promotion, which are in turn closely related to equal vs. unequal opportunities for transfers (discussed in section 3.4.3 above).

³⁶ This is consistent with findings in the 2016 UCSB-UNDP civil service perception study that there is a perception that political considerations influence the promotion process of civil servants.

There are several components of civil service compensation, both in monetary form and in kind, some available now and others in the future. The two components of monetary earnings are base salary and regional allowances for hardship areas, which are to be an amount equal to the civil servant's monthly pay. Hardship areas are considered to be the townships where regional allowances are authorized by the approval of the Union Government or by the government department/institution delegated by the Union Government and which are listed in the UCSB 2017 amendments of the Civil Service Personnel Rules (Article 152).³⁷ Total monetary earnings increase in a clear, systematic manner as civil servants move up the scale from lower positions or pay grades.

In-kind benefits include free or subsidized housing, health care and a work vehicle for some. Such in-kind benefits may vary across government institutions because each organization, ministry and state- and regional-level government is entitled to decide which benefits to provide. There are further various kinds of leave (including maternity and paternity leave) and a pension for all. Job security up to retirement age is an intangible universal benefit that in focus group discussions women in particular seemed to appreciate. Prestige and status were also mentioned in a few discussions.

“If a staff member moves to a new area, they should be given housing and facilities. At present, housing takes up one third to one half of the salary and the cost of living is higher in a new area. No housing is provided at township level”

Participants in focus group discussions consistently expressed the view that free housing in particular was most often not provided in many duty stations, particularly at township level. For teachers, for instance, housing is available only if arranged by the communities themselves. Paying for accommodation was said to eat up between one third and half the monthly salary. Nevertheless, all participants preferred to keep housing as an in-kind benefit, and in some cases proposed adding in-kind benefits (e.g. food rations) because they are not vulnerable to inflation.

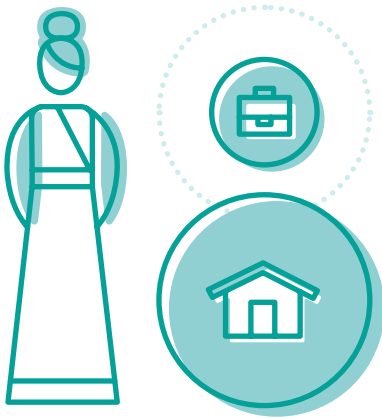
“The low salary does not attract male teachers”

“Teachers are not well paid, so as bread-winners men cannot support their family”

In the focus group discussions, the level of pay was frequently raised, in particular when discussing why men were not interested in joining, for instance, the Ministry of Education. It was suggested that men did not want to become teachers owing to the low level of pay. However, as pointed out in one focus group discussion, men continued to be attracted to male-dominated ministries (such as the Ministry of Agriculture, Livestock and Irrigation or the Ministry of Home Affairs/General Administration Department) where the levels of pay are equally as low. Salary level would thus seem not to provide the full explanation. One would need to probe into why it is appropriate to attract men as civil servants to some government institutions but not to others, despite proactive efforts such as within education.

³⁷ The selection of townships eligible for the regional hardship allowance may be revised from time to time. The criteria for classifying townships as hardship areas have, however, not been published

3.4.5 Work-life balance



It was unanimously agreed by both men and women in all focus group discussions that women find it more difficult to achieve a work-life balance. The traditional view remains strong that a woman bears the main responsibility for household chores and family matters and for raising children, as well as looking after elderly parents (her own and/or her husband's). Single women with no children are typically presumed not to have family obligations, though this is not always the case, because they might be responsible for taking care of elderly parents. At the same time, being a civil servant in Myanmar is demanding: it implies hard work with long working hours and at times considerable overtime; it requires regular transfers between duty stations, which is in turn related to promotions; and it requires out-of-office studies in order to pass the mandatory exams for promotion.

There were signs during focus group discussions of slowly changing attitudes towards less of a gendered division of household labour. The slowness of the change may be exemplified by overt statements by some men in focus group discussions that 'some household tasks could just not be done by men, such as cooking, washing, cleaning'. There was, however, also a clear generational division between men that seems to stem from an insight that nowadays most families need two incomes to support a family, in contrast to earlier days when one salary was enough to provide for one family. In addition, more young women receive an education today and thus do want to enter the workforce. The attitude nevertheless remains that 'women hold responsibilities, while men help'.

"To have substantive change will require less of a gendered division of household labour —education in school at an early age is key for this"

Although women consistently maintained they have the personal capacity to perform equally as well as men, they also frequently referred to the prerequisite of having strong support from husband and family in order to be in a position to compete on a more equal footing with male colleagues at work, i.e. to take on the necessary overtime and other work to qualify for promotion. Family circumstances may prevent a woman's participation in mandatory training or in freeing time for out-of-office study to sit for mandatory exams.

The rotation mechanism, with transfers linked to promotions, complicates the work-life balance for all civil servants. Many families do not want their children to constantly move and therefore family decisions are made in such a way that children remain in one location. In most cases, and following traditional values and norms, the women/wives are the ones to sacrifice work career for family, staying with and looking after the children, while the men/husbands to a larger extent sacrifice family for work, in the sense that they would like to be with their families but nevertheless accept transfers, in particular when promotion, or the prospect of future promotion, together with a higher salary, accompanies transfers. In effect, both men and women suffer from divided families and the need to weigh up promotion vs. transfers vs. family is energy consuming for both men and women. There is an integration policy indicating that wife and husband (if both are civil servants) should be posted to the same (or nearby) duty station, although this has not yet been fully implemented. Full implementation of this policy would require strong coordination across department within ministries—and possibly across ministries and government organizations.

“ Posts should be linked to the home region —this is important as people from that area understand local issues better and are more engaged in the work”

In a few focus group discussions the view was expressed that whether or not to accept a transfer was an entirely personal choice, made by each civil servant, rather than a gender equality and structural issue. Simultaneously, however, it was agreed that support policies and access to support services might facilitate different choices by women. In particular, access to appropriate housing and to education and health services for children was seen as possibly influencing women's willingness to transfer and take their family to a new duty station. This is in turn linked to the practical non-functioning of in-kind benefits such as housing and subsidized health care. Nursery and pre-school services for children under school age were also proposed.

“Health insurance would give women more confidence to apply for higher positions ”

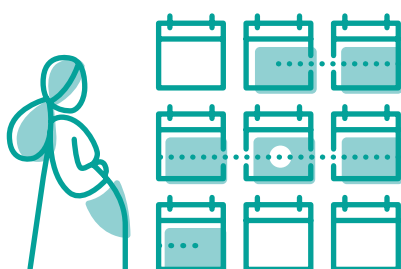
In all discussions, the six months' maternity leave was highly valued, and in no focus group discussion was the right of the mother to take this leave questioned. The work tasks of the mother on leave would be distributed across her colleagues at similar rank. It was, however, frequently pointed to that this leave right caused difficulties in the workplace because no replacement would be hired. Workplaces with a high proportion of young women were naturally more vulnerable to becoming overburdened by maternity leaves.

“ Maternity leave is a positive development —this hasn't damaged the promotion opportunities of women in our department”

“Maternity leave creates problems because we do not have replacements”

The two weeks' paternity leave for men to spend time with their family and newborn child was equally highly valued. However, it was mentioned in the discussions that, for men with duty stations far away from family, these two weeks with the family were in reality considerably reduced owing to travel time.

In focus group discussions around long working hours, a common experience was that overtime was in many cases caused by 'emergency/ad hoc requests' for data, information or reporting from higher-level management and/or from headquarters when assigned to a state or region. Another important reason is the general decision by government that, owing to the government's budgetary constraints, only two thirds of approved civil servant positions within a government institution can be staffed.



3.4.6 Workplace environment

Both men and women affirmed in focus group discussions that women's voices would be heard equally as well as men's at a similar rank and position, and that women would feel as comfortable as men in expressing themselves.³⁸ It was maintained that within the hierarchical civil service structure in Myanmar, once you are appointed to a management position, those below you in the hierarchy will obey your orders. It was, however, added that, of course, women in management positions could not know the true feelings of men under their supervision, although they would obey orders.

“It will make management more effective. It will inspire more of a team feeling because the treatment of juniors by men and women is different”

“It is very important to have women in planning positions because women's needs are different—greater priority on roads, health and education.

Women can help other women to voice these needs”

[on gender equality]

Professional equality/ inequality was revealed during the various focus group discussions to be an issue that was never discussed within the workplace. Dwelling on the issue of whether gender equality in workplaces would make a difference, the participants in most cases reflected that men and women have different strengths. Both male and female viewpoints are needed in decision-making; men and women may have different viewpoints to contribute based on their respective experiences and roles in today's society: 'only women can accurately know the needs of women and vice versa'. The varying needs of both men and women must be taken into account when making decisions in order to render management more effective by inspiring the entire team. In some focus groups it was also emphasized that every workplace needs both male and female role models.

The issue of sexual harassment is included in the UNDP-OECD methodology. Sexual harassment policies were not encountered and there was no mention in any focus group discussion of sexual harassment. In light of the sensitivity and delicacy of the subject, and the stigma attached to it, possible experiences may also not be expected to be shared and discussed in a focus group setting. This study can therefore neither deny nor confirm the existence of sexual harassment in the workplace.³⁹



38 Trade unions or formal networks are not allowed within the civil service so this questionnaire question was not raised in the focus group discussions.

39 This issue might be better addressed in a study of its own, specifically designed for such a highly sensitive purpose.



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3.5 GENDER EQUALITY IN ACCESSING DECISION-MAKING POSITIONS

3.5.1 Barriers and challenges for women

The findings from focus group discussions draw attention to several barriers and challenges for women in accessing decision-making positions within the civil service. As such, these findings strongly support similar findings from previous studies on gender equality in Myanmar.⁴⁰

Although job security up to retirement is perceived as a valuable in-kind benefit, it simultaneously carries the risk of hampering civil servants' movement up the career ladder. The current age structure at the top levels becomes an important determinant of future openings for promotion to top-level positions. The age structure was not identified during this study but it would merit being looked into to reassess the prevailing presumptions that a high share of women in lower-level positions in itself guarantees the rapid promotion of women to top-level positions in the near future. The proportionally greater share of men in top-level management positions even in a heavily female-dominated ministry such as the Ministry of Education serves as an actual example that having a majority of women at lower levels is no guarantee of equal shares of women in higher-level positions.

40 See, for instance, ADB, UNDP, UNFPA and UN Women, *Gender Equality and Women's Rights in Myanmar* (2016).

Women's access to decision-making positions is challenged by inherited structures from previous regimes in power. In some ministries, women were only recently accepted for recruitment into gazetted management positions. Furthermore, the appointment of former military staff to higher-level positions in the civil service (from 2012) implies that the stock of civil servants awaiting promotion has piled up.

There is in today's Myanmar an ongoing tension or 'trade-off' between traditional values and the aspirations for gender equality within the civil service. Stereotypes remain at play in thinking that some jobs are not suitable for women because of the 'nature of work', a term that seems to be used both when referring to duty stations in remote and less secure areas and when referring to certain professional areas of work (mainly in male-dominated government institutions).⁴¹ There is an absence of a more precise definition of what is the intended interpretation of 'nature of work suitable for men only', which leaves the door open for subjective interpretations across government institutions, and even across departments within one ministry. When probing into what more specifically makes work not suitable for women, arguments were often voiced about the need to travel sometimes at night or where infrastructure is not good, and the need to work night shifts. A perceived need to 'protect women' was also frequently referred to.⁴²

"Between 2006 and 2010 most township planning officers were men because they have to work during the night, visit houses to check for strangers. This wasn't safe for women. The security situation has changed since then"

A traditional mind-set among senior leadership may consequently prevent women from being offered opportunities they should have been offered given their performance in exams and the number of service years. If, for instance, women are 'protected' from going to remote and/or insecure areas, this implies women will never have the opportunities to amass the same broad range of experience as men, and consequently are at risk of always being rated as less experienced than men. Limited experience will in turn pose a risk for women of not being promoted. Women who do not welcome this mind-set and decisions being made on their behalf about what is and is not suitable for women will thus have to work harder than men in order to overcome this barrier.

Transforming traditional gender values and attitudes—which place a heavier burden on women in terms of household chores and children, which may prevent women from receiving the necessary support from husband and family and even communities—is a work-life balancing issue as discussed above. However, it is equally a societal challenge and barrier to overcome in order to achieve enhanced gender equality in decision-making within the civil service.

41 Recent evidence has proved that women are suitable to serve in insecure areas. For instance, female village tract administrators have proved to be trusted in uniting communities in insecure and conflict situations (see UNDP, *Women & Local Leadership*, 2015).

42 There are also repeated references in the 2008 Constitution that reinforce the gender role stereotype of women as in need of protection (see CEDAW, *Concluding Observations of the Committee on the Elimination of Discrimination against Women: Myanmar*, 2008).

3.5.2 Policy solutions

Following from the study findings and discussion above, this section outlines key areas for further policy and action to promote greater gender equality in Myanmar's public administration. It is, however, for the Government of Myanmar and its policymakers to decide whether and how these proposals might best be taken forward. One crucial aspect to consider is to regularly update the 2018 database in order to track changes regarding gender equality in public administration.

The findings regarding the functioning of human resource management show that addressing gender inequality within public administration cannot be seen in isolation from persisting traditional values and norms in society. The barriers and challenges for women's access to decision-making positions partly stem from stereotyping remaining in play, not only in society but also in the mind-sets of those who influence or take human resource management decisions in public administration.



Traditional norms and values cannot be eradicated by regulations or rules. Policy solutions within the more immediate time frame would therefore need to be geared towards limiting the current space for the subjective discretionary application of those traditional norms and values that work against women's equal access to job and promotion opportunities within public administration. To a certain extent, the space for subjective application of traditional norms and values has its basis in formulations/writings in legal documents/regulations, which seem to have been 'weighted on the male norms', including in the Constitution (Article 352). Women are expected to compete with men based on norms set by men, whereas ideally legal documents and regulations would be based on the norms both of men and of women. A fragmented human resource management system, with a high degree of discretionary power not only across but also within government institutions, further adds to the complexity of addressing practices that work against gender equality in access to opportunities, and therefore increases the need for a unified policy.

Proposed policy actions that might be undertaken within the short to medium term are as follows:

Enhanced transparency in all steps of recruitment and promotion procedures and processes could increase confidence in the envisioned and intended meritocratic civil service system. A unified policy to guide and subsequently hold to account the various government agencies would be required to set the standards. This would obviously include issues such as publishing exam marks for all candidates, providing feedback and making the results of performance evaluations known to civil servants, and publishing waiting lists with rankings and subsequent decisions on promotion for all civil servants to see.

One potential immediate action, in order to clarify whether the expressed concerns about women being passed over are justified, might be to review a collection of performance evaluation rankings and compare these with the actually resulting promotions in a few selected ministries.



Criteria for designating the 'nature of work suitable for men only' would be helpful in order to set unified standards for when this is or is not applicable; what (if anything) does or does not constitute a legal reason for this. The 'nature of work' is raised in relation to transfer postings and promotion, and it is perceived to be an argument that justifies passing over women in favour of men with fewer qualifications. There is further a continued practice of excluding women from applying to certain positions by stating 'for men only' in job descriptions. Such criteria should be integrated into relevant laws and regulations.

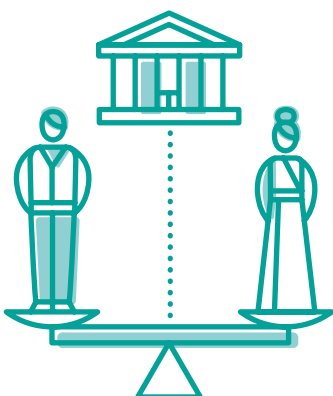
A potential immediate preparatory action would be to review a range of job descriptions to systematically map how often the restriction to men only' is used, in which government institutions it is applied, and for which positions it is most frequently used.

Implementing the integration policy and/or revising the rotation system to facilitate postings in home states or regions would allow more civil servants to be with their families, and thereby ease the current difficult work-life balance situation. This would require a government policy requesting government institutions to coordinate across departments within ministries or even across government institutions. If this is not seen as viable, revising the rotation policy should be considered to allow civil servants to apply to be assigned to duty stations near to their home town or in their home state/region. Specifying or mentioning the exact length of the assignment when transferring civil servants to new duty stations would enhance transparency and facilitate civil servants' work-life planning.

Revised planning and execution of mandatory training for promotion might address the current limitations on women's participation, given traditional values regarding family responsibilities. The policy solutions emerging from the focus group discussions are to divide longer-term training into several shorter-term modules to be delivered on separate occasions.

Proactive measures to enhance the proportions of women and/or men as required to achieve enhanced gender equality might be considered. Preferential treatment is currently given to men in order to obtain opportunities for them to enter, for instance, education and medical colleges/universities and to be selected for the civil service at gazetted Staff Officer level. If the men had to compete solely on their merits they would have been out-competed by women.

Given that preferential treatment is sometimes given to men in order to obtain more men in female-dominated professional areas, it should also be possible to take similar actions to promote women into male-dominated professional areas and government institutions. A policy only encouraging men when men are in minority, but not encouraging women when women are in minority, would seem to be discriminatory. Gender balance is needed across all ministries. A change of mind-set would be needed to start implementing equally supportive measures for women as are already taken in support of men.





CONCLUSIONS

Women are strongly represented in Myanmar's civil service, with 62.6 percent of all civil servants being women. However, the representation of women varies across and within government institutions. There are female-dominated and there are male-dominated ministries. Within ministries, there are female-dominated departments and there are male-dominated departments.

Women tend to be most strongly represented in the lower-level civil service positions. Women's overall strong representation is not yet reflected in decision-making positions. The share of women in top-level management falls well below the overall proportion of women in the civil service. For instance, out of a total of 279 Directors General within the 21 ministries, 41 are women (which is less than 15 percent). In Union organizations, women hold 9 out of 29 Director General positions (or 31 percent). Among civil servants under the direct human resource management of state/region-level governments there are no Directors General, and women account for only 6 percent of the 17 Deputy Directors General.

It is generally assumed that, given the high intake of women at the gazetted Staff Officer level, women will soon also be in a majority in top management positions. There are, however, inherited structural issues that may prevent this. Although civil servants' job security up to retirement age is appreciated, this implies that the number of openings for promotion will depend on the age structure among the current Directors General (which was not identified in this study). There are also issues of traditional values and norms that may work against women reaching the highest level of decision-making within the near future. The lack of transparency in all steps of the promotion procedure is a factor of concern when it comes to guaranteeing equal promotion opportunities for women and men. The practice of granting higher value to previous military experience than to civil service experience in performance assessments also works against women's promotion opportunities because no women possess military experience. The lack of unitary rules against designating certain promotions and transfers as suitable for men only is yet another barrier to equal access.

The rotation system, which in theory provides equal opportunities for men and women to be appointed to, and to accept, regular transfers to new postings, in reality places a greater burden on women than on men. This is in turn related to the gendered division of responsibilities for overall family well-being and for caring for children and elderly parents, duties and responsibilities that women are traditionally expected to take on. Women therefore tend to sacrifice work career for family, whereas men to a larger extent tend to pursue their work career and entrust looking after the children to their wife.

The overall framework for promoting gender equality remains weak in Myanmar. To date, the only evident proactive preferential measures have been directed towards safe-guarding men's access to certain professional studies (e.g. medical and education colleges and universities) by setting the entry requirements for men at a lower level than those for women. A similar situation is perceived to exist for men's entry to gazetted Staff Officer rank. Given that such preferential treatment is in place for men, preferential treatment should also be encouraged as a minimum measure to promote women's inclusion into male-dominated professions and into the civil service in male-dominated ministries.

ANNEX A

ADAPTION OF UNDP-OECD METHODOLOGY TO MYANMAR CONTEXT

ANNEX B

BIBLIOGRAPHY

ANNEX C

FOCUS GROUP DISCUSSIONS AND INTERVIEWS

ANNEX D

TABLES 1–43

Annex A: Adaptation of UNDP-OECD Methodology to Myanmar Context

Research Instrument	Section	Sub-Section	
National Frameworks and Public Policy Survey	<i>I. Institutional framework, resources and policy coherence for the advancement of gender equality</i>	I.1 Ministry/department/agency for promoting gender equality	
		I.2 Gender equality in ministries/ departments/agencies not primarily dealing with gender equality and a mainstreaming portfolio	
		I.3 Parliamentary Committees on Gender Questions	
		I.4 Women's Parliamentary Caucuses	
	<i>II. Strategies and policies for promoting gender equality and mainstreaming</i>	II.1 Gender equality strategies	
		II.2 Gender mainstreaming policies	
	<i>III. Implementation and coordination of gender equality / mainstreaming policies</i>	n/a	
	<i>IV. Public consultations</i>	n/a	
	<i>V. Accountability, Monitoring and Evaluation</i>	n/a	
	<i>VI. Gender Analysis</i>	n/a	
	<i>VII. Gender-Responsive Budgeting</i>	n/a	
	<i>VIII. Participation and Leadership</i>	n/a	

	Include for Myanmar Study?	Institution(s) and/or Sources to Consult (identified during inception)	Comments / Clarifications
	Yes	Desk review of documents in Annex B. Ministry of Social Welfare, Relief and Resettlement, Department of Social Welfare.	
	Yes	Relevant representative and/or Gender focal points (as feasible) in selected ministries.	
	Partly	Desk review of documents in Annex B.	Elected positions/functions fall outside of 'public administration'. Select parliamentary questions only as relevant for background and context + to understand their role in oversight and coordination.
	No	n/a	
	Yes	Desk review of documents in Annex B.	
	Yes	Relevant representative and/or Gender focal point (as feasible) in selected ministries.	
	Yes	Desk review of documents in Annex B. Ministry of Social Welfare, Relief and Resettlement, Department of Social Welfare. Relevant representative and/or Gender focal point (as feasible) in selected ministries.	Include interviews with gender focal points (where they exist). Where do they fit in the organigram? Understand where they have integrated gender into sectoral policies.
	Yes	Ministry of Social Welfare, Relief and Resettlement, Department of Social Welfare. Relevant representative and/or Gender focal point (as feasible) in selected ministries. Community representatives as/if feasible.	Relevant for local governance in particular.
	Yes	Ministry of Social Welfare, Relief and Resettlement, Department of Social Welfare. Relevant representative and/or Gender focal point (as feasible) in selected ministries. Central Statistical Organization.	
	Yes	Desk review of documents in Annex B. Ministry of Social Welfare, Relief and Resettlement, Department of Social Welfare. Relevant representative and/or Gender focal point (as feasible) in selected ministries.	
	No		Falls outside of 'women in public administration'.
	Yes	Desk review of documents in Annex B. Ministry of Social Welfare, Relief and Resettlement, Department of Social Welfare.	Raw data to be collected as available – but no deep analysis on judges, parliamentarians, or political parties.

UNDP-OECD Survey on Gender Equality in Public Administration – Overview (survey questions same as in survey below - specific for each agency / department / ministry)	<i>Section A: General</i>	n/a	
	<i>Section B: Recruitment</i>	n/a	
	<i>Section C: Career Stream</i>	n/a	
	<i>Section D: Remuneration</i>	n/a	
	<i>Section E: Work-Life Balance</i>	n/a	
	<i>Section F: Workplace Harassment</i>	n/a	
UNDP-OECD Survey on Gender Equality in Public Administration – Agency/ Department/ Ministry-Specific (survey questions same as in survey above - overview)	<i>Section A: General</i>	n/a	
	<i>Section B: Recruitment</i>	n/a	
	<i>Section C: Career Stream</i>	n/a	
	<i>Section D: Remuneration</i>	n/a	
	<i>Section E: Work-Life Balance</i>	n/a	
	<i>Section F: Workplace Harassment</i>	n/a	

Yes	<p>Central Statistical Organization.</p> <p>Ministry of Planning and Finance, Project Appraisal and Progress Reporting Department.</p> <p>Union Civil Service Board.</p> <p>Ministry of Home Affairs, General Administration Department (for sub-national levels).</p> <p>Individual ministries and agencies as required to complement statistics available from Central Statistical Organization.</p>	<p>Distinguish between: 'Gazetted' and 'non-gazetted' officers.</p> <p>Disaggregate further than in survey tool: women (compared to total) by each position/civil service grade in each department within each agency/ ministry of public administration – at national/union and sub-national (state and regional) levels.</p>
Yes	<p>Union Civil Service Board.</p> <p>Ministry of Home Affairs, General Administration Department (for sub-national levels).</p>	<p>Distinguish between procedures for: 'Gazetted' and 'non-gazetted' officers - national/union and sub-national (state and regional) levels.</p> <p>Requirements for short-listing and selection respectively.</p>
Yes	<p>Union Civil Service Board.</p> <p>Ministry of Home Affairs, General Administration Department (for sub-national levels).</p>	<p>Requirements for promotion.</p> <p>Add additional questions to clarify the rotation/ relocation mechanism.</p> <p>Review the recent UCSB-UNDP Perception Survey on Ethics, Meritocracy and Equal Opportunities (2016) and consider adding additional questions on performance evaluations.</p>
Yes	Ministry of Planning and Finance, Budget Department.	
Yes	<p>Civil Service Personnel Act and Civil Service Rules.</p> <p>Union Civil Service Board.</p>	Relate also to rotation / relocation mechanism.
Yes	<p>Ministry of Social Welfare, Relief and Resettlement, Department of Social Welfare.</p> <p>Relevant representative and/or Gender focal point (as feasible) in selected ministries.</p>	
Yes	Individual ministries and agencies as required to complement gaps (if any) in statistics made available.	
Yes		In line with adaptations made to Public Administration Overview Survey; revise this survey to make additions on rotation mechanism and performance evaluation.
Yes		<p>Add questions on conditions/ requirements in order to be offered training opportunities. Who selects, based on what? Is sex disaggregated statistics available?</p> <p>Job Descriptions to be reviewed as feasible.</p>
Yes		
Yes		Relate also to rotation / relocation mechanism.
Yes		

UNDP-OECD Perception Survey on Gender Equality in Public Administration	<i>Sections A-F</i>	n/a	
Interview Guide: Women in Parliament	<i>Section A: Barriers faced by women in accessing decision-making positions</i>	n/a	
	<i>Section B: Policy Solutions</i>	Past/Ongoing Actions	
		Quotas	
		Institutional Solutions	
		Networks, Caucuses + Committees	
		Others	
Interview Guide: Women in the Judiciary	<i>Section A: Barriers faced by women in accessing decision-making positions</i>	n/a	
	<i>Section B: Policy Solutions</i>	n/a	
Interview Guide: Women in Public Administration (for women in senior management roles)	<i>Section A: Recruitment</i>	n/a	
	<i>Section B: Career Stream</i>	n/a	
	<i>Section C: Remuneration</i>	n/a	
	<i>Section D: Work-life Balance</i>	n/a	
	<i>Section E: Behaviours</i>	n/a	
	<i>Section F: General</i>	n/a	
Focus Group Discussion Guide: Women in Public Administration	<i>Section A: Recruitment</i>	n/a	
	<i>Section B: Career Stream</i>	n/a	
	<i>Section C: Remuneration</i>	n/a	
	<i>Section D: Work-life Balance</i>	n/a	
	<i>Section E: Behaviours</i>	n/a	
	<i>Section F: General</i>	n/a	

No	n/a	Refer to the recent UCSB-UNDP Perception Survey on Ethics, Meritocracy and Equal Opportunities (2016).
No	n/a	This study is limited to women in public administration and in-depth interviews or focus group discussions will therefore not include elected parliamentarians.
No	n/a	
No		Exclude judges – but include law officers who are part of the Union Attorney General’s Office (part of the executive).
No		
Yes		Add questions to get clearer picture of professional background.
Yes		
Yes		
Yes		Relate to rotation / relocation mechanism.
Yes		
Yes		
Yes		Add questions to get clearer picture of participants’ professional background and positions.
Yes		Relate also to rotation / relocation mechanism and performance evaluation
Yes		
Yes		Relate also to rotation / relocation mechanism.
Yes		
Yes		

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Annex C: Focus Group Discussions and Interviews

National Level:

MINISTRY OF INFORMATION:

- Deputy Director General - Female
- Focus Group - Female Directors (6)
- Focus Group - Male Directors (5)

MINISTRY OF NATURAL RESOURCES AND ENVIRONMENTAL CONSERVATION:

- Managing Director - Male
- Focus Group - Female Directors (7)
- Focus Group - Male Directors (6)

MINISTRY OF EDUCATION:

- Senior Rector - Female
- Focus Group - Female Directors (6)
- Focus Group - Male Directors (5)

MINISTRY OF AGRICULTURE, LIVESTOCK AND IRRIGATION:

- Deputy Director General - Female
- Focus Group - Female Directors (7)
- Focus Group - Male Directors (6)

MINISTRY OF SOCIAL WELFARE, RELIEF AND RESETTLEMENT:

- Director General - Female
- Focus Group - Female Directors (7)
- Focus Group - Male Directors (2)

MINISTRY OF PLANNING AND FINANCE:

- Director General - Female
- Focus Group - Female Directors (8)
- Focus Group - Male Directors (5)

MINISTRY OF FOREIGN AFFAIRS:

- Director General - Female
- Focus Group - Female Directors (7)
- Focus Group - Male Directors (7)

MINISTRY OF LABOUR, IMMIGRATION AND POPULATION:

- Deputy Director General - Female
- Focus Group - Female Directors (6)
- Focus Group - Male Directors (6)

MINISTRY OF TRANSPORT AND COMMUNICATIONS:

- Deputy Director General - Female
- Focus Group - Female Directors (7)
- Focus Group - Male Directors (5)

MINISTRY OF HOME AFFAIRS:

- Focus Group - Mixed:
 - Deputy Director General - Female
 - Female Directors (4)
 - Male Directors (3)

Sub-National Level:

Bago Region:**MINISTRY OF HOME AFFAIRS, GENERAL DEPARTMENT OF ADMINISTRATION:**

- Focus Group - Male Directors, Township Administrators, Staff Officers (11)
- Focus Group - Female Assistant Directors, Staff Officers (6)
- Police Officers - Mixed:
 - Male Majors, Captains (5)
 - Female Majors, Captains (5)

MINISTRY OF EDUCATION:

- Focus Group - Male Assistant Directors, Staff Officers (10)
- Focus Group - Female Assistant Directors, Staff Officers (10)

MINISTRY OF PLANNING AND BUDGET:

- Focus Group - Female Assistant Directors, Staff Officers (10)
- Focus Group - Male Deputy Director, Assistant Directors, Staff Officers (6)

MINISTRY OF SOCIAL WELFARE, RELIEF AND RESETTLEMENT:

- Deputy Director General - Female

MINISTRY OF LABOUR, IMMIGRATION AND POPULATION:

- Focus Group - Mixed:
 - Female Assistant Directors, Staff Officers (6)
 - Male Assistant Directors (3)

BAGO REGION GOVERNMENT - DEPARTMENT OF DEVELOPMENT AFFAIRS:

- Focus Groups - Mixed:
 - Male Assistant Directors, Staff Officers (5)
 - Female Assistant Directors, Staff Officers (5)

Mon State:**MINISTRY OF HOME AFFAIRS, GENERAL DEPARTMENT OF ADMINISTRATION:**

- Focus Group - Male Deputy Directors, Assistant Directors , Deputy Township Administrators (9)
- Focus Group - Female Assistant Directors, Staff Officers (10)
- Police Officers - Mixed:
 - Male Majors, Deputy Majors, Lieutenants (7)
 - Female Captains, Lieutenants (3)

MINISTRY OF EDUCATION:

- Focus Group - Male Assistant Directors, Head Masters, Staff Officers (10)
- Focus Group - Female directors, Assistant Directors, Head Mistresses, Staff Officers (9)

MINISTRY OF PLANNING AND BUDGET:

- Focus Group - Female Assistant Directors, Staff Officers (10)
- Focus Group - Male Deputy Director General, Assistant Directors, Staff Officers (9)

MINISTRY OF SOCIAL WELFARE, RELIEF AND RESETTLEMENT:

- Deputy Director General - Male
- Director - Female

MINISTRY OF LABOUR, IMMIGRATION AND POPULATION:

- Focus Group - Mixed:
 - Female Staff Officers (3)
 - Male -Director, Assistant Directors (5)

MON STATE GOVERNMENT - DEPARTMENT OF DEVELOPMENT AFFAIRS:

- Focus Groups - Mixed:
 - Male Assistant Deputy Directors (4)
 - Female Assistant Directors, Staff Officers (5)

Rakhine State - Sittwe Township:**MINISTRY OF HOME AFFAIRS, GENERAL DEPARTMENT OF ADMINISTRATION:**

- Focus Group - Male Assistant Directors, Staff Offices, Branch Clerks (9)
- Focus Group - Female Deputy Staff Officers, Branch Clerks (9)

MINISTRY OF EDUCATION:

- Focus Group - Male Assistant Directors, Head Masters, Staff Officers (9)
- Focus Group - Female Head Mistresses, Assistant Directors, Staff Officers (10)

MINISTRY OF PLANNING AND BUDGET:

- Focus Group - Female Deputy Directors, Assistant Directors, Staff Officers (10)
- Focus Group - Male Director, Assistant Directors, Staff Officers (7)

MINISTRY OF SOCIAL WELFARE, RELIEF AND RESETTLEMENT:

- Director - Male

MINISTRY OF LABOUR, IMMIGRATION AND POPULATION:

- Focus Group - Mixed:
 - Female Staff Officers, Deputy Staff Officers (3)
 - Male Assistant Directors, Staff Officers (4)

RAKHINE STATE GOVERNMENT - DEPARTMENT OF DEVELOPMENT AFFAIRS:

- Focus Groups - Mixed:
 - Male Staff Officers, Deputy Staff Officers, Engineers (5)
 - Female Assistant Directors, Deputy Staff Officers (4)

Rakhine State - Thandwe Township:**MINISTRY OF HOME AFFAIRS, GENERAL DEPARTMENT OF ADMINISTRATION:**

- Focus Group - Male Assistant Directors, Staff Officers, Township Administrators (9)
- Focus Group - Female Assistant Directors, Staff Officers (6)

MINISTRY OF EDUCATION:

- Focus Group - Male Assistant Director, School Principals (10)
- Focus Group - Female School Principals, Staff Officers (10)

MINISTRY OF PLANNING AND BUDGET:

- Focus Group - Female Assistant Directors, Staff Officers, Deputy Staff Officers (6)
- Focus Group - Male Assistant Directors, Staff Officers (6)

MINISTRY OF LABOUR, IMMIGRATION AND POPULATION:

- Focus Group - Mixed Assistant Directors, Staff Officers (6)

RAKHINE STATE GOVERNMENT - DEPARTMENT OF DEVELOPMENT AFFAIRS:

- Focus Groups - Mixed: Assistant Directors, Deputy Staff Officers, Engineers (9)

Annex D: Tables 1-43

List of Tables:

Table 1:	Distribution of Civil Servants by Government Institution, Position and Gender
Table 2:	Distribution of Civil Servants by Government Institution and State/Region Location of Service, and Gender
Table 3:	Distribution of Civil Servants by Union Organisation, Position and Gender
Table 4:	Distribution of Civil Servants by Ministry, Position and Gender
Table 5:	Ministry of Foreign Affairs - Distribution of Civil Servants by Department, Position and Gender
Table 6:	Ministry of Home Affairs - Distribution of Civil Servants by Department, Position and Gender
Table 7:	Ministry of Defence - Distribution of Civil Servants by Department, Position and Gender
Table 8:	Ministry of Border Affairs - Distribution of Civil Servants by Department, Position and Gender
Table 9:	Office of the State Counsellor - Distribution of Civil Servants by Department, Position and Gender
Table 10:	Ministry of Information - Distribution of Civil Servants by Department, Position and Gender
Table 11:	Ministry of Religious Affairs and Culture - Distribution of Civil Servants by Department, Position and Gender
Table 12:	Ministry of Agriculture, Livestock and Irrigation - Distribution of Civil Servants by Department, Position and Gender
Table 13:	Ministry of Transport and Communications - Distribution of Civil Servants by Department, Position and Gender
Table 14:	Ministry of Natural Resources and Environmental Conservation - Distribution of Civil Servants by Department, Position and Gender
Table 15:	Ministry of Electricity and Energy - Distribution of Civil Servants by Department, Position and Gender
Table 16:	Ministry of Labour - Distribution of Civil Servants by Department, Position and Gender
Table 17:	Ministry of Industry - Distribution of Civil Servants by Department, Position and Gender
Table 18:	Ministry of Commerce - Distribution of Civil Servants by Department, Position and Gender
Table 19:	Ministry of Education - Distribution of Civil Servants by Department, Position and Gender
Table 20:	Ministry of Health and Sports - Distribution of Civil Servants by Department, Position and Gender
Table 21:	Ministry of Planning and Finance - Distribution of Civil Servants by Department, Position and Gender
Table 22:	Ministry of Construction - Distribution of Civil Servants by Department, Position and Gender
Table 23:	Ministry of Social Welfare, Relief and Resettlement - Distribution of Civil Servants by Department, Position and Gender
Table 24:	Ministry of Hotels and Tourism - Distribution of Civil Servants by Department, Position and Gender
Table 25:	Ministry of Ethnic Affairs - Distribution of Civil Servants by Department, Position and Gender
Table 26:	Distribution of Civil Servants in Nay Pyi Taw City Development Committee by Position and Gender
Table 27:	Distribution of Civil Servants by State/Region Level Government, Position and Gender
Table 28:	State/Region Level Government by Department, Position and Gender
Table 29:	Distribution of Civil Servants by State and Region, Position and Gender
Table 30:	Kachin State - Distribution of Civil Servants by Government Institution, Position and Gender
Table 31:	Kayah State - Distribution of Civil Servants by Government Institution, Position and Gender
Table 32:	Kayin State - Distribution of Civil Servants by Government Institution, Position and Gender
Table 33:	Chin State - Distribution of Civil Servants by Government Institution, Position and Gender
Table 34:	Sagaing State - Distribution of Civil Servants by Government Institution, Position and Gender
Table 35:	Taninthayi State - Distribution of Civil Servants by Government Institution, Position and Gender
Table 36:	Bago Region - Distribution of Civil Servants by Government Institution, Position and Gender
Table 37:	Magway Region - Distribution of Civil Servants by Government Institution, Position and Gender
Table 38:	Mandalay Region - Distribution of Civil Servants by Government Institution, Position and Gender
Table 39:	Mon State - Distribution of Civil Servants by Government Institution, Position and Gender
Table 40:	Rakhine State - Distribution of Civil Servants by Government Institution, Position and Gender
Table 41:	Yangon Region - Distribution of Civil Servants by Government Institution, Position and Gender
Table 42:	Shan State - Distribution of Civil Servants by Government Institution, Position and Gender
Table 43:	Ayeyarwasy Region - Distribution of Civil Servants by Government Institution, Position and Gender

TABLE 1: DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION, POSITION AND GENDER

[illegible]

[illegible]

TABLE 2: DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION AND STATE/REGION LOCATION OF SERV

State/Region	Nay Pyi Taw		Kachin State		Kayah State		Kayin State		Chin State		Sagaing Region		Taninthay Region	
Government Institution	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servant and Percentage Female	110277	60,3%	31233	67,2%	10871	63,9%	24361	70,7%	20283	51,7%	99296	61,9%	25005	73,9%
Union-level organizations	4699	66,6%	509	63,1%	274	60,2%	324	59,9%	336	50,3%	1123	62,3%	347	70,9%
President Office	425	51,5%												
Office of the Union Government	255	55,3%												
Union Parliament Office	311	60,1%	56	60,7%	52	57,7%	62	56,5%	54	51,9%	55	45,5%	46	71,7%
House of Representatives Office	597	72,4%												
House of Nationalities Office	408	67,2%												
The Constitutional Tribunal of the Union	117	53,0%												
Union Attorney General's Office	509	59,1%	139	41,0%	63	55,6%	80	40,0%	61	36,1%	284	38,7%	71	50,7%
Office of the Auditor General	939	82,6%	236	76,7%	122	65,6%	140	80,0%	175	59,4%	608	75,2%	186	83,3%
Central Bank of Myanmar	571	69,0%												
Union Civil Service Board	263	67,3%												
Union Election Commission	160	55,0%	78	62,8%	37	54,1%	42	35,7%	46	32,6%	176	61,4%	44	50,0%
Anti-Corruption Commission	144	54,9%												
Ministries	103172	60,4%	30046	67,8%	10373	64,3%	23788	71,1%	19733	51,9%	97172	62,1%	24387	74,2%
Ministry of Foreign Affairs	1117	54,3%												
Ministry of Home Affairs	3107	32,7%	2504	28,7%	960	34,4%	1646	25,1%	1648	25,6%	5651	24,8%	1701	32,2%
Ministry of Defence	32935	71,4%												
Ministry of Border Affairs	543	51,9%	205	49,3%	97	44,3%	145	37,9%	290	43,1%	868	59,3%	98	48,0%
Ministry of the Office of the State Counsellor	148	56,1%												
Ministry of Information	2615	59,8%	219	38,4%	73	39,7%	104	47,1%	119	37,8%	385	42,6%	133	54,1%
Ministry of Religious Affairs and Culture	1530	51,4%	65	30,8%	48	29,2%	42	21,4%	56	21,4%	115	35,7%	28	39,3%
Ministry of Agriculture, Livestock and Irrigation	9692	55,9%	1584	34,9%	931	40,5%	1062	39,1%	1180	31,2%	6846	37,6%	1277	41,1%
Ministry of Transport and Communication	3843	39,5%	1062	24,6%	186	54,3%	314	40,4%	285	41,8%	3175	22,7%	527	37,8%
Ministry of Natural Resources and Environmental Conservation	4248	36,5%	736	24,3%	167	32,9%	226	21,7%	442	13,3%	4211	17,5%	582	36,1%
Ministry of Electricity and Energy	6995	37,4%	413	15,0%	377	16,2%	175	20,0%	192	9,4%	1196	25,6%	173	19,1%
Ministry of Labour, Immigration and Population	2102	62,2%	383	21,7%	146	29,5%	269	30,9%	172	22,7%	791	38,6%	322	29,8%
Ministry of Industry	1706	70,0%	57	68,4%	40	67,5%	70	52,9%	33	51,5%	3231	74,9%	80	56,3%
Ministry of Commerce	1800	52,0%	43	39,5%	23	52,2%	50	48,0%	22	22,7%	138	51,4%	33	39,4%
Ministry of Education	10765	78,2%	17808	85,7%	5095	83,3%	16045	83,8%	11414	60,4%	57465	75,7%	15654	88,8%
Ministry of Health and Sports	8974	61,1%	3841	62,5%	1694	61,4%	2801	61,1%	3080	57,0%	10339	58,8%	2818	65,9%
Ministry of Planning and Finance	4123	66,1%	703	56,3%	330	59,1%	535	54,8%	490	49,4%	1968	53,6%	651	60,8%
Ministry of Construction	5529	44,9%	293	37,9%	138	47,8%	207	45,4%	202	34,2%	591	47,7%	184	41,3%
Ministry of Social Welfare, Relief and Resettlement	645	61,1%	104	71,2%	44	50,0%	79	63,3%	95	50,5%	150	68,7%	90	65,6%
Ministry of Hotels and Tourism	529	62,6%	18	33,3%	17	35,3%	10	50,0%	12	50,0%	43	65,1%	34	32,4%
Ministry of Ethnic Affairs	226	56,2%	8	75,0%	7	42,9%	8	75,0%	1	0,0%	9	66,7%	2	100,0%
Nay Pyi Taw City Development Committee	2406	43,2%												
State/Region Government			678	44,0%	224	51,3%	249	51,0%	214	34,1%	1001	44,6%	271	44,3%

VICE AND GENDER

Bago Region		Magway Region		Mandalay Region		Mon State		Rakhine State		Yangon Region		Shan State		Ayeyrawady Region		Total	
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
90247	63,4%	86611	56,0%	112624	61,9%	32642	71,6%	46741	55,2%	137029	62,5%	82781	68,4%	97094	63,4%	1007095	62,6%
983	70,4%	881	62,8%	1814	66,9%	419	74,9%	575	48,2%	2810	69,7%	1183	70,7%	930	62,5%	17207	66,0%
																425	51,5%
																255	55,3%
71	74,6%	76	53,9%	62	88,7%	57	66,7%	57	49,1%	73	65,8%	56	64,3%	60	48,3%	1148	61,0%
																597	72,4%
																408	67,2%
																117	53,0%
229	51,5%	180	38,3%	336	56,5%	102	59,8%	145	33,1%	389	57,3%	253	48,6%	241	41,9%	3082	49,5%
555	78,2%	490	73,9%	614	77,7%	213	86,4%	294	60,5%	891	86,1%	667	82,2%	491	76,6%	6621	78,4%
				228	76,8%					660	73,6%					1459	72,3%
				418	53,8%					619	52,0%					1300	55,7%
128	68,0%	135	60,0%	156	59,0%	47	66,0%	79	29,1%	178	63,5%	207	62,3%	138	54,3%	1651	57,4%
																144	54,9%
87930	63,8%	84791	56,0%	107563	62,4%	31633	71,9%	45648	55,4%	126854	62,9%	80273	68,7%	94859	63,8%	968222	62,9%
										85	76,5%					1202	55,8%
4630	27,2%	4233	28,4%	5742	27,6%	2125	31,6%	3401	19,6%	5630	31,6%	6739	32,1%	5080	22,0%	54797	27,9%
																32935	71,4%
11	90,9%	83	78,3%	21	66,7%	120	56,7%	216	34,7%	365	65,5%	499	30,5%	68	50,0%	3629	50,3%
																148	56,1%
188	55,3%	215	47,0%	343	53,4%	107	51,4%	184	37,0%	1441	61,8%	636	44,0%	212	55,2%	6974	54,6%
151	53,0%	108	38,9%	868	55,3%	36	41,7%	127	26,0%	849	60,9%	148	34,5%	47	38,3%	4218	50,5%
6948	35,1%	6130	33,9%	8743	38,2%	1931	47,7%	2332	29,0%	7003	43,3%	4742	37,1%	5341	33,6%	65742	40,0%
3066	19,9%	2680	22,4%	7420	18,2%	1406	24,7%	1025	27,8%	16931	30,9%	2240	32,8%	1776	30,8%	45936	27,8%
3110	15,9%	2424	18,6%	2462	27,8%	337	22,0%	787	16,9%	5476	38,1%	1530	17,5%	1478	20,6%	28216	26,0%
2271	20,7%	8369	17,7%	3962	29,5%	564	24,6%	528	14,4%	7860	27,8%	1906	19,7%	1792	20,8%	36773	25,6%
735	54,1%	677	48,3%	991	60,9%	346	55,5%	655	22,9%	1853	68,0%	1157	24,5%	630	54,0%	11229	49,1%
4326	59,8%	4229	64,1%	4535	67,4%	1104	49,3%	81	58,0%	2813	68,1%	448	53,6%	2709	40,2%	25462	62,7%
181	37,0%	94	50,0%	96	55,2%	57	50,9%	95	24,2%	165	50,3%	98	38,8%	181	31,5%	3076	48,0%
51564	80,2%	44406	72,1%	55713	78,5%	19011	89,1%	29611	66,4%	49470	85,3%	46709	87,1%	63531	75,2%	494261	78,9%
8419	57,0%	9110	57,5%	13673	65,8%	3356	59,7%	5054	52,5%	18602	68,4%	10244	63,2%	9695	57,3%	111700	61,6%
1696	61,8%	1413	55,9%	2063	58,7%	768	66,1%	1067	49,8%	6872	67,4%	2059	56,8%	1566	59,1%	26304	61,3%
452	55,1%	453	54,1%	514	58,6%	204	54,4%	307	39,7%	671	53,7%	839	38,4%	481	53,8%	11065	46,6%
131	74,8%	134	71,6%	332	80,4%	128	74,2%	127	52,8%	729	76,5%	226	70,4%	213	68,5%	3227	69,3%
43	58,1%	32	53,1%	77	66,2%	23	56,5%	41	48,8%	32	84,4%	52	61,5%	51	52,9%	1014	59,7%
8	87,5%	1	100,0%	8	50,0%	10	40,0%	10	50,0%	7	57,1%	1	100,0%	8	62,5%	314	57,6%
																2406	43,2%
1334	32,5%	939	44,7%	3247	43,3%	590	51,9%	518	43,4%	7365	52,6%	1325	47,7%	1305	41,1%	19260	46,8%

TABLE 3: DISTRIBUTION OF CIVIL SERVANTS BY UNION ORGANIZATION, POSITION AND GENDER[illegible]

[illegible]

TABLE 4: DISTRIBUTION OF CIVIL SERVANTS BY UNION MINISTRY, POSITION AND GENDER

Union Ministry Gazetted Positions												
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	279	14,7%	857	33,1%	3951	50,5%	6589	50,6%	21567	62,4%	48500	58,2%
Gazetted (8.4% of Civil Servants)												
Non- Gazetted												
Ministry of Foreign Affairs	46	8,7%	27	22,2%	55	30,9%	68	66,2%	93	59,1%	231	68,8%
Ministry of Home Affairs	5	0,0%	23	4,3%	179	2,2%	187	8,6%	835	8,7%	1232	9,3%
Ministry of Defence	7	0,0%	6	16,7%	10	20,0%	37	18,9%	99	45,5%	382	41,6%
Ministry of Border Affairs	4	0,0%	8	25,0%	73	49,3%	105	44,8%	250	50,4%	499	56,5%
Ministry of the Office of the State Counsellor	2	0,0%	3	0,0%	4	50,0%	8	37,5%	13	76,9%	45	66,7%
Ministry of Information	5	0,0%	6	16,7%	24	12,5%	47	19,1%	106	40,6%	481	55,3%
Ministry of Religious Affairs and Culture	9	11,1%	14	0,0%	79	22,8%	120	35,0%	297	44,1%	439	57,9%
Ministry of Agriculture, Livestock and Irrigation	17	11,8%	34	14,7%	227	27,3%	662	33,5%	1234	40,4%	4642	41,6%
Ministry of Transport and Communication	35	0,0%	67	7,5%	200	16,5%	329	22,5%	743	31,5%	1394	39,6%
Ministry of Natural Resources and Environmental Conservation	14	0,0%	32	3,1%	133	12,0%	195	20,0%	569	25,8%	1538	36,8%
Ministry of Electricity and Energy	11	9,1%	59	15,3%	166	15,1%	344	23,3%	978	20,7%	2604	32,6%
Ministry of Labour, Immigration and Population	8	0,0%	12	16,7%	49	30,6%	148	32,4%	342	41,2%	1181	51,0%
Ministry of Industry	7	28,6%	58	13,8%	154	29,9%	327	39,8%	613	57,7%	1166	64,8%
Ministry of Commerce	4	0,0%	6	33,3%	39	15,4%	91	39,6%	209	45,0%	286	55,6%
Ministry of Education	60	31,7%	119	53,8%	1988	75,6%	1875	76,6%	10778	80,0%	14568	75,6%
Ministry of Health and Sports	15	26,7%	288	54,2%	193	46,1%	1384	57,1%	2446	63,2%	12944	57,2%
Ministry of Planning and Finance	19	36,8%	40	37,5%	216	32,9%	382	55,8%	1353	66,4%	3489	70,1%
Ministry of Construction	6	0,0%	41	7,3%	95	26,3%	194	29,4%	408	33,6%	1150	44,2%
Ministry of Social Welfare, Relief and Resettlement	3	33,3%	6	33,3%	47	40,4%	45	57,8%	83	57,8%	149	82,6%
Ministry of Hotels and Tourism	2	0,0%	5	20,0%	16	18,8%	34	23,5%	76	27,6%	74	64,9%
Ministry of Ethnic Affairs	0		3	0,0%	4	0,0%	7	42,9%	42	73,8%	6	50,0%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
17812	56,7%	106420	67,9%	283063	75,0%	322235	66,8%	54355	29,5%	102594	34,8%	968222	62,9%
												87569	57,9%
												919526	63,4%
110	44,5%	160	60,6%	188	68,1%	153	60,1%	28	0,0%	43	44,2%	1202	55,8%
23	82,6%	3634	40,6%	5696	39,7%	24850	35,9%	7714	5,0%	10419	19,4%	54797	27,9%
1341	51,8%	2408	72,7%	5052	74,4%	8786	85,4%	3469	67,5%	11338	64,0%	32935	71,4%
16	87,5%	1099	52,5%	586	29,2%	461	68,3%	188	51,1%	340	46,8%	3629	50,3%
0		15	66,7%	5	20,0%	34	55,9%	14	57,1%	5	0,0%	148	56,1%
963	62,2%	1568	52,6%	1560	64,0%	1246	56,5%	299	28,8%	669	40,5%	6974	54,6%
363	57,9%	887	62,8%	746	55,1%	636	40,4%	362	38,7%	266	41,0%	4218	50,5%
2700	52,1%	9978	55,2%	16623	43,6%	20358	38,3%	5512	11,6%	3755	25,5%	65742	40,0%
1478	47,2%	3815	42,0%	9900	39,1%	10521	30,7%	10390	13,1%	7064	15,5%	45936	27,8%
591	53,6%	2869	37,5%	6355	24,9%	9756	18,5%	3673	20,1%	2491	41,6%	28216	26,0%
2374	37,6%	5175	36,7%	7441	28,3%	10584	25,8%	4142	6,5%	2895	11,7%	36773	25,6%
31	96,8%	1231	63,7%	2770	57,8%	4281	45,9%	370	9,7%	806	35,2%	11229	49,1%
2982	59,2%	3588	59,8%	4968	57,5%	6452	65,6%	4025	73,5%	1122	63,9%	25462	62,7%
308	53,6%	814	46,4%	815	39,8%	413	64,9%	59	37,3%	32	65,6%	3076	48,0%
673	78,9%	51311	80,9%	187873	84,7%	181030	82,4%	5411	37,3%	38575	38,6%	494261	78,9%
1771	73,6%	9141	73,4%	22514	86,1%	34801	61,6%	6440	66,6%	19763	28,7%	111700	61,6%
1179	74,0%	5442	64,8%	6992	67,3%	4706	65,2%	574	4,5%	1912	14,3%	26304	61,3%
618	53,6%	2504	51,8%	2158	57,0%	2278	46,1%	1153	28,4%	460	40,4%	11065	46,6%
139	74,1%	406	80,8%	493	61,7%	791	80,4%	484	61,2%	581	60,2%	3227	69,3%
147	73,5%	286	71,7%	300	55,7%	61	57,4%	13	69,2%	0		1014	59,7%
5	20,0%	89	65,2%	28	60,7%	37	59,5%	35	17,1%	58	69,0%	314	57,6%

**TABLE 5: MINISTRY OF FOREIGN AFFAIRS –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Foreign Affairs	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	46	8,7%	27	22,2%	55	30,9%	68	66,2%	93	59,1%	231	68,8%
Gazetted (43.3% of Civil Servants)												
Non- Gazetted												
Union Minister's Office	1	0,0%	1	0,0%	2	50,0%	8	25,0%	6	33,3%	12	50,0%
Political Department	1	0,0%	3	0,0%	6	33,3%	9	66,7%	4	50,0%	17	76,5%
ASEAN Affairs Department	0		3	33,3%	3	66,7%	3	100,0%	6	66,7%	15	80,0%
Strategic Studies and Training Department	1	100,0%	2	50,0%	5	60,0%	1	100,0%	2	0,0%	20	90,0%
Protocol Department	1	0,0%	3	0,0%	2	0,0%	3	0,0%	5	40,0%	20	65,0%
International Organisation and Economic Department	1	0,0%	2	50,0%	3	66,7%	9	88,9%	9	55,6%	23	73,9%
Consular and legal Affairs Department	1	0,0%	3	33,3%	5	0,0%	2	100,0%	4	50,0%	23	73,9%
Planning and Administrative Department	2	0,0%	3	0,0%	4	0,0%	4	75,0%	13	69,2%	33	69,7%
Embassy/Consulate General Office	38	7,9%	7	28,6%	25	28,0%	29	69,0%	44	65,9%	68	58,8%

**TABLE 6: MINISTRY OF HOME AFFAIRS –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Home Affairs	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	5	0,0%	23	4,3%	179	2,2%	187	8,6%	835	8,7%	1232	9,3%
Gazetted (4.5%)												
Non- Gazetted												
Union Minister's Office	1	0,0%	1	0,0%	5	0,0%	8	0,0%	12	8,3%	10	0,0%
General Administration Department	1	0,0%	17	5,9%	121	2,5%	133	10,5%	616	9,7%	636	2,7%
Special Investigation Department	1	0,0%	2	0,0%	21	0,0%	18	5,6%	71	2,8%	309	15,2%
Correction Department	1	0,0%	1	0,0%	11	9,1%	14	7,1%	62	9,7%	140	12,1%
Fire Services Department	1	0,0%	2	0,0%	21	0,0%	14	0,0%	74	5,4%	137	24,8%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
110	44,5%	160	60,6%	188	68,1%	153	60,1%	28	0,0%	43	44,2%	1202	55,8%
												520	55,0%
												682	56,5%
6	50,0%	10	50,0%	22	63,6%	12	58,3%	0		0		80	50,0%
5	20,0%	8	62,5%	20	80,0%	16	68,8%	0		0		89	62,9%
3	100,0%	7	100,0%	21	81,0%	15	80,0%	0		0		76	80,3%
10	60,0%	10	80,0%	16	81,3%	18	77,8%	0		0		85	76,5%
1	0,0%	7	71,4%	21	76,2%	15	60,0%	0		2	0,0%	80	56,3%
1	0,0%	8	75,0%	19	68,4%	14	78,6%	0		1	0,0%	90	70,0%
6	83,3%	8	75,0%	22	72,7%	16	87,5%	0		2	50,0%	92	69,6%
19	36,8%	29	62,1%	47	48,9%	47	29,8%	28	0,0%	38	47,4%	267	43,1%
59	40,7%	73	50,7%	0		0		0		0		343	47,2%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
23	82,6%	3634	40,6%	5696	39,7%	24850	35,9%	7714	5,0%	10419	19,4%	54797	27,9%
												2461	8,5%
												52336	28,8%
1	0,0%	19	57,9%	21	57,1%	9	22,2%	1	0,0%	5	20,0%	93	29,0%
3	100,0%	2587	49,9%	3416	53,6%	22702	37,7%	1003	1,3%	3182	39,4%	34417	37,9%
15	100,0%	472	20,1%	482	21,6%	273	53,1%	67	0,0%	93	17,2%	1824	23,3%
4	25,0%	183	22,4%	765	16,3%	604	19,5%	1945	15,4%	3281	18,6%	7011	17,4%
0		373	10,5%	1012	18,6%	1262	7,7%	4698	1,6%	3858	3,8%	11452	5,1%

**TABLE 7: MINISTRY OF DEFENCE –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry Of Defence	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	7	0,0%	6	16,7%	10	20,0%	37	18,9%	99	45,5%	382	41,6%
Gazetted (1.6% of Civil Servants)												
Non- Gazetted												
Union Minister's Office	1	0,0%	1	0,0%	4	25,0%	6	0,0%	9	33,3%	6	66,7%
International and Internal Affairs Department	1	0,0%	1	0,0%	1	0,0%	3	0,0%	4	0,0%	4	0,0%
Office Of the Commander-in-Chief	5	0,0%	4	25,0%	5	20,0%	28	25,0%	86	48,8%	372	41,7%

**TABLE 8: MINISTRY OF BORDER AFFAIRS –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Border Affairs	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	4	0,0%	8	25,0%	73	49,3%	105	44,8%	250	50,4%	499	56,5%
Gazetted (25.9% of Civil Servants)												
Non- Gazetted												
Minister's Office	1	0,0%	1	0,0%	5	20,0%	7	42,9%	11	27,3%	15	40,0%
Education and Training Department	2	0,0%	6	33,3%	52	67,3%	58	63,8%	147	64,6%	342	65,2%
Progress of Border Areas and National Races Department	1	0,0%	1	0,0%	16	0,0%	40	17,5%	92	30,4%	142	37,3%

**TABLE 9: MINISTRY OF THE OFFICE OF THE STATE COUNSELLOR –
DISTRIBUTION OF CIVIL SERVANTS BY POSITION AND GENDER**

Ministry of the Office of the State Counsellor	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	2	0,0%	3	0,0%	4	50,0%	8	37,5%	13	76,9%	45	66,7%
Gazetted (50.7% of Civil Servants)												
Non- Gazetted												
Union Minister's Office	2	0,0%	3	0,0%	4	50,0%	8	37,5%	13	76,9%	45	66,7%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
1341	51,8%	2408	72,7%	5052	74,4%	8786	85,4%	3469	67,5%	11338	64,0%	32935	71,4%
												541	39,6%
												32394	71,9%
0		23	26,1%	11	18,2%	13	61,5%	3	0,0%	11	63,6%	88	35,2%
3	0,0%	3	0,0%	8	0,0%	8	0,0%	3	0,0%	0		39	0,0%
1338	51,9%	2382	73,2%	5033	74,6%	8765	85,5%	3463	67,6%	11327	64,0%	32808	71,6%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
16	87,5%	1099	52,5%	586	29,2%	461	68,3%	188	51,1%	340	46,8%	3629	50,3%
												939	52,5%
												2690	49,5%
1	100,0%	28	42,9%	11	0,0%	7	85,7%	2	0,0%	3	100,0%	92	38,0%
14	85,7%	736	64,9%	392	37,8%	260	67,7%	170	56,5%	284	43,0%	2456	57,8%
1	100,0%	335	26,0%	183	12,6%	194	68,6%	16	0,0%	53	64,2%	1074	34,1%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
0		15	66,7%	5	20,0%	34	55,9%	14	57,1%	5	0,0%	148	56,1%
												75	60,0%
												73	52,1%
0		15	66,7%	5	20,0%	34	55,9%	14	57,1%	5	0,0%	148	56,1%

**TABLE 10: MINISTRY OF INFORMATION –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Information	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	5	0,0%	6	16,7%	24	12,5%	47	19,1%	106	40,6%	481	55,3%
Gazetted (9.6% of Civil Servants)												
Non- Gazetted												
Union Minister's Office	1	0,0%	1	0,0%	5	20,0%	8	12,5%	14	21,4%	17	41,2%
Myanmar Radio and Television	1	0,0%	1	0,0%	5	20,0%	9	33,3%	41	46,3%	221	52,9%
Information and Public Relations Department	1	0,0%	2	50,0%	5	0,0%	22	22,7%	28	50,0%	132	65,2%
Printing and Publishing Department	1	0,0%	1	0,0%	3	33,3%	1	0,0%	12	41,7%	52	61,5%
News and Periodicals Enterprise	1	0,0%	1	0,0%	6	0,0%	7	0,0%	11	18,2%	59	40,7%

**TABLE 11: MINISTRY OF RELIGIOUS AFFAIRS AND CULTURE –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Religious Affairs and Culture	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	9	11,1%	14	0,0%	79	22,8%	120	35,0%	297	44,1%	439	57,9%
Gazetted (22.7% of Civil Servants)												
Non- Gazetted												
Union Minister's Office	1	0,0%	2	0,0%	8	37,5%	14	35,7%	26	38,5%	27	59,3%
Religion Minister's Office	1	0,0%	1	0,0%	4	0,0%	8	37,5%	12	25,0%	12	50,0%
Culture Minister's Office	0		1	0,0%	4	75,0%	6	33,3%	14	50,0%	15	66,7%
Department of Religious Affairs	1	0,0%	1	0,0%	18	0,0%	26	7,7%	60	13,3%	90	41,1%
Department for the Promotion and Propagation of the Sasana	1	0,0%	1	0,0%	5	20,0%	11	18,2%	23	26,1%	84	38,1%
International Theravada Buddhist Missionary University	1	0,0%	2	0,0%	9	22,2%	10	40,0%	25	52,0%	23	69,6%
Fine Arts Department	3	33,3%	5	0,0%	19	21,1%	20	45,0%	87	59,8%	108	70,4%
Department of Archaeology and National Museum	1	0,0%	2	0,0%	14	35,7%	29	34,5%	63	49,2%	75	73,3%
Department of Historical Research and National Library	1	0,0%	1	0,0%	6	50,0%	10	100,0%	13	84,6%	32	68,8%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
963	62,2%	1568	52,6%	1560	64,0%	1246	56,5%	299	28,8%	669	40,5%	6974	54,6%
												669	48,1%
												6305	55,2%
1	0,0%	24	70,8%	22	36,4%	13	46,2%	9	11,1%	9	100,0%	124	42,7%
786	62,7%	507	61,9%	209	34,0%	227	24,2%	48	0,0%	231	35,5%	2286	50,5%
38	81,6%	826	43,9%	837	77,3%	327	65,4%	71	47,9%	370	40,5%	2659	58,1%
68	57,4%	118	66,1%	248	69,8%	470	72,8%	89	43,8%	15	40,0%	1078	66,3%
70	51,4%	93	57,0%	244	40,6%	209	41,6%	82	14,6%	44	54,5%	827	40,7%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
363	57,9%	887	62,8%	746	55,1%	636	40,4%	362	38,7%	266	41,0%	4218	50,5%
												958	46,6%
												3260	51,7%
6	50,0%	25	56,0%	16	12,5%	29	48,3%	14	7,1%	13	46,2%	181	40,9%
6	50,0%	11	36,4%	14	0,0%	17	41,2%	5	0,0%	7	42,9%	98	29,6%
0		14	71,4%	2	100,0%	12	58,3%	9	11,1%	6	50,0%	83	54,2%
125	65,6%	154	65,6%	158	39,9%	254	30,3%	33	24,2%	76	32,9%	996	40,5%
91	42,9%	102	52,0%	107	40,2%	135	32,6%	49	32,7%	65	67,7%	674	41,5%
8	100,0%	45	68,9%	38	60,5%	5	60,0%	38	65,8%	11	36,4%	215	60,0%
100	57,0%	274	56,9%	198	61,6%	81	48,1%	51	80,4%	4	100,0%	950	59,1%
32	65,6%	255	69,0%	210	68,6%	116	58,6%	159	27,0%	95	27,4%	1051	55,1%
1	0,0%	32	81,3%	19	73,7%	16	75,0%	18	33,3%	2	0,0%	151	68,9%

**TABLE 12: MINISTRY OF AGRICULTURE, LIVESTOCK AND IRRIGATION –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Agriculture, Livestock and Irrigation	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	17	11,8%	34	14,7%	227	27,3%	662	33,5%	1234	40,4%	4642	41,6%
Gazetted (10.4% of Civil Servants)												
Non- Gazetted												
Minister's Office	3	0,0%	2	0,0%	5	0,0%	18	50,0%	25	60,0%	26	57,7%
Department of Planning	1	0,0%	2	0,0%	6	33,3%	10	40,0%	19	73,7%	23	82,6%
Department of Agriculture	1	0,0%	4	0,0%	23	13,0%	88	46,6%	257	58,8%	1295	53,1%
Department of Irrigation and Water Management	1	0,0%	4	0,0%	38	5,3%	70	10,0%	168	8,9%	834	12,4%
Department of Agricultural Land Management and Statistics	1	0,0%	0		7	14,3%	25	0,0%	109	0,0%	219	10,5%
Agricultural Mechanization Department	1	0,0%	2	0,0%	18	5,6%	38	10,5%	60	8,3%	243	13,6%
Department of Agriculture Research	1	0,0%	1	0,0%	6	66,7%	16	81,3%	35	77,1%	85	68,2%
Yezin Agricultural University	1	0,0%	2	100,0%	19	68,4%	28	75,0%	65	67,7%	62	77,4%
Livestock Breeding and Veterinary Department University of Veterinary Science	2	50,0%	5	0,0%	33	36,4%	97	28,9%	94	37,2%	458	42,1%
Department of Fisheries	1	0,0%	1	0,0%	19	10,5%	62	19,4%	28	35,7%	198	29,3%
Department of Rural Development	1	0,0%	4	25,0%	22	9,1%	101	14,9%	228	32,5%	420	39,3%
Co-operative Department	2	50,0%	6	33,3%	26	65,4%	87	67,8%	100	73,0%	661	68,2%
Small-Scale Industries Department	1	0,0%	1	0,0%	5	60,0%	22	40,9%	46	76,1%	118	65,3%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
2700	52,1%	9978	55,2%	16623	43,6%	20358	38,3%	5512	11,6%	3755	25,5%	65742	40,0%
												6816	39,9%
												58926	40,0%
3	100,0%	63	61,9%	33	75,8%	29	51,7%	12	0,0%	17	82,4%	236	57,2%
0		48	68,8%	26	61,5%	23	60,9%	4	0,0%	2	100,0%	164	63,4%
241	68,0%	2526	57,0%	4097	53,8%	4581	66,8%	823	37,1%	797	44,0%	14733	57,1%
1009	30,4%	1418	36,1%	4188	32,9%	4346	39,0%	1027	8,7%	1805	19,9%	14908	30,0%
26	92,3%	605	13,2%	2291	7,6%	6039	7,8%	1430	0,1%	250	12,8%	11002	7,3%
243	46,1%	656	34,5%	1249	45,5%	1988	27,3%	1753	7,0%	100	37,0%	6351	26,0%
6	100,0%	164	64,6%	162	68,5%	174	70,7%	34	29,4%	33	27,3%	717	65,1%
7	57,1%	109	74,3%	34	61,8%	67	55,2%	81	49,4%	47	53,2%	522	64,4%
9	88,9%	1007	56,6%	685	46,0%	609	51,9%	131	37,4%	241	30,7%	3371	47,5%
9	66,7%	312	66,7%	608	58,4%	449	32,5%	43	4,7%	24	12,5%	1754	45,7%
1	0,0%	1820	70,6%	1885	60,5%	531	50,7%	124	4,8%	72	30,6%	5209	57,2%
1034	67,2%	1203	75,1%	1301	69,5%	1403	73,4%	36	41,7%	348	7,8%	6207	67,3%
112	68,8%	47	53,2%	64	54,7%	119	63,9%	14	0,0%	19	15,8%	568	59,9%

**TABLE 13: MINISTRY OF TRANSPORT AND COMMUNICATION –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Electricity and Energy	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	35	0,0%	67	7,5%	200	16,5%	329	22,5%	743	31,5%	1394	39,6%
Gazetted (6.0% of Civil Servants)												
Non- Gazetted												
Minister's Office	2	0,0%	3	0,0%	11	18,2%	17	41,2%	33	54,5%	29	65,5%
Department of Marine Administration	1	0,0%	2	0,0%	8	0,0%	30	6,7%	48	27,1%	52	34,6%
Directorate of Water Resources and Improvement of River Systems	1	0,0%	2	0,0%	17	0,0%	23	17,4%	75	25,3%	72	55,6%
Department of Civil Aviation	1	0,0%	3	0,0%	13	0,0%	43	23,3%	116	22,4%	150	31,3%
Myanmar Mercantile Marine College	1	0,0%	0		2	0,0%	1	0,0%	18	55,6%	30	70,0%
Department of Meteorology and Hydrology	1	0,0%	0		5	80,0%	9	44,4%	34	35,3%	113	48,7%
Myanmar Maritime University	1	0,0%	0		11	90,9%	22	77,3%	48	75,0%	52	69,2%
Road Transport Administration	1	0,0%	2	0,0%	13	23,1%	36	36,1%	44	54,5%	175	44,6%
Central Institute of Transport and Communication	1	0,0%	2	0,0%	2	100,0%	3	33,3%	8	12,5%	16	37,5%
Posts and Telecommunication Department	1	0,0%	1	0,0%	5	20,0%	7	42,9%	7	57,1%	27	44,4%
Information Technology and Cyber Security	0		1	0,0%	4	50,0%	2	50,0%	14	28,6%	10	50,0%
Inland Water Transport	1	0,0%	1	0,0%	6	16,7%	22	4,5%	38	23,7%	77	50,6%
Myanmar Railways	1	0,0%	14	14,3%	25	4,0%	33	3,0%	81	6,2%	189	14,8%
Road Transport	1	0,0%	1	0,0%	2	0,0%	7	14,3%	11	0,0%	28	10,7%
Myanmar Posts and Telecommunications	1	0,0%	4	50,0%	11	18,2%	30	16,7%	54	50,0%	175	52,0%
Myanmar Posts	1	0,0%	2	50,0%	3	100,0%	0		30	50,0%	20	25,0%
Myanmar Port Authority	1	0,0%	1	0,0%	54	0,0%	26	7,7%	30	20,0%	105	29,5%
Myanmar Shipyards	1	0,0%	1	0,0%	2	50,0%	7	14,3%	8	12,5%	19	36,8%
Myanmar National Airlines	17	0,0%	27	0,0%	6	16,7%	11	9,1%	46	8,7%	55	20,0%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
1478	47,2%	3815	42,0%	9900	39,1%	10521	30,7%	10390	13,1%	7064	15,5%	45936	27,8%
												2768	32,4%
												43168	27,5%
12	75,0%	60	73,3%	50	76,0%	33	36,4%	11	0,0%	15	60,0%	276	57,2%
25	60,0%	72	69,4%	259	57,9%	247	51,0%	43	0,0%	29	13,8%	816	46,3%
122	60,7%	240	54,6%	178	42,7%	185	32,4%	76	1,3%	153	12,4%	1144	37,1%
154	58,4%	221	59,7%	183	50,3%	197	33,5%	226	15,9%	181	25,4%	1488	36,6%
14	64,3%	19	68,4%	21	42,9%	17	17,6%	5	20,0%	7	14,3%	135	49,6%
10	50,0%	161	49,7%	333	58,3%	118	50,0%	37	24,3%	19	52,6%	840	51,4%
24	91,7%	49	98,0%	30	56,7%	23	60,9%	14	57,1%	22	40,9%	296	73,3%
0		531	50,3%	758	51,3%	757	59,0%	204	1,0%	87	18,4%	2608	47,5%
8	75,0%	36	25,0%	42	38,1%	22	31,8%	12	8,3%	22	27,3%	174	31,6%
33	81,8%	43	62,8%	15	86,7%	38	76,3%	6	0,0%	4	50,0%	187	63,1%
12	41,7%	26	50,0%	19	63,2%	17	76,5%	3	0,0%	9	11,1%	117	47,9%
89	60,7%	166	28,9%	392	25,3%	485	11,5%	440	2,0%	702	0,6%	2419	13,2%
272	15,1%	808	13,0%	3403	16,4%	4321	15,3%	5096	1,5%	5035	15,6%	19278	11,7%
64	43,8%	134	44,0%	432	20,1%	613	5,4%	11	9,1%	38	10,5%	1342	16,1%
256	54,3%	428	39,3%	1568	51,0%	1849	54,4%	1433	41,8%	208	34,1%	6017	48,3%
70	74,3%	301	69,4%	1539	71,2%	863	60,5%	1920	26,9%	54	46,3%	4803	50,9%
129	41,1%	307	42,0%	518	30,5%	530	15,3%	814	10,9%	345	20,9%	2860	21,7%
30	46,7%	38	28,9%	45	6,7%	22	9,1%	25	16,0%	0		198	22,2%
154	35,7%	175	34,3%	115	56,5%	184	20,7%	14	28,6%	134	8,2%	938	26,7%

**TABLE 14: MINISTRY OF NATURAL RESOURCES AND ENVIRONMENTAL CONSERVATION –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry Of Natural Resources and Environmental Conservation	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	14	0,0%	32	3,1%	133	12,0%	195	20,0%	569	25,8%	1538	36,8%
Gazetted (8.8% of Civil Servants)												
Non- Gazetted												
Union Minister's Office	2	0,0%	2	0,0%	10	30,0%	9	44,4%	24	45,8%	26	76,9%
Forest Department	1	0,0%	2	0,0%	27	3,7%	24	0,0%	102	7,8%	264	15,2%
Dry Zone Greening Department	1	0,0%	1	0,0%	6	0,0%	8	0,0%	25	4,0%	65	4,6%
Environmental Conservation Department	1	0,0%	2	0,0%	15	40,0%	18	50,0%	79	36,7%	137	58,4%
Survey Department	1	0,0%	1	0,0%	6	0,0%	6	0,0%	13	7,7%	49	8,2%
Myanmar Timber Enterprise	1	0,0%	8	12,5%	33	15,2%	56	23,2%	147	32,0%	579	42,0%
University of Forestry and Environmental Science	1	0,0%	2	0,0%	1	0,0%	1	0,0%	18	72,2%	12	83,3%
Department of Mines	1	0,0%	1	0,0%	5	0,0%	19	5,3%	43	11,6%	30	36,7%
Department of Geological Survey and Mineral Explorer	1	0,0%	1	0,0%	4	0,0%	11	18,2%	26	26,9%	140	32,1%
No.1 Mining Department	1	0,0%	4	0,0%	5	0,0%	0		19	26,3%	61	39,3%
No.2 Mining Department	1	0,0%	3	0,0%	9	0,0%	15	33,3%	32	3,1%	75	34,7%
Myanmar Gems Enterprise	1	0,0%	4	0,0%	10	10,0%	20	5,0%	34	38,2%	67	58,2%
Myanmar Pearl Enterprise	1	0,0%	1	0,0%	2	0,0%	8	50,0%	7	85,7%	33	63,6%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
591	53,6%	2869	37,5%	6355	24,9%	9756	18,5%	3673	20,1%	2491	41,6%	28216	26,0%
												2481	31,0%
												25735	25,5%
7	42,9%	41	70,7%	31	74,2%	32	53,1%	22	9,1%	16	68,8%	222	55,4%
33	87,9%	707	23,1%	2285	15,6%	3214	18,6%	720	19,2%	410	50,7%	7789	19,8%
3	66,7%	189	26,5%	313	39,9%	497	31,8%	149	14,1%	127	75,6%	1384	32,9%
11	90,9%	172	72,1%	35	42,9%	64	67,2%	17	17,6%	22	54,5%	573	57,8%
5	100,0%	80	53,8%	127	55,1%	88	72,7%	49	10,2%	76	18,4%	501	41,1%
12	33,3%	1248	38,1%	3211	25,8%	5620	14,1%	2652	20,7%	1749	37,5%	15316	23,6%
3	100,0%	11	54,5%	9	66,7%	11	63,6%	14	21,4%	15	33,3%	98	54,1%
37	56,8%	50	60,0%	35	48,6%	34	44,1%	13	7,7%	21	57,1%	289	39,1%
70	45,7%	34	35,3%	40	47,5%	12	33,3%	4	0,0%	1	100,0%	344	35,5%
78	59,0%	97	28,9%	51	27,5%	16	62,5%	3	100,0%	12	16,7%	347	38,0%
147	44,2%	63	50,8%	83	43,4%	67	58,2%	9	44,4%	25	52,0%	529	41,8%
152	53,9%	142	50,0%	92	54,3%	75	58,7%	12	66,7%	0		609	50,7%
33	45,5%	35	37,1%	43	55,8%	26	65,4%	9	33,3%	17	41,2%	215	51,2%

**TABLE 15: MINISTRY OF ELECTRICITY AND ENERGY –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Electricity and Energy	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	11	9,1%	59	15,3%	166	15,1%	344	23,3%	978	20,7%	2604	32,6%
Gazetted (11.3% of Civil Servants)												
Non- Gazetted												
Union Minister's Office	1	0,0%	2	0,0%	5	20,0%	12	58,3%	19	36,8%	14	64,3%
Oil and Gas Planning Department	1	0,0%	1	0,0%	3	33,3%	5	80,0%	8	62,5%	10	60,0%
Myanmar Oil and Gas Enterprise	1	0,0%	10	0,0%	29	6,9%	62	16,1%	192	7,8%	430	24,4%
Myanmar Petrochemical Enterprise	1	0,0%	9	11,1%	21	28,6%	46	41,3%	91	30,8%	608	29,9%
Myanmar Petroleum Products Enterprise	1	0,0%	6	33,3%	13	23,1%	6	83,3%	42	28,6%	206	45,1%
Department of Electric Power Planning	1	100,0%	2	0,0%	5	40,0%	11	36,4%	20	55,0%	24	62,5%
Department of Hydropower Implementation	0		2	0,0%	17	5,9%	20	25,0%	68	17,6%	169	21,3%
Department of Power Transmission and System Control	1	0,0%	3	0,0%	14	14,3%	29	20,7%	152	13,2%	340	42,4%
Electricity Supply Enterprise	1	0,0%	6	16,7%	24	4,2%	31	9,7%	133	23,3%	329	26,1%
Electric Power Generation Enterprise	1	0,0%	7	14,3%	14	7,1%	40	10,0%	89	27,0%	280	35,4%
Yangon Electricity Supply Corporation	1	0,0%	6	50,0%	15	26,7%	67	14,9%	115	27,8%	118	39,0%
Mandalay Electricity Supply Corporation	1	0,0%	5	20,0%	6	16,7%	15	20,0%	49	10,2%	76	36,8%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
2374	37,6%	5175	36,7%	7441	28,3%	10584	25,8%	4142	6,5%	2895	11,7%	36773	25,6%
												4162	28,0%
												32611	25,2%
22	90,9%	24	79,2%	22	81,8%	9	55,6%	2	0,0%	1	100,0%	133	65,4%
0		12	83,3%	14	42,9%	26	80,8%	3	0,0%	6	33,3%	89	61,8%
299	27,8%	1000	27,2%	1801	11,5%	2085	8,3%	1516	2,4%	1274	4,6%	8699	11,1%
733	35,6%	1011	32,3%	1203	24,8%	882	15,4%	588	15,8%	92	5,4%	5285	25,7%
429	35,4%	380	23,2%	386	12,4%	189	22,2%	36	8,3%	1	0,0%	1695	26,4%
9	77,8%	18	88,9%	16	100,0%	38	73,7%	12	33,3%	5	60,0%	161	66,5%
321	40,2%	468	49,6%	1114	30,3%	1058	31,8%	291	10,7%	78	46,2%	3606	32,0%
194	35,6%	657	40,9%	568	54,2%	779	34,8%	565	8,8%	391	18,7%	3693	32,8%
132	32,6%	610	30,7%	1129	26,4%	2973	24,0%	503	1,6%	647	7,6%	6518	21,8%
114	44,7%	379	47,2%	441	44,7%	662	27,6%	141	26,2%	210	40,5%	2378	36,2%
98	65,3%	430	53,7%	487	53,8%	1172	47,5%	322	0,9%	144	13,9%	2975	41,4%
23	56,5%	186	36,6%	260	43,1%	711	36,3%	163	2,5%	46	13,0%	1541	32,4%

**TABLE 16: MINISTRY OF LABOUR, IMMIGRATION AND POPULATION –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Labour, Immigration and Population	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number by Position and Percentage Female	8	0,0%	12	16,7%	49	30,6%	148	32,4%	342	41,2%	1181	51,0%
Gazetted (15.5% of Civil Servants)												
Non- Gazetted												
Minister's Office	1	0,0%	2	0,0%	23	13,0%	75	4,0%	132	18,9%	537	24,4%
Department of Labour	1	0,0%	2	50,0%	10	70,0%	16	81,3%	77	46,8%	108	67,6%
Social Security Broad	1	0,0%	2	50,0%	3	33,3%	24	58,3%	45	60,0%	252	68,7%
Factory and General Labour Laws Inspection Department	1	0,0%	1	0,0%	2	0,0%	8	37,5%	35	40,0%	123	80,5%
Department of Labour Relations	1	0,0%	0		2	50,0%	10	90,0%	16	68,8%	47	72,3%
Department of Immigration	1	0,0%	2	0,0%	3	33,3%	6	33,3%	18	77,8%	48	81,3%
National Registration and Citizenship	1	0,0%	2	0,0%	3	0,0%	6	16,7%	12	58,3%	47	78,7%
Department of Population	1	0,0%	1	0,0%	3	66,7%	3	100,0%	7	100,0%	19	84,2%

**TABLE 17: MINISTRY OF INDUSTRY –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Industry	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	7	28,6%	58	13,8%	154	29,9%	327	39,8%	613	57,7%	1166	64,8%
Gazetted (9.1% of Civil Servants)												
Non- Gazetted												
Union Minister's Office	1	0,0%	1	0,0%	4	50,0%	7	71,4%	10	70,0%	10	60,0%
Directorate of Industrial Collaboration	1	0,0%	2	50,0%	10	30,0%	35	45,7%	56	66,1%	79	68,4%
Directorate of Industrial Supervision and Inspection	1	100,0%	3	0,0%	25	20,0%	45	35,6%	129	48,8%	253	66,4%
No(1) Heavy Industrial Enterprise	1	0,0%	12	16,7%	19	36,8%	41	24,4%	70	52,9%	89	59,6%
No(2) Heavy Industrial Enterprise	1	100,0%	16	12,5%	30	30,0%	83	32,5%	123	50,4%	239	56,9%
No(3) Heavy Industrial Enterprise	1	0,0%	15	6,7%	44	22,7%	50	32,0%	127	54,3%	284	57,7%
Myanmar Pharmaceutical Industrial Enterprise	1	0,0%	9	22,2%	22	45,5%	66	60,6%	98	80,6%	212	82,5%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
31	96,8%	1231	63,7%	2770	57,8%	4281	45,9%	370	9,7%	806	35,2%	11229	49,1%
												1740	46,4%
												9489	49,6%
12	91,7%	532	38,7%	1556	38,4%	3208	36,9%	221	3,2%	235	5,1%	6534	33,4%
0		195	80,5%	192	83,9%	227	85,9%	10	0,0%	74	23,0%	912	72,4%
10	100,0%	355	84,8%	765	88,0%	400	81,0%	99	27,3%	373	56,8%	2329	75,7%
0		37	70,3%	114	78,9%	138	68,1%	2	0,0%	50	4,0%	511	64,2%
0		14	78,6%	42	81,0%	61	65,6%	5	0,0%	49	57,1%	247	68,0%
1	100,0%	29	75,9%	33	45,5%	100	60,0%	15	6,7%	6	16,7%	262	59,5%
1	100,0%	41	92,7%	24	37,5%	70	37,1%	7	14,3%	12	50,0%	226	55,8%
7	100,0%	28	82,1%	44	50,0%	77	54,5%	11	0,0%	7	85,7%	208	61,5%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
2982	59,2%	3588	59,8%	4968	57,5%	6452	65,6%	4025	73,5%	1122	63,9%	25462	62,7%
												2325	55,7%
												23137	63,4%
9	77,8%	20	65,0%	9	66,7%	9	77,8%	3	100,0%	3	66,7%	86	67,4%
116	70,7%	55	52,7%	37	51,4%	31	58,1%	14	28,6%	15	46,7%	451	59,9%
389	73,0%	302	75,2%	300	81,0%	45	77,8%	41	80,5%	13	76,9%	1546	70,2%
664	47,9%	539	48,6%	856	55,1%	439	54,7%	132	66,7%	228	60,1%	3090	52,6%
757	49,1%	1007	54,8%	1313	41,9%	1326	35,0%	290	49,3%	59	30,5%	5244	44,5%
710	62,0%	1102	60,7%	1668	62,4%	4019	75,8%	3445	76,0%	738	67,8%	12203	70,3%
337	77,4%	563	70,2%	785	67,1%	583	72,4%	100	68,0%	66	65,2%	2842	71,1%

**TABLE 18: MINISTRY OF COMMERCE –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Commerce	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	4	0,0%	6	33,3%	39	15,4%	91	39,6%	209	45,0%	286	55,6%
Gazetted (20.6% of Civil Servants)												
Non- Gazetted												
Minister's Office	1	0,0%	1	100,0%	3	33,3%	8	50,0%	14	50,0%	19	42,1%
Department of Trade	1	0,0%	1	0,0%	19	15,8%	40	40,0%	88	53,4%	117	50,4%
Department of Consumer Affairs	1	0,0%	2	0,0%	11	9,1%	29	27,6%	71	25,4%	128	60,9%
Myanmar Trade Promotion	1	0,0%	2	50,0%	6	16,7%	14	57,1%	36	61,1%	22	63,6%

**TABLE 19: MINISTRY OF EDUCATION –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Education	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	60	31,7%	119	53,8%	1988	75,6%	1875	76,6%	10778	80,0%	14568	75,6%
Gazetted (5.9% of Civil Servants)												
Non- Gazetted												
Minister's Office	0		2	0,0%	7	57,1%	10	50,0%	22	54,5%	23	69,6%
Department of Higher Education	50	38,0%	95	60,0%	1825	77,3%	1450	86,1%	9106	83,2%	6718	85,6%
Department of Education Research, Planning and Training	1	0,0%	2	0,0%	3	100,0%	1	0,0%	12	75,0%	36	94,4%
Department of Basic Education	1	0,0%	6	33,3%	25	44,0%	138	37,7%	807	50,1%	6173	61,5%
Department of Myanmar Examinations	1	0,0%	2	0,0%	3	0,0%	2	0,0%	2	50,0%	4	25,0%
Department of Myanmar Nationalities Languages	1	0,0%	1	0,0%	2	50,0%	5	60,0%	11	100,0%	24	79,2%
Department of Alternative Education	1	0,0%	2	0,0%	4	75,0%	4	25,0%	12	75,0%	30	73,3%
Monitoring and Evaluation Team (Edu)	1	0,0%	1	0,0%	3	0,0%	2	100,0%	4	75,0%	3	100,0%
Department of Technical and Vocational Education and Training	1	0,0%	2	0,0%	50	48,0%	156	35,9%	509	78,2%	1395	89,2%
Department of Technology Promotion and Coordination	1	0,0%	3	100,0%	36	69,4%	83	60,2%	197	67,5%	105	71,4%
Department of Research and Innovation	1	0,0%	3	66,7%	28	75,0%	23	82,6%	96	71,9%	57	86,0%
Monitoring and Evaluation Team (Research)	1	0,0%	0		2	50,0%	1	0,0%	0		0	

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
308	53,6%	814	46,4%	815	39,8%	413	64,9%	59	37,3%	32	65,6%	3076	48,0%
												635	46,8%
												2441	48,3%
11	45,5%	21	47,6%	31	64,5%	23	56,5%	5	0,0%	10	60,0%	147	51,0%
142	60,6%	273	43,6%	200	43,0%	131	61,1%	23	26,1%	4	50,0%	1039	48,5%
128	46,9%	483	47,0%	556	36,7%	220	67,7%	27	48,1%	0		1656	45,8%
27	51,9%	37	59,5%	28	50,0%	39	66,7%	4	75,0%	18	72,2%	234	59,0%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
673	78,9%	51311	80,9%	187873	84,7%	181030	82,4%	5411	37,3%	38575	38,6%	494261	78,9%
												29388	77,1%
												464873	79,0%
13	76,9%	38	78,9%	27	66,7%	25	72,0%	15	26,7%	7	71,4%	189	64,6%
401	83,8%	6933	83,5%	3341	79,5%	2417	72,3%	2413	55,0%	2278	46,4%	37027	78,3%
0		34	76,5%	25	88,0%	12	91,7%	5	0,0%	10	50,0%	141	78,0%
42	50,0%	42939	80,4%	184010	84,8%	178047	82,6%	2141	16,6%	36186	38,0%	450515	79,1%
0		41	68,3%	52	86,5%	75	60,0%	13	23,1%	20	100,0%	215	66,5%
1	100,0%	41	78,0%	8	87,5%	15	80,0%	7	14,3%	11	63,6%	127	74,0%
0		30	53,3%	10	50,0%	39	69,2%	7	0,0%	8	25,0%	147	57,8%
0		2	100,0%	3	33,3%	1	100,0%	2	0,0%	0		22	54,5%
106	80,2%	1132	83,5%	322	78,0%	266	69,5%	616	41,4%	6	16,7%	4561	75,5%
63	58,7%	71	80,3%	44	81,8%	93	32,3%	131	31,3%	35	65,7%	862	59,2%
47	87,2%	49	71,4%	31	80,6%	40	52,5%	61	47,5%	14	50,0%	450	70,7%
0		1	100,0%	0		0		0		0		5	40,0%

**TABLE 20: MINISTRY OF HEALTH AND SPORTS –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Health and Sports	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	15	26,7%	288	54,2%	193	46,1%	1384	57,1%	2446	63,2%	12944	57,2%
Gazetted (15.5% of Civil Servants)												
Non- Gazetted												
Minister's Office	1	0,0%	2	0,0%	9	22,2%	15	60,0%	20	65,0%	18	61,1%
Department of Public Health	1	0,0%	4	75,0%	19	47,4%	102	57,8%	315	52,1%	1308	47,7%
Department of Medical Service	1	100,0%	107	46,7%	74	43,2%	860	55,0%	1115	58,7%	8968	54,1%
Department of Human Resources for Health	9	33,3%	164	60,4%	43	86,0%	282	65,2%	729	78,6%	1563	79,0%
Department of Medical Research	1	0,0%	3	66,7%	12	58,3%	43	79,1%	34	79,4%	152	68,4%
Department of Traditional Medicine	0		3	0,0%	7	14,3%	21	42,9%	64	73,4%	310	75,5%
Department of Food and Drug Administration	1	0,0%	2	100,0%	2	50,0%	20	70,0%	29	62,1%	202	58,4%
Department of Sports and Physical Education	1	0,0%	3	0,0%	27	0,0%	41	19,5%	140	35,0%	423	52,0%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
1771	73,6%	9141	73,4%	22514	86,1%	34801	61,6%	6440	66,6%	19763	28,7%	111700	61,6%
												17270	57,8%
												94430	62,3%
3	100,0%	37	64,9%	19	89,5%	34	61,8%	11	0,0%	18	61,1%	187	59,4%
707	55,9%	2415	49,0%	3806	53,7%	25708	59,4%	790	52,8%	1931	50,3%	37106	57,0%
372	90,9%	3730	85,8%	16889	93,9%	7326	68,9%	4899	73,2%	15101	21,1%	59442	62,7%
106	75,5%	1068	90,0%	883	84,9%	590	75,1%	429	53,8%	1030	70,6%	6896	77,2%
34	94,1%	153	86,9%	103	79,6%	46	54,3%	23	26,1%	141	68,1%	745	73,6%
412	80,1%	397	87,2%	212	90,1%	80	80,0%	47	36,2%	516	66,9%	2069	76,6%
0		432	91,7%	98	84,7%	292	74,7%	75	4,0%	214	49,5%	1367	70,2%
137	91,2%	909	50,9%	504	74,2%	725	47,0%	166	16,3%	812	28,9%	3888	47,4%

**TABLE 21: MINISTRY OF PLANNING AND FINANCE –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Planning and Finance	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	19	36,8%	40	37,5%	216	32,9%	382	55,8%	1353	66,4%	3489	70,1%
Gazetted (20.9% of Civil Servants)												
Non- Gazetted												
Union Minister's Office	0		2	0,0%	10	20,0%	12	58,3%	27	59,3%	36	75,0%
Planning Department	1	0,0%	2	0,0%	25	40,0%	116	51,7%	473	70,0%	865	76,0%
Foreign Economic Relations Department	1	0,0%	2	50,0%	5	60,0%	10	90,0%	36	97,2%	45	80,0%
Central Statistical Organization	1	100,0%	1	0,0%	6	83,3%	12	91,7%	85	84,7%	215	82,3%
Central Equipment and Statistical Inception Department	1	0,0%	2	0,0%	6	0,0%	11	0,0%	22	50,0%	43	58,1%
National Archives Department	1	0,0%	3	33,3%	8	37,5%	12	50,0%	19	78,9%	29	89,7%
Directorate of Investment and Company Administration	1	0,0%	4	50,0%	26	26,9%	48	70,8%	84	73,8%	59	72,9%
Project Appraisal and Progress Reporting Department	1	100,0%	0		2	100,0%	6	100,0%	14	85,7%	39	76,9%
Budget Department	1	100,0%	2	100,0%	22	40,9%	22	81,8%	64	92,2%	124	75,8%
Internal Revenue Department	1	0,0%	5	20,0%	31	12,9%	45	35,6%	177	50,8%	735	63,4%
Customs Department	1	0,0%	2	0,0%	26	11,5%	18	11,1%	82	18,3%	148	43,2%
Tibits of Revenue Appellate Tribunal Department	1	0,0%	1	0,0%	2	0,0%	1	100,0%	3	0,0%	7	85,7%
Myanmar Economic Bank	1	0,0%	4	50,0%	21	42,9%	25	72,0%	128	64,1%	580	69,3%
Myanmar Foreign Trade Bank	0		3	66,7%	6	50,0%	6	66,7%	15	86,7%	40	85,0%
Myanmar Insurance Enterprise	1	100,0%	1	0,0%	3	33,3%	5	80,0%	20	75,0%	69	75,4%
Pension Department	1	0,0%	1	0,0%	3	33,3%	4	25,0%	21	81,0%	43	88,4%
Financial Regulatory Department	1	0,0%	0		4	25,0%	11	36,4%	19	68,4%	71	78,9%
Myanmar Investment and Commercial Bank	1	100,0%	1	100,0%	2	100,0%	5	80,0%	10	90,0%	47	80,9%
Treasury Department	1	100,0%	2	100,0%	2	100,0%	4	75,0%	18	88,9%	53	88,7%
Securities and Exchange Commission of Myanmar	1	100,0%	1	100,0%	3	66,7%	2	100,0%	9	55,6%	26	73,1%
Myanmar Agricultural Development Bank	1	0,0%	1	0,0%	3	66,7%	7	42,9%	27	40,7%	215	51,2%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
1179	74,0%	5442	64,8%	6992	67,3%	4706	65,2%	1912	14,3%	574	4,5%	26304	61,3%
												5499	66,4%
												20805	59,9%
1	100,0%	35	82,9%	11	63,6%	17	52,9%	11	27,3%	9	0,0%	171	59,1%
6	83,3%	585	63,9%	220	59,5%	292	55,1%	258	34,5%	55	0,0%	2898	62,7%
0		29	89,7%	6	83,3%	22	81,8%	7	71,4%	5	0,0%	168	82,1%
1	0,0%	372	79,6%	2	0,0%	6	66,7%	8	62,5%	9	0,0%	718	79,5%
14	57,1%	94	56,4%	39	35,9%	45	6,7%	4	25,0%	67	1,5%	348	33,3%
0		77	77,9%	20	85,0%	9	33,3%	20	25,0%	8	12,5%	206	66,5%
6	66,7%	105	75,2%	51	64,7%	56	80,4%	36	91,7%	24	12,5%	500	69,0%
1	0,0%	43	76,7%	7	42,9%	3	33,3%	6	33,3%	8	12,5%	130	70,0%
0		199	86,4%	31	51,6%	46	65,2%	29	58,6%	19	0,0%	559	74,8%
9	66,7%	1330	45,6%	1270	48,1%	659	59,2%	342	5,8%	40	0,0%	4644	47,6%
7	71,4%	332	23,8%	474	42,8%	256	48,4%	328	3,7%	261	6,1%	1935	27,0%
2	100,0%	7	42,9%	2	100,0%	7	71,4%	1	100,0%	1	0,0%	35	57,1%
587	75,6%	1420	76,7%	3274	75,5%	1849	70,3%	713	8,1%	12	0,0%	8614	68,2%
74	97,3%	100	92,0%	128	91,4%	70	80,0%	15	40,0%	9	0,0%	466	85,6%
57	84,2%	175	89,1%	374	85,6%	174	70,7%	9	66,7%	15	26,7%	903	80,8%
63	93,7%	4	100,0%	179	92,2%	60	78,3%	8	25,0%	7	0,0%	394	84,8%
62	87,1%	74	82,4%	58	79,3%	22	81,8%	24	4,2%	4	0,0%	350	72,6%
35	80,0%	63	81,0%	71	77,5%	31	80,6%	17	17,6%	6	0,0%	289	75,1%
0		40	80,0%	1	100,0%	10	70,0%	2	50,0%	5	0,0%	138	81,2%
0		13	100,0%	3	66,7%	4	75,0%	2	100,0%	1	0,0%	65	76,9%
254	53,5%	345	62,9%	771	62,8%	1068	65,1%	72	2,8%	9	0,0%	2773	59,9%

**TABLE 22: MINISTRY OF CONSTRUCTION –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Construction	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	6	0,0%	41	7,3%	95	26,3%	194	29,4%	408	33,6%	1150	44,2%
Gazetted (17.1% of Civil Servants)												
Non- Gazetted												
Minister's Office	1	0,0%	1	0,0%	5	40,0%	8	25,0%	12	50,0%	20	60,0%
Department of Urban and Housing Development	1	0,0%	4	25,0%	24	25,0%	43	30,2%	91	35,2%	168	58,3%
Department of Highway	1	0,0%	10	0,0%	31	19,4%	55	16,4%	111	27,0%	511	40,7%
Department of Bridge	1	0,0%	10	0,0%	15	46,7%	34	35,3%	58	34,5%	148	30,4%
Myanmar Building	1	0,0%	7	0,0%	8	25,0%	27	66,7%	56	37,5%	169	53,3%
Department of Rural Road Development	1	0,0%	9	22,2%	12	16,7%	27	11,1%	80	35,0%	134	41,0%

**TABLE 23: MINISTRY OF SOCIAL WELFARE, RELIEF AND RESETTLEMENT –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Social Welfare, Relief and Resettlement	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	3	33,3%	6	33,3%	47	40,4%	45	57,8%	83	57,8%	149	82,6%
Gazetted (10.3% of Civil Servants)												
Non- Gazetted												
Minister's Office	0		1	0,0%	5	40,0%	6	66,7%	12	25,0%	7	57,1%
Department of Social Welfare	1	100,0%	2	50,0%	19	52,6%	24	62,5%	48	68,8%	96	87,5%
Directorate of Disaster Management	1	0,0%	2	50,0%	21	33,3%	15	46,7%	20	50,0%	42	78,6%
Department of Rehabilitation	1	0,0%	1	0,0%	2	0,0%	0		3	66,7%	4	50,0%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
618	53,6%	2504	51,8%	2158	57,0%	2278	46,1%	1153	28,4%	460	40,4%	11065	46,6%
												1894	38,5%
												9171	48,2%
1	100,0%	31	74,2%	26	57,7%	9	33,3%	9	0,0%	3	66,7%	126	52,4%
50	74,0%	222	50,9%	243	54,7%	253	58,5%	71	4,2%	149	36,2%	1319	48,4%
308	39,6%	1259	47,7%	1157	57,6%	1494	46,1%	834	34,3%	234	42,3%	6005	45,2%
85	49,4%	272	40,8%	266	53,4%	273	37,7%	155	11,0%	53	45,3%	1370	38,2%
90	68,9%	362	56,9%	242	58,7%	203	41,9%	84	26,2%	21	33,3%	1270	51,6%
84	79,8%	358	68,2%	224	58,5%	46	50,0%	0		0		975	56,9%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
139	74,1%	406	80,8%	493	61,7%	791	80,4%	484	61,2%	581	60,2%	3227	69,3%
												333	65,8%
												2894	69,7%
0		25	64,0%	6	33,3%	17	41,2%	12	0,0%	3	100,0%	94	43,6%
66	92,4%	248	86,7%	379	70,2%	594	88,4%	395	72,9%	478	66,5%	2350	77,3%
73	57,5%	132	72,7%	106	33,0%	176	57,4%	77	10,4%	100	29,0%	765	48,2%
0		1	100,0%	2	50,0%	4	75,0%	0		0		18	50,0%

**TABLE 24: MINISTRY OF HOTELS AND TOURISM –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Hotels and Tourism	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	2	0,0%	5	20,0%	16	18,8%	34	23,5%	76	27,6%	74	64,9%
Gazetted (20.4% of Civil Servants)												
Non- Gazetted												
Union Minister's Office	1	0,0%	1	0,0%	5	40,0%	8	37,5%	13	38,5%	6	83,3%
Directorate of Hotels and Tourism	1	0,0%	4	25,0%	11	9,1%	26	19,2%	63	25,4%	68	63,2%

**TABLE 25: MINISTRY OF ETHNIC AFFAIRS –
DISTRIBUTION OF CIVIL SERVANTS BY DEPARTMENT, POSITION AND GENDER**

Ministry of Ethnic Affairs	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	0		3	0,0%	4	0,0%	7	42,9%	42	73,8%	6	50,0%
Gazetted (19.7% of Civil Servants)												
Non- Gazetted												
Union Minister's Office	0		1	0,0%	2	0,0%	3	0,0%	9	55,6%	3	66,7%
Department of Ethnic Literature and Culture	0		1	0,0%	1	0,0%	2	100,0%	15	73,3%	2	0,0%
Department of Ethnic Rights	0		1	0,0%	1	0,0%	2	50,0%	18	83,3%	1	100,0%

**TABLE 26: DISTRIBUTION OF CIVIL SERVANTS IN NAY PYI TAW CITY
DEVELOPMENT COMMITTEE BY POSITION AND GENDER**

Nay Pyi Taw City Development Committee	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	6	16,7%	23	13,0%	40	7,5%	81	22,2%	137	36,5%	208	55,8%
Gazetted (20,6% of Civil Servants)												
Non- Gazetted												
Nay Pyi Taw City Development Committee	6	16,7%	23	13,0%	40	7,5%	81	22,2%	137	36,5%	208	55,8%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
147	73,5%	286	71,7%	300	55,7%	61	57,4%	13	69,2%	0		1014	59,7%
												207	39,1%
												807	64,9%
0		33	75,8%	13	61,5%	13	69,2%	6	66,7%	0		99	61,6%
147	73,5%	253	71,1%	287	55,4%	48	54,2%	7	71,4%	0		915	59,5%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
5	20,0%	89	65,2%	28	60,7%	37	59,5%	35	17,1%	58	69,0%	314	57,6%
												62	59,7%
												252	57,1%
1	0,0%	17	64,7%	11	63,6%	7	71,4%	6	0,0%	11	54,5%	71	50,7%
2	50,0%	33	60,6%	8	50,0%	14	64,3%	17	11,8%	24	70,8%	119	55,5%
2	0,0%	39	69,2%	9	66,7%	16	50,0%	12	33,3%	23	73,9%	124	63,7%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
102	68,6%	433	55,9%	367	33,5%	560	49,5%	248	28,2%	201	33,3%	2406	43,2%
												495	38,6%
												1911	44,4%
102	68,6%	433	55,9%	367	33,5%	560	49,5%	248	28,2%	201	33,3%	2406	43,2%

**TABLE 27: DISTRIBUTION OF CIVIL SERVANTS BY STATE /
REGION LEVEL GOVERNMENT, POSITION AND GENDER**

State / Region-level Government	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	0		17	5,9%	68	10,3%	198	20,2%	457	34,8%	1006	42,2%
Gazetted (9,1% of Civil Servants)												
Non- Gazetted												
Kachin State Government Gazetted (8.3% of Civil Servants)	0		0		1	0,0%	6	0,0%	13	7,7%	36	25,0%
Kayah State Government Gazetted (3,1% of Civil Servants)	0		0		1	0,0%	1	0,0%	4	0,0%	1	100,0%
Kayin State Government Gazetted (9,6% of Civil Servants)	0		0		1	0,0%	2	0,0%	6	33,3%	15	13,3%
Chin State Government Gazetted (6,1% of Civil Servants)	0		0		1	0,0%	1	0,0%	4	25,0%	7	57,1%
Sagaing Region Government Gazetted (9,2% of Civil Servants)	0		0		1	0,0%	9	33,3%	26	38,5%	56	46,4%
Taninthayi Region Government Gazetted (10.3% of Civil Servants)	0		0		1	0,0%	5	0,0%	10	90,0%	12	16,7%
Bago Region Government Gazetted (5.8% of Civil Servants)	0		0		1	0,0%	6	0,0%	21	19,0%	49	26,5%
Magway Region Government Gazetted (5.9% of Civil Servants)	0		0		1	0,0%	5	20,0%	14	14,3%	35	37,1%
Mandalay Region Government Gazetted (7.5% of Civil Servants)	0		1	0,0%	15	13,3%	26	15,4%	62	29,0%	141	52,5%
Mon State Government Gazetted (8.5% of Civil Servants)	0		0		1	0,0%	5	0,0%	16	62,5%	28	53,6%
Rakhine State Government Gazetted (5.8% of Civil Servants)	0		0		1	0,0%	4	0,0%	4	50,0%	21	19,0%
Yangon Region Government Gazetted (11.6% of Civil Servants)	0		16	6,3%	41	12,2%	100	30,0%	215	38,6%	485	47,0%
Shan State Government Gazetted (6.6% of Civil Servants)	0		0		1	0,0%	10	0,0%	20	20,0%	57	26,3%
Ayeyarwady Region Government Gazetted (9,5% of Civil Servants)	0		0		1	0,0%	18	11,1%	42	31,0%	63	30,2%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
593	53,5%	3144	58,4%	3595	60,0%	4213	49,4%	3013	30,3%	2956	36,3%	19260	46,8%
												1746	36,2%
												17514	47,8%
1	100,0%	107	39,3%	107	55,1%	151	46,4%	153	44,4%	103	46,6%	678	44,0%
0		17	70,6%	19	84,2%	36	52,8%	60	36,7%	85	52,9%	224	51,3%
1	100,0%	44	59,1%	35	54,3%	78	60,3%	47	42,6%	20	50,0%	249	51,0%
0		29	31,0%	23	47,8%	53	41,5%	30	30,0%	66	25,8%	214	34,1%
0		139	61,9%	144	65,3%	269	48,3%	228	23,7%	129	33,3%	1001	44,6%
0		53	41,5%	63	54,0%	49	46,9%	34	41,2%	44	36,4%	271	44,3%
1	100,0%	105	45,7%	140	59,3%	225	44,9%	291	22,3%	495	23,8%	1334	32,5%
1	100,0%	113	47,8%	105	65,7%	235	55,7%	220	34,1%	210	35,2%	939	44,7%
93	68,8%	346	65,0%	584	61,3%	560	44,8%	539	16,7%	880	36,5%	3247	43,3%
0		68	48,5%	105	65,7%	82	39,0%	155	52,3%	130	50,8%	590	51,9%
2	100,0%	43	55,8%	95	50,5%	83	59,0%	95	29,5%	170	40,0%	518	43,4%
492	50,0%	1609	64,6%	1728	60,5%	1776	50,9%	713	30,7%	190	37,4%	7365	52,6%
0		253	48,2%	203	66,0%	343	50,1%	218	38,1%	220	46,4%	1325	47,7%
2	50,0%	218	42,2%	244	48,4%	273	48,4%	230	37,0%	214	34,6%	1305	41,1%

TABLE 28: STATE / REGION-LEVEL GOVERNMENT BY DEPARTMENT, POSITION AND GENDER

State / Region-level Government Departments	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	0		17	5,9%	68	10,3%	198	20,2%	457	34,8%	1006	42,2%
Gazetted (9.1% of Civil Servants)												
Non- Gazetted												
Kachin State Government	0		0		1	0,0%	6	0,0%	13	7,7%	36	25,0%
Gazetted (8.3% of Civil Servants)												
Non- Gazetted												
Kachin State Development Affairs Department	0		0		1	0,0%	6	0,0%	13	7,7%	34	26,5%
Freight Handling Committee Office	0		0		0		0		0		1	0,0%
Myanmar Cinema Development Department	0		0		0		0		0		1	0,0%
Kayah State Government	0		0		1	0,0%	1	0,0%	4	0,0%	1	100,0%
Gazetted (3.1% of Civil Servants)												
Non- Gazetted												
Kayar State Development Affairs Department	0		0		1	0,0%	1	0,0%	4	0,0%	1	100,0%
Kayin State Government	0		0		1	0,0%	2	0,0%	6	33,3%	15	13,3%
Gazetted (9.6% of Civil Servants)												
Non- Gazetted												
State Development Affairs Committee	0		0		1	0,0%	2	0,0%	6	33,3%	13	15,4%
State Freight Handling Committee Office	0		0		0		0		0		2	0,0%
Chin State Government	0		0		1	0,0%	1	0,0%	4	25,0%	7	57,1%
Gazetted (6.1% of Civil Servants)												
Non- Gazetted												
State Development Affairs Committee	0		0		1	0,0%	1	0,0%	4	25,0%	7	57,1%
Sagaing Regin Government	0		0		1	0,0%	9	33,3%	26	38,5%	56	46,4%
Gazetted (9.2% of Civil Servants)												
Non- Gazetted												
Region Development Affairs Committee	0		0		1	0,0%	9	33,3%	24	41,7%	55	45,5%
Region Cargo Committee Office	0		0		0		0		1	0,0%	1	100,0%
Myanmar Motion Picture Development Department	0		0		0		0		1	0,0%	0	
Shwe-Bon Yadana Mingalar Place	0		0		0		0		0		0	
Taninthayi Region Government	0		0		1	0,0%	5	0,0%	10	90,0%	12	16,7%
Gazetted (10.3% of Civil Servants)												
Non- Gazetted												
Region Development Affairs Committee	0		0		1	0,0%	5	0,0%	10	90,0%	11	18,2%
Region Freight Handling Committee Office	0		0		0		0		0		1	0,0%
Bago Region Government	0		0		1	0,0%	6	0,0%	22	19,0%	48	26,5%
Gazetted (5.8% of Civil Servants)												
Non- Gazetted												
Region Development Affairs Committee	0		0		1	0,0%	6	0,0%	21	19,0%	48	27,1%
Bago Division Regional Freight Handling Enterprise Supervision Committee Office	0		0		0		0		1	100,0%	0	

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
593	53,5%	3144	58,4%	3595	60,0%	4213	49,4%	3013	30,3%	2956	36,3%	19260	46,8%
												1746	36,2%
												17514	47,8%
1	100,0%	107	39,3%	107	55,1%	151	46,4%	153	44,4%	103	46,6%	678	44,0%
												56	17,9%
												622	46,3%
1	100,0%	107	39,3%	106	55,7%	149	46,3%	152	44,7%	102	46,1%	671	44,1%
0		0		0		0		0		0		1	0,0%
0		0		1	0,0%	2	50,0%	1	0,0%	1	100,0%	6	33,3%
0		17	70,6%	19	84,2%	36	52,8%	60	36,7%	85	52,9%	224	51,3%
												7	14,3%
												217	52,5%
0		17	70,6%	19	84,2%	36	52,8%	60	36,7%	85	52,9%	224	51,3%
1	100,0%	44	59,1%	35	54,3%	78	60,3%	47	42,6%	20	50,0%	249	51,0%
												24	16,7%
												225	54,7%
1	100,0%	44	59,1%	35	54,3%	76	59,2%	47	42,6%	20	50,0%	245	51,0%
0		0		0		2	100,0%	0		0		4	50,0%
0		29	31,0%	23	47,8%	53	41,5%	30	30,0%	66	25,8%	214	34,1%
												13	38,5%
												201	33,8%
0		29	31,0%	23	47,8%	53	41,5%	30	30,0%	66	25,8%	214	34,1%
0		139	61,9%	144	65,3%	269	48,3%	228	23,7%	129	33,3%	1001	44,6%
												92	42,4%
												909	44,8%
0		130	63,1%	123	65,9%	266	47,7%	227	23,8%	128	33,6%	963	44,1%
0		9	44,4%	15	60,0%	1	100,0%	0	#N/A!	1	0,0%	28	53,6%
0		0		6	66,7%	0		0		0		7	57,1%
0		0		0		2	100,0%	1	0,0%	0		3	66,7%
0		53	41,5%	63	54,0%	49	46,9%	34	41,2%	44	36,4%	271	44,3%
												28	39,3%
												243	44,9%
0		50	40,0%	63	54,0%	47	46,8%	34	41,2%	44	36,4%	265	44,2%
0		3	66,7%	0		2	50,0%	0		0		6	50,0%
1	100,0%	105	45,7%	142	59,3%	223	44,9%	291	22,3%	495	23,8%	1334	32,5%
												77	23,4%
												1257	32,9%
1	100,0%	103	44,7%	140	59,3%	223	44,4%	291	22,3%	495	23,8%	1329	32,3%
0		2	50,0%	2	50,0%	0		0		0		5	60,0%

State / Region-level Government Departments	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Magway Region Government	0		0		1	0,0%	5	20,0%	14	14,3%	35	37,1%
Gazetted (5.9% of Civil Servants)												
Non- Gazetted												
Magway Region Development Affairs	0		0		1	0,0%	5	20,0%	14	14,3%	33	39,4%
Magway Region Freight Handling Committee Office	0		0		0		0		0		1	0,0%
Magway Region Myanmar Motion Picture Development Department	0		0		0		0		0		1	0,0%
Mandalay Region Government	0		1	0,0%	15	13,3%	26	15,4%	62	29,0%	141	52,5%
Gazetted (7.5% of Civil Servants)												
Non- Gazetted												
Mandalay Region Development Affairs	0		0		1	0,0%	10	0,0%	21	23,8%	54	37,0%
Mandalay Region Freight Handling Committee Office	0		0		0		0		1	0,0%	1	0,0%
Mandalay Motion Picture Development Department	0		0		0		1	0,0%	0		0	
Mandalay City Development Committee	0		1	0,0%	14	14,3%	15	26,7%	40	32,5%	86	62,8%
Mon State Government	0		0		1	0,0%	5	0,0%	16	62,5%	28	53,6%
Gazetted (8.5% of Civil Servants)												
Non- Gazetted												
State Development Affairs Committee	0		0		1	0,0%	5	0,0%	15	60,0%	28	53,6%
"State Freight Handling Committee Office"	0		0		0		0		1	100,0%	0	
Rakhine State Government	0		0		1	0,0%	4	0,0%	4	50,0%	21	19,0%
Gazetted (5.8% of Civil Servants)												
Non- Gazetted												
State Development Affairs Committee	0		0		1	0,0%	4	0,0%	4	50,0%	21	19,0%
"State Freight Handling Committee Office"	0		0		0		0		0		0	
Motion Picture Department	0		0		0		0		0		0	
Yangon Region Government	0		16	6,3%	41	12,2%	100	30,0%	215	38,6%	485	47,0%
Gazetted (11.6% of Civil Servants)												
Non- Gazetted												
Region Development Affairs Committee	0		0	-	1	0,0%	3	0,0%	10	70,0%	26	53,8%
Region Freight Handling Committee Office	0		0		0		0		1	0,0%	3	33,3%
Yangon City Development Committee	0		16	6,3%	40	12,5%	97	30,9%	204	37,3%	456	46,7%
Shan state Government	0		0		1	0,0%	10	0,0%	20	20,0%	57	26,3%
Gazetted (6.6% of Civil Servants)												
Non- Gazetted												
State Development Affairs Committee	0		0		1	0,0%	10	0,0%	20	20,0%	55	25,5%
MRTV (Taunggyi Zone)	0		0		0		0		0		0	
Myanmar Motion Picture Development Department	0		0		0		0		0		1	0,0%
Shan State Nyaung Shwe Museum	0		0		0		0		0		1	100,0%
Ayeyawady Region Government	0		0		1	0,0%	18	11,1%	42	31,0%	63	30,2%
Gazetted (9.5% of Civil Servants)												
Non- Gazetted												
Ayeyarwaddy Region Development Affairs	0		0		1	0,0%	18	11,1%	41	29,3%	56	28,6%
Region Freight Handling Committee Office	0		0		0		0		1	100,0%	7	42,9%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
1	100,0%	113	47,8%	105	65,7%	235	55,7%	220	34,1%	210	35,2%	939	44,7%
												55	29,1%
												884	45,7%
1	100,0%	105	45,7%	97	62,9%	231	55,4%	220	34,1%	207	35,7%	914	44,1%
0		7	71,4%	7	100,0%	2	100,0%	0		2	0,0%	19	73,7%
0		1	100,0%	1	100,0%	2	50,0%	0		1	0,0%	6	50,0%
93	68,8%	346	65,0%	584	61,3%	560	44,8%	539	16,7%	880	36,5%	3247	43,3%
												245	40,0%
												3002	43,6%
0		131	51,9%	163	54,6%	210	35,2%	196	25,0%	187	41,7%	973	39,4%
0		5	20,0%	5	40,0%	2	100,0%	0		2	0,0%	16	31,3%
1	100,0%	5	80,0%	9	77,8%	5	40,0%	0		5	60,0%	26	65,4%
92	68,5%	205	74,1%	407	63,9%	343	50,4%	343	12,0%	686	35,0%	2232	44,9%
0		68	48,5%	105	65,7%	82	39,0%	155	52,3%	130	50,8%	590	51,9%
												50	50,0%
												540	52,0%
0		66	48,5%	103	66,0%	82	39,0%	155	52,3%	130	50,8%	585	51,8%
0		2	50,0%	2	50,0%	0	#N/D	0		0		5	60,0%
2	100,0%	43	55,8%	95	50,5%	83	59,0%	95	29,5%	170	40,0%	518	43,4%
												30	20,0%
												488	44,9%
1	100,0%	36	58,3%	88	52,3%	82	58,5%	95	29,5%	170	40,0%	502	43,4%
0		6	33,3%	5	20,0%	1	100,0%	0		0		12	33,3%
1	100,0%	1	100,0%	2	50,0%	0		0		0		4	75,0%
492	50,0%	1609	64,6%	1728	60,5%	1776	50,9%	713	30,7%	190	37,4%	7365	52,6%
												857	40,5%
												6508	54,2%
0		52	69,2%	66	71,2%	157	43,3%	77	23,4%	122	37,7%	514	45,9%
0		5	80,0%	4	0,0%	3	66,7%	0	#N/D	0	#N/D	17	47,1%
492	50,0%	1552	64,4%	1658	60,2%	1616	51,6%	636	31,6%	68	36,8%	6573	55,2%
0		253	48,2%	203	66,0%	343	50,1%	218	38,1%	220	46,4%	1325	47,7%
												88	21,6%
												1237	49,6%
0		250	48,0%	195	66,7%	314	53,5%	217	37,8%	215	46,5%	1277	48,4%
0		0		0		23	4,3%	0		0		23	4,3%
0		2	50,0%	7	42,9%	6	50,0%	0		3	33,3%	19	42,1%
0		1	100,0%	1	100,0%	0		1	100,0%	2	50,0%	6	83,3%
2	50,0%	218	42,2%	244	48,4%	273	48,4%	230	37,0%	214	34,6%	1305	41,1%
												124	27,4%
												1181	42,5%
2	50,0%	207	39,1%	238	49,2%	271	48,3%	230	37,0%	212	34,4%	1276	40,6%
0		11	100,0%	6	16,7%	2	50,0%	0		2	50,0%	29	62,1%

TABLE 29: DISTRIBUTION OF CIVIL SERVANTS BY STATE AND REGION, POSITION AND GENDER[illegible]

[illegible]

**TABLE 30: KACHIN STATE –
DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION, POSITION AND GENDER**

Kachin State	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	1	0,0%	7	14,3%	137	60,6%	183	49,2%	733	58,5%	1498	51,9%
Gazetted (8.2% of Civil Servants)												
Non- Gazetted												
Union-level Organizations	0		1	0,0%	3	100,0%	10	50,0%	21	57,1%	52	50,0%
Union Parliament Office	0		1	0,0%	1	100,0%	0		2	50,0%	2	0,0%
Union Attorney General's Office	0		0		1	100,0%	7	57,1%	8	37,5%	16	31,3%
Office of the Auditor General	0		0		1	100,0%	2	50,0%	8	100,0%	15	80,0%
Union Election Commission	0		0		0		1	0,0%	3	0,0%	19	47,4%
Ministries	1	0,0%	6	16,7%	133	60,2%	167	50,9%	699	59,5%	1410	52,7%
Ministry of Foreign Affairs	0		0		0		0		0		0	
Ministry of Home Affairs	0		1	0,0%	10	0,0%	7	0,0%	44	2,3%	53	0,0%
Ministry of Defence	0		0		0		0		0		0	
Ministry of Border Affairs	0		0		1	0,0%	2	0,0%	7	0,0%	20	40,0%
Ministry of the Office of the State Counsellor	0		0		0		0		0		0	
Ministry of Information	0		0		0		1	0,0%	2	50,0%	6	16,7%
Ministry of Religious Affairs and Culture	0		0		1	0,0%	1	0,0%	5	0,0%	6	0,0%
Ministry of Agriculture, Livestock and Irrigation	0		0		4	0,0%	16	0,0%	30	23,3%	116	29,3%
Ministry of Transport and Communications	0		0		1	0,0%	2	0,0%	9	22,2%	15	26,7%
Ministry of Natural Resources and Environmental Conservation	0		1	0,0%	4	0,0%	7	0,0%	23	21,7%	44	20,5%
Ministry of Electricity and Energy	0		0		1	0,0%	2	50,0%	14	14,3%	31	19,4%
Ministry of Labour, Immigration and Population	0		0		1	0,0%	3	0,0%	10	20,0%	34	26,5%
Ministry of Industry	0		0		1	0,0%	0		4	25,0%	5	80,0%
Ministry of Commerce	0		0		0		1	0,0%	3	0,0%	2	50,0%
Ministry of Education	1	0,0%	4	25,0%	94	78,7%	81	79,0%	439	78,8%	639	72,8%
Ministry of Health and Sports	0		0		5	20,0%	30	53,3%	59	47,5%	314	42,4%
Ministry of Planning and Finance	0		0		6	50,0%	8	50,0%	38	50,0%	92	65,2%
Ministry of Construction	0		0		2	0,0%	4	0,0%	9	11,1%	27	18,5%
Ministry of Social Welfare, Relief and Resettlement	0		0		2	100,0%	1	0,0%	2	0,0%	5	80,0%
Ministry of Hotels and Tourism	0		0		0		1	0,0%	0		1	0,0%
Ministry of Ethnic Affairs	0		0		0		0		1	100,0%	0	
Kachin State Government	0		0		1	0,0%	6	0,0%	13	7,7%	36	25,0%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
408	57,6%	3662	67,1%	9506	80,4%	10243	71,7%	1393	23,8%	3462	46,0%	31233	67,2%
												2559	54,0%
												28674	68,4%
55	81,8%	43	60,5%	162	75,9%	60	66,7%	14	35,7%	88	40,9%	509	63,1%
0		10	90,0%	9	88,9%	21	57,1%	4	0,0%	6	50,0%	56	60,7%
3	100,0%	20	50,0%	18	61,1%	16	50,0%	3	0,0%	47	25,5%	139	41,0%
52	80,8%	1	100,0%	118	75,4%	18	94,4%	7	71,4%	14	35,7%	236	76,7%
0		12	50,0%	17	88,2%	5	60,0%	0		21	76,2%	78	62,8%
352	53,7%	3512	68,0%	9237	80,8%	10032	72,1%	1226	21,1%	3271	46,1%	30046	67,8%
0		0		0		0		0		0		0	
0		181	38,1%	297	40,4%	1006	37,4%	325	5,8%	580	22,9%	2504	28,7%
0		0		0		0		0		0		0	
0		79	51,9%	26	26,9%	35	65,7%	8	87,5%	27	55,6%	205	49,3%
0		0		0		0		0		0		0	
12	33,3%	52	30,8%	65	53,8%	39	33,3%	6	50,0%	36	30,6%	219	38,4%
9	33,3%	15	46,7%	15	40,0%	12	33,3%	0		1	0,0%	65	30,8%
53	45,3%	281	37,0%	406	43,3%	483	35,8%	120	11,7%	75	28,0%	1584	34,9%
15	6,7%	70	35,7%	244	29,9%	218	35,3%	331	17,2%	157	14,0%	1062	24,6%
58	39,7%	101	33,7%	201	18,4%	234	21,8%	42	19,0%	21	57,1%	736	24,3%
19	21,1%	43	25,6%	84	22,6%	105	14,3%	54	1,9%	60	5,0%	413	15,0%
0		34	26,5%	77	18,2%	195	23,1%	4	0,0%	25	16,0%	383	21,7%
17	76,5%	9	66,7%	15	60,0%	4	100,0%	2	100,0%	0		57	68,4%
2	0,0%	12	58,3%	16	18,8%	7	85,7%	0		0		43	39,5%
28	78,6%	2160	81,0%	6467	90,8%	6180	89,0%	192	48,4%	1523	70,2%	17808	85,7%
78	74,4%	253	76,7%	1037	89,0%	1282	63,9%	107	40,2%	676	27,2%	3841	62,5%
35	77,1%	137	54,7%	190	64,2%	127	58,3%	12	0,0%	58	20,7%	703	56,3%
15	13,3%	71	42,3%	69	50,7%	76	39,5%	12	33,3%	8	50,0%	293	37,9%
8	75,0%	13	84,6%	18	50,0%	25	76,0%	10	80,0%	20	75,0%	104	71,2%
3	66,7%	1	0,0%	10	30,0%	2	50,0%	0		0		18	33,3%
0		0		0		2	50,0%	1	0,0%	4	100,0%	8	75,0%
1	100,0%	107	39,3%	107	55,1%	151	46,4%	153	44,4%	103	46,6%	678	44,0%

**TABLE 31: KAYAH STATE –
DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION, POSITION AND GENDER**

Kayah State	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	0		4	25,0%	75	46,7%	100	45,0%	322	62,4%	621	50,9%
Gazetted (10.3% of Civil Servants)												
Non- Gazetted												
Union-level Organizations	0		1	100,0%	3	66,7%	6	83,3%	9	44,4%	22	50,0%
Union Parliament Office	0		1	100,0%	1	100,0%	0		1	0,0%	4	75,0%
Union Attorney General's Office	0		0		1	0,0%	3	100,0%	2	100,0%	5	20,0%
Office of the Auditor General	0		0		1	100,0%	2	100,0%	4	50,0%	8	62,5%
Union Election Commission	0		0		0		1	0,0%	2	0,0%	5	40,0%
Ministries	0		3	0,0%	71	46,5%	93	43,0%	309	63,8%	598	50,8%
Ministry of Foreign Affairs	0		0		0		0		0		0	
Ministry of Home Affairs	0		1	0,0%	6	0,0%	6	0,0%	24	8,3%	31	3,2%
Ministry of Defence	0		0		0		0		0		0	
Ministry of Border Affairs	0		0		1	0,0%	2	0,0%	5	40,0%	11	36,4%
Ministry of the Office of the State Counsellor	0		0		0		0		0		0	
Ministry of Information	0		0		0		1	0,0%	1	100,0%	3	33,3%
Ministry of Religious Affairs and Culture	0		0		1	0,0%	1	0,0%	3	33,3%	7	28,6%
Ministry of Agriculture, Livestock and Irrigation	0		0		4	25,0%	9	0,0%	21	38,1%	78	29,5%
Ministry of Transport and Communications	0		0		0		1	100,0%	3	66,7%	5	40,0%
Ministry of Natural Resources and Environmental Conservation	0		0		1	0,0%	2	0,0%	7	0,0%	7	42,9%
Ministry of Electricity and Energy	0		0		2	0,0%	3	0,0%	10	10,0%	25	24,0%
Ministry of Labour, Immigration and Population	0		0		1	0,0%	2	50,0%	8	12,5%	15	33,3%
Ministry of Industry	0		0		1	0,0%	0		2	50,0%	6	16,7%
Ministry of Commerce	0		0		0		1	0,0%	0		1	100,0%
Ministry of Education	0		2	0,0%	41	68,3%	35	77,1%	166	84,3%	217	71,9%
Ministry of Health and Sports	0		0		4	25,0%	21	47,6%	22	63,6%	130	50,0%
Ministry of Planning and Finance	0		0		5	40,0%	7	14,3%	30	73,3%	47	59,6%
Ministry of Construction	0		0		2	0,0%	2	0,0%	4	25,0%	11	36,4%
Ministry of Social Welfare, Relief and Resettlement	0		0		2	50,0%	0		1	0,0%	3	66,7%
Ministry of Hotels and Tourism	0		0		0		0		1	0,0%	1	0,0%
Ministry of Ethnic Affairs	0		0		0		0		1	100,0%	0	
Kayah State Government	0		0		1	0,0%	1	0,0%	4	0,0%	1	100,0%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
181	57,5%	1421	64,4%	2705	76,2%	3428	68,7%	629	32,9%	1385	51,2%	10871	63,9%
												1122	53,3%
												9749	65,1%
26	84,6%	26	53,8%	71	63,4%	45	77,8%	12	16,7%	53	45,3%	274	60,2%
0		10	60,0%	7	42,9%	17	76,5%	4	0,0%	7	42,9%	52	57,7%
2	100,0%	7	57,1%	8	75,0%	13	76,9%	2	0,0%	20	35,0%	63	55,6%
24	83,3%	1	100,0%	53	62,3%	9	100,0%	5	40,0%	15	33,3%	122	65,6%
0		8	37,5%	3	100,0%	6	50,0%	1	0,0%	11	81,8%	37	54,1%
155	52,9%	1378	64,5%	2615	76,4%	3347	68,8%	557	32,9%	1247	51,3%	10373	64,3%
0		0		0		0		0		0		0	
0		91	38,5%	143	45,5%	303	46,9%	139	6,5%	216	35,2%	960	34,4%
0		0		0		0		0		0		0	
0		32	37,5%	17	29,4%	18	61,1%	3	100,0%	8	75,0%	97	44,3%
0		0		0		0		0		0		0	
6	0,0%	21	28,6%	18	55,6%	9	44,4%	2	100,0%	12	41,7%	73	39,7%
7	14,3%	12	41,7%	6	33,3%	6	16,7%	1	100,0%	4	25,0%	48	29,2%
26	53,8%	153	45,1%	258	42,2%	250	45,6%	60	16,7%	72	40,3%	931	40,5%
4	75,0%	17	47,1%	51	56,9%	32	59,4%	49	53,1%	24	45,8%	186	54,3%
7	42,9%	17	35,3%	32	34,4%	68	33,8%	14	14,3%	12	58,3%	167	32,9%
20	15,0%	46	15,2%	68	23,5%	133	15,8%	45	0,0%	25	28,0%	377	16,2%
1	0,0%	14	35,7%	29	31,0%	61	27,9%	0		15	33,3%	146	29,5%
8	75,0%	8	62,5%	14	92,9%	0		1	100,0%	0		40	67,5%
2	50,0%	2	50,0%	8	37,5%	9	66,7%	0		0		23	52,2%
4	50,0%	741	80,2%	1441	91,3%	1823	85,0%	115	46,1%	510	74,5%	5095	83,3%
41	73,2%	117	69,2%	407	82,6%	547	62,2%	101	64,4%	304	32,2%	1694	61,4%
17	88,2%	70	55,7%	72	70,8%	47	68,1%	5	0,0%	30	16,7%	330	59,1%
6	16,7%	30	46,7%	39	53,8%	27	51,9%	13	53,8%	4	100,0%	138	47,8%
3	66,7%	4	25,0%	10	30,0%	6	66,7%	7	57,1%	8	62,5%	44	50,0%
3	33,3%	3	33,3%	2	0,0%	7	57,1%	0		0		17	35,3%
0		0		0		1	100,0%	2	0,0%	3	33,3%	7	42,9%
0		17	70,6%	19	84,2%	36	52,8%	60	36,7%	85	52,9%	224	51,3%

**TABLE 32: KAYIN STATE –
DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION, POSITION AND GENDER**

Kayin State	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	1	100,0%	3	66,7%	78	47,4%	133	48,9%	404	58,9%	898	51,2%
Gazetted (6.2% of Civil Servants)												
Non- Gazetted												
Union-level Organizations	0		0		3	33,3%	13	46,2%	14	42,9%	25	84,0%
Union Parliament Office	0		0		1	0,0%	2	50,0%	0		6	83,3%
Union Attorney General's Office	0		0		1	0,0%	8	37,5%	4	25,0%	7	71,4%
Office of the Auditor General	0		0		1	100,0%	2	100,0%	6	83,3%	6	100,0%
Union Election Commission	0		0		0		1	0,0%	4	0,0%	6	83,3%
Ministries	1	100,0%	3	66,7%	74	48,6%	118	50,0%	384	59,9%	858	50,9%
Ministry of Foreign Affairs	0		0		0		0		0		0	
Ministry of Home Affairs	0		1	0,0%	8	0,0%	8	12,5%	29	6,9%	55	1,8%
Ministry of Defence	0		0		0		0		0		0	
Ministry of Border Affairs	0		0		1	0,0%	3	33,3%	8	12,5%	15	26,7%
Ministry of the Office of the State Counsellor	0		0		0		0		0		0	
Ministry of Information	0		0		0		1	100,0%	0		5	80,0%
Ministry of Religious Affairs and Culture	0		0		1	0,0%	1	0,0%	3	33,3%	6	16,7%
Ministry of Agriculture, Livestock and Irrigation	0		0		4	0,0%	13	15,4%	26	34,6%	86	26,7%
Ministry of Transport and Communications	0		0		1	0,0%	2	0,0%	3	33,3%	11	0,0%
Ministry of Natural Resources and Environmental Conservation	0		0		1	0,0%	2	0,0%	8	0,0%	16	25,0%
Ministry of Electricity and Energy	0		0		1	0,0%	1	0,0%	6	33,3%	11	18,2%
Ministry of Labour, Immigration and Population	0		0		1	0,0%	4	25,0%	12	0,0%	23	43,5%
Ministry of Industry	0		0		1	0,0%	0		2	0,0%	4	75,0%
Ministry of Commerce	0		0		0		1	0,0%	0		3	66,7%
Ministry of Education	1	100,0%	2	100,0%	42	81,0%	38	89,5%	210	81,4%	331	72,8%
Ministry of Health and Sports	0		0		4	25,0%	30	50,0%	34	50,0%	206	47,1%
Ministry of Planning and Finance	0		0		6	16,7%	9	44,4%	32	71,9%	65	56,9%
Ministry of Construction	0		0		2	0,0%	3	0,0%	5	20,0%	17	23,5%
Ministry of Social Welfare, Relief and Resettlement	0		0		1	0,0%	1	0,0%	3	33,3%	3	100,0%
Ministry of Hotels and Tourism	0		0		0		1	0,0%	2	0,0%	1	100,0%
Ministry of Ethnic Affairs	0		0		0		0		1	100,0%	0	
Kayin State Government	0		0		1	0,0%	2	0,0%	6	33,3%	15	13,3%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
222	65,8%	2449	73,1%	7192	82,7%	9782	74,1%	803	31,9%	2396	43,1%	24361	70,7%
												1517	52,9%
												22844	71,9%
30	90,0%	34	44,1%	98	76,5%	49	63,3%	14	21,4%	44	20,5%	324	59,9%
0		13	61,5%	10	40,0%	22	63,6%	3	0,0%	5	60,0%	62	56,5%
1	100,0%	10	20,0%	12	66,7%	13	53,8%	4	0,0%	20	25,0%	80	40,0%
29	89,7%	1	100,0%	68	85,3%	12	75,0%	6	50,0%	9	11,1%	140	80,0%
0		10	40,0%	8	62,5%	2	50,0%	1	0,0%	10	0,0%	42	35,7%
191	61,8%	2371	73,7%	7059	83,0%	9655	74,3%	742	31,4%	2332	43,5%	23788	71,1%
0		0		0		0		0		0		0	
0		137	44,5%	164	37,8%	761	29,3%	190	1,6%	293	20,5%	1646	25,1%
0		0		0		0		0		0		0	
0		46	37,0%	23	8,7%	26	69,2%	6	66,7%	17	47,1%	145	37,9%
0		0		0		0		0		0		0	
5	40,0%	34	35,3%	30	70,0%	15	40,0%	1	100,0%	13	15,4%	104	47,1%
9	33,3%	6	33,3%	7	0,0%	7	28,6%	2	0,0%	0		42	21,4%
36	61,1%	179	54,2%	245	41,2%	338	40,2%	96	13,5%	39	30,8%	1062	39,1%
4	75,0%	36	30,6%	94	43,6%	78	67,9%	69	15,9%	16	43,8%	314	40,4%
3	100,0%	22	59,1%	73	24,7%	80	11,3%	10	0,0%	11	18,2%	226	21,7%
5	0,0%	14	14,3%	38	28,9%	67	25,4%	8	0,0%	24	4,2%	175	20,0%
1	100,0%	21	33,3%	81	24,7%	110	38,2%	5	0,0%	11	18,2%	269	30,9%
20	50,0%	14	50,0%	23	60,9%	6	50,0%	0		0		70	52,9%
2	100,0%	26	42,3%	11	45,5%	7	57,1%	0		0		50	48,0%
16	75,0%	1505	86,4%	5429	90,2%	7033	84,7%	121	33,1%	1317	57,7%	16045	83,8%
44	68,2%	155	66,5%	636	85,2%	974	63,9%	187	77,5%	531	26,2%	2801	61,1%
19	78,9%	115	62,6%	144	59,7%	89	52,8%	17	17,6%	39	12,8%	535	54,8%
19	47,4%	47	48,9%	47	61,7%	45	44,4%	17	35,3%	5	40,0%	207	45,4%
6	100,0%	11	63,6%	13	30,8%	17	70,6%	12	58,3%	12	83,3%	79	63,3%
2	0,0%	3	100,0%	1	100,0%	0		0		0		10	50,0%
0		0		0		2	50,0%	1	0,0%	4	100,0%	8	75,0%
1	100,0%	44	59,1%	35	54,3%	78	60,3%	47	42,6%	20	50,0%	249	51,0%

**TABLE 33: CHIN STATE –
DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION, POSITION AND GENDER**

Chin State	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		Assistant Director		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	0		2	0,0%	34	11,8%	79	24,1%	211	27,5%	628	35,7%
Gazetted (4.7% of Civil Servants)												
Non- Gazetted												
Union-level Organizations	0		1	0,0%	2	50,0%	9	11,1%	12	33,3%	22	54,5%
Union Parliament Office	0		1	0,0%	0		2	0,0%	0		5	80,0%
Union Attorney General's Office	0		0		1	100,0%	4	0,0%	2	0,0%	3	0,0%
Office of the Auditor General	0		0		1	0,0%	2	50,0%	6	66,7%	10	60,0%
Union Election Commission	0		0		0		1	0,0%	4	0,0%	4	50,0%
Ministries	0		1	0,0%	31	9,7%	69	26,1%	195	27,2%	599	34,7%
Ministry of Foreign Affairs	0		0		0		0		0		0	
Ministry of Home Affairs	0		1	0,0%	7	0,0%	8	0,0%	27	0,0%	38	2,6%
Ministry of Defence	0		0		0		0		0		0	
Ministry of Border Affairs	0		0		1	0,0%	2	0,0%	7	0,0%	25	32,0%
Ministry of the Office of the State Counsellor	0		0		0		0		0		0	
Ministry of Information	0		0		0		1	0,0%	1	100,0%	4	25,0%
Ministry of Religious Affairs and Culture	0		0		1	0,0%	1	0,0%	3	33,3%	5	0,0%
Ministry of Agriculture, Livestock and Irrigation	0		0		2	0,0%	14	0,0%	22	22,7%	65	26,2%
Ministry of Transport and Communications	0		0		0		0		2	0,0%	5	0,0%
Ministry of Natural Resources and Environmental Conservation	0		0		2	0,0%	0		7	0,0%	13	23,1%
Ministry of Electricity and Energy	0		0		1	0,0%	1	0,0%	6	16,7%	9	0,0%
Ministry of Labour, Immigration and Population	0		0		1	0,0%	1	0,0%	6	0,0%	16	12,5%
Ministry of Industry	0		0		1	0,0%	1	0,0%	2	50,0%	4	50,0%
Ministry of Commerce	0		0		0		0		0		1	0,0%
Ministry of Education	0		0		3	33,3%	14	42,9%	59	42,4%	213	47,9%
Ministry of Health and Sports	0		0		4	25,0%	16	43,8%	17	47,1%	132	34,8%
Ministry of Planning and Finance	0		0		6	16,7%	5	80,0%	23	34,8%	51	39,2%
Ministry of Construction	0		0		2	0,0%	3	0,0%	7	14,3%	17	29,4%
Ministry of Social Welfare, Relief and Resettlement	0		0		0		2	50,0%	3	66,7%	1	100,0%
Ministry of Hotels and Tourism	0		0		0		0		2	0,0%	0	
Ministry of Ethnic Affairs	0		0		0		0		1	0,0%	0	
Chin State Government	0		0		1	0,0%	1	0,0%	4	25,0%	7	57,1%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
193	56,0%	1809	49,8%	5319	60,7%	8324	60,5%	899	22,2%	2785	25,5%	20283	51,7%
												954	32,0%
												19329	52,6%
36	66,7%	28	21,4%	115	67,0%	41	65,9%	17	11,8%	53	28,3%	336	50,3%
0		8	12,5%	12	75,0%	16	75,0%	7	0,0%	3	66,7%	54	51,9%
1	0,0%	9	22,2%	11	72,7%	11	45,5%	2	0,0%	17	35,3%	61	36,1%
35	68,6%	1	100,0%	80	67,5%	14	71,4%	6	33,3%	20	10,0%	175	59,4%
0		10	20,0%	12	50,0%	0		2	0,0%	13	38,5%	46	32,6%
157	53,5%	1752	50,5%	5181	60,6%	8230	60,5%	852	22,2%	2666	25,4%	19733	51,9%
0		0		0		0		0		0		0	
0		116	34,5%	185	31,4%	800	31,9%	236	0,4%	230	29,1%	1648	25,6%
0		0		0		0		0		0		0	
0		113	46,9%	48	12,5%	34	67,6%	21	57,1%	39	59,0%	290	43,1%
0		0		0		0		0		0		0	
11	27,3%	31	19,4%	35	54,3%	16	50,0%	2	100,0%	18	27,8%	119	37,8%
4	50,0%	10	30,0%	14	14,3%	12	16,7%	1	0,0%	5	40,0%	56	21,4%
37	54,1%	201	40,3%	313	31,9%	388	30,4%	76	10,5%	62	30,6%	1180	31,2%
3	0,0%	20	45,0%	88	39,8%	72	73,6%	87	20,7%	8	50,0%	285	41,8%
1	100,0%	31	19,4%	107	14,0%	211	9,0%	46	4,3%	24	54,2%	442	13,3%
3	33,3%	17	11,8%	30	20,0%	85	5,9%	17	0,0%	23	13,0%	192	9,4%
0		9	22,2%	41	24,4%	82	29,3%	8	12,5%	8	0,0%	172	22,7%
8	62,5%	6	33,3%	9	55,6%	0		1	100,0%	1	100,0%	33	51,5%
1	0,0%	0		10	20,0%	8	37,5%	2	0,0%	0		22	22,7%
4	50,0%	865	57,0%	3476	64,2%	5187	70,6%	120	22,5%	1473	23,0%	11414	60,4%
49	73,5%	177	63,8%	636	84,7%	1163	61,8%	184	56,0%	702	26,2%	3080	57,0%
19	42,1%	101	52,5%	127	63,0%	98	58,2%	8	12,5%	52	19,2%	490	49,4%
11	27,3%	44	29,5%	42	54,8%	43	44,2%	28	17,9%	5	0,0%	202	34,2%
6	50,0%	9	88,9%	16	12,5%	27	55,6%	15	53,3%	16	50,0%	95	50,5%
0		2	50,0%	4	75,0%	4	50,0%	0		0		12	50,0%
0		0		0		0		0		0		1	0,0%
0		29	31,0%	23	47,8%	53	41,5%	30	30,0%	66	25,8%	214	34,1%

**TABLE 34: SAGAING REGION –
DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION, POSITION AND GENDER**

Sagaing Region	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		"Assistant Director "		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	6	0,0%	18	33,3%	293	60,1%	422	57,6%	1711	62,0%	4011	55,0%
Gazetted (6.5% of Civil Servants)												
Non- Gazetted												
Union-level Organizations	0		1	0,0%	3	66,7%	20	55,0%	43	48,8%	127	66,9%
Union Parliament Office	0		1	0,0%	1	100,0%	0		3	0,0%	5	60,0%
Union Attorney General's Office	0		0		1	0,0%	14	50,0%	19	52,6%	40	50,0%
Office of the Auditor General	0		0		1	100,0%	5	80,0%	14	78,6%	39	82,1%
Union Election Commission	0		0		0		1	0,0%	7	0,0%	43	69,8%
Ministries	6	0,0%	17	35,3%	289	60,2%	393	58,3%	1642	62,7%	3828	54,8%
Ministry of Foreign Affairs	0		0		0		0		0		0	
Ministry of Home Affairs	0		1	0,0%	16	6,3%	16	18,8%	79	11,4%	94	4,3%
Ministry of Defence	0		0		0		0		0		0	
Ministry of Border Affairs	1	0,0%	3	66,7%	27	66,7%	30	70,0%	74	66,2%	153	70,6%
Ministry of the Office of the State Counsellor	0		0		0		0		0		0	
Ministry of Information	0		0		0		1	0,0%	2	50,0%	19	21,1%
Ministry of Religious Affairs and Culture	0		0		1	0,0%	3	33,3%	9	0,0%	10	20,0%
Ministry of Agriculture, Livestock and Irrigation	0		2	50,0%	17	47,1%	61	52,5%	92	35,9%	434	37,1%
Ministry of Transport and Communications	0		1	0,0%	3	0,0%	6	0,0%	20	10,0%	49	24,5%
Ministry of Natural Resources and Environmental Conservation	0		0		5	0,0%	12	0,0%	37	0,0%	134	11,9%
Ministry of Electricity and Energy	0		0		1	0,0%	1	0,0%	25	12,0%	56	23,2%
Ministry of Labour, Immigration and Population	0		0		1	0,0%	8	12,5%	16	37,5%	80	35,0%
Ministry of Industry	0		0		5	20,0%	7	28,6%	15	46,7%	52	59,6%
Ministry of Commerce	0		0		1	0,0%	0		7	14,3%	6	50,0%
Ministry of Education	5	0,0%	10	30,0%	198	71,7%	177	80,2%	1044	77,6%	1633	73,2%
Ministry of Health and Sports	0		0		4	25,0%	49	42,9%	108	46,3%	810	42,2%
Ministry of Planning and Finance	0		0		6	33,3%	18	27,8%	87	56,3%	223	65,0%
Ministry of Construction	0		0		2	0,0%	2	0,0%	22	31,8%	69	39,1%
Ministry of Social Welfare, Relief and Resettlement	0		0		2	50,0%	1	100,0%	2	100,0%	4	100,0%
Ministry of Hotels and Tourism	0		0		0		1	0,0%	2	0,0%	2	0,0%
Ministry of Ethnic Affairs	0		0		0		0		1	100,0%	0	
Sagaing Region Government	0		0		1	0,0%	9	33,3%	26	38,5%	56	46,4%
Chin State Government	0		0		1	0,0%	1	0,0%	4	25,0%	7	57,1%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
1068	56,7%	9852	65,0%	30926	72,9%	36114	64,5%	5645	38,2%	9230	30,4%	99296	61,9%
												6461	57,2%
												92835	62,2%
140	82,1%	92	45,7%	409	78,5%	88	55,7%	25	40,0%	175	25,1%	1123	62,3%
0		13	30,8%	14	57,1%	5	60,0%	7	42,9%	6	50,0%	55	45,5%
5	60,0%	46	37,0%	40	50,0%	33	36,4%	1	0,0%	85	24,7%	284	38,7%
135	83,0%	1	100,0%	313	83,1%	43	62,8%	16	43,8%	41	4,9%	608	75,2%
0		32	62,5%	42	78,6%	7	100,0%	1	0,0%	43	41,9%	176	61,4%
928	52,9%	9621	65,2%	30373	72,8%	35757	64,6%	5392	38,8%	8926	30,4%	97172	62,1%
0		0		0		0		0		0		0	
0		324	36,4%	534	33,1%	2777	32,6%	689	3,8%	1121	13,9%	5651	24,8%
0		0		0		0		0		0		0	
8	75,0%	225	65,8%	113	41,6%	106	62,3%	53	45,3%	75	34,7%	868	59,3%
0		0		0		0		0		0		0	
22	36,4%	92	29,3%	127	64,6%	56	44,6%	5	20,0%	61	26,2%	385	42,6%
11	54,5%	24	62,5%	23	56,5%	20	10,0%	8	25,0%	6	0,0%	115	35,7%
284	42,6%	1009	54,0%	1741	42,7%	2331	36,0%	501	4,8%	374	17,6%	6846	37,6%
53	20,8%	169	30,2%	658	30,4%	815	26,9%	896	12,4%	505	23,0%	3175	22,7%
26	42,3%	283	22,6%	1019	16,5%	1829	12,1%	551	12,7%	315	58,7%	4211	17,5%
46	26,1%	150	31,3%	182	26,4%	524	30,7%	125	8,0%	86	14,0%	1196	25,6%
1	100,0%	63	49,2%	198	50,5%	350	36,3%	23	0,0%	51	21,6%	791	38,6%
99	61,6%	170	64,7%	294	69,4%	1211	78,9%	1107	76,2%	271	76,4%	3231	74,9%
16	75,0%	33	39,4%	51	51,0%	23	69,6%	1	0,0%	0		138	51,4%
57	82,5%	5933	73,3%	23051	80,2%	21040	79,6%	542	45,6%	3775	35,5%	57465	75,7%
167	71,3%	595	71,6%	1699	85,9%	4035	60,0%	805	87,5%	2067	26,1%	10339	58,8%
95	51,6%	362	62,2%	530	49,2%	468	64,7%	17	5,9%	162	9,3%	1968	53,6%
29	62,1%	161	53,4%	122	60,7%	128	41,4%	37	32,4%	19	26,3%	591	47,7%
6	66,7%	12	66,7%	17	58,8%	41	90,2%	31	61,3%	34	50,0%	150	68,7%
8	62,5%	15	86,7%	14	71,4%	1	0,0%	0		0		43	65,1%
0		1	100,0%	0		2	0,0%	1	0,0%	4	100,0%	9	66,7%
0	#N/D	139	61,9%	144	65,3%	269	48,3%	228	23,7%	129	33,3%	1001	44,6%
0		29	31,0%	23	47,8%	53	41,5%	30	30,0%	66	25,8%	214	34,1%

**TABLE 35: TANINTHAYI REGION –
DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION, POSITION AND GENDER**

Taninthayi Region	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		"Assistant Director "		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	1	100,0%	8	50,0%	126	58,7%	169	43,8%	550	62,9%	1089	53,4%
Gazetted (7.8% of Civil Servants)												
Non- Gazetted												
Union-level Organizations	0		1	0,0%	3	66,7%	9	33,3%	13	53,8%	33	57,6%
Union Parliament Office	0		1	0,0%	1	100,0%	1	0,0%	0		3	100,0%
Union Attorney General's Office	0		0		1	0,0%	5	20,0%	5	20,0%	13	46,2%
Office of the Auditor General	0		0		1	100,0%	2	100,0%	6	100,0%	13	69,2%
Union Election Commission	0		0		0		1	0,0%	2	0,0%	4	25,0%
Ministries	1	100,0%	7	57,1%	122	59,0%	155	45,8%	527	62,6%	1044	53,7%
Ministry of Foreign Affairs	0		0		0		0		0		0	
Ministry of Home Affairs	0		1	0,0%	9	0,0%	8	0,0%	33	6,1%	44	4,5%
Ministry of Defence	0		0		0		0		0		0	
Ministry of Border Affairs	0		0		1	0,0%	2	0,0%	4	25,0%	12	33,3%
Ministry of the Office of the State Counsellor	0		0		0		0		0		0	
Ministry of Information	0		0		0		1	100,0%	1	100,0%	6	50,0%
Ministry of Religious Affairs and Culture	0		0		0		1	0,0%	3	0,0%	3	33,3%
Ministry of Agriculture, Livestock and Irrigation	0		0		3	33,3%	20	5,0%	19	21,1%	89	27,0%
Ministry of Transport and Communications	0		0		2	0,0%	2	0,0%	9	0,0%	13	23,1%
Ministry of Natural Resources and Environmental Conservation	0		1	0,0%	4	0,0%	6	16,7%	17	5,9%	50	32,0%
Ministry of Electricity and Energy	0		0		1	0,0%	1	0,0%	7	14,3%	8	25,0%
Ministry of Labour, Immigration and Population	0		0		1	0,0%	4	0,0%	12	33,3%	22	36,4%
Ministry of Industry	0		0		1	0,0%	2	0,0%	3	33,3%	4	50,0%
Ministry of Commerce	0		0		0		2	0,0%	0		4	0,0%
Ministry of Education	1	100,0%	5	80,0%	84	78,6%	64	81,3%	323	83,0%	452	73,7%
Ministry of Health and Sports	0		0		5	20,0%	28	39,3%	52	51,9%	240	42,5%
Ministry of Planning and Finance	0		0		6	16,7%	9	33,3%	30	53,3%	74	70,3%
Ministry of Construction	0		0		2	50,0%	3	33,3%	8	12,5%	17	29,4%
Ministry of Social Welfare, Relief and Resettlement	0		0		2	100,0%	1	100,0%	1	100,0%	4	100,0%
Ministry of Hotels and Tourism	0		0		1	0,0%	1	0,0%	3	0,0%	2	0,0%
Ministry of Ethnic Affairs	0		0		0		0		2	100,0%	0	
Taninthayi Region Government	0		0		1	0,0%	5	0,0%	10	90,0%	12	16,7%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
300	64,0%	2810	72,7%	7812	84,8%	8950	78,1%	976	35,9%	2214	53,3%	25005	73,9%
												1943	55,6%
												23062	75,4%
41	92,7%	34	55,9%	117	85,5%	48	75,0%	9	44,4%	39	46,2%	347	70,9%
0		8	87,5%	8	62,5%	17	82,4%	2	0,0%	5	60,0%	46	71,7%
2	100,0%	12	50,0%	13	92,3%	10	50,0%	0		10	30,0%	71	50,7%
39	92,3%	1	100,0%	93	87,1%	13	76,9%	6	66,7%	12	41,7%	186	83,3%
0		13	38,5%	3	66,7%	8	87,5%	1	0,0%	12	58,3%	44	50,0%
259	59,5%	2723	73,6%	7632	85,1%	8853	78,3%	933	35,6%	2131	53,8%	24387	74,2%
0		0		0		0		0		0			
0		144	41,0%	223	45,3%	653	44,0%	257	5,1%	329	25,5%	1701	32,2%
0		0		0		0		0		0			
0		33	57,6%	16	18,8%	18	72,2%	3	100,0%	9	44,4%	98	48,0%
0		0		0		0		0		0			
7	42,9%	33	51,5%	37	67,6%	20	35,0%	4	50,0%	24	54,2%	133	54,1%
3	66,7%	4	75,0%	7	42,9%	6	33,3%	1	0,0%	0		28	39,3%
36	75,0%	244	45,5%	329	46,5%	376	42,3%	114	27,2%	47	29,8%	1277	41,1%
13	46,2%	45	40,0%	124	46,8%	126	53,2%	125	27,2%	68	19,1%	527	37,8%
50	44,0%	74	39,2%	157	31,2%	139	42,4%	40	17,5%	44	59,1%	582	36,1%
9	11,1%	23	21,7%	39	25,6%	74	14,9%	2	0,0%	9	33,3%	173	19,1%
1	100,0%	36	38,9%	90	37,8%	130	24,6%	4	0,0%	22	13,6%	322	29,8%
18	50,0%	15	53,3%	28	64,3%	8	75,0%	1	100,0%	0		80	56,3%
4	50,0%	4	75,0%	5	60,0%	14	35,7%	0		0		33	39,4%
20	80,0%	1692	88,0%	5656	93,1%	6135	89,4%	108	50,0%	1114	78,1%	15654	88,8%
44	68,2%	174	64,4%	677	89,5%	969	71,2%	239	74,1%	390	25,6%	2818	65,9%
31	77,4%	137	62,0%	176	75,6%	124	61,3%	12	8,3%	52	9,6%	651	60,8%
16	43,8%	44	36,4%	39	56,4%	39	43,6%	12	33,3%	4	50,0%	184	41,3%
4	50,0%	14	71,4%	13	46,2%	21	85,7%	11	45,5%	19	52,6%	90	65,6%
3	66,7%	7	71,4%	16	18,8%	1	100,0%	0		0		34	32,4%
0		0		0		0		0		0		2	100,0%
0		53	41,5%	63	54,0%	49	46,9%	34	41,2%	44	36,4%	271	44,3%

**TABLE 36: BAGO REGION –
DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION, POSITION AND GENDER**

Bago Region	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		"Assistant Director "		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	5	40,0%	15	20,0%	182	59,9%	316	52,8%	1170	64,4%	3013	57,5%
Gazetted (5.2% of Civil Servants)												
Non- Gazetted												
Union-level Organizations	0		1	0,0%	2	50,0%	19	57,9%	33	69,7%	104	77,9%
Union Parliament Office	0		1	0,0%	0		2	50,0%	1	0,0%	5	80,0%
Union Attorney General's Office	0		0		1	0,0%	11	63,6%	17	82,4%	33	69,7%
Office of the Auditor General	0		0		1	100,0%	5	60,0%	10	90,0%	35	94,3%
Union Election Commission	0		0		0		1	0,0%	5	0,0%	31	67,7%
Ministries	5	40,0%	14	21,4%	179	60,3%	291	53,6%	1116	65,1%	2860	57,3%
Ministry of Foreign Affairs	0		0		0		0		0		0	
Ministry of Home Affairs	0		1	0,0%	10	0,0%	9	33,3%	55	10,9%	80	13,8%
Ministry of Defence	0		0		0		0		0		0	
Ministry of Border Affairs	0		0		0		0		0		1	100,0%
Ministry of the Office of the State Counsellor	0		0		0		0		0		0	
Ministry of Information	0		0		0		1	0,0%	2	50,0%	9	33,3%
Ministry of Religious Affairs and Culture	0		0		4	0,0%	5	20,0%	16	56,3%	21	66,7%
Ministry of Agriculture, Livestock and Irrigation	0		0		10	0,0%	32	21,9%	64	29,7%	385	34,5%
Ministry of Transport and Communications	0		0		1	0,0%	3	66,7%	18	27,8%	32	28,1%
Ministry of Natural Resources and Environmental Conservation	0		0		4	50,0%	5	0,0%	22	13,6%	79	22,8%
Ministry of Electricity and Energy	0		0		3	0,0%	11	0,0%	36	8,3%	125	32,8%
Ministry of Labour, Immigration and Population	0		0		2	50,0%	5	20,0%	13	38,5%	72	50,0%
Ministry of Industry	0		7	0,0%	7	14,3%	27	14,8%	72	47,2%	138	50,7%
Ministry of Commerce	0		0		0		1	0,0%	4	0,0%	8	37,5%
Ministry of Education	5	40,0%	5	60,0%	122	81,1%	119	87,4%	641	84,1%	1073	74,6%
Ministry of Health and Sports	0		1	0,0%	5	60,0%	55	47,3%	88	54,5%	611	55,3%
Ministry of Planning and Finance	0		0		7	14,3%	12	50,0%	71	70,4%	170	72,9%
Ministry of Construction	0		0		2	0,0%	3	0,0%	10	30,0%	45	64,4%
Ministry of Social Welfare, Relief and Resettlement	0		0		2	50,0%	2	100,0%	2	0,0%	5	100,0%
Ministry of Hotels and Tourism	0		0		0		1	0,0%	0		6	50,0%
Ministry of Ethnic Affairs	0		0		0		0		2	100,0%	0	
Bago Region Government	0		0		1	0,0%	6	0,0%	21	19,0%	49	26,5%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
1409	57,3%	8749	70,6%	28972	75,8%	32293	67,8%	4843	24,2%	9280	26,3%	90247	63,4%
												4701	58,9%
												85546	63,7%
130	89,2%	81	66,7%	354	83,3%	98	61,2%	20	55,0%	141	28,4%	983	70,4%
0		13	76,9%	9	88,9%	30	83,3%	1	0,0%	9	55,6%	71	74,6%
4	100,0%	43	62,8%	36	55,6%	25	44,0%	2	0,0%	57	21,1%	229	51,5%
126	88,9%	0		280	87,1%	34	50,0%	17	64,7%	47	8,5%	555	78,2%
0		25	68,0%	29	79,3%	9	77,8%	0		28	67,9%	128	68,0%
1278	54,0%	8563	71,0%	28478	75,8%	31970	68,0%	4532	24,2%	8644	26,4%	87930	63,8%
0		0		0		0		0		0		0	
0		263	37,6%	451	42,6%	2273	34,4%	699	4,6%	789	17,2%	4630	27,2%
0		0		0		0		0		0		0	
0		3	100,0%	2	100,0%	3	100,0%	0		2	50,0%	11	90,9%
0		0		0		0		0		0		0	
16	62,5%	54	48,1%	43	79,1%	22	63,6%	5	60,0%	36	36,1%	188	55,3%
10	80,0%	30	80,0%	19	47,4%	21	33,3%	18	22,2%	7	57,1%	151	53,0%
299	44,8%	869	51,0%	1735	40,2%	2340	37,2%	704	5,4%	510	18,6%	6948	35,1%
41	31,7%	158	24,1%	650	27,8%	635	33,4%	912	9,2%	616	10,7%	3066	19,9%
7	14,3%	214	22,4%	634	19,9%	1299	11,5%	454	5,9%	392	30,1%	3110	15,9%
87	20,7%	270	29,3%	402	26,6%	902	20,0%	233	4,7%	202	14,9%	2271	20,7%
1	100,0%	89	73,0%	204	62,7%	272	52,6%	20	5,0%	57	29,8%	735	54,1%
548	56,8%	615	55,0%	1009	53,2%	1334	70,8%	402	67,2%	167	44,9%	4326	59,8%
12	33,3%	71	45,1%	77	29,9%	7	57,1%	1	100,0%	0		181	37,0%
26	84,6%	5020	85,2%	20960	84,8%	19310	84,8%	388	30,4%	3895	32,1%	51564	80,2%
127	71,7%	493	65,1%	1673	82,7%	2999	56,2%	590	79,2%	1777	24,8%	8419	57,0%
77	72,7%	288	71,5%	488	65,4%	421	64,1%	11	0,0%	151	10,6%	1696	61,8%
14	85,7%	99	62,6%	97	62,9%	92	60,9%	74	31,1%	16	18,8%	452	55,1%
8	62,5%	15	80,0%	15	73,3%	38	86,8%	21	76,2%	23	56,5%	131	74,8%
5	80,0%	12	58,3%	19	57,9%	0		0		0		43	58,1%
0		0		0		2	100,0%	0		4	75,0%	8	87,5%
1	100,0%	105	45,7%	140	59,3%	225	44,9%	291	22,3%	495	23,8%	1334	32,5%

**TABLE 37: MAGWAY REGION –
DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION, POSITION AND GENDER**

Magway Region	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		"Assistant Director "		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	2	0,0%	42	52,4%	176	47,7%	322	46,0%	1294	58,5%	3694	52,5%
Gazetted (6.4% of Civil Servants)												
Non- Gazetted												
Union-level Organizations	0		1	0,0%	3	100,0%	13	38,5%	27	51,9%	102	69,6%
Union Parliament Office	0		1	0,0%	1	100,0%	0		3	66,7%	6	100,0%
Union Attorney General's Office	0		0		1	100,0%	8	25,0%	8	37,5%	36	47,2%
Office of the Auditor General	0		0		1	100,0%	4	75,0%	11	81,8%	29	79,3%
Union Election Commission	0		0		0		1	0,0%	5	0,0%	31	80,6%
Ministries	2	0,0%	41	53,7%	172	47,1%	304	46,7%	1253	59,1%	3557	52,2%
Ministry of Foreign Affairs	0		0		0		0		0		0	
Ministry of Home Affairs	0		1	0,0%	9	0,0%	10	0,0%	53	7,5%	64	6,3%
Ministry of Defence	0		0		0		0		0		0	
Ministry of Border Affairs	0		0		0		0		1	0,0%	6	83,3%
Ministry of the Office of the State Counsellor	0		0		0		0		0		0	
Ministry of Information	0		0		0		1	0,0%	2	50,0%	7	14,3%
Ministry of Religious Affairs and Culture	0		0		1	0,0%	3	0,0%	5	20,0%	9	33,3%
Ministry of Agriculture, Livestock and Irrigation	0		0		11	9,1%	29	6,9%	63	27,0%	318	25,2%
Ministry of Transport and Communications	0		0		1	0,0%	3	0,0%	13	23,1%	29	27,6%
Ministry of Natural Resources and Environmental Conservation	0		0		3	0,0%	2	0,0%	24	4,2%	67	7,5%
Ministry of Electricity and Energy	0		3	0,0%	14	7,1%	34	26,5%	136	14,0%	584	23,8%
Ministry of Labour, Immigration and Population	0		0		2	50,0%	4	0,0%	13	38,5%	65	50,8%
Ministry of Industry	0		6	0,0%	9	11,1%	22	22,7%	50	50,0%	108	58,3%
Ministry of Commerce	0		0		0		1	0,0%	2	50,0%	4	75,0%
Ministry of Education	1	0,0%	5	80,0%	108	67,6%	110	70,9%	689	77,1%	1302	75,3%
Ministry of Health and Sports	1	0,0%	26	69,2%	4	25,0%	69	59,4%	131	66,4%	776	52,4%
Ministry of Planning and Finance	0		0		6	33,3%	13	53,8%	56	69,6%	170	58,2%
Ministry of Construction	0		0		2	0,0%	2	0,0%	12	41,7%	41	48,8%
Ministry of Social Welfare, Relief and Resettlement	0		0		2	50,0%	0		2	50,0%	4	100,0%
Ministry of Hotels and Tourism	0		0		0		1	0,0%	0		3	33,3%
Ministry of Ethnic Affairs	0		0		0		0		1	100,0%	0	
Magway Region Government	0		0		1	0,0%	5	20,0%	14	14,3%	35	37,1%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
1632	45,2%	8623	61,0%	26660	69,3%	29171	58,6%	5636	33,5%	9359	22,0%	86611	56,0%
												5530	53,4%
												81081	56,1%
112	83,0%	71	42,3%	311	82,0%	79	60,8%	22	31,8%	140	19,3%	881	62,8%
0		16	37,5%	17	52,9%	23	65,2%	3	0,0%	6	33,3%	76	53,9%
4	50,0%	28	32,1%	28	71,4%	9	33,3%	2	0,0%	56	21,4%	180	38,3%
108	84,3%	1	0,0%	242	84,3%	30	66,7%	16	43,8%	48	8,3%	490	73,9%
0		26	57,7%	24	91,7%	17	58,8%	1	0,0%	30	30,0%	135	60,0%
1519	42,4%	8439	61,4%	26244	69,1%	28857	58,6%	5394	33,5%	9009	21,8%	84791	56,0%
0		0		0		0		0		0		0	
0		231	46,3%	368	42,1%	2313	35,2%	525	4,2%	659	14,4%	4233	28,4%
0		0		0		0		0		0		0	
0		44	86,4%	9	66,7%	6	83,3%	7	85,7%	10	50,0%	83	78,3%
0		0		0		0		0		0		0	
15	46,7%	55	45,5%	65	69,2%	21	57,1%	6	16,7%	43	20,9%	215	47,0%
11	36,4%	22	72,7%	14	50,0%	26	38,5%	10	10,0%	7	0,0%	108	38,9%
245	40,4%	803	52,1%	1669	36,2%	2136	35,7%	517	2,7%	339	23,9%	6130	33,9%
44	27,3%	128	39,8%	672	26,9%	706	25,9%	623	15,4%	461	14,3%	2680	22,4%
4	75,0%	189	22,8%	523	20,8%	1102	15,8%	302	4,0%	208	50,5%	2424	18,6%
601	26,1%	1250	29,3%	1842	19,1%	1932	16,0%	1058	7,5%	915	5,4%	8369	17,7%
1	100,0%	81	71,6%	143	65,7%	291	39,9%	22	18,2%	55	27,3%	677	48,3%
315	54,6%	493	58,0%	729	57,1%	1181	61,0%	1124	79,7%	192	65,1%	4229	64,1%
9	11,1%	29	41,4%	36	55,6%	12	75,0%	1	100,0%	0		94	50,0%
43	76,7%	4124	75,9%	17980	80,5%	15603	75,3%	452	21,9%	3989	21,3%	44406	72,1%
132	71,2%	592	66,4%	1713	80,9%	3054	57,4%	640	83,0%	1972	26,9%	9110	57,5%
73	57,5%	259	59,8%	372	60,5%	337	60,5%	6	0,0%	121	14,0%	1413	55,9%
16	62,5%	118	55,1%	79	68,4%	96	61,5%	76	39,5%	11	18,2%	453	54,1%
6	83,3%	10	90,0%	17	70,6%	41	82,9%	25	60,0%	27	55,6%	134	71,6%
4	100,0%	11	54,5%	13	46,2%	0		0		0		32	53,1%
0		0		0		0		0		0		1	100,0%
1	100,0%	113	47,8%	105	65,7%	235	55,7%	220	34,1%	210	35,2%	939	44,7%

**TABLE 38: MANDALAY REGION –
DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION, POSITION AND GENDER**

Mandalay Region	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		"Assistant Director "		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	19	36,8%	132	41,7%	595	61,2%	920	50,8%	3443	65,4%	6743	63,8%
Gazetted (10.5% of Civil Servants)												
Non- Gazetted												
Union-level Organizations	1	0,0%	4	25,0%	16	62,5%	32	46,9%	82	65,9%	199	72,9%
Union Parliament Office	0		1	100,0%	1	0,0%	1	0,0%	0		5	100,0%
Union Attorney General's Office	0		0		1	0,0%	14	57,1%	28	57,1%	48	58,3%
Office of the Auditor General	0		0		1	100,0%	5	40,0%	16	75,0%	38	78,9%
Central Bank of Myanmar	0		2	0,0%	0		2	0,0%	2	100,0%	13	76,9%
Union Civil Service Board	1	0,0%	1	0,0%	13	69,2%	9	55,6%	28	85,7%	59	86,4%
Union Election Commission	0		0		0		1	0,0%	8	0,0%	36	58,3%
Ministries	18	38,9%	127	42,5%	564	62,4%	862	52,0%	3299	66,1%	6403	63,7%
Ministry of Foreign Affairs	0		0		0		0		0		0	
Ministry of Home Affairs	0		2	0,0%	12	0,0%	15	13,3%	69	8,7%	102	9,8%
Ministry of Defence	0		0		0		0		0		0	
Ministry of Border Affairs	0		0		0		1	0,0%	0		2	100,0%
Ministry of the Office of the State Counsellor	0		0		0		0		0		0	
Ministry of Information	0		0		0		2	50,0%	2	50,0%	16	56,3%
Ministry of Religious Affairs and Culture	1	100,0%	2	0,0%	11	18,2%	17	23,5%	65	53,8%	77	63,6%
Ministry of Agriculture, Livestock and Irrigation	0		0		11	9,1%	43	14,0%	106	31,1%	517	44,1%
Ministry of Transport and Communications	1	0,0%	4	0,0%	8	25,0%	14	14,3%	50	10,0%	125	35,2%
Ministry of Natural Resources and Environmental Conservation	1	0,0%	3	0,0%	11	0,0%	19	5,3%	53	11,3%	130	25,4%
Ministry of Electricity and Energy	1	0,0%	6	16,7%	13	7,7%	26	15,4%	103	7,8%	235	33,6%
Ministry of Labour, Immigration and Population	0		0		1	0,0%	13	7,7%	20	35,0%	118	61,9%
Ministry of Industry	0		9	11,1%	19	15,8%	51	17,6%	93	54,8%	221	60,6%
Ministry of Commerce	0		0		1	0,0%	1	0,0%	4	25,0%	5	60,0%
Ministry of Education	12	41,7%	20	65,0%	439	75,2%	398	71,9%	2200	77,2%	2510	79,9%
Ministry of Health and Sports	2	50,0%	80	48,8%	25	48,0%	233	51,9%	428	61,7%	2033	58,6%
Ministry of Planning and Finance	0		1	0,0%	8	12,5%	18	33,3%	83	62,7%	240	72,1%
Ministry of Construction	0		0		2	0,0%	4	25,0%	15	53,3%	52	63,5%
Ministry of Social Welfare, Relief and Resettlement	0		0		2	0,0%	4	75,0%	3	100,0%	12	83,3%
Ministry of Hotels and Tourism	0		0		1	0,0%	2	0,0%	4	25,0%	8	50,0%
Ministry of Ethnic Affairs	0		0		0		1	100,0%	1	100,0%	0	
Mandalay Region Government	0		1	0,0%	15	13,3%	26	15,4%	62	29,0%	141	52,5%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
2186	57,6%	12686	68,3%	33469	73,9%	33467	65,4%	7994	28,4%	10970	31,3%	112624	61,9%
												11852	62,8%
												100772	61,8%
178	81,5%	249	69,1%	519	82,5%	269	64,7%	132	23,5%	133	29,3%	1814	66,9%
0		13	100,0%	4	75,0%	26	92,3%	2	0,0%	9	100,0%	62	88,7%
5	40,0%	103	63,1%	51	74,5%	48	64,6%	5	0,0%	33	6,1%	336	56,5%
140	83,6%	1	0,0%	320	87,5%	37	54,1%	19	31,6%	37	24,3%	614	77,7%
26	73,1%	55	74,5%	65	84,6%	52	90,4%	3	0,0%	8	12,5%	228	76,8%
7	100,0%	49	69,4%	54	55,6%	82	41,5%	103	24,3%	12	50,0%	418	53,8%
0		28	67,9%	25	88,0%	24	75,0%	0		34	35,3%	156	59,0%
1915	54,8%	12091	68,4%	32366	74,0%	32638	65,8%	7323	29,4%	9957	30,9%	107563	62,4%
0		0		0		0		0		0		0	
0		296	42,6%	520	39,2%	2507	36,7%	949	11,0%	1270	16,6%	5742	27,6%
0		0		0		0		0		0		0	
0		7	57,1%	2	50,0%	4	100,0%	1	100,0%	4	50,0%	21	66,7%
0		0		0		0		0		0		0	
20	55,0%	73	38,4%	105	69,5%	67	64,2%	29	17,2%	29	41,4%	343	53,4%
45	68,9%	208	60,6%	168	66,7%	106	50,0%	90	43,3%	78	35,9%	868	55,3%
374	49,7%	1161	53,9%	2316	41,6%	2682	37,2%	921	16,2%	612	24,7%	8743	38,2%
118	28,8%	474	25,3%	1483	30,5%	1790	20,5%	1898	7,9%	1455	12,2%	7420	18,2%
90	43,3%	302	34,1%	578	25,8%	800	26,9%	217	15,7%	258	40,3%	2462	27,8%
230	34,3%	556	37,2%	803	34,6%	1368	31,9%	435	6,9%	186	24,2%	3962	29,5%
0		110	68,2%	296	76,0%	313	56,9%	32	25,0%	88	42,0%	991	60,9%
535	55,7%	620	61,5%	814	61,3%	1060	77,4%	790	77,3%	323	77,7%	4535	67,4%
10	30,0%	34	61,8%	38	60,5%	2	50,0%	1	100,0%	0		96	55,2%
163	76,1%	6333	79,1%	21289	83,0%	17684	83,6%	924	47,7%	3741	36,4%	55713	78,5%
192	71,4%	1373	79,2%	3134	88,3%	3587	62,1%	914	58,3%	1672	37,0%	13673	65,8%
94	77,7%	368	60,6%	627	60,1%	466	61,2%	12	0,0%	146	15,1%	2063	58,7%
23	87,0%	125	70,4%	98	67,3%	103	55,3%	63	23,8%	29	44,8%	514	58,6%
14	85,7%	29	96,6%	64	79,7%	95	92,6%	46	63,0%	63	68,3%	332	80,4%
7	42,9%	22	86,4%	31	71,0%	2	100,0%	0		0		77	66,2%
0		0		0		2	0,0%	1	0,0%	3	66,7%	8	50,0%
93	68,8%	346	65,0%	584	61,3%	560	44,8%	539	16,7%	880	36,5%	3247	43,3%

**TABLE 39: MON STATE –
DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION, POSITION AND GENDER**

Mon State	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		"Assistant Director "		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	1	0,0%	7	42,9%	98	50,0%	157	45,2%	566	59,0%	1365	61,8%
Gazetted (6.7% of Civil Servants)												
Non- Gazetted												
Union-level Organizations	0		1	100,0%	2	50,0%	9	55,6%	21	66,7%	47	76,6%
Union Parliament Office	0		1	100,0%	0		1	0,0%	3	66,7%	6	66,7%
Union Attorney General's Office	0		0		1	0,0%	5	80,0%	10	70,0%	13	76,9%
Office of the Auditor General	0		0		1	100,0%	2	50,0%	5	100,0%	16	93,8%
Union Election Commission	0		0		0		1	0,0%	3	0,0%	12	58,3%
Ministries	1	0,0%	6	33,3%	95	50,5%	143	46,2%	529	58,6%	1290	61,4%
Ministry of Foreign Affairs	0		0		0		0		0		0	
Ministry of Home Affairs	0		1	0,0%	7	0,0%	7	14,3%	35	11,4%	55	7,3%
Ministry of Defence	0		0		0		0		0		0	
Ministry of Border Affairs	0		0		1	0,0%	1	0,0%	7	28,6%	11	45,5%
Ministry of the Office of the State Counsellor	0		0		0		0		0		0	
Ministry of Information	0		0		0		1	0,0%	1	100,0%	5	40,0%
Ministry of Religious Affairs and Culture	0		0		1	0,0%	2	0,0%	1	0,0%	3	66,7%
Ministry of Agriculture, Livestock and Irrigation	0		0		5	20,0%	18	22,2%	31	25,8%	136	44,1%
Ministry of Transport and Communications	0		0		2	0,0%	2	50,0%	12	16,7%	17	47,1%
Ministry of Natural Resources and Environmental Conservation	0		0		1	0,0%	2	0,0%	6	16,7%	19	15,8%
Ministry of Electricity and Energy	0		0		2	0,0%	2	0,0%	14	14,3%	39	23,1%
Ministry of Labour, Immigration and Population	0		0		1	100,0%	3	66,7%	9	44,4%	33	45,5%
Ministry of Industry	0		1	0,0%	4	0,0%	18	11,1%	33	42,4%	42	50,0%
Ministry of Commerce	0		0		0		1	0,0%	1	0,0%	2	50,0%
Ministry of Education	1	0,0%	3	66,7%	56	75,0%	48	75,0%	292	79,5%	510	80,8%
Ministry of Health and Sports	0		1	0,0%	4	25,0%	27	55,6%	46	41,3%	309	54,4%
Ministry of Planning and Finance	0		0		6	33,3%	8	62,5%	31	61,3%	83	79,5%
Ministry of Construction	0		0		2	50,0%	2	0,0%	7	14,3%	18	50,0%
Ministry of Social Welfare, Relief and Resettlement	0		0		2	0,0%	0		1	100,0%	5	80,0%
Ministry of Hotels and Tourism	0		0		0		1	0,0%	1	0,0%	3	100,0%
Ministry of Ethnic Affairs	0		0		1	0,0%	0		1	0,0%	0	
Mon State Government	0		0		1	0,0%	5	0,0%	16	62,5%	28	53,6%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
590	50,2%	3726	73,4%	10812	85,9%	10802	76,1%	1589	23,2%	2929	39,3%	32642	71,6%
												2194	59,3%
												30448	72,4%
52	90,4%	40	80,0%	136	87,5%	44	72,7%	11	18,2%	56	44,6%	419	74,9%
0		12	83,3%	7	71,4%	18	66,7%	3	0,0%	6	66,7%	57	66,7%
3	100,0%	17	70,6%	13	69,2%	12	66,7%	2	0,0%	26	30,8%	102	59,8%
49	89,8%	1	100,0%	104	91,3%	14	85,7%	6	33,3%	15	53,3%	213	86,4%
0		10	90,0%	12	83,3%	0		0		9	55,6%	47	66,0%
538	46,3%	3618	73,8%	10571	86,1%	10676	76,4%	1423	20,0%	2743	38,6%	31633	71,9%
0		0		0		0		0		0		0	
0		163	39,9%	241	39,8%	829	46,6%	342	5,3%	445	21,8%	2125	31,6%
0		0		0		0		0		0		0	
0		36	52,8%	20	40,0%	28	92,9%	4	50,0%	12	50,0%	120	56,7%
0		0		0		0		0		0		0	
9	11,1%	25	60,0%	34	70,6%	15	40,0%	5	20,0%	12	41,7%	107	51,4%
3	66,7%	7	85,7%	5	0,0%	10	40,0%	2	0,0%	2	50,0%	36	41,7%
67	65,7%	328	65,5%	453	54,5%	627	46,6%	182	13,7%	84	29,8%	1931	47,7%
28	28,6%	83	41,0%	329	36,8%	277	33,6%	397	10,3%	259	15,1%	1406	24,7%
7	57,1%	30	53,3%	107	20,6%	129	15,5%	24	8,3%	12	50,0%	337	22,0%
25	24,0%	74	27,0%	95	31,6%	219	30,6%	48	4,2%	46	6,5%	564	24,6%
0		33	60,6%	93	66,7%	140	57,9%	9	0,0%	25	28,0%	346	55,5%
271	32,8%	270	57,8%	213	63,8%	114	49,1%	95	53,7%	43	44,2%	1104	49,3%
5	40,0%	30	60,0%	12	33,3%	5	60,0%	1	100,0%	0		57	50,9%
13	84,6%	2069	86,6%	7819	94,7%	6941	90,7%	139	46,8%	1120	58,9%	19011	89,1%
55	78,2%	250	62,4%	864	85,5%	1090	59,1%	124	46,8%	586	27,6%	3356	59,7%
32	75,0%	152	63,2%	218	72,5%	166	77,1%	14	0,0%	58	17,2%	768	66,1%
13	61,5%	49	57,1%	39	69,2%	45	60,0%	19	42,1%	10	20,0%	204	54,4%
8	87,5%	12	66,7%	22	77,3%	37	89,2%	16	68,8%	25	56,0%	128	74,2%
2	0,0%	7	85,7%	7	57,1%	2	0,0%	0		0		23	56,5%
0		0		0		2	50,0%	2	0,0%	4	75,0%	10	40,0%
0		68	48,5%	105	65,7%	82	39,0%	155	52,3%	130	50,8%	590	51,9%

**TABLE 40: RAKHINE STATE –
DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION, POSITION AND GENDER**

Rakhine State	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		"Assistant Director "		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	1	0,0%	6	16,7%	103	36,9%	145	37,9%	549	48,3%	1347	40,4%
Gazetted (4.6% of Civil Servants)												
Non- Gazetted												
Union-level Organizations	0		1	0,0%	4	25,0%	9	33,3%	23	26,1%	57	40,4%
Union Parliament Office	0		1	0,0%	1	0,0%	0		1	100,0%	6	66,7%
Union Attorney General's Office	0		0		1	0,0%	6	16,7%	11	18,2%	19	15,8%
Office of the Auditor General	0		0		2	50,0%	2	100,0%	8	37,5%	19	68,4%
Union Election Commission	0		0		0		1	0,0%	3	0,0%	13	23,1%
Ministries	1	0,0%	5	20,0%	98	37,8%	132	39,4%	522	49,2%	1269	40,7%
Ministry of Foreign Affairs	0		0		0		0		0		0	
Ministry of Home Affairs	0		1	0,0%	11	0,0%	10	0,0%	46	0,0%	57	1,8%
Ministry of Defence	0		0		0		0		0		0	
Ministry of Border Affairs	0		0		1	0,0%	4	0,0%	8	12,5%	17	35,3%
Ministry of the Office of the State Counsellor	0		0		0		0		0		0	
Ministry of Information	0		0		0		2	0,0%	2	0,0%	8	25,0%
Ministry of Religious Affairs and Culture	0		0		3	0,0%	3	0,0%	6	0,0%	10	30,0%
Ministry of Agriculture, Livestock and Irrigation	0		0		5	0,0%	14	0,0%	34	17,6%	134	20,9%
Ministry of Transport and Communications	0		0		3	0,0%	4	25,0%	9	0,0%	15	20,0%
Ministry of Natural Resources and Environmental Conservation	0		0		3	0,0%	1	0,0%	10	10,0%	21	4,8%
Ministry of Electricity and Energy	0		0		1	0,0%	1	0,0%	14	7,1%	30	0,0%
Ministry of Labour, Immigration and Population	0		0		1	0,0%	4	0,0%	13	0,0%	50	20,0%
Ministry of Industry	0		0		1	0,0%	0		5	40,0%	6	50,0%
Ministry of Commerce	0		0		0		1	100,0%	2	0,0%	4	25,0%
Ministry of Education	1	0,0%	3	0,0%	54	66,7%	48	72,9%	278	77,0%	530	56,2%
Ministry of Health and Sports	0		1	100,0%	4	0,0%	25	36,0%	42	35,7%	249	39,0%
Ministry of Planning and Finance	0		0		6	0,0%	7	71,4%	34	38,2%	103	50,5%
Ministry of Construction	0		0		2	0,0%	3	0,0%	12	8,3%	29	27,6%
Ministry of Social Welfare, Relief and Resettlement	0		0		2	50,0%	3	33,3%	3	66,7%	5	60,0%
Ministry of Hotels and Tourism	0		0		1	0,0%	2	0,0%	2	0,0%	1	100,0%
Ministry of Ethnic Affairs	0		0		0		0		2	50,0%	0	
Rakhine State Government	0		0		1	0,0%	4	0,0%	4	50,0%	21	19,0%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
413	52,1%	4230	57,9%	15014	67,1%	18239	59,5%	1710	21,0%	4984	18,6%	46741	55,2%
												2151	42,0%
												44590	55,8%
65	80,0%	43	30,2%	191	63,9%	65	53,8%	24	8,3%	93	21,5%	575	48,2%
0		7	14,3%	10	70,0%	16	75,0%	8	0,0%	7	42,9%	57	49,1%
3	66,7%	20	35,0%	21	52,4%	22	50,0%	5	0,0%	37	29,7%	145	33,1%
62	80,6%	1	0,0%	139	67,6%	25	40,0%	9	22,2%	27	11,1%	294	60,5%
0		15	33,3%	21	47,6%	2	100,0%	2	0,0%	22	13,6%	79	29,1%
346	46,5%	4144	58,2%	14728	67,2%	18091	59,5%	1591	20,7%	4721	17,8%	45648	55,4%
0		0		0		0		0		0		0	
0		186	36,0%	307	30,0%	1738	23,3%	490	1,0%	555	17,1%	3401	19,6%
0		0		0		0		0		0		0	
0		57	42,1%	73	23,3%	24	58,3%	11	36,4%	21	42,9%	216	34,7%
0		0		0		0		0		0		0	
17	29,4%	45	26,7%	50	52,0%	30	56,7%	6	33,3%	24	16,7%	184	37,0%
15	46,7%	21	33,3%	26	26,9%	26	19,2%	8	12,5%	9	33,3%	127	26,0%
79	35,4%	372	40,9%	629	28,0%	868	30,1%	98	9,2%	99	17,2%	2332	29,0%
14	35,7%	66	22,7%	230	41,3%	259	40,2%	276	17,4%	149	9,4%	1025	27,8%
7	42,9%	61	27,9%	192	13,0%	334	12,3%	86	10,5%	72	50,0%	787	16,9%
18	33,3%	56	25,0%	87	20,7%	179	16,8%	54	9,3%	88	2,3%	528	14,4%
0		63	27,0%	159	30,8%	295	23,4%	43	0,0%	27	18,5%	655	22,9%
21	66,7%	19	36,8%	21	76,2%	6	50,0%	2	100,0%	0		81	58,0%
6	16,7%	34	38,2%	43	11,6%	4	25,0%	1	100,0%	0		95	24,2%
24	75,0%	2614	68,4%	11601	72,5%	11811	71,7%	204	21,6%	2443	13,9%	29611	66,4%
80	67,5%	257	54,9%	891	81,1%	2142	53,4%	243	72,0%	1120	26,5%	5054	52,5%
44	34,1%	196	45,4%	299	59,9%	282	60,3%	9	0,0%	87	9,2%	1067	49,8%
11	0,0%	74	44,6%	73	54,8%	59	37,3%	39	43,6%	5	20,0%	307	39,7%
5	60,0%	16	87,5%	28	35,7%	28	64,3%	19	36,8%	18	44,4%	127	52,8%
5	40,0%	7	42,9%	19	57,9%	4	75,0%	0		0		41	48,8%
0		0		0		2	100,0%	2	0,0%	4	50,0%	10	50,0%
2	100,0%	43	55,8%	95	50,5%	83	59,0%	95	29,5%	170	40,0%	518	43,4%

**TABLE 41: YANGON REGION –
DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION, POSITION AND GENDER**

Yangon Region	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		"Assistant Director "		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	61	21,3%	272	40,4%	843	55,3%	1672	55,9%	5497	70,6%	10386	65,4%
Gazetted (13.7% of Civil Servants)												
Non- Gazetted												
Union-level Organizations	1	0,0%	8	25,0%	17	70,6%	68	67,6%	117	66,7%	306	78,4%
Union Parliament Office	0		1	100,0%	1	100,0%	2	50,0%	3	100,0%	7	71,4%
Union Attorney General's Office	0		0		1	0,0%	17	70,6%	44	47,7%	59	57,6%
Office of the Auditor General	0		0		1	100,0%	11	90,9%	22	95,5%	63	93,7%
Central Bank Of Myanmar	0		5	0,0%	4	50,0%	27	66,7%	14	71,4%	66	84,8%
Union Civil Service Board	1	0,0%	2	50,0%	10	80,0%	10	50,0%	29	79,3%	66	81,8%
Union Election Commission	0		0		0		1	0,0%	5	0,0%	45	71,1%
Ministries	60	21,7%	248	43,1%	785	57,2%	1504	57,0%	5165	72,0%	9595	65,9%
Ministry of Foreign Affairs	1	100,0%	2	50,0%	5	60,0%	1	100,0%	2	0,0%	20	90,0%
Ministry of Home Affairs	1	0,0%	2	0,0%	14	0,0%	13	23,1%	82	13,4%	109	14,7%
Ministry of Defence	0		0		0		0		0		0	
Ministry of Border Affairs	0		1	0,0%	22	77,3%	17	58,8%	44	86,4%	83	72,3%
Ministry of the Office of the State Counsellor	0		0		0		0		0		0	
Ministry of Information	0		0		5	20,0%	6	16,7%	13	46,2%	83	57,8%
Ministry of Religious Affairs and Culture	2	0,0%	4	0,0%	22	36,4%	25	36,0%	79	53,2%	94	72,3%
Ministry of Agriculture, Livestock and Irrigation	1	100,0%	2	50,0%	28	39,3%	65	44,6%	116	54,3%	491	37,7%
Ministry of Transport and Communications	26	0,0%	44	4,5%	122	13,1%	211	21,3%	454	33,9%	742	42,3%
Ministry of Natural Resources and Environmental Conservation	1	0,0%	8	12,5%	25	24,0%	38	36,8%	109	43,1%	439	56,7%
Ministry of Electricity and Energy	1	0,0%	10	30,0%	25	24,0%	89	15,7%	188	27,7%	495	34,9%
Ministry of Labour, Immigration and Population	0		0		0		17	35,3%	21	28,6%	194	49,0%
Ministry of Industry	0		2	0,0%	9	44,4%	50	58,0%	83	72,3%	171	77,8%
Ministry of Commerce	0		0		1	0,0%	2	0,0%	11	18,2%	7	85,7%
Ministry of Education	15	40,0%	21	66,7%	386	80,1%	404	80,2%	2762	85,7%	2331	83,4%
Ministry of Health and Sports	6	33,3%	139	56,8%	64	71,9%	462	66,9%	857	74,8%	3288	67,9%
Ministry of Planning and Finance	6	50,0%	13	46,2%	51	39,2%	94	66,0%	319	68,3%	968	74,6%
Ministry of Construction	0		0		3	33,3%	8	25,0%	13	38,5%	52	67,3%
Ministry of Social Welfare, Relief and Resettlement	0		0		2	50,0%	0		8	62,5%	26	84,6%
Ministry of Hotels and Tourism	0		0		1	0,0%	1	0,0%	1	0,0%	2	50,0%
Ministry of Ethnic Affairs	0		0		0		1	0,0%	3	66,7%	0	
Yangon Region Government	0		16	6,3%	41	12,2%	100	30,0%	215	38,6%	485	47,0%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
3914	62,1%	19017	73,5%	38271	76,9%	33820	62,9%	10513	24,9%	12763	29,0%	137029	62,5%
												18731	65,1%
												118298	62,1%
328	91,2%	371	75,2%	783	83,7%	299	60,2%	199	33,2%	313	32,6%	2810	69,7%
0		13	46,2%	14	57,1%	23	82,6%	3	0,0%	6	66,7%	73	65,8%
5	60,0%	117	67,5%	62	75,8%	43	55,8%	6	0,0%	35	8,6%	389	57,3%
207	94,7%	1	100,0%	471	90,4%	50	70,0%	21	33,3%	44	25,0%	891	86,1%
105	86,7%	134	86,6%	119	77,3%	113	69,9%	24	12,5%	49	38,8%	660	73,6%
11	81,8%	64	71,9%	76	55,3%	63	30,2%	145	38,6%	142	41,5%	619	52,0%
0		42	73,8%	41	97,6%	7	57,1%	0		37	16,2%	178	63,5%
3094	60,9%	17037	74,3%	35760	77,6%	31745	63,6%	9601	24,3%	12260	28,8%	126854	62,9%
10	60,0%	10	80,0%	16	81,3%	18	77,8%	0		0		85	76,5%
1	0,0%	342	46,8%	611	51,9%	2324	42,2%	930	6,0%	1201	19,7%	5630	31,6%
0		0		0		0		0		0		0	
6	100,0%	75	74,7%	38	44,7%	24	45,8%	22	54,5%	33	36,4%	365	65,5%
0		0		0		0		0		0		0	
96	50,0%	199	60,8%	378	68,8%	500	68,8%	103	35,0%	58	44,8%	1441	61,8%
58	69,0%	221	64,7%	141	67,4%	66	50,0%	99	54,5%	38	65,8%	849	60,9%
396	59,8%	941	60,0%	2001	43,6%	2010	43,0%	516	19,0%	436	24,1%	7003	43,3%
886	52,5%	1797	46,8%	3397	46,3%	3660	28,7%	3218	13,5%	2374	14,1%	16931	30,9%
88	44,3%	661	60,8%	1234	36,9%	1540	26,2%	943	37,1%	390	30,3%	5476	38,1%
490	40,8%	1227	41,0%	1509	29,8%	2202	31,2%	1203	4,7%	421	9,5%	7860	27,8%
4	100,0%	197	81,7%	506	80,0%	670	71,0%	58	32,8%	186	47,3%	1853	68,0%
299	74,2%	568	68,8%	786	66,0%	726	67,2%	93	63,4%	26	42,3%	2813	68,1%
11	63,6%	55	61,8%	67	38,8%	11	72,7%	0		0		165	50,3%
151	80,8%	7088	90,3%	18595	93,0%	13275	87,5%	903	44,5%	3539	39,5%	49470	85,3%
242	71,5%	2129	85,6%	4162	88,4%	3463	65,3%	976	57,9%	2814	32,4%	18602	68,4%
328	89,3%	1352	68,6%	2113	76,2%	893	76,3%	255	6,3%	480	15,4%	6872	67,4%
11	90,9%	94	46,8%	97	63,9%	166	54,2%	140	49,3%	87	48,3%	671	53,7%
11	72,7%	70	88,6%	99	81,8%	195	86,7%	142	73,2%	176	60,2%	729	76,5%
6	83,3%	11	100,0%	10	100,0%	0		0		0		32	84,4%
0		0		0		2	50,0%	0		1	100,0%	7	57,1%
492	50,0%	1609	64,6%	1728	60,5%	1776	50,9%	713	30,7%	190	37,4%	7365	52,6%

**TABLE 42: SHAN STATE –
DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION, POSITION AND GENDER**

Shan State	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		"Assistant Director "		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	5	60,0%	26	69,2%	233	56,7%	386	42,7%	1452	53,9%	3310	50,5%
Gazetted (6.5% of Civil Servants)												
Non- Gazetted												
Union-level Organizations	0		1	100,0%	3	33,3%	23	47,8%	48	47,9%	109	64,2%
Union Parliament Office	0		1	100,0%	1	100,0%	2	0,0%	2	100,0%	3	66,7%
Union Attorney General's Office	0		0		1	0,0%	15	53,3%	20	50,0%	34	38,2%
Office of the Auditor General	0		0		1	0,0%	5	60,0%	17	64,7%	42	81,0%
Union Election Commission	0		0		0		1	0,0%	9	0,0%	30	70,0%
Ministries	5	60,0%	25	68,0%	229	57,2%	353	43,6%	1384	54,6%	3144	50,5%
Ministry of Foreign Affairs	0		0		0		0		0		0	
Ministry of Home Affairs	0		1	0,0%	21	0,0%	20	0,0%	115	7,0%	144	2,8%
Ministry of Defence	0		0		0		0		0		0	
Ministry of Border Affairs	0		0		1	0,0%	10	0,0%	22	13,6%	46	21,7%
Ministry of the Office of the State Counsellor	0		0		0		0		0		0	
Ministry of Information	0		0		0		1	0,0%	5	0,0%	20	35,0%
Ministry of Religious Affairs and Culture	0		0		2	50,0%	4	0,0%	10	20,0%	20	15,0%
Ministry of Agriculture, Livestock and Irrigation	0		0		7	14,3%	36	8,3%	79	17,7%	363	28,7%
Ministry of Transport and Communications	0		0		3	0,0%	3	0,0%	13	7,7%	46	21,7%
Ministry of Natural Resources and Environmental Conservation	0		1	0,0%	6	16,7%	11	9,1%	27	7,4%	65	15,4%
Ministry of Electricity and Energy	0		0		5	0,0%	7	0,0%	40	10,0%	126	16,7%
Ministry of Labour, Immigration and Population	0		0		1	0,0%	13	7,7%	19	15,8%	93	21,5%
Ministry of Industry	0		1	0,0%	4	25,0%	9	11,1%	15	13,3%	37	56,8%
Ministry of Commerce	0		0		0		3	0,0%	3	0,0%	8	50,0%
Ministry of Education	4	75,0%	13	69,2%	159	79,9%	132	78,8%	743	77,7%	1102	73,9%
Ministry of Health and Sports	1	0,0%	9	88,9%	7	0,0%	68	48,5%	152	48,7%	710	49,4%
Ministry of Planning and Finance	0		0		6	0,0%	23	39,1%	101	55,4%	264	65,2%
Ministry of Construction	0		0		4	0,0%	8	0,0%	30	13,3%	85	28,2%
Ministry of Social Welfare, Relief and Resettlement	0		0		2	0,0%	2	50,0%	4	100,0%	9	77,8%
Ministry of Hotels and Tourism	0		0		1	0,0%	3	33,3%	5	20,0%	6	83,3%
Ministry of Ethnic Affairs	0		0		0		0		1	100,0%	0	
Shan State Government	0		0		1	0,0%	10	0,0%	20	20,0%	57	26,3%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
1013	57,2%	7981	64,6%	24195	79,6%	31618	74,3%	3549	23,7%	9013	50,4%	82781	68,4%
												5412	51,2%
												77369	69,6%
154	86,4%	114	47,4%	446	86,3%	127	72,4%	18	44,4%	140	41,4%	1183	70,7%
0		12	75,0%	10	50,0%	12	75,0%	3	0,0%	10	70,0%	56	64,3%
3	100,0%	45	37,8%	42	88,1%	48	64,6%	2	0,0%	43	9,3%	253	48,6%
151	86,1%	1	0,0%	355	86,8%	48	79,2%	12	66,7%	35	45,7%	667	82,2%
0		56	50,0%	39	89,7%	19	73,7%	1	0,0%	52	59,6%	207	62,3%
859	51,9%	7614	65,4%	23546	79,6%	31148	74,6%	3313	22,7%	8653	50,6%	80273	68,7%
0		0		0		0		0		0		0	
0		476	44,3%	690	45,7%	2934	44,2%	1002	3,4%	1336	21,8%	6739	32,1%
0		0		0		0		0		0		0	
0		171	24,0%	113	19,5%	61	65,6%	24	54,2%	51	45,1%	499	30,5%
0		0		0		0		0		0		0	
43	16,3%	151	38,4%	187	61,5%	106	42,5%	15	26,7%	108	40,7%	636	44,0%
27	25,9%	27	48,1%	21	52,4%	27	37,0%	3	66,7%	7	28,6%	148	34,5%
125	44,0%	791	45,5%	1283	40,5%	1529	39,7%	319	8,8%	210	31,4%	4742	37,1%
30	43,3%	132	33,3%	546	39,9%	549	42,8%	627	21,9%	291	26,5%	2240	32,8%
40	30,0%	149	26,8%	501	16,2%	574	14,1%	78	6,4%	78	44,9%	1530	17,5%
89	23,6%	207	23,7%	417	21,8%	623	25,0%	184	6,0%	208	11,1%	1906	19,7%
1	100,0%	95	25,3%	309	24,3%	545	27,3%	31	3,2%	50	18,0%	1157	24,5%
105	59,0%	85	58,8%	97	54,6%	59	47,5%	26	76,9%	10	20,0%	448	53,6%
8	25,0%	22	31,8%	24	16,7%	30	70,0%	0		0		98	38,8%
39	87,2%	4035	82,3%	16044	90,3%	19819	89,6%	424	43,2%	4195	78,1%	46709	87,1%
189	73,5%	607	65,2%	2551	89,1%	3624	67,5%	473	57,3%	1853	25,8%	10244	63,2%
92	67,4%	416	58,7%	541	65,2%	393	64,9%	22	4,5%	201	9,0%	2059	56,8%
51	31,4%	209	43,1%	170	52,9%	219	36,1%	48	29,2%	15	33,3%	839	38,4%
9	77,8%	29	75,9%	45	53,3%	49	79,6%	37	73,0%	40	70,0%	226	70,4%
11	72,7%	12	50,0%	7	71,4%	7	85,7%	0		0		52	61,5%
0		0		0		0		0		0		1	100,0%
0	#N/D	253	48,2%	203	66,0%	343	50,1%	218	38,1%	220	46,4%	1325	47,7%

**TABLE 43: AYEYARWADY REGION –
DISTRIBUTION OF CIVIL SERVANTS BY GOVERNMENT INSTITUTION, POSITION AND GENDER**

Ayeyarwady Region	Gazetted Positions											
	Director General		Deputy Director General		Director		Deputy Director		"Assistant Director "		Staff Officer	
	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
Total Number of Civil Servants by Position and Percentage Female	3	33,3%	12	50,0%	203	55,7%	335	52,2%	1246	63,5%	3065	57,6%
Gazetted (5% of Civil Servants)												
Non- Gazetted												
Union-level Organizations	0		1	100,0%	3	33,3%	18	55,6%	35	57,1%	94	76,6%
Union Parliament Office	0		1	100,0%	1	100,0%	1	0,0%	1	100,0%	5	60,0%
Union Attorney General's Office	0		0		1	0,0%	12	66,7%	17	58,8%	31	67,7%
Office Of the Auditor General	0		0		1	0,0%	4	50,0%	11	81,8%	28	89,3%
Union Election Commission	0		0		0		1	0,0%	6	0,0%	30	76,7%
Ministries	3	33,3%	11	45,5%	199	56,3%	299	54,5%	1169	64,8%	2908	57,6%
Ministry of Foreign Affairs	0		0		0		0		0		0	
Ministry of Home Affairs	0		1	0,0%	12	8,3%	10	0,0%	56	10,7%	68	2,9%
Ministry of Defence	0		0		0		0		0		0	
Ministry of Border Affairs	0		0		0		0		1	0,0%	5	40,0%
Ministry of the Office of the State Counsellor	0		0		0		0		0		0	
Ministry of Information	0		0		0		1	0,0%	1	100,0%	12	33,3%
Ministry of Religious Affairs and Culture	0		0		1	0,0%	1	0,0%	3	33,3%	6	16,7%
Ministry of Agriculture, Livestock and Irrigation	0		0		6	16,7%	30	16,7%	61	14,8%	318	36,2%
Ministry of Transport and Communication	0		0		1	0,0%	4	25,0%	15	33,3%	22	22,7%
Ministry of Natural Resources and Environmental Conservation	0		0		3	0,0%	4	0,0%	16	12,5%	41	19,5%
Ministry of Electricity and Energy	0		1	0,0%	7	14,3%	11	9,1%	34	5,9%	95	16,8%
Ministry of Labour, Immigration and Population	0		0		1	0,0%	9	22,2%	10	40,0%	65	55,4%
Ministry of Industry	0		0		12	16,7%	20	20,0%	55	47,3%	115	52,2%
Ministry of Commerce	0		0		1	0,0%	1	0,0%	8	0,0%	9	33,3%
Ministry of Education	3	33,3%	8	62,5%	141	74,5%	119	84,9%	722	81,3%	1353	72,8%
Ministry of Health and Sports	0		1	0,0%	2	0,0%	65	58,5%	105	61,9%	584	50,7%
Ministry of Planning and Finance	0		0		7	28,6%	16	56,3%	59	74,6%	161	69,6%
Ministry of Construction	0		0		2	0,0%	3	33,3%	14	21,4%	38	42,1%
Ministry of Social Welfare, Relief and Resettlement	0		0		3	0,0%	4	25,0%	5	20,0%	14	85,7%
Ministry of Hotels and Tourism	0		0		0		1	0,0%	2	0,0%	2	50,0%
Ministry of Ethnic Affairs	0		0		0		0		2	100,0%	0	
Ayeyarwady Region Government	0		0		1	0,0%	18	11,1%	42	31,0%	63	30,2%

Non-Gazetted Positions												TOTAL	
Branch Clerk		Deputy Staff Officer		Senior Clerk		Junior Clerk		Senior Helper		Junior Helper			
Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %	Number	Female %
1099	58,3%	9205	70,9%	30776	78,1%	37670	66,6%	3742	23,2%	9738	16,1%	97094	63,4%
												4864	58,6%
												92230	63,7%
117	87,2%	81	54,3%	318	78,3%	95	67,4%	25	12,0%	143	10,5%	930	62,5%
0		12	50,0%	12	41,7%	14	64,3%	4	0,0%	9	33,3%	60	48,3%
5	60,0%	41	41,5%	31	48,4%	28	60,7%	6	0,0%	69	14,5%	241	41,9%
112	88,4%	1	100,0%	250	84,8%	34	70,6%	14	21,4%	36	2,8%	491	76,6%
0		27	74,1%	25	68,0%	19	73,7%	1	0,0%	29	3,4%	138	54,3%
980	54,9%	8906	71,7%	30214	78,4%	37302	66,8%	3487	22,4%	9381	15,8%	94859	63,8%
0		0		0		0		0		0			
0		250	31,2%	406	25,4%	2803	27,9%	596	4,2%	878	13,8%	5080	22,0%
0		0		0		0		0		0			
0		16	50,0%	12	0,0%	21	76,2%	3	66,7%	10	60,0%	68	50,0%
0		0		0		0		0		0		0	
7	57,1%	61	52,5%	67	76,1%	37	51,4%	0		26	23,1%	212	55,2%
8	62,5%	10	80,0%	4	25,0%	8	12,5%	2	50,0%	4	0,0%	47	38,3%
192	51,0%	686	56,3%	1180	43,2%	1992	29,3%	559	6,6%	317	16,1%	5341	33,6%
36	36,1%	112	34,8%	417	45,6%	437	41,0%	480	16,9%	252	13,5%	1776	30,8%
3	100,0%	123	26,0%	298	17,8%	547	15,5%	289	26,3%	154	29,2%	1478	20,6%
127	37,8%	246	35,0%	344	24,4%	582	20,8%	195	3,6%	150	4,7%	1792	20,8%
1	100,0%	64	76,6%	150	76,7%	255	47,1%	23	0,0%	52	25,0%	630	54,0%
332	53,6%	432	47,5%	713	38,8%	654	25,2%	325	52,0%	51	7,8%	2709	40,2%
19	36,8%	62	37,1%	73	24,7%	8	75,0%	0		0		181	31,5%
25	80,0%	5874	81,7%	24316	84,0%	25289	79,1%	562	18,9%	5119	12,1%	63531	75,2%
116	72,4%	526	67,1%	1638	88,6%	4152	60,6%	341	64,5%	2165	24,6%	9695	57,3%
70	65,7%	282	64,2%	467	64,5%	364	61,8%	9	0,0%	131	4,6%	1566	59,1%
22	68,2%	113	60,2%	89	67,4%	103	46,6%	77	50,6%	20	45,0%	481	53,8%
15	73,3%	25	92,0%	25	68,0%	48	81,3%	25	68,0%	49	51,0%	213	68,5%
7	71,4%	24	62,5%	15	40,0%	0		0		0		51	52,9%
0		0		0		2	50,0%	1	0,0%	3	66,7%	8	62,5%
2	50,0%	218	42,2%	244	48,4%	273	48,4%	230	37,0%	214	34,6%	1305	41,1%

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