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REPUBLIC OF CAMEROON
Peace-Work-Fatherland
MINISTRY OF WOMEN'S
EMPOWERMENT AND THE FAMILY

GENDER MAINSTREAMING

**TRACK RECORD IN PUBLIC
ADMINISTRATIONS, EXTENDED
TO PUBLIC AND SEMI-PUBLIC
CORPORATIONS**

2022

GENDER MAINSTREAMING
TRACK RECORD IN PUBLIC ADMINISTRATIONS,
EXTENDED TO PUBLIC AND SEMI-PUBLIC
CORPORATIONS 2022



**His Excellency
Paul BIYA**

President of the Republic
of Cameroon



Mr. JOSEPH DION NGUTE
Prime Minister, Head of Government



MADAM ABENA ONDOA NÉE OBAMA Marie Thérèse
Minister of Women's Empowerment and the Family

«Under my leadership, the participation of women in the decision-making process has improved significantly. We are going to make further progress at the political, administrative and professional levels» (Yaounde, 19 September 2011, H.E Paul BIYA, President of the Republic).

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ACRONYMS AND ABBREVIATIONS

ACRONYMS AND ABBREVIATIONS

AAPU	: Aerial Agricultural Processing Unit
ADC	: Cameroon Airports
ANAFoot	: National Football Academy
ASECNA	: Agency for Aerial Navigation Safety in Africa and Madagascar
ATC	: Appropriate Technologies Centre
BMLF	: Bureau for the Management of Land Freight
BUCREP	: Central Bureau for Census and Population Studies
BUNEC	: Civil Status Registration Office
C/CELTRA	: Head of the Translation Unit
C/SPEL	: Service Head for Personnel
CAMAIR-CO	: Cameroon Airlines Corporation
CAMPOST	: Cameroon Postal Services
CAMRAIL	: Cameroon Railways
CAMTAINER	: National Transport and Transit Corporation
CAMTEL	: Cameroon Telecommunications
CAMWATER	: Cameroon Water Utilities Corporation
COCAPEF	: Counselling and Observation Centre of the Chamber of Agriculture, Fisheries,
CAPEF	: Chamber of Agriculture, Fisheries, livestock and Forestry
CC	: Conference Centre
CCAA	: Cameroon Civil Aviation Authority
CCCD	: Counselling Centre for Children in Distress
CDC	: Cameroon Development Corporation
CEDAW	: Convention on the Elimination of all forms of Discrimination Against Women
CENAJES	: Centre National de Jeunesse et Sports
CENAME	: National Centre for the Procurement of Essential Drugs and Medical Consumables
CENEEMA	: National Centre for studies and Experimentation of Agricultural Mechanisation
CET	: Studies Unit
CETIC	: Government Technical, Industrial and Commercial College
CIC	: Cameroon Institute for Childhood
CNE	: National Education Centre
NRCPD	: National Rehabilitation Centre for Persons with Disabilities
CNSC	: Cameroon National Shippers' Council
CONSUPE	: Supreme State Audit Office

CS/PDCF	: Service Head for the Promotion of Women's Civic rights
CS/SMPG	: Service Head for the Follow up of the Implementation of the Gender Policy
CS/VG	: Service Head for the Popularisation of Gender
CSC	: Cameroon Shipyard Company
DAG	: Department of General Affairs
DMS	: Document Material Segment
DPEF	: Department of Women's Economic Empowerment
DPPFDE	: Department for the Promotion and Protection of the Family and the Rights of the Child
DPSF	: Department of Women's Social Empowerment
EIFORCES	: International School of Security Forces
FEICOM	: Special Council Support Fund for Mutual Assistance
GSS	: Government Secondary School
GTTC	: Government Teachers Training College
GTTTC	: Government Teachers Technical Training College
HPSF	: Hydrocarbons Prices Stabilisation Fund
IGMR	: Institute of Geological and Mining Research
IMRMPIS	: Institute of Medical Research and Medicinal Plants Study
INJS	: National Institute of Youths and Sports
IRAD	: Institute of Agricultural Research for Development
IRCCB	: Chantal Biya International Research Centre for Prevention and Management of HIV/AIDS
LANAVET	: National Veterinary Laboratory
LINAFI	: Limbe Nautical Arts and Fisheries Institute Livestock and Forestry
MAETUR	: Rural and Urban Lands Development and Equipment Authority Medical Consumables
MFDF	: Maritime Fisheries Development Fund
MIDENO	: North West Development Authority
MIDEPECAM	: Local and Maritime Fishing Development Authority of Cameroon
MINAC	: Ministry of Arts and Culture
MINADER	: Ministry of Agriculture and Rural Development
MINAS	: Ministry of Social Affairs
MINAT	: Ministry of Territorial Administration
MINCOM	: Ministry of Communication
MINCOMMERCE	: Ministry of Trade
MINDCAF	: Ministry of state Property, Surveys and Land Tenure

MINDDVEL	: Ministry of Decentralisation and Local Development
MINEDUB	: Ministry of Basic Education
MINEE	: Ministry of Energy and Water Resources
MINFOP	: Ministry of Employment and Vocational Training
MINEPAT	: Ministry of the Economy, Planning and Regional Development
MINEPDED	: Ministry of Environment, Nature Protection and Sustainable Development
MINEPIA	: Ministry of Livestock, Fisheries and Animal Industries
MINSEEC	: Ministry of Secondary Education
MINESUP	: Ministry of Higher Education
MINFI	: Ministry of Finance
MINFOF	: Ministry of Forestry and Wildlife
MINFOPRA	: Ministry of Public Service and Administrative Reform
MINHDU	: Ministry of Housing and Urban Development
MINJEC	: Ministry of Youth and Civic Education
MINJUSTICE	: Ministry of Justice
MINMAP	: Ministry of Public Contracts
MINMIDT	: Ministry of Mines, Industries and Technological Development
MINPMEESA	: Ministry of Small and Medium sized Enterprises, Social Economy and Handicraft
MINPOSTEL	: Ministry of Post and Telecommunications
MINPROFF	: Ministry of Women's Empowerment and the Family
MINRESI	: Ministry of Scientific Research and Innovation
MINREX	: Ministry of External Relations
MINSANTE	: Ministry of Public Health
MINSEP	: Ministry of Sports and Physical Education
MINTOUL	: Ministry of Tourism and Leisure
MINTP	: Ministry of Public Works
MINTRANSPORTS:	Ministry of Transport
MINTSS	: Ministry of Labour and Social Security
MIPROMALO	: Local Materials Promotion Authority
NAICT	: National Agency of Information and Communication Technologies
NARP	: National Agency for Radio Protection
NASLA	: National School of Local Administration
NASPT	: National Advanced School of Posts and Telecommunications
NCAPD	: National Civic Agency for Participation in Development
NCTD	: National Committee for Technological Development
NCDT	: National Committee for the Development of Technologies
NCRRPD	: Cardinal Paul Emile Leger National Centre for Rehabilitation and Re-education of Disabled Persons

NIS	: National Institute of Statistics
NIC	: National Institute of Cartography
NLO	: National Labour Observatory
NOCC	: National Observatory on Climate Change
NPA	: National Ports Authority
NRLDF	: Northern Region Livestock Development Fund
NTCVF	: National Training Centre in Zoo techniques, Veterinary and Fishing
NTDC	: National Technology Development Committee
NWLDF	: North West Livestock Development Fund
OBC	: Baccalaureat Board
ONACAM	: National Office of Cameroon Ex-Service Men
ONEFOP	: National Observatory for Employment and Vocational Training
PAD	: Douala Port Authority
PAK	: Kribi Port Authority
PAMOL	: Power and Management of Life
PCA	: Chair of the Board of Directors
PSECA	: Pre-school and extra-curricular activities
PUAT	: Production Unit and Agricultural Transformation
SDGs	: Sustainable Development Goals
SDPDF	: Sub-Department for the Promotion of Women's Rights
SDPG	: Sub-Department for Gender Promotion
SED/CACVG	: Secretary of State for Defence in charge of Ex-Service Men and War
SEMRY	: Expansion and Modernisation of Rice Cultivation Company of Yagoua
SODECAO	: Cocoa Development Corporation
SODECOTON	: Cotton Development Corporation
SODEPA	: Development and Exploitation of Animal Production Company
SOWEDA	: South West Development Authority
SUP'PTIC	: National Advanced School of Posts, Telecommunications, Information and Communication Technologies
TIO	: Tourist Information Office
UNVDA	: Upper Noun Valley Development Authority Victims
WFEC	: Women and Family Empowerment Centre
YIC	: Youths Integration Centre

PREFACE

PREFACE

This year, the Ministry of Women’s Empowerment and the Family continues its action regarding the production of the Gender Mainstreaming Track Record in Public and Semi-public Administrations, which is now in its fifth edition. After four editions, it is obvious that this document is no longer new for a majority of persons, as its elaboration has always involved the participation of public and semi-public institutional actors. Nevertheless, since the aim of this document is to measure the level of consideration given to the principle of gender equality as promoted by the United Nations and the African Union through agendas 2030 and 2063 respectively, the document essentially presents the occupation of posts of responsibility by men and women within the various administrations. The National Development Strategy 2020-2030 (NDS30), which is the new reference framework for Cameroon’s action over the next decade, addresses this issue by projecting the achievement of a number of actions to reduce the gaps that exist between men and women in public life. One of the actions among others will be to « *establish principles to ensure a better representation of women and youths in public and political life* ».

We take this opportunity to express our special gratitude to UNESCO, whose support for this endeavour has become a tradition. Its collaboration has once again been decisive in the production of this document.

Our sincere thanks equally go to all the administrations involved, as well as the technical team committed to this work, a team placed under the technical coordination of the Department of Women’s Social Empowerment. Equality between men and women is not only a fundamental human right. It is also a necessary foundation to build a peaceful, prosperous and sustainable world. Progress has been made in recent decades and therefore must be translated into action through equal involvement of men and women in decision-making spheres.

GENERAL INTRODUCTION

GENERAL INTRODUCTION

The 5th edition of the Gender Mainstreaming Track Record in Public and Semi-Public Administrations like the four previous ones. It provides disaggregated statistical data on the occupation by women and men of posts of responsibility for the 2021 financial year. It covers the period April 2019 to 2021. This work was achieved thanks to the involvement of 40 institutions, including the National Assembly, the Senate, the Prime Minister's Office, 36 ministries and 33 public administrative establishments.

The following posts of responsibility were taken into consideration:

- Heads of Ministries and other Members of the Government: Ministers Delegate, Secretaries of State, etc;
- the collaborators of Ministers: from the Secretary General to the Service Head, as far as central services are concerned, and from the Regional Delegate to the Divisional Service Head, in decentralised services;
- Chairpersons of Boards of Directors, Director Generals, Directors of Companies, as well as their collaborators.

1. METHODOLOGY

The data collection process was triggered by a technical scoping meeting organised by MINPROFF in which the various administrations were invited. On this occasion, the main stages were presented and explained. The published data collected by the administrations were then handed to the teams of the Ministry of Women's Empowerment and the Family. This primary data was used to create a summary database.

The second stage of the process was marked by the holding of a workshop in MINPROFF's conference room on 20 April 2022 chaired by the Secretary General of the Ministry of Women's Empowerment and the Family. The objective was to verify with the administrations the conformity of the data transmitted. During this workshop, the matrix showing the data of each administration was presented.

This was an opportunity for each administration to react if necessary. This exercise made it possible to authenticate the data of each structure. All possible means of verification were used, particularly the

reading of appointment texts (Decrees, Orders, Decisions, Service Notes).

The formula to calculate the percentage used in order to obtain the gender gaps is as follows:

$$\% = n \times 100 / N \quad (\% = n \times 100 / N)$$

- n = the number of women per post level,
- N = the total number of persons promoted per post
- Female representation is expressed in percentage.

2. ISSUE ADDRESSED BY THE SURVEY

The issue of this survey remains the same as that which motivated the first four editions of this document. Cameroon has made important commitments regarding gender equality, notably in the area of participation in public life and decision-making. It would be useful to recall some of the conventional frameworks and Declarations in which these relevant commitments are enshrined:

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- “States Parties condemn discrimination against women in all its forms, agree to pursue by all appropriate means and without delay a policy of eliminating discrimination against women” (Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Section 2);
- “Let us adopt the ECCAS gender policy and, consequently, make the commitment /.../ to implement the international and regional instruments relating to gender equality and the integration of the gender approach in development policies and programmes” (Declaration of the Heads of State and Government of ECCAS on gender equality, 27 January 2001, subsection A);
- Ensure that current and future instruments /.../ adequately address gender equality and equity issues/.../. The Institute of Pan-African Parliamentarians will lead dialogues, think tanks and create consultative platforms to accelerate and advance the equal representation of men and women, ensure that there is a 50/50 parity between men and women in politics, parliament, decision making...” (African Union Gender Policy, Commitment I (2));
- “All citizens shall have the right to participate freely in the management of the public affairs of their country... All citizens shall also have the right of access to public services of their country” (African Charter on Human and Peoples’ Rights, Section 13 (1 and 2)).”

These legal texts and other standpoints are even more significant when they are translated into concrete actions, namely, the fair and equal sharing of responsibilities between men and women within the administrations. What is the current situation in the country in this respect? This is the question we call on everyone to answer in the light of the data presented in this edition of the Gender Mainstreaming Track Record.

3. INTEREST OF THE SURVEY

The debate on women's participation in decision-making seems futile when it is based on gratuitous assertions. The Gender Mainstreaming Track Record appears therefore as a piece of evidence and an advocacy tool for each and everyone. It is designed to serve as a mirror for administrations, and to draw more attention and interest on issues inherent to women's participation in citizenship and the promotion of equal opportunities for men and women in the nation.

Furthermore, in terms of effective follow up of policies and initiatives in favour of gender equality and progress made towards the targets of the Sustainable Development Goals (SDGs) in Cameroon, this document is a barometer and serves as a tool for continuous surveillance.

4. LIMITS OF THE SURVEY

While recalling that the objective of this study is to present the distribution of posts of responsibility between men and women, one of its limitations is the non-availability of data from all the structures targeted and contacted. In the same vein, the survey could not reach out to some structures, notably Public Administrative Establishments (PAEs) whose headquarters are outside the city of Yaounde.

In addition, this survey does not include certain positions, such as the Bureau Heads in the Ministries, which would have made this work more cumbersome. The Gender Mainstreaming Track Record was once more unable to identify all the programmes and projects carried out in the ministries, due to their number and specific life dynamics. This is also a very interesting area for future study, given the importance of some of these programmes and projects in the life of the sectors.

The last but not the least limitation of this survey is the mobile nature of staff in the administrations. This mobility is linked to the unpredictability of appointments, retirements, the migration of staff to other administrations, changes in grade and step which lead to a disruption or repositioning of those concerned, or vacancies. The consequence would be the possible inconsistency between the data presented in this

document and the reality of facts at a given moment. It has happened that some administrations have redeployed their staff and/or have had new officials appointed when the processing of the data contained in this document was almost completed. This is a very difficult problem to solve, given the possible implications that could lead to the revision and reformulation of the conclusions and analyses proposed.

But on the other hand, the collection and storage of data on the appointments of women and men receiving promotions is gradually becoming a reflex in many structures, following the Gender Mainstreaming Track Record, which has been a major asset and a factor in facilitating the work done.

Notwithstanding these above-mentioned limitations, the document shows the real situation of men and women in Cameroonian administrations in 2021, given that the institutions visited are among the most important whose situation could allow reassuring and credible inferences.

5. STRUCTURE OF THE DOCUMENT

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The document has three main parts. The first part provides non-commented figures on the occupation of posts by women and men, administration by administration, post by post. The administrations are classified. There are, on the one hand, the Senate, the National Assembly, the Prime Minister's Office, Head of Government and the ministries, and on the other hand, the public and semi-public corporations.

The second part proposes a succinct analysis, without value judgement, of these data to support the ranking of the administrations visited according to their level of gender sensitivity.

It goes without saying that the analyses are carried out in accordance with these specifications, with the administrations mentioned first in the lead.

PART ONE

DISTRIBUTION BY SEX OF OFFICIALS IN PARLIAMENT AND MINISTRIES

DISTRIBUTION BY SEX OF OFFICIALS IN PARLIAMENT AND MINISTRIES

01. SENATE

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
	100	74	26	21	26	Progress (+ 5)
BUREAU OF THE SENATE						
President	01	01	00	00	00	
1st Vice-President	01	01	00	00	00	
Vice-President	04	03	01	25	25	
Questor	03	02	01	33.33	33.33	
Secretary	08	06	02	37.5	25	
TOTAL	17	13	04	29.64	23.52	
GENERAL ADMINISTRATION						
Secretary General	01	01	00	00	00	
Assistant Secretary General	01	01	00	00	00	
Sub-Director	11	02	09	81.81	81.81	
Assistant Research Officer	10	10	00	00	00	
Service Head and those ranking as such	141	69	72	51	51	
Bureau Head and those ranking as such	16	06	10	62.50	62.50	
TOTAL	197	102	95	40.44	48.22	Progress (+8.22)

Source : SG/Senate, 2021

02. NATIONAL ASSEMBLY

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
	180	119	61	31,11	33,3	Progress (+2.19)
BUREAU OF THE NATIONAL ASSEMBLY						
Speaker	01	01	00	00	00	
1 st vice-Speaker	01	01	00	00	00	
Vice-Speaker	05	04	01	20	20	
Questor	04	03	01	25	25	
TOTAL						
GENERAL ADMINISTRATION						
Secretary General	01	01	00	00	00	
Assistant Secretary General	05	05	00	00	00	
Secretary	12	07	05	41.66	41.66	
Technical Adviser	08	06	02		25	
Chargé de Mission	38	27	11	20	28.94	
Director and those ranking as such	11	07	04	30	36.36	
Deputy Director and those ranking as such	11	07	04	33.33	36.36	
Sub-Director and those ranking as such	133	77	56	41.57	42.10	
Service Head and those ranking as such	186	91	95	40.81	51.07	
TOTAL	419	237	179	42.20	42.72	Progress (+0.52)

Source : National Assembly, 2021

03. PRIME MINISTER'S OFFICE

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
PRIME MINISTER, HEAD OF GOVERNMENT						
Prime Minister	01	01	00	00	00	
MINISTER						
Secretary General	01	01	00	00	00	
Assistant Secretary General	01	01	00	00	00	
Director of Cabinet	01	01	00	00	00	
RANK OF SECRETARY OF STATE						
Special Adviser	03	02	01	33.33%	33.33	
RANK OF SECRETARY GENERAL						
Technical Advisers	06	05	01		16.66	
Chargés de Mission	23	19	04	16.12	17.39	
RANK OF DIRECTOR						
Directors / Attachés	41	33	08	15.68	19.5	
RANK OF DEPUTY DIRECTOR						
Deputy Director	05	03	02	33.33	40	
SUB-DIRECTOR AND RANK OF SUB-DIRECTOR						
Research Officers	68	47	21	31.14	30.88	
SERVICE HEADS AND THOSE RANKING AS SUCH						
Service Head/Assistant Research Officer	43	26	18	31.14	40.90	
ATTACHED STRUCTURES						
Permanent Secretaries/ President	04	03	01	-	25	
Vice-President	02	02	00	-	00	
Directors/Attachés	06	05	01	-	16	
Research Officers	09	07	02	-	22.22	
Service Head/ Assistant Research Officer	03	01	02	-	66.66	
OVERALL TOTAL	213	153	59	24.10	27.69	Progress (+3.59)

Source: Department of General Affairs and Attached Structures, 2021

04. MINISTRY OF SCIENTIFIC RESEARCH AND INNOVATION (MINRESI) centralise this heading

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	00	01	100	100	
Secretary General	01	00	01	100	100	
Inspector General	01	01	00	00	00	
Technical Adviser	02	02	00	00	00	
Inspector of service	03	01	02	66.66	66.66	
Director	05	04	01	00	20	
Sub-Director and those ranking as such	26	19	07	24	26.92	
Service Head and those ranking as such	73	41	32	40.94	43.66	
STRUCTURES UNDER SUPERVISION						
Chair of Board of Directors National Institute of Cartography (NIC)	01	01	00	00	00	
Director General (DG) National Institute of Cartography (NIC)	01	01	00	00	00	
Technical Director (NIC)	03	03	00	00	00	
Sub-Director and those ranking as such	08	07	01	30.98	12.5	
Service Head (NIC)	16	11	05	32.33	31.25	
DECENTRALISED SERVICES						
Regional Delegate	10	06	04	10	40	
Chef service régional	30	18	12	33.33	40	
OVERAL TOTAL	181	115	66	30.51	36.46	Progress (+5.95)

Source : DAG, 2021

05. MINISTRY OF SMALL AND MEDIUM-SIZED ENTERPRISES, SOCIAL ECONOMY AND HANDCRAFT (MINPMEESA)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Inspector General	01	00	01	100	100	
Technical Adviser	02	01	01	00	50	
Inspector	02	02	00	00	00	
Director and Head of Division	07	05	02	66.66	28.57	
Sub-Directeur and those ranking as such	23	10	13	60.86	56.52	
Service Head and those ranking as such	56	34	22	44.82	39.28	
DECENTRALISED SERVICES						
Regional Delegate	10	06	04	40	40	
Divisional Delegate	58	46	12	20.68	20.68	
Regional Service Head	48	30	18	46	37.5	
SERVICES ATTACHED						
Coordinator and Assistant Coordinator of the International Handicraft Village	02	01	01	50	50	
Coordinator and Assistant Coordinator of the Regional Handicraft Village and the Section Head of the Regional Handicraft Village	23	14	09	0	39.13	
Coordinator of the Local Handicraft Village and the Section Head of the Regional Handicraft Village	49	25	24	0	48.97	

STRUCTURES UNDER SUPERVISION: Small and Medium -Sized Enterprises Promotion Agency (APME)						
Chair of Board of Director	01	01	00		00	
Director General and Deputy Director General	02	02	00		00	
Director	07	06	01		14.28	
Sub-Director	10	07	03		30	
Service Head	17	12	05		29.41	
OVERALL TOTAL	320	204	116	38.46	36.25	Regression (-2.21)

Source: DAG and APME (DRHFM), 2021

06. MINISTRE DES AFFAIRES SOCIALES (MINAS)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	00	01	100	100	
Secretary General	01	00	01	100	100	
Inspector General	01	01	00	00	00	
Technical Adviser	02	02	01	50	00	
Inspector	03	02	00	50	33.33	
Director	04	03	01	25	25	
Head of Division	01	01	00	00	00	
Head of National Brigade	01	00	01	00	100	
Sub-Director	22	09	13	59.09	54.54	
Service Head and those ranking as such	57	24	33	58.92	58.92	
DECENTRALISED SERVICES						
Regional Delegate	10	05	05	50	50	
Divisional Delegate	58	38	20	34.48	34.48	
Head of Regional Brigade	10	02	08	80	60	
Service Head	528	216	312	59.09	62.54	
STRUCTURES UNDER SUPERVISION/ATTACHED/SPECIALISED						
Director of specialised structures (ICE CAO, Borstal Institute, Home Atelier, Bobine d'Or, CAED, RIB, CAM)	15	09	06	42.85	40	
Chair of Board of Director (NRCPD)	01	00	01	100	100	
Director General (NRCPD)	01	01	00	00	00	
Deputy Director General (NRCPD)	01	01	00	00	00	
OVERALL TOTAL	714	311	403	56.36	56.44	Progress (+0.08)

Source: DAG, 2021

07. MINISTRY OF MINES, INDUSTRY AND TECHNOLOGICAL DEVELOPMENT (MINMIDT) idem

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary of State	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Inspector General	01	01	00	00	00	
Technical Adviser	02	02	00	50	00	
Inspector	02	02	00	00	00	
Director	13	10	03	20	23.07	
Sub-Director	93	74	19	32.25	20.43	
Service Head	106	81	25	25.68	23.58	
Assistant Service Head	116	94	22	27.08	18.96	
DECENTRALISED SERVICES						
Regional Delegate	10	09	01	10	10	
Divisional Delegate	58	51	07	11.11	12.06	
Head of Regional Brigade	10	07	03	27.77	30	
Service Head and those ranking as such	36	34	02	14.28	5.55	
TOTAL1	450	368	82	21.40	18.22	Regression (- 3.18)

Source : DAG, 2021

08. MINISTRY OF COMMERCE (MINCOMMERCE)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary General	01	00	01		100	
Inspector General	01	01	00	00	00	
Technical Adviser	02	02	00	00	00	
Inspector	02	01	01	50	50	
Director and those ranking as such	11	07	04	36.36	36.36	
Deputy Director	03	02	01	33.33	33.33	
Sub-Director and those ranking as such	32	21	11	38.70	34.37	
Service Head and those ranking as such	68	41	27	45.58	39.70	
DECENTRALISED SERVICES						
Regional Delegate	10	09	01	10	10	
Divisional Delegate	58	52	06	10.34	10.34	
Service Head and those ranking as such	30	24	06	30	20	
OVERALL TOTAL	514	311	203	30	34.17	Progress (+4.17)

Source : DAG, 2021

09. MINISTRY OF HOUSING AND URBAN DEVELOPMENT (MINHDU)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	00	01	100	100	
Secretary of State	01	00	01	100	100	
Secretary General	01	01	00	00	0	
Inspector General	02	00	02	50	100	
Technical Adviser	02	02	00	00	0	
Inspector of service	04	03	01	00	33.33	
Director	07	05	02	14.28	28.57	
Sub-Director and those ranking as such	23	14	09	30.43	39.13	
Service Head and those ranking as such	54	35	19	31.48	35.18	
Assistant Service Head	26	18	08	36	30.76	
DECENTRALISED SERVICES						
Regional Delegate	10	10	00	00	0	
Regional Service Head	168	145	23	09.03	13.69	
Divisional Delegate	58	50	08	12.06	13.79	
Head of the Youth Insertion Centre (CI)	06	04	02	14.28	33.33	
OVERALL TOTAL	363	287	76	16.06	20.93	Progress (+ 4.87)

Source : DAG, 2021

10. MINISTRY OF TOURISM AND LEISURE (MINTOUL) idem

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	100	100	
Secretary General	01	01	00	00	0	
Inspector General	01	00	01	100	100	
Technical Adviser	02	02	00	00	0	
Inspector of service	02	01	01	00	50	
Director	08	07	01	14.28	12.50	
Sub-Director and those ranking as such	27	14	13	30.43	48.14	
Service Head and those ranking as such	64	24	40	31.48	62.50	
DECENTRALISED SERVICES						
Regional Delegate	10	06	04	40	40	
Divisional Delegate (10 NP)	49	37	12	20.83	24.49	
Service Head and those ranking as such (Regions and Divisions)	125	74	51		40.80	
EXTERNAL SERVICES						
TIO Paris	01	01	00		00	
TIO Washington	01	01	00		00	
TIO Beijing	01	01	00		00	
STRUCTURES UNDER SUPERVISION						
Directors of Hotels	07	03	04	66.66	57.14	
OVERALL TOTAL	300	173	127	39.54	42.33	Progress (+ 2.79)

Source : DAG, 2021

11. MINISTRY IN CHARGE OF SUPREME STATE AUDIT (CONSUPE)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister Delegate	01	00	01	100	100	
Secretary General	01	01	00	00	00	
Permanent Secretary to the Disciplinary, Budgetary and Financial Council	01	01	00	00	00	
Inspector of State	29	23	06	-	20.68	
Technical Adviser	02	02	00	00	00	
Internal Auditor	03	02	01	00	33.33	
Director and those ranking as such	38	30	08	00	21.05	
Section Head and those ranking as such	113	87	26	17.46	23	
Service Head and those ranking as such	57	44	13	23.52	22.80	
OVERALL TOTAL	247	192	55	20.65	22.26	Progress (+1.61)

Source : DAG, 2021

12. MINISTRY OF SECONDARY EDUCATION (MINESEC)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	00	01	100	100	
Secretary of State in charge of Teachers training Schools	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Inspector General	02	02	00	50	00	
Technical Adviser	03	01	02	00	66.66	
Inspector of Services	03	03	00	00	00	
Director	09	05	04	33.33	44.44	
Inspector Coordinator General	09	09	00	11.11	00	
National Pedagogic Inspector /Head of section	19	15	4	26.09	21.05	
National Pedagogic Inspector	264	164	100	34.48	37.87	
Sub-Director and those ranking as such	41	28	13	26.19	31.70	
Service Head and those ranking as such	108	63	45	42.57	41.66	
Assistant Service Head	06	05	01	00	16.66	
DECENTRALISED SERVICES						
Regional Delegate	10	06	04	30	40	
Regional Sub-Director	20	16	04	30	20	
Regional Service Head	113	68	45	25	39.82	
Regional Coordination Inspector	81	58	23	29.88	28.39	
Regional Pedagogic Inspector	1413	795	618	39.01	43.74	
School Medical Inspector	09	09	00	-	00	
Divisional Delegate	43	34	09	14.81	20.93	
Pedagogic Adviser	87	73	14	27.94	16.09	
Service Head	120	88	32	22.85	26.66	
Bureau Head	10	09	01	-	10	
GENERAL SECONDARY EDUCATION SCHOOLS						
Principal of Government High School	1115	979	136		12.19	
Principal of Government Secondary School	839	784	55		6.55	
Vice Principal	4010	2797	1213		30.24	
Discipline master	4545	3597	943		20.74	

Head of Guidance Counselling Service	252	119	133		52.77	
Service Head of APPS	89	30	59		66.29	
Service Head of Sports Activities	238	175	63		26.47	
School Accountant	712	509	203		27.75	
Bursar	1023	706	317		30.98	
Secondary Technical Vocational Education Establishments						
Principal of Government Technical High School	280	215	65		23.21	
Principal of Government Technical and Commercial College	500	401	99		19.80	
Head of Works	1488	1085	403		27.08	
Vice-Principal	747	541	206		27.57	
Discipline master	771	635	136		17.63	
Head of Guidance Counselling Service	144	69	75		52.08	
Service Head of APPS	15	06	09		60	
Service Head of Sports Activities	63	52	11		17.46	
Bursar	280	185	95		33.93	
School Accountant	490	370	120		24.49	
Government Teachers' Training College (G TTC)						
	Number	Men	Women			
Director	62	51	11		17.74	
Deputy Director	50	39	11		22	
Service Head for Administrative and Financial Affairs	58	43	15		25.86	
Service Head for Studies and Internship	63	41	22		34.92	
Discipline Master	54	44	10		18.51	
Service Head for Sports activities	22	17	5		22.72	
Government Teachers' Technical Training College (G TTC)						
Director	11	09	02		18.18	
Deputy Director	07	04	03		42.85	
Service Head for Administrative and Financial Affairs	11	04	07		63.64	
Service Head for Studies and Internship	10	07	03		30	
Discipline Master	15	11	04		26.67	
Service Head for Sports activities	04	04	00		00	
OVERALL TOTAL	20341	14 982	5340	23.81	26.25	Progress (+2.44)

Source : DEN, 2021.

13. MINISTRY OF LABOUR AND SOCIAL SECURITY (MINTSS)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	1	1	0	0	0	
Secretary General	1	1	0	0	0	
Inspector General	01	01	0	0	0	
Technical Adviser	02	0	02	100	100	
Inspector of services	03	02	1	33.33	33.33	

Director	06	03	03	33.33	50	
Sub-Director	23	14	09	39.13	39.13	
Service Head	55	31	24	40	43.63	
DECENTRALISED SERVICES						
Regional Delegate	10	05	05	40	50	
Divisional Delegate	47	39	08	21.27	17.02	
Head of brigade	10	07	03	40	30	
Labour Inspector	116	50	66	27.46	56.90	
Service Head	30	21	09	26.66	30	
STRUCTURES UNDER SUPERVISION						
Director General of structure (NSIF)	1	1	0	00	00	
Coordinator of the National Labour Observatory (NLO)	01	01	00	00		
OVERALL TOTAL	287	157	130	37.58	45.29	Progress (+7.71)

Source : DAG/MINTSS, 2021

14. MINISTRY OF BASIC EDUCATION (MINEDUB)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary of State	01	00	01	100	100	
Secretary General	01	01	00	00	00	
Inspector General	02	01	01	50	50	
Technical Adviser	02	02	00	00	00	
Inspector	08	04	04	50	50	
Director	14	09	05	33.33	35.71	
Sub-Director	43	27	16	33.33	37.20	
Service Head	46	23	23	50	50	
DECENTRALISED SERVICES						
Regional Delegate	10	07	03	30	30	
Regional Sub-Director	78	59	19	24.35	24.35	
Divisional Delegate	108	77	31	18.96	28.70	
Coordinating Inspector of Education	10	07	03	30	30	
Sub-Director in charge of General Administration	10	07	03	30	30	
Sub-Director in charge of Exams	10	07	03	30	30	
Decentralised Service Head	361	161	200		55.40	
OVERALL TOTAL	705	393	312	34.28	44.25	Progress (+9.97)

Source : DHR 2021

15. MINISTRY OF WOMEN'S EMPOWERMENT AND THE FAMILY (MINPROFF)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	00	01	100	100	
Secretary General	01	01	00	00	00	
Inspector General	01	00	01	100	100	
Technical Adviser	02	01	01	100	50	
Inspector	02	01	01	50	50	
Director	05	03	02	40	40	

Sub-Director and those ranking as such	18	09	09	41.17	50	
Service Head and those ranking as such	41	20	21	44.73	51.21	
DECENTRALISED SERVICES						
Regional Delegate	10	05	05	40	50	
Divisional Delegate	58	28	30	55.17	51.72	
Director of WFEC	106	30	76	66.66	71.70	
Director of Appropriate Technology Centre (ATC)	01	01	00	00	00	
Director of Multipurpose Processing Unit (MPU)	01	00	01	100	100	
Service Head and those ranking as such	163	43	120	64.45	73.61	
OVERALL TOTAL	411	152	259	59.54	63.01	Progress (+3.47)

Source: Updating Committee of the Payroll and Personnel, June 2021

16. MINISTRY OF EXTERNAL RELATIONS (MINREX)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Minister Delegate	01	01	00	00	00	
Secretary General	00	00	00	00	00	
Inspector General	01	01	00	16.66	00	
Technical Adviser	03	02	01	25	33.33	
Inspector	02	02	00	00	00	
Director	05	04	01	16.66	20	
Sub-Director	43	27	16	36.53	37.21	
Service Head	105	56	49	44.76	46.67	
EXTERNAL SERVICES (PERMANENT REPRESENTATION AND EMBASSIES)						
Ambassador	35	32	03	06.06	08.57	
Advisory Minister	15	12	03	16.66	20	
Consul General	04	03	01	25	25	
Consul	05	04	01	40	20	
First Adviser	26	17	09	46.42	34.61	
Second Adviser	26	17	09	33.33	34.61	
First Secretary	31	22	09	23.07	29.03	
Second Secretary	21	16	05	25	23.81	
Vice- consul	00	00	00		00	
First Vice- Consul	10	08	02		20	
Second Vice- Consul	02	02	00		00	
Third Vice -Consul	01	01	00		00	
Head of structure under supervision	01	01	00	00	00	
OVERALL TOTAL	337	228	109	32.33	32.34	Progress (+0.01)

Source - DAG, 2021

17. MINISTRY OF FORESTRY AND WILDLIFE (MINFOP)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary of State	01	00	01	100	100	
Secretary General	01	01	00	00	00	
Inspector General	01	01	00	00	00	
Technical Adviser	02	02	00	50	00	
Inspector	02	01	01	00	50	
Director	05	05	00	00	00	
Head of Division	01	01	00	00	00	
Deputy Director	01	01	00	00	00	
Sub-Director and those ranking as such	23	14	09	31.57	39.13	
Service Head and those ranking as such	112	71	41	31.88	36.6	
DECENTRALISED SERVICES						
Regional Delegate	10	07	03	10	30	
Divisional Delegate	58	39	19	13.79	32.75	
TOTAL GENERAL	218	144	74	25.10	33.94	Progress (+8.84)

Source: DAG, 2021

18. MINISTRY OF ENVIRONMENT, NATURE PROTECTION AND SUSTAINABLE DEVELOPMENT (MINEPED)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Minister Delegate	01	01	00	00	00	
Secretary General	01	01	00	100	00	
Inspector General	01	01	00	00	00	
Technical Adviser	02	01	01	50	50	
Inspector	02	01	01	50	50	
Director	08	08	00	00	00	
Sub-Director	29	18	11	24.13	37.93	
Service Head	62	33	29	33.87	46.77	
Tender's Board						
STRUCTURES UNDER SUPERVISION						
Chair of board of Directors ONACC	01	01	00	00	00	
Director General ONACC	01	01	00	00	00	
Deputy Director General ONACC	01	01	00	00	00	
DECENTRALISED SERVICES						
Regional Delegate	10	09	01	10	10	
Divisional Delegate	58	53	05	08.62	08.62	
Regional Service Head	60	47	13	21.66	21.66	
OVERALL TOTAL	238	177	61	30.47	25.63	Regression (-4.84)

Source: DAG, 2021

MINISTRY OF STATE PROPERTY, SURVEY AND LAND TENURE (MINDCAF)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Inspector General	01	01	00	00	00	
Technical Adviser	02	02	00	33.33	00	
Inspector	04	02	02	25	50	
Controller	08	04	04	37.50	50	
Director	07	04	03	50	42.86	
Sub-Director	31	24	07	25	22.58	
Service Head	66	36	30	42.60	45.45	
DECENTRALISED SERVICES						
Regional Delegate	10	08	02	00	20	
Divisional Delegate	58	53	05	12.10	08.62	
Service Head	134	67	67	15.16	50	
OVERALL TOTAL	323	203	120	19.67	37.15	Progress (+ 17.48)

Source : DAG, 2021

01. MINISTRY OF ARTS AND CULTURE (MINAC)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Inspector General	01	01	00	100	00	
Technical Adviser	02	01	01	00	50	
Inspector	02	02	00	00	00	
Director	08	06	02	00	25	
Sub-Director	24	19	05	25.92	20.83	
Service Head	54	24	30	49.01	55.55	
DECENTRALISED SERVICES						
Regional Delegate	10	06	04	30	40	
Divisional Delegate	58	48	10	12.06	17.24	
Regional Service Head	39	23	16	41.17	41.02	
STRUCTURES ATTACHED						
Director (National Museum, Ensemble National, National Archives)	03	01	02	33.33	66.66	
Deputy Director (National Museum, Ensemble National, National Archives)	03	01	02	00	66.66	
Pole Coordinator	196	138	58	-	29.59	
OVERALL TOTAL	402	272	130	29.12	32.33	Progress (+ 3.21)

Source : DAG, 2021

02. MINISTRY IN CHARGE OF PUBLIC CONTRACTS (MINMAP)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister Delegate	01	01	00	00	00	
Secretary General and those ranking as such	05	05	00	00	00	
Director and those ranking as such	18	15	03	00	16.66	
Sub -Director and those ranking as such	58	50	08	08.45	13.79	
Service Head	115	80	35	10.52	30.43	
DECENTRALISED SERVICES						
Regional Delegate	10	09	01	10	10	
Divisional Delegate and those ranking as such	62	60	02	1.72	3.22	
Service Head	163	145	18	10	11.04	
Assistant Service Head	223	200	23	00	10.31	
OVERALL TOTAL	655	565	90	08.29	13.74	Progress (+5,45)

Source : DAG, 2021

03. MINISTRY OF ENERGY AND WATER RESOURCES (MINEE)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Inspector General	01	01	00	00	00	
Technical Adviser	02	01	01	50	50	
Inspector	02	01	01	50	50	
Director	08	07	01	00	12.50	
Sub-Director	26	16	10	42.30	38.46	
Service Head	59	42	17	26.98	28.81	
Assistant Service Head	25	15	10	-	40	
DECENTRALISED SERVICES						
Regional Delegate	10	09	01	10	10	
Divisional Delegate	56	49	07	12.06	12,50	
Service Head	117	107	10	-	08.54	
Assistant Service Head	26	19	07	-	26.92	
TOTAL GENERAL	334	279	55	20.96	16.46	Regression (-4,50)

Source : DAG, 2021

04. MINISTRY OF POSTS AND TELECOMMUNICATIONS (MINPOSTEL)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	00	01	100	100	
Secretary General	01	01	00	00	00	
Inspector General	02	02	00	00	00	
Inspectors	06	06	00	16.66	00	
Technical Adviser	02	02	00	00	00	
Director and those ranking as such	09	07	02	11.11	22.22	

Sub-Director	28	22	06	24	21.42	
Service Head	153	123	30	21.42	19.60	
DECENTRALISED SERVICES						
Regional Delegate	10	10	00	00	00	
Assistant Service Head	29	26	03	21.42	10.34	
STRUCTURES UNDER SUPERVISION						
Chair of Board of Directors (ANTIC, CAMTEL, CAMPOST, SUP*PTIC)	04	04	00	20	00	
Director General (DG) (ANTIC, CAMTEL, CAMPOST)	03	02	01	20	33.33	
Deputy Director General (DGA) (ANTIC, CAMTEL, CAMPOST)	03	01	02	20	66.66	
Director SUP*PTIC	01	01	00	-	00	
Deputy Director SUP*PTIC	01	00	01		100	
OVERALL TOTAL	253	207	46	17.85	18.18	Progress (+0.33)

Source: DAG, AN TIC, CAMTEL, SUP*PTIC, CAMPOST 2021

05. MINISTRY OF ECONOMY, PLANNING AND REGIONAL DEVELOPMENT (MINEPAT)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	1	1	0	00	00	
Minister Delegate	1	1	0	00	00	
Secretary General	01	01	00	00	00	
Inspector General	02	01	01	50	50	
Director General	03	03	00	00	00	
Technical Adviser	04	04	00	00	00	
Director and those ranking as such	20	16	4	00	20	
Sub-Director and those ranking as such	51	37	14	50	27.45	
Service Head and those ranking as such	214	134	80	36.61	37.38	
DECENTRALISED SERVICES						
Regional Delegate	10	10	0	00	00	
Divisional Delegate	58	43	15	17.24	25.86	
OVERALL TOTAL	365	251	114	28.45	31.23	Progress (+2.78)

Source : DAG, 2021

06. MINISTRY OF TERRITORIAL ADMINISTRATION (MINAT)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Inspector General	03	02	01	50	33.33	
Technical Adviser	02	02	00	33.33	00	
Inspector	07	06	01	50	14.28	
Director and those ranking as such	11	08	03	20	27.27	
Sub-Director	26	14	12	36.84	46.15	
Service Head	65	30	35	50	53.84	
DECENTRALISED SERVICES						
Governor	10	10	00	00	00	

Secretary General at the Governor's Office	10	10	00	00	00	
Inspector General at the Governor's Office	10	10	00	00	00	
Inspector	20	15	05	25	25	
Head of Cabinet	10	10	00	10	00	
Head of Division	37	24	13	15	35.13	
Senior Divisional Officer	58	57	01	03.44	1.72	
Assistant SDO	142	116	26	07.17	18.30	
Divisional Officer	351	328	23	04.16	11.61	
Assistant Divisional Officer	198	143	55	26.21	27.77	
OVERALL TOTAL	962	787	175	06.25	18.19	Progress (+11.94)

Source : DHR 2021

07. MINISTRY OF COMMUNICATION (MINCOM)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Inspector General	01	01	00	00	00	
Technical Adviser	02	01	01	00	50	
Inspector	03	01	02	00	66.66	
Director	08	07	01	00	12.5	
Sub-Director	27	12	15	34.78	55.55	
Service Head	60	28	32	34.61	53.33	
Head of communication centre	09	05	04	40	44.44	
Tender's Board						
DECENTRALISED SERVICES						
Regional Delegate	10	05	05	20	50	
Divisional Delegate	53	36	17	36	32.07	
OVERALL TOTAL	175	98	77	28.27	44	Progress (+15.73)

Source : DAG, 2021

08. MINISTRY OF TRANSPORT (MINTRANSPORTS)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Minister Delegate	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Inspector General	01	01	00	00	00	
Technical Adviser	02	01	01	50	50	
Inspector of Service	04	02	02	75	50	
Director	07	06	01	00	14.28	
Sub-Director and those ranking as such	24	16	08	26.08	33.33	
Service Head and those ranking as such	69	35	34	38.80	49.27	
STRUCTURES UNDER SUPERVISION						
Director General (DG) (CNCC, ASECNA, APN, CAMRAIL, CCAA, CAMAIR-CO, ADC, PAD, CNIC, BGFT, PAK, CAMTAINER)	12	11	01	9.9	08.33	

DECENTRALISED SERVICES						
Regional Delegate	10	09	01	20	10	
Divisional Delegate	58	45	13	20.68	22.41	
Regional Service Head	41	28	13	25.71	31.70	
OVERALL TOTAL	238	157	81	24.59	34.03	Progress (+9.44)

Source : DAG, 2021

09. MINISTRY OF PUBLIC WORKS (MINTP)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary General and those ranking as such	05	05	00	00	00	
Directors and those ranking as such	18	15	03	17	16.67	
Deputy Directors	10	09	01	10	10	
Sub Directors and those ranking as such	120	110	10	17	08.33	
Service Heads	278	225	53	41	19.06	
Assistant Service Head	226	200	26	10	11.50	
OVERALL TOTAL	658	565	93	08.29	14.13	Progress (+5.84)

Source : DAG-SPEL, 2021

10. MINISTRY OF PUBLIC SERVICE AND ADMINISTRATIVE REFORM (MINFOPRA)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Permanent Secretary for Administrative Reform	01	01	00	00	00	
Inspector General	01	00	01	100	100	
Technical Adviser	02	00	02	100	100	
Inspector	02	00	02	50	100	
Director and those ranking as such	10	08	02	32	20	
Sub-Director and those ranking as such	33	20	13	41.17	39.39	
Service Head	95	54	41	36.36	43.15	
DECENTRALISED SERVICES						
Regional Delegate	10	07	03	30	30	
Regional Service Head	30	15	15	-	50	
TOTAL GENERAL	186	107	79	36.23	42.47	Progress (+6.24)

Source : DAG, 2022

11. MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT (MINADER)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Minister Delegate	01	00	01	100	100	
Secretary General	01	00	01	100	100	
Inspector General	03	02	01	33.33	33.33	
Inspector	06	04	02	33.33	33.33	
Technical Adviser	02	02	00	00	00	
Director	11	08	03	36.36	27.27	
Sub-Director	36	26	10	15.78	27.77	
Service Head	101	65	36	20.90	35.64	
DECENTRALISED SERVICES						
Regional Delegate	10	9	01	20	10	
Assistant Regional Delegate	16	10	06	11.76	37.5	
Divisional Delegate	58	49	09	6.89	15.51	
Regional Service Head	92	68	24	24.13	26.08	
STRUCTURES UNDER SUPERVISION						
Chair of Board of Directors	12	12	00	00	00	
Director General (SODECAO, SODECOTON, CDC, UNVDA, MIDENO SOWEDA, PAMOL, OFFICE CERAILIER, SEMRY, UTAVA, CENEEMA, CAPEF)	12	12	00	00	00	
OVERALL TOTAL	362	268	94	18.40	25.96	Progress (+7.56)

Source : DRH, 202

12. MINISTRY OF YOUTH AND CIVIC EDUCATION (MINJEC)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Inspector General	02	02	00	00	00	
Inspector	02	00	02	50	100	
Technical Adviser	05	04	01	40	20	
Director	08	05	03	37.50	37.50	
Sub-Director	20	12	08	50	40	
Service Head	53	28	25	35.29	47.16	
Tender's Board						
DECENTRALISED SERVICES						
Regional Delegate	10	07	03	20	30	
Divisional Delegate	58	50	08	18.96	13.79	
Regional Service Head	58	45	13	31.03	22.41	
STRUCTURES UNDER SUPERVISION						
Chair of Board of Directors	01	01	00		00	
Director General (ASCNPD)	01	01	00	00	00	
Deputy Director General (ASCNPD)	01	01	00	00	00	
Directors of structures under supervision (CENAJES KRIBI)	01	01	00	66.66	00	
OVERALL TOTAL	222	159	63	32.08	28.37	Regression (-3.71)

Source : DAG, 2021

13. MINISTRY OF DEFENCE (MINDEF)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister Delegate	01	01	00	00	00	
Secretary of State	02	02	00	00	00	
Secretary General	01	01	00	00	00	
Army Chief of Staff	01	01	00	00	00	
Central Army Chief of Staff	04	04	00	00	00	
General Controller of Armed Forces	01	01	00	00	00	
Inspector General of Armed Forces	01	01	00	00	00	
Major General of the Armed Forces Staff	01	01	00	00	00	
Major General of the Central Staff	01	01	00	00	00	
Deputy Chief of Staff of the Armed Forces	04	04	00	00	00	
Deputy Chief of Central Staff	09	09	00	07.69	00	
Inspector of Armed Forces	03	03	00	00	00	
Controller of Armed Forces	04	04	00	00	00	
Inspector of the Gendarmerie	06	06	00	07.69	00	
Technical Adviser MINDEF	04	04	00	25	00	
Director of Central Administration at MINDEF	11	11	00	-	0	
Directors of Central Administration SED/CACVG	03	03	00		00	
Directors Central Administration of SED/GN	04	04	00		00	
President of the Military Court	10	09	01	20	10	
Head of Division MINDEF	06	06	00	-	00	
TOTAL 1	77	76	01	7.14	1.29	
TERRITORIAL COMMAND						
Commander of the Joint Military Region	05	05	00	00	00	
Commander of the Gendarmerie Region	05	05	00	00	00	
Commander of the Infantry Brigade	08	08	00	00	00	
Commander of the Military Health Region	05	05	00	00	00	
Commander of the Gendarmerie Legion	11	11	00	00	00	
Commander of the Military Sector	10	10	00	00	00	
Commander of the Air Base	05	05	00	00	00	
Navy Base Commander	03	03	-	-	00	
Commander of the Military Health Sector	10	10	00	00	00	
Commanders of Regional Military Hospitals	05	05	00		00	
Head of Missions and Cameroon Military Offices Abroad	17	16	01	5.8	5.88	
Commanders of the Schools and Joint Military Training Centres	18	17	01		5.55	
Commanders of Schools and the National Gendarmerie Training Centres	04	03	01		25	
Battalion Commanders of Land Forces	46	43	03		6.52	
Commander of the Marine Rifle Battalions	03	03	00		00	
Commander of Air Rifle battalions	05	04	01		20	
Commander of Fire Brigade	05	05	00		00	
TOTAL 2	98	91	7	01.47	7.14	
STRCUTURES UNDER SUPERVISION						

Director General of ONACAM	01	01	00		00	
Director General of EIFORCES	01	01	00		00	
Deputy Director General EIFORCES	01	00	01		100	
TOTAL 3	03	02	01		33.33	
OTHER RESPONSIBILITIES SED/CAVG						
Head of Regional Delegation	10	10	00		00	
Head of Divisional Delegation	58	55	03		5.17	
TOTAL 4	68	65	03		4.41	
OTHER RESPONSIBILITIES PERSONNEL GENDARMERIE OFFICERS						
Service Heads	16	11	05		31.25	
Assistant Research Officers	22	13	09		40.90	
Company Commander	43	40	03		6.97	
Platoon Commander	106	95	11		10.37	
TOTAL 5	187	159	28		14.97	
OTHER OFFICIALS PNO GENDARMERIE						
Commander of MRP (Motorised Road Platoon)	26	26	00		00	
Brigade Commander	446	427	19		4.28	
Chief of Post	161	154	7		4.34	
TOTAL 6	633	607	26		4.10	
OVERALL TOTAL	1066	1000	66	04.79	06.19	Progress (+1.40)

Source : DRH-MINDEF2021

14. MINISTRY OF LIVESTOCK, FISHERIES AND ANIMAL INDUSTRIES (MINEPIA)

Posts of responsibility	Number	Men	Women	Rate of women representation %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Inspector General	01	01	00	00	00	
Technical Adviser	02	01	01	00	50	
Inspector of Service	03	03	00	33.33	00	
Director	06	05	01	00	16.66	
Sub-Director	26	20	06	15.38	23.07	
Service Head	72	43	29	30.99	40.27	
DECENTRALISED SERVICES						
Regional Delegate	10	7	3	10	30	
Divisional Delegate	57	52	5	12.07	8.77	
Sub Divisional Delegate	355	306	49	12.78	13.80	
Regional Service Head	61	44	17	18.46	27.86	
STRCUTURES UNDER SUPERVISION						
General Manager (SODEPA, LANAVET)	02	02	00	00	00	
Director (CDEN, CDENO, CDPM, MIDEPECAM)	04	04	00	00	00	
Director of attached services (MSEG, CNFZVH, LINAFL SIMEL)	12	12	00	00	00	
Deputy Director of attached services (LINAFL)	01	00	01	00	100	
Sub-Director of attached services (MSEG, CNFZVH, SIMEL)	16	15	01	0	6,25	
OVERALL TOTAL	630	517	113	20	17.93	Regression (-2.07)

Source DAG, 2021

15. MINISTRY OF HIGHER EDUCATION (MINESUP)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister of State	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Inspector General	02	02	00	00	00	
Technical Adviser	02	01	01	00	50	
Inspector of service and those ranking as such	07	04	03	66.66	42.85	
Director and those ranking as such (Central administration)	10	07	03	20	30	
Sub-Director and those ranking as such (central administration)	33	20	13	41.17	39.39	
Service head and those ranking as such	33	11	22	49.33	66.66	
STRUCTURES UNDER SUPERVISION						
Chair of Board of Directors of State Universities	08	07	01	00	12.5	
Rector	08	06	02	25	25.00	
Vice-Rector	24	21	03	08.33	12.50	
Secretary General	08	06	02		25	
Technical Adviser	06	04	02		33.33	
Dean/Head of Establishment	106	86	20	08.10	18.86	
Vice-Dean and Assistant Head of Establishment	101	91	10	08.24	9.90	
Head of Division	112	90	22		19.64	
Head of Department	302	272	30		09.93	
Service Head and those ranking as such of Structures under supervision and Universities	383	292	91	12.50	23.75	
ATTACHED SERVICES						
Cultural Advisers (Embassies)	11	07	04	37.50	36.36	
Cultural Attachés	08	05	03	14.53	37.50	
OVERALL TOTAL	1166	934	232	22.47	19.89	Regression (- 2.58)

Source DAG, 2021

16. MINISTRY OF EMPLOYMENT AND VOCATIONAL TRAINING (MINEPOP)

Posts of responsibility	Number	Men	Women	Rate of female representation %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary General	01	00	01	00	100	
Inspector General	02	02	00	00	00	
Technical Adviser	02	01	01	50	50	
Inspector	06	04	02	00	33.33	
Director	06	03	03	33.33	50	
Sub-Director	23	17	06	32	28.08	
Service Head	46	24	22	39.13	47.82	
DECENTRALISED SERVICES						
Regional Delegate	10	06	04	20	40	
Divisional Delegate	58	51	07	08.62	12.07	
Regional Service Head	448	342	106	24.10	23.66	

STRUCTURES UNDER SUPERVISION						
Director of the National Employment Fund (NEF)	01	01	00	00	00	
Permanent Secretary ONEFOP	01	01	00	00	00	
OVERALL TOTAL	607	463	154	23.69	25.37	Progression (+1,68)

Source DAG, 2021

17. MINISTRY OF PUBLIC HEALTH (MINSANTE)

Posts of responsibility	Number	Men	Women	Rate of female representation %		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary of State	01	01	00	00	00	
Secretary General	01	01	00	100	00	
Inspector General	03	02	01	33.33	33.33	
Technical Adviser	03	03	00	33.33	00	
Inspector of services	13	11	02	20	15.38	
Director	18	13	05	18.18	27.78	
Sub-Director	37	22	15	48.71	40.54	
Service Head	104	64	40	38.36	38.46	
Tender's Board						
DECENTRALISED SERVICES						
Regional Delegate	10	08	02	20	20	
Director of Regional hospitals and annexes	14	13	1	06.66	7.14	
ATTACHED STRUCTURES						
Director General and those ranking as such	18	13	05	00	27.77	
OVERALLTOTAL	213	142	71	32.74	33.33	Progression (+0.59)

Source DRH, 2021

18. MINISTRY OF SPORTS AND PHYSICAL EDUCATION (MINSEP)

Posts of responsibility	Number	Men	Women	Rate of female representation		Observation
				2019	2021	
Minister	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Inspector General	01	01	00	00	00	
Technical Adviser	02	02	00	50	00	
Inspector of service	02	01	01	00	50	
Pedagogic Inspector	04	03	01	00	25	
Director	11	09	02	09,09	18.18	
Assistant Director	03	03	00	00	00	
Sub-Director	24	22	02	25	08.33	
Service Head and those ranking as such	46	35	11	33,33	23.91	
DECENTRALISED SERVICES						
Regional Delegate	10	06	04	25	40	
Divisional Delegate	58	51	07	13.72	12.06	
Regional Service Head	448	342	106	12	23.66	
STRUCTURES UNDER SUPERVISION						
Director General (ANAFoot)	01	01	00	00	00	
Assistant Director General (ANAFoot)	01	01	00	00	00	

Director (INJS, CENAJES, Multipurpose Sports Complex, Parcours-Vita (2))	07	06	01	22.22	14.28	
Assistant Director (INJS, CENAJES)	04	04	00	25	00	
OVERALL TOTAL	584	449	135	13.32	23.11	Progress (+9.79)

Source DAG, 2021

19. MINISTRY OF JUSTICE (MINJUSTICE)

Posts of responsibility	Number	Men	Women	Female representation rate %		
				2019	2021	
Minister of State	01	01	00	00	00	
Minister Delegate	01	01	00	00	00	
Secretary of State in charge of Penitentiary Administration	01	01	00	00	00	
Secretary General	01	00	01	00	100	
Inspector General of Judicial Services	01	00	01	00	100	
Technical Adviser	02	02	00	00	00	
Inspector	06	05	01	12.50	16.66	
Director and those ranking as such	08	05	03	33.33	37.50	
Sub-Director and those ranking as such	17	07	10	31.57	58.82	
Service Head and those ranking as such	08	05	03	28.75	37.50	
JURISDICTIONS						
Supreme Court						
Chief Justice	01	01	00	00	00	
Procureur General	01	01	00	00	00	
Adviser	56	45	11	15.38	19.64	
General Counsel of the Supreme Court	16	09	07	16.66	43.75	
Special Criminal Court						
President	01	00	01	00	100	
Procureur General	01	00	01	100	100	
Examining Magistrate	06	06	00	18.18	00	
Appeal Court						
President	10	07	03	20	30	
Procureur General	10	10	00	10	00	
Vice-President	91	66	25	21	27.47	
Adviser	02	02	00	00	00	
Avocate General	35	27	08	31.03	22.85	
Attaché to the State Prosecutor's Office	452	305	147	32.28	32.52	
Administrative Courts						
President	10	07	03	30	30	
Judge	28	18	08	33.33	28.57	
High court and Court of First Instance						
President of the Court	82	61	21	21.95	25.60	
Public Prosecutor	71	65	06	19.75	08.45	
Judge+ Examining Magistrate	168	119	49	42.57	29.16	
Substitute of the Public Prosecutor	540	290	250	48.96	46.29	
Pupil Magistrate of the Audit Bench of the Supreme Court	79	64	15	-	18.98	
Head of the Multimedia Centre	01	00	01	-	100	
TOTAL GENERAL	1755	1165	590	33.98	33.61	Regression (-0.36)

Source - DAG, 2021

20. MINISTRY OF FINANCE (MINFI)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Minister	01	01	00	-	00	
Secretary General and those ranking as such	08	06	02	-	25	
Director	58	44	14		24.13	
Deputy Director	117	96	21		17.94	
Sub-Director	876	589	287		32.76	
Service Head	2649	1728	921		34.76	
Assistant Service Head	1028	695	333		32.39	
TOTAL	4 737	3 159	1 578	-	33.31	Not ranked in 2019

Source MINFI, 2021

21. GENERAL DELEGATION OF NATIONAL SECURITY (DGSN)

Posts of responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Delegate General	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Inspector General	02	01	01	50	50	
Inspector of services	02	02	00	00	00	
Director and those ranking as such	09	08	01	8.33	11.11	
Deputy Director and those ranking as such	18	16	02	11.76	11.11	
Head of Division/Sub-Director/Research Officer/Unit Head and those ranking as such	38	22	16	-	42.10	
Service Head	172	135	37	17.73	21.51	
EXTERNAL SERVICES						
Regional Delegate	09	09	00	-	00	
Assistant Regional Delegate	09	09	00	-	00	
Sub-Director and those ranking as such	106	94	12	-	11.32	
Service Head	759	739	20	-	2.63	
TOTAL GENERAL	1126	1037	89	26.08	07.90	Regression (- 18.18)

Source DRH 2021

22. CONSTITUTIONAL COUNCIL

Posts of Responsibility	Number	Men	Women	Female representation rate %
President	01	01	00	00
Advisers	10	09	01	10
Secretary General	01	01	00	00
Directors and those ranking as such	03	02	01	33.33
Sub-Directors	02	01	01	50
TOTAL	17	14	03	17.64

Source DAAF, 2021

PART TWO

SEMI-PUBLIC CORPORATIONS

NUMERICAL DATA

1. NATIONAL SCHOOL OF ADMINISTRATION AND MAGISTRACY (ENAM)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	01	00	01	100	100	
Director General	01	01	00	00	00	
Deputy Director General	01	01	00	00	00	
Director and those ranking as such	07	06	01	12.50	14.28	
Sub-Director and those ranking as such	30	23	07	30.43	23.43	
Service Head and those ranking as such	41	24	17	47.50	41.46	
OVERALL TOTAL	81	55	26	37.83	32.09	Regression (-5.74)

Source : DAG, 2021

2. CAMEROON NEWS AND PUBLISHING CORPORATION (SOPECAM)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	01	01	00	00	00	
Director General	01	00	01	100	100	
Deputy Director General	01	01	00	00	00	
Director and those ranking as such	14	12	02	10.52	14.28	
Sub-Director and those ranking as such	11	07	04	22.22	36.36	
Service Head and those ranking as such	46	28	18	44.44	39.13	
OVERALL TOTAL	74	49	25	30.26	33.78	Progress (+3.52)

Source : DAGRH, 2021

3. NATIONAL HYDROCARBONS CORPORATION (SNH)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	01	01	00	00	00	
Director General	01	01	00	00	00	
Deputy Director General	17	12	05	29.41	29.41	
Director and those ranking as such	13	09	04	16.66	30.76	
Sub-Director and those ranking as such	19	14	05	30.76	26.31	
Service Head and those ranking as such	38	25	13	28.57	34.21	
OVERALL TOTAL	89	62	27	26.58	30.33	Progress (+3.75)

Source : DRH, 2021

4. TELECOMMUNICATIONS REGULATORY BOARD (ART)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	1	0	1	00	100	
Director General	1	1	0	00	00	
Deputy Director General	01	01	00	00	00	
Director and those ranking as such	23	17	06	11.11	26.08	
Sub-Director and those ranking as such	49	30	19	26.92	38.77	
Service Head	133	73	60	46	45.11	
OVERALL TOTAL	208	122	86	32.55	41.34	Progress (+8.79)

Source : DRH, March 2021

5. CAMEROON REAL ESTATE CORPORATION (SIC)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	01	00	01	00	100	
Director General	01	01	00	00	00	
Deputy Director General	01	01	00	100	00	
Director and those ranking as such	11	09	02	60	18.18	
Sub-Director and those ranking as such	15	10	05	14.28	33.33	
Service Head and those ranking as such	49	29	20	46.66	40.82	
OVERALL TOTAL	78	50	28	23.94	35.90	Progress (+11.96)

Source : DRH, 2021

6. HYDROCARBONS PRICES STABILISATION FUND (CSPH)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	01	01	00	00	00	
Director General	01	01	00	00	00	
Deputy Director General	01	00	01	00	100	
Technical Adviser	01	00	01	100	100	
Director and those ranking as such	10	06	04	-	40	
Sub-Director and those ranking as such	21	12	09	-	42.85	
Service Head and those ranking as such	38	21	17	34.78	44.73	
OVERALL TOTAL	73	41	32	43.93	43.83	Regression (-0.1)

Source : DRH, 2021

7. NATIONAL SOCIAL INSURANCE FUND (CNPS)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	01	01	00	100	00	
Director General	01	01	00	00	00	
Deputy Director General	01	00	01	100	100	
Director and those ranking as such	10	08	02	27.27	20	
Regional Director	04	03	01	-	25	
Deputy Director	04	04	00	14.28	00	
Sub-Director	11	07	04	22.22	36.36	
Chief of Centre	36	24	12	-	33.33	
Service Head	169	113	56	31.37	33.13	
Assistant Service Head	174	87	87	41.89	50	
OVERALL TOTAL	411	248	163	35.72	39.65	Progress (+3.93)

Source : DRH, 2021

8. CENTRAL BUREAU OF CENSUS AND POPULATION STUDIES (BUCREP)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	01	01	00	00	00	
Director General	01	00	01	100	100	
Deputy Director General	01	01	00	00	00	

Director and those ranking as such	02	01	01	50	50	
Sub-Director and those ranking as such	05	05	00	16.70	00	
Service Head and those ranking as such	13	07	06	42.90	46.15	
OVERALL TOTAL	23	15	08	36	34.78	Regression (-1.22)

Source : DRH 2021

9. ELECTRICITY SECTOR REGULATORY BOARD (ARSEL)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	01	01	00	00	00	
Director General	01	01	00	00	00	
Deputy Director General	01	01	00	00	00	
Director and those ranking as such	06	05	01	33.33	16.66	
Sub-Director and those ranking as such	19	16	03	16.50	15.78	
Service Head and those ranking as such	39	21	18	34.78	46.15	
OVERALL TOTAL	67	45	22	26.19	32.83	Progress (+ 6.64)

Source : SDRH, 2021

10. CAMEROON GENERAL CERTIFICATE OF EDUCATION BOARD (GCE Board)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chairman	01	01	00	00	00	
Registrar	01	01	00	00	00	
Deputy Registrar of Examination	01	01	00	50	00	
Examination Officer	07	04	03	42.86	42.85	
Chief of Service	07	07	01	14.29	14.28	
Accounting Officer	01	01	00	00	00	
Finance Controller	01	01	00	100	00	
Store Accountant	01	01	00	100	00	
OVERALL TOTAL	21	17	04	33.33	19.04	Regression (- 14.33)

Source : GCE Board, 2021

11. CAMEROON BACCALAUREAT BOARD (OBC)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Management Board	01	00	01	100	100	
Director	01	01	00	00	00	
Deputy Director	01	00	01	00	100	
Head of Division	01	01	00	00	00	
Research Officer	05	01	04	66.66	80	
Service Head	08	08	00	00	00	
OVERALL TOTAL	17	11	06	26.31	35.29	Progress (+ 8.98)

Source : OBC 2021

12. NATIONAL INSTITUTE OF STATISTICS (INS)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	1	1	0	00	00	
Director General	1	1	0	00	00	
Deputy Director General	1	1	0	00	00	
Inspector of Services	1	1	0	00	00	
Head of Department and those ranking as such	04	04	00	00	00	
Head of Division and those ranking as such	20	15	05	20	25	
Sub-Director and those ranking as such	40	35	05	00	12.50	
Chef de Service et assimilé	65	47	18	50	27.69	
OVERALL TOTAL	133	105	28	20.71	21.05	Progress (+0.34)

Source : DAF 2022

13. SPECIAL COUNCIL SUPPORT FUND FOR MUTUAL ASSISTANCE (FEICOM)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors (PCA)	01	01	00	00	00	
Director General	01	01	00	00	00	
Director	10	06	04	37.50	40	
Sub-Director	29	15	14	45.83	48.27	
Service Head	64	33	31	46.55	48.43	
DECENTRALISED SERVICES						
Head of Agency	10	07	03	30	30	
Regional Sub-Director	07	06	01	25	14.28	
Regional Service Head	58	45	13	21.62	22.41	
TOTAL GENERAL	180	114	66	37.06	36.66	Regression (-0.04)

Source : Department of Human Capital 2021

14. CAMEROON INTERNATIONAL RELATIONS INSTITUTE (IRIC)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Director	01	01	00	00	00	
Deputy Director	01	01	00	00	00	
Secretary General	01	01	00	00	00	
Bursar	01	01	00	00	00	
Head of Department	-	-	-	00	-	
Head of Section	21	13	08	36.36	38.1	
OVERALL TOTAL	25	17	08	25.80	32	Progress (+6.2)

Source : SRHDC 2021

15. RURAL LANDS DEVELOPMENT AND EQUIPMENT AUTHORITY (MAETUR)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	-	-	-	-	-	
Director General	01	01	00	00	00	
Deputy Director General	01	01	00	00	00	
Director	04	02	02	25	50	
Sub-Director	04	03	01	60	25	
Service Head	15	10	05	25	33.33	
Regional Delegate	07	03	04	00	57.14	
OVERALL TOTAL	32	20	12	30	37.5	Progress (+7.5)

Source : DAF 2021

16. AGRICULTURAL RESEARCH INSTITUTE FOR DEVELOPMENT (IRAD)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	01	01	00	00	00	
Director General	01	01	00	00	00	
Deputy Director General	01	01	00	00	00	
Director	02	02	00	00	00	
Sub-Director	21	13	08	36.11	38.09	
Service Head	24	14	10	30.52	41.66	
OVERALL TOTAL	50	32	18	39.53	36	Regression (-3.53)

Source : DRH 2021

17. CAMEROON RADIO AND TELEVISION (CRTV)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	01	01	00	00	00	
Director General	01	01	00	00	00	
Deputy Director General	01	01	00	00	00	
Technical Adviser	03	03	00	-	00	
Central Director	03	03	00	00	00	
Director	04	03	01	00	25	
Deputy Director	29	21	08	20.83	27.58	
Sub-Director	20	10	10	44.44	50	
Service Head	97	61	36	40.24	37.11	
OVERALL TOTAL	159	104	55	37.20	34.59	Regression (-2.61)

Source : SRHD 2021

18. CAMEROON WATER UTILITIES CORPORATION (CAMWATER)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors (PCA)	1	1	0	00	00	
Director General	1	1	0	00	00	
Deputy Director General	1	1	0	00	00	
Director	9	9	00	16.26	00	
Sub-Director	31	26	05	25.81	16.12	

Service Head	155	112	43	29.28	27.74	
Head of section	316	175	141	-	46.62	
Chief of Centre	89	88	01	-	1.12	
Head of Agency	30	14	16	-	53.33	
Regional Delegate	10	10	00	-	00	
OVERALL TOTAL	643	437	206	26.86	32.03	Progress (+5.17)

Source : DPC 2021

19. NATIONAL BUREAU OF CIVIL STATUS REGISTRATION (BUNEC)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors (PCA)	01	01	00	00	00	
Director General	01	01	00	00	00	
Deputy Director General	01	01	00	00	00	
Technical Adviser	00	00	00	00	00	
Director	06	05	01	00	16.67	
Sub-Director	26	17	09	30.76	34.61	
Service Head	80	43	37	45.83	46.25	
OVERALL TOTAL	115	68	47	33.33	40.87	Progress (+ 7.54)

Source : DESPC/MINDEVEL 2021

20. NATIONAL SCHOOL OF LOCAL ADMINISTRATION (NASLA)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Director	08	08	00	00	00	
Deputy Director	22	20	02	100	09.09	
Service Head	06	03	03	00	50	
OVERALL TOTAL	36	31	05	35.71	13.88	Regression (- 21.83)

Source : DESPC/MINDEVEL, 2021

21. NATIONAL ANTI-CORRUPTION COMMISSION (CONAC)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
President	01	01	00	00	00	
Secretary General	01	01	00	00		
Head of Division	03	02	01	50	33.33	
Research Officer	03	02	01	12.50	33.33	
Service Head	09	08	01	00	11.11	
OVERALL TOTAL	17	14	03	09.09	17.64	Progression (+ 8.55)

Source : DESPC/MINDEVEL 2021

22. ELECTIONS CAMEROON (ELECAM)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of the Electoral Board	01	01	00	50	00	
Vice- Chair of the Electoral Board	01	00	01		100	
Members of the Electoral Board	17	14	03		17.67	

Director General	01	01	00	00	00	
Deputy Director General	01	01	00	00	00	
Technical Adviser	03	03	00	00		
Directors and those ranking as such	05	03	02	25	40	
Sub-Director and those ranking as such	27	18	09	33.33	33.33	
Service Head and those ranking as such	106	68	38	25	35.84	
Assistant Service Head	360	283	77		21.38	
TOTAL	522	392	130	25	24.90	Regression (- 0,10)

Source : ELECAM 2021

23. ADVANCED INSTITUTE OF PUBLIC MANAGEMENT (ISMP)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	01	01	00	00	00	
Director General	01	01	00	00	00	
Deputy Director General	01	01	00	00	00	
Technical Adviser	01	01	00	00	00	
Director	04	03	01	00	25	
Sub-Director	08	07	01	40	12.50	
Service Head	09	06	03	33.33	33.33	
OVERALL TOTAL	25	20	05	41.66	20	Regression (- 21.26)

Source : DAF, 2021

24. NATIONAL CENTRE FOR REHABILITATION AND RE-EDUCATION OF DISABLED PERSONS PAUL EMILE LEGER (CNRRPH-CPEL)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	01	00	01	100	100	
Director General	01	01	00	00	00	
Deputy Director General	01	01	00	00	00	
Director	01	01	00	00	00	
Head of Department and those ranking as such	05	04	01	20	20	
Service Head and those ranking as such	14	08	06	42.85	42.85	
Assistant Service Head	03	01	02	66.66	66.66	
OVERALL TOTAL	26	16	10	51.92	38.46	Regression (-13.46)

Source : CNRRPH-CPEL, 2021

1. CONFERENCE CENTRE (PC)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	01	00	01	100	100	
Director General	01	01	00	00	00	
Deputy Director General	01	00	01	100	100	
Director	02	01	01	00	50	
Sub-Director	01	00	01	00	100	
Service Head and those ranking as such	08	05	03	37.5	37.50	
OVERALL TOTAL	14	07	07	37.5	50	Progress (+12.5)

Source : SPEL 2021

2. COCOA DEVELOPMENT CORPORATION (SODECAO)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Director General	01	01	00	00	00	
Deputy Director General	01	01	00	00	00	
Director	04	04	00	00	00	
Sub-Director	27	19	08	08.47	29.62	
Service Head	39	28	11	20.33	28.20	
OVERALL TOTAL	72	53	19	28.81	26.39	Regression (- 2.42)

Source : DRH 2021

3. LOCAL MATERIALS PROMOTION AUTHORITY (MIPROMALO)

Posts of Responsibility	Number	Men	Women	Female representation rate %		Observation
				2019	2021	
Chair of Board of Directors	01	01	00	00	00	
Director General	01	01	00	00	00	
Auditor of Administrative and Technical Services	04	04	00	00	00	
Sub- Directors and those ranking as such	20	10	10	00	50	
Chiefs of Centre	05	03	02	-	40	
Head of Laboratory	08	08	00	-	00	
Head of Department	03	03	00	-	00	
Service Head and those ranking as such	21	15	06	33.33	28.57	
OVERALL TOTAL	63	45	18	28.12	28.57	Progress (+ 0.45)

Source : MIPROMALO, 2021 Take this up

4. NATIONAL RADIATION PROTECTION AGENCY (ANRP)

Posts of Responsibility	Number	Men	Women	Female representation rate %
Director General	01	01	00	00
Technical Directors	03	03	00	00
Sub- Directors and those ranking as such	05	03	02	40
Service Head and those ranking as such	22	15	07	31.81
TOTAL	31	22	09	29.03

Source :

5. INSTITUTE OF MEDICAL RESEARCH AND MEDICINAL PLANTS STUDY (IMPM)

Posts of Responsibility	Number	Men	Women	Female representation rate %
Chair of Board of Directors	01	00	01	100
Director General	01	01	00	00
Deputy Director General	01	01	00	00
Director	01	01	00	00
Sub- Directors and those ranking as such	21	13	08	38.09
Service Head and those ranking as such	07	05	02	28.57
TOTAL	32	21	11	34.37

Source, DAG MIRESI, 2021

6. INSTITUTE OF GEOLOGICAL AND MINING RESEARCH (IRGM)

Posts of Responsibility	Number	Men	Women	Female representation rate %
Director General	01	01	00	00
Deputy Director	01	01	00	00
Chiefs of Centre	02	02	00	00
Assistant Chiefs of Centre	02	02	00	00
Chiefs of Section	06	05	01	16.66
Assistant Head of Section	02	01	01	50
Heads of Laboratory	02	01	01	50
Head of Branch	01	01	00	00
Service Heads and those ranking as such	04	03	01	25
TOTAL	21	17	04	19.04

Source, DAG MIRESI, 2021

7. NATIONAL EDUCATION CENTRE (NEC)

Posts of Responsibility	Number	Men	Women	Female representation rate %
Chiefs of Centre	01	01	00	00
Sub-Directors	01	01	00	00
Head of Departments	05	04	01	20
Service Heads	04	01	03	75
TOTAL	11	07	04	36.36

Source, DAG MIRESI, 2021

8. NATIONAL TECHNOLOGY DEVELOPMENT COMMITTEE (NTDC)

Posts of Responsibility	Number	Men	Women	Female representation rate %
Permanent Secretary	01	01	00	00
Service Heads	18	10	08	44.44
TOTAL	19	11	08	42.10

Source, DAG MIRESI, 2021

9. CHANTAL BIYA INTERNATIONAL REFERENCE CENTRE (CIRCB)

Posts of Responsibility	Number	Men	Women	Female representation rate %
Chair of Board of Directors	01	01	00	00
Director General	01	01	00	00
Deputy Director General	01	01	00	00
President of Scientific Council	01	01	00	00
Vice -President of Scientific Council	01	00	01	100
Members of the Board of Directors	07	01	06	85
Members of the Scientific Council	03	02	01	33
Coordinator of Laboratories	01	00	01	100
Directors	05	03	02	40
Sub-Directors	03	00	03	100
Service Heads	09	03	06	67
TOTAL	33	13	20	60.60

Source CIRCB, 2021

PART THREE
ANALYSIS, COMMENTS AND
RANKING OF ADMINISTRATIONS
EXCLUDING PUBLIC AND SEMI-PUBLIC
CORPORATIONS

As was the case in previous editions, the present survey focuses on the positions of responsibility as officially configured by referring to the organisational charts of the various structures concerned. The aim is to highlight the specificities whose consideration and weight in terms of comparative advantages and constraints are important for the gender analysis of institutional dynamics, realities and practices.

The comments on the data provide a synthetic view of (i) the occupation of posts by women and men within the institutions visited, excluding state-owned companies, (ii) the share of women in the exercise of certain strategic functions, (iii) the distribution of posts by sex within the structures under supervision, (iv) the evolution of the situation of women and men in the occupation of positions of responsibility between two editions of this survey, namely the 2019 edition and the current one, and (v) the ranking of sectors of activity in terms of women's empowerment.

Before doing so, it is important to present the situation after the survey data have been analysed and processed.

Table 1: Summary distribution of positions by gender in the targeted public administrations, excluding state-owned corporations

No.	Structure	Posts available	Posts occupied by men	Posts occupied by women	Female representation rate
1	SENATE	197	102	95	48.22
2	NA	419	237	179	42.72
3	PM	213	153	59	27.69
4	MINRESI	181	115	66	36.46
5	MINPMEESA	320	204	116	36.25
6	MINAS	714	311	403	56.44
7	MINMIDT	450	368	82	18.22
8	MINCOMMERCE	514	311	203	34.17
9	MINHDU	363	287	76	20.93
10	MINTOUL	300	173	127	42.33
11	CONSUE	247	192	55	22.26
13	MINESEC	20341	14 982	5340	26.25
14	MINTSS	287	157	130	45.29
15	MINEDUB	705	393	312	44.25
16	MINPROFF	411	152	259	63.01
17	MINREX	337	228	109	32.34
18	MINFOF	218	144	74	33.94
19	MINEPDED	238	177	61	25.63
20	MINDCAF	323	203	120	37.15
21	MINAC	402	272	130	32.33
22	MINMAP	655	565	90	13.74
23	MINEE	334	279	55	16.46
24	MINPOSTEL	253	207	46	18.18
25	MINEPAT	365	251	114	31.23
26	MINAT	962	787	175	18.19
27	MINCOM	175	98	77	44
28	MINTRANSPORT	238	157	81	34.03
29	MINTP	658	565	93	14.13
30	MINFOPRA	186	107	79	42.47
31	MINADER	362	268	94	25.96
32	MINJEC	222	159	63	28.37
33	MINDEF	1066	1000	66	06.19
34	MINEPIA	630	517	113	17.93
35	MINESUP	1166	934	232	19.89
36	MINEFOP	607	463	154	25.37
37	MINSANTE	213	142	71	33.33

38	MINSEP	584	449	135	23.11
39	MINJUSTICE	1755	1165	590	33.61
40	MINFI	4 737	3 159	1 578	33.31
41	DGSN	1126	1037	89	07.90
42	CC	17	14	03	17.64
TOTAL		43 428	31918	11 510	26.34

The table above shows a total of 43428 possible posts to be occupied. 31918 are occupied by men representing a rate of 77.66% against 11331 for women, for a representation rate of 26.34%. The situation has not changed significantly, compared to the 2017 and 2019 data which still placed the female representation rate between 23 and 30%, i.e. 23.48% in 2017 and 29.75% in 2019. The overall number of vacancies is not always the result of an increase in possible vacancies. The divergence of organisational charts, which vary from one administration to another, makes it difficult to collect data on the basis of a uniform nomenclature that would make it possible to have the same positions everywhere and in each survey.

Table 2: Distribution of some strategic responsibilities between men and women

Title	Number	Men	Women	Female representation rate
Prime Minister	01	01	00	00
Minister of State	04	04	00	00
Ministries attached to the Presidency	08	08	00	00
Minister Chargé de Mission	05	00	00	00
Minister	31	24	07	22.58
Minister Delegate	07	06	01	14.28
Secretary of State	09	09	03	33.33
Secretary General	31	25	06	19.35
Governor of Region	10	10	00	00
Senior Divisional Officer	56	55	01	1.78
Divisional Officer	351	328	23	6.55

NB: Data collected in March 2021

The above table shows that there is still no female Prime Minister, Minister of State, or Governor of Region. In this decision-making sphere, which consists of power management positions, the representation of women remains residual at 22% for Ministers, while the rate of 1.78% for SDO indicates that there is still only one woman in this highly sensitive area.

Table 3: Ranking of ministries according to progress of the representation rate from 2019 to 2021

Rank	Ministry	Progress of representation rate (%) from 2019 to 2021
1 st	MINDCAF	17.48
2 nd	MINCOM	15.73
3 rd	MINAT	11.94
4 th	MINEDUB	9.97
5 th	MINSEP	9.79
6 th	MINTRANSPORTS	9.44
7 th	MINFOF	8.84
8 th	MINADER	7.56
9 th	MINFOPRA	6.24
10 th	MINRESI	5.95
11 th	MINTP	5.84
12 th	MINMAP	5.45
13 th	MINHDU	4.87
14 th	MINCOMMERCE	4.17
15 th	MINPROFF	3.47

16 th	MINAC	3.21
17 th	MINTOUL	2.79
18 th	MINEPAT	2.78
19 th	MINESEC	2.44
20 th	MINEFOP	1.68
21 th	CONSUPE	1.61
22 th	MINSANTE	0.59
23 th	MINPOSTEL	0.33
24 th	MINAS	0.08
25 th	MINREX	0.01

The table above shows the ranking of ministries according to the progress of their female representation rate from 2019 to 2021. It can be seen that out of 37 ministries ranked in 2019, 25 have seen their female representation rate increase in 2021. The highest increase is in MINDCAF, whose level of representation was 17.48% in 2019 and 19.77% in 2021, although it is still below the required average. MINCOM (15.73) and MINAT (11.94) are respectively the second and third ministries whose female representation rate has increased. MINREX occupies the last place in this ranking with an increase of 0.01% from 32.33% of the total rate in 2019 to 32.34% in 2021. MINSANTE, MINPOSTEL, MINAS and MINREX are among the four ministries that have not crossed the 1% mark in terms of increase in the rate of female representation after three years. Out of the 25 ministries that have witnessed an increase in terms of the rate, only MINAS and MINPROFF have a rate of at least 50%.

Table 4: Ranking of Ministries according to the regression of the representation rate from 2019 to 2021

Rank	Ministry	Regression of the representation rate (%) from 2019 to 2021
1 st	MINEE	-4.50
2 nd	MINJEC	-3.71
3 rd	MINMIDT	-3.18
4 th	MINESUP	-2.58
5 th	MINPMEESA	-2.21
6 th	MINEPIA	-2.07
7 th	MINJUSTICE	-0.36

The table above shows the regression in the representation rate of some ministries between 2019 and 2021. The greatest regression is observed in MINEE (-4.50%), the smallest in MINJUSTICE (-0.36%). Overall, out of 36 ministries surveyed, 7 experienced a decline in the representation rate, noting that MINFI was not ranked in 2019.

Table 5: Ranking of Ministries according to the number of women promoted in 2021

Rank	Ministry	Representation rate
1 st	MINPROFF	63.01
2 nd	MINAS	56.44
3 rd	MINTSS	45.29
4 th	MINEDUB	44.25
5 th	MINCOM	4
6 th	MINFOPRA	42.47
7 th	MINTOUL	42.33
8 th	MINDCAF	37.15
9 th	MINRESI	36.46
10 th	MINPMEESA	36.25
11 th	MINCOMMERCE	34.17
12 th	MINTRANSPORTS	34.03
13 th	MINFOF	33.94
14 th	MINJUSTICE	33.61

15 th	MINSANTE	33.33
16 th	MINFI	33.31
17 th	MINREX	32.34
18 th	MINAC	32.33
19 th	MINEPAT	31.23
20 th	MINJEC	28.37
21 th	MINESEC	26.25
22 th	MINADER	25.96
23 th	MINEPDED	25.63
24 th	MINEFOP	25.37
25 th	MINSEP	23.11
26 th	CONSUPE	22.26
27 th	MINHDU	20.93
28 th	MINESUP	19.89
29 th	MINMIDT	18.22
30 th	MINAT	18.19
31 th	MINPOSTEL	18.18
32 th	MINEPIA	17.93
33 th	MINEE	16.46
34 th	MINTP	14.13
35 th	MINMAP	13.74
36 th	MINDEF	06.19

The analysis proposed in relation to Table 4 applies to the table above. It reveals a certain invariability in the number of women in certain administrations. Less than 37% of the structures visited cross the 30% threshold. However, two of them (5.55%) reach the 50% mark of the African Union and the United Nations (MINPROFF, MINAS).

RANKING PER SECTOR

As in previous editions, this survey examines the situation of women within sectors of activity. The sectors as they appear in this work are only those used in the NDS 30. Administrations within the same sector are compared with each other, and sectors with each other.

Table 6: Infrastructure sector

Administration	Female representation rate (%)
MINCAF	37.15
MINTRANSPORT	34.03
MINDUH	20.93
MINPOSTEL	18.18
MINEE	16.46
MINTP	14.13
AVERAGE	23.48

Table 7 : Rural sector

Administration	Female representation rate (%)
MINFOF	33.94
MINEPDED	25.63
MINADER	25.96
MINEPIA	17.93
AVERAGE	25.86

Table 8 : Education sector

Administration	Female representation rate (%)
MINEDUB	44.25
MINESEC	26.25
MINEFOP	25.37
MINESUP	19.89
AVERAGE	28.94

Table 9: Health and social sector

Administration	Female representation rate (%)
MINPROFF	63.01
MINAS	56.44
MINTSS	45.29
MINCOM	44
MINSANTE	33.33
MINAC	32.33
MINJEC	28.37
MINSEP	23.11
AVERAGE	40.73

The average in all sectors has increased. The greatest increase is recorded in the Education sector, which has risen from 23.80 to 28.94, an increase of 5.14%. However, the highest average is observed at the Health Sector with 40.73%. The overall situation is as follows:

Table of variation in averages between 2019 and 2021

Sector	Average 2019	Average 2021	Observation
Infrastructure	21.47	23.48	Evolution
Rural	21.47	25.86	Evolution
Industry and services	30.57	33.48	Evolution
Governance	22.03	23.77	Evolution
Education	23.80	28.94	Evolution
Social and health	38.32	40.73	Evolution

It has been noted that the education sector is the one that has witnessed a greater increase estimated at 5.14%.

PUBLIC AND SEMI-PUBLIC CORPORATIONS

The commentary on the data compiled for the semi-public corporations covered by the survey concerns:

- the situation of women within the structures, all positions combined
- the gender distribution of the Chairpersons of the Boards of Directors
- the gender distribution of General Managers
- the gender breakdown of Directors;
- the ranking of organisations according to the number of women promoted.

Table 12: Situation of women in the structures, all positions combined

Posts identified	Men	Women	Representation rate
3399	2279	1120	32.95

The above table reveals that out of the 3399 posts actually occupied in the institutions covered by this survey, 2279 are occupied by men against 2886 in 2019, while women are found with 1120 against 1442 in 2019 for respective representation rates of 67.04% against 66.68% in 2019 and 32.95 against 33.31% in 2019. The absolute gap is 1159 points compared to 1444 in 2019. The gender indicators are almost stationary at this level of analysis, although slightly down for women.

Table 13: Occupation of the position of Chair of the Board of Directors (PCA)

Structures surveyed	Post	Number	Men	Women	Representation rate
23	Chair of Board of Directors	23	16	07	30.43

The survey identified 23 occupied positions of Chairperson of the Board of Directors, 16 are men (69.56%), and 07 are women (30.43%). The data remained relatively stagnant with exactly 07 women still holding the position of Chair of Board of Director. There were 21 men and 07 women for 28 possible positions in 2019.

Table 14: Occupation of the posts of Director Generals

Structures surveyed	Post	Number	Men	Women	Female representation rate
26	Director General (DG)	26	23	03	11.53

26 Director General positions were identified. 23 are occupied by men (88.46%) and 3 by women (11.53%). In 2019, the survey identified 32 Directors-General, 28 of whom were men and 4 women. It is important to note that the data published here reflect the situation in the institutions surveyed during the reference year. It could also be noted that the situation has not really changed.

Table 15: Occupation of the posts of Deputy Director Generals

Structures surveyed	Post	Number	Men	Women	Female representation rate
23	Deputy Director General	23	20	03	13.04

Gender disparities are also noticeable at this level of responsibility. 21 posts were filled, of which 20 were for men and 03 for women, with 86.95% and 13.04% respectively. In 2019, women represented 16.12% for 32 structures surveyed. It can also be noted that the situation has not changed significantly.

Table 16: Occupation of posts within CONAC and ELECAM

Number	Men	Women	Female representation rate %
539	406	133	24.67

Since 2017, the under-representation of women in these strategic anti-corruption and election organisation structures has been glaring. 406 men for only 133 women.

Since 2017, the under-representation of women in these strategic anti-corruption and election organisation structures has been glaring. 406 men for only 133 women.

Table 16: Ranking of organisations according to gender sensitivity

Rank	Structure	Female representation rate %
1 st	CIRCB	60.60
2 nd	CC	50
3 rd	CSPH	43.83
4 th	CNDT	42.10
5 th	ART	41.34
6 th	BUNEC	40.87
7 th	CNPS	39.65
8 th	CNRRPH-CPEL	38.46
9 th	MAETUR	37.5
10 th	FEICOM	36.66
11 th	CNE	36.36
12 th	IRAD	36
13 th	OBC	35.29
14 th	SIC	35.40
15 th	BUCREP	34.78
16 th	CRTV	34.59

17 th	IMPM	34.37
18 th	SOPECAM	33.78
19 th	ARSEL	32.83
20 th	ENAM	32.09
21 th	CAMWATER	32.03
22 th	IRIC	32
23 th	SNH	30.33
24 th	NARP	29.03
25 th	MIPROMALO	28.57
26 th	SODECAO	27.14
27 th	ELECAM	24.90
28 th	NIS	21.05
29 th	ISMP	20
30 th	IRGM	19.04
31 th	GCE Board	19.04
32 th	CONAC	17.64
33 th	NASLA	13.88

The table above clearly establishes the situation of the promotion of women in semi-public corporations. It is not much different from that of the ministries. Only two of the 33 structures affected have a rate that is higher than or equal to the conventional thresholds (50% requested by the AU). These include the IBCR (60.60%), the CP (50%). The PC ranked 2nd was 8th while the CIRCB ranked 1st was not included in the survey. The majority of the facilities, from 3rd to 23rd rank have a rate of 30% or more, 57.57% of facilities meet the Beijing requirements (30%), 09.09% have reached the AU thresholds (50%), while 33.34% are still below Beijing and AU.

Table 17: Ranking of organisations according to the level of progress in female representation from 2019 to 2021

Rank	Structure	Female representation progression rate from 2019 to 2021 %
1 st	CC	+12.5
2 nd	SIC	+11.46
3 rd	OBC	+8.98
4 th	ART	+8.79
5 th	CONAC	+8.55
6 th	BUNEC	+7.54
7 th	MAETUR	+7.5
8 th	ARSEL	+6.64
9 th	IRIC	+6.2
10 th	CAMWATER	+5.17
11 th	CNPS	+3.93
12 th	SNH	+3.75)
13 th	SOPECAM	+3.52
14 th	MIPROMALO	+0.45
15 th	NIS	+0.34

The table above shows the ranking of organisations according to the increase in their female representation rate from 2019 to 2021. It can be seen that out of 37 ranked in 2019, 15 have seen their female representation rate increase in 2021, with one remaining in status quo. The CC had the largest increase of 12.50% from 37.50% in 2019 to 50% in 2021. SIC and OBC, with 11.46% and 8.98% respectively, are the second and third largest organisations whose female representation rate has increased. The CNRRPH-CPEL occupies the last position in this ranking as it has remained in status quo. MIPROMALO and NIS are the two structures that have not reached the 1% increase in the rate of female representation after three years. However, 48.48% of the organisations have seen their representation rate increase in 2021. Out of the 16 organisations that have witnessed an increase in terms of the rate, only the CC has a rate at least equal to 50%.

Table 18: Ranking of organisations according to the regression of the female representation rate from 2019 to 2021

Rank	Structure	Female representation regression rate from 2019 to 2021
1 st	NASLA(CEFAM)	-21.83
2 nd	ISMP	-21.66
3 rd	CNRRPH-CPEL	-21.26
4 th	GCE Board	-14.33
5 th	ENAM	-5.74
6 th	IRAD	-3.53
7 th	CRTV	-2.61
8 th	SODECAO	-1.67
9 th	BUCREP	-1.22
10 th	CSPH	-0.1
11 th	ELECAM	-0.10
12 th	FEICOM	-0.04

The table above shows the regression of the representation rate of some organisations between 2019 and 2021. The highest regression is observed in NASLA (-21.83%), the lowest in FEICOM (0.04%). Overall, out of 33 organisations surveyed, 12 experienced a decrease in representativeness, noting that 06 (CIRCB, CNDT, NEC, IRGM, IMPM, ANRP) were not included in the 2019 survey.

CONCLUSION

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Since its first edition, the primary objective of the Gender Mainstreaming Track Record of Public and Semi-public Administrations has been to produce a picture of the exact situation of gender mainstreaming in the distribution of posts of responsibility. The current edition, the fifth of its kind, has remained in this option. This action is in line with the logic of advocacy for the promotion and development of female human resources within public and semi-public administrations, which is a national priority.

There is no doubt that progress has been made in this area. However, considerable efforts still need to be made. The current data suffice to show that the level of women's representation remains below the thresholds, already set by Beijing, and even more so by the African Union in most cases. This edition of the Gender Mainstreaming Track Record highlights these persistent gaps, with a view to encouraging corrective measures. This observation raises the issue of the relevance of the actions implemented so far, in terms of advocacy to change the curve.

It goes without saying that there have been positive changes in some indicators, in particular the rate of female representation in certain administrations, which has improved their ranking. However, the paradox is that this variation is uneven, as the results of the surveys conducted during the production of each edition of this document reveal. This should make it clear that there is no guarantee that the situation of women in this area will improve over time.

In pursuing its advocacy work, the collection of data for the elaboration of the Gender Mainstreaming Track Record would be more beneficial if it was done at a lower level. It would have been interesting not only to see what the situation of women is in the decision-making sphere, but also to know whether they potentially represent a significant source of quality and quantity. In other words, it would be useful to check whether women have access in sufficient numbers to the Civil Service, for example, through the top schools, such as ENAM, so as to represent a wide range of choices at the time of appointments to influential positions, where we generally find civil administrators and other magistrates.

PRODUCTION TEAM

General Supervision

Mrs. ABENA ONDOA née OBAMA Marie Thérèse,
Minister of Women's Empowerment and the Family

General Coordinator

Mr. MOUSSA AOUDOU
Secretary General

Assistant General Coordinator

Mrs. NGUEMBA Nathalie
Inspector General

Technical Coordinator

Mrs. ONGOLA Martine
Director of Women's Social Empowerment

Translation

Mrs. MOULIOM Béatrice
Head of the Translation Unit

Representatives of Administrations

ADMINISTRATIONS	GENDER FOCAL POINT OR REPRESENTATIVE
Prime Minister's Office	EPOH ADYANG Clémence
Senate	MOFOKOUA TAMOKOUE FOKWA Eugène
Constitutional Council	MOZANG MBIDA Roseline Flora
Ministry of Agriculture and Rural Development	MESSEMBE Agnès
Ministry of Public Contracts	OUSMANOU
Ministry of Justice	MEVA'A Yvonne
Ministry of Transport	MOLO Née NGO NDJEM Hermine Chantal
Ministry of Territorial Administration	MAIRO Elisabeth
Ministry of Decentralisation and Local Development	ELLA MEYE NKOUM Epse, ESSISSIMA
Ministry of Communication	Mrs. ESSAMA née MVONDO MBELE Elisabeth Florence

ADMINISTRATIONS	GENDER FOCAL POINT OR REPRESENTATIVE
Ministry of Finance	ANKWONG FANG III
Ministry of Tourism and Leisure	BEKATE née SAPOUMA Marie Rose Tania
Ministry of Small and Medium Sized Enterprises, Social Economy and Handicraft	Mrs. EBELLE Annie Régine
Ministry of Labour and Social Security	GALEGA née NJIWAM NYANGWE
Ministry of Mines, Industries and Technological Development	NKOH née MEKONG Rosette
Ministry of Sports and Physical Education	BIAMOU BAKOMOU Colinet Epouse OSSOUKO
Ministry of Basic Education	Pr. ATEMAJONG Justina épouse NJIKA
Ministry of Trade	MATJE Eveline
Ministry of Defence	ETONDY SONGUE Alice
Ministry of Energy and Water Resources	NGONO Marie Cornelie
Ministry of External Relations	BATOUBE De KAMENI Julietta Klorane épouse KOUL'A NJOH
The Minister of Posts and Telecommunications	NGO LIHAN épouse KOUYAHBE Agathe Merveille
Ministry of Youth and Civic Education	EYENGA Yvette Epse BINAM
Ministry of Economy, Planning and Regional Development	KOUTY EBOUMBOU Adèle
Ministry of Public Health	MOLUH INOUSSA
Ministry of Social Affairs	NDENGHO Née NDFOR Mourine
Ministry of Scientific Research and Innovation	THE NGAH Pauline Carole épouse MONDO
Ministry of Higher Education	Pr. MOFOR née TEUGWA Clotilde
Ministry of Public Works	NNA ESSOMBA Françoise Sylviane
Supreme State Audit Office	NGACK MAHOP née BELL Esther Rosalie
Ministry of Housing and Urban Development	NNA EKONO Hermine
Ministry of Forestry and Wildlife	AMBANI épouse BIALO Nadège Dorothée
Ministry of Environment, Nature Protection and Sustainable Development	DILI née NEZUMNE Albertine
Ministry of Livestock, Fisheries and Animal Industries	ALIOUM née HADIDJATOU AMADOU
Ministry of Secondary Education	MBIAH Bernadette épouse SANZI
Ministry of Employment and Vocational Training	NG'ABENA ATANGANA
Ministry of Arts and Culture	MAZOUME Marie Chantal

ADMINISTRATIONS	GENDER FOCAL POINT OR REPRESENTATIVE
Ministry of Public Service and Administrative Reform	NOLLA BABENA née BAYIGHOMOG KIBASSOMO Agathe Georgette
Ministry of State Property, Survey and Land Tenure	KAMGANG Constance
Ministry of Women's Empowerment and the Family	YENE Benjamin KOUKREO MAÏPA WESPA NEBAH NÉE NDOSIRI Briget ABESOLO ASSEKO KENDEMEH Vivian Jioy BEKONO Bernadette Françoise ENAMA ELOUNDOU Claude Alexis KEMAGOUA Yolande PENDA TIMBA Auguste Sylvain HADIDJATOU Yasmi ATANGANA Vincent TSANGA Winnie MASHOUD TAOUFICK Franck Junior BONE BIE Cleopha
General Delegation for National Security	NGO MBENOUN Ernestine Brigitte
National School of Administration and Magistracy	NGO MBILA Rosalie
Chantal BIYA International Reference Centre for Research on HIV/AIDS Prevention and Management	ANANA BETILENE Thomas Michel
National Bureau of Civil Status Registration	
Local Equipment Promotion Authority	
Cameroon Real Estate Corporation	NIEKOU Rosalie
National Social Insurance Fund	NYUYSE NSAM Theresia
Cameroon News and Publishing Corporation	MORIKANG ép. TCHE
National Hydrocarbons Corporation	
Telecommunication Regulatory Board	NJOH NJOH Jacqueline
Hydrocarbons Prices Stabilisation Fund	EVOU MEKOU Mathilde Beatrice

Central Bureau of Census and Population Studies
Cameroon General Certificate of Education Board
Office de Baccalaureate du Cameroun
National Institute of Statistics
Special Council Support Fund for Mutual Assistance
International Relations Institute of Cameroon
International Relations Institute of Cameroon
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National Anti-Corruption Commission
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Advanced Institute of Public Management
National Centre for Rehabilitation and Re-education of Disabled Persons Paul Emile Leger
Conference Centre
Cocoa Development Corporation
Local Materials Promotion Authority
National Radiation Protection Agency
Institute of Medical Research and Medicinal Plants Study
Institute of Geological and Mining Research
National Education Centre
National Technology Development Committee

Technical and Institutional Support:

M. MBALLA Jean-Claude
Member of the UNESCO National Commission

Secretariat:

ZAMBOU Rose and EMATHE (Secretaries)