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REPORT ON WHO STAFF IN THE AFRICAN REGION

Information Document

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ABBREVIATIONS AND ACRONYMS

D	Director
F	Female
FT	Fixed-term Appointment
G/GS	General Service
GS FT	General Service Fixed-term Appointment
GS TA	General Service Temporary Appointment
IPO	International Professional Officer
M	Male
NPO	National Professional Officer
NPO FT	National Professional Officer Fixed-term Appointment
NPO TA	National Professional Officer Temporary Appointment
P FT	International Professional Fixed-term Appointment
P TA	International Professional Temporary Appointment
RO	Regional Office
TA	Temporary Appointment
UG	Ungraded
WCO	WHO Country Office

INTRODUCTION

1. The purpose of this document is to provide Member States with information concerning World Health Organization (WHO) staff working in the African Region as of 1 April 2017. It also covers the overall staffing situation by category, grade, gender, geographical representation, nationality and duty station. There is an ongoing Human Resource (HR) reform in the African Region as part of the Transformation Agenda. The goal of this reform is to strengthen WHO human resource capacity and to align staff with identified programmatic priorities.

2. WHO offers two main types of appointments, namely temporary and long-term appointments. Temporary appointment is a time-limited appointment of up to two years. The term “long-term appointment” refers to staff members on contracts of one-to-five years on fixed-term or on continuing appointment.

3. As of 1 April 2017, the Region had a total of 2633 staff on both long-term and temporary appointments. Of these 2633 staff, 20.5% were in the international professional officer (IPO) category, 25.5% in the national professional officer (NPO) category and 54.0% in the general service (GS) category (Table 1a).

APPOINTMENT CATEGORIES

4. As of 1 April 2017, there were 2144 staff members on long-term appointment in the African Region. Of these, 16.0% were IPOs, 29.0% NPOs and 55.0% GS staff. There were also 489 staff members on temporary appointment. Of these, 40.5% were IPOs, 10.0% NPOs and 49.5% GS (Table 1a).

5. Among the IPOs with long-term appointments, the highest concentration was at the P4 grade level with 44.6%, followed by P5 with 25.1%, P3 with 12%, P2 with 6.1% and P6 with 5.8%. There were 19 staff members on the D1 grade level, one staff member on the D2 grade level and one staff member on UG level. The staff members on P1 grade levels represented 0.3% of the total IPOs (Table 1b).

CATEGORY, GRADE AND GENDER DISTRIBUTION

6. The distribution of staff members by category, grade and gender is shown in Tables 2a, 2b and 2c. Among the 541 IPOs, 63.4% were on long-term appointment and 36.6% on temporary appointment. Their distribution by gender was 73.0% males and 27.0% females. Of the 343 IPOs on long-term appointment, 71.1% were males and 28.9% females. Of the 151 IPOs on temporary appointment, 76.3% were males and 23.7% females (Table 2a).

7. Among the 670 NPOs, 92.7% were on long-term appointment and 7.3% held temporary appointments. Their distribution by gender was 70.4% males and 29.6% females for the NPOs on long-term appointment, and 69.4% males and 30.6% females for the NPOs holding temporary appointments (Table 2b).

8. Among the 1422 GS staff, 83.0% were on long-term appointment and 17.0% held temporary appointments. The distribution by gender was 65.6% male and 34.4% female for those on long-term appointment and 86.0% male and 14.0% female for those on temporary appointments (Table 2c).

9. Although the gap between male and female representation remains significant, the WHO African Region has made some progress towards increasing female representation over the last three years. The trend in female representation at senior level, that is P6/D1, D2 and UG1, has increased steadily from 21.4% in 2014 to 23.4%, 25.5% and 25.6% in 2015, 2016 and 2017 respectively. The WHO African Region is strongly committed to achieving gender parity, particularly in the senior professional and higher category levels. In order to close the existing gender gap, the African Region is implementing a policy requiring that the short list of candidates for all advertised positions include at least one qualified female, otherwise the hiring manager must provide a written justification (Table 2d).

GEOGRAPHICAL DISTRIBUTION

10. As of 1 April 2017, the Member States with the highest representation were Uganda, Burkina Faso and Zimbabwe with 23, 19 and 16 staff members respectively (Table 3a).

11. The following 22 Member States outside the African Region had nationals working in the Region as IPOs with long-term appointments: Belgium, China, Colombia, Japan, Morocco, New Zealand, Nicaragua, Peru, Spain, Sweden, Trinidad and Tobago and Ukraine with one staff member each; Canada, Egypt, Italy and Philippines with two staff members each; Germany with three staff members; India and Sudan with four staff members each; United Kingdom with five staff members; France with six staff members; and United States of America with eight staff members (Table 3a).

12. The geographical distribution of long-term professional staff from the 47 Member States of the WHO African Region shows that 18 Member States were overrepresented (category C).¹ Three Member States, namely Guinea, Tanzania and The Gambia, were at the maximum of their range (category B2*), six within their range but above the mid-point (category B2).² eighteen within their range but below the mid-point (category B1)³ and two, namely Seychelles and South Sudan, were unrepresented (category A*) (Table 3b).

13. The distribution of temporary professional staff working in the WHO African Region by nationality and gender is presented in Table 3c. The data reveals that the following Member States had the highest representation of temporary professional staff members: Uganda, Kenya and Nigeria with 22, 17 and 14 staff members respectively, followed by Ethiopia and Zimbabwe with 12 staff members each, Democratic Republic of the Congo with 11 staff members, Cameroon with eight staff members, Côte d'Ivoire with seven staff members, Burkina Faso and France with six staff members each, Ghana and United States of America with five staff members each.

14. The following 13 countries outside the African Region had temporary professional staff members working in the Region: Austria, Bangladesh, Belgium, China, Germany, Haiti, Italy, Mexico, Nepal, Russian Federation and Sweden with one staff each; Brazil, Egypt, India, Ireland, Peru, Spain and United Kingdom with two staff members each; Australia with three staff members;

¹ Burkina Faso, Burundi, Cameroon, Congo, Democratic Republic of the Congo, Côte d'Ivoire, Ethiopia, Ghana, Kenya, Malawi, Nigeria, Rwanda, Senegal, South Africa, Togo, Uganda, Zambia and Zimbabwe.

² Algeria, Benin, Madagascar, Mali, Mauritius and Niger.

³ Angola, Botswana, Cabo Verde, Central African Republic, Chad, Comoros, Equatorial Guinea, Eritrea, Gabon, Guinea-Bissau, Lesotho, Liberia, Mauritania, Mozambique, Namibia, Sao Tome and Principe, Sierra Leone and Swaziland.

Canada and Pakistan with four staff each; United States of America with five staff and France with six staff members (Table 3c).

15. The distribution of long-term and temporary staff working for the Region by duty station is represented in Table 4.

STAFFING TRENDS FROM 2008 TO 2017

16. The total number of staff members working in the Region by category of appointment between 1 June 2008 and 1 April 2017 increased from 2493 to 2633. However, over the course of this period, there were periods of sharp increase and decrease in staffing depending on the prevailing situation. For example, from 2009 to 2013 there was a 16% decrease in overall staffing due to the financial constraints across the Organization, whereas from 2014 to 2017 there has been a sharp increase in staffing largely driven by the surge in staff required to respond to various emergency events across the Region as well as the filling up of positions under the Emergency Programme (Figure 1c).

POLIO RAMP DOWN STATUS

17. As the Global Polio Eradication Initiative (GPEI) draws closer to eradicating polio, it will substantially ramp down programmatically and financially in the coming years and cease to exist after global certification. One of the four objectives of the Polio Eradication and Endgame Strategic Plan 2013–2018 is legacy planning. In this light, WHO is in the process of developing a comprehensive strategic polio transition roadmap to be presented at the 142nd session of the Executive Board in January 2018.

18. In the meantime, the WHO Regional Office for Africa commenced the gradual ramp-down of GPEI within the Region this year, taking into account the GPEI projected budget ceilings, by year and by country. To date, 58 staff positions have been abolished, with additional posts to be abolished later this year in order to adhere to the 2018 GPEI budget ceiling in place.

19. This report was submitted to the Regional Committee for information.

Table 1a: Long-term and temporary staff members combined

<i>Category</i>	<i>Long-term</i>	<i>Temporary</i>	<i>Total</i>
IPOs	343 (16.0%)	198 (40.5%)	541 (20.5%)
NPOs	621 (29.0%)	49 (10.0%)	670 (25.5 %)
GS	1180 (55.0%)	242 (49.5%)	1422 (54.0%)
Total	2144 (81.4%)	489 (18.6%)	2633 (100.0%)

Table 1b: International Professional Officers with long-term appointments by grade

<i>Staff/Grade</i>	<i>Total</i>	<i>%</i>
UG	1	0.3
D.2	1	0.3
D.1	19	5.5
P.6	20	5.8
P.5	86	25.1
P.4	153	44.6
P.3	41	12.0
P.2	21	6.1
P.1	1	0.3
Total IPOs	343	100.0

Table 2: Distribution of staff members by category, grade and gender as of 1 April 2017**(a) International Professional Officers**

	P1		P2		P3		P4		P5		P6		D1		D2		UG1		Female		Male		Total	%
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	Total	%	Total	%		
	Long-term		1	12	9	11	30	44	109	21	65	4	16	6	13		1	1		99	28.9	244		
Temporary			4	3	12	51	31	81		14		2							47	23.7	151	76.3	198	36.6
Total	0	1	16	12	23	81	75	190	21	79	4	18	6	13	0	1	1	0	146	27.0	395	73.0	541	100.0

(b) National Professional Officers

	NO-A		NO-B		NO-C		NO-D		Female		Male		Total	%
	F	M	F	M	F	M	F	M	Total	%	Total	%		
	Long-term	5	18	42	140	133	275	3	5	183	29.5	438		
Temporary	2	1	9	11	4	22			15	30.6	34	69.4	49	7.3
Total	7	19	51	151	137	297	3	5	198	29.6	472	70.4	670	100.0

(c) General Service Staff

	G1		G2		G3		G4		G5		G6		G7		Female		Male		Total	%
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	Total	%	Total	%		
	Long-term	5	12	7	399	15	86	57	55	126	50	127	95	69	77	406	34.4	774		
Temporary		1	2	142		3	6	14	18	28	7	13	1	7	34	14.0	208	86.0	242	17.0
Total	5	13	9	541	15	89	63	69	144	78	134	108	70	84	440	30.9	982	69.1	1422	100.0

(d) Distribution of staff members at senior level from 2014 to 2017

	Female								Male								Total			
	2014		2015		2016		2017		2014		2015		2016		2017		2014	2015	2016	2017
	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	n	n	n
P6	7	24.1	5	18.5	6	23.1	4	18.2	22	75.9	22	81.5	20	76.9	18	81.8	29	27	26	22
D1	2	16.7	5	26.3	5	25.0	6	31.6	10	83.3	14	73.7	15	75.0	13	68.4	12	19	20	19
D2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	1	100.0	0	0	1	1
UG1	0	0.0	1	100.0	1	100.0	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0	1	1	1	1
Grand Total	9	21.4	11	23.4	12	25.5	11	25.6	33	78.6	36	76.6	36	74.5	32	74.4	42	47	47	43

Table 3a: Distribution of long-term IPOs staff in the African Region by nationality, grade and gender as of 1 April 2017

Country of Nationality	P1		P2		P3		P4		P5		P6		D1		D2	UG		Total		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	F	M	All	
Angola		2			1			1									3	1	4	
Belgium					1												0	1	1	
Benin			1				2		1								0	4	4	
Botswana															1		1	0	1	
Burkina Faso		2			2	2	7		3		1		1	1			4	15	19	
Burundi		1				1	2	3	1		1		1				5	5	10	
Cameroon, Republic of					2	1	8		1		2						1	13	14	
Canada						1			1								1	1	2	
Cabo Verde								1					1				2	0	2	
Central African Republic							2							1			0	3	3	
Chad							1		1					1			0	3	3	
China						1											1	0	1	
Colombia											1						0	1	1	
Comoros											1						0	1	1	
Congo, Democratic Rep of					1	1	4		7								1	12	13	
Congo, Republic of the		1	3		6						1						1	10	11	
Côte d'Ivoire						2	2	1	2	1			1				5	4	9	
Egypt					1		1										0	2	2	
Equatorial Guinea							1										0	1	1	
Eritrea				1			1		1								1	2	3	
Ethiopia						3	5		2				1	1			4	8	12	
France						2	4										2	4	6	
Gabon				1					2								1	2	3	
Gambia							6		2								0	8	8	
Germany				1				1			1						2	1	3	
Ghana						4	3	1	4					1			5	8	13	
Guinea			2				3	1									1	5	6	
Guinea-Bissau						1							1				2	0	2	
India					1	2	1										2	2	4	
Italy						2											2	0	2	
Japan											1						0	1	1	
Kenya			1	1	1	2	3	2	3								5	8	13	
Lesotho							1										0	1	1	
Liberia			1														0	1	1	
Madagascar				2		3	1	1									6	1	7	
Malawi							3		2		2						0	7	7	
Mali					1		3		1		1						0	6	6	
Mauritania							1		1								0	2	2	
Morocco											1						1	0	1	
Mozambique							1										0	1	1	
Namibia						1											1	0	1	
New Zealand				1													1	0	1	
Nicaragua									1								0	1	1	
Niger				1			2		1		1						1	4	5	
Nigeria						1	7		4		1			1			1	13	14	
Peru							1										0	1	1	
Philippines					2												0	2	2	
Rwanda				1	2	1	2		6								2	10	12	
Sao Tome and Principe									1								0	1	1	
Senegal		1				3	4		1	1				1			5	6	11	
Sierra Leone				1													1	0	1	

Country of Nationality	P1		P2		P3		P4		P5		P6		D1		D2		UG		Total		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	F	M	All		
South Africa						1		1	1		1						2	2	4		
Spain								1									1	0	1		
Sudan					1		3										0	4	4		
Swaziland		1							1								1	1	2		
Sweden													1				0	1	1		
Tanzania, United Republic		1		1			2	1				1					4	2	6		
Togo					2	2	4		2								2	8	10		
Trinidad and Tobago													1				0	1	1		
Uganda					1	3	7	5	5				2				8	15	23		
Ukraine							1										0	1	1		
United Kingdom							1	1	2	1							2	3	5		
United States of America					1	1	3		3								1	7	8		
Zambia						2	4						1				2	5	7		
Zimbabwe		3	1		4	1	2		2		1	1					5	11	16		
Total in African Region	1	12	9	11	30	44	109	21	65	4	16	6	13	1	1	9	24	343			

Table 3b: Geographical distribution of long-term IPOs staff from countries of the African Region as of 1 April 2017

NATIONALITY	Staff in AFRO	RANGE		STATUS	TOTAL STAFF	STAFF HQ/ Other R.O.s	STAFF AFRO
		FROM	TO				
Algeria	B2	1	9	within range	5	5	0
Angola	B1	1	8	within range	4	0	4
Benin	B2	1	8	within range	5	1	4
Botswana	B1	1	8	within range	1	0	1
Burkina Faso	C	1	8	overrepresented	20	1	19
Burundi	C	1	8	overrepresented	10	0	10
Cameroon, Republic of	C	1	8	overrepresented	14	0	14
Cabo Verde	B1	1	8	within range	2	0	2
Central African Republic	B1	1	8	within range	3	0	3
Chad	B1	1	8	within range	3	0	3
Comoros	B1	1	8	within range	1	0	1
DRC	C	1	8	overrepresented	14	1	13
Congo, Republic of the	C	1	8	overrepresented	11	0	11
Côte d'Ivoire	C	1	8	overrepresented	10	1	9
Equatorial Guinea	B1	1	8	within range	1	0	1
Eritrea	B1	1	8	within range	4	1	3
Ethiopia	C	1	8	overrepresented	26	14	12
Gabon	B1	1	8	within range	3	0	3
Gambia	B2*	1	8	top of range	8	0	8
Ghana	C	1	8	overrepresented	19	6	13
Guinea	B2*	1	8	top of range	8	2	6
Guinea-Bissau	B1	1	8	within range	2	0	2
Kenya	C	1	8	overrepresented	23	10	13
Lesotho	B1	1	8	within range	1	0	1
Liberia	B1	1	8	within range	1	0	1
Madagascar	B2	1	8	within range	7	0	7
Malawi	C	1	8	overrepresented	9	2	7
Mali	B2	1	8	within range	7	1	6
Mauritania	B1	1	8	within range	3	1	2
Mauritius	B2	1	8	within range	5	5	0
Mozambique	B1	1	8	within range	1	0	1
Namibia	B1	1	8	within range	2	1	1
Niger	B2	1	8	within range	6	1	5
Nigeria	C	1	8	overrepresented	21	7	14
Rwanda	C	1	8	overrepresented	15	3	12
Sao Tome and Principe	B1	1	8	within range	1	0	1
Senegal	C	1	8	overrepresented	16	5	11
Seychelles	A*	1	8	unrepresented	0	0	0
Sierra Leone	B1	1	8	within range	3	2	1
South Africa	C	4	11	overrepresented	13	9	4
South Sudan	A*	1	8	unrepresented	0	0	0
Swaziland	B1	1	8	within range	2	0	2
Tanzania	B2*	1	8	top of range	8	2	6
Togo	C	1	8	overrepresented	11	1	10
Uganda	C	1	8	overrepresented	31	8	23
Zambia	C	1	8	overrepresented	11	4	7
Zimbabwe	C	1	8	overrepresented	18	2	16
					389	96	293

A* Unrepresented Countries

A Underrepresented Countries

B1 Countries within their range but below midpoint

B2 Countries at or above midpoint of range

B2* Countries at the maximum of their range

C Countries above the maximum of their range

Table 3c: Distribution of temporary IPOs staff in the African Region by nationality, grade and gender as of 1 April 2017

Country of Nationality	P2		P3		P4		P5		P6		Total		
	F	M	F	M	F	M	F	M	F	M	F	M	All
Angola								1			0	1	1
Australia			1		1			1			2	1	3
Austria						1					0	1	1
Bangladesh		1									0	1	1
Belgium				1							0	1	1
Benin						2					0	2	2
Botswana				1							0	1	1
Brazil					2						2	0	2
Burkina Faso				3		1		2			0	6	6
Burundi	1				1						2	0	2
Cameroon, Republic of			2	1		4			1		2	6	8
Canada	1				1	2					2	2	4
Chad				1		1					0	2	2
China						1					0	1	1
Congo, Democratic Rep of				3	1	6		1			1	10	11
Congo, Republic of the			2	1		1					2	2	4
Côte d'Ivoire	1			2	1	3					2	5	7
Egypt						2					0	2	2
Eritrea	1										1	0	1
Ethiopia				5	1	5		1			1	11	12
France					3	2		1			3	3	6
Gambia									1		0	1	1
Germany								1			0	1	1
Ghana						5					0	5	5
Guinea			1								1	0	1
Haiti					1	1					1	0	1
India					1	1					1	1	2
Ireland						2					0	2	2
Italy				1							0	1	1
Kenya			1	6	4	5		1			5	12	17
Lesotho						1					0	1	1
Liberia		1									0	1	1
Malawi				1							0	1	1
Mali					1						1	0	1
Mauritania						3					0	3	3
Mexico						1					0	1	1
Namibia					1						1	0	1
Nepal				1							0	1	1
Niger				1	1	1					1	1	2
Nigeria			4	3	6		1				3	11	14
Pakistan				1	1	2					1	3	4
Peru						2					0	2	2
Russian Federation						1					0	1	1
Rwanda				1		1					0	2	2
Senegal						3					0	3	3
Sierra Leone								1			0	1	1
Spain				1	1						1	1	2
Swaziland				1							0	1	1
Sweden						1					0	1	1
Tanzania, United Republic				1		2					0	3	3
Togo				1				1			0	2	2
Uganda			1	8	3	9		1			4	18	22
United Kingdom			1			1					1	1	2
United States of America				3	1	1					1	4	5
Zimbabwe		1	3	3	2	2		1			5	7	12
Total in African Region	4	3	12	51	31	81	0	14	0	2	4	15	198

Table 4: Distribution of long-term and temporary staff by duty station (as of 1 April 2017)

Duty Station	Long-Term			Temporary			All Staff
	GS	NPO	IPO	GS	NPO	IPO	
Abeche	1					1	2
Abidjan	18	11	2	2		1	34
Abuja	82	39	14	4	8	6	153
Accra	17	11	1		1	1	31
Addis Ababa	70	70	8	2	1	1	152
Algiers	6	7	2				15
Antananarivo	12	8	2				22
Asmara	13	6	1				20
Bamako	14	9	2			2	27
Bangui	13	8	6	8	2	3	40
Banjul	10	5		1	1	1	18
Bauchi	13	10	2	2			27
Benguela	2	2					4
Benin City	2	2		1			5
Bentiu		1				1	2
Bissau	6	3	1	1		2	13
Bor		1					1
Brazzaville	206	24	130	40	2	35	437
Bujumbura	12	7	1			1	21
Bukavu	4	3					7
Conakry	17	10	2	29		5	63
Cotonou	13	9	1	1	1	1	26
Dakar	12	9	3			1	25
Damaturu	3	2		1			6
Dar-es-Salaam	19	16	2	1		4	42
Diffa	1				1		2
Entebbe	3						3
Enugu	10	9		3			22
Freetown	16	7	6	25	5	31	90
Gaborone	7	6	1				14
Garissa	1	1					2
Goma	4	1					5
Harare	46	11	29	4	5	7	102
Ibadan	15	9		4			28
Jijiga	2						2
Jos	3	3					6
Juba	8	12	9	4		7	40
Kaduna	6	3		1			10
Kampala	19	15	3	1	2	3	43
Kano	13	8	2	2			25
Kigali	12	12	3				27
Kigoma				1			1
Kinshasa	53	33	5	1		2	94
Kisangani		3					3
Kuajok						1	1

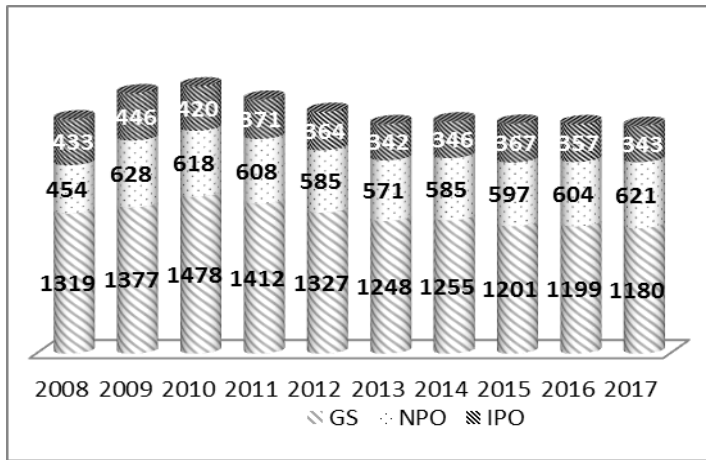
Duty Station	Long-Term			Temporary			All Staff
	GS	NPO	IPO	GS	NPO	IPO	
Lagos	13	8		3			24
Libreville	22	7	20		1	4	54
Lilongwe	12	12	2				26
Lome	13	5	1			1	20
Luanda	50	21	7			6	84
Lubumbashi		2					2
Lusaka	12	12	1	3	4	1	33
Magburaka				22		22	44
Maiduguri	7	2	2	4	4	13	32
Malabo	5	3		2	1		11
Malakal		1					1
Maputo	12	10	2		1		25
Maradi	1		1				2
Maroua				2	2		4
Maseru	9	4	2				15
Mbabane	10	5	1			1	17
Mbandaka		1					1
Mbuji Mayi	1	1					2
Minna	12	7	1	1		1	22
Mongo						1	1
Monrovia	15	5	4	53	2	4	83
Moroni	10	5	1				16
Moundou						1	1
Moxico		1					1
Nairobi	25	18	7			1	51
N'Djamena	32	10	7			6	55
N'Dola		1					1
Niamey	16	9	4	2	3	2	36
Nouakchott	11	7	1			2	21
Ouagadougou	36	13	26	2	1	10	88
Ouidah						1	1
Port Harcourt	6	6	1	1			14
Port Louis	6	1	1				8
Praia	5	3	1				9
Pretoria	14	7	5	5			31
Sao Tome	5	4					9
Sokoto	7	5		3	1	1	17
Torit		1				1	2
Victoria	3	2					5
Wau		1					1
Windhoek	11	3	4				18
Yambio						1	1
Yaounde	13	12	2			1	28
Zanzibar	2		1				3
Grand Total	1180	621	343	242	49	198	2633

Table 5: Progress report on appointments from 2008 to 2017

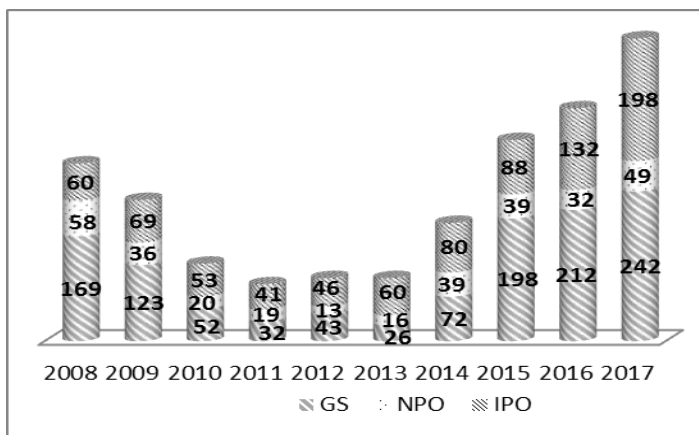
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
GS	TA	169	123	52	32	43	26	72	198	236	242
	FT	1319	1377	1478	1412	1327	1248	1255	1201	1131	1180
NPO	TA	58	36	20	19	13	16	39	39	47	49
	FT	454	628	618	608	585	571	585	597	603	621
IPO	TA	60	69	53	41	46	60	80	88	187	198
	FT	433	446	420	371	364	342	346	367	329	343
Total		2493	2679	2641	2483	2378	2263	2377	2490	2536	2633
Comparison⁴		0%	+7%	-1%	-6%	-4%	-5%	+5%	+5%	+2%	+4%

Figure 1: Staffing trends from 2008 to 2017

(a) Staff on long-term appointment

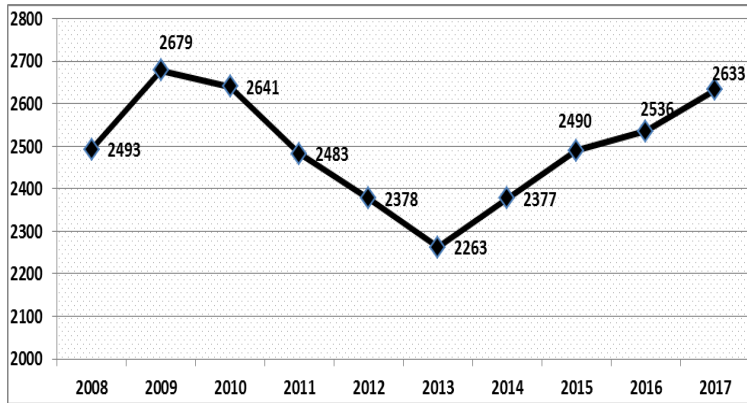


(b) Staff on temporary appointment



⁴ Each year is compared to the previous one

(c) Staffing by year (2008-2017)



(d) Staffing by category (2008-2017)

