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REPORT ON WHO STAFF IN THE AFRICAN REGION

Information Document

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ABBREVIATIONS AND ACRONYMS

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
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 Human Resources (HR) component of the African Region transformation programme is currently being implemented with a view to strengthening WHO human resources capacity and re-aligning staffing with identified programmatic priorities and needs. The purpose of this document is to provide Member States with information pertaining to World Health Organization (WHO) staff working in the African Region as of 1 March 2018. It also gives details on the overall staffing situation by category, grade, gender, geographical representation, nationality and duty station.

2. WHO offers two main types of appointments, namely temporary and long-term appointments. A temporary appointment is a time-limited appointment of a maximum of two years continuous service. The term “long-term appointment” refers to staff members on fixed-term or continuing appointment.

3. As of 1 March 2018, the Region had a total of 2477 staff on both long-term and temporary appointments. Of these 2477 staff, 21.5% were in the international professional officer (IPO) category, 26.9% were in the national professional officer (NPO) category and 51.6% were in the general service (GS) category (Table 1a).

APPOINTMENT CATEGORIES

4. As of 1 March 2018, there were 2072 staff members on long-term appointment in the African Region. Of these, 17.7% were IPOs, 28.9% were NPOs and 53.4% were GS staff. There were also 405 staff members on temporary appointment. Of these, 40.7% were IPOs, 17.1% were NPOs and 42.2% were GS (Table 1a).

5. Among the IPOs on long-term appointment, the highest concentration was at the P4 grade level with 44.6%, followed by P5 grade level with 22.3%, P3 grade level with 14.7%, P2 grade level with 7.3%, D1 grade level with 7.1%, P6 grade level with 3.3%, and P1 grade level with 0.3% (Table 1b). There were 26 staff members at the D1 grade level, one staff member at the D2 grade level and one staff member at UG level.

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 533 IPOs, 69.0% were on long-term appointment and 31.0% were on temporary appointment. Their distribution by gender was 70.9% male and 29.1% female. Of the 368 IPOs on long-term appointment, 68.8% were male and 31.2% were female. Of the 165 IPOs on temporary appointment, 75.8% were male and 24.2% were female (Table 2a).

7. Among the 667 NPOs, 89.7% were on long-term appointment and 10.3% held temporary appointments. Their distribution by gender was 71.1% male and 28.9% female for the NPOs on long-term appointment and 73.9% male and 26.1% female for the NPOs on temporary appointment (Table 2b).

8. Of the 1277 GS staff, 86.6% were on long-term appointment and 13.4% held temporary appointments. The distribution by gender was 64.5% male and 35.5% female for those on long-term appointment and 82.5% male and 17.5% female for those on temporary appointment (Table 2c).

9. Although the gap between male and female distribution remains significant at the international professional level, WHO in the African Region has made some progress in increasing the female representation over the last three years. The trend of female representation at senior level, namely at P6/D1, D2 and UG1, has progressively increased from 23.4% in 2015 to 25.5%, 25.6% and 27.5% in 2016, 2017 and 2018 respectively (Table 2d). WHO in the African Region remains strongly committed to achieving gender parity, particularly in the senior professional and higher categories. In an effort to close the existing gap in gender representation, an outreach initiative has been introduced to attract more qualified female candidates. Moreover, WHO in the African Region continues to implement the policy requiring that the shortlists for all advertised positions must include at least one qualified female candidate, failing which the hiring manager is required to provide a sound written justification or the vacancy notice is re-advertised.

GEOGRAPHICAL DISTRIBUTION

10. The Member States with the highest representation were Uganda with 26 staff members, Burkina Faso and Cameroon with 20 staff members each, Kenya and Zimbabwe with 18 staff members and, Democratic Republic of the Congo and Nigeria with 17 staff members each (Table 3a). Twenty-four Member States¹ outside the African Region had nationals working in the Region as IPOs on long-term appointment. The number of staff members varies from one to seven (Table 3a).

11. The geographical distribution of long-term professional staff from the 47 Member States of the WHO in the African Region indicates that 18 Member States were over-represented (category C).² Two Member States, namely Guinea and Malawi were at the maximum of their range (category B2*). Eight Member States were within their range but above the mid-point (category B2).³ Seventeen Member States were within their range but below the mid-point (category B1),⁴ and two Member States, Seychelles and South Sudan, were unrepresented (category A*) (Table 3b).

12. The distribution of temporary professional staff working in the WHO African Region by nationality and gender is presented in Table 3c. According to the data Ethiopia, Zimbabwe, Uganda and Nigeria had the highest representation with 15, 13, 11, 10 staff members respectively; followed by Cameroon and Democratic Republic of the Congo with nine staff members each; Côte d'Ivoire, Ghana and Kenya with seven staff members each; United States of America with six staff members; and Burkina Faso and Togo with five staff members each.

13. The aforementioned distribution shows that 20 countries⁵ outside the African Region had temporary professional staff members working in the Region (Table 3c). The distribution of long-term and temporary staff members working for the Region by duty station is presented in Table 4.

¹ Belgium, China, Colombia, Egypt, Ireland, Italy, Japan, Morocco, Nicaragua, Pakistan, Peru, Russian Federation, Spain, Thailand, Trinidad and Tobago, and Ukraine with one staff member each; Philippines with two staff members; Germany, Sudan, United Kingdom with four staff members each; Canada and India with five staff members each; and France and United States of America with seven staff members each.

² Burkina Faso, Burundi, Cameroon, Democratic Republic of the Congo, Congo, Côte d'Ivoire, Ethiopia, Ghana, Kenya, Nigeria, Rwanda, Senegal, South Africa, Tanzania, Togo, Uganda, Zambia and Zimbabwe.

³ Algeria, Benin, Eritrea, Gambia, Madagascar, Mali, Mauritius and Niger.

⁴ Angola, Botswana, Cabo Verde, Central African Republic, Chad, Comoros, Equatorial Guinea, Gabon, Guinea-Bissau, Lesotho, Liberia, Mauritania, Mozambique, Namibia, Sao Tome and Principe, Sierra Leone and Eswatini.

⁵ Austria, Bangladesh, British Virgin Islands, Denmark, Italy, Japan, Nepal, New Zealand, Romania, and Sudan with one staff member each; Brazil, Egypt, Haiti, India and Netherlands with two staff members each; Canada, France, Pakistan and United Kingdom with three staff members each; and United States of America with six staff members.

STAFFING TRENDS OVER THE PAST 10 YEARS (2009 TO 2018)

14. During the period between 1 June 2009 and 1 March 2018 the total number of staff members working in the Region, across all appointment categories, varied from 2679 to 2477. However, over the course of this period, there have been periods of sharp decrease and increase 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 over the period 2014 to 2017 there has been a sharp increase in staffing which is largely driven by the surge of staff required to respond to various emergency events across the Region as well as the staffing of the positions of the WHO Health Emergencies Programme. From 2017 to 2018, the staff number has decreased by 6% due to the end of major epidemics such as Ebola and yellow fever in most affected countries, as well as the implementation of the ramp-down of the polio programme (Figure 1c).

POLIO RAMP-DOWN STATUS

15. As the Global Polio Eradication Initiative (GPEI) draws closer to eradicating polio, it will be substantially ramping down programmatically and financially over the coming years and will cease to exist after global certification currently projected for 2020. In this regard, WHO in the African Region has developed a comprehensive strategic polio transition roadmap which was presented at the 142nd session of the Executive Board in January 2018. Furthermore, WHO/AFRO continued the gradual ramp-down of GPEI within the Region taking into account the projected budget ceilings per country.

16. The Regional Committee took note of the report.

Table 1: Distribution of staff members by category and assignment type as of 1 March 2018**(a) Long-term and temporary staff members combined**

<i>Category</i>	<i>Long-term</i>	<i>Temporary</i>	<i>Total</i>
IPOs	368 (17.7%)	165 (40.7%)	533 (21.5%)
NPOs	598 (28.9%)	69 (17.1%)	667 (26.9%)
GS	1106 (53.4%)	171 (42.2%)	1277 (51.6%)
Total	2072 (83.6%)	405 (16.4%)	2477 (100.0%)

(b) International Professional Officers on long-term appointment by grade

<i>Staff/Grade</i>	<i>Total</i>	<i>%</i>
UG	1	0.3%
D.2	1	0.3%
D.1	26	7.1%
P.6	12	3.3%
P.5	82	22.3%
P.4	164	44.5%
P.3	54	14.6%
P.2	27	7.3%
P.1	1	0.3%
Total IPOs	368	100.0%

Table 2: Distribution of staff members by category, grade and gender as of 1 March 2018**(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	%		
	Total		%		Total		%		Total		%		Total		%		Total		%					
Long-term	0	1	16	11	15	39	49	115	24	58	3	9	7	19	0	1	1	0	115	31.2	253	68.8	368	69.0
Temporary	0		4	5	9	31	27	82	0	7	0	0	0	0	0	0	0	0	40	24.2	125	75.8	165	31.0
Total	0	1	20	16	24	70	76	197	24	65	3	9	7	19	0	1	1	0	155	29.1	378	70.9	533	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		%			
	Total		%		Total		%		Total		%							
Long-term	5	16	41	128	124	276	3	5	173	28.9	425	71.1	598	89.7				
Temporary	3	4	8	18	7	29	0	0	18	26.1	51	73.9	69	10.3				
Total	8	20	49	146	131	305	3	5	191	28.6	476	71.4	667	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		%		Total		%		Total		%		Total		%					
Long-term	5	10	7	351	12	86	48	48	124	47	129	97	68	74	393	35.5	713	64.5	1106	86.6
Temporary		1	1	80	1	2	5	22	15	17	7	13	1	6	30	17.5	141	82.5	171	13.4
Total	5	11	8	431	13	88	53	70	139	64	136	110	69	80	423	33.1	854	66.9	1277	100.0

(d) Comparison of 2015, 2016, 2017 and 2018 staff members at senior level

	Female								Male								Total			
	2015		2016		2017		2018		2015		2016		2017		2018		2015	2016	2017	2018
	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	n	n	n
P6	5	18.5	6	23.1	4	18.2	3	25.0	22	81.5	20	76.9	18	81.8	9	75.0	27	26	22	12
D1	5	26.3	5	25.0	6	31.6	7	26.9	14	73.7	15	75.0	13	68.4	19	73.1	19	20	19	26
D2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	1	100.0	1	100.	0	1	1	1
UG1	1	100.0	1	100.0	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	1	1	1	1
Total	11	23.4	12	25.5	11	25.6	11	27.5	36	76.6	36	74.5	32	74.4	29	72.5	47	47	43	40

Table 3: Distribution of IPOs staff by nationality, grade and gender as of 1 March 2018**(a) Long-term staff by nationality, grade and gender**

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		1			1			1									2	1	3		
Belgium					1												0	1	1		
Benin			1				2		1								0	4	4		
Botswana																1	1	0	1		
Burkina Faso		2		1	2	2	7		3				2	1			5	15	20		
Burundi		2				1	2	3	1				1				6	4	10		
Cameroon		1	1		4	2	1				2						3	17	20		
Canada				1	2			1	1								2	3	5		
Cabo Verde								1									1	0	1		
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		
DRC					2	1	7		7								1	16	17		
Congo		1	4		5		1				1						1	11	12		
Côte d'Ivoire					1	2	1	1	1	1	1	1	1	1			4	5	9		
Egypt					1												0	1	1		
Equatorial Guinea							1										0	1	1		
Eritrea		1		1			1		1								2	2	4		
Ethiopia						3	4		3				1	2			4	9	13		
France						2	3		2								2	5	7		
Gabon				1					2								1	2	3		
Gambia							5		2								0	7	7		
Germany				1		1					1			1			2	2	4		
Ghana						4	3	1	2					1			5	6	11		
Guinea			2				3	1									1	5	6		
Guinea-Bissau						2							2				4	0	4		
India					2	1	2										1	4	5		
Ireland						1											1	0	1		
Italy						1											1	0	1		
Japan												1					0	1	1		
Kenya			1	3	2	3	4	3	2								9	9	18		
Lesotho							1										0	1	1		
Liberia			1														0	1	1		
Madagascar				1		3	1	1									5	1	6		
Malawi							2		2		1		1				0	6	6		
Mali					1		3		1								0	5	5		
Mauritania							1		1								0	2	2		
Morocco										1							1	0	1		
Mozambique						1	1										1	1	2		
Namibia						1											1	0	1		
Nicaragua									1								0	1	1		
Niger							2		1								0	3	3		
Nigeria						3	8		4		1		1				3	14	17		
Pakistan		1															1	0	1		
Peru							1										0	1	1		
Philippines					2												0	2	2		
Russian Federation							1										0	1	1		
Rwanda				2	2	1	2		6								3	10	13		

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		
Sao Tome and Principe						1													1	0	1
Senegal		1				3	5		1				1	1					5	7	12
Sierra Leone				1		1													2	0	2
South Africa								2					1						2	1	3
Spain								1											1	0	1
Sudan					1		3												0	4	4
Eswatini		1							1										1	1	2
Tanzania, United Rep. of		1		1			2	1					1						4	2	6
Thailand								1											1	0	1
Togo					2	1	3		2										1	7	8
Trinidad and Tobago													1						0	1	1
Uganda					1	3	9	5	7				1						8	18	26
Ukraine							1												0	1	1
United Kingdom						1	1		1	1									2	2	4
United States of America					2	2	2		1										2	5	7
Zambia						2	4	1					1						3	5	8
Zimbabwe	1	4	1	2	6		2						1	1					7	11	18
Total in African Region	1	16	11	15	39	4	1	24	5	3	9	7	19	1	1	11	25	368			

(b) Geographical distribution of long-term IPOs staff from countries of the African Region as of 1 March 2018

NATIONALITY	Recruitment Priority	RANGE		TOTAL STAFF	STAFF HQ/ Other R.O.s	STAFF AFRO
		FROM	TO			
Algeria	B2	1	9	6	6	0
Angola	B1	1	8	3	0	3
Benin	B2	1	8	6	2	4
Botswana	B1	1	8	2	1	1
Burkina Faso	C	1	8	20	0	20
Burundi	C	1	8	10	0	10
Cameroon	C	1	8	21	1	20
Cabo Verde	B1	1	8	1	0	1
Central African Republic	B1	1	8	3	0	3
Chad	B1	1	8	3	0	3
Comoros	B1	1	8	1	0	1
DRC	C	1	8	17	0	17
Congo	C	1	8	12	0	12
Côte d'Ivoire	C	1	8	11	2	9
Equatorial Guinea	B1	1	8	1	0	1
Eritrea	B2	1	8	5	1	4
Ethiopia	C	1	8	27	14	13
Gabon	B1	1	8	3	0	3
Gambia	B2	1	8	7	0	7
Ghana	C	1	8	17	6	11
Guinea	B2*	1	8	8	2	6
Guinea-Bissau	B1	1	8	4	0	4
Kenya	C	1	8	27	9	18
Lesotho	B1	1	8	1	0	1
Liberia	B1	1	8	1	0	1
Madagascar	B2	1	8	6	0	6
Malawi	B2*	1	8	8	2	6
Mali	B2	1	8	6	1	5
Mauritania	B1	1	8	3	1	2
Mauritius	B2	1	8	5	5	0
Mozambique	B1	1	8	2	0	2
Namibia	B1	1	8	2	1	1
Niger	B2	1	8	5	2	3
Nigeria	C	1	8	24	7	17
Rwanda	C	1	8	14	1	13
Sao Tome and Principe	B1	1	8	1	0	1
Senegal	C	1	8	17	5	12
Seychelles	A*	1	8	0	0	0
Sierra Leone	B1	1	8	4	2	2
South Africa	C	4	11	13	10	3
South Sudan	A*	1	8	0	0	0
Eswatini	B1	1	8	2	0	2
Tanzania, United Rep. of	C	1	8	9	3	6
Togo	C	1	8	11	3	8
Uganda	C	1	8	34	8	26
Zambia	C	1	8	11	3	8
Zimbabwe	C	1	8	20	2	18
				414	100	314

A* Unrepresented Countries	B1 Countries within their range but below	B2* Countries at the maximum of their range
A Underrepresented Countries	B2 Countries at or above midpoint of range	C Countries above the maximum of their range

(c) Temporary IPOs staff by nationality, grade and gender as of 1 March 2018

Country of Nationality	P2		P3		P4		P5		Total		
	F	M	F	M	F	M	F	M	F	M	All
Austria						1			0	1	1
Bangladesh				1					0	1	1
Benin						1			0	1	1
Botswana				1					0	1	1
Brazil					2				2	0	2
British Virgin Islands						1			0	1	1
Burkina Faso				2		3			0	5	5
Burundi					1				1	0	1
Cameroon						9			0	9	9
Canada	1				1	1			2	1	3
Chad				1		1			0	2	2
DRC				1	1	6		1	1	8	9
Congo			1	1					1	1	2
Côte d'Ivoire	1			1	1	4			2	5	7
Denmark					1				1	0	1
Egypt						2			0	2	2
Ethiopia				4	1	10			1	14	15
France				1		2			0	3	3
Gabon					1				1	0	1
Gambia					1				1	0	1
Ghana				1		6			0	7	7
Guinea	1		1						2	0	2
Haiti						2			2	0	2
India						2			0	2	2
Italy			1						1	0	1
Japan			1						1	0	1
Kenya				1	2	2		2	2	5	7
Lesotho						1			0	1	1
Liberia		1							0	1	1
Mali					1				1	0	1
Mauritania						3			0	3	3
Mauritius						1			0	1	1
Nepal		1							0	1	1
Netherlands			1		1				2	0	2
New Zealand	1								1	0	1
Niger					1	1			1	1	2
Nigeria				4	1	4		1	1	9	10
Pakistan				1		2			0	3	3
Romania					1				1	0	1
Rwanda				2		1			0	3	3
Senegal						3			0	3	3
Sudan					1				1	0	1
Tanzania, United Republic of				1		1			0	2	2
Togo				1	1	2		1	1	4	5
Uganda			2	1	2	6			4	7	11
United Kingdom		1	1			1			1	2	3
United States of America				2	1	2		1	1	5	6
Zambia				1					0	1	1
Zimbabwe		2	1	3	3	3		1	4	9	13
Total in African Region	4	5	9	31	27	82		7	40	125	165

Table 4: Distribution of long-term and temporary staff by duty station as of 1 March 2018

Duty Station	Long-Term			Temporary			All Staff
	GS	NPO	IPO	GS	NPO	IPO	
Abeche	1					1	2
Abidjan	18	10	2	2		2	34
Abuja	78	38	14	5	10	6	151
Accra	18	9	1		2		30
Addis Ababa	48	63	8	2		8	129
Algiers	6	7	2				15
Antananarivo	11	6	2	2		1	22
Asmara	12	7	1				20
Aweil		1		1			2
Bamako	13	9	2			1	25
Bangui	13	9	6	8	1	4	41
Banjul	11	5	1		1		18
Bauchi	12	9	2	3	4		30
Benguela		2					2
Benin City	2	2		1			5
Bentiu		1		1		1	3
Bissau	6	2	1			2	11
Brazzaville	207	23	154	30	1	36	451
Bujumbura	13	7	2	2		2	26
Bukavu	2	2					4
Calabar					1		1
Conakry	16	11	2	19		2	50
Cotonou	15	8	1				24
Dakar	11	9	8			1	29
Damaturu	3	1		1	2		7
Dar-es-Salaam	19	17	1	1			38
Diffa	1				1		2
Entebbe	3						3
Enugu	9	9		5			23
Freetown	16	6	2	10	6	18	58
Gaborone	7	6	1		1		15
Garissa	1	1					2
Goma	2	1					3
Harare	37	11	23	4	3	7	85
Ibadan	15	11		5			31
Jijiga	2					1	3
Jos	3	3					6
Juba	8	12	7	7		15	49
Kaduna	6	3		1			10
Kampala	19	17	4	1	2	2	45
Kano	13	9	2	2			26
Kigali	10	10	3				23
Kinshasa	40	27	7	1		4	79
Kisangani		4					4

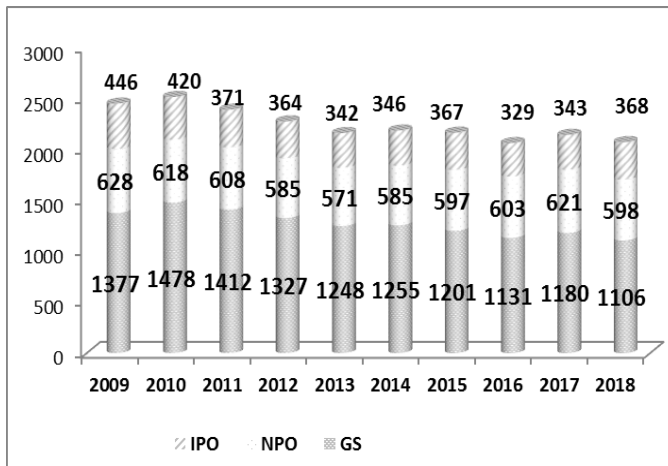
Duty Station	Long-Term			Temporary			All Staff
	GS	NPO	IPO	GS	NPO	IPO	
Kuajok		1		1			2
Lagos	13	6		3			22
Libreville	19	7	14		1	4	45
Lilongwe	12	11	1				24
Lome	13	3	1			1	18
Luanda	34	20	10			3	67
Lubumbashi		1					1
Lusaka	12	12	2	3	4	1	34
Maiduguri	7	1	1	8	15	7	39
Malabo	5	3	1	1	1		11
Malakal		1		1		1	3
Maputo	12	12	2	1	2	1	30
Maradi	1		1		2		4
Maroua				2	1		3
Maseru	8	4	2				14
Mbabane	10	5	1			1	17
Mbandaka		2					2
Mbuji Mayi	1	1					2
Minna	11	8	1	1		1	22
Mongo						1	1
Monrovia	14	5	3	18	2	5	47
Moroni	9	5		1			15
Moundou						1	1
Moxico		1					1
Nairobi	23	19	10			2	54
N'Djamena	31	10	7			4	52
N'Dola		1					1
Niamey	16	9	5	2	3	1	36
Nouakchott	11	7	2			1	21
Ouagadougou	34	13	20	2	1	9	79
Port Harcourt	5	6	1	2	1		15
Port Louis	5	2	1				8
Praia	5	2	1				8
Pretoria	28	6	15	4		6	59
Rumbek		1		1			2
Sao Tome	5	3	1				9
Sokoto	7	5		3	1	1	17
Torit		1		1			2
Victoria	3	2					5
Wau		1		1			2
Windhoek	11	3	3				17
Yambio				1			1
Yaounde	13	10	2				25
Zanzibar	1		1				2
Grand Total	1106	598	368	171	69	165	2477

Table 5: Progress report on appointments from 2009 to 2018

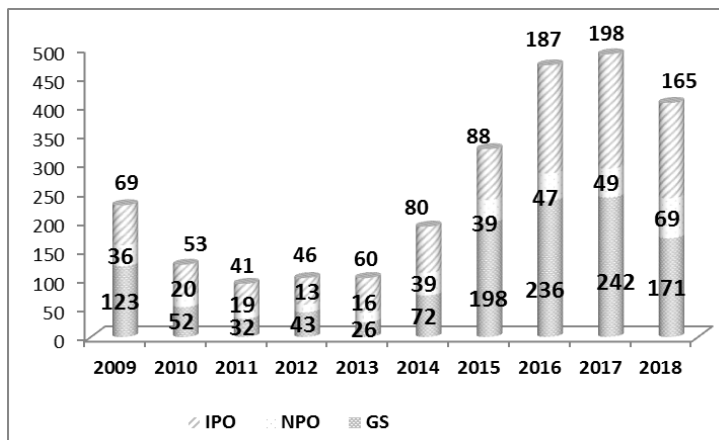
		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
GS	TA	123	52	32	43	26	72	198	236	242	171
	FT	1377	1478	1412	1327	1248	1255	1201	1131	1180	1106
NPO	TA	36	20	19	13	16	39	39	47	49	69
	FT	628	618	608	585	571	585	597	603	621	598
IPO	TA	69	53	41	46	60	80	88	187	198	165
	FT	446	420	371	364	342	346	367	329	343	368
Total		2679	2641	2483	2378	2263	2377	2490	2536	2633	2477
Comparison⁶		0%	-1%	-6%	-4%	-5%	+5%	+5%	+2%	+4%	-6%

Figure 1: Staffing trends over the period 2009 to 2018

(a) Staff on long-term appointment

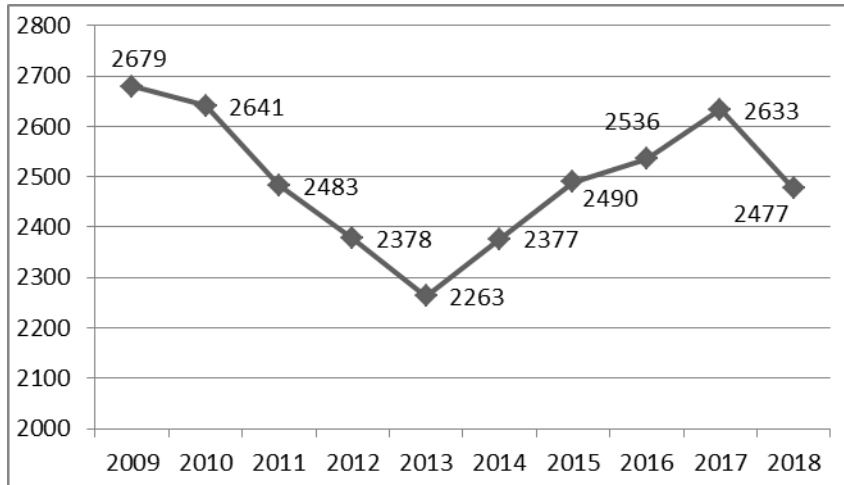


(b) Staff on temporary appointment



⁶ Each year is compared to the previous one

(c) Staffing by year (2009-2018)



(d) Staffing by category (2009-2018)

