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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 pertaining to World Health Organization (WHO) staff working in the African Region. The information below represents an overview of the staffing profile in the Region as of 1 April 2016. It covers 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. Temporary appointment is a time-limited appointment of up to two years. The term “long-term appointments” refers to staff members on contracts of one-to-five years on fixed-term or on continuing appointment.
3. As of 1 April 2016, the Region had a total of 2536 staff on both long-term and temporary appointments. Of these 2536 staff, 19.3% were in the international professional officer (IPO) category, 25.1% in the national professional officer (NPO) category and 55.6% in the general service (GS) category (Table 1a).
4. Currently, there is an ongoing Human Resource (HR) reform in the African Region as part of the Transformation Agenda. The purpose of the HR realignment process is to strengthen WHO human resource capacity and to align staff with programmatic priorities identified in the Transformation Agenda.

## **APPOINTMENT CATEGORIES**

5. There were 2160 staff members on long-term appointment in the Region. Of these, 16.5% were IPOs, 27.9% NPOs and 55.5% GS staff. Three hundred and seventy-six staff members were on temporary appointment, of which 35.1% were IPOs, 8.5% NPOs and 56.4% GS (Table 1a).
6. Among staff with long-term appointments, 45.7% were P4 followed by 21.8% P5 and 13.2% P3. The 19 staff members on D staff grade were all of D1. The P1 and P2 staff grades represent altogether 6.5% of the total staff (Table 1b).

## **CATEGORY, GRADE AND GENDER DISTRIBUTION**

7. The distribution of staff members by category, grade and gender is shown in Tables 2a and 2b. Among the 489 IPOs, 73% were on long-term appointment and 27% on temporary appointment. Their distribution by gender was 72.3% males and 27.7% females. Of the 132 professional staff members with temporary appointments, 78% were males and 22% females.
8. Among the 636 NPOs, 95% were on long-term appointment and 5% held temporary appointments. The distribution by gender of the 604 NPOs on long-term appointment was 69.7% males and 30.3% females. Of the 32 NPOs holding temporary appointments, 78.2% were males and 21.8% females (Table 2b).
9. Among the 1411 GS staff, 85% were on fixed-term appointments and 15% held temporary appointments. The distribution by gender of the 1199 GS staff on fixed-term appointment was 66%

males and 34% females. Of the 212 GS staff holding temporary appointments, 89.6% were males and 10.4% females (Table 2c).

10. The Region is committed to increasing gender parity in each staff category, particularly in the senior professional and higher category levels. In order to close the existing gender gap, all advertised positions should include at least one qualified female among the shortlisted candidates, otherwise the hiring manager is required to provide a written justification. There has been some progress. In 2014, the African Region had nine females at senior level, i.e. P6/D1 and UG1 and in 2016 the number increased to 12 females (Table 2d).

## GEOGRAPHICAL DISTRIBUTION

11. The staffing range for all Member States is between 1–8, except for South Africa and Algeria with between 4 to 11 and 1 to 9 respectively. The distribution of long-term professional staff working in the Region by nationality, grade and gender is presented in Table 3a. There are fewer numbers of staff at the lower (P1-P2) and higher (P6 & D1) levels. As of 1 April 2016, the Member States with the highest representation were Burkina Faso, Uganda and Zimbabwe (Table 3a).

12. The following Member States outside the African Region had nationals working in the Region as long-term professional staff: Bangladesh, Canada, China, Colombia, Italy, New Zealand, Nicaragua, Pakistan, Peru, Spain, Sweden, Tajikistan and Trinidad and Tobago with one staff member each; Belgium with two staff; Egypt, Germany and Portugal with three staff each; Sudan and United Kingdom with four staff; France with six staff; India with seven and United States of America with ten staff (Table 3a).

13. The geographical distribution of long-term professional staff from the 47 Member States of the WHO African Region shows that 19 Member States were over-represented (category C)<sup>1</sup>, Benin and The Islamic Republic of the Gambia were at the maximum of their range (category B2\*), 8 within their range but above the mid-point (category B2)<sup>2</sup>, 17 within their range but below the mid-point (category B1)<sup>3</sup> and Seychelles was unrepresented (Table 3b).

14. The distribution of temporary professional staff working in the WHO African Region by nationality and gender reveals that Member States with the highest representation of temporary professional staff were as follows: Uganda with 14 staff members, followed by Democratic Republic of Congo and Ethiopia with nine staff each, Kenya with seven staff, Burkina Faso, Nigeria and Zimbabwe with six staff each, Côte d'Ivoire and Spain with five staff, and then Republic of Congo and Senegal with four staff members.

15. The following countries outside the African Region had temporary professional staff members working in the Region: Australia, Belgium, Brazil, Canada, Colombia, Czech Republic, Egypt, Haiti, Ireland, Mexico, Nepal, Netherlands, Peru, Somalia, Sweden, Tunisia, Turkey and United Kingdom

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

<sup>2</sup>: Algeria, Angola, Chad, Guinea, Madagascar, Mali, Mauritius and Niger.

<sup>3</sup>: Botswana, Cabo Verde, Central African Republic, Comoros, Equatorial Guinea, Eritrea, Gabon, Guinea-Bissau, Lesotho, Liberia, Mauritania, Mozambique, Namibia, Sao Tome and Principe, Sierra Leone, South Sudan and Swaziland.

with one staff each; Bangladesh, Germany and United States of America with two staff; France with three staff and Spain with five.

16. The distribution of long-term and temporary staff members working for the Region by duty station is represented in the annex (Table 4). Besides Brazzaville (RO plus WCO) with 421 staff, Addis Ababa and Abuja are the next biggest duty stations with respectively 151 and 148 staff, followed by Kinshasa with 104 staff members and Harare with 103 staff. These figures are based on a number of factors, including the size of the country, the location of the Intercountry Support Team as well as the need to respond to the prevalent public health emergency and threats.

#### **TRENDS IN STAFF DISTRIBUTION FROM 2008 TO 2016**

17. The total number of staff members working in the Region by category of appointment between 1 June 2008 and 1 April 2016 increased from 2493 to 2536 during this period. Although the difference appears minimal, there was noticeable change in the trend in the eight-year interval. From 2009 to 2013, there was a 16% decrease in the number of staff due to the budget constraints, the ensuing freeze on recruitment followed by downsizing and the implementation of the new organizational structure. Subsequently, the WHO Director-General, in consultation with Member States, decided to implement a contract reform policy with the aim of aligning the contractual arrangements in force in WHO with the human resources needs. This decrease was followed by an 11% increase during the period 2013 to 2016 due to the surge in polio eradication and endgame strategy implementation followed by the Ebola Virus Disease epidemic in West Africa (Figure 5d).

18. It is also worth noting that from 2008 to 2010 the number of staff on long-term appointment increased while the number of staff members employed on a temporary basis decreased over the same period. The number of temporary staff members in the GS category had increased since 2014 (Figure 5e).

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	357 (16.5%)	132 (35.1%)	489 (19.3%)
NPOs	604 (28.0%)	32 (8.5%)	636 (25.1%)
GS	1199 (55.5%)	212 (56.4%)	1411 (55.6%)
<b>Total</b>	<b>2160 (85.2%)</b>	<b>376 (14.8%)</b>	<b>2536 (100%)</b>

**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	0	0.0
D.1	19	5.3
P.6	26	7.3
P.5	78	21.8
P.4	163	45.7
P.3	47	13.2
P.2	22	6.2
P.1	1	0.3
<b>Total IPOs</b>	<b>357</b>	<b>100.0</b>

**Table 2: Distribution of staff members by category, grade and gender as of 1 April 2016****(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	%		
	<b>Long-term</b>		1	13	9	16	31	43	120	15	63	6	20	5	14			1		<b>99</b>	<b>27.7</b>	<b>258</b>		
<b>Temporary</b>			2	2	13	25	14	58		17				1					<b>29</b>	<b>22.0</b>	<b>103</b>	<b>78.0</b>	<b>132</b>	<b>27.0</b>
<b>Total</b>	<b>0</b>	<b>1</b>	<b>15</b>	<b>11</b>	<b>29</b>	<b>56</b>	<b>57</b>	<b>178</b>	<b>15</b>	<b>80</b>	<b>6</b>	<b>20</b>	<b>5</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>128</b>	<b>26.2</b>	<b>361</b>	<b>73.8</b>	<b>489</b>	<b>100.0</b>

**(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	%		
	<b>Long-term</b>	6	17	38	135	136	262	3	7	<b>183</b>	<b>30.3</b>	<b>421</b>		
<b>Temporary</b>		2	4	8	3	15			<b>7</b>	<b>21.9</b>	<b>25</b>	<b>78.1</b>	<b>32</b>	<b>5.0</b>
<b>Total</b>	<b>6</b>	<b>19</b>	<b>42</b>	<b>143</b>	<b>139</b>	<b>277</b>	<b>3</b>	<b>7</b>	<b>190</b>	<b>29.9</b>	<b>446</b>	<b>70.1</b>	<b>636</b>	<b>100.0</b>

**(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	%		
	<b>Long-term</b>	5	14	7	417	15	86	66	57	121	51	119	83	74	84	<b>407</b>	<b>33.9</b>	<b>792</b>		
<b>Temporary</b>		1	3	144		4	4	7	8	14	5	14	2	6	<b>22</b>	<b>10.4</b>	<b>190</b>	<b>89.6</b>	<b>212</b>	<b>15.0</b>
<b>Total</b>	<b>5</b>	<b>15</b>	<b>10</b>	<b>561</b>	<b>15</b>	<b>90</b>	<b>70</b>	<b>64</b>	<b>129</b>	<b>65</b>	<b>124</b>	<b>97</b>	<b>76</b>	<b>90</b>	<b>429</b>	<b>30.4</b>	<b>982</b>	<b>69.6</b>	<b>1411</b>	<b>100.0</b>

**(d) Distribution of staff members at senior level from 2014 to 2016**

	Female						Male						Total		
	2014		2015		2016		2014		2015		2016		2014	2015	2016
	n	%	n	%	n	%	n	%	n	%	n	%	n	n	n
<b>P6</b>	7	24.1	5	18.5	6	23.1	22	75.9	22	81.5	20	76.9	29	27	26
<b>D1</b>	2	16.7	5	26.3	5	25.0	10	83.3	14	73.7	15	75.0	12	19	20
<b>UG1</b>	0	0.0	1	100.0	1	100.0	1	100.0	0	0.0	0	0.0	1	1	1
<b>Grand Total</b>	<b>9</b>	<b>21.4</b>	<b>11</b>	<b>23.4</b>	<b>12</b>	<b>25.5</b>	<b>33</b>	<b>78.6</b>	<b>36</b>	<b>76.6</b>	<b>35</b>	<b>74.5</b>	<b>42</b>	<b>47</b>	<b>47</b>

**Table 3a: Distribution of long-term IPOs staff in the African Region by nationality, grade and gender as of 1 April 2016**

Country of Nationality	P1		P2		P3		P4		P5		P6		D1		UG	Total		
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	F	M	All
Angola			2			1		1	1							3	2	5
Bangladesh														1		0	1	1
Belgium						1	1									1	1	2
Benin				1				4		2	1					1	7	8
Botswana															1	1	0	1
Burkina Faso			2			1	2	2	5		3		2		1	5	13	18
Burundi			1				1	2	3	2		1		1		5	6	11
Cameroon, Republic of						2	1	8				2				1	12	13
Canada							1									1	0	1
Cabo Verde										1				1		2	0	2
Central African Republic								2		1				1		0	4	4
Chad						1		2		1		1		1		0	6	6
China							1									1	0	1
Colombia												1				0	1	1
Comoros												1				0	1	1
Congo, Democratic Rep of						1	1	5		5						1	11	12
Congo, Republic of			1	3		6				2		1		1		1	13	14
Côte d'Ivoire							2	2	1	2	1			1		5	4	9
Egypt			1			1		1								1	2	3
Equatorial Guinea								1								0	1	1
Eritrea						1		2								1	2	3
Ethiopia							2	7		1		2	1			3	10	13
France							1	4		1						1	5	6
Gabon						1				2						1	2	3
Gambia								7		1						0	8	8
Germany						1		1				1				1	2	3
Ghana							3	2	1	3		1		1		4	7	11
Guinea				2				2	1							1	4	5
Guinea-Bissau							1							1		2	0	2
India						2	2	3								2	5	7
Italy							1									1	0	1
Kenya				1	1		5	4	1	4		1				7	10	17
Lesotho								1								0	1	1
Liberia				1												0	1	1
Madagascar						2		2	1	1						5	1	6
Malawi								3		2		2				0	7	7
Mali						1		2		2		1				0	6	6
Mauritania						1		2								0	3	3
Mozambique							1	1				1				2	1	3
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								6		5		1				0	12	12
Pakistan								1								0	1	1
Peru								1								0	1	1
Portugal								2						1		0	3	3
Rwanda						2	2		3		6					2	11	13
Sao Tome and Principe										1						0	1	1
Senegal				1				3	4		1	1			1	5	6	11

Sierra Leone					1											1	0	1
<b>Country of Nationality</b>	<b>P1</b>		<b>P2</b>		<b>P3</b>		<b>P4</b>		<b>P5</b>		<b>P6</b>		<b>D1</b>		<b>UG</b>	<b>Total</b>		
	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>F</b>	<b>M</b>	<b>All</b>
South Africa							1			1						1	1	2
South Sudan								1								0	1	1
Spain						1										0	1	1
Sudan						1		3								0	4	4
Swaziland			1								1					1	1	2
Sweden														1		0	1	1
Tajikistan					1											1	0	1
Tanzania, United Rep. of			1		1		1	2	1							4	2	6
Togo						2	2	4		2						2	8	10
Trinidad and Tobago														1		0	1	1
Uganda						1		7	4	4				2		4	14	18
United Kingdom								1		2	1					1	3	4
United States of America					1		3	3		2	1					5	5	10
Zambia							3	3						1		3	4	7
Zimbabwe		1	3	1	1	5	1	2		2		1	1			6	12	18
<b>Total in African Region</b>	<b>0</b>	<b>1</b>	<b>13</b>	<b>9</b>	<b>16</b>	<b>31</b>	<b>43</b>	<b>120</b>	<b>15</b>	<b>63</b>	<b>6</b>	<b>20</b>	<b>5</b>	<b>14</b>	<b>1</b>	<b>99</b>	<b>258</b>	<b>357</b>

**Table 3b: Geographical distribution of long-term IPOs staff from countries of the African Region as of 1 April 2016**

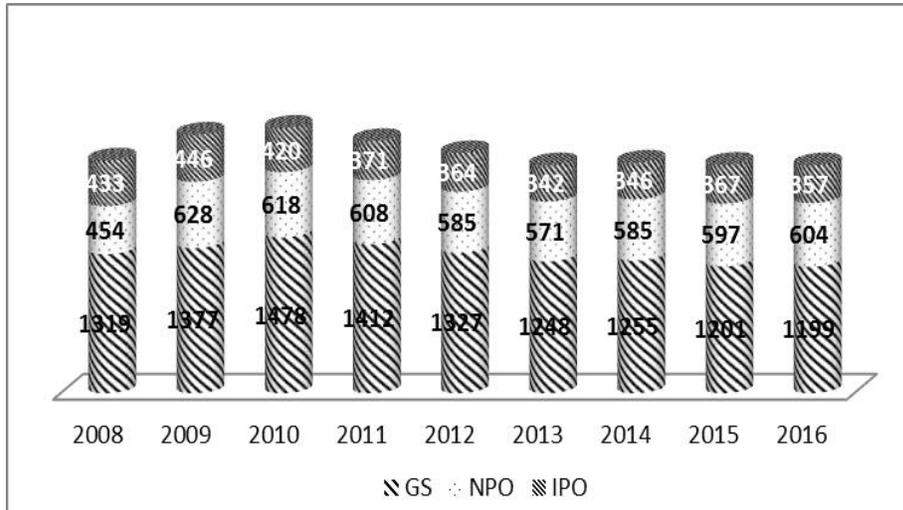
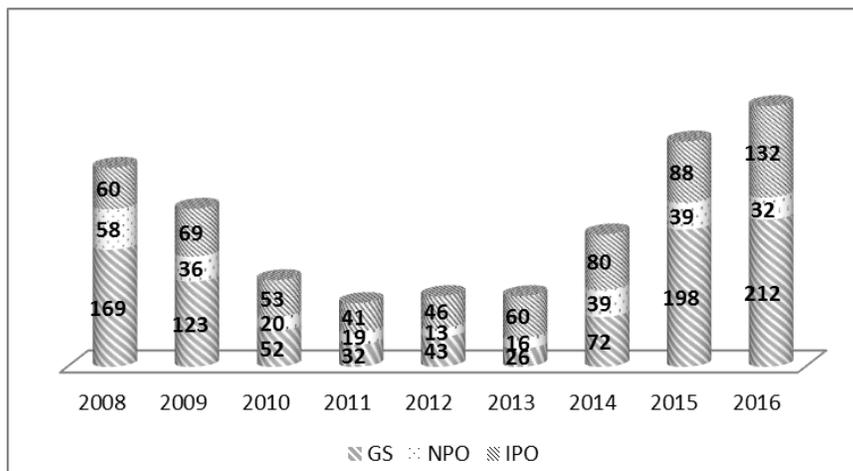
NATIONALITY	Staff in AFRO	RANGE		STATUS	TOTAL STAFF	STAFF HQ/ Others R.O.s	STAFF AFRO
		FROM	TO				
Algeria	B2	1	9	within range	6	6	0
Angola	B2	1	8	within range	5	0	5
Benin	B2*	1	8	top of range	8	0	8
Botswana	B1	1	8	within range	1	0	1
Burkina Faso	C	1	8	overrepresented	19	1	18
Burundi	C	1	8	overrepresented	11	0	11
Cameroon, Republic of	C	1	8	overrepresented	13	0	13
Cabo Verde	B1	1	8	within range	2	0	2
Central African Republic	B1	1	8	within range	4	0	4
Chad	B2	1	8	within range	6	0	6
Comoros	B1	1	8	within range	1	0	1
Congo, Democratic Rep	C	1	8	overrepresented	13	1	12
Congo, Republic of the	C	1	8	overrepresented	14	0	14
Cote d'Ivoire	C	1	8	overrepresented	9	0	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	27	14	13
Gabon	B1	1	8	within range	3	0	3
Gambia	B2*	1	8	top of range	8	0	8
Ghana	C	1	8	overrepresented	17	6	11
Guinea	B2	1	8	within range	7	2	5
Guinea-Bissau	B1	1	8	within range	2	0	2
Kenya	C	1	8	overrepresented	24	7	17
Lesotho	B1	1	8	within range	1	0	1
Liberia	B1	1	8	within range	1	0	1
Madagascar	B2	1	8	within range	6	0	6
Malawi	C	1	8	overrepresented	9	2	7
Mali	B2	1	8	within range	7	1	6
Mauritania	B1	1	8	within range	3	0	3
Mauritius	B2	1	8	within range	5	5	0
Mozambique	B1	1	8	within range	3	0	3
Namibia	B1	1	8	within range	2	1	1
Niger	B2	1	8	within range	6	1	5
Nigeria	C	1	8	overrepresented	19	7	12
Rwanda	C	1	8	overrepresented	16	3	13
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	14	12	2
South Sudan	B1	1	8	within range	1	0	1
Swaziland	B1	1	8	within range	2	0	2
Tanzania	C	1	8	overrepresented	9	3	6
Togo	C	1	8	overrepresented	10	0	10
Uganda	C	1	8	overrepresented	24	6	18
Zambia	C	1	8	overrepresented	10	3	7
Zimbabwe	C	1	8	overrepresented	21	3	18
					<b>394</b>	<b>92</b>	<b>302</b>

**A\*** Unrepresented Countries**B1** Countries within their range but below midpoint**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

**Table 4: Distribution of long-term and temporary staff by duty station (as of 1 April 2016)**

Duty Station	Long-Term			Temporary			All Staff
	GS	NPO	IPO	GS	NPO	IPO	
Abeche	1					2	3
Abidjan	18	11	1	2		2	34
Abuja	85	37	14	5	1	6	148
Accra	18	10	1		2	4	35
Addis Ababa	69	71	7	2	1	1	151
Algiers	8	5	2	1			16
Antananarivo	13	10	1				24
Asmara	11	6	1				18
Bamako	13	10	1			2	26
Bangui	13	9	4	8		2	36
Banjul	10	6	1	1		2	20
Bauchi	13	10	3				26
Benguela	3	2					5
Benin City	2	2					4
Bentiu						1	1
Bissau	6	3	1	1		2	13
Bohicon				1			1
Bor						1	1
Brazzaville	210	17	135	34	8	17	421
Bujumbura	14	7	1				22
Bukavu	4	3					7
Conakry	17	9	1	56		10	93
Cotonou	13	9	1			1	24
Dakar	11	5	2			1	19
Damaturu	3	2		1			6
Dar-es-Salaam	20	17	3	1		2	43
Diffa	1				1		2
Entebbe	3						3
Enugu	10	9					19
Freetown	17	8	4	11		14	54
Gaborone	8	6	1				15
Garissa	1	1					2
Goma	5	1				1	7
Gulu		1					1
Harare	46	11	37		4	5	103
Ibadan	16	9					25
Jos	3	3					6
Juba	3	1	7	2		6	19
Kaduna	6	2					8
Kampala	19	20	4	1	2	2	48
Kano	13	6	2	1			22
Kigali	12	10	2				24
Kigoma				1			1
Kinshasa	58	34	6	4		2	104

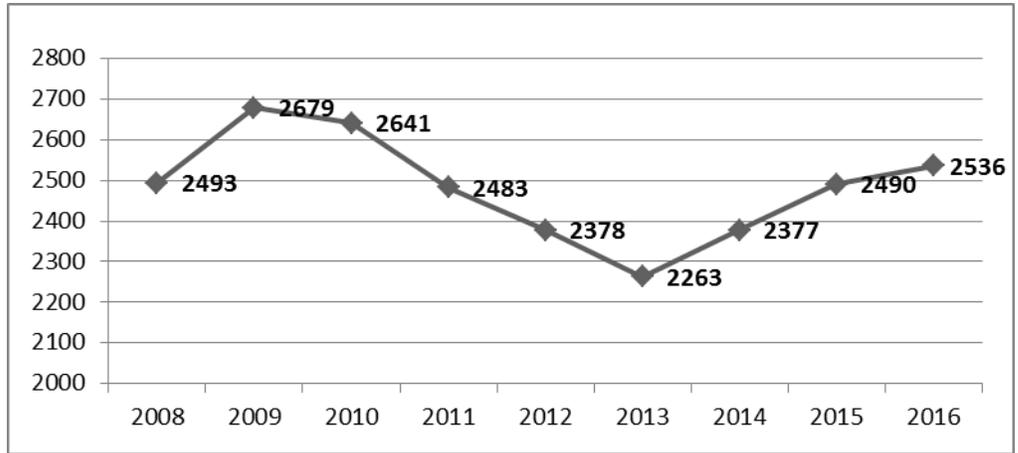
Kisangani		3					3
Duty Station	Long-Term			Temporary			All Staff
	GS	NPO	IPO	GS	NPO	IPO	
Kuajok						1	1
Lagos	16	8					24
Libreville	23	7	26		1	3	60
Lilongwe	13	12	2				27
Lome	13	5	2	1		1	22
Luanda	50	22	9			6	87
Lubumbashi		3					3
Lusaka	12	13	1	3			29
Maiduguri	6	3					9
Malakal						1	1
Maputo	12	11	1				24
Maradi	1		1				2
Maroua				2			2
Maseru	9	4	2				15
Mbabane	9	5					14
Mbandaka		1					1
Mbuji Mayi	2	1					3
Minna	12	8	1	1		1	23
Monrovia	17	5	4	65	2	5	98
Moroni	11	5	1				17
Moundou						1	1
Moxico		1					1
Nairobi	25	18	7			1	51
N'Djamena	32	9	6		1	6	54
N'Dola		1					1
Niamey	19	9	4	2	5	2	41
Nouakchott	11	8	2			1	22
Ouagadougou	40	13	30	2	2	8	95
Ouidah						1	1
Port Harcourt	7	6	1				14
Port Louis	6	1					7
Praia	4	2	1				7
Pretoria	12	9	4	2		1	28
Rumbek						1	1
Sao Tome	5	4	1				10
Sokoto	7	7				1	15
Torit						1	1
Victoria	3	2					5
Wau						1	1
Windhoek	10	3	5				18
Yambio						2	2
Yaounde	14	12	2	1	2	1	32
Zanzibar	2		1				3
<b>Grand Total</b>	<b>1199</b>	<b>604</b>	<b>357</b>	<b>212</b>	<b>32</b>	<b>132</b>	<b>2536</b>

**Figure 5: Trends in staff distribution from 2008 to 2016****(a) Staff on long-term appointment****(b) Staff on temporary appointment****(c) Progress report on appointments from 2008 to 2016**

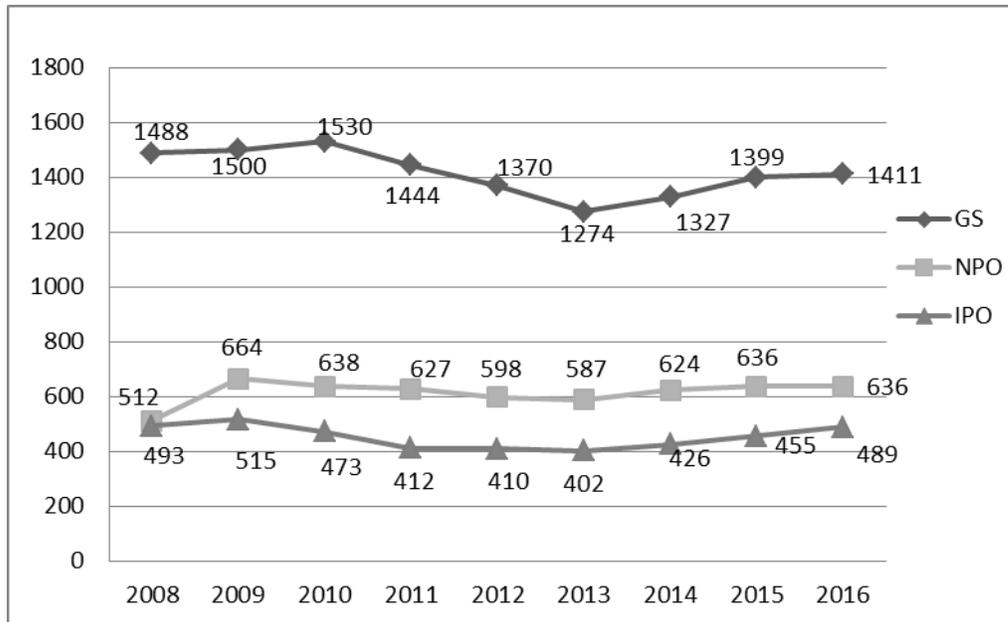
		2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>GS</b>	TA	169	123	52	32	43	26	72	198	212
	FT	1319	1377	1478	1412	1327	1248	1255	1201	1199
<b>NPO</b>	TA	58	36	20	19	13	16	39	39	32
	FT	454	628	618	608	585	571	585	597	604
<b>IPO</b>	TA	60	69	53	41	46	60	80	88	132
	FT	433	446	420	371	364	342	346	367	357

<b>Total</b>	<b>2493</b>	<b>2679</b>	<b>2641</b>	<b>2483</b>	<b>2378</b>	<b>2263</b>	<b>2377</b>	<b>2490</b>	<b>2536</b>
<b>Comparison<sup>4</sup></b>	<b>0%</b>	<b>+7%</b>	<b>-1%</b>	<b>-6%</b>	<b>-4%</b>	<b>-5%</b>	<b>+5%</b>	<b>+5%</b>	<b>+2%</b>

**(d) Staffing by year (2008-2016)**



**(e) Staffing by category and appointment type (2008-2016)**



<sup>4</sup> Each year is compared to the previous one.