



Approved
D. N. N. N.
Hon. Farah
13/08/2026

REPUBLIC OF KENYA
THE NATIONAL ASSEMBLY

THIRTEENTH PARLIAMENT – FIFTH SESSION (2026)

COMMITTEE ON NATIONAL COHESION AND EQUAL OPPORTUNITY

REPORT ON EMPLOYMENT DIVERSITY AUDIT IN PUBLIC INSTITUTIONS

 THE NATIONAL ASSEMBLY PAPERS & AID	
DATE: 13 AUG 2026	
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TABLED BY:	CHAIRPERSON, COMMITTEE ON NATIONAL COHESION & EQUAL OPP.
CLERK-AT THE-TABLE:	OBIGDO



DIRECTORATE OF AUDIT, APPROPRIATIONS AND
GENERAL-PURPOSE COMMITTEES
CLERKS CHAMBERS
PARLIAMENT BUILDINGS
NAIROBI

AUGUST, 2026

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CHAIRPERSON'S FOREWORD

The Report contains a record of the proceedings of the Committee on National Cohesion and Equal Opportunity on the Employment Diversity Audit in Public Institutions, following its deliberations, review and evaluation of submissions from the National Land Commission (NLC), the Central Bank of Kenya (CBK), the Agriculture and Food Authority (AFA) and the Public Service Commission (PSC).

This audit reflects the Committee's continued commitment to promote a public service that is inclusive, representative and reflective of the diversity of the Kenyan people. Kenya is a nation of forty six (46) ethnic communities, each contributing to the country's social and economic fabric. In line with Article 232 of the Constitution, the promotion of equity and equal opportunity in employment remains a fundamental obligation of all public institutions and a key pillar in strengthening national cohesion and sustainable development.

The findings of the Committee indicate that, while progress has been made in certain areas, significant gaps remain in achieving meaningful employment diversity. The Committee observed that although institutions remain within the legal threshold provided under the National Cohesion and Integration (NCI) Act, (Cap. 7N), disparities continue to exist in staffing composition, with representation still concentrated within a limited number of communities. This points to the need for broader inclusion and more equitable spread of opportunities across all communities in Kenya.

The Committee further noted that three (3) out of the four (4) institutions reviewed have not attained the constitutional threshold of 5% representation of Persons with Disabilities (PWDs). This continues to raise concerns regarding barriers within recruitment processes and workplace environments that hinder full participation of persons with disabilities in public service. The Committee however commends the Public Service Commission (PSC) for attaining 6.24% representation of Persons

with Disabilities (PWDs), thereby demonstrating that compliance with the constitutional requirement is achievable.

In addition, the age distribution across the institutions reviewed reveals a workforce that is largely skewed towards older age groups, with comparatively fewer employees drawn from younger categories. This raises concerns regarding succession planning, sustainability of the workforce and the need to strengthen youth participation within public institutions in line with Article 55 of the Constitution.

Although the institutions have complied with the two-thirds gender principle in overall staffing levels, the Committee observed that women remain largely concentrated in lower and middle level positions, with limited representation in senior management and decision-making roles. This demonstrates that while numerical compliance has largely been achieved, greater effort is still required to realize substantive gender equality within the public service.

The Committee also noted that institutions reported low levels of applications from marginalized communities and Persons with Disabilities (PWDs) during recruitment processes. However, recruitment and promotion trends continue to show concentration within already well represented groups, indicating that existing affirmative action and inclusion measures have not sufficiently expanded access to opportunities across all segments of society.

In light of these findings, the Committee has made recommendations aimed at strengthening accountability, enhancing affirmative action measures, promoting equitable career progression and establishing continuous monitoring of diversity indicators across public institutions. The Committee has further proposed periodic compliance reviews and enforcement measures to ensure that institutions demonstrate measurable progress in implementation of diversity obligations.

On behalf of the Committee, I wish to thank the Office of the Speaker, the Clerk of the National Assembly and the Committee Secretariat for their support throughout this exercise. I also extend appreciation to the institutions that appeared before the Committee for their cooperation and submissions.

It is my honour to present this Report on the Employment Diversity Audit in Public Institutions for consideration by the National Assembly in accordance with Standing Order 199 (6).

HON. DR. YUSSUF ADAN HAJI, DSM, CBS, M.P

CHAIRPERSON,

COMMITTEE ON NATIONAL COHESION AND EQUAL OPPORTUNITY

LIST OF ABBREVIATIONS AND ACRONYMS

AFA	-	Agriculture and Food Authority
CBK	-	Central Bank of Kenya
CEO	-	Chief Executive Officer
HR	-	Human Resource
KNBS	-	Kenya National Bureau of Statistics
MP	-	Member of Parliament
NCI	-	National Cohesion and Integration
NCPWD	-	National Council for Persons with Disabilities
NLC	-	National Land Commission
PSC	-	Public Service Commission
PWD	-	Persons with Disabilities
SCAC	-	State Corporations Advisory Committee

CHAPTER ONE

1.0 PREFACE

1. The Committee on National Cohesion and Equal Opportunity is established under the Standing Order 212C of the National Assembly.

1.1 Mandate of the Committee

2. The mandate of the Committee includes *inter alia*:
 - i. monitor and promote measures relating to policy and program initiatives in pursuit of peace and national cohesion;
 - ii. investigate, inquire into and report on all matters relating to inter community cohesion;
 - iii. monitor and promote measures designed to enhance the equalization of opportunities and improvement in the quality of life and status of all persons, including persons who are marginalized on the basis of gender, age, disability, health status, ethnic, racial, cultural or religious background or affiliation or any other such ground;
 - iv. investigate, inquire into and report on all matters relating to discrimination and or marginalization of persons referred to under sub-paragraph(c);
 - v. make proposals to Parliament including legislative proposals for the protection, equalization of opportunities and promotion of the welfare of the groups referred to under sub-paragraph (c); and
 - vi. examine the activities and administration of all state departments and statutory bodies in so far as they relate to the rights and welfare of the persons referred to under sub-paragraph (c).

1.2 Committee Membership

	Name	Constituency	Party
1.	The Hon. Dr. Yussuf Adan Haji, DSM, CBS, MP – Chairperson	Mandera West	United Democratic Movement (UDM)
2.	The Hon. Duncan Maina Mathenge, MP – Vice Chairperson	Nyeri Town	United Democratic Alliance (UDA)
3.	The Hon. Yusuf Hassan Abdi, MP.	Kamukunji	Jubilee Party (JP)
4.	The Hon. Ndung'u George Koimhuri, MP.	Juja	United Democratic Alliance (UDA)
5.	The Hon. Antony Njoroge Wainaina, MP.	Kieni	United Democratic Alliance (UDA)
6.	The Hon. Charles Kamuren, MP.	Baringo South	United Democratic Alliance (UDA)
7.	The Hon. Edward Kaunya Oku, MP.	Teso North	Orange Democratic Movement (ODM)
8.	The Hon. Muthoni Marubu, MP.	Lamu (CWR)	Independent
9.	The Hon. Joseph Samal Lomwa MP.	Isiolo North	Jubilee Party (JP)
10.	The Hon. Joshua Oron Odongo, MP.	Kisumu Central	Orange Democratic Movement (ODM)
11.	The Hon. Martin Peters Owino, MP.	Ndhiwa	Orange Democratic Movement (ODM)
12.	The Hon. Eng. Paul Nzengu, MP.	Mwingi North	Wiper Democratic Movement Kenya (WDM-K)
13.	The Hon. Rahab Wachira Mukami, MP.	Nyeri	United Democratic Alliance (UDA)
14.	The Hon. Agnes Pareyio Mantaine, MP.	Narok North	Jubilee Party (JP)
15.	The Hon. Wanami Wamboka Jack Nelson, MP.	Bumula	Democratic Action Party Kenya (DAP-K)
16.	The Hon. Orero Peter Ochieng, MP.	Kibra	Orange Democratic Movement (ODM)
17.	The Hon. Fredrick Lusuli Ikana, MP.	Shinyalu	ANC Party

	Name	Constituency	Party
18.	The Hon. (Dr.) Joseph Iraya Wainaina OGW, MP.	Nominated	United Democratic Alliance (UDA)
19.	The Hon. Jackson Lekumontare Lentoijoni, MP.	Samburu East	Kenya African National Union (KANU)
20.	The Hon. Muratha Anne Wanjiku Mugo, MP.	Kiambu (CWR)	United Democratic Alliance (UDA)
21.	The Hon. Ndakwa David Athman, MP.	Malava	United Democratic Alliance (UDA)

1.3 Committee Secretariat

No	Name	Designation
1	Ms. Angeline Naserian Lotuai	Clerk Assistant I/Head of Secretariat
2.	Mr. John Mutinda	Clerk Assistant III
3.	Ms. Audrey Andala	Legal Counsel I
4.	Ms. Joanne Naneu	Research Officer III
5.	Amos Tindi	Hansard Reporter
6.	Ms. Rahab Chepkilim	Audio Officer
7	Mr. Daniel Sirimoi	Media Relations Officer
8.	Mr. Luka Mutua	Serjeant-At-Arms

CHAPTER TWO

2.0 BACKGROUND

3. The Committee, in its efforts to enhance equality and inclusion, resolved to undertake an Inquiry into Diversity in Public Institutions. To achieve this objective, the Committee resolved to sample four (4) public institutions, namely:
 - 1) National Land Commission (NLC);
 - 2) Central Bank of Kenya (CBK);
 - 3) Agriculture and Food Authority (AFA); and
 - 4) Public Service Commission (PSC)
4. In selecting these institutions, the Committee was guided by the need to examine diversity within entities that perform national governance, regulatory and policy-setting functions, and which operate highly structured and centralized human resource systems. These institutions play a critical role in shaping public sector employment standards and are therefore strategically positioned to demonstrate compliance with Constitutional principles on equality, inclusivity and representation.
5. The main objective of the inquiry was to assess the employment diversity representation within the public institutions in Kenya. Specifically, the institutions provided information based on the following issues:
 - (i) The current employees' composition in terms of ethnicity, age and gender;
 - (ii) Status of compliance with Article 54(2) of the Constitution on composition of persons with disabilities in the institution;
 - (iii) Composition of employees at senior management level, middle level and low-level cadres in terms of ethnicity, age, gender and persons with disability;
 - (iv) The total number of permanent and pensionable staff employed in the last three recruitments and their representation in terms of ethnicity, age, gender and persons with disability;

- (v) The total number of casual, temporary and contractual staff serving currently and their representation in terms of ethnicity, age, gender and persons with disability;
- (vi) The ratio between the national population and employment proportion in the institutions (underrepresentation and overrepresentation) based on 2019 National Population and Housing Census;
- (vii) The challenges the institutions have faced in its bid to enhance diversity of employees and the mitigation measures to curb the challenges;
- (viii) Measures put in place, if any, to promote a friendly work environment for persons living with disabilities; and
- (ix) Information on staff promotion in the past 5 years in terms of ethnicity, gender, age and persons with disabilities.

2.1 Employment Diversity in Public Institutions

6. Kenya is a diverse nation with forty-six (46) ethnic communities, a youthful population and a growing demand for equitable access to opportunities. Public institutions carry a unique responsibility to reflect this diversity in their staffing structures, as they serve as both employers and standard setters within the broader labor market. Article 10 of the Constitution provides for the National values and principles of governance, Article 27 of the Constitution provides for equality and freedom from discrimination, Article 54(2) of the Constitution further provides that the State shall ensure the progressive implementation of the principle that at least five per cent of the members of the public in elective and appointive bodies are persons with disabilities and Article 56 of the Constitution of Kenya, 2010 provides that the State shall put in place affirmative action programmes designed to ensure that minorities and marginalized groups participate and are represented in governance and other spheres of life.
7. Despite this framework, the current employment landscape reveals persistent disparities. Data from the institutions reviewed shows that while gender balance has

improved in overall numbers, disparities remain in leadership roles where women are less represented. Ethnic diversity continues to be uneven, with some communities overrepresented while others remain largely excluded. At the same time, representation PWDs falls below the required threshold in most institutions, indicating both structural and systemic barriers. Youth representation also remains limited, raising concerns about long term sustainability and succession within the public service.

8. These gaps highlight the need for a more deliberate and structured approach to employment diversity. Achieving equitable representation requires more than policy commitments. It calls for targeted outreach, inclusive recruitment processes, fair promotion systems and continuous monitoring. A public service that reflects the face of Kenya strengthens national cohesion, enhances service delivery and promotes trust in public institutions.

2.2 Legislative Frameworks on Diversity in Employment

2.2.1 The Constitution of Kenya, 2010

9. The Constitution of Kenya, 2010 provides the legal framework on employment and diversity in public institutions. The following are specific Articles in the Constitution on matters relating to employment diversity in the public sector;
 - i. **Article 54 (2)** provides that the State shall ensure the progressive implementation of the principle that **at least 5% of the members** of the public in elective and appointive bodies are persons with disabilities.
 - ii. **Article 55 (b)** provides that the State shall take measures, including **affirmative action** programmes, to ensure that the **youth** have opportunities to associate, be represented and participate in political, social, economic and other spheres of life.
 - iii. **Article 56 (c)** provides that the State shall put in place **affirmative action** programmes designed to ensure that **minorities and marginalized** groups are provided with special opportunities for access to employment.

- iv. **Article 232 (1) (i)** provides for the values and principles of public service that includes affording adequate and equal opportunities for appointment, training and advancement, at all levels of the public service, of men and women; the members of all ethnic groups and persons with disabilities.

2.2.2 The National Cohesion and Integration Act, (CAP 7N)

10. **Section 7** states the following;

- i. All public establishments shall seek to represent **the diversity** of the people of Kenya in the employment of staff.
- ii. No public establishment shall have **more than one third** of its staff from the same **ethnic community**.

2.2.3 The Employment Act, (CAP 226)

11. **Sections 5(2), & (3)** provides as follows;

- i. Section 5(2) states that an employer shall promote **equal opportunity** in employment and strive to eliminate discrimination in any employment policy or practice.
- ii. Section 5(3) states that no employer shall **discriminate/harass** directly or indirectly, against an employee or prospective employee;
on grounds of race, colour, sex, language, religion, political or other opinion, nationality, ethnic or social origin, disability, pregnancy, mental status or HIV status;
in respect of recruitment, training, promotion, terms & conditions of employment, termination of employment or other matters arising out of the employment.

2.2.4 The Labour Relations Act, (CAP 233)

12. **Section 5 (1)** states that no person shall discriminate against an employee or any person seeking employment for exercising any right conferred in this Act.

2.2.5 The Statistics Act, (CAP 112)

13. This Act provides for the establishment of the Kenya National Bureau of Statistics (KNBS) for the collection, compilation, analysis, publication and dissemination of

statistical information, and the coordination of the National statistical system. It ensures employment practices in public service are informed by accurate and current statistical data reflecting the country's diverse population demographics such as ethnicity.

2.2.6 The Public Officer Ethics Act, (CAP 185B)

14. This Act seeks to create an environment that **nurtures respect for diversity**. It requires a public officer to discharge his or her duties in a professional manner and to treat the public and fellow public officers with courtesy and respect.

2.2.6 Public Service (Values & Principles) Act, (CAP 185A)

15. This Act gives effect to Article 232 of the Constitution. According to section 10 (1) of the Act, the public service, a public institution or an authorized officer shall ensure that public officers are appointed and promoted on basis of fair competition and merit.

2.2.7 The National Gender and Equality Act, (CAP 7K)

16. This Act established the National Gender and Equality Commission whose functions include, inter alia, promoting equality and freedom from discrimination and mainstreaming issues of gender, persons with disabilities and other marginalized groups in national development including development of affirmative action policies.

2.2.8 Public Service Recruitment and Training Policy, (2005)

17. This policy provides an overarching framework on recruitment, training, promotion and performance management in the public sector.

CHAPTER THREE

3.0 PUBLIC INSTITUTIONS SUBMISSIONS

3.1 NATIONAL LAND COMMISSION

17. The National Land Commission (NLC) is a Constitutional Commission established under Article 67 (1) of the Constitution of Kenya 2010. The Commission was operationalized by the National Land Commission (NLC) Act, 2012, the Land Act, 2012 and the Land Registration Act, 2012.
18. The Chief Executive Officer (CEO) Ms. Kabale Tache Arero, MBS, appeared before the Committee on Thursday, 14th August 2025 and made the following submissions:
19. Currently, the Commission has an in-post of eight hundred and forty (840) employees. Only twenty-nine (29) out of the forty-six (46) ethnic groups have been employed in NLC contrary to the provisions of Article 232 (1) (h) and (i) of the Constitution. Majority of the staff are from one (1) community namely, Kikuyu at 16.31%.

ETHNIC REPRESENTATION

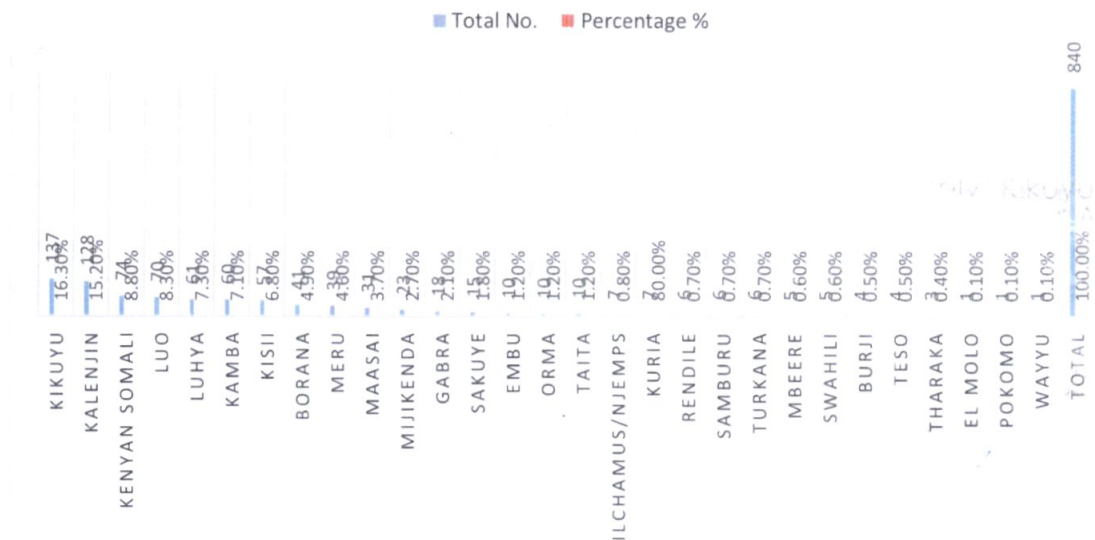


Figure 1: Ethnic Composition of Staff at the National Land Commission.

20. In analysis of the age composition, majority of the staff fall within the age bracket of 30-40 years with four hundred and forty-one (441) employees translating to 52.50%.

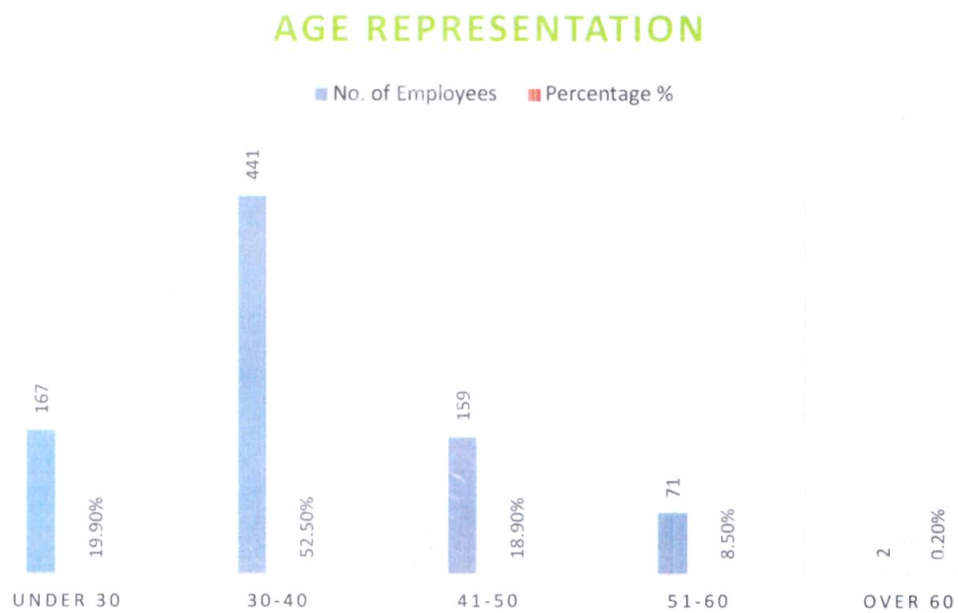


Figure 2: Age Distribution of Employees at the National Land Commission.

21. NLC has four hundred and twenty-two (422) male staff members and four hundred and eighteen (418) female staff members translating to 50% each, achieving the required two thirds gender rule.

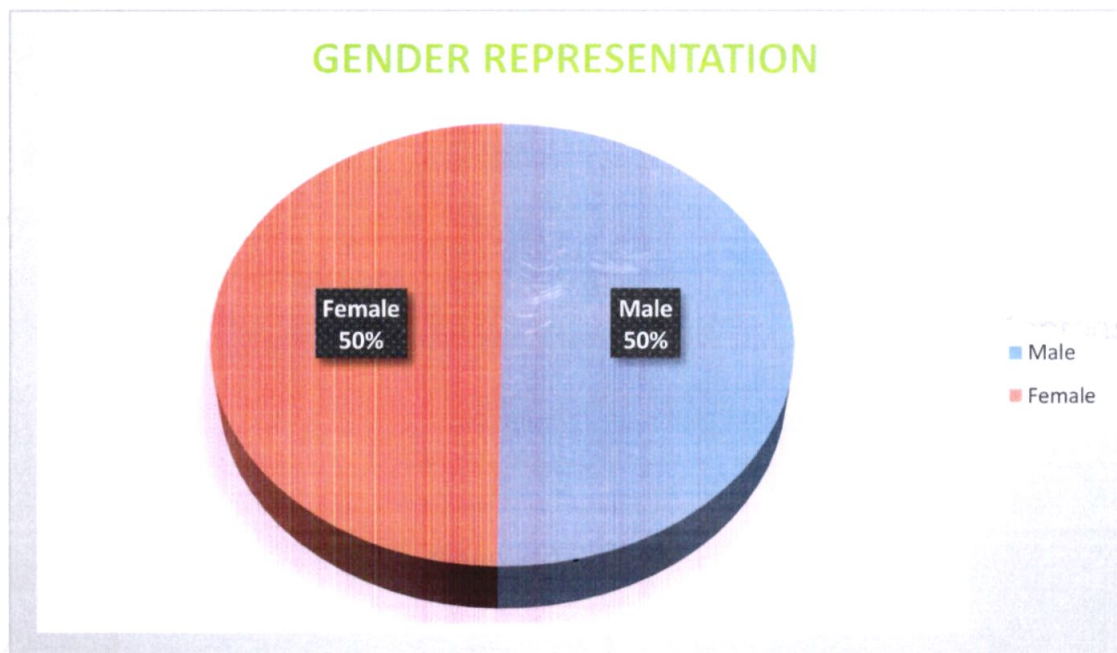


Figure 3: Gender Distribution of Employees at the National Land Commission.

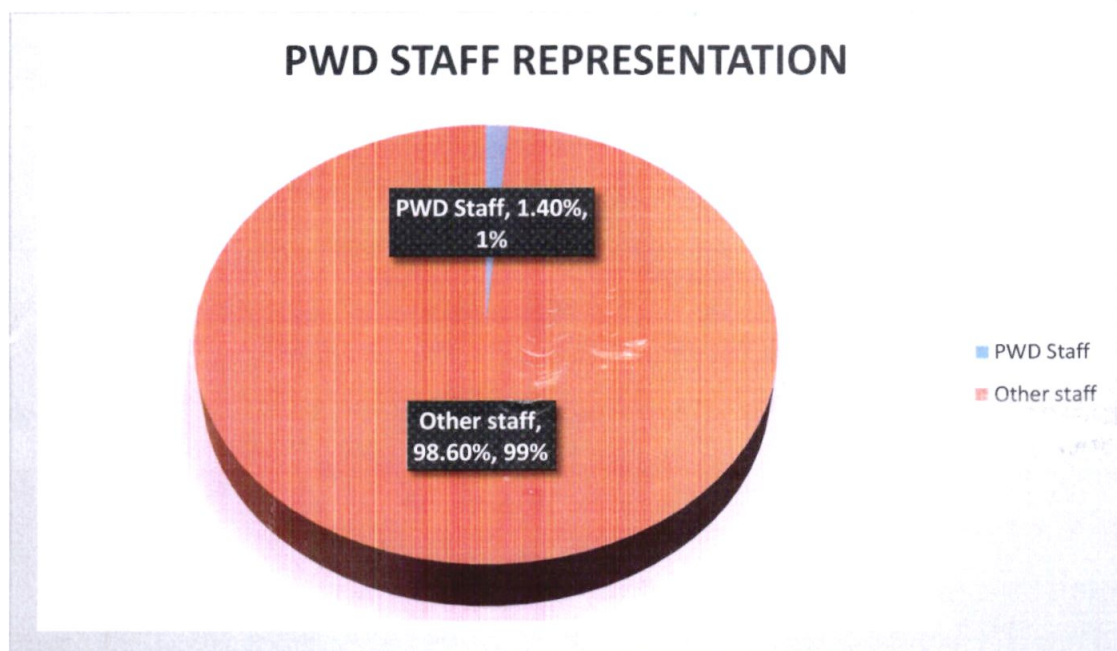


Figure 4: Persons with Disabilities (PWDs) at the National Land Commission.

22. The Commission has employed only twelve (12) staff members who are Persons with Disabilities (PWDs) translating to 1.4% which falls short of the requirements stipulated in Article 54(2) of the Constitution.
23. NLC has fifty (50) employees in the senior management level, four hundred and twenty-eight (428) in the middle level and three hundred and sixty-one (361) in the lower cadre. In senior management level, the Commission has only fifteen (15) ethnic communities and eighteen (18) in the middle cadre. Notably, majority of the staff in the senior level are from the Kikuyu community at 18%, and in the middle level are from the Kalenjin community at 19.2%
24. NLC employed a total of four hundred and fifty-two (452) permanent and pensionable staff in the last three (3) recruitment cycles. Twenty-six (26) ethnic communities were represented, with the Kikuyu making up the majority of eighty-five (85) employees translating to 18.81%. Out of the four hundred and fifty-two (452) employees, two hundred and twenty-five (225) were male and two hundred and twenty-seven (227) were female, and one was a PWD.
25. Currently, the Commission has sixteen (16) contractual staff from eleven ethnic communities, with the Borana making up the majority of three (3) employees translating to 18.8%. Out of the sixteen (16) employees, nine (9) are male and seven (7) are female. None of the contractual staff is a PWD.
26. In the ratio between the National population and employment proportion, the Borana community is over-represented with a positive variance of 4.3%.
27. NLC in the past five (5) years has promoted one hundred and eighty-five (185) staff from twenty-three (23) ethnic communities out of which, one hundred and twelve (112) were male and seventy-three (73) were female. Out of the employees promoted, two (2) were PWDs.

Challenges faced in promoting diversity

- i. Lack of applications during recruitment, from certain quarters of the population i.e., disadvantaged groups.

- i. Limited talent pipeline – underrepresentation of certain groups in key professions at senior levels.
- ii. Resistance to change – some stakeholders may be resistant to diversity changes and misconceptions about diversity efforts being preferential treatment.
- iii. Budgetary constraints – limited funds for training, outreach or inclusive programs and budget pressures may deprioritize diversity-related spending.

Mitigation measures to curb the challenges

- i. Developed a policy on diversity and inclusion.
- ii. Encouraged the disadvantaged groups to apply for positions whenever it arises.
- iii. Conducted training and awareness to sensitize staff and stakeholders on the need for diversity and inclusion.

Measures put in place to enhance work environment for PWDs

- i. Accessible facilities.
- ii. Inclusive recruitment and hiring processes.
- iii. Periodic audits.

3.2 CENTRAL BANK OF KENYA

28. The Central Bank of Kenya was established by an Act of Parliament of March 24 1966, and commenced operations on September 14, 1966. The Bank's independence is anchored in the Constitution under Article 231. Pursuant to this Article, the Bank is responsible for formulating monetary policy, promoting price stability, issuing currency and performing any other functions conferred on it by the Central Bank of Kenya Act.

29. The Governor, Dr. Kamau Thugge, CBS, appeared before the Committee on Tuesday, 16th September, 2025 and provided evidence as per the following submissions:

30. Currently, the CBK has an in-post of one thousand three hundred and eleven (1,311) employees. Only thirty-one (31) out of the forty-six (46) ethnic groups have been employed in the Institution, contrary to the provisions of Article 232 (1) (h) and (i) of the Constitution. Majority of the staff are from one (1) community namely, Kikuyu at 24.8%.

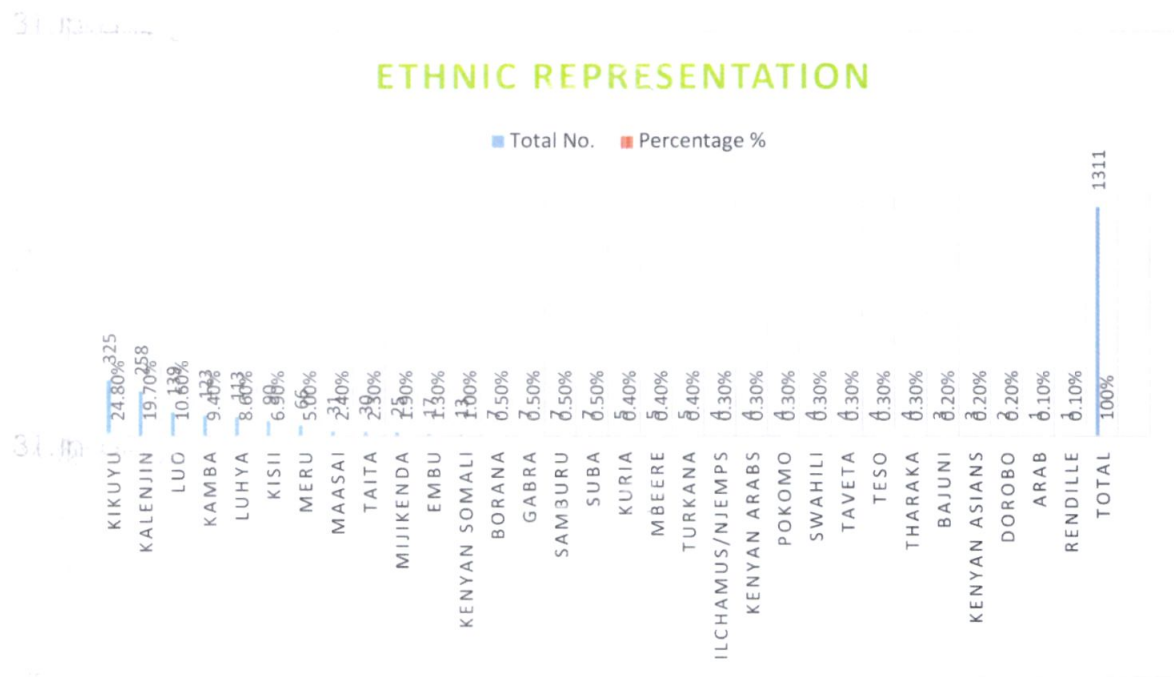


Figure 5: Ethnic Composition of Staff at the Central Bank of Kenya.

31. In analysis of the age composition, majority of the staff fall between the age bracket of 51-60 years with four hundred and fifty-four (454) employees translating to 34.6%.

AGE REPRESENTATION



Figure 6: Age Distribution of Employees at the Central Bank of Kenya.

32. The CBK has seven hundred and six (706) male staff members and six hundred and five (605) female staff members translating to 54% and 46% respectively, achieving the required two thirds gender rule.

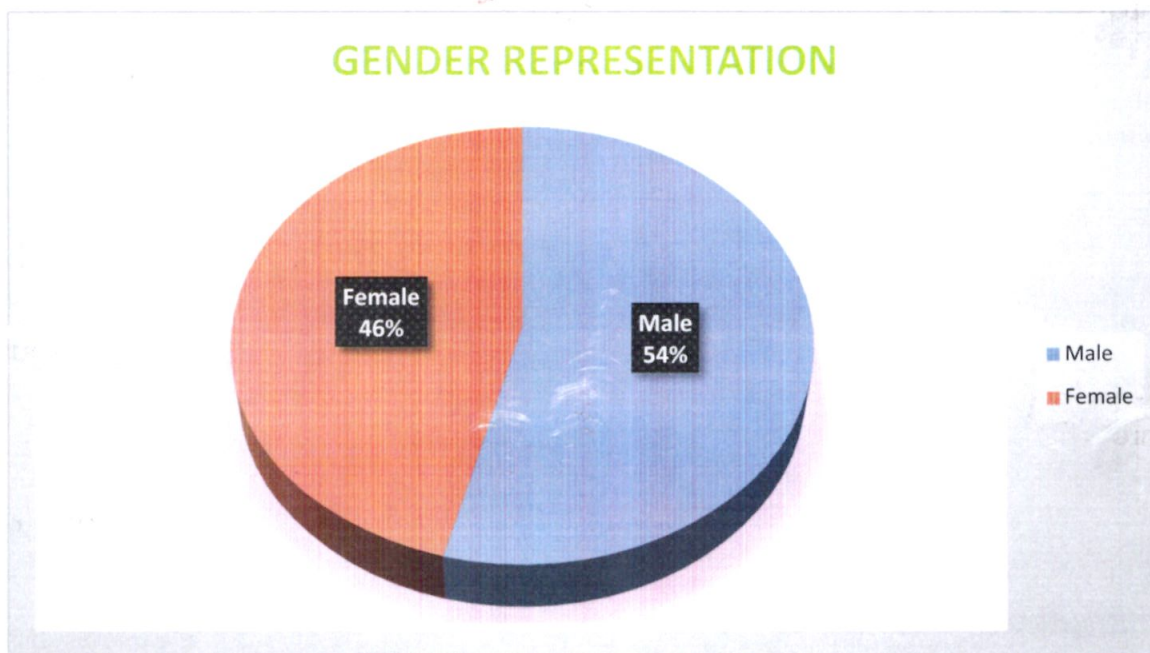


Figure 7 : Gender Distribution of Employees at the Central Bank of Kenya.

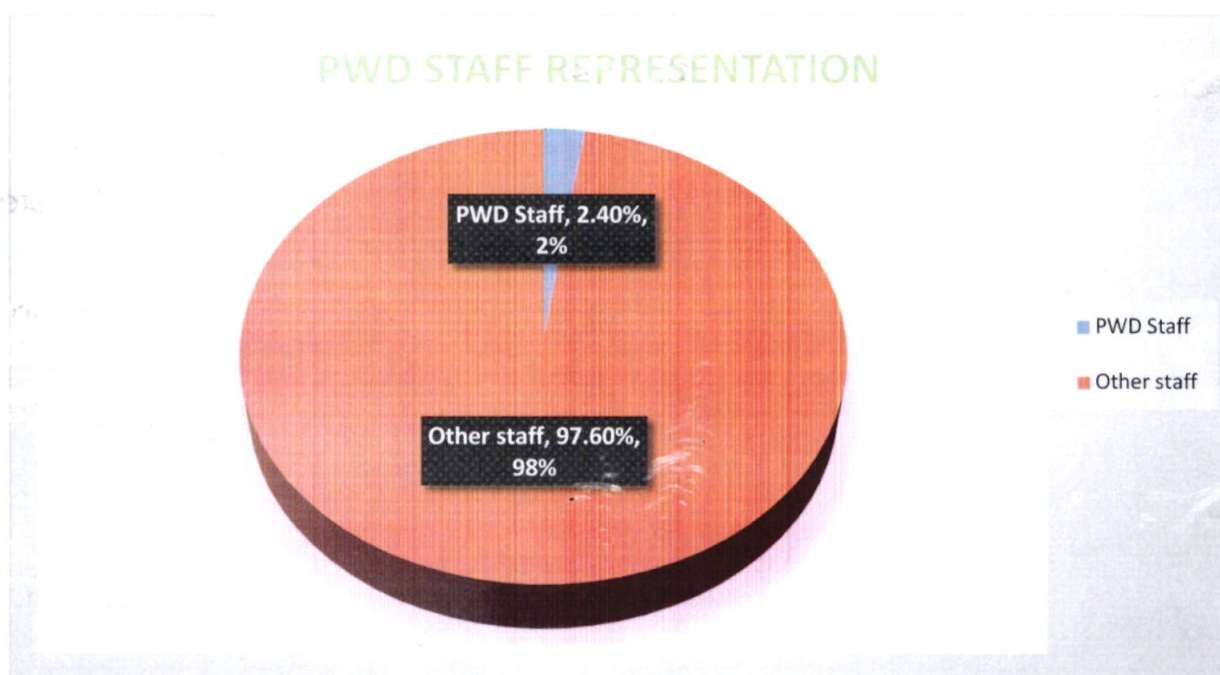


Figure 8: Persons with Disabilities (PWDs) at the Central Bank of Kenya.

33. The Bank has employed only thirty-one (31) staff members who are Persons with Disabilities (PWDs) translating to 2.4% which falls short of the requirements stipulated in Article 54(2) of the Constitution.
34. The CBK has one hundred and thirteen (113) employees in the senior management level, three hundred and nine (309) in the middle level and eight hundred and eighty-nine (889) in the lower cadre. In senior management level, the Bank has only thirteen (13) ethnic communities, twenty-two (22) in the middle and thirty-one (31) in the lower cadre. Notably, majority of the staff in the senior management are from the Kalenjin community at 2.4%, and Kikuyu community in both the middle and lower level at 7.5% and 15.2% respectively.
35. CBK employed a total of two hundred and twenty-one (221) permanent and pensionable staff in the last three (3) recruitment cycles. Twenty (20) ethnic communities were represented, with the Kikuyu making up the majority of forty-eight (48) employees translating to 21.7%. Only one (1) PWD was recruited. Currently, the Bank has only nineteen (19) contractual staff with both the Kikuyu and Kalenjin Communities making up the majority at 26% each.
36. In the ratio between the National population and employment proportion, the Kikuyu community is over-represented with a positive variance of 7.48%.
37. CBK in the past five (5) years has promoted two hundred and seventy-five (275) staff from twenty-one (21) ethnic communities out of which, one hundred and forty-seven (147) were male and one hundred and twenty-eight (128) were female. Out of the employees promoted, nine (9) were PWDs.

Challenges faced in promoting diversity

- i. The need for regular training/sensitization on diversity and inclusion for all employees to enhance awareness regarding diversity and inclusion.
- ii. The need to put in place mentorship and sponsorship programs to support career development/progression
- iii. The need to develop and implement young talent programs for succession.

Mitigation measures to curb the challenges

- i. Diversity and inclusion training.
- ii. Mentorship and sponsorship programs.
- iii. Young talent program.
- iv. Policy review.

Measures put in place to enhance work environment for PWDs

- i. Guidelines for extension of retirement on account of disability.
- ii. Workplace accessibility.
- iii. The Bank has a Staff Clinic which recommends orthopaedic/special seats for staff that require them due to disability or medical reasons.
- iv. The Bank makes consideration when placing/transferring staff in roles either due to physical or mental disabilities.
- v. CBK has included hearing aids on the Staff Medical cover to cater for those that have hearing impairments.
- vi. The Staff Clinic refers staff for counselling, therapy and psychiatric care whenever they require such services.
- vii. The Bank periodically conducts awareness sessions for all staff e.g. mental health awareness sessions with experts or specialists.
- viii. Targeted recruitment outreach.
- ix. Support groups.

3.3 AGRICULTURE AND FOOD AUTHORITY

38. The Agriculture and Food Authority (AFA) is a State Corporation established under the Agriculture and Food Authority Act, No. 13 of 2013. The Authority was created as part of the Government's reforms to streamline the agricultural sector by consolidating various commodity-specific regulatory bodies into a single institution. Its mandate is to regulate and develop agriculture in Kenya with a focus on scheduled crops as provided for in the First Schedule of the Act.

39. The Director General, Dr. Bruni Linyiru, OGW, appeared before the National Cohesion and Equal Opportunity Committee on Thursday, 25th September 2025 and made the following submissions:

40. Currently, AFA has an in-post of four hundred and seventy-seven (477) employees. Only twenty-four (24) out of forty-six (46) ethnic groups have been employed in the Company contrary to the provisions of Article 232 (1) (h) and (i) of the Constitution. Majority of the staff are from one (1) community namely, Kalenjin at 19.71%.



Figure 9: Ethnic Composition of Staff at the Agriculture and Food Authority.

41. In analysis of the age composition, majority of the staff fall between the age bracket of 41-50 years with one hundred and fifty-four (154) employees translating to 32.29%.

AGE REPRESENTATION

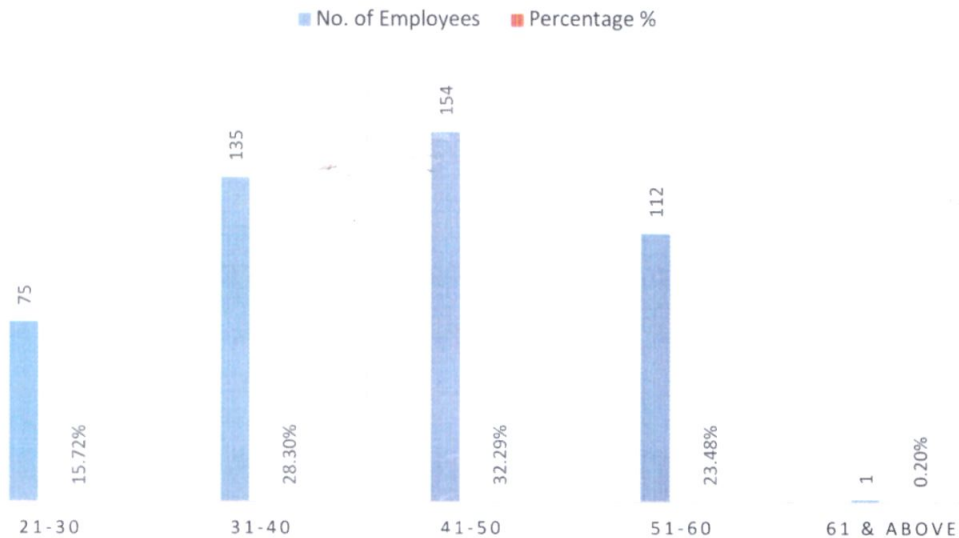


Figure 10: Age Distribution of Employees at the Agriculture and Food Authority.

42. AFA has two hundred and eight (208) male staff members and one hundred and ninety-seven (197) female staff members translating to 59% and 41% respectively, falling slightly short of the two thirds gender rule.

GENDER REPRESENTATION

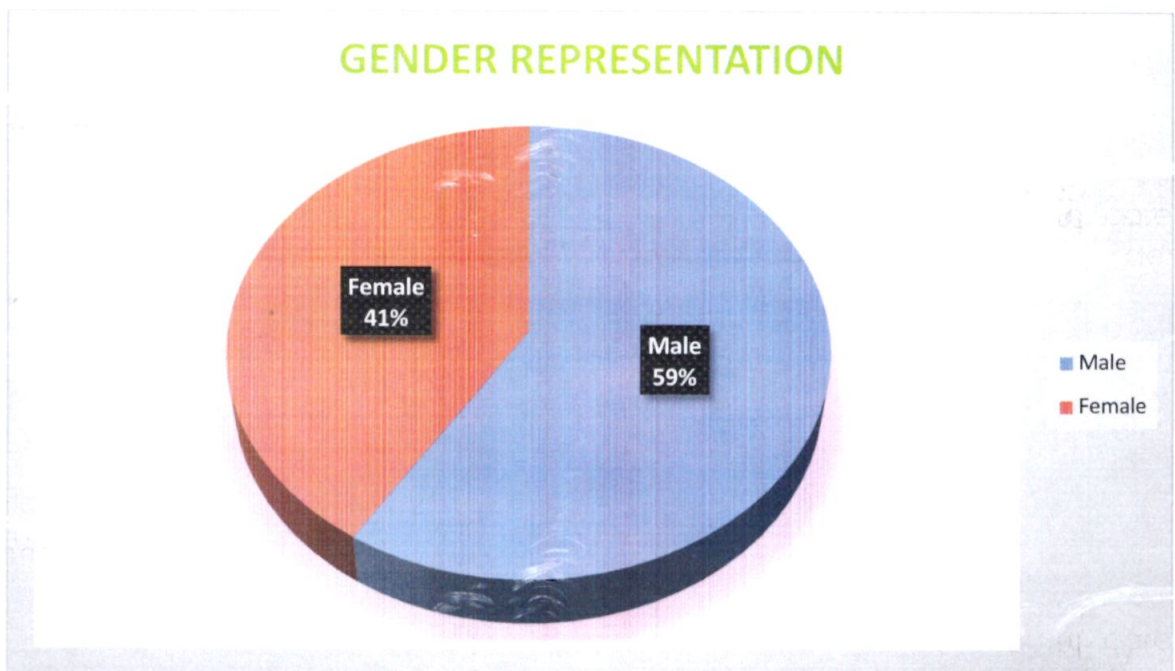


Figure 11: Gender Distribution of Employees at the Agriculture and Food Authority.

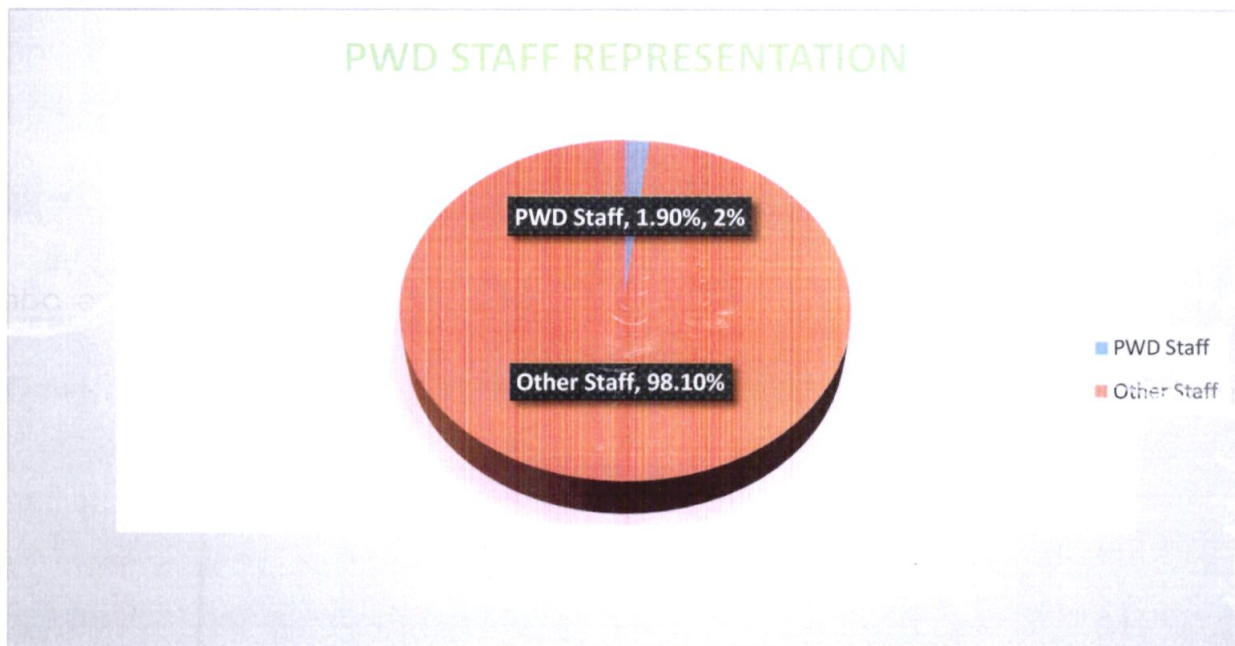


Figure 12: Persons with Disabilities (PWDs) at the Agriculture and Food Authority.

43. The Authority has employed nine (9) staff members who are Persons with Disabilities (PWDs) translating to 1.9% which falls short of the requirements stipulated in Article 54(2) of the Constitution.
44. AFA has fifteen (15) employees in the senior management level, one hundred and sixteen (116) in the middle level and three hundred and forty-six (346) in the lower cadre. In senior management level, the Bank has six (6) ethnic communities, sixteen (16) in the middle and twenty (20) in the lower cadre. Notably, majority of the staff in the senior management are from the Kamba community at 26.7%, in the middle level from the Kikuyu community at 19%, and in the lower cadre from the Kalenjin community at 20.8%.
45. AFA employed only one (1) permanent and pensionable staff in the last three (3) recruitment cycles who is from the Taita community. Currently, the Bank has two

hundred and twenty-five (225) contractual staff serving under casual, temporary and contract terms of service.

46. In the ratio between the National population and employment proportion, the Meru community is over-represented with a positive variance of 7.5%.

47. AFA in the past five (5) years has promoted thirty-four (34) staff from fourteen (14) ethnic communities out of which, thirteen (13) were male and twenty-one (21) were female. Out of the employees promoted, only one (1) was a PWD.

Challenges faced in promoting diversity

- i. Inability to undertake recruitment of staff to fill gaps arising from natural attrition.
- ii. Achievement of the 5% representation of PWDs due to inability to recruit.
- iii. Certain job recruitments that attract only females/males.
- iv. Inability to recruit due to the lack of approved HR Instruments.

Mitigation measures to curb the challenges

- i. Develop and have approved Human Resource Instruments to facilitate filling of existing vacancies.
- ii. Unfreeze the moratorium on recruitments in the public service.
- iii. Collaborate with the NCPWD on identification of qualifying PWDs for advertised positions.
- iv. More sensitization on gender roles and diversity to encourage both genders to take up roles in non-traditional gender associated careers.
- v. Developing and submitting HR Instruments for approval and subsequently undertaking recruitment.

Measures put in place to enhance work environment for PWDs

- i. Physical adjustments through construction of ramps for entry and exit to the buildings.
- ii. Provision of disability friendly washrooms.
- iii. Reservation of parking spots for PWDs near the entrance.
- iv. Disability friendly reception desks to accord persons with physical impairment easy access.

- v. Development and translation of service charters in to braille for both English and Kiswahili versions.
- vi. An interactive website with disability features.
- vii. Training and engagement of Kenya sign language interpreters during various forums for stakeholders.
- viii. Engage Members of Parliament and Administrative Units for updating of records and for the direct contacts with the grass roots for the marginalized communities.

3.4 PUBLIC SERVICE COMMISSION

48. The Public Service Commission (PSC) of Kenya was established under Article 233 of the Constitution of Kenya 2010 as an independent constitutional commission mandated to establish and abolish offices in the public service, appoint persons to hold or act in those offices, and confirm appointments.

49. The Chief Executive Officer (CEO), Mr. Paul Famba, CBS, appeared before the Committee on Tuesday, 31st March, 2026 and made the following submissions:

50. Currently, PSC has an in-post of two hundred and seventy-three (273) employees against an approved staff establishment of five hundred and eighteen (518). Only twenty-seven (27) out of forty-six (46) ethnic groups have been employed in the Company contrary to the provisions of Article 232 (1) (h) and (i) of the Constitution. Majority of the staff are from one (1) community namely, Kikuyu at 19.05%.

Figure 13



Figure 13: Ethnic Composition of Staff at the Public Service Commission.

51. In analysis of the age composition, majority of the staff fall between the age bracket of 51-60 years with ninety (90) employees translating to 33%.



Figure 14: Age Distribution of Employees at the Public Service Commission.

52. PSC has one hundred and thirty-three (133) male staff members and one hundred and forty (140) female staff members translating to 49% and 51% respectively, achieving the required two thirds gender rule.

Figure 15

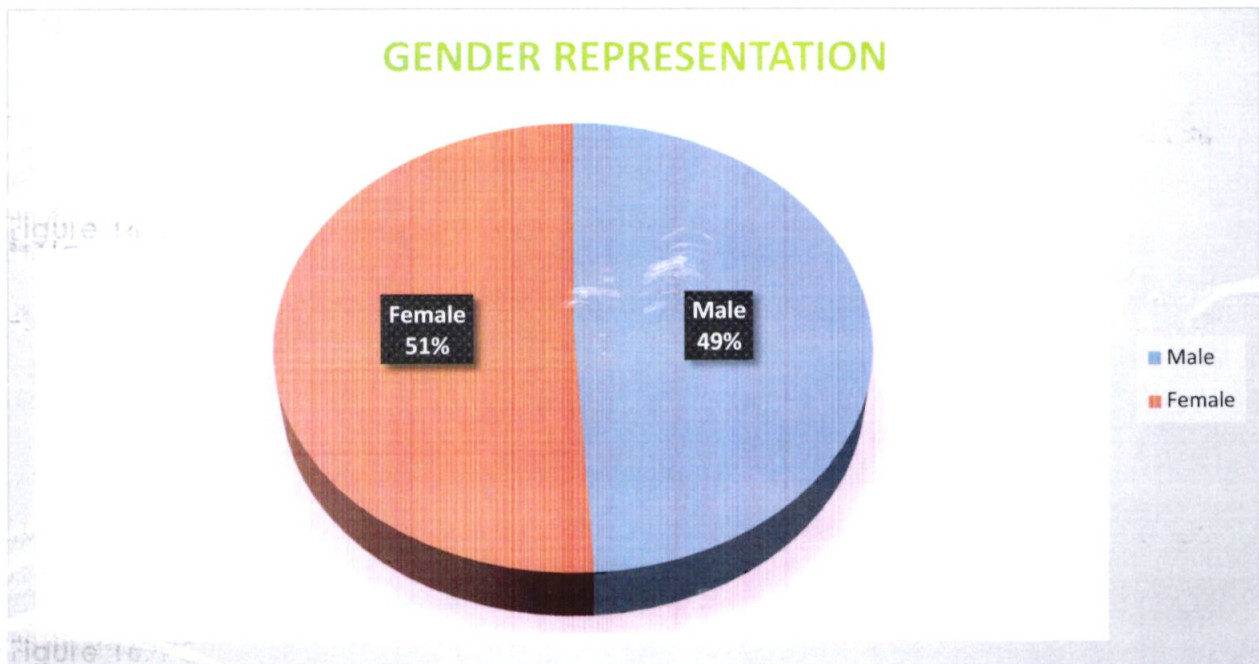


Figure 15: Gender Distribution of Employees at the Public Service Commission.

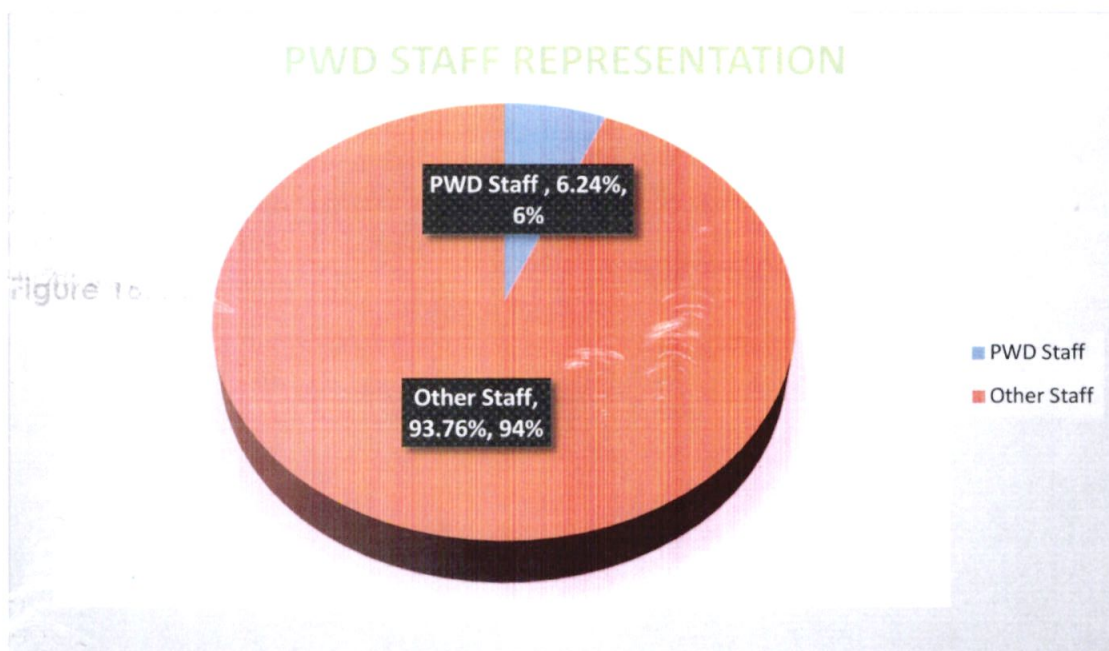


Figure 16: Persons with Disabilities (PWDs) at the Public Service Commission.

53. The Commission has employed seventeen (17) PWDs translating to 6.24% which surpasses the requirements stipulated in Article 54(2) of the Constitution.
54. PSC has one hundred and twenty-nine (129) employees in the senior management level, one hundred (100) in the middle level and forty-four (44) in the lower cadre.
55. PSC employed a total of forty-six (46) permanent and pensionable staff in the last three (3) recruitment cycles. Sixteen (16) ethnic communities were represented, with Kalenjin making up the majority of eleven (11) employees translating to 24%. Out of the forty-six (46) employees, fourteen (14) were male and thirty-two (32) were female.
56. Currently, the Commission has only two (2) contractual staff from two (2) ethnic communities namely, the Kamba and Kikuyu. Out of the two (2) employees, both are male.
57. In the ratio between the National population and employment proportion, the Embu community is over-represented with a positive variance of 2.45%.
58. PSC in the past five (5) years has promoted one hundred and fifty-four (154) staff from twenty-two (22) ethnic communities out of which, seventy-five (75) were male and seventy-nine (79) were female. Out of the employees promoted, ten (10) were PWDs.

Challenge faced in promoting diversity

- i. Balancing meritocracy with regional balance.
- ii. Historical staffing inertia.
- iii. Geographical barriers.
- iv. Inadequate budget.

Mitigation measure to curb the challenge

- i. Standardization of recruitment guidelines.
- ii. Establishment of the values and ethics department.

- iii. Affirmative action frameworks.
- iv. Outreach programs targeting marginalized areas.
- v. Capacity building for diversity.
- vi. Proposal for decentralization of Commission services in the Regions and Counties.

Measures put in place to enhance work environment for PWDs

- i. Provision of assistive technologies.
- ii. Infrastructure accessibility.
- iii. Reasonable accommodation framework.
- iv. Disability mainstreaming committee.
- v. Tax exemption support.
- vi. Targeted training and sensitization.

CHAPTER FOUR

4.0 GENERAL OBSERVATIONS

59. Arising from the submissions made, the Committee made the following observations: That:-

- 1) All four (4) institutions sampled continue to reflect notable disparities in their staffing composition. The National Land Commission (NLC) has representation from twenty-nine (29) ethnic communities, Central Bank of Kenya (CBK) thirty-one (31), Agriculture and Food Authority (AFA) twenty-four (24), and Public Service Commission (PSC) twenty-seven (27). Across all institutions, one (1) community accounts for the largest share of employees, with CBK recording the highest representation at 24.8%. This remains within the legal threshold of one third but reflects limited spread across the full range of communities.
- 2) Three (3) out of the four (4) institutions have not attained the minimum threshold of 5% representation of PWDs. NLC stands at 1.4%, CBK at 2.4% and AFA at 1.9%. The Committee, however, commends PSC for attaining a representation level of 6.24%, thereby surpassing the constitutional threshold and demonstrating that compliance is achievable.
- 3) The age composition across the institutions is skewed towards older age groups. CBK and PSC have a significant proportion of staff within the 51 to 60 age bracket, while AFA and NLC show concentration within the 30 to 50 age range, with fewer employees in the younger age categories.
- 4) All four (4) institutions have complied with the two-thirds gender principle in overall staffing levels. However, women remain largely concentrated in lower and middle level positions, with limited presence in senior management roles.
- 5) Institutions reported low levels of applications from marginalized communities and PWDs during recruitment processes. At the same time, recent recruitment data indicates that certain communities continue to dominate new appointments, as seen in NLC and CBK where one community accounts for the highest number of recruits.

- 6) Promotion data across the institutions reflects participation from different communities. However, there remains a clear trend where dominant groups benefit more from advancement opportunities, while representation of PWDs in promotions remains low across all institutions.
- 7) The Committee commends the Public Service Commission (PSC) for attaining 6.24% representation of Persons with Disabilities (PWDs), thereby surpassing the constitutional threshold and demonstrating that compliance is achievable. The Public Service Commission (PSC) should document and share best practices with other public institutions to support implementation of disability inclusion measures across the public service.

CHAPTER FIVE

5.0 GENERAL RECOMMENDATIONS

60. The Committee made the following recommendations: That within **twelve (12) months** of the adoption of this report:-

1. All public institutions should ensure compliance with Section 7 of the National Cohesion and Integration (NCI) Act by maintaining staffing levels where no single ethnic community exceeds one third of the total workforce. Institutions should progressively broaden representation across the forty-six (46) communities of Kenya and present diversity data in percentage terms and through comparative analysis across several communities in order to promote balanced reporting and strengthen public confidence.
2. All public institutions that have not attained the constitutional threshold of 5% representation of Persons with Disabilities (PWDs) should implement affirmative action measures aimed at achieving compliance. The National Council for Persons with Disabilities (NCPWD) should verify progress and submit biannual compliance reports to Parliament in the months of June and December of every year.
3. All public institutions should develop and implement structured youth recruitment, mentorship and internship programmes to enhance youth participation in public service and strengthen succession planning. The Public Service Commission (PSC) should publish annual data on youth representation and monitor progress across institutions.
4. All public institutions should take deliberate measures to ensure equitable representation of women across all job cadres by enhancing participation of women in senior management and decision-making positions. Institutions should submit annual gender distribution reports disaggregated by cadre level to the Public Service Commission (PSC) for review and onward submission to Parliament.

5. All public institutions should strengthen affirmative action strategies aimed at increasing applications and recruitment from marginalized communities and Persons with Disabilities (PWDs). Such measures should be undertaken in collaboration with County Administrations, Members of Parliament and relevant oversight agencies in order to expand awareness and access to opportunities across all regions of the country.
6. All public institutions should review and standardize their promotion frameworks to ensure fairness, transparency and equal opportunity in career progression. Annual audits should be undertaken to assess promotion trends across ethnicity, gender, age and disability, and institutions should implement corrective measures where disparities are identified.
7. The Public Service Commission (PSC) in collaboration with the State Corporations Advisory Committee (SCAC), should establish a centralized monitoring framework for diversity compliance across all public institutions. Performance on diversity indicators should form part of the evaluation of Chief Executive Officers (CEOs) and Boards, and sanctions should be applied in cases of persistent non-compliance in accordance with the relevant legal framework.
8. The Public Service Commission (PSC) should undertake a review within **six (6) months** after adoption of this Report and thereafter submit a status report to the Committee outlining institutions that have demonstrated improvement and those that have failed to show measurable progress in relation to ethnicity, gender, age and disability representation.

SIGNATURE.....



DATE

12/08/2026

HON. DR. YUSSUF ADAN HAJI, DSM, CBS, M.P
CHAIRPERSON, COMMITTEE ON NATIONAL COHESION AND EQUAL OPPORTUNITY

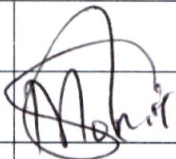
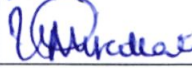


COMMITTEE ON NATIONAL COHESION AND EQUAL OPPORTUNITY

ADOPTION SCHEDULE

We, the undersigned members of the Committee on National Cohesion and Equal Opportunity, today...6/8/2026...do hereby affix our signatures to this **REPORT ON EMPLOYMENT DIVERSITY AUDIT IN PUBLIC INSTITUTIONS** to affirm our approval and confirm accuracy, validity and authenticity: -

No.	NAME	SIGNATURE
1.	The Hon. Yussuf Adan Haji, CBS, MP - Chairperson	
2.	The Hon. Duncan Maina Mathenge, MP - Vice Chairperson	
3.	The Hon. Yusuf Hassan Abdi, MP.	
4.	The Hon. George Koimburu, MP.	
5.	The Hon. Antony Njoroge Wainaina, MP.	
6.	The Hon. Charles Kamuren, MP.	
7.	The Hon. Edward Kaunya Oku, MP.	
8.	The Hon. Jackson Lekumontare Lentoijoni, MP.	
9.	The Hon. Joseph Samal Lomwa MP.	
10.	The Hon. Joshua Oron Odongo, MP.	
11.	The Hon. Martin Peters Owino, MP.	
12.	The Hon. Eng. Paul Nzengu, MP.	
13.	The Hon. Rahab Wachira Mukami, MP.	

No.	NAME	SIGNATURE
14.	The Hon. Agnes Pareyio Mantaine, MP.	
15.	The Hon. Wamboka Wanami Jack Nelson, MP.	
16.	The Hon. Muthoni Marubu, MP.	
17.	The Hon. Fredrick Lusuli Ikana, MP.	
18.	The Hon. (Dr.) Joseph Iraya Wainaina OGW, MP.	
19.	The Hon. Anne Wanjiku Mugo Muratha, MP.	
20.	The Hon. Peter Orero Ochieng', MP.	
21.	The Hon. Athman Ndakwa, MP.	

MINUTES OF THE 36TH SITTING OF THE COMMITTEE ON NATIONAL COHESION AND EQUAL OPPORTUNITY HELD ON THURSDAY, 6TH AUGUST 2026, IN COMMITTEE ROOM 16, 3RD FLOOR BUNGE TOWER AT 10:00AM

PRESENT

- | | | |
|--|---|-------------------------|
| 1. The Hon. Dr. Yussuf Adan Haji, CBS, M.P. | - | Chairperson |
| 2. The Hon. Duncan Maina Mathenge, M.P. | - | Vice Chairperson |
| 3. The Hon. Edward Kaunya Oku, M.P. | | |
| 4. The Hon. Eng. Paul Nzengu, M.P. | | |
| 5. The Hon. Martin Peters Owino, MPH, M.P. | | |
| 6. The Hon. (Dr) Joseph Iraya Wainaina OGW, M.P. | | |
| 7. The Hon. Muthoni Marubu, M.P. | | |

APOLOGIES

1. The Hon. Jackson Lekumontare Lentoijoni, MP.
2. The Hon. Yusuf Abdi Hassan, M.P.
3. The Hon. Joshua Oron Odongo, MP.
4. The Hon. Fredrick Lusuli Ikana, M.P.
5. The Hon. Agnes Pareyio Mantaine, M.P
6. The Hon. George Koimburi, M.P
7. The Hon. Orero Peter Ochieng', MP.
8. The Hon. Athman Ndakwa, M.P.
9. The Hon. Wanami Wamboka Jack Nelson, MP.
10. The Hon. Charles Kamuren, M.P.
11. The Hon. Antony Njoroge Wainaina, MP.
12. The Hon. Joseph Lomwa Samal, MP.
13. The Hon. Rahab Wachira Mukami, MP.
14. The Hon. Anne Wanjiku Mugo Murathe, MP.

IN-ATTENDANCE

SECRETARIAT

- | | | |
|------------------------|---|---------------------|
| 1. Ms. Naserian Lotuai | - | Clerk Assistant I |
| 2. Mr. John Mutinda | - | Clerk Assistant III |
| 3. Ms. Audrey Andala | - | Legal Counsel II |
| 4. Mr. Luka Mutua | | -Serjeant at arms |

MIN.NO. /NCEO/2026/156:

PRELIMINARIES

The Chairperson called the meeting to order at 10:28 a.m. followed by a word of prayer.

MIN.NO. /NCEO/2026/157:

ADOPTION OF THE AGENDA

The agenda for the meeting was adopted, having been proposed by the Hon. (Dr) Joseph Iraya Wainaina, and seconded by the Hon. Eng. Paul Nzengu, respectively.

MIN.NO. /NCEO/2026/158: CONFIRMATION OF MINUTES

The minutes of the 35th sitting held on Tuesday 4th August, 2026 at 10:00am were confirmed as a true record of the Committee's proceedings, having been proposed by the Hon. Eng. Paul Nzengu, and seconded the Hon. Dr) Joseph Iraya Wainaina, respectively.

**MIN.NO. /NCEO/2026/159: CONSIDERATION AND ADOPTION OF THE
COMMITTEE REPORT ON EMPLOYMENT
DIVERSITY AUDIT IN PUBLIC INSTITUTIONS**

The Committee considered and adopted the Report on Employment Diversity Audit in Public institutions with amendment, that: pie chart should be included on the persons with disabilities (PWD's) for each institution.

Having been Proposed by the Hon. Muthoni Marubu and seconded by the Hon. (Dr) Joseph Iraya Wainaina, respectively.

MIN.NO. /NCEO/2026/160: ADJOURNMENT

There being no any other business the meeting was adjourned at 11:10 a.m., The next meeting will be on Tuesday, 11th August, 2026 at 10.00 a.m.

SIGNED  DATE 12/08/2026

HON. DR. YUSSUF ADAN HAJI, CBS, MP.

CHAIRPERSON

**PRESENTATION TO THE NATIONAL ASSEMBLY
COMMITTEE ON NATIONAL COHESION AND EQUAL
OPPORTUNITY**



CENTRAL BANK OF KENYA

Dr. Kamau Thugge, CBS

Tuesday, September 16, 2025

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Background of the Central Bank of Kenya

The Central Bank of Kenya was established by an Act of Parliament of March 24, 1966, and commenced operations on September 14, 1966. The Bank's independence is anchored in the Constitution under Article 231. Pursuant to this Article the Bank is responsible for formulating monetary policy, promoting price stability, issuing currency, and performing any other functions conferred on it by the Central Bank of Kenya Act.

The CBK Act states the objects of the Bank as follows:

The principal objects are:

- i. To formulate and implement Monetary Policy directed to achieving and maintaining stability in the general level of prices.
- ii. To foster the liquidity, solvency and proper functioning of a stable market-based financial system.
- iii. To support the economic policy of the Government, including its objectives for growth and employment.

Other objects are:

- iv. To formulate and implement foreign exchange policy.
- v. To hold and manage its foreign exchange reserves.
- vi. To license and supervise authorized dealers.
- vii. To formulate and implement such policies as best promote the establishment, regulation, and supervision of efficient and effective payment, clearing and settlement systems.
- viii. To act as banker and adviser to, and as fiscal agent of the Government.
- ix. To issue currency notes and coins.

1. Current Employment Composition in Terms of Ethnicity, Age and Gender

i. Employment Composition in Terms of Ethnicity

In line with Article 232 of the Constitution of Kenya, 2010 and in line with the Bank's Diversity and Inclusiveness Core Value, CBK has employed staff from 31 Ethnic backgrounds which comprises 67% of the 46 ethnic communities. The Bank endeavors to progressively attract talent from across the country. Table 1 below illustrates the ethnic distribution of Staff at the Bank.

Table 1: The ethnic distribution of staff at the Bank

No	Ethnicity	Grand Total	Overall %
1	Kikuyu	325	24.80%
2	Kalenjin	258	19.70%
3	Luo	139	10.60%
4	Kamba	123	9.40%
5	Luhya	113	8.60%
6	Kisii	90	6.90%
7	Meru	66	5.00%
8	Maasai	31	2.40%
9	Taita	30	2.30%
10	Mijikenda	25	1.90%
11	Embu	17	1.30%
12	Kenyan Somali	13	1.00%
13	Borana	7	0.50%
14	Gabra	7	0.50%
15	Samburu	7	0.50%
16	Suba	7	0.50%
17	Kuria	5	0.40%
18	Mbeere	5	0.40%
19	Turkana	5	0.40%
20	Ilchamus/Njemps	4	0.30%
21	Kenyan Arabs	4	0.30%
22	Pokomo	4	0.30%
23	Swahili	4	0.30%
24	Taveta	4	0.30%
25	Teso	4	0.30%
26	Tharaka	4	0.30%
27	Bajuni	3	0.20%
28	Kenyan Asians	3	0.20%
29	Dorobo	2	0.20%

No	Ethnicity	Grand Total	Overall %
30	Arab	1	0.10%
31	Rendile	1	0.10%
	Grand Total	1311	100%

ii. Employment Composition in Terms of Age Distribution

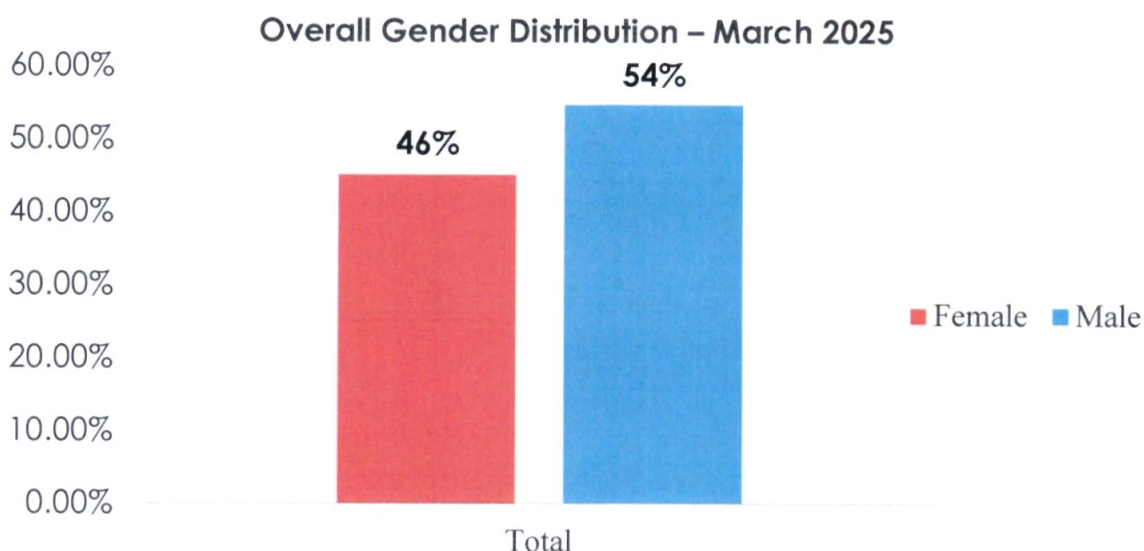
The Bank's youngest population comprises Eighty One (81) staff in the age bracket of 21 to 30 years representing 6.2% of the total CBK staff compliment of 1311, Three Hundred and Forty Six (346) are in the age bracket of 31 to 40 at 26.4%, Four Hundred and Twenty Two (422) are in the age bracket of 41 to 50 at 32.2% while the highest number of staff are in the age bracket of 51 to 60 years at 34.7%. The Eight (8) staff who are above 60 years (0.6%) comprise six (6) PWDs, one (1) Deputy Governor and the Governor who are presidential appointees. Table 2 illustrates the composition of staff by age distribution.

Table 2: Composition of Staff by age distribution

Age Bracket	21-30	31-40	41-50	51-60	Above 61
No. of staff	81	346	422	454	8
% age	6.2%	26.4%	32.2%	34.6%	0.6%

iii. Employment Composition in Terms Gender Distribution

The total head count by March 31, was One Thousand Three Hundred and Eleven (1311), out of this number, Seven Hundred and Six (706) are Male accounting for 54% while Female is Six Hundred and Five (605) which is 46% of the total staff complement. The figure below illustrates the employment composition in terms of Gender distribution.



2. Composition of Persons with Disabilities in CBK including nature of the Disability in Compliance with Article 54(2) of the Constitution.

i. Employment Composition in Terms of Persons with Disabilities

CBK endeavors to comply with the provisions of **Article 54(2) of the Constitution**. The Bank is an equal opportunity employer that is committed to diversity and inclusiveness. Accordingly, the Bank is committed to equal opportunities for Persons with Disabilities (PWDS) in its employment and aims to create an environment which enables them to work efficiently and effectively in the delivery of the Bank's mandate.

The Bank currently has thirty-one (31) staff members with disabilities making up 2.4% of the total staff of whom 42% are Female while 58% are Male. (Table 3).

Table 3: Age distribution of Staff with disabilities

CBK Staff - Persons with Disability (PWDs)				
Age group	Female	Male	PWD Grand Total	Total PWD Staff % Age
21-30	0	0	0	0.0 %
31-40	2	3	5	0.4 %
41-50	3	8	11	0.8 %
51-60	5	4	9	0.7 %
Above 61	3	3	6	0.5%
Total	13	18	31	2.4 %

ii. Employment Composition in Terms of Nature of Disability

Table 4 presents the employment composition in terms of the nature of disability. Out of the thirty-one (31) staff with disabilities, twenty (20) individuals have physical disabilities comprising 65%. Hearing impairments are the next most common disability, affecting seven (7) staff members, which represent 22%. Three (3) individuals have visual disability accounting for 10% of the PWD staff. One (1) has a mental disability; specifically, autism spectrum disorder (ASD), also comprising 3%.

Table 4: Breakdown of staff based on disability type.

Nature of Disability	No. Staff	%
Physical	20	65%
Visual	3	10%
Hearing- Impairment	7	22%
Mental (ASD)	1	3%
Grand Total	31	100%

3. Composition of the Governing Body in terms of Age, Gender, Ethnicity and Persons with Disabilities.

Central Bank of Kenya is governed by a Board of Directors, composed of both Non-Executive Directors and Executive Directors. These are professionals drawn from various sectors to offer expertise in the governance structure of the Bank. Members of the governing body as of December 2024 comprised 63% male and 37% female. None of the members are persons with disabilities (PWD).

i. Governing Body Composition in Terms of Age and Gender

The Board consists of eight (8) individuals in total, their age and gender distribution is as tabulated below:

Table 5: CBK Board of Directors and Management distribution by age and gender

Governing Body Composition	51-60		51-60 Total	Above 61		Above 61 Total	Grand Total
	Female	Male		Female	Male		
Board Members		1	1	2	1	3	4
Chairperson		1	1				1
Governor					1	1	1
Deputy Governors	1		1		1	1	2
Grand Total	1	2	3	2	3	5	8

ii. Governing Body Composition in Terms of Ethnicity and PWD

Tabulated below is the composition of the Governing Body in terms of Ethnicity and PWD Status.

Table 6: Governing Body and Management distribution in terms of ethnicity and PWD Status

Governing Body composition	Indian	Kalenjin	Kikuyu	Kisii	Luhya	Mijikenda	PWD	Grand Total
Board Members	1	1	1			1	0	4
Chair					1		0	1
Deputy Governors		1		1			0	2
Governor			1				0	1
Grand Total	1	2	2	1	1	1	0	8

4. Composition of Employees in Senior Management Level, Middle Level and Lower Cadres in Terms of Ethnicity, Age, Gender, and Persons with Disabilities

i. Grade level Composition in Terms of Ethnicity

The Bank is composed of diverse ethnic backgrounds spread across various cadres as illustrated in table 7 below:

Table 7: Distribution of Staff by grade and ethnicity

Ethnicity	Senior Mgt	% Senior Mgt	Middle Mgt	% Middle Mgt	Lower Cadre	% Lower Cadre	Grand Total	% Grand Total
KIKUYU	28	2.10%	98	7.50%	199	15.20%	325	24.80%
KALENJIN	31	2.40%	61	4.70%	166	12.70%	258	19.70%
LUO	9	0.70%	30	2.30%	100	7.60%	139	10.60%
KAMBA	10	0.80%	33	2.50%	80	6.10%	123	9.40%
LUHYA	14	1.10%	18	1.40%	81	6.20%	113	8.60%
KISII	8	0.60%	13	1.00%	69	5.30%	90	6.90%
MERU	5	0.40%	16	1.20%	45	3.40%	66	5.00%
MAASAI	2	0.20%	7	0.50%	22	1.70%	31	2.40%
MIJIKENDA	1	0.10%	2	0.20%	22	1.70%	25	1.90%
KENYAN SOMALI	1	0.08%	2	0.15%	10	0.76%	13	0.99%
BORANA	2	0.20%		0.00%	5	0.40%	7	0.50%
GABRA	1	0.10%	1	0.10%	5	0.40%	7	0.50%
SAMBURU	1	0.10%	3	0.20%	3	0.20%	7	0.50%
ARAB		0.00%		0.00%	1	0.10%	1	0.10%
BAJUNI		0.00%		0.00%	3	0.20%	3	0.20%
DOROBO		0.00%		0.00%	2	0.20%	2	0.20%
EMBU		0.00%	6	0.50%	11	0.80%	17	1.30%
ILCHAMUS/NJEMPS		0.00%	1	0.10%	3	0.20%	4	0.30%
KENYAN ARABS		0.00%	1	0.10%	3	0.20%	4	0.30%
KENYAN ASIANS		0.00%	1	0.10%	2	0.20%	3	0.20%
KURIA		0.00%	3	0.20%	2	0.20%	5	0.40%
MBEERE		0.00%	1	0.10%	4	0.30%	5	0.40%
POKOMO		0.00%		0.00%	4	0.30%	4	0.30%
RENDILE		0.00%		0.00%	1	0.10%	1	0.10%
SUBA		0.00%		0.00%	7	0.50%	7	0.50%
SWAHILI		0.00%	1	0.10%	3	0.20%	4	0.30%
TAITA		0.00%	6	0.50%	24	1.80%	30	2.30%
TAVETA		0.00%		0.00%	4	0.30%	4	0.30%
TESO		0.00%	2	0.20%	2	0.20%	4	0.30%
THARAKA		0.00%	3	0.20%	1	0.10%	4	0.30%
TURKANA		0.00%		0.00%	5	0.40%	5	0.40%
Grand Total	113	8.60%	309	23.60%	889	67.80%	1311	100.00%

ii. Grade level Composition in Terms of Age

Table 8 illustrates the distribution of staff by age and cadre.

Table 8. The distribution of staff by age and cadre

(b) Distribution by Age and Cadre						
Age Group	Senior Management	% Senior Mgt	Middle Management	% Middle Mgt	Lower Cadre	% Lower Cadre
21-30					81	9.1%
31-40	2	2%	57	18%	287	32.3%
41-50	35	31%	97	31%	291	32.7%
51-60	74	65%	152	49%	228	25.6%
61 and above	2	2%	3	1%	2	0.3%
Grand Total	113		309		889	

iii. Grade Composition in Terms of Gender and Persons with Disabilities

The distribution of staff by grade, gender and PWD status is presented in Table 9.

Table 9: The distribution of staff by grade, gender and PWD status

Cadre	Female		Female Total	% Female Total	Male		Male Total	% Male Total	Grand Total	% Grand Total
	PWD No	PWD Yes			PWD No	PWD Yes				
Senior Management	32	1	33	6%	78	2	80	11%	113	8.6%
Middle Management	148	4	152	25%	154	3	157	22%	309	23.6%
Lower Cadre	412	8	420	69%	456	13	469	66%	889	67.8%
Grand Total	592	13	605	100%	688	18	706	100%	1311	100%
Percentage PWD of Total Headcount		1%				1.40%			2.40%	

5. Total Number of Permanent and Pensionable Staff employed in the last three (3) years and their Representation in Terms of Ethnicity, Age, Gender, and Persons with Disability

i. Distribution of Recruitment for the last Three Years by Ethnicity, Gender and Persons with Disabilities

Central Bank of Kenya is an equal opportunity employer and endeavors to ensure that it adheres to its Talent Acquisition principles of promoting openness, fairness, inclusivity and that the integrity of the Talent Management process is upheld.

In the last 3 recruitment cycles the Bank hired 221 employees from 20 ethnic groups which is 43% of the current total 46 ethnic communities. 48% are Female and 52% are Male.

CBK continues to embrace the representation of Kenya's diverse communities. The distribution of the new staff by ethnicity, gender and persons living with disability is illustrated in Table 10.

Table 10: Distribution of Recruitment for the last Three Years by Ethnicity, Gender and Persons with Disabilities

No.	Ethnicity	Female		Female Total	Male		Male Total	Grand Total	% Grand Total
		PWD No	PWD Yes		PWD No				
1	KIKUYU	23	1	24	24		24	48	21.70%
2	KALENJIN	23		23	21		21	44	19.90%
3	LUHYA	14		14	11		11	25	11.30%
4	LUO	6		6	15		15	21	9.50%
5	KAMBA	6		6	14		14	20	9.00%
6	KISII	12		12	8		8	20	9.00%
7	MERU	8		8	4		4	12	5.40%
8	KENYAN SOMALI	3		3	3		3	6	2.71%
9	MIJIKENDA	3		3	1		1	4	1.80%
10	TAITA	3		3	1		1	4	1.80%
11	MAASAI				3		3	3	1.40%
12	TURKANA	2		2	1		1	3	1.40%
13	EMBU				2		2	2	0.90%
14	MBEERE				2		2	2	0.90%
15	SAMBURU				2		2	2	0.90%
16	BORANA				1		1	1	0.50%
17	ILCHAMUS/NJEMPS				1		1	1	0.50%
18	POKOMO				1		1	1	0.50%
19	SWAHILI	1		1				1	0.50%
20	TESO	1		1				1	0.50%
	Grand Total	105	1	106	115		115	221	100%

a. Distribution of Recruitment for the last Three Years by Age and Management Levels.

Out of the new two hundred and twenty-one (221) employees; Middle management comprises of twenty-four (24) employees constituting 11% of the entire staff, Senior management consists of twenty-two (22) individuals making up 10% of the workforce and the majority, one hundred and seventy-five (175) staff members or 79%, serve within the lower cadre.

Table 11: Distribution of Recruitment for the last Three Years by Age and Management Levels

Cadre	Senior Mgt	% Senior Mgt	Middle Mgt	% Middle Mgt	Lower Cadre	% Lower Cadre	Grand Total	% Grand Total
21-30					75	33.9%	75	33.9%
31-40	2	0.9%	12	5.4%	86	38.9%	100	45.2%
41-50	12	5.4%	9	4.1%	11	5.0%	32	14.5%
51-60	7	3.2%	3	1.4%	3	1.4%	13	5.9%
61 and Above	1	0.5%		0.0%		0.0%	1	0.5%
Grand Total	22	10%	24	11%	175	79%	221	100.0%

6. Total Number of Contractual Staff Serving Currently and their Representation in terms of Ethnicity, Age, Gender and Persons with Disabilities.

i. Distribution of Contract staff by Gender, Age and Ethnicity

Currently, 1.4% (19) of staff are on contract. The remaining 98.6% (1292) are on Permanent and Pensionable Terms. At the time of extending Employment Offers, the Bank provides options for the new staff to either choose to be employed on Permanent and Pensionable terms or on Contract terms. Additionally, the Governor and Deputy Governors are appointed on contractual terms. The Bank does not have any contractual staff who are PWDs.

Table 12: Distribution of Contract staff by Gender, Age and Ethnicity

Contract staff Distribution by Gender, Age and Ethnicity										
Ethnicity	Female		Female Total	Male				Male Total	Grand Total	% Grand Total
	41-50 Years	51-60 Years		31-40 Years	41-50 Years	51-60 Years	61 and Above			
KALENJIN		3	3			2		2	5	26%
KIKUYU		2	2			2	1	3	5	26%
KAMBA		1	1		1	1		2	3	16%
KISII						2		2	2	11%
MAASAI				1				1	1	5%
MIJIKENDA	1		1						1	5%
KENYAN SOMALI						1		1	1	5%
TAITA					1			1	1	
Grand Total	1	6	7	1	2	8	1	12	19	

7. Ratio Between the National Population and Employment Proportion in CBK

Based on 2019 National Population and Housing Census.

CBK is in compliance with Section 7(2) of the National Cohesion Integration Act, 2008 which provides that no public establishment will have **more than one-third of its staff from the same ethnic community** (Table 13 refers).

Table 13: CBK- Ethnic Distribution (underrepresentation and overrepresentation) – based on 2019 National Population and Housing Census

No.	Ethnicity	Female	Male	Grand Total	Overall %	% Population Based on 2019 Census	Over (+ve)/ Under (-Ve) representation
1	KIKUYU	165	160	325	24.79%	17.31%	7.48%
2	KALENJIN	114	144	258	19.68%	13.51%	6.17%
3	TAITA	18	12	30	2.29%	0.73%	1.56%
4	KISII	38	52	90	6.86%	5.74%	1.12%
5	MERU	41	25	66	5.03%	4.20%	0.84%
6	EMBU	8	9	17	1.30%	0.86%	0.44%
7	TAVETA	2	2	4	0.31%	0.06%	0.25%
8	ILCHAMUS/NJEMPS		4	4	0.31%	0.07%	0.24%
9	GABRA	2	5	7	0.53%	0.30%	0.23%

No.	Ethnicity	Female	Male	Grand Total	Overall %	% Population Based on 2019 Census	Over (+ve)/ Under (-Ve) representation
10	SUBA	3	4	7	0.53%	0.34%	0.20%
11	SWAHILI	4		4	0.31%	0.12%	0.19%
12	KENYAN ARABS	3	1	4	0.31%	0.13%	0.18%
13	KENYAN ASIANS	3		3	0.23%	0.10%	0.13%
14	DOROBO		2	2	0.15%	0.05%	0.10%
15	POKOMO	3	1	4	0.31%	0.24%	0.07%
16	BAJUNI	1	2	3	0.23%	0.19%	0.03%
17	MBEERE	1	4	5	0.38%	0.41%	-0.03%
18	ARAB	1		1	0.08%	0.13%	-0.05%
19	BORANA	2	5	7	0.53%	0.59%	-0.05%
20	RENDILE	1		1	0.08%	0.20%	-0.13%
21	THARAKA	3	1	4	0.31%	0.47%	-0.16%
22	MAASAI	16	15	31	2.36%	2.53%	-0.16%
23	LUO	55	84	139	10.60%	10.77%	-0.16%
24	SAMBURU	2	5	7	0.53%	0.71%	-0.17%
25	KURIA	1	4	5	0.38%	0.67%	-0.29%
26	KAMBA	48	75	123	9.38%	9.91%	-0.53%
27	TESO	2	2	4	0.31%	0.89%	-0.58%
28	TURKANA	3	2	5	0.38%	2.16%	-1.78%
29	MIJIKENDA	12	13	25	1.91%	5.29%	-3.38%
30	KENYAN SOMALI	5	8	13	0.99%	5.91%	-4.92%
31	LUHYA	48	65	113	8.62%	14.50%	-5.88%
	Grand Total	605	706	1311	100.00%		

8. Status of Compliance with Section 7 of the National Cohesion Integration Act, 2008 and Article 232 (1) (h) and (i) of the Constitution, Including Efforts Made by the Bank to Enhance Compliance

CBK seeks to always comply with the provisions of the National Cohesion and Integration Act, 2008 and the provisions of Article 232 (1) (h) and (i) of the Constitution.

- CBK endeavors to represent Kenya's diverse communities in the employment of staff.
 - The Bank has employed staff comprising **67%** of the **46** ethnic communities.

- CBK does **not** currently have **more than one-third** of its Staff from the same ethnic community.
- In the last 3 recruitment cycles the Bank hired **221 employees from 20 ethnic groups** which is **43%** of the current total **46** ethnic communities.
- CBK's Staff complement comprises **46%** Female and **54%** Male.
- **2.4%** of staff are Persons With Disabilities - **42%** are Female and **58%** are Male.
- CBK is an equal opportunity employer and has in place HR policies and practices aimed at ensuring equal opportunities for appointments, promotions, transfers, trainings, career progression opportunities and provision of / access to benefits, facilities and services to men, women and persons with disabilities.
- CBK has in place Policies and Processes that protect staff members from any form of harassment or discrimination on grounds of ethnicity, gender, age, disability or other aspects.

9. Challenges faced by the Bank in Bid its bid to Enhance Diversity of Employees and Mitigation Measures to curb the challenges

(i) Challenges

- The need for regular training/sensitization on diversity and inclusion for all employees to enhance awareness regarding diversity and inclusion.
- The need to put in place mentorship and sponsorship programs to support career development / progression.
- The need to develop and implement Young Talent programs for succession.

(ii) Mitigation measures to enhance diversity of employees

The Bank continues to put in place measures to enhance diversity of employees, some of the measures are: -

- **Diversity and Inclusion Training:** The Bank will provide regular training to all employees on diversity, Inclusion, unconscious bias and disability awareness.
- **Mentorship and Sponsorship Programs:** The Bank will implement mentorship and sponsorship programs to support the career development of underrepresented employees.

- **Young Talent Program:** Plans are underway to implement a structured intake program designed to identify, recruit, and develop young Kenyan Talent. The program will include a structured training program as well as a mentorship and coaching program.
- **Policy Review:** The Bank is committed to being an equal opportunity employer and shall not discriminate against an employee on grounds of gender, ethnicity, age, marital status, disability or perceived political affiliation. The Bank continues to conduct regular reviews of its policies to ensure that they are relevant and inclusive

10. Measures put in place to promote Persons Living with Disability friendly work environment

The Bank continues to put in place measures to promote PWD friendly work environment, some of the measures are: -

- **Guidelines for extension of retirement on account of disability:** The Bank has developed Guidelines providing detailed guidance to Bank staff on the application process for extension of the retirement age on account of disability. The guidelines were communicated to all employees via Governor's circular no. 9 of Nov. 2023.
- **Workplace Accessibility:** The Bank has put in place measures to ensure that the physical workspace is accessible for PWDs such as access ramps and lifts from ground floor level.
- The Bank has a Staff Clinic which recommends **orthopedic / special seats** for Staff that require them due to disability or medical reasons.
- The Bank makes **consideration when placing / transferring** staff in roles either due to Physical or Mental disabilities.
- The Bank has included **hearing aids** on the Staff Medical cover to cater for those that have hearing impairments.
- The Staff Clinic refers Staff for **counselling, therapy and psychiatric care** whenever they require such services.
- The Bank periodically **conducts awareness sessions** for all Staff e.g. Mental Health Awareness sessions with experts / specialists.
- **Targeted Recruitment Outreach:** Going forward, the Bank will engage with local authorities in marginalized regions, and organizations that support persons with disabilities, women, and minority groups to reach a wider pool of qualified candidates and achieve a better regional mix within its workforce. E.g. National Council for

Persons with Disabilities (NCPWD) and University Associations, to share information on vacancies/ advertisements for dissemination.

- **Support Groups:** The Bank will consider tapping into established groups that support women, minority groups and PWDs to provide networking opportunities and a platform for advocacy.

11. Institutional Policy on Staff Training and Development

The Bank has an approved Learning and Development (L & D) Policy and Framework to develop an effective workforce that contributes to the success of both the individual staff and various teams in the achievement of the overall objectives of the Bank.

Table 14: Items in the Training Policy and description

ITEM	DESCRIPTION
Objective of the L & D Policy	The L & D Policy guides the Learning and Development function to facilitate capacity building programs that comprise <i>Personal Development training, Leadership Development, Continuous Professional Development, Statutory Training, Staff Sensitization/Awareness, Workshops and Seminars.</i>
Key Design Principles for the L & D Framework	The L & D Framework is anchored on key design principles that include - <i>skills and competencies for each role, leveraging on technology, future focused skills, measurement of impact and a holistic approach</i> that speaks to the needs of an individual at personal and organizational level.
Key Elements of the L & D Framework	Includes the Governance Structure with Governor as approving authority, outlines roles and responsibilities of all stakeholders, blended Training Budget that is both centralized and decentralized. The Structure and Delivery mechanism is based on 70.30.10 learning model, where 70% of the learning is done on-the job, 20% via peer/coach support and 10% through formal learning.

12. Total Number of Staff Trained for the Last Three (3) Financial Years in terms of Ethnicity, Age, Gender and Persons with Disability.

i. Training Distribution per Ethnicity in the last 3 years

The Central Bank of Kenya has continued to invest in capacity building across its workforce, with training data over the 2022/2023, 2023/2024, and 2024/2025 financial years reflecting participation across various ethnic groups.

Table 15: Training Distribution by Ethnicity in the last 3 years

No.	Ethnicity	2022/2023	% Trained	2023/2024	% Trained	2024/2025	% Trained
1	KIKUYU	266	26.7%	227	29.6%	279	26.3%
2	KALENJIN	200	20.0%	148	19.3%	205	19.3%
3	LUO	109	10.9%	75	9.8%	121	11.4%
4	KAMBA	90	9.0%	62	8.1%	106	10.0%
5	LUHYA	87	8.7%	58	7.6%	81	7.6%
6	KISII	69	6.9%	56	7.3%	66	6.2%
7	MERU	60	6.0%	37	4.8%	50	4.7%
8	MAASAI	19	1.9%	12	1.6%	25	2.4%
9	TAITA	18	1.8%	13	1.7%	22	2.1%
10	MIJIKENDA	14	1.4%	7	0.9%	18	1.7%
11	EMBU	8	0.8%	6	0.8%	12	1.1%
12	GABRA	8	0.8%	10	1.3%	8	0.8%
13	SAMBURU	4	0.4%	9	1.2%	9	0.8%
14	TESO	4	0.4%	6	0.8%	5	0.5%
15	KURIA	2	0.2%	6	0.8%	6	0.6%
16	SUBA	4	0.4%	2	0.3%	8	0.8%
17	MBEERE	5	0.5%	6	0.8%	2	0.2%
18	THARAKA	3	0.3%	4	0.5%	4	0.4%
19	BORANA		0.0%	5	0.7%	5	0.5%
20	KENYAN SOMALI	7	0.7%	4	0.5%	4	0.4%
21	ILCHAMUS/NJEMPS	6	0.6%	1	0.1%	2	0.2%
22	KENYAN ARABS	2	0.2%	3	0.4%	3	0.3%
23	TAVETA	1	0.1%	3	0.4%	4	0.4%
24	POKOMO	4	0.4%	1	0.1%	2	0.2%
25	DOROBO	2	0.2%	1	0.1%	3	0.3%
26	BAJUNI	2	0.2%	1	0.1%	2	0.2%
27	KENYAN ASIANS	1	0.1%	1	0.1%	3	0.3%

No.	Ethnicity	2022/2023	% Trained	2023/2024	% Trained	2024/2025	% Trained
28	SWAHILI	2	0.2%	1	0.1%	2	0.2%
29	TURKANA	1	0.1%		0.0%	2	0.2%
30	ARAB		0.0%	1	0.1%		0.0%
31	RENDILE		0.0%		0.0%	1	0.1%
	Grand Total	998	100.0%	766	100.0%	1060	100.0%

ii. Distribution of training by Gender, Age and PWD

Age group	Year	Female			Male		
		PWD No	PWD Yes	Total	PWD No	PWD Yes	Total
21-30 Years	2022/2023	2		2	4		4
	2023/2024	2		2	4		4
	2024/2025	4		4	8		8
21-30 Years Total		8		8	16		16
31-40 Years	2022/2023	132	1	133	114	5	119
	2023/2024	93		93	82	2	84
	2024/2025	126	3	129	135	4	139
31-40 Years Total		351	4	355	331	11	342
41-50 Years	2022/2023	171	3	174	200	6	206
	2023/2024	135	1	136	148	4	152
	2024/2025	174	2	176	215	9	224
41-50 Years Total		480	6	486	563	19	582
51-60 Years	2022/2023	161	5	166	187	5	192
	2023/2024	128	1	129	157	5	162
	2024/2025	172	4	176	192	4	196
51-60 Years Total		461	10	471	536	14	550
61 and Above	2022/2023		1	1		1	1
	2023/2024		2	2		2	2
	2024/2025		3	3		5	5
61 and Above Total			6	6		8	8
Grand Total		1300	26	1326	1446	52	1498

13. Institutional Policy on Recruitment

Talent Acquisition Policy Statement

The policy sets out to ensure, as far as possible, that the best people are recruited on merit and that the recruitment process is free from bias and discrimination and is in accordance with the values of Public Service as enshrined in the Constitution.

In particular, the process shall afford equal opportunity for the appointment of men, women, members of all ethnic and religious groups and persons with disabilities.

Purpose of Recruitment and Selection Policy

The purpose of the policy is to ensure that talent gaps are competitively filled for all positions by sourcing both internally and externally.

Underlying Principles

- The Bank shall always be guided by the approved establishment.
- All appointments will be based on a transparent recruitment and selection process consistent with the values and principles of Public Service as enshrined in the Constitution.
- The Bank will plan for talent requirements for the present and future, based on business needs.

14. Staff Promotions in the past Five (5) Years in terms of Ethnicity, Gender, Age and Persons with Disabilities.

CBK staff are offered equal career development / progression opportunities. Over the past five (5) years, a total of two hundred and seventy-five (275) staff members at the Bank were promoted. These promotions were distributed across gender, ethnicity, and disability status, reflecting the Bank's approach to inclusive career progression.

Out of the two hundred and seventy-five (275) total promotions, one hundred and twenty-eight (128) were female staff, with three of these individuals being persons with disabilities (PWDs). Male staff accounted for one hundred and forty-seven (147) promotions, six of whom were PWDs.

i. Promotions by ethnicity, Gender and PWD

Table 17: CBK-Distribution of staff Promotions for last five (5) years by Ethnicity, Gender & PWD

No.	Ethnicity	Female		Female Total	Male		Male Total	Grand Total	Percentage (%)
		PWD	PWD		PWD	PWD			
		No	Yes		No	Yes			
1	KIKUYU	37		37	39	4	43	80	29.1%
2	KALENJIN	21	1	22	32	2	34	56	20.4%
3	LUO	12		12	21		21	33	12.0%
4	KISII	13	1	14	10		10	24	8.7%
5	LUHYA	9		9	12		12	21	7.6%
6	KAMBA	6		6	8		8	14	5.1%
7	MERU	10	1	11	3		3	14	5.1%
8	TAITA	6		6	2		2	8	2.9%
9	MAASAI	2		2	3		3	5	1.8%
10	EMBU	2		2	1		1	3	1.1%
11	GABRA	1		1	2		2	3	1.1%
12	SWAHILI	3		3				3	1.1%
13	KURIA				2		2	2	0.7%
14	SAMBURU				2		2	2	0.7%
15	BAJUNI				1		1	1	0.4%
16	BORANA				1		1	1	0.4%
17	DOROBO				1		1	1	0.4%
18	MIJIKENDA	1		1				1	0.4%
19	SUBA				1		1	1	0.4%
20	TAVETA	1		1				1	0.4%
21	THARAKA	1		1				1	0.4%
	Grand Total	125	3	128	141	6	147	275	100%

ii. Distribution of promotion by Age, Gender and PWD

Over the last 5 years, the Bank has promoted **275** staff spread across **21 ethnic backgrounds**.

This comprised of **47%** female staff and **53%** male staff.

Out of a total of two hundred and seventy-five (275) promotions, one hundred and twenty-eight (128) were awarded to female staff members and one hundred and forty-seven (147) to males. Among these, a total of nine staff were persons with disabilities (three (3) female and six (6) male).

Table 18: Distribution of promotion by Age and Gender

Age Group	Female		Female Total	Male		Male Total	Grand Total
	PWD No	PWD Yes		PWD No	PWD Yes		
21-30	1		1	4		4	5
31-40	43		43	54	1	55	98
41-50	51	1	52	48	2	50	102
51-60	30	2	32	35	2	37	69
61 and Above					1	1	1
Grand Total	125	3	128	141	6	147	275

15. Compliance with the Thirty (30%) Percent Public Procurement Reservation for Special Interest Groups as Provided for Under Section 157 (12) of the Public Procurement and Asset Disposal Act.

The Bank endeavors to comply with the Public Procurement and Assets Disposal Act 2015:

- Due to the nature of the Bank's mandate and operations, its annual procurement requirements consist of highly specialized goods and services from manufacturers or authorized partners.
- These include Banking systems, Currency and currency equipment and its maintenance, ICT software & licenses. Other items of high value include Consultancies, Insurance covers, Leases of premises, Procurement and servicing of Generators & Motor Vehicles and supply of fuel.
- Currently, the value of Non-Specialized (Non-core) goods, works and services reserved for AGPO group is 57.05% of the planned procurement for the year 2024/2025.
- The Bank has endeavored to sensitize the AGPO group through workshops to ensure that they fully participate in the procurement opportunities reserved for them.
- All procurement reports are submitted to the authority through the PPIP portal pursuant to PPRA circular no PPRA/6/5/Vol 1(234) dated 1st July 2022.

15.(a) Status of Compliance of the Thirty (30%) Reservation of Public Procurement for the Disadvantaged Groups since January 2016

Financial Year	Annual Procurement Plan Total	Specialized (Core) items Amount (Kes)	Non-specialized (Non-core) Items amount (Kes)	AGPO Reserved Amount from non-specialized items (Kes)	Percentage
2016-2017	7,094,611,458.28	4,926,688,916.28	1,860,958,374.00	306,964,168.00	4.33%
2017-2018	5,090,931,048.00	4,961,464,788.00	129,466,260.00	90,966,260.00	1.79%
2018-2019	10,254,341,161.00	5,658,229,300.00	4,596,111,861.00	648,440,561.00	6.32%
2019-2020	8,921,508,677.00	7,360,244,658.53	1,561,264,018.48	146,072,360.00	1.64%
2020-2021	7,452,882,042.00	6,103,303,514.00	1,349,578,528.00	115,091,420.00	1.54%
2021-2022	5,941,305,000.00	3,265,940,460.00	2,675,364,360.00	74,774,700.00	1.26%
2022-2023	13,179,485,325.69	10,255,912,133.82	2,923,573,191.87	156,533,562.07	1.19%
2023-2024	16,615,166,479.00	13,404,773,318.74	3,210,393,160.26	1,743,626,392.74	10.49%
2024-2025	21,069,887,292.41	18,980,244,782.14	2,089,642,510.27	1,192,212,510.27	5.66%

Financial Year FY2024/2025 had a decrease in the allocation of the AGPO group from Kes. 1,743,626,392.74 in FY 2023/2024 to Kes. 1,192,212,510.27. The decrease was because of an increase in the Specialized projects such as Upgrade of T24 system, Upgrade of DhowCSD system, Upgrade of ERP system, Enhancements and improvement of electrical power systems, Construction of Modern Tier IV Data Centre, Provision of security consultancy services.

15. (b) Number of youths, women and persons with disability whose goods and services have been procured by the institution including amount each category received per financial year since the law was enacted.

PPADA requirement for AGPO Group 2017/2018

2017/2018 Annual Procurement Plan –AGPO; Women, Youth, PWDs		
AGPO category	Planned Amount (Kes)	Allocation Percentage%
Persons with Disability (PWD)	13,058,200.00	14.36%
Women	68,829,700.00	75.67%
Youth	9,077,360.00	9.98%
AGPO Reserved Amount from non-specialized items.	90,966,260.00	100.00%

For **Financial Year FY2017/2018**, out of a total AGPO reserved amount of ninety million nine hundred and sixty-six thousand two hundred and sixty shillings (90, 966,260), women received the largest share at sixty-eight million eight hundred and twenty-nine thousand seven hundred shillings (68,829.700) representing 75.67%. Youth were allocated nine million seventy-seven thousand three hundred and sixty shillings (9,077,360) accounting for 9.98% and PWDs received thirteen million fifty-eight thousand two hundred shillings (13,058,200) accounting for 14.36%.

PPADA requirement for AGPO Group 2018/2019

2018/2019 Annual Procurement Plan –AGPO; Women, Youth, PWDs		
AGPO category	Planned Amount (Kes)	Allocation Percentage%
Persons with Disability (PWD)	25,674,660.00	3.96%
Women	158,491,000.00	24.44%
Youth	464,274,901.00	71.60%
AGPO Reserved Amount from non-specialized items.	648,440,561.00	100.00%

For **Financial Year FY2018/2019**, from the six hundred and forty-eight million four hundred and forty thousand and five hundred and sixty-one (648,440,561) reserved for AGPO, youth were allocated four hundred and sixty-four million two hundred and seventy-four thousand nine hundred and one shillings (464,274,901) (71.60%). Women received one hundred and fifty-eight million four hundred and ninety-one thousand (158,491,000) (24.44%) and PWDs were allocated KES (25,674,660) (3.96%).

PPADA requirement for AGPO Group 2019/2020

2019/2020 Annual Procurement Plan –AGPO; Women, Youth, PWDs		
AGPO category	Planned Amount (Kes)	Allocation Percentage%
Persons with Disability (PWD)	1,897,800.00	2.49%
Women	70,395,500.00	92.32%
Youth	3,960,200.00	5.19%
AGPO Reserved Amount from non-specialized items.	76,253,500.00	100.00%

For **Financial Year FY2019/2020**, a total of seventy-six million, two hundred and fifty-three thousand, five hundred (76,253,500) was reserved for AGPO. Persons with disability were allocated one million, eight hundred and ninety seven thousand, eight hundred (1,897,800) which accounts to (2.49%) of the total amount, women received an allocation of seventy million three hundred and ninety five thousand, five hundred (70,395,500) which is (95.32%) of the total while Youth were allocated three million nine hundred and sixty thousand, two hundred (3,960,200) which is (5.19%) of the total amount.

PPADA requirement for AGPO Group 2020/2021

2020/2021 Annual Procurement Plan –AGPO; Women, Youth, PWDs		
AGPO category	Planned Amount (Kes)	Allocation Percentage%
Persons with Disability (PWD)	17,868,760.00	15.53%
Women	69,207,660.00	60.13%
Youth	28,015,000.00	24.34%
AGPO Reserved Amount from non-specialized items.	115,091,420.00	100.00%

In the **Financial Year FY2020/2021**, AGPO received an allocation of one hundred and fifteen million, ninety-one thousand, four hundred and twenty (115,091,420). Of the total amount, sixty-nine million, two hundred and seven, six hundred and sixty (69,207,660) which accounts to 60.13% was allocated to women, seventeen million, eight hundred and sixty eight thousand, seven hundred and sixty (17,868,760.00), which accounts to 15.53% was allocated to Persons with Disability (PWD) and twenty eight million, fifteen thousand (28,015,000) which accounts to 24.34%, was allocated to the Youth.

PPADA requirement for AGPO Group 2021/2022

2021/2022 Annual Procurement Plan –AGPO; Women, Youth, PWDs		
AGPO category	Planned Amount (Kes)	Allocation Percentage%
Persons with Disability (PWD)	19,274,600.00	25.78%
Women	55,290,100.00	73.94%
Youth	210,000.00	0.28%
AGPO Reserved Amount from non-specialized items.	74,774,700.00	100.00%

In the **Financial Year FY2021/2022**, seventy-four million, seven hundred and seventy-four thousand, seven hundred (74,774,700) was reserved for AGPO. Women received an allocation of fifty-five million, two hundred and ninety thousand, one hundred (55,290,100) which is 73.94% of the total amount, Persons with Disability received nineteen million, two hundred and seventy-four thousand, six hundred (19,274,600) which accounts for 25.78% while the youth received two-hundred and ten thousand which accounts for 0.28% of the total amount.

PPADA requirement for AGPO Group 2022/2023

2022/2023 Annual Procurement Plan –AGPO; Women, Youth, PWDs		
AGPO category	Planned Amount (Kes)	Allocation Percentage%
Persons with Disability (PWD)	11,762,313.50	7.51%
Women	94,325,063.00	60.26%
Youth	50,446,185.57	32.23%
AGPO Reserved Amount from non-specialized items.	156,533,562.07	100.00%

For **Financial Year FY2022/2023**, a total of one hundred and fifty-six million, five hundred and thirty-three thousand, five hundred and sixty-two (156,533,562) was reserved for AGPO. 60.26% of the total amount which amounts to ninety-four million, three hundred and twenty-five and sixty-three shillings (94,325,063) was allocated to women. 7.51% which amounts to eleven million, seven hundred and sixty-two thousand, three hundred and thirteen (11,762,313) was allocated to Persons with Disability while 32.23% which amounts to fifty million, four hundred and forty-six thousand, one hundred and eighty-five (50,446,185) was allocated to the youth. five hundred and thirty six thousand, and forty-five (1,139,536,045), accounting for 65.4% of the total amount.

PPADA requirement for AGPO Group 2023/2024

2023/2024 Annual Procurement Plan –AGPO; Women, Youth, PWDs		
AGPO category	Planned Amount (Kes)	Allocation Percentage%
Persons with Disability (PWD)	326,130,786.32	18.7%
Women	1,139,536,045.43	65.4%
Youth	277,959,560.99	15.9%
AGPO Reserved Amount from non-specialized items.	1,743,626,392.74	100.00%

In **Financial Year FY2023/2024**, an amount of one billion, seven hundred and forty-three million, six hundred and twenty-six thousand, three hundred and ninety-two (1,743,626,392) was reserved for AGPO. The youth received an allocation of two hundred and seventy-seven million, nine hundred and fifty-nine, five hundred and sixty (277,959,560) which accounts for 15.9% of the total amount, Persons with Disability received three hundred and twenty-six million, one hundred and thirty thousand, seven hundred and eighty-six (326,130,786) which is 18.7% of the total amount reserved, while women received an allocation of one billion, one hundred and thirty nine million,

PPADA requirement for AGPO Group 2024/2025

2024/2025 Annual Procurement Plan –AGPO; Women, Youth, PWDs		
AGPO category	Planned Amount (Kes)	Allocation Percentage%
Persons with Disability (PWD)	222,527,532.00	18.7%
Women	673,166,000.47	56.5%
Youth	296,518,977.80	24.9%
AGPO Reserved Amount from non-specialized items.	1,192,212,510.27	100.00%

In **Financial Year FY2024/2025**, AGPO received a reservation of one billion, one hundred and ninety-two million, two hundred and twelve thousand, five hundred and ten (1,192,212,510). 56.5% of the total amount, which is six hundred and seventy-three million, one hundred and sixty-six thousand (673,166,000) was allocated to women. 24.9% which amounts to two hundred and ninety-six million, five hundred and eighteen thousand, nine hundred and seventy-seven (296,518,977) was allocated to the youth while 18.7%, which amounts to two hundred and twenty-two million, five hundred and twenty-seven thousand, five hundred and thirty-two (222,527,532) was allocated to Persons with Disability.

15.(c). Level of Compliance with Section 157 (12) of PPADA Act, 2015 including companies awarded contracts since January 2016

FINANCIAL YEAR	2016- 2022		2022/2023		2023/2024		2024/2025	
AGPO GROUP	No	Amount (Kes)	No	Amount (Kes)	No	Amount (Kes)	No	Amount (Kes)
Persons with Disability	8	7,246,498.00	1	168,400.00	4	2,379,100.00	17	53,342,025.45
Women	61	90,841,093.69	36	325,558,121.70	32	294,358,069.72	33	178,829,411.30
Youth	38	16,078,821.51	9	21,492,926.00	6	11,443,280.00	15	50,671,291.10
Total	107	114,166,413.20	46	347,219,447.70	42	308,180,449.72	65	282,842,727.85

CBK has issued a total of two hundred and eight (208) framework contracts to AGPO Groups (of the Total contracts, PWD, eighteen (18); Women, one hundred and sixty-two (162); and Youth, twenty-eight (28) for the FY 2017/2018 to 2024/2025 that are utilized as and when required which are focused but not limited to the following areas:

- Gardening, Cleaning, Sanitary and Fumigation Services
- Provision of Air Tickets
- Supply and Delivery of assorted Furniture
- Supply and Delivery of assorted cleaning materials
- Supply and delivery of Beverages & assorted dry Food items
- Supply and delivery of office Stationery
- Supply and deliver of fresh cut Flowers
- Provision of Photography, Videography & Livestreaming services

15. (d). Challenges faced in enforcing implementation of the thirty percent (30%) reservation of public procurement for the disadvantaged groups, including proposal to enhance compliance.

(i) Challenges

1. Lack of Business, technical and management Capacity among some of AGPO Groups

- Some youth, women, and PWDs are unable to deliver on contracts due to Limited business or technical capacity.

2. Limited Access to Resources (Finances)

- AGPO groups lack access to funding due to the risk associated with them.
- Access to funding/loans come with high interest rates that are beyond their capacity leading to inability to access opportunities or deliver on their mandate.

3. Uniqueness of the core business of the Bank

- Due to the nature of the Bank's mandate and operations, its annual procurement requirements consist of highly specialized goods and services from Manufacturers or authorized partners.

(ii) Proposals to enhance compliance in the implementation of 30% reservation of public procurement to disadvantaged groups.

- **Strengthen Institutional Capacity of Public Procurement Entities** through training of Procurement Officers on the specifics of the AGPO policy, including how to allocate procurement opportunities to AGPO groups.
- **Access to Affordable Financing:** Government and financial institutions should work together to provide AGPO groups with easier access to low-interest loans or grants, tailored specifically for businesses owned by youth, women, and PWDs.
- **Invoice Discounting** services that allow AGPO suppliers to receive early payments for work done, mitigating cash flow issues that many small businesses face when working with government contracts.
- **Clear payment terms** in procurement contracts, ensuring AGPO beneficiaries are paid promptly, which will help mitigate their financial challenges.

- **Start-up or growth grants** for small businesses owned by youth, women, and PWDs from the government to help them access the resources they need to scale and become competitive players in public procurement.
- **Capacity Building for AGPO Beneficiaries** by Providing tailored trainings that focus on improving their technical skills, business management capabilities, and understanding of procurement processes. This could include:
 - a) Proposal writing workshops
 - b) Financial management training
 - c) Legal requirements and compliance in government procurement
- The Bank has endeavored to sensitize the AGPO Group through workshops to ensure that they fully participate in the procurement opportunities reserved for them.
- For tenders reserved for AGPO groups, the Bank holds pre-bid meetings with the prospective bidders that attend to sensitize them on the tender document requirements and processes.

16. Distribution of CBK's resources in the Country including presence of Regional and Country Offices

The CBK's areas of operation and presence include:

- The Head Office in Nairobi
- Three (3) Branches (Mombasa, Kisumu, Eldoret)
- Four (4) Centres (Nyeri, Nakuru, Meru, Kisii)



AGRICULTURE AND FOOD AUTHORITY

PRESENTATION TO THE NATIONAL ASSEMBLY COMMITTEE ON NATIONAL COHESION AND EQUAL OPPORTUNITY.

**Dr. Bruno Linyiru, OGW
Director General.**

Thursday 25th September 2025

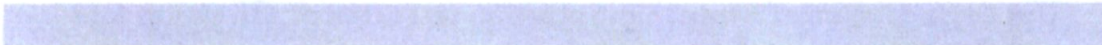
Signed:.....
Dr. Bruno Linyiru, OGW
Director General

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Signed: 
 Dr. Bruno Linyiru, OGW
 Director General

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PP 
Signed:.....
Dr. Bruno Linyiru, OGW/
Director General

**REPORT BY AGRICULTURE AND FOOD AUTHORITY TO THE COMMITTEE
ON NATIONAL COHESION AND EQUAL OPPORTUNITY AS AT 31ST MAY
2025**

**1.0 The Organizations Current Composition in Terms of Ethnicity, Age
and Gender**

The Authority is composed of a total of four hundred and seventy seven (477) employees employed on various terms of service as permanent & pensionable, long and short term contracts. The total staff complement is made up of Two Hundred and Eighty (280) male and One Hundred and Ninety-Seven (197) female employees. The staff compliment is made up of representation from various ethnic backgrounds that is Twenty-four (24) out of the Forty-Seven (47) Kenyan ethnic communities, giving a 51.06% representation in ethnic diversity. The details on current compositions in terms of ethnicity, age and gender are as presented below

1.1 Employment Composition in Terms of Ethnicity

The tabulated summery of ethnic communities distribution in the Authority depicts that out of the 46 ethnic communities in Kenya, AFA has engaged 24 ethnic communities which translate to 51.06%. Thus the figures demonstrates that the Authority is in compliance with Article 232 of the Constitution of Kenya, 2010. The Authority is in compliance with the National Cohesion and Integration Act 2008 part III (7)(2) as there is no ethnic community comprising more than one third (1/3) of the staff population as below.

Table 1: Ethnic Communities Distribution in the Authority

S. No.	Ethnicity	Total	Overall Percentage
1	Kalenjin	94	19.71
2	Kikuyu	84	17.61
3	Luhya	56	11.74
4	Meru	55	11.53

Signed:.....
Dr. Bruno Linyiru, OGW
Director General

S. No.	Ethnicity	Total	Overall Percentage
5	Kamba	54	11.32
6	Luo	48	10.06
7	Kisii	26	5.45
8	Mijikenda	16	3.35
9	Taita	9	1.89
10	Teso	7	1.47
11	Pokot	5	1.05
12	Embu	4	0.84
13	Kenyan Somali	3	0.63
14	Pokomo	3	0.63
15	Borana	2	0.42
16	Burji	2	0.42
17	Maasai	2	0.42
18	Bajuni	1	0.21
19	Basuba	1	0.21
20	Kuria	1	0.21
21	Nubi	1	0.21
22	Rendile	1	0.21
23	Swahili	1	0.21
24	Turkana	1	0.21
Grand Total		477	100.00

1.2 Employment Composition in Terms of Age Distribution

Details of age distribution in the Authority are as tabulated below.

Table 2: Composition of staff by Age

S. No.	Ethnicity	Age					Totals No.	%
		21-30	31-40	41-50	51-60	61 and above		
1	Kalenjin	14	28	36	16	0	94	19.71
2	Kikuyu	10	23	22	28	1	84	17.61
3	Luhya	12	9	20	15	0	56	11.74
4	Meru	9	23	16	7	0	55	11.53
5	Kamba	8	12	12	22	0	54	11.32
6	Luo	7	17	19	5	0	48	10.06

Signed:
Dr. Bruno Linyiru, OGW
Director General

S. No.	Ethnicity	Age					Totals No.	%
		21-30	31-40	41-50	51-60	61 and above		
7	Kisii	9	5	6	6	0	26	5.45
8	Mijikenda	2	4	7	3	0	16	3.35
9	Taita	0	2	5	2		9	1.89
10	Teso	2	0	1	4	0	7	1.47
11	Pokot	0	2	3	0	0	5	1.05
12	Embu	1	2	0	1	0	4	0.84
13	Kenyan Somali	0	2	1	0	0	3	0.63
14	Pokomo	0	1	2	0	0	3	0.63
15	Borana	0	2	0	0	0	2	0.42
16	Burji	0	1	0	1	0	2	0.42
17	Maasai	1	1	0	0	0	2	0.42
18	Bajuni	0	0	1	0	0	1	0.21
19	Basuba	0	0	1	0	0	1	0.21
20	Kuria	0	0	1	0	0	1	0.21
21	Nubi	0	0	0	1	0	1	0.21
22	Rendile	0	1	0	0	0	1	0.21
23	Swahili	0	0	0	1	0	1	0.21
24	Turkana	0	0	1	0	0	1	0.21
	Grand Totals	75	135	154	112	1	477	100
	% Distribution	15.72	28.30	32.29	23.48	0.21	100.00	

As above illustrated, the age bracket 21 to 30 years comprises seventy five (75) which is 15.72% of the total staff complement of 477. One hundred and thirty five (135) are in the age bracket of 31 to 40 translating to 28.3%. The age bracket 41 to 50 has the highest with one hundred and fifty four (154) which translates to 32.29% of the total staff complement of 477. Age bracket 51 to 60 comprises one hundred and twelve (112) which is translates to 23.48% of the total staff complement of 477. The Authority has only one (1) staff above 61 years bracket registered under PWD and this translates to 0.21%.


 Signed:.....
 Dr. Bruno Linyiru, OGW
 Director General

1.3 Staff Distribution by Gender

Out of the four hundred and seventy seven (477) employees under AFA employment, two hundred and eighty (280) are male while one hundred and ninety seven (197) are female. This translates to 58.7% and 41.3% respectively. Table 3 below illustrates the employment composition in terms of gender.

Table 3: Gender Distribution Table

S. No.	Ethnicity	Gender		Totals	% Distribution		Totals
		Male	Female		Male	Female	
1	Kalenjin	57	37	94	11.95	7.76	19.71
2	Kikuyu	40	44	84	8.39	9.22	17.61
3	Luhya	34	22	56	7.13	4.61	11.74
4	Meru	28	27	55	5.87	5.66	11.53
5	Kamba	34	20	54	7.13	4.19	11.32
6	Luo	29	19	48	6.08	3.98	10.06
7	Kisii	16	10	26	3.35	2.10	5.45
8	Mijikenda	11	5	16	2.31	1.05	3.35
9	Taita	4	5	9	0.84	1.05	1.89
10	Teso	6	1	7	1.26	0.21	1.47
11	Pokot	5	0	5	1.05	0.00	1.05
12	Embu	2	2	4	0.42	0.42	0.84
13	Kenyan Somali	3	0	3	0.63	0.00	0.63
14	Pokomo	2	1	3	0.42	0.21	0.63
15	Borana	2	0	2	0.42	0.00	0.42
16	Burji	2	0	2	0.42	0.00	0.42
17	Maasai	1	1	2	0.21	0.21	0.42
18	Bajuni	0	1	1	0.00	0.21	0.21
19	Basuba	1	0	1	0.21	0.00	0.21
20	Kuria	0	1	1	0.00	0.21	0.21
21	Nubi	0	1	1	0.00	0.21	0.21
22	Rendile	1	0	1	0.21	0.00	0.21
23	Swahili	1	0	1	0.21	0.00	0.21
24	Turkana	1	0	1	0.21	0.00	0.21
Total		280	197	477	58.70	41.30	100.00

Signed: 
 Dr. Bruno Linyiru, OGW
 Director General

Table 1 to table 3 above are further supported by details which are annexed as *Appendix I: Schedule of Current Staff Population composition*

2.0 Extent to which the Authority has Complied with Article 54(2) of the Constitution, on Composition of Persons with Disabilities Including the Nature of Disability

The Authority has been constrained in terms of recruitment of new staff and over the years has been affected by exits due to natural attrition. Furthermore, changes in legislation has resulted in exit of a number of staff to form the new Tea Board of Kenya and the Kenya Sugar Board. Currently, the Authority has nine (9) employees registered as persons with disabilities out of the total of Four Hundred and Seventy-Seven (477), thus making up a percentage of 1.88% of the total staff complement;

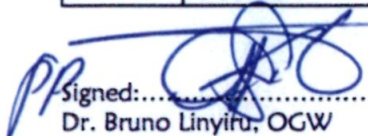
Table 4: Employment Composition in Terms of Disability

PWDs BY GENDER	PWD NUMBERS	TOTAL STAFF	PERCENTAGE (%)
MALE	5	280	1.048218029
FEMALE	4	197	0.838574423
TOTAL	9	477	1.886792453

The nine (9) members of staff who are classified under PWD can further be analyzed in terms of nature and type of disability. Table 5 below illustrates the distribution of the nine members.

Table 5: Nature of Disability in the Authority

S.no.	Type of Disability	Top Management Employees		Middle Level Employees		Lower Cadre Employees	
		No.	%	No.	%	No.	%
1	Physical	0	0	1	50.00	4	57.14
2	Visual	0	0	0	0.00	1	14.29
3	Chronic progressive disorders	0	0	1	50.00	1	14.29

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S.no.	Type of Disability	Top Management Employees		Middle Level Employees		Lower Cadre Employees	
		No.	%	No.	%	No.	%
4	Physical (Amputation)	0	0	0	0.00	1	14.29
	Total	0	0	2	100.00	7	100.00

Appendix II: Data on staff with disabilities

3.0 Composition of the Governing Body of the Authority in Terms of Age, Gender, Ethnicity and Persons with Disability

The Board of the Authority is established under Section three (3) of the Agriculture and Food Authority Act No.13 of 2013 and is composed of persons as follows:

- a) A non-executive chairman appointed by the President
- b) The Principal Secretary in the Ministry responsible for Agriculture
- c) The Principal Secretary in the Ministry responsible for Finance
- d) The Principal Secretary in the Ministry responsible for Lands
- e) Eight (8) persons being farmers representing farmer organizations in the major crop sub sectors in Kenya appointed by the Cabinet Secretary in consultation with the Council of County Governors
- f) The Director General who shall be the secretary to the Board and the chief executive officer of the Authority

3.1 Governing Body Composition in Terms of Age and Gender:

The Authority governing body, the Board, is made up of nine (9) independent members representing value chain clusters analyzed as presented in Table 6 below. Out of the nine (9) Board members, 7 are males, translating to 77.78% while two (2) are females, translating to 22.22 %.

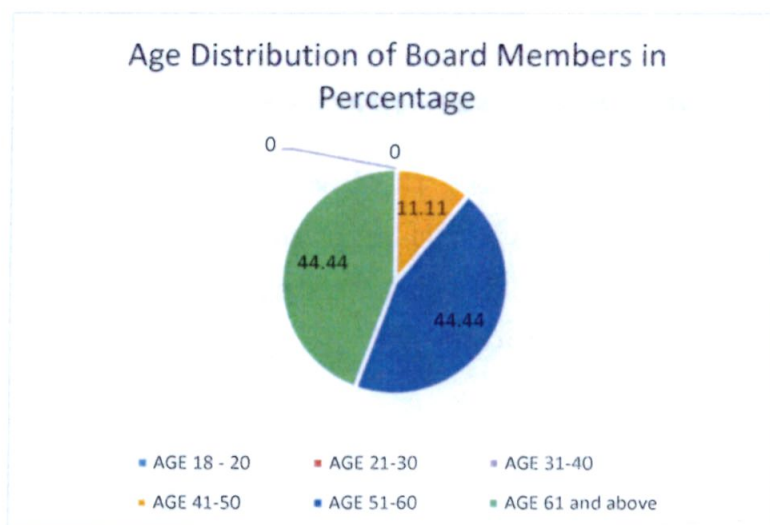
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Table 6: Board of Directors Distribution by Age and Gender

S.NO.	ETHNICITY	AGE						GENDER	
		18 - 20	21- 30	31- 40	41- 50	51- 60	61 & above	MALE	FEMALE
1	Kalenjin	0	0	0	0	2	0	1	1
2	Kikuyu	0	0	0	0	1	1	1	1
3	Kisii	0	0	0	0	0	1	1	0
4	Kamba	0	0	0	0	0	1	1	0
5	Meru	0	0	0	1	0	0	1	0
6	Embu	0	0	0	0	0	1	1	0
7	Luo	0	0	0	0	1	0	1	0
	Total No.	0	0	0	1	4	4	7	2
	% Distribution	0.00	0.00	0.00	11.11	44.44	44.44	77.78	22.22

The distribution of the Board members are further illustrated by the pie charts as presented below. The Board of AFA is composed of one (1) member in the age bracket between 41 to 50 years which translates to 11.11% of the total Board members of 9. On age bracket 51 to 60 and 61 and above, each have four (4) members which respectively translates to 44.44%



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In addition, the Board has one representative each from the Ministry of Agriculture, Livestock and Fisheries, National Treasury & Economic Planning and Ministry of Lands, Public Works, Housing and Urban Development.

3.2 Governing Body Composition in Terms of Ethnicity and PWD Status:

Table 7: AFA Board of Directors Distribution in Terms of Ethnicity and PWD Status

S.NO.	ETHNICITY	NUMBER	PWD STATUS	% DISTRIBUTION (ETHNICITY)
1	KALENJIN	2	0	22.22
5	KIKUYU	2	0	22.22
2	KISII	1	0	11.11
3	KAMBA	1	0	11.11
4	MERU	1	0	11.11
6	EMBU	1	0	11.11
7	LUO	1	0	11.11
	TOTAL	9	0	100

Appendix III Board Members Biodata

4.0 Composition of Employees in Senior Management Level, Middle Level and Lower Cadres in Terms of Ethnicity, Age, Gender and Persons with Disabilities

The composition of the employees by level from senior management, middle level and lower cadres is presented as per Appendix IV, V and IV. Analyzed and presented below as table 7 is the composition of employees in Senior, Middle and Lower levels presented in terms of ethnic distribution.

4.1 Staff Composition in Terms of Management Levels.

The distribution of staff in the Authority in terms of management levels is as follows, sixteen (16) staff are under top management which translate to 3.35%. Subsequently, one hundred and fifteen (115) are in the middle management level while three hundred and forty six (346) are in the lower cadre. This translates to

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24.11% and 72.54% of the total staff complement of four hundred and seventy seven (477). Table 8 below presents more details on the same.

Table 8: Staff Distribution in Terms of Management Levels

S.No.	Ethnicity	Top Management Employees		Middle Level Employees		Lower Cadre Employees		Totals	
		No.	%	No.	%	No.	%	No	%
1	Kalenjin	3	0.63	19	3.98	72	15.09	94	19.71
2	Kikuyu	2	0.42	22	4.61	60	12.58	84	17.61
3	Luhya	1	0.21	12	2.52	43	9.01	56	11.74
4	Meru	2	0.42	7	1.47	46	9.64	55	11.53
5	Kamba	4	0.84	20	4.19	30	6.29	54	11.32
6	Luo	0	0.00	15	3.14	33	6.92	48	10.06
7	Kisii	0	0.00	8	1.68	18	3.77	26	5.45
8	Mijikenda	0	0.00	1	0.21	15	3.14	16	3.35
9	Taita	2	0.42	3	0.63	4	0.84	9	1.89
10	Teso	0	0.00	2	0.42	5	1.05	7	1.47
11	Pokot	0	0.00	1	0.21	4	0.84	5	1.05
12	Embu	0	0.00	2	0.42	2	0.42	4	0.84
13	Kenyan Somali	0	0.00	0	0.00	3	0.63	3	0.63
14	Pokomo	0	0.00	1	0.21	2	0.42	3	0.63
15	Borana	0	0.00	0	0.00	2	0.42	2	0.42
16	Burji	0	0.00	0	0.00	2	0.42	2	0.42
17	Maasai	0	0.00	0	0.00	2	0.42	2	0.42
18	Bajuni	0	0.00	0	0.00	1	0.21	1	0.21
19	Basuba	0	0.00	1	0.21	0	0.00	1	0.21
20	Kuria	0	0.00	1	0.21	0	0.00	1	0.21
21	Nubi	0	0.00	1	0.21	0	0.00	1	0.21
22	Rendile	0	0.00	0	0.00	1	0.21	1	0.21
23	Swahili	1	0.21	0	0.00	0	0.00	1	0.21
24	Turkana	0	0.00	0	0.00	1	0.21	1	0.21
	Total	15	3.14	116	24.32	346	72.54	477	100

4.2 Staff Composition in Terms of Management Levels and Age Brackets.

Table 9 below illustrates distribution of staff in the Authority in terms of age brackets and management cadres.

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Table 9: Distribution of staff in Terms of Age Brackets and Management Cadres

S.No	Age Bracket	Top Management Employees		Middle Level Employees		Lower Cadre Employees		Totals	
		No.	%	No.	%	No.	%	No.	%
1	18 - 20	0	0.00	0	0.00	0	0.00	0	0.00
2	21-30	0	0.00	0	0.00	75	15.72	75	15.72
3	31-40	1	0.21	5	1.05	129	27.04	135	28.30
4	41-50	7	1.47	57	11.95	89	18.66	153	32.08
5	51-60	7	1.47	53	11.11	53	11.11	113	23.69
6	61 and above	0	0.00	0	0.00	1	0.21	1	0.21
	Total	15	3.14	115	24.11	347	72.75	477	100.00

4.3 PWD Staff Composition in Terms of Management Levels and Age Brackets

Table 10 below presents the distribution of PWD Staff in terms of management levels as well as age brackets.

Table 10: PWD Distribution in Terms of management Levels and Age

S. No	Age Bracket	Top Management Employees		Middle Level Employees		Lower Cadre Employees		Total	
		No.	%	No.	%	No.	%	No	%
1	18 - 20	0	0	0	0.00	0	0.00	0	0.00
2	21-30	0	0	0	0.00	2	28.57	2	22.22
3	31-40	0	0	0	0.00	1	14.29	1	11.11
4	41-50	0	0	0	0.00	2	28.57	2	22.22
5	51-60	0	0	2	100.00	1	14.29	3	33.33
6	61 and above	0	0	0	0.00	1	14.29	1	11.11
	Total	0	0	2	100.00	7	100.00	9	100.00

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4.4 Management Level Composition in Terms of Age Bracket and Gender.

Table 11 below illustrates the management composition in terms of age and gender

Table 11: Management Composition in Terms of Levels and Gender

S/N o.	Age Bracket	Top Management Employees				Middle Level Employees				Lower Cadre Employees			
		M	F	Totals	%	M	F	Totals	%	M	F	Totals	%
1	18 - 20	0	0	0	0.00	0	0	0	0.00	0	0	0	0
2	21-30	0	0	0	0.00	0	0	0	0.00	43	32	75	15.72
3	31-40	0	1	1	6.67	3	2	5	4.35	75	54	129	28.30
4	41-50	3	4	7	46.67	28	29	57	49.57	55	34	89	32.08
5	51-60	3	4	7	46.67	29	24	53	46.09	40	13	53	23.69
6	61 and above	0	0	0	0.00	0	0	0	0.00	0	1	1	0.21
	Total	6	9	15	100.	60	55	115	100	213	134	347	100

Additional information is appended as follows.

Appendix IV Composition of Top Management Employees

Appendix V Composition of Middle level Employees

Appendix VI Composition of Lower cadre Employees

5.0 Total Number Of Permanent and Pensionable Staff Employed in the Last Three Recruitment's and their Representation in Terms of Ethnicity, Age, Gender and Persons With Disability in the Authority

The Authority recruited One (1) staff on permanent and pensionable terms in the last recruitment exercise as per table below:

Table 12: Employed Staff on Permanent and Pensionable Terms

S.no.	Gender	PWD	Terms of Engagement	Age	Ethnicity
1.	Female	No	Permanent and Pensionable	46	Taita

Appendix VII Bio data on recruited staff

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6.0 Total Number of Casual, Temporary and Contractual Staff Serving Currently and their Representation in Terms of Ethnicity, Age, Gender and Persons With Disabilities

The Authority has staff serving currently under casual, temporary and contract terms of service totaling Two Hundred and Twenty-Five (225) staff as per table below:

Table 13 : Distribution of Casuals, Temporary and Contractual Staff in the Authority

S.no	Terms of Employment	Total Number	%	Remarks
1.	Casual	14	6.22	Deployed in demo farms & Kitchen
2.	Temporary	202	89.34	Deployed in both technical and support services as diploma and graduate holders
3.	Contract	10	4.44	The Director General and Directors
Total		225	100	

The summary of breakdown by terms of engagement is as below:

a) Contracts

Table 14: Distribution of staff on Contracts in Terms of Ethnicity, Gender and Age.

S. No	Ethnicity	Total	Gender		Age		% Ethnic Distribution
			Male	Female	Below 35	36 & above	
1	Kamba	3	1	2	-	3	30
2	Kalenjin	2	1	1	-	2	20
3	Meru	2	2	-	-	2	20
4	Kikuyu	1	-	1	-	1	10
5	Luhya	1	1	-	-	1	10
6	Swahili	1	1	-	-	1	10
Total		10	6	4	-	10	100

Appendix VIII Bio data on contract staff

b) Casuals

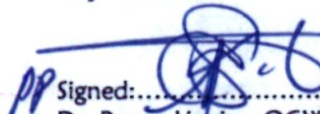
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Table 15 : Distribution of Casuals in Terms of Ethnicity, Gender and Age

S.No.	Ethnicity	Total	% Ethnic Distribution	Gender		Age	
				Male	Female	35 & below	36 & above
1	Kalenjin	4	28.57	1	3	3	1
2	Mijikenda	3	21.43	2	1	-	3
3	Kamba	2	14.29	2	-	2	-
4	Luo	2	14.29	2	-	1	1
5	Luhya	1	7.14	1	-	-	1
6	Swahili	1	7.14	1	-	-	1
7	Taita	1	7.14	1	-	-	1
	Total	14	100.00	10	4	6	8

Appendix IX Bio data on Casual staff

c) Temporary Staff

Table 16: Distribution of Temporary Staff in Terms of Ethnicity, Gender and Age

S.No.	Ethnicity	Total	% Ethnic Distribution	Gender		Age	
				Male	Female	35 & Below	36 & above
1	Meru	38	18.81	18	20	19	19
2	Kalenjin	36	17.82	21	15	28	8
3	Kikuyu	30	14.85	15	15	21	9
4	Luhya	25	12.38	17	8	17	8
5	Luo	23	11.39	14	9	16	7
6	Kamba	16	7.92	12	4	12	4
7	Kisii	13	6.44	8	5	12	1
8	Mijikenda	7	3.47	4	3	5	2
9	Borana	2	0.99	2	-	1	1
10	Burji	2	0.99	2	-	1	1
11	Maasai	2	0.99	1	1	2	-
12	Teso	2	0.99	2	-	2	-
13	Embu	1	0.50	-	1	1	-
14	Bajuni	1	0.50	-	1	-	1
15	Pokomo	1	0.50	1	-	-	1
16	Rendile	1	0.50	1	-	1	-
17	Somali	1	0.50	1	-	-	1
18	Taita	1	0.50	1	-	1	-

S.No.	Ethnicity	Total	% Ethnic Distribution	Gender		Age	
				Male	Female	35 & Below	36 & above
	Grand Total	202	100	120	82	139	63

Appendix X: Bio data on temporary staff

7.0 Ratio Between the National Population and Employment Proportion in the Institution (Under-Representation and Over-Representation) - Based on 2019 National Population and Housing Census

The Authority has engaged a total of four hundred and seventy-seven (477) Kenyans, translating to a 0.001% of the total population of Kenya as per the Population Census 2019. Out of the twenty-four (24) ethnic communities, there is under-representation of twelve (12), Over-representation of ten (10) and equal representation of two (2) ethnic communities across the Authority.

Table 17: Staff Ratio Between AFA and National Population and Employment Proportion

S.No.	Ethnicity	Gender		Employment Distribution	National Population	Percentage Ratio Of Population	Percentage Ratio Employed	Representation
		Male	Female					
1	Kalenjin	57	37	94	6,358,113	14	19.7	Over-Represented
2	Kikuyu	40	44	84	8,148,668	18	17.6	Under-Representation
3	Luhya	34	22	56	6,823,842	15	11.7	Under-Representation
4	Meru	28	27	55	1,975,869	4	11.5	Over-Represented
5	Kamba	34	20	54	4,663,910	10	11.3	Over-Represented
6	Luo	29	19	48	5,066,966	11	10.1	Under-Representation
7	Kisii	16	10	26	2,703,325	6	5.5	Under-Representation
8	Mijikenda	11	5	16	2,488,691	5	3.4	Under-Representation
9	Taita	4	5	9	344,415	1	1.9	Over-Represented
10	Teso	6	1	7	417,670	1	1.5	Over-Represented
11	Pokot	5	0	5	621,241	1	1	Equal
12	Embu	2	2	4	404,801	1	0.8	Under-Representation
13	Kenyan Somali	3	0	3	2,780,502	6	0.6	Under-Representation

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Director General

11.5
19.7
15.0
5.7

S.No.	Ethnicity	Gender		Employment Distribution	National Population	Percentage Ratio Of Population	Percentage Ratio Employed	Representation
		Male	Female					
14	Pokomo	2	1	3	112,075	0	0.6	Over-Represented
15	Borana	2	0	2	276,236	1	0.4	Under-Representation
16	Burji	2	0	2	36,938	0	0.4	Over-Represented
17	Maasai	1	1	2	1,189,522	3	0.4	Under-Representation
18	Bajuni	0	1	1	91,422	0.2	0.2	Equal
19	Basuba	1	0	1	157,787	0.3	0.2	Under-Representation
20	Kuria	0	1	1	313,854	1	0.2	Under-Representation
21	Nubi	0	1	1	21,319	0	0.2	Over-Represented
22	Rendile	1	0	1	96,313	0	0.2	Over-Represented
23	Swahili	1	0	1	56,074	0	0.2	Over-Represented
24	Turkana	1	0	1	1,016,174	2	0.2	Under-Representation
	Total	280	197	477	46,165,727	0.001	100	

Appendix XI: Ratio between the National Population and Employment Proportion based on the 2019 National Population and Housing Census indicating under-representation or over-representation

8.0 Status of Compliance of the Authority with Section 7 of National Cohesion Act, 2008 and Article 232 (1) (H) and (I) Including Efforts Made by the Authority to Enhance Compliance

The Authority has adhered to the provisions of section 7 of the National Cohesion and Integration Act, 2008 and Article 232 (1) (h) and (i) by ensuring compliance whenever it undertakes its functions and at recruitment. Specifically, this is demonstrated by the submitted data and analysis in reference to the sub-sections 1 to 7:

- The Authority has representation of a total of twenty-four (24) ethnic communities currently in its employment;
- No ethnic community among the currently employed staff make up more than one third of the staff establishment;

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Director General

- c) The Authority has not discriminated against anyone in offering employment whether through arrangements, terms of employment or refusing deliberately or omitting to offer employment on grounds of ethnicity;
- d) The Authority has not discriminated anyone on grounds of terms of employment, access to opportunities for promotion, transfer or training or any other benefits, facilities or services, or by refusing or deliberately omitting to afford access to them or by dismissal or subjecting anyone to other detriment;
- e) No person has been subjected to harassment by the Authority, her representatives or assigns in relation to employment at any of the Authority's premises;
- f) No person has been discriminated and dismissed from its service on ethnic grounds either on expiration of employment period or by an act of his on grounds of ethnicity.

In regard to the Article 232 (1) (h) and (i), the Authority has endeavored to comply with the requirements on representation of Kenya's diverse communities and affording adequate and equal opportunities for appointment, training and advancement, at all levels of the organization to all qualifying applicants.

9.0 Challenges the Institution Has Faced in its Bid to Enhance Diversity of Employees and its Mitigation Measures to Curb the Challenges

The Authority has encountered challenges in the process of enhancing the diversity of employees and subsequently strategies and mitigation measures have been developed to address them. Summarized in table 18 are the challenges and mitigation measures.

Table 18: Challenges and Mitigation Measures.

S.No.	Challenge	Proposed Mitigation Measure
1.	Inability to undertake recruitment of staff to fill gaps arising from natural	Develop and have approved Human Resource Instruments to facilitate filling of existing vacancies

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Director General

S.No.	Challenge	Proposed Mitigation Measure
	attrition	
2.	Achievement of the 5% representation of persons with disability due to inability to recruit	Unfreeze the moratorium on recruitment in the public service; Collaborate with the National Council for Persons with Disabilities on identification of qualifying PWD's for advertised positions
3.	Certain job requirements that attract only females/ males	More sensitization on gender roles and diversity to encourage both genders to take up roles in non-traditional gender associated careers
4.	Inability to recruit due to the lack of approved HR Instruments	Developing and submitting the HR Instruments for approval and subsequently undertaking recruitment

10.0 Measures Put in Place, If Any, to Promote Persons With Disabilities Friendly Work Environment

The Authority has implemented various measures to promote inclusiveness for persons with disability and create a friendly work environment including:

- a) Physical adjustments through construction of ramps for entry and exit to the buildings
- b) Provision of disability friendly washrooms for persons with disability
- c) Reservation of parking spots for persons with disability near the entrance
- d) Disability friendly reception desks to accord persons with physical impairment easy access
- e) Development and translation of service charters in to braille for both English and Kiswahili versions
- f) An interactive website with disability features
- g) Training and engagement of Kenya sign language interpreters during various forums for stakeholders
- h) Engage members of Parliaments and Administrative Units for updating of records and for the direct contacts with the grass roots for the marginalized communities.

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- i) Engaging the National Council for Person for Disabilities in related Human Resource Management and Procurement Processes.
- j) Payment of disability allowance for staff who require an aid
- k) Reservation and Award of procurement opportunities for special groups under persons with disabilities

11.0 Institutional Policy on Staff Training and Development

The Authority has a staff training and development provision in the Human Resource Policies and procedures Manual to govern matters relating to employee learning and development. This is aimed at streamlining the award of training opportunities to employees, provisions for internship and attachment, orientation and induction and applicable terms and obligations where an employee is awarded sponsorship, personal development to upgrade skills and paid study leave, among others.

Appendix XII: Extract on AFA Staff Learning and Development

12.0 Information Regarding Total Number of Staff Trained for the Last Three Financial Years in Terms of Ethnicity, Age, Gender and Persons with Disabilities

The Authority undertakes annual training needs assessment for staff and develops a training plan which is implemented on an annual basis. The Authority has been undertaking staff training to address skills gap, acquire requisite qualifications for advancement in careers and according staff opportunity to acquire continuous professional development (CPD) points for those professions that require member to obtain annual CPD points such as Legal, Finance, Audit, Human Resource and Supply Chain Professionals.

Appendix XIII: AFA Staff Training Report



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Director General

13.0 Institutional Policy on Recruitment

The Authority applies the provisions in the Human Resource Policies and Procedures Manual on recruitment of staff whenever recruitment is to be undertaken.

Appendix XIV: Extract of AFA Human Resource Policies and Procedures Manual

14.0 Information Regarding Staff Promotion in the Past Five Years in Terms Of Ethnicity, Age, Gender and Persons With Disabilities

The Authority has undertaken substantive staff promotion as per schedule attached as Appendix XV and summarized below:

Table 19: Promotions

S.no.	Ethnicity	Total	% Ethnic Distribution	Gender		Age		PWD
				Male	Female	35 & Below	36 & above	
1	Kalenjin	7	20.59	2	5	-	7	0
2	Luo	5	14.71	2	3	-	5	1
3	Kamba	4	11.76	1	3	-	4	0
4	Kikuyu	4	11.76	-	4	-	4	0
5	Meru	3	8.82	2	1	-	3	0
6	Taita	3	8.82	-	3	-	3	0
7	Embu	1	2.94	1	-	1	-	0
8	Kisii	1	2.94	1	-	-	1	0
9	Kuria	1	2.94	-	1	-	1	0
10	Luhya	1	2.94	1	-	-	1	0
11	Pokomo	1	2.94	-	1	-	1	0
12	Pokot	1	2.94	1	-	-	1	0
13	Teso	1	2.94	1	-	-	1	0
14	Basuba	1	2.94	1	-	-	1	0
	Total	34	100.00	13	21	1	33	1

Appendix XV Staff substantive appointments on promotion

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INFORMATION REGARDING COMPLIANCE WITH THIRTY PERCENT PUBLIC PROCUREMENT RESERVATION FOR SPECIAL INTEREST GROUPS AS PROVIDED UNDER SECTION 157 (5) OF THE PUBLIC PROCUREMENT AND ASSET DISPOSAL ACT.

1.0 Status of Compliance with the Thirty Percent (30%) Reservation of Public Procurement for the Disadvantaged Groups Since January 2016

The Authority's overall procurement expenditure since January 2016 amounts to Kshs. 6,199,931,570.29. In line with the 30% reservation of public procurement for disadvantaged groups, Kshs. 1,856,557,191.40 was reserved during the same period. The actual awards made totaled Kshs. 1,630,030,116.14, representing 26.29% of the procurement budget.

Explanation

Low Participation – Limited uptake of tenders by disadvantaged groups due to lack of awareness, capacity, or experience

Table 20: Compliance with 30% Reservations

S.NO.	Financial Year	Procurement Plan	Total Procurement Reserved	AGPO Procurement Awarded	% Compliance
1	2016/2017	603,236,000.00	180,971,000.00	184,888,521.66	30.65
2	2017/2018	591,497,769.00	177,449,330.70	171,065,022.38	28.92
3	2018/2019	464,415,539.29	136,203,182.00	190,543,402.55	41.03
4	2019/2020	520,113,775.00	156,034,133.00	107,720,000.00	20.71
5	2020/2021	632,300,000.00	189,390,000.00	151,132,476.10	23.90
6	2021/2022	1,323,428,419.00	397,028,525.00	373,163,164.10	28.20
7	2022/2023	1,261,486,348.00	378,444,904.00	270,422,955.55	21.44
8	2023/2024	803,453,720.00	241,036,116.00	181,094,573.80	22.54
	TOTAL	6,199,931,570.29	1,856,557,191.40	1,630,030,116.14	26.29

Signed:.....
Dr. Bruno Linyiru, OGW
Director General

2.0 Number of Youths, Women and Persons with Disabilities Whose Goods and Services Have Been Procured By the Authority, Including the Amount Received By Each Category per Financial Year Since the Law Was Enacted.

The Authority awarded tenders to a total of 5,657 women enterprises, 2,444 youth enterprises and 397 PWD registered enterprises for the period FY 2016/17 to 2023/24 as per table below:

Table 21: Number of Youths, Women and PWDs Analysis on Procurements

S.NO	Financial Year	Women			Youth			Persons with Disability		
		No.	Amount	%	No.	Amount	%	No.	Amount	%
1	2016/2017	628	101,952,359.67	55.14	414	73,946,306.34	39.99507686	46	8,989,855.65	4.86
2	2017/2018	683	58,732,269.84	34.33	403	103,333,141.14	60.40576835	40	8,999,611.40	5.26
3	2018/2019	883	119,236,769.60	62.578	193	54,885,422.95	28.80468293	80	16,421,210.00	8.61
4	2019/2020	530	86,176,000.00	80	234	16,158,000.00	15	36	5,386,000.00	5
5	2020/2021	762	79,832,741.98	52.82	162	64,206,011.12	42.48326553	63	7,093,644.00	4.69
6	2021/2022	890	118,578,356.28	31.78	683	240,086,151.72	64.33811662	68	14,498,656.00	3.88
7	2022/2023	657	170,805,671.80	63.16	160	87,826,233.00	32.4773586	25	11,791,050.00	4.36
8	2023/2024	624	99,720,910.80	55.066	195	71,552,708.00	39.51123797	39	9,820,955.00	5.42
	Total	5657	835,035,079.97	51.23	2444	711,993,974.27	43.67980488	397	83,000,982.05	5.09

3.0 Level of Compliance with Section 157 (12) Of the Public Procurement and Asset Disposal Act, Including Companies Awarded the Contracts Since January 2016

The Authority has complied with Section 157 (12) of the Public Procurement and Asset Disposal Act (PPADA) 2015, which requires procuring entities at both national and county levels to submit a report to the Public Procurement Regulatory Authority (PPRA) every six months.

This report demonstrates compliance with the provisions of the Act regarding the implementation of the preferences and reservation scheme and includes disaggregated data by gender and disability, indicating the number of youth, women, and persons with disabilities whose goods and services have been procured.

Signed: 
Dr. Bruno Linyiru, OGW
Director General

4.0 Challenges Faced In Enforcing Implementation of the Thirty (30) Percent Reservation of Public Procurement for the Disadvantaged Groups, Including Proposal to Enhance Compliance

Table 22: Challenges in Enforcement of 30% Reservations

S.no.	Challenge	Proposals to enhance compliance
1.	Non-responsiveness of bidders when filling and attaching documents for tender requirements	Sensitization of the special groups on tender requirements
2.	Lack of approvals for capital expenditure affecting reserved amounts	Government to consider approval of both recurrent and capital expenditure budgets at the same time
3.	Challenges occasioned by lockdown due to the corona pandemic in 2020	Adjust the targets to incorporate unplanned challenges such as the pandemic
4.	Delivery of poor quality goods, services and works	Stringent inspection and acceptance
5.	Lack of technical expertise especially for works and services	Need to embrace strict adherence to requirements
6.	Dominance of established suppliers, making it challenging for newcomers to compete	Continue to make reservation for the specialized category of AGPO annually.

Signed:.....
Dr. Bruno Linyiru, OGW
Director General

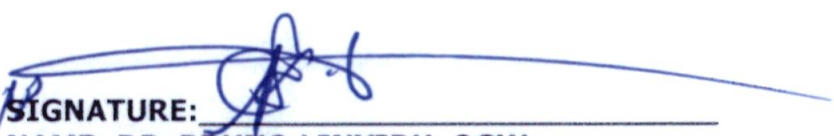
INFORMATION REGARDING COMPLIANCE TO SECTION 11 OF THE NATIONAL COHESION AND INTEGRATION ACT, 2008 ON THE DISTRIBUTION OF THE AUTHORITIES RESOURCES IN THE COUNTRY, INCLUDING PRESENCE OF REGIONAL OR COUNTY OFFICES

The Authority has devolved its services to the counties through field and regional offices, including presence at various points of entry and exit in to the country

Each region is facilitated with necessary tools for delivery of service including office imprest for administration and operational costs. The stakeholder services undertaken by the Authority in the various counties include collaboration with County Governments and value chain players, field days, sensitization forums, capacity building sessions, ASK show exhibitions, supply of farm inputs, solar dryers for pyrethrum stakeholders, award scheme for coffee growers, support and facilitation of stakeholders for promotion of schedule crops produce and products, both locally and abroad, among others.

Appendix XVII: Distribution of Service Points by County and Town

REPORT PRESENTED BY:


SIGNATURE:

NAME: DR. BRUNO LINYIRU, OGW

DESIGNATION: DIRECTOR GENERAL, AFA

DATE: 25TH SEPTEMBER, 2025


Signed:.....
Dr. Bruno Linyiru, OGW
Director General



PUBLIC SERVICE COMMISSION

REPORT TO THE NATIONAL ASSEMBLY FOR THE MEETING WITH THE COMMITTEE ON NATIONAL COHESION AND EQUAL OPPORTUNITY

Assessment of Employment Diversity at the Public Service Commission, Compliance with Section 157(5) of the Public Procurement and Asset Disposal Act, 2015; and Section 11 of the National Cohesion and Integration Act, 2008 on distribution of Commission's Resources

TUESDAY 31ST MARCH, 2026 AT 10:00AM

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LIST OF ABBREVIATIONS

AGPO	Access to Government Procurement Opportunities
FY	Financial Year
KES	Kenya Shillings
MDAs	Ministries, Departments, and Agencies
PPADA	Public Procurement and Asset Disposal Act, 2015
PPADR	Public Procurement and Asset Disposal Regulations
PPIP	Public Procurement Information System
PPRA	Public Procurement Regulatory Authority
PSIP	Public Service Internship Programme
PSC	Public Service Commission

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1. INTRODUCTION

The Clerk of the National Assembly, vide letter Ref. NA/DAAGPC/NCEO/2026/014 dated 24th March 2026 (**Copy enclosed as Appendix I**), wrote to the Commission on invitation to a meeting with the Committee on National Cohesion and Equal Opportunity; with respect to the following statutory matters:

- **Section 7 of the National Cohesion and Integration Act, 2008**, requires public institutions to ensure that the recruitment of staff reflects the diversity of Kenyan Citizens and that no more than one-third of their workforce is from the same ethnic community;
- **Section 157(5) of the Public Procurement and Asset Disposal Act, 2015** requires procuring entities to ensure that at least thirty percent of procurement opportunities are reserved for enterprises owned by **Youth, Women and Persons with Disabilities**; and
- **Section 11 of the National Cohesion and Integration Act, 2008** on distribution of Commission's resources in the Country

Specifically, the National Assembly Committee required the Commission to provide information on the following matters:

a). Status on Employment Diversity at the Public Service Commission.

- i). Commission's current employment composition in terms of ethnicity, age, and gender;
- ii). Extent to which the Commission has complied with Article 54(2) of the Constitution on the composition of persons with disabilities in the organization, including the nature of the disability;
- iii). Composition of the governing body of the Commission in terms of age, gender, ethnicity, and persons with disabilities;
- iv). Composition of employees in senior management level, middle level, and lower cadres in terms of ethnicity, age, gender, and persons with disabilities;
- v). Total number of permanent and pensionable staff employed in the last three recruitments and their representation in terms of ethnicity, age, gender, and persons with disability (PWDs) at the Commission;

- vi). Total number of casual, temporary, and contractual staff serving currently and their representation in terms of ethnicity, age, gender, and persons with disability in the Commission;
- vii). Ratio between the national population and employment proportion in the Commission (underrepresentation and overrepresentation) – based on the 2019 National Population and Housing Census;
- viii). Status of compliance of the Commission with Section 7 of the National Cohesion Integration Act, 2008, and Article 232 (1) (h) and (i) of the Constitution, including the efforts made by the Commission to enhance compliance;
- ix). Challenges the Commission has faced in its bid to enhance the diversity of employees and the mitigation measures to curb the challenges;
- x). Measures put in place, if any, to promote a Person's Living with Disabilities friendly work environment;
- xi). Commission's policy on staff training and development;
- xii). Information regarding the total number of staff trained for the last three financial years in terms of ethnicity, age, gender, and persons with disability (PWDs);
- xiii). Commission's policy on recruitment; and
- xiv). Information regarding staff promotion in the past five years in terms of ethnicity, gender, age, and persons with disabilities (PWDs).

b). Commission's Compliance with Section 157(5) of the Public Procurement and Asset Disposal Act, 2015 on Procurement Opportunities for Special Interest Groups

The Committee of the National Assembly requires information regarding compliance with the thirty (30) percent public procurement reservation for special interest groups as provided under section 157 (5) of the Public Procurement and Asset Disposal Act, specifically on:

- i). Status of compliance of the thirty percent (30%) reservation of public procurement for the disadvantaged groups since January 2022;
- ii). Number of youths, women, and persons with disability whose goods and services have been procured by the Commission, including the amount each category received per financial year since the law was enacted;

- iii). Level of compliance with Section 157(12) of the Public Procurement and Asset Disposal Act, 2015 including companies awarded to the contracts since January 2022; and
- iv). Challenges faced in enforcing the implementation of the thirty percent (30%) reservation of public procurement for the disadvantaged groups, including a proposal to enhance compliance.

c). Distribution of Commission's Resources

The Committee of the National Assembly required information regarding compliance with Section 11 of the National Cohesion and Integration Act, 2008 on distribution of Commission's resources in the Country, including presence of regional or county offices.

2. MANDATE OF THE COMMISSION

With respect to the required information, the National Assembly to note applicable functions of the Commission as follows:

Article 234(2)(i) (ii) of the Constitution has bestowed on the Commission the mandate to establish and abolish offices in the public service, appoint persons to hold or act in offices in the public service and confirm them in appointments. In line with Article 234 (5) of the Constitution, the Commission has delegated some of its functions to Authorized Officers in Ministries, Departments and Agencies (MDAs) to facilitate efficiency and effectiveness in service delivery.

Article 232 (g) of the Constitution makes provision of fair competition and merit as the basis of appointments and promotion. Further, Article 232 (i) requires adequate and equal opportunities to be accorded for appointment, training, and advancement for all persons, including members of all ethnic groups.

Article 56 (c) provides that "the state shall put in place affirmative action programs to ensure that minorities and marginalized groups are provided with special opportunities for access to employment.

3. INFORMATION ON RESPONSES TO ISSUES FROM THE NATIONAL ASSEMBLY

The following are the Commission's responses to the issues raised in the request for information by the Committee on National Cohesion and Equal Opportunity:

3.1 Status on Employment Diversity at the Public Service Commission

Issue No 1: Commission's current employment composition in terms of ethnicity, age, and gender

(a) Distribution of Staff at the Commission by Ethnicity

The Commission has an approved staff establishment of 518 with an in-post of 273 as at February 2026, which is equivalent to 53 percent of the total approved establishment in-post. Twenty-Seven (27) communities are represented at the Commission. Table 1.1 presents the demographic composition in terms of ethnicity and proportions.

Table 1.1 : Number and percentage of Ethnic Communities within the Commission Staff Establishment

S/No	Ethnicity	Total	% of Employees (%)
1.	Bajun	3	1.1
2.	Embu	9	3.3
3.	Gabra	1	0.37
4.	Gureeh	1	0.37
5.	Kalenjin	39	14.29
6.	Kamba	25	9.16
7.	Kikuyu	52	19.05
8.	Kisii	21	7.69
9.	Kuria	4	1.47
10.	Luhya	38	13.92
11.	Luo	34	12.45
12.	Maasai	6	2.2
13.	Mbere	1	0.37
14.	Meru	12	4.4
15.	Mijikenda	4	1.47
16.	Nubi	2	0.73
17.	Pokomo	2	0.73
18.	Pokot	1	0.37
19.	Rendille	1	0.37
20.	Sakuye	1	0.37
21.	Samburu	4	1.47
22.	Somali	1	0.37
23.	Swahili Shirazi	1	0.37
24.	Taita	2	0.73

Should be 47 Communities, Next recruitments you should

S/No	Ethnicity	Total	% of Employees (%)
25.	Teso	3	1.1
26.	Tharaka	2	0.73
27.	Turkana	3	1.1
	Total	273	100.0

(b) Distribution of Staff by Gender and Age

The workforce consists of Two Hundred and Seventy-Three (273) staff, with Forty-Six (46), representing 17% of the total staff aged Thirty-Five (35) years and below, indicating a moderate youthful population. The majority of staff fall within the 41–60 years age bracket, reflecting an experienced workforce as shown in Table 1.2.

Table 1.2 : Distribution of Staff by Gender and Age

Age Brackets	Male	Female	Total No. of Employees	Percentage (%)
35 Yrs & Below	23	23	46	17%
36-40 Yrs	17	26	43	16%
41-50 Yrs	48	40	88	32%
51-60 Yrs	43	47	90	33%
60 Yrs & Above	2	4	6	2%
Total	133	140	273	100%
Percentage (%)	48.72	51.28	100	

(c) Distribution of Staff Living with Disabilities by Gender and Ethnicity

The Persons with Disabilities across both genders and multiple ethnic groups total to seventeen (17), representing **6.24%** of the total staff population, demonstrating enhanced inclusivity above the 5% threshold as shown in Table 1.3.

Table 1.3 : Distribution of PWDs by Gender and Ethnicity

Ethnicity	Male	Female	Total	Percentage (%) of Total No. of Employees
Kikuyu	2	1	3	1.10
Luhya	2	2	4	1.47
Luo	0	2	2	0.73
Kalenjin	0	3	3	1.10
Kisii	1	1	2	0.73
Bajun	1	0	1	0.37
Teso	1	0	1	0.37
Turkana	1	0	1	0.37
Total	8	9	17	6.24

Issue No 2: Extent to which the Commission has complied with Article 54(2) of the Constitution on the composition of persons with disabilities in the Organization, including the nature of the disability

Persons with Disabilities total seventeen (17), representing 6.24% of the total staff population, which surpasses the constitutional threshold of 5% and demonstrates the Commission's commitment to inclusive employment practices as shown in Table 1.4.

Table 1.4 : Composition of Persons with Disabilities in relation to the nature of the Disability

Nature of Disability	Total No. of Employees	Percentage (%) out of the total Staffs	Percentage (%) out of the total PWDs
Physical Disability	7	4.03	41.18
Visual Impairment	3	1.10	17.65
Hearing Impairment	2	0.74	11.76
Other Disabilities	5	0.37	29.41
Total	17	6.24	100

The Commission has made measurable progress in mainstreaming disability progress inclusion, with PWD representation currently at 17 staff (**6.24%**) of the total workforce. Continuous efforts are being undertaken to enhance accessibility, promote equity and ensure full compliance with constitutional and statutory requirements.

Issue No 3: Composition of the Governing body of the Commission in Terms of Age, Gender, Ethnicity, and Persons with Disabilities

Table 1.5 : Composition of Governing Body

S/No.	Name of Member	Designation	Age	Gender	Ethnicity	PWD Status
1	Mr. Francis Meja, MBS	Chairperson	57	M	Maasai	None
2	Ms. Mary Wanjira Kimonye, CBS	Vice Chairperson	64	F	Kikuyu	None
3	Mr. Harun Maalim Hassan, EBS	Member	47	M	Somali	PWD
4	Ms. Mwanamaka Amani Mabruki, CBS	Member	59	F	Mijikenda	None
5	Dr. Irene Cherotich Asienga, OGW	Member	52	F	Kalenjin	None
6	Mr. Boya Molu, EBS	Member	47	M	Gabra	None
7	Ms. Joan Andisi Machayo, OGW	Member	60	F	Luhya	None
8	Dr. Francis Otieno Owino, CBS	Member	61	M	Luo	None
9	Mr. Paul Famba, CBS	CEO/Secretary	55	M	Kalenjin	None

The Commission has made measurable progress in gender parity with **56%** representing male and **44%** representing female thus attaining the a-third gender rule.

Overall, the PWD representation is at **11.11%** of the total workforce thus complying with the 5% rule.

Issue No 4: Composition of employees in senior management level, middle level, and lower cadres in terms of ethnicity, age, gender, and persons with disabilities

i. Representation of Employees and Staffing Levels

The Commission's establishment of 273 officers is distributed across Senior Management, Middle Level, and Lower Cadres, with female officers constituting the majority at 141 (51.65%) against 132 male officers (48.35%) as presented in Table 1.6. This gender balance is most pronounced at the Senior Management level, where females account for 54.3% of officers, demonstrating the Commission's commitment to gender-responsive leadership consistent with the constitutional provisions on gender equality under Article 27 and the two-thirds gender principle.

On disability inclusion, 17 officers are Persons With Disabilities (PWDs), representing 6.2% of the total establishment and exceeding the constitutional threshold of 5%. However, while PWD representation was notable at the Senior Management (9.3%) and Middle Level (5.0%) categories, absence of PWDs in the Lower Cadres presents a gap in entry-level inclusive recruitment and the Commission will address this gap through targeted interventions to ensure a more balanced and sustainable PWD representation across all tiers of Commission's organizational structure as shown in Table 1.6.

Table 1.6 : Distribution of Staff at the Commission by Gender, Disability Status, and Job Levels

Job Level Category	Total No. of Officers	Gender		Disability Status	
		Male	Female	PWD	Non-PWD
Senior Management (PSC 1-5)	129	59 (45.7%)	70 (54.3%)	12 (9.3%)	117 (90.7%)
Middle Level (PSC 6-7)	100	51 (51.0%)	49 (49.0%)	5 (5.0%)	95 (95.0%)
Lower Cadres (PSC 8-13)	44	22 (50.0%)	22 (50.0%)	0 (0.0%)	44 (100.0%)
Total	273	132 (48.4%)	141 (51.6%)	17 (6.2%)	256 (93.8%)

ii. Analysis of Senior Management Staff by Age Profile

With over half of Senior Management officers aged between 50 and 60 years and approaching mandatory retirement, the Commission faces an imminent leadership

transition risk in the short to medium term. The thin representation of officers in the 35 Years and Below (1.6%) and 36–40 Years (7.8%) age brackets further signal a Ltd internal pipeline ready to step into senior leadership roles as those in the senior management positions exit service.

To address this risk, the Commission intends to prioritize structured succession planning and targeted leadership development programmes during the current Strategic Plan period 2025-2029, with deliberate focus on recruiting and grooming middle and lower cadre officers for future senior leadership roles. This will safeguard institutional continuity, preserve institutional memory, and enhance the Commission's capacity to deliver on its constitutional mandate as shown in Table 1.7.

Table 1.7 : Distribution of Senior Management Staff by Age Profile

Age Bracket	No. of Officers	Percentage (%)
35 Years & Below	2	1.6
36–40 Years	10	7.8
41-50 Years	40	31.0
51-60 Years	71	55.0
60 Years and Above	6	4.7
Total	129	100

Total: 129 officers

- **Male:** 59 (**44.88%**)
- **Female:** 70 (**55.12%**)
- **PWDs:** 12 (**9.45%**)

The age profile demonstrates that women and persons with disabilities are represented within senior leadership structures, indicating inclusion in decision-making roles and not only at entry levels.

Issue No 5: The total number of permanent and pensionable staff employed in the last three recruitments and their representation in terms of ethnicity, age, gender, and persons with disability (PWDs) at the Commission

i. Representation of Gender, Age, PWDs, and Ethnicity of Appointments

The Commission appointed a total of 46 officers during the period under review, of whom 32 were female (69.6%) and 14 were male (30.4%), indicating a significant female majority among the appointed officers. In terms of age distribution, the recruitment was heavily skewed towards younger age groups, with the 35 years and below bracket being the dominant category, accounting for 22 officers (47.8%). Officers appointed in the 36–40 Years age bracket were 15 (32.6%), the 40–50 Years bracket had 8 officers (17.4%), and those in the 50–60 Years age bracket were only 1 officer (2.2%).

Cumulatively, 80.4% of the total officers appointed were aged 40 years and below, reflecting a deliberate shift towards building a younger, dynamic, and future-oriented workforce. This demographic profile carries significant institutional implications, as a younger workforce is generally more adaptable to technological change, more receptive to innovation, and better positioned to drive the Commission's digital transformation agenda over the long term.

Furthermore, onboarding of younger officers contributes to sustainable succession planning, ensuring continuity of institutional knowledge and leadership as older cadres transition out of service. It also positions the Commission to benefit from a longer productive tenure of its human capital, thus enhancing organizational efficiency and reducing the frequency and cost of recruitment cycles in the medium to long term.

Regarding disability status, a total of 4 officers were Persons with Disabilities (PWDs), accounting for 8.7% of the total officers appointed, which is above the constitutional threshold of 5%, reaffirming the Commission's commitment to inclusive employment practices. In terms of ethnic representation, a total of 16 ethnic communities were represented in the appointment exercise as shown in Table 1.8, and **Appendix II**.

Table 1.8 : Composition of PSC Employees recruited and Job Designation

Ethnicity	Total No. Recruited	Gender		PWDs		Age Bracket			
		Female	Male	Non PWDs	PWDs	35 Yrs and Below	36-40 Yrs	41-50 Yrs	51-60 Yrs
Bajun	2	1	1	2		2			
Embu	1	1		1		1			
Kalenjin	11	9	2	9	2	3	5	3	
Kamba	2	2		2		1	1		
Kikuyu	3	3		3		2	1		
Kisii	5	4	1	5		1	2	1	1
Luhya	5	3	2	5		4		1	
Luo	7	5	2	6	1	2	4	1	
Meru	3		3	3		3			
Miji Kenda	1	1		1				1	
Sakuye	1	1		1				1	
Samburu	1		1	1		1			
Swahili-Shirazi	1		1	1		1			
Teso	1		1	0	1		1		
Tharaka	1	1		1			1		
Turkana	1	1		1		1			
Total	46	32	14	42	4	22	15	8	1
Percentage (%)	100.0	69.6	30.4	91.3	8.7	47.8	32.6	17.4	2.2

Issue No 6: The total number of contractual staff serving currently and their representation in terms of ethnicity, age, gender, and persons with disability in the Commission

The Commission has only two Staffs who are on Contract terms as show in table 1.9

Table 1.9 : Total Number of Contractual Staff

Ethnicity	Age	PWD Status	Gender
Kamba	31	None	M
Kikuyu	52	None	M

Note: No.1 relates to personal aide for a commissioner who is a PWD and No. 2 relates to an officer holding a three-year contractual position for Director (Digital Transformation and ICT)

Issue No 7: The ratio between the national population and employment proportion in the Commission (underrepresentation and overrepresentation) – based on the 2019 National Population and Housing Census

The Commission has achieved a diverse and inclusive representation of staff across ethnic groups. While some groups remain over-represented and under-represented, the overall distribution reflects positive progress toward equitable representation and inclusivity in public service employment as reflected in Table 1.10 below.

Table 1.10 : Ratio Between the National Population and Employment at the Commission

S/No.	Ethnic Name	Total No. of Employee	% of Total No. of Employee	Total No. in the KNBS Population censuses (2019)	% of Population Census	Variance (%)	Representation Status
1	Bajun	3	1.10	91,422	0.19	0.91	Normal representation
2	Embu	9	3.30	404,801	0.85	2.45	Over representation
3	Gabra	1	0.37	141,200	0.30	0.07	Normal representation
4	Kalenjin	40	14.65	6,358,113	13.37	1.28	Normal representation
5	Kamba	25	9.16	466,319	9.81	-0.65	Normal representation
6	Kenyan Somali	2	0.73	2,780,502	5.85	-5.12	Under representation
7	Kikuyu	52	19.05	8,148,688	17.13	1.92	Normal representation
8	Kisii	21	7.69	2,703,235	5.68	2.01	Over representation
9	Kuria	4	1.47	313,854	0.66	0.81	Normal representation

S/No.	Ethnic Name	Total No. of Employee	% of Total No. of Employee	Total No. in the KNBS Population censuses (2019)	% of Population Census	Variance (%)	Representation Status
10	Luhya	38	13.92	6,823,842	14.35	-0.43	Normal representation
11	Luo	34	12.45	5,066,966	10.65	1.80	Normal representation
12	Masai	6	2.20	1,189,522	2.50	-0.30	Normal representation
13	Mbeere	1	0.37	195,250	0.41	-0.04	Normal representation
14	Meru	12	4.40	1,975,869	4.15	0.25	Normal representation
15	Mijikenda	4	1.47	2,488,691	5.23	-3.76	under representation
16	Nubi	2	0.73	21,319	0.05	0.68	normal representation
17	Pokomo	2	0.73	112,075	0.24	0.49	normal representation
18	Rendille	1	0.37	96,313	0.20	0.17	normal representation
19	Sakuye	1	0.37	27,006	0.06	0.31	Normal representation
20	Samburu	4	1.47	333,471	0.70	0.77	Normal representation
21	Swahili Shirazi	1	0.37	56,074	0.12	0.25	normal representation
22	Taita	2	0.73	344,415	0.72	0.01	normal representation
23	Teso	3	1.10	417,670	0.88	0.22	normal representation
24	Tharaka	2	0.73	220,015	0.46	0.27	normal representation
25	Turkana	3	1.10	1,016,174	2.14	-1.04	normal representation
TOTAL		273	100				

Note: * Pokot & Gureeh Communities are subsumed in the Kalenjin and Kenya Somali Ethnic Groups respectively to align with the KNBS categorization.

Progressively, the Commission will be rolling out deliberate interventions to target applicants from ethnic groups that are not represented and those under-represented in future recruitment programmes.

Issue No 8: Status of Compliance of the Commission with section 7 of the National Cohesion Integration Act, 2008, and Article 232 (1) (h) and (i) of the Constitution, including the efforts made by the Commission to enhance Compliance

The Commission has made significant milestones towards institutionalizing the values of national cohesion and constitutional compliance. The three-year trend data presented in Table 1.11 demonstrates the Commission's progressive commitment to building an inclusive and representative workforce in line with Article 232(1)(h) and (i) of the Constitution and Section 7 of the National Cohesion and Integration Act, 2008.

On the gender dimension, male officers constituted the majority in 2022/2023 at 51.8% and 2023/2024 at 52.1%, however, 2024/2025 marked a significant milestone with female officers surpassing the male gender, rising to 141 (51.6%) against 132 male officers (48.4%). This reversal reflects the Commission's deliberate affirmative action measures in gender-responsive recruitment, consistent with the constitutional principle of affording equal opportunities for appointment to men and women at all levels of the public service.

On disability inclusion, representation of Persons with Disabilities (PWDs) recorded a steady upward trajectory over the three-year period, growing from 8 officers (3.2%) in 2022/2023 to 10 officers (4.2%) in 2023/2024, and further rising to 17 officers (5.8%) in 2024/2025. This progressive increase culminated in the Commission surpassing the constitutional threshold of 5% PWD representation in 2024/2025, affirming the effectiveness of the Commission's targeted inclusive recruitment interventions.

Ethnic diversity has equally recorded remarkable improvement over the review period, consistent with Section 7 of the National Cohesion and Integration Act, 2008, which requires that no public institution should have more than one-third of its staff drawn from the same ethnic community. The number of ethnic communities represented in the Commission grew from 22 out of 45 communities (48.9%) in 2022/2023 to 23 out of 45 (51.1%) in 2023/2024 and further expanded to 27 out of 45 communities (60.0%) in 2024/2025.

This consistent growth in ethnic representation underscores the Commission's commitment to implementing affirmative action measures that promote equitable access to public service employment across Kenya's diverse communities, in fulfilment of the national values of inclusivity, non-discrimination, and protection of the marginalized enshrined in Article 232(1)(i) of the Constitution. Table 1.11 shows trend analysis of inclusivity by Gender, PWDs and Ethnicity.

Table 1.11 : Three-Year Trend of Inclusivity in the Public Service Commission

Financial Year	Total No. of Staff	Gender & Disability			No. of Ethnic Groups Represented in the Commission (N=45)
		Male	Female	PWD	
2022/2023	247	128 (51.8%)	119 (48.2%)	8 (3.2%)	22 (48.9%)
2023/2024	238	124 (52.1%)	114 (47.9%)	10 (4.2%)	23 (51.1%)
2024/2025*	273	132 (48.4%)	141 (51.6%)	17 (6.2%)	27 (60%)

* IPPD Data as at 28th February, 2026

Issue No 9: Challenges the Commission has faced in its bid to enhance the diversity of employees and the mitigation measures to curb the challenges

The Commission has encountered several systemic and structural challenges in its mission to achieve a fully diverse workforce. Below are the primary challenges and the proactive and proposed mitigation measures implemented to address them:

(a) Challenges Faced by the Commission

- i). Balancing Meritocracy with Regional Balance:** A major internal challenge for the Commission is the "merit vs. representation" dilemma. In highly specialized technical cadres, the Commission sometimes struggles to find qualified candidates from marginalized communities, making it difficult to satisfy **Article 232** without lowering entry standards.
- ii). Historical Staffing Inertia:** Since the Commission oversees a workforce with many long serving and permanent & pensionable employees, it cannot achieve immediate ethnic balance within its current workforce. Diversity can only be addressed progressively through new recruitment or replacements under natural attrition (retirement).
- iii). Geographical Barriers:** The Commission has noted that many qualified candidates from remote or marginalized areas do not apply for positions due to the centralized nature of some interview processes or lack of awareness of the PSC's digital job portal.
- iv). Inadequate Budget:** Budget constraints limit the ability to mount country-wide outreach-and sensitization programmes and use of vernacular radio stations on entry-level (new) recruitments with focus on marginalized and minority communities.

How much needed?
plans?

(b) Mitigation Measures Implemented by the Commission

- i). Standardization of Recruitment Guidelines:** The Commission has developed and issued **Diversity and Inclusion Policy Guidelines** that every recruitment panel must follow to ensure that the "Face of Kenya" is reflected in every shortlisting exercise.
- ii). Establishment of the Values and Ethics Department:** The Commission created this specialized wing to strictly monitor and audit diversity levels across the public service, ensuring that non-compliant institutions are flagged in the **Annual Compliance Evaluation Report** on Values and Principles in Articles 10 and 232.
- iii). Affirmative Action Frameworks:** The Commission has institutionalized a policy where, in cases of equal merit between candidates, preference is given to the candidate from an underrepresented gender, ethnic group, or a Person with a Disability (PWD).
- iv). Outreach programs targeting marginalized areas:** To curb the challenge of low application rates from marginalized zones, the Commission has started using local radio stations and community leaders to sensitize citizens on how to apply for jobs through the **PSC job portal**.
- v). Capacity Building for Diversity:** The Commission conducts regular sensitization for its own Board members and Secretariat staff on **unconscious bias** to ensure that the selection process remains objective and inclusive.
- vi). Proposal for decentralization of Commission services in the regions and counties:** For the purpose of enhancing access, responsiveness and consistency in service delivery, the Commission has factored a program of decentralization of its services to the counties within the current Strategic Plan, 2025 – 2029.

Issue No. 10: Measures put in place, if any, to promote a person's living with Disabilities friendly work environment

The Commission has managed to come up with the following measures for PWDs to enhance a friendly work environment.

- i). Provision of Assistive Technologies:** The Commission ensures that its workstations are equipped with necessary tools, well-fitted lifts and specialized ergonomic furniture, ensuring employees can perform their duties effectively.

- ii). **Infrastructure Accessibility:** The Commission has retrofitted its offices with ramps, wide doorways and specialized washrooms.
- iii). **Reasonable Accommodation Framework:** The Commission allows for flexible working arrangements or modified job descriptions where a disability might hinder standard performance, ensuring no employee is disadvantaged by their condition.
- iv). **Disability Mainstreaming Committee:** The Commission established an internal committee dedicated to monitoring the welfare of PWDs. This committee handles grievances and ensures that the Commission's internal culture remains sensitive to disability issues.
- v). **Tax Exemption Support:** The Commission actively assists its employees with disabilities in processing **KRA tax exemption certificates**, providing the necessary documentation to ensure they receive their full legal financial benefits.
- vi). **Targeted Training and Sensitization:** The Commission conducts regular **awareness workshops** for all its staff to eliminate unconscious bias and foster a workplace culture rooted in respect and support for colleagues with disabilities.

Issue No. 11: Commission's Policy on Staff Training and Development

The Commission Human Capital Policies and Procedures Manual, 2025 outlines the framework governing training and development as a key component of Human Capital Management. Training and development are recognized as essential processes for equipping employees with the knowledge, skills, and attitudes required to enhance job performance and support career progression within the Public Service.

The Commission is committed to continuously upgrading employee competencies to ensure optimal performance and alignment with institutional goals. Training opportunities are provided to all employees to improve efficiency. The policy is anchored on the need to build a skilled and competent workforce capable of contributing to national socio-economic development.

The objectives of training and development are to improve employee efficiency and overall institutional performance while preparing staff for higher responsibilities and evolving organizational needs. They also aim to ensure a skilled workforce for present and future demands and to promote ethical conduct, values, and a strong corporate culture.

The policy stipulates that's the is undertaken by the Commission Human Resource Management Advisory Committee (CHRMAC). The Committee is responsible for reviewing training plans and strategies, identifying training needs and priorities, selecting suitable staff for training, and allocating resources effectively. Training Needs Assessments are conducted every three years to inform planning and ensure that training interventions remain relevant and impactful.

The Commission implements both short-term and long-term training programs, including professional courses, workshops, and in-house training initiatives. Employees undertaking long-term courses are required to contribute a training levy at prescribed rates, while self-sponsored learners are largely exempt. Where applicable, the Commission facilitates training by covering key expenses associated with approved programs.

Eligibility for training sponsorship requires employees to have completed at least two years of continuous service. Employees undertaking long-term training of six months or more are bonded to serve the Commission for a specified period based on the duration of the course.

The Commission's training and development policy establishes a structured, equitable, and performance-driven framework for human capital development. It aligns employee growth with institutional objectives, promotes accountability, and strengthens the capacity of the Public Service to deliver on its mandate effectively.

Issue No. 12: Information regarding the total number of staff trained for the last three financial years in terms of ethnicity, age, gender, and persons with disability (PWDs)

During the three-year period spanning Financial Years 2022/2023–2024/2025, the Commission implemented a number of targeted training programmes in critical areas to build the capacity of its workforce and facilitate effective implementation of its mandate.

The analysis shows a declining trend over the period, falling from 54 officers trained in 2022/2023 to 46 officers in 2023/2024, and further to 35 officers in 2024/2025, representing a cumulative reduction of 35.2% over the three years. This declining trend is directly attributable to an inadequate training budget, which has constrained the Commission's ability to fully implement the provisions of its Training Policy, which requires that all employees attend a minimum of five days of training within each Financial Year.

A summary of officers trained by Gender, Ethnicity, Disability, and Age Profile for the Financial Years 2022/2023 – 2024/2025 is presented in Tables 1.12-1.14 and **Appendix III**.

Table 1.12 : Officers Trained by Ethnicity, Gender, Disability Status and Age Profile for 2024/ 2025 FY

Ethnicity	Total No. Trained	Gender		PWD		Age Bracket				
		F	M	NON PWDs	PWDs	35 Yrs and Below	36-40 Yrs	41-50 Yrs	51-60 Yrs	Above 60 Yrs
Kalenjin	6	3	3	4	2			2	2	2
Kamba	4	3	1	4			1	2	1	
Kikuyu	12	6	6	11	1		3	3	6	
Kisii	1	1		1		1				
Luhya	8	5	3	7	1		1	4	3	
Luo	2	1	1	2			1	1		
Meru	1	1		1				1		
Pokomo	1		1	1					1	
Total	35	20	15	31	4	1	6	13	13	2

Table 1.13 : Officers Trained by Ethnicity, Gender, Disability Status and Age Profile for 2023/ 2024 FY

Ethnicity	Total NO Trained	Gender		PWD		Age Bracket			
		Female	Male	NON-PWDs	PWDs	35 Yrs and Below	36-40 Yrs	41-50 Yrs	51-60 Yrs
Borana	1	0	1	1				1	
Kalenjin	5	3	2	5		1		4	
Kamba	2	1	1	2			1	1	
Kenyan somali	1	0	1	1			1		
Kikuyu	5	1	4	4	1		2		3
Kisii	2	2	0	2				1	1
Luhya	10	7	3	8	2	1	1	6	2
Luo	9	6	3	8	1		2	4	3
Maasai	2	1	1	2				2	
Meru	5	5	0	5		1			4
Nubi	3	3	0	3				3	
Taita	1	1	0	1		1			
Total	46	30	16	42	4	4	7	22	13

Table 1.14 : Officers Trained by Ethnicity, Gender, Disability Status and Age Profile for 2022/2023 FY

Ethnicity	Total No. Trained	Gender		Disability Status	
		Female	Male	Non PWDs	PWDs
Kalenjin	7	4	3	7	
Kamba	6	4	2	6	
Kenyan Somali	1	1		1	
Kikuyu	16	8	8	16	
Kisii	2	1	1	2	
Kuria	1		1	1	
Luhya	8	5	3	7	1
Luo	7	4	3	6	1
Maasai	1	1		1	
Meru	4	3	1	3	
Taita	1	1		1	
Total	54	32	22	52	2

Issue No. 13: Commission's Policy on Recruitment

Recruitment is guided by key policy and legislated provisions as follows:-

i). Recruitment in the Commission must comply with:

- Constitution of Kenya (The Constitution of Kenya, 2010, Article 10 on national values and principles of governance and Article 232 on values and principles of public service).
- Public Service Commission Act (Public Service Commission Act, Cap. 195) of the Laws of Kenya, particularly Sections 3, 9 and 23 on the functions of the Commission relating to appointments, promotions and transfers).
- Human Resource Policies and Procedures Manual for the Public Service 2025, Part II: Recruitment, Selection, Appointment and Transfers, as issued by the Public Service Commission Act, 2017).

ii). Core principles of recruitment

- Merit, fairness, and transparency in all recruitment exercises (Article 232 of the Constitution of Kenya, 2010 on values and principles of public service; Sections 3 and 9 of the Public Service Commission Act; Public Service Commission Regulations 2020, Part III, Regulation 16 on supervision of recruitment).
- Equal opportunity without discrimination on grounds of gender, race, religion, disability, or socio-economic status (Article 27 of the Constitution

of Kenya, 2010 on equality and freedom from discrimination; Article 232; Employment Act, Cap. 226, Sections 5 and 6 on unfair discrimination).

- c) Affirmative action and equity for minorities, women, youth, and persons with disabilities as required by the Constitution (Article 27(6) and Article 54 of the Constitution of Kenya, 2010; Article 232; Public Service Commission Act, section 23(1) on consideration of minorities and marginalized groups in recruitment).

iii). Vacancies

- a) Recruitment may only be done against approved staff establishment and aligned with service-delivery plans (Public Service Commission Act, section 3(1) and section 23; Public Service Commission HR Policies and Procedures Manual 2025, Part II, Section B on recruitment and appointment based on human resource and service-delivery plans).
- b) Vacancies must be budgeted and justified in terms of workload, institutional needs, and financial sustainability (Public Service Commission Act, section 23; Public Finance Management Act, 2012, Sections 118 and 119 on recruitment and establishment approval; Public Finance Management (Recruitment and Appointments) Regulations, Rule 4 on justification of vacancies).

iv). Advertising and shortlisting

- a) All new vacancies must be advertised widely (national media, PSC portal, and internal notice boards where applicable) (Public Service Commission Regulations 2020, Part III, Regulation 17 on advertisement of vacancies; Public Service Commission HR Policies and Procedures Manual, 2025, Part II, Section B on modes of advertisement).
- b) Applications are received within a specified closing date; shortlisting is done by a panel using pre-set criteria (qualifications, experience, integrity checks) (Public Service Commission Regulations, Regulation 16 on supervision of recruitment and Regulation 18 on principles and procedure applicable to selection; Public Service Commission HR Policies and Procedures Manual, Part II, Section B on appointment panels and selection criteria).

v). Selection

- a) Selection is based on academic qualifications, relevant experience, professional competence, and integrity (including background checks) (Public Service Commission Regulations 2020, Regulation 18 on selection procedure; Public Service Commission HR Policies and Procedures Manual

2025, Part II, Section B on selection criteria; Criminal Procedure Code, Sections on verification of criminal records where applicable).

- b) Leadership and integrity issues are considered in line with Chapter Six of the Constitution (The Constitution of Kenya, 2010, Chapter Six on Leadership and Integrity; Leadership and Integrity Act, 2012 (Act No. 12 of 2012), Sections 3–5 on leadership principles and Section 6 on integrity screening).

vi). Internal recruitment and promotions

- a) Internal promotions and transfers are guided by performance, seniority, vacancies, and succession-planning frameworks (Public Service Commission HR Policies and Procedures Manual 2025, Part II, Section B on promotions and transfers; Public Service Commission Regulations, Regulation 18 on selection for promotion; Public Service Commission Performance Management and Development Framework, 2015, on performance-based promotion).
- b) Notification of internal vacancies is required to give serving officers first opportunity where appropriate (Public Service Commission HR Policies and Procedures Manual, Part II, Section B on internal posting and internal vacancies; Public Service Commission Regulations, Regulation 19 on maintenance of confidential reports supporting promotion decisions where applicable).

vii). Documentation and records

- a) The Commission keeps clear records of each recruitment exercise (shortlisted lists, interview scores, and appointment letters) (Public Service Commission HR Policies and Procedures Manual 2025, Part II, Section B on recruitment documentation; Public Service Commission Regulations, Regulation 16 on supervision of recruitment and record-keeping; Public Records and Archives Management Act, Cap. 30, Section 4 on creation and maintenance of records).
- b) Documents are auditable and are retained for a specified period as per HR records-management policy (Public Service HR Policies and Procedures Manual 2025, Part II, Section B on record retention; Public Records and Archives Management Act, Cap. 30, Sections 4 and 8 on retention and disposal schedules; Public Service Commission Circulars on HR records management and retention periods).

viii). Delegation and oversight

- a) The Public Service Commission has delegated certain recruitment functions to Ministries and State Departments under delegated instruments (Public Service Commission Act 2017, section 16 on delegation of certain functions; "Delegation of Human Resource Management Functions from the Public Service Commission to the Cabinet Secretaries" dated August 2015, as referenced in MHRMAC Guidelines).
- b) The Commission Board monitors recruitment practices and can cancel or revoke any recruitment done in violation of policy (Public Service Commission Regulations, 2020, Regulation 16 on supervision of recruitment; Public Service Commission Act, section 23(1) empowering the Commission to review and cancel unlawful appointments; Public Service Commission HR Policies and Procedures Manual, Part II, Section B on monitoring and enforcement).

Issue No. 14: Information regarding Staff Promotion in the past five years in terms of Ethnicity, Gender, Age, and Persons with Disabilities (PWDs).

The Commission promoted one hundred and fifty-four (154) staff members over the last five years as shown in table 1.15 below.

Table 1.15 : Composition of Staff on Promotion

Ethnicity	Total No. of Staff	Gender		Disability		Age Brackets				
		F	M	PWDs	Non PWDs	35 Years and Below	36-40 Yrs	41-50 Yrs	51-60 Yrs	Above 60 Yrs
Embu	6	3	3		6			4	2	
Gabra	1		1		1			1		
Gureeh	1		1		1		1			
Kalenjin	17	8	9	1	16			7	9	1
Kamba	14	6	8		14		1	5	8	
Kikuyu	32	20	12	2	30		2	8	22	
Kisii	10	8	2	2	8	1		4	4	1
Kuria	2	1	1		2		2			
Luhya	24	15	9	3	21		1	9	14	
Luo	19	8	11	1	18			8	11	
Masai	5		5		5		1	2	2	
Meru	7	4	3		7		1	4	2	
Miji Kenda	2		2		2			1	1	
Other Kenyan	2	2			2			2		
Pokomo	2		2		2			1	1	
Pokot	1	1			1		1			

Ethnicity	Total No. of Staff	Gender		Disability		Age Brackets				
		F	M	PWDs	Non PWDs	35 Years and Below	36-40 Yrs	41-50 Yrs	51-60 Yrs	Above 60 Yrs
Rendille	1	1			1			1		
Samburu	2		2		2			1	1	
Somoli-So-State	1	1			1			1		
Teso	2	1	1		2			1	1	
Tharaka	1		1		1			1		
Turkana	2		2	1	1			1	1	
Total	154	79	75	10	144	1	10	62	79	2

This reflects a diverse and structured promotion pattern, with representation across different job levels, ethnic groups, genders, and age categories, as well as inclusion of persons with disabilities.

3.2 Commission's Compliance with Section 157(5) of the Public Procurement and Asset Disposal Act, 2015 on Procurement Opportunities for Special Interest Groups

Issue No. 1: Status of compliance of the thirty percent (30%) reservation of public procurement for the disadvantaged groups since January 2022

The allocation of 30% of the procurement budget to the special groups for the Financial Years 2022/2023 - 2024 /2025 is represented in Tables 1.16 to 1.18.

Table 1.16 : Summary of Procurements Reserved for Special Groups FY 2024/2025

Financial year 2024/2025			
Approved Procurement Plan Budget		343,476,925	
Budget Reduction (Austerity Measures)		68,534,824	
Net Procurement Budget		274,942,101	
30% Allocation to Special Groups		82,482,630.3	
Category	Number of Tenders Awarded	Total Value Awarded (KES)	% of Total Awards to Special Groups Against Total Procurement Budget
Youth	25	30,641,640	11.1
Women	39	64,692,270	23.5
PWDs	4	2,950,700	1.1
Total (AGPO)	68	98,284,610	35.7
General (Other suppliers)		176,657,491	64.3
Total		274,942,101	100

Table 1.17: Summary of Procurements Reserved for Special Groups FY 2023/ 2024

Financial year 2023/2024			
Approved Procurement Plan Budget		564,673,905	
Budget Reduction (Austerity Measures)		29,624,908	
Net Total Procurement Budget		535,048,997	
30% Allocation to Special Groups		160,514,699.1	
Category	Number of Tenders Awarded	Total Value Awarded (KES)	% of Total Awards to Special Groups Against Total Procurement Budget
Youth	55	58,902,762	11.01
Women	96	97,829,844	18.28
PWDs	9	6,414,743	1.20
Total (AGPO)	160	163,147,349	30.49
General (Other suppliers)		238,461,310	69.51
Total		535,048,997	100

Table 1.18: Summary of Procurements Reserved for Special Groups FY 2022/ 23

Financial year 2022/2023			
Approved Procurement Plan Budget		533,063,161	
Budget Reduction (Austerity Measures)		46,479,996.00	
Net Total Procurement Budget		486,583, 165	
30% Allocation to Special Groups		145,974,949.5	
Category	Number of Tenders Awarded	Total Value Awarded (KES)	% of Total Awards to Special Groups Against Total Procurement Budget
Youth	78	15,279,433	3.14
Women	80	54,612,207	11.2
PWDs	2	982,800	0.20
Total (AGPO)	160	70,874,440	14.6
General (Other suppliers)		415,708,725	85.4
Total		486,583,165	100

Issue No. 2: Number of youths, women, and persons with disability whose goods and services have been procured by the Commission, including the amount each category received per financial year since the law was enacted

In its commitment to fostering inclusive economic growth, the Commission has undertaken deliberate measures to allocate a portion of its procurement budget to enterprises owned by youth, women, and persons with disabilities (PWDs) under the Access to Government Procurement Opportunities (AGPO) program, highlighting the

Commission's progress and challenges in fulfilling the statutory requirement of reserving 30% of contracts to special interest groups.

Tables 1.16 - 1.18 provides an analysis of procurement performance for the Financial Years 2022/2023 to 2024/2025. Further, **Appendix IV** shows the Annual Procurement Plans for 2022/23-2024/25 Financial Years, while **Appendices V, VI** and **VII** present information on tenders awarded to the special Interest groups during the period under review.

Issue No. 3: Level of compliance with Section 157(12) of the Public Procurement and Asset Disposal Act, 2015 including companies awarded to the contracts since January 2022

The Commission awarded Two hundred and three (203) contracts to One Hundred and Thirty-one (131) companies during the FY 2022/2023 – FY 2024/2025 as shown in Table 1.19 while **Appendix VIII** presents the list of Companies awarded Contracts.

Table 1.19: Summary of Companies Awarded Contracts in 2022/2023– 2024/2025 Financial Years

Financial Year	No. of Contracts Awarded
2022/2023	46
2023/2024	89
2024/2025	68
Total	203

Issue No. 4: Challenges faced in enforcing the implementation of the thirty percent (30%) reservation of public procurement for the disadvantaged groups, including a proposal to enhance compliance.

a). Challenges Encountered in Implementation of 30% Reservation for the Disadvantaged groups

- i). **Delays in Submission of Compliance Documents:** Suppliers from disadvantaged groups often submit required regulatory and compliance documents late, which affects the procurement timelines and limits their responsiveness to bidding opportunities.
- ii). **Ltd Access to Finance:** A significant number of AGPO-registered enterprises face difficulties in accessing credit due to stringent collateral requirements imposed by financial institutions. This financial constraint limits their ability to fulfill contract obligations, and participate effectively in the procurement process.

- iii).Late approval of supplementary budget towards the end of each Financial Year:** In the 2022/23-2024/2025 Financial Years, the supplementary budget estimates were approved on 26 June of each financial year. Consequently, the Commission was unable to utilize the funds for procurement activities due to the short timelines, as provided under the PPADA Act, 2015 **(See Appendix IX).**

b). Measures put in place to ensure compliance

To operationalize the legal mandate enshrined in the PPADA, 2015, and the PPADR, 2020, the Commission has institutionalized a robust framework of administrative and procedural measures. These mechanisms are designed to move beyond policy aspiration, ensuring that the 30% reservation for youth, women, and persons with disabilities (PWDs) is consistently and transparently integrated into the Commission's procurement cycle.

The key measures implemented include:

- i). Maintenance of AGPO Supplier Register:** The Commission has established and continuously updates a comprehensive database of pre-qualified AGPO suppliers. This register facilitates the quick identification of eligible firms for specific procurement opportunities, streamlining the sourcing process and ensuring that special group enterprises are proactively considered.
- ii). Allocation Based on Fair Competition:** In line with procurement principles, all opportunities reserved for special groups are allocated through fair and competitive processes within the reserved category. This ensures that value for money is achieved while simultaneously empowering the most capable enterprises among the youth, women, and PWD communities.
- iii).Continuous Capacity Building for Staff:** Recognizing that effective implementation depends on the knowledge of its officers, the Commission regularly conducts training sessions for procurement personnel and user departments. These sessions focus on the AGPO framework, ensuring that all staff involved in the procurement cycle are equipped to apply the reservation rules correctly and consistently.
- iv).Integration of AGPO Targets in Annual Planning:** The Commission ensures that AGPO is not an afterthought by mandating the incorporation of specific, measurable procurement targets for disadvantaged groups directly into the annual procurement plans. This early integration allows for the strategic ring-fencing of opportunities and aligns departmental spending with the broader goal of inclusive procurement.

3.3 Distribution of Commission's Resources

Issue No. 1: Information regarding compliance to Section 11 of the National Cohesion and Integration Act, 2008 on distribution of Commission's resources in the Country, including presence of regional or county offices

Currently, the Commission's operations are centralized at the Headquarters (Nairobi). However, the Commission in its Strategic Plan 2025-2029 has prioritized to decentralize its services in the regions and counties, closer to the citizens in line with its strategic vision of a Values - Driven Citizen Centric Public Service.

Conclusion

On behalf of the Commission, I would like to express gratitude and appreciation to the Committee for the invitation to appear and appraise members on information relating to the Representation of Kenya's Diversity in Staff Composition of the Public Service Commission and Commission's compliance with Section 157(5) of the Public Procurement and Asset Disposal Act, 2015 on Procurement Opportunities for Special Interest Groups. ~~On behalf of the Commission, I would like to express gratitude and appreciation to the Committee for the invitation to appear and appraise members on information relating to the Representation of Kenya's Diversity in Staff Composition of the Public Service Commission and Commission's compliance with Section 157(5) of the Public Procurement and Asset Disposal Act, 2015 on Procurement Opportunities for Special Interest Groups.~~

Thank You.



Paul Famba, CBS
SECRETARY/CEO
PUBLIC SERVICE COMMISSION

APPENDICES

APPENDIX I : Invitation Letter



**REPUBLIC OF KENYA
NATIONAL LAND COMMISSION**

**PRESENTATION ON THE COMPOSITION OF
EMPLOYEES OF NATIONAL LAND COMMISSION**

**PRESENTED
TO
COMMITTEE ON NATIONAL COHESION AND EQUAL
OPPORTUNITY**

BY

**KABALE TACHE ARERO, MBS
COMMISSION SECRETARY/CEO**

14TH AUGUST, 2025

Honorable Chairperson and Committee members, we are honored to appear before this Committee on National Cohesion and Equal Opportunity to present the composition of employees of National Land Commission and to provide information regarding compliance with the (30) percent public procurement reservation for special interest groups as provided under section 157 (5) of the Public Procurement and Asset Disposal Act . I acknowledge and hold in high esteem the oversight role of this honorable Committee in promoting unity among diverse communities, ensuring equal access to opportunities and fostering cooperation between different regions through legislative oversight, public engagement and advocacy.

Honorable Chair and Members,

As you are well aware, the efficiency and effectiveness of the Commission, like any other organization, heavily depends on the quality of employees it engages. We have strived to recruit qualified and experienced individuals with the right competencies and skills. Our recruitment process adheres to various criteria to ensure a diverse and competent workforce, including; professional qualifications, years of experience, knowledge, skills, & Competences necessary, licenses/certifications/memberships, gender balance considerations, regional balance, persons with disabilities, and applicants from marginalized communities.

Honorable Chairperson, as per your guidance, vide letters Ref: NA/DAAGPC/NCEO/2025/11, letter Ref: NA/DAAGPC/NCEO/2025/46, NA/DAAGPC/NCEO/2025/56 dated 1st April 2025, 25th July, 2025 and 31st July, 2025 respectively from the Clerk of the National Assembly, NLC was invited to deliberate with the Committee on the following issues:

1. The Commission's current employment composition in terms of gender, ethnicity and age.

i. Gender

Hon. Chair and Committee members,

The Commission has ensured that its workforce is in line with the Constitutional requirement of two third-gender rule, which is aimed at promoting gender equality in the Public Service. This is indicated in the table below;

Table 1. Gender Analysis

S/NO	GENDER	NUMBER	PERCENTAGE
1.	Female	418	49.76
2.	Male	422	50.24
	Total	840	100

ii. Ethnicity

Hon. Chair and Committee members,

The Commission has ensured that its workforce reflects the national representation of the population. The Commission has put in place

policies to ensure recruitment of individuals from different ethnic backgrounds.

Table II below illustrates the **ethnic distribution** at the Commission.

S/N	TRIBE	SUB-TRIBE	NO	%
1.	AWEER/WAATA	AWEER/WAATA	0	0.0
2.	BAJUNI	BAJUNI	0	0.0
3.	BORANA	BORANA	41	4.9
4.	BURJI	BURJI	4	0.5
5.	DAHALO	DAHALO	0	0.0
6.	DASENACH (Merile)	DASENACH (Merile)	0	0.0
7.	DOROBO	DOROBO	0	0.0
8.	EL MOLO	EL MOLO	1	0.1
9.	EMBU	EMBU	10	1.2
10.	GABRA	GABRA	18	2.1
11.	GOSHA	GOSHA	0	0.00
12.	ILCHAMUS / NJEMPS	ILCHAMUS / NJEMPS	7	0.8
13.	KALENJIN	KALENJIN (Arror, Cherangany, Endo, Endorois, Keiyo, Kipsigis, Lembus, Marakwet, Nandi, Ogiek, Pokot, Sabaot/Kony/Bong'	128	15.2
14.	KAMBA	KAMBA	60	7.1

15.	KENYAN SOMALI	KENYAN SOMALI (Kenyan Somali - So Stated, Ajuran, Degodia, Gurreh, Hawiyah, Isaak, Leysan, Murule, Ogaden, Corner Tribes)	74	8.8
16.	KIKUYU	KIKUYU	137	16.3
17.	KISII	KISII	57	6.8
18.	KONSO	KONSO	0	0.0
19.	KURIA	KURIA	7	0.8
20.	LUHYA	LUHYA (Abakhenye, Bakhayo, Banyala, Banyore, Batsotso, Batura, Bukusu, Idakho, Isukha, Kabras, Kisa, Marachi, Maragoli, Marama, Samia, Tachoni, Tiriki, Wanga)	61	7.3
21.	LUO	LUO	70	8.3
22.	MAASAI	MAASAI	31	3.7
23.	MAKONDE	MAKONDE	0	0.00
24.	MBEERE	MBEERE	5	0.6
25.	MERU	MERU	39	4.6

26.	MIJIKENDA	MIJIKENDA (Chonyi, Digo/Wafundi/Was akwa, Duruma, Giriama, Jibana, Kambe, Kauma, Rabai, Ribe)	23	2.7
27.	NUBI	NUBI	0	0.0
28.	POKOMO	POKOMO	1	0.1
29.	ORMA	ORMA (Galla, Wardei)	10	1.2
30.	RENDILE	RENDILE	6	0.7
31.	SAKUYE	SAKUYE	15	1.8
32.	SAMBURU	SAMBURU	6	0.7
33.	SUBA	SUBA	0	0.0
34.	SWAHILI	SWAHILI (Amu, Barawa, Chitundi, Jomvu, Munyoyaya/Muyey aya, Mvita, Ngare, Pate, Siu, Vumba, Wachangamwe, Wafaza, Wakatwa, Wakilifi, Wakilindini, Wamtwapa, Washaka, Watangana, Watikuu)	5	0.6
35.	TAITA	TAITA	10	1.2
36.	TAVETA	TAVETA	0	0.0
37.	TESO	TESO	4	0.5
38.	THARAKA	THARAKA	3	0.4
39.	TURKANA	TURKANA	6	0.7
40.	WALWANA/MALAKOT E	WALWANA/MALAK OTE	0	0.0
41.	WAYYU	WAYYU	1	0.1

42.	KENYAN ASIANS	KENYAN ASIANS	0	0.0
43.	KENYAN AMERICAN	KENYAN AMERICAN	0	0.0
44.	KENYAN ARABS	KENYAN ARABS	0	0.0
45.	KENYAN EUROPEAN	KENYAN EUROPEAN	0	0.0
46.	NON KENYANS	NON KENYANS	0	0.0
47.	Total		840	100

(For more detailed information please refer to Annex 1)

iii. Age Distributions

Hon. Chair and Committee members,

Generally the demographic distribution of staff in the Commission in terms of age is a mix of experienced personnel, middle- career professionals and young staff members who joined the Commission at entry level. They all contribute their skills towards the achievement of the Commissions mandate and goals.

The table III below illustrates a summary of **age distribution** at the Commission.

S/NO	CATEGORY	NUMBER	PERCENTAGE
1.	Under 30	167	19.9
2.	30-40	441	52.5
3.	41-50	159	18.9
4.	51-60	71	8.5
5.	Over 60	2	0.2
Total		840	100

(For more detailed information please refer to Annex 2)

2. Extent to which the Commission has complied with article 54(2) of the constitution on composition of persons with disabilities, including the nature of the disability.

Hon. Chair and Committee members,

Despite the challenges in attracting persons with disabilities (PWD), the Commission has undertaken affirmative action by recruiting twelve (12) individuals with disabilities. The nature of disability is categorized as Physical Disability (8No.), Visual impairment (3No) and mental disability (1No). This initiative reflects the Commission's commitment to inclusivity and equal opportunity.

(For more detailed information please refer to Annex 2)

3. Composition of the governing body of the Commission in terms of age, gender, ethnicity and persons with disabilities.

Hon. Chair and Committee members,

Commissioners as governing body of the Commission is composed of a chairman and up to eight other commissioners, making a total of nine members. These commissioners are appointed through a transparent and competitive process, nominated by the President, and approved by the National Assembly. The composition of the commission is required to reflect Kenya's regional, ethnic, and gender diversity, in line with the national values and principles of governance as outlined in the Constitution. **(Refer to table IV below)**

Table IV

S/N	Name	Gender	Age	PWD	Ethnicity
1.	Gershom Otachi Bw'omanwa	Male	60	No	Kisii
2.	Gertrude Nduku Nguku	Female	58	No	Kamba
3.	Hubbie Hussein Al-Haji	Female	66	Yes	Kenyan

					Somali
4.	James Kiprop Tuitoek	Male	66	No	Kalenjin
5.	Reginald Okumu	Male	53	No	Luhya
6.	Hon.Samwel Kazungu Kambi	Male	63	No	Mijikenda
7.	Alister Murimi Mutugi	Male	52	No	Kikuyu
8.	Hon. Ali Tiya Galgalo	Female	58	No	Borana
9.	Hon. Esther Murugi	Female	71	No	Kikuyu

4. Composition of employees in Senior Management, Middle level and Lower cadres in terms of ethnicity, gender and persons with disabilities;

Hon. Chair and Committee members,

Senior Management level at the Commission comprises staff at the grade of NLC 1 – NLC 3. They include the Secretary/CEO, who heads the Secretariat staff, six (6) Directors in charge of Directorates, four (4) Heads of Department, Deputy Directors who deputizes Directors and County Coordinators in charge of NLC county offices.

Middle level managers comprise staff at the grade of NLC 4 – NLC 7

Lower level staff comprise staff at the grade of NLC 8 – NLC 13.

For information on composition of employees in terms of Ethnicity, Gender and Persons with Disability. **(For information that is more detailed please refer to Annex 3)**

5. The number of permanent and pensionable staff employed in the last three recruitment and their representation in terms ethnicity, age, gender and persons with disability in the Commission.

Honorable chair and Committee members, I wish to reiterate that the Commission has endeavored to recruit suitably qualified and

experienced employees with the right competencies, skills and experience required to achieve its goals and objectives.

In this regard, NLC recruited most of its staff in the year 2014/2015 during its inception. Subsequent recruitments were in the Financial Years 2020/2021, 2021/2022, 2022/2023 and 2024/2025. The Commission has a total number of 840 members of staff in-post against staff establishment of **1,369**. Among the in-post staff, **452No** are permanent and pensionable, and who were employed in the last three recruitments. **(For more detailed information please refer to Annex 4)**

6. Total number of casual, temporary and contractual staff serving currently and their representation in terms of ethnicity, age, gender and persons with disability.

Honorable chair and Committee members,

The Commission currently has a total of sixteen (16No) of staff on contract. **(For more detailed information, please refer to annex 5)**

7. Ratio between the National Population and employment proportion in the Commission (underrepresentation and overrepresentation) - based on 2019 National population and Housing Census.

Hon. Chair and Committee members,

The ratio between the National Population and the proportion of individuals employed in government roles is a critical indicator of administrative capacity, public service delivery and fiscal sustainability. Ideally, this ratio should reflect a balanced public sector workforce that is capable of meeting the needs of the population without placing undue pressure

on national resources. As a Commission, despite many challenges, we put a deliberate effort to embrace diversity and give equal opportunity to the marginalized Communities.

(For more detailed information on the ratio between National Population and employment proposition in the Commission please refer to Annex 6)

8. Status of compliance of the Commission with section 7 of the National Cohesion and Integration Act, 2008 and Article 232(1)(h) and (i) of the Constitution, including the efforts made by the Commission to enhance compliance;

Honorable chair, allow me to use the audits or assessments undertaken in the last three years to ascertain the level of the inclusivity in the recruitment process;

I would like to inform the Committee that every financial year, the Commission undergoes audits by the Office of the Auditor General (OAG) to ensure compliance in all its functions. In addition, the Public Service Commission evaluates compliance with the Values and Principles as outlined in Articles 10 and 232 of the Constitution annually.

Specifically, during the Public Service Commission (PSC) evaluation for the year 2022/2023 and 2023/2024, the focus was on nine (9) thematic areas:

- i. Overview of Human Resource in the Public Service
- ii. Service delivery improvement and transformation
- iii. High standards of professional ethics in the public service

- iv. Good governance, transparency and accountability
- v. Performance Management
- vi. Equitable allocation of opportunities and resources
- vii. Public Participation in policy-making.
- viii. Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development
- ix. Devolution and decentralization of public services

Hon. Chair and Committee members,

NLC is Equally dedicated to issues of inclusivity as it is to matters of governance. We have recorded significant progress in governance from 2016/2017 to 2022/2023/,2023/2024

The overall compliance index for the National Land Commission for the last three evaluation is as indicated in the table below V;

Table V

S/No	Overall Compliance Index (%) for 2021/22FY	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2023/24FY
1	51.1	57.9	54.3

9. Challenges the Commission has faced in its bid to enhance diversity of employees and the mitigation measures to curb the challenges;

Hon. Chair and Committee members

The Commission just like any government entity has faced challenges in its endeavor to enhance diversity. The challenges are as listed hereunder;

- i. Lack of applications during recruitment, from certain quarters of the population, i.e disadvantaged groups

- ii. Limited Talent Pipeline- Underrepresentation of certain groups in key professions or at senior levels.
- iii. Resistance to Change - Some stakeholders may be resistant to diversity initiatives and misconceptions about diversity efforts being preferential treatment.
- iv. Budgetary Constraints -Limited funds for training, outreach, or inclusive programs and Budget pressures may deprioritize diversity-related spending.

To mitigate these challenges, the Commission;

- i. Developed a policy on diversity and inclusion
- ii. Encouraged the disadvantaged groups to apply for positions whenever it arises
- iii. Conducted training and awareness to sensitize staff and stakeholders on the need for diversity and inclusion

10. The measures, we have put in place to ensure that persons living with disabilities, women and minorities are adequately represented in the Commission

Hon. Chair and Committee members,

To ensure inclusivity of people with disabilities and gender diversity in the Commission, we have put in place the following mechanisms:

- i. **Accessible facilities:** The Commission has ensured that its offices are accessible by having facilities such as ramps, elevators and accessible restrooms to accommodate PWDs. The Commission also has a lactation room for mothers.

ii. **Inclusive Recruitment and Hiring Processes:** The Commission continues inclusivity in the recruitment process by putting up strategies to attract diverse pool of individuals including PWDs, women and Marginalized communities .

iii. **Periodic Audits:** The Commission conducts baseline surveys to assess the workplace safety, accessibility and practices to identify gaps and ensure compliance with the required workplace standards.

11. Institutional policy on staff training and development,

In an effort to ensure consistent and effective training programs, the Commission has put a training policy in place.
(See attached as Annex 7 the extract of training policy)

12. Information regarding total number of staff trained for the last three financial years in terms of ethnicity, age, gender and persons with disability. Institutional policy on training,

Hon. Chair and Committee members,

The Commission recognizes the need for training and development for all employees. Therefore, offers training opportunities to all its employees' in order to improve their work performance and personal development. Commission provides Training to the staff as per approved Training Plans when the funds are available.

(For more detailed information on staff training please refer to Annex 8)

13. Institutional policy on recruitment,

Hon. Chair and Committee members, The Commission is guided Policies and Procedures on recruitment which is part of Human Resource Manual.

(See attached recruitment Policy extract as Annex 9)

14. Information regarding promotion in the past five years in terms of ethnicity , gender, age and persons with disabilities.

Hon. Chair and Committee members,

The Commission will strive fill vacancies by promotion of suitable employees. Consideration of promotion is accordance with the provisions of the Career Progression Guidelines and Plans developed for each cadre. Employees who have relevant experience, qualifications and proven merit will be given first priority.

For more detailed information on the staff promotion in the Commission please refer to Annex 10)

15.(a) Status of compliance of the thirty percent (30%) reservation of public procurement for the disadvantaged groups since January 2016.

Hon. Chair and committee members, the legal requirement for women, youth and persons with disabilities to access thirty percent (30%) of Government Procurement opportunities is being implemented within the context of the Access to Government Procurement Opportunities (AGPO) program.

The program is anchored in the Constitution of Kenya, 2010 Article 227 on the fair, equitable, transparent and cost-effective public procurement of goods and service, Article 55 on affirmative

action, section 157 (5) of the Public Procurement and Asset Disposal Act (PPADA), 2015 and subsequent regulation 149 of the Public Procurement and Asset Disposal Regulations (PPADR) of 2020.

Hon. Chair and committee members, the 30% reservation currently benefits enterprises owned by women, youth and PWD, but the “other disadvantaged groups” such as micro and small businesses have not been clearly identified as such to benefit from reservations.

Hon. Chair and committee members, the below report presents a summary of the status of compliance with the legal requirement under the Public Procurement and Asset Disposal Act (PPADA).

TABLE VI

S/ N	Financial year	Total procurement spend for the FY(A)	Total procurement spend for preference/reservati on scheme (B)	% Reserved 100 (B/A)
1.	2015-2016	572,796,301	142,676,614	24.9%
2.	2016-2017	349,503,385.9	103,103,498.9	30%
3.	2017-2018	189,431,627.95	60,027,237	32%
4.	2018-2019	240,895,183	72,033,512	29.9%
5.	2019-2020	200,022,337	61,830,469	30.9%
6.	2020-2021	50,674,697.90	19,942,524	39%
7.	2021-2022	233,277,324.20	80,379,836.70	36%
8.	2022-2023	208,968,713.90	62,690,614.17	30%
9.	2023-2024	188,779,026	62,297,078.58	33%

(For more detailed information on statutory report on preference and reservation, please refer to Annex 11-23).

(b) Number of youths, women and people living with disabilities whose goods and services have been procured by the Commission including amount each category received per financial year since the law was enacted.

Hon. Chair and Committee members, for the purpose of implementing the thirty percent rule, the Commission has implemented the requirement through its budgets, procurement plans, tender notices, contract awards and submits quarterly reports to the Public Procurement Regulatory Authority (PPRA) as required. **(For more detailed information on statutory report on preference and reservation, please refer to Annex 11-23).**

(c) Level of compliance with section 157 (12) of the Public Procurement and Asset Disposal Act (PPADA) including companies awarded to the contracts since January 2016.

Hon. Chair and Committee members, information regarding compliance with section 157 (12) of the Public Procurement and Asset Disposal Act (PPADA), 2015 including companies awarded since 2016 in terms of youth, women and persons with disabilities is here attached **(See attached Annex 11-23 being the reports the Commission submitted to Public Procurement Regulatory Authority (PPRA)).**

(d) Challenges faced in enforcing implementation of the thirty percent (30%) reservation of Public Procurement for the disadvantaged groups, including proposal to enhance compliance.

Hon. Chair and committee members, one of the most significant challenges impacting compliance with the 30% reservation policy is the **reduction in procurement budgets**. When procurement budgets are cut mid-year or during planning stages, the pool of funds available for AGPO-targeted procurement reduces proportionally. This directly affects the value and volume of contracts that can be reserved for Youth, Women, and PWDs.

Hon. Chair and committee members this may lead to the following impacts:

- Reduced opportunities for disadvantaged groups to participate in procurement.
- Some tenders originally earmarked for AGPO groups may be reallocated to more urgent or strategic purchases, sidelining AGPO allocations.
- Institutions prioritize critical services, often large-scale contracts beyond the capacity of AGPO suppliers, leaving fewer suitable tenders i.e. ICT tenders.

Hon. Chair and Committee members, significant challenges impacting compliance with the 30% reservation policy is the shifting priorities due to emergency or contingency spending. In instances of national or institutional emergencies (e.g., pandemic responses, disaster relief), funds are redirected to immediate needs, further shrinking procurement budgets. Such shifting priorities typically result in emergency procurement procedures that may bypass normal AGPO reservation processes.

Hon. Chair and Committee members, another challenge is the limited packaging of procurement opportunities. Budget cuts often lead to the bundling of contracts to maximize cost-efficiency. This practice which is currently experienced in the country, inadvertently excludes AGPO suppliers, who may not have the financial capacity or technical experience to bid for larger, consolidated tenders.

CONCLUSION

Hon. Chair and Committee members, I wish to request the Committee to recommend and advocate for the Commission to be allocated enough budget in order to execute its mandates and enhance inclusivity programs. Further, the availability of budgets will also enable the Commission to comply with the thirty percent (30%) rule.

Thank you for your time and support.

