



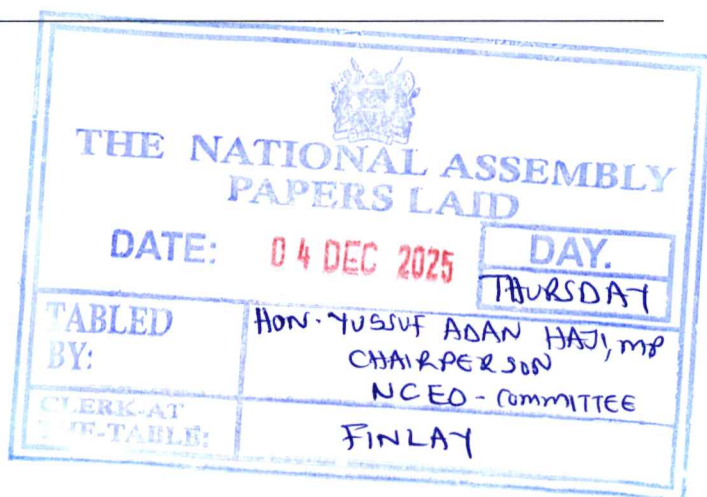
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REPUBLIC OF KENYA
THE NATIONAL ASSEMBLY

THIRTEENTH PARLIAMENT – FOURTH SESSION (2025)

COMMITTEE ON NATIONAL COHESION AND EQUAL OPPORTUNITY

**FOURTH REPORT ON EMPLOYMENT DIVERSITY AUDIT IN PUBLIC
INSTITUTIONS**



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

DECEMBER 2025

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CHAIRPERSON'S FOREWORD

This Report contains a record of the proceedings of the Committee following its review of submissions from the National Police Service Commission, Office of the Auditor General, Kenya Electricity Generating Company, Kenya Pipeline Company and Rural Electrification and Renewable Energy Corporation on employment diversity in public institutions.

This audit reflects our unwavering commitment to foster a public service that is inclusive, representative and reflective of diversity. Kenya is home to forty-six (46) ethnic communities, each contributing uniquely to our national identity. Pursuant to Article 232 of the Constitution, the promotion of equality in employment within public institutions is a legal obligation and a cornerstone for unity, stability and sustainable development. However, the National Police Service Commission (NPSC) demonstrated the lowest level of inclusivity, with only twenty-four (24) ethnic communities represented in its workforce.

While significant strides have been made towards gender balance through Constitutional provisions such as the two-thirds gender rule, our findings have highlighted persistent challenges in achieving meaningful diversity. All the five (5) institutions under review have made progress in advancing gender representation however, Kenya Electricity Generating Company (KenGen) slightly fell short with women accounting for only 28% of the workforce.

Further, the audit revealed consistent non-compliance with the Constitutional provisions that require at least 5% representation of Persons with Disabilities (PWDs). None of the institutions achieved the Constitutional threshold, with Rural Electrification and Renewable Energy Corporation (REREC) recording the lowest representation at 2% and Kenya Pipeline Company (KPC) recording the highest at 4.14%. This alarming oversight signifies not only a breach of the Constitutional mandate but suggests the persistence of institutional environments perceived as inaccessible or unwelcoming to PWDs.

Youth representation in public institutions remains disappointingly low, raising serious concerns about succession planning and the collective responsibility to engage the younger generation in public service roles. In particular, Kenya Pipeline Company (KPC) recorded the lowest level of youth representation at 10.3%, while the Office of the Auditor-General recording the highest at 58.56%, underscoring need for deliberate strategies to enhance youth inclusion in public service.

Although commendable efforts have been made in achieving gender representation, the disproportionate placement of women in lower cadre jobs calls into question the depth of commitment towards gender parity and women's empowerment. It is evident from the findings that real inclusion is yet to be fully achieved and further targeted initiatives are necessary to elevate women into influential and decision-making positions.

A recurring challenge highlighted by the institutions is the limited applications from marginalized communities and PWDs. However, it is the Committee's view that such outcomes reflect inadequate affirmative action policies and initiatives. It is imperative for institutions to proactively foster a culture of inclusivity, actively reach out to marginalized groups and remove structural barriers impeding their full participation. Furthermore, promotional practices consistently favored dominant communities, reinforcing structural biases and limiting career advancement opportunities for minority ethnic groups.

Therefore, the Committee recommends stringent oversight mechanisms, regular diversity audits, clear succession planning frameworks and targeted affirmative action programs as essential corrective measures. Public institutions must be held accountable for actively transforming their recruitment, employment and promotional policies to reflect the true spirit of our Constitution. We must continuously strive for a public sector that values and appreciates diversity as a strength.

On behalf of the Committee, I wish to sincerely thank the Office of the Speaker, the Clerk of the National Assembly, the Committee Secretariat and all the institutions that participated in this audit for their cooperation and contributions. Our collective commitment towards inclusivity will undoubtedly enhance cohesion, mutual respect and trust among all Kenyans.

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



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

CHAIRPERSON,

COMMITTEE ON NATIONAL COHESION AND EQUAL OPPORTUNITY

LIST OF ABBREVIATIONS AND ACRONYMS

AGPO	- Access to Government Procurement Opportunities
B-BBEE	- Broad-Based Black Economic Empowerment
CBS	- Chief of the Order of the Burning Spear
CEE	- Commission for Employment Equity
CEO	- Chief Executive Officer
CHRC	- Canadian Human Rights Commission
EBS	- Elder of the Burning Spear
ESDC	- Employment and Social Development Canada
FCPA	- Fellow Certified Public Accountant
GBA	- Gender Based Analysis
HR	- Human Resource
KenGen	- Kenya Electricity Generating Company
KNBS	- Kenya National Bureau of Statistics
KPC	- Kenya Pipeline Company
MP	- Member of Parliament
NCIC	- National Cohesion and Integration Commission
NCI	- National Cohesion Integration
NCPWD	- National Council for Persons with Disabilities
NGEC	- National Gender and Equality Commission
NPSC	- National Police Service Commission
OAG	- Office of the Auditor General
PLC	- Public Limited Company
PSC	- Public Service Commission
PWD	- Persons with Disabilities
REREC	- Rural Electrification and Renewable Energy Corporation
SAHRC	- South African Human Rights Commission
SCAC	- State Corporations Advisory Committee
SRC	- Salaries and Remuneration Commission
STEM	- Science, Technology, Engineering and Mathematics

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. 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. Liza Chelule Chepkorir, MP.	Nakuru (CWR)	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	Jubilee Party (JP)
14.	The Hon. Agnes Pareyio Mantaine, MP.	Narok North	Jubilee Party (JP)
15.	The Hon. Dick Maungu Oyugi, MP.	Luanda	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
18.	The Hon. (Dr.) Joseph Iraya Wainaina OGW, MP.	Nominated	United Democratic Alliance (UDA)
19.	The Hon. Joseph Hamisi Denar, MP.	Nominated	ANC Party
20.	The Hon. Jackson Lekumontare Lentoijoni, MP.	Samburu East	Kenya African National Union (KANU)
21.	The Hon. Muratha Anne Wanjiku Mugo, MP.	Kiambu (CWR)	United Democratic Alliance (UDA)

1.3 Committee Secretariat

Ms. Naserian Lotuai
Clerk Assistant I/ Head of Secretariat

Ms. Kathleen Nanzala
Clerk Assistant III

Mr. Alex Amwata
Hansard Reporter

Ms. Audrey Andala
Legal Counsel II

Ms. Peter Atsiaya
Media Relations Officer

Ms. Joanne Naneu
Research Officer III

Ms. Lilian Aluga
Public Communications Officer

Mr. John Ng'anga
Audio Officer

Mr. Luka Mutua
Sergeant-at-Arms

CHAPTER TWO

2.0 BACKGROUND

3. The Committee in a bid to enhance equality and inclusion, undertook an Inquiry into Diversity in Public Institutions. To achieve its objectives the Committee sampled five (5) public institutions for its fourth report. The Committee held meetings and received submissions from the following public institutions:

- 1) National Police Service Commission (NPSC)
- 2) Office of the Auditor General (OAG)
- 3) Kenya Electricity Generating Company (KenGen)
- 4) Kenya Pipeline Company (KPC)
- 5) Rural Electrification and Renewable Energy Corporation (REREC)

4. 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 in Kenya

5. Kenya is a highly ethnically diverse Country with forty-six (46) communities as reported by the Kenya National Bureau of Statistics (KNBS) in the 2019 Population and Housing Census. (KNBS, 2019) However, this diversity has posed significant challenges in employment practices within public institutions. Achieving inclusive representation in employment remains critical for national cohesion and sustainable development.
6. According to the KNBS, Kenya's population is projected to reach approximately 53 million by mid-2025. Data from the Afrobarometer further indicates that about 80% of Kenyans are aged 35 years and below, while those aged 18 to 35 years account for 36% of the total population. This demographic necessitates proactive engagement and equitable employment opportunities for the youth to ensure sustainable socioeconomic development and effective succession planning within the public service.
7. The principle of gender equality is enshrined in the Constitution of Kenya under Article 27 (8), mandating the implementation of the two-thirds gender rule. Despite notable advancements in gender inclusion, disparities continue to persist. According to the 2020 KNBS Economic Survey, women occupy approximately 38% of roles in public sector employment, with the majority disproportionately situated in lower and middle level positions, limiting their influence in strategic decision making roles. (KNBS Economic Survey, 2020)

8. Persons with Disabilities (PWDs) constitute approximately 2.2% of Kenya's total population as captured by the KNBS Census of 2019. (KNBS, 2019) However, representation of PWDs in public institutions significantly lags behind the Constitutional requirement of at least 5% representation stipulated in Article 54 (2). This discrepancy underscores systemic barriers such as inaccessible infrastructures and limited awareness or sensitivity towards disability inclusion within recruitment practices.
9. Public institutions in Kenya must prioritize inclusivity through targeted interventions, robust oversight and continuous sensitization programs. This approach will ensure employment practices reflect Kenya's demographic realities, fostering national unity and equitable socioeconomic development.

2.2 Legislative Frameworks on Diversity in Employment

2.2.1 The Constitution of Kenya, 2010

10. 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)

11. **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)

12. **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)

13. **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)

14. 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)

15. 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)

16. 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)

17. 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)

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

2.3 Comparative Analysis

17. This comparative analysis features Kenya alongside Canada and South Africa, demonstrating how each country approaches employment diversity within public institutions, particularly targeting the disadvantaged groups such as marginalized communities, women, youth and Persons with Disabilities (PWDs).

Aspect	Kenya	Canada	South Africa
Legal Framework	- Constitution of Kenya, 2010 – Articles 27, 54, 55 & 56.	- Canadian Charter of Rights and Freedoms (1982).	- Constitution of South Africa, 1996 – Section 9 (Equality clause).

		- Public Service (Values and Principles) Act, 2015. - National Cohesion and Integration Act, 2008.	- Employment Equity Act, 1995. - Canadian Human Rights Act, 1977.	- Employment Equity Act, 1998. - Promotion of Equality and Prevention of Unfair Discrimination Act, 2000.
Policies and Regulations		- Affirmative action policies enforced by the Public Service Commission (PSC). - Gender Mainstreaming Policies.	- Federal Public Service Employment Equity Policy. - Accessibility Strategy for the Public Service of Canada. - Multiculturalism Policy.	- Broad-Based Black Economic Empowerment (B-BBEE) policies. - Gender Equality Strategy. - White Paper on the Rights of Persons with Disabilities.
Implementation Mechanisms		- Enforcement of the two-thirds gender rule and 5% disability employment threshold. - Targeted internship and mentorship programs for youth. - Diversity quotas in PSC recruitment.	- Employment Equity reports required from federal contractors. - Inclusive hiring through Indigenous Recruitment Strategy and the Federal Internship Program for PWDs. - Gender-based analysis plus (GBA+) applied in HR practices.	- Employment Equity Plans mandatory for employers. - Designated employment targets for women, PWDs, and racial groups. - Skills development funding tied to diversity outcomes.
Relevant Agencies		- National Cohesion and Integration Commission (NCIC). - National Gender and Equality Commission (NGEC). - National Council for Persons with Disabilities (NCPWD). - Public Service Commission (PSC).	- Canadian Human Rights Commission (CHRC). - Treasury Board Secretariat – Centre on Diversity and Inclusion. - Employment and Social Development Canada (ESDC).	- Department of Employment and Labour. - Commission for Employment Equity (CEE). - South African Human Rights Commission (SAHRC).
Monitoring and Evaluation		- Regular Parliamentary oversight. - PSC and NGEC conduct annual monitoring and reporting on diversity targets.	- Annual Employment Equity Act Reports tabled in Parliament. - Diversity and Inclusion Dashboard (publicly accessible).	- Annual reports from the Commission for Employment Equity. - B-BBEE scorecards used to assess compliance. - Parliamentary hearings and performance audits.

		- Periodic audits by CHRC.	
Notable Achievements	- Increased women's representation in public offices. - Improved employment visibility for marginalized communities.	- High representation of women in leadership roles in federal service. - Consistent improvement in PWD and Indigenous employment numbers. - Enhanced data-driven decision-making on diversity.	- Significant increase in Black South Africans and women in public service. - Institutionalization of affirmative action in major sectors.
Ongoing Challenges	- Persistent ethnic/regional disparities. - Limited enforcement capacity. - Stigma and accessibility barriers for PWDs.	- Underrepresentation of racial minorities in top-tier management. - Need for better inclusion of recent	- Uneven compliance by private sector. - Slow progression of PWDs and women into senior roles. - Employment inequality persists in rural provinces.

Lessons Drawn from Canada and South Africa

18. The Office of the Auditor-General (OAG) should be mandated to audit and report on the development and submission of employment equity plans by all public institutions, as done in Canada and South Africa to ensure structured and measurable inclusion efforts.
19. The Public Service Commission (PSC) and the State Corporations Advisory Committee (SCAC) should be mandated to establish a diversity compliance scorecard and enforce mandatory public reporting on diversity metrics, learning from South Africa's B-BBEE scorecards and Canada's employment equity reports.
20. The National Cohesion and Integration Commission (NCIC), National Gender and Equality Commission (NGEC), and National Council for Persons with

Disabilities (NCPWD) should develop a centralized diversity and inclusion oversight unit with clear enforcement powers, following South Africa's Commission for Employment Equity and Canada's Centre on Diversity and Inclusion.

21. The NCPWD should also formulate and implement a comprehensive national accessibility strategy for PWDs in public service, drawing from Canada's Accessibility Strategy.

CHAPTER THREE

3.0 PUBLIC INSTITUTIONS SUBMISSIONS

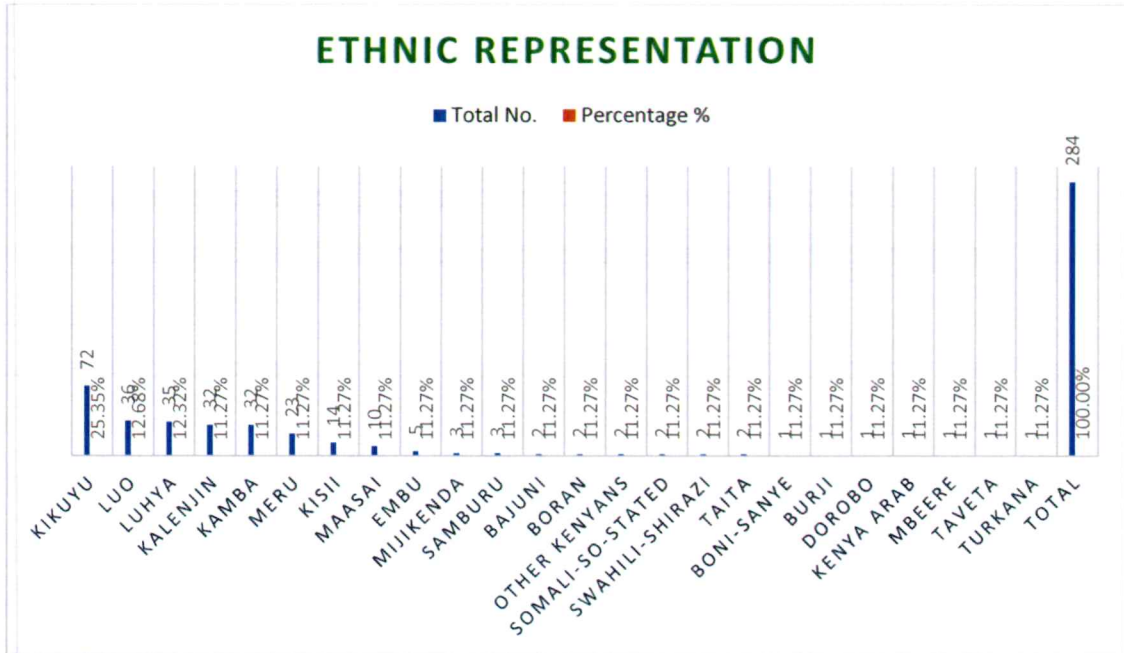
22. In pursuit of its mandate to promote equality and inclusion in public service, the Committee received and reviewed submissions from five (5) public institutions. These submissions provided detailed information on staff composition in terms of ethnicity, gender, age and PWD representation, as well as recruitment and promotion practices within the institutions. The analysis presented in this chapter highlights the extent of compliance with Constitutional and statutory requirements on diversity and inclusion, while also drawing attention to the challenges faced and measures undertaken by the respective institutions.

3.1 NATIONAL POLICE SERVICE COMMISSION

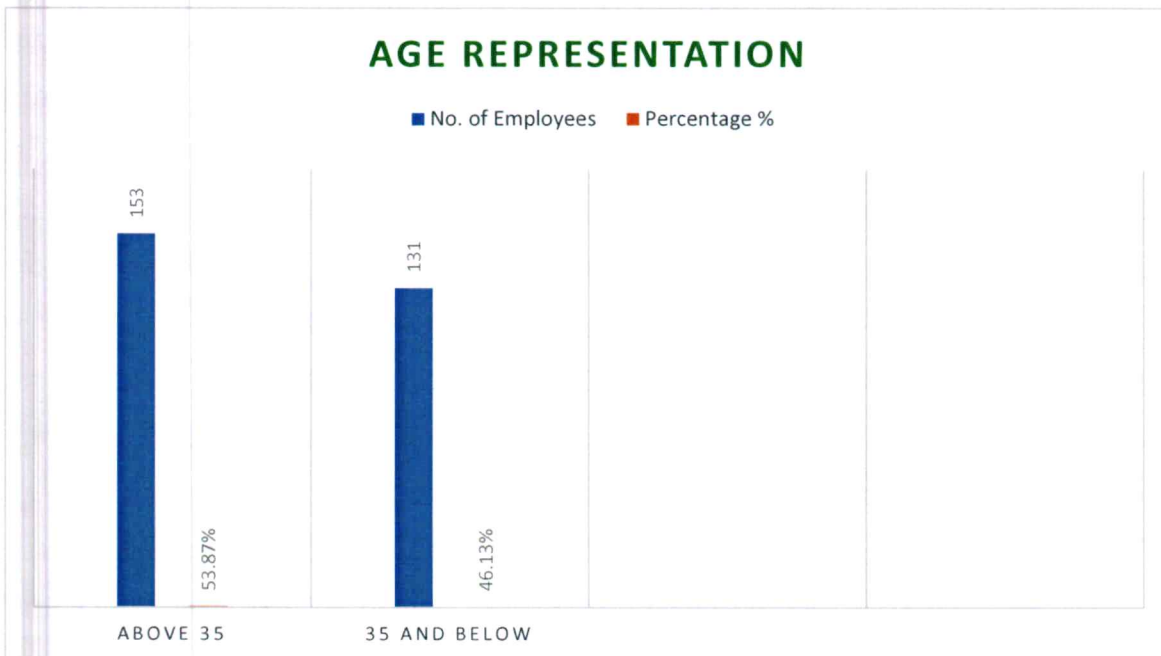
23. The National Police Service Commission (NPSC) is established by Article 246 (1) of the Constitution of Kenya 2010 and Article 248 (2) (j) as one of the Chapter Fifteen Commissions and Independent Offices.

24. The Chief Executive Officer (CEO) Mr. Peter Leley, EBS, appeared before the Committee on Tuesday, 1st April 2025 and made the following submissions:

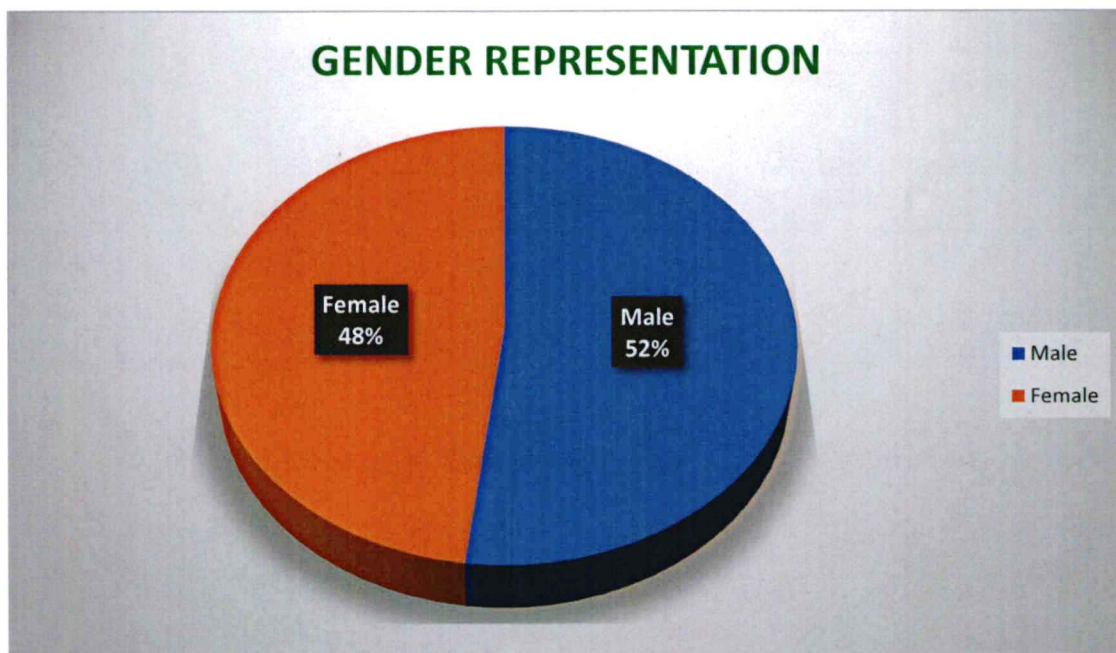
25. Currently, the Commission has an in-post of two hundred and eighty-four (284) employees. Only twenty-four (24) out of the forty-six (46) ethnic groups have been employed in NPSC contrary to the provisions of Article 232 (1) (h) and (i) of the Constitution. Majority of the staff are from one (1) community namely, Kikuyu at 25.35%. In Senior Management, only ten (10) out of the twenty-four (24) ethnic communities are represented.



26. In analysis of the age composition, majority of the staff fall within the age bracket of above 35 years with one hundred and fifty-three (153) employees translating to 53.87%.



27. NPSC has one hundred and forty-nine (149) male staff members and one hundred and thirty-five (135) female staff members translating to 52% and 48% respectively, achieving the required two thirds gender rule.



28. The Commission has employed only nine (9) staff members who are Persons with Disabilities (PWDs) translating to 3.2% which falls short of the requirements stipulated in Article 54(2) of the Constitution.

29. NPSC has thirty-eight (38) employees in the senior management level, twenty-nine (29) in the middle level and two hundred and seventeen (217) in the lower cadre. In senior management level, the Commission has only ten (10) ethnic communities, nine (9) in the middle and twenty-three (23) in the lower cadre. Notably, majority of the staff in each level are from the Kikuyu community at 29% in senior management, 31% in middle level and 24% in lower cadre.

30. NPSC employed a total of one hundred and twenty-four (124) permanent and pensionable staff in the last three (3) recruitment cycles. Twenty-one (21) ethnic communities were represented, with the Kikuyu making up the majority of thirty-seven (37) employees translating to 30%. Out of the one hundred and twenty-four

(124) employees, sixty-three (63) were male and sixty-one (61) were female, and three (3) were PWDs.

31. Currently, the Commission has thirty-two (32) contractual staff from eight (8) ethnic communities, with the Kalenjin making up the majority of twelve (12) employees translating to 37.5%. Out of the thirty-two (32) employees, seventeen (17) are male and fifteen (15) are female. One of the contractual staff is a PWD.

32. In the ratio between the National population and employment proportion, the Kikuyu community is over-represented with a positive variance of 8.22%.

33. NPSC in the past five (5) years has promoted ninety-four (94) staff from twenty-three (23) ethnic communities out of which, forty-eight (48) were male, forty-five (45) female and one (1) PWD. In terms of age, forty-one (41) were below the age of 35 years and fifty-three (53) above 35 years.

34. Pursuant to Section 11 (1) of the NCI Act on public resources being distributed equitably geographically in the country, the Commission during the financial years 2021/2022 and 2022/2023 recruited and deployed thirty-eight (38) counsellors and social workers to eight (8) regions and twelve centers. NPSC also established and equipped five (5) regional offices namely; Mombasa, Garissa, Kakamega, Nairobi and Kisumu.

Challenges faced in promoting diversity

- i. Inadequate budget vote to meet the staff establishment needs.
- ii. Underrepresentation of marginalized communities.

Mitigation measures to curb the challenges

- i. Collaborate with National Treasury for increased budgetary allocation.
- ii. Undertake affirmative action programmes.

Measures put in place to enhance work environment for PWDs

- i. Implementation of the SRC guide allowance for PWDs.
- ii. Promote disability friendly website access especially for the visually impaired.
- iii. Availability of lifts and ramps in the building.
- iv. Spacious corridors for movement and non-slippery floor to promote mobility.

- v. Accessible washrooms.
- vi. Purchased assistive devices for PWDs.
- vii. Sensitization of staff on disability mainstreaming at the workplace.
- viii. Flexible working hours especially for the one on the wheelchair.
- ix. Availability of two (2) Kenya sign language signers trained by the Commission.

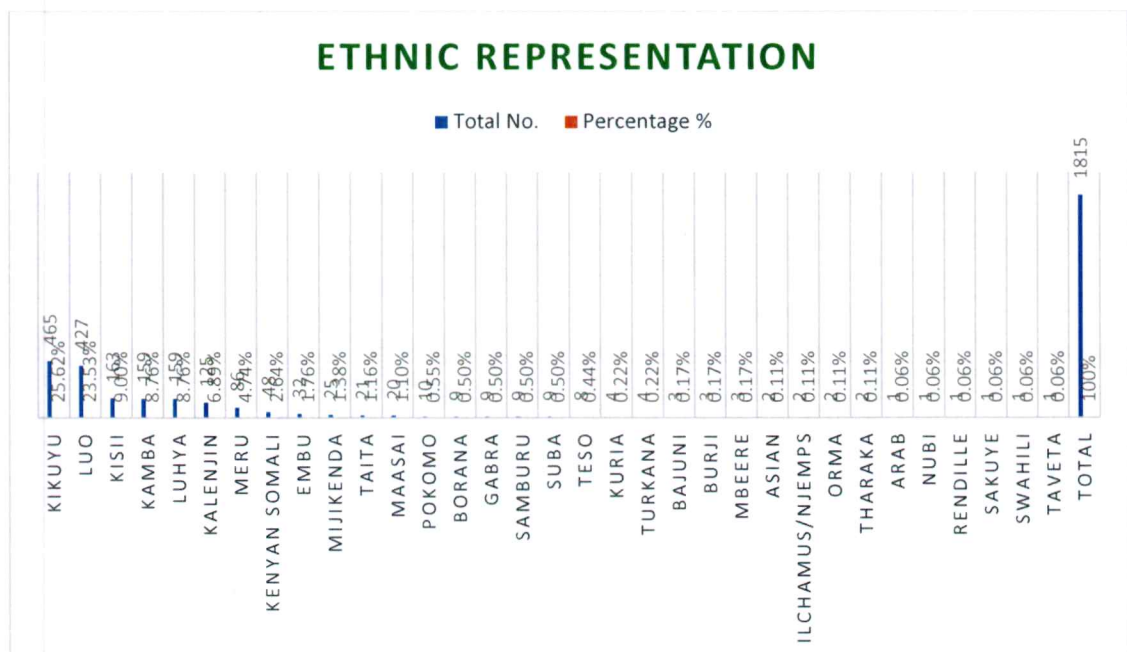
Committee Findings

35. Based on the above submissions from NPSC, the Committee observed the following:

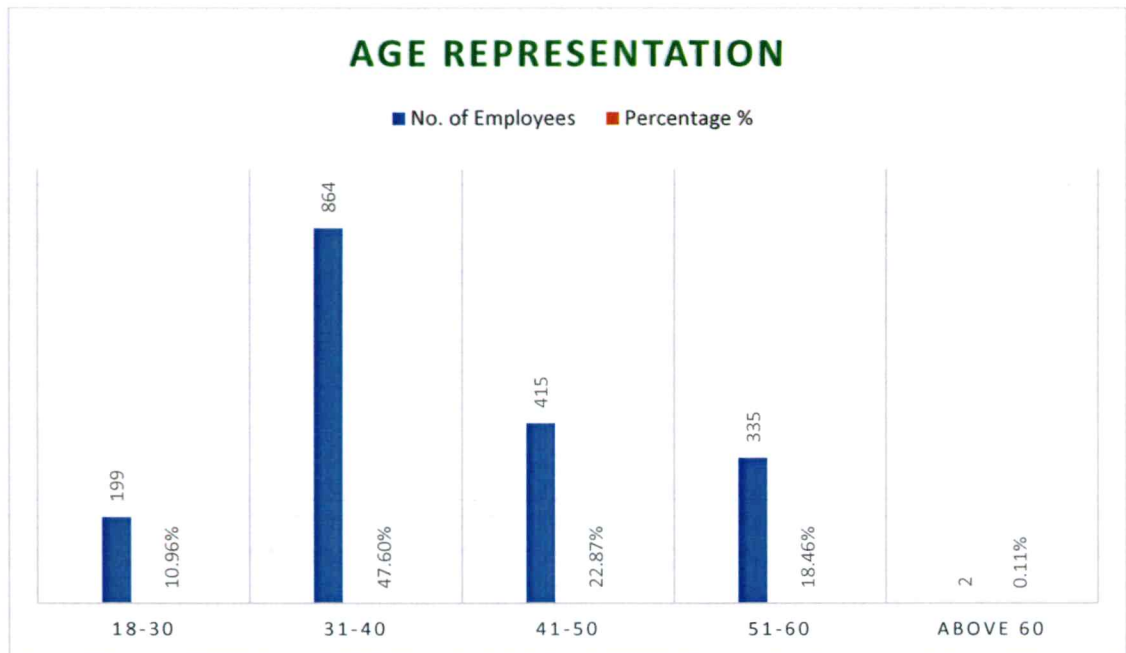
- i. Only twenty-four (24) out of the forty-six (46) ethnic communities have been employed in NPSC contrary to the provisions of Article 232 (1) (h) and (i) of the Constitution. At Senior management Level, only ten (10) ethnic communities are represented namely; Borana, Kalenjin, Kamba, Kikuyu, Kisii, Luhya, Luo, Maasai, Meru and Mijikenda;
- ii. 25.35% of employees at the Commission are from the Kikuyu community contrary to the provisions of Section 7 (2) of the National Cohesion and Integration Act 2008;
- iii. NPSC has one hundred and forty-nine (149) male staff members and one hundred and thirty-five (135) female translating to 52% and 48% respectively, achieving the two thirds gender rule;
- iv. The Commission has a youth representation of 46.13% showing it has not sufficiently accorded opportunities in employment to the youth in line with Article 55 (c) of the Constitution;
- v. NPSC's Persons with Disabilities (PWDs) employee representation is at 3.2% contrary to the provisions of Article 54 (2) of the Constitution on ensuring that at least 5% of employees are Persons with disabilities (PWDs); and
- vi. In the ratio between the National population and the employment proportion, the Kikuyu community is overrepresented with a positive variance of 8.22%.

3.2 OFFICE OF THE AUDITOR GENERAL

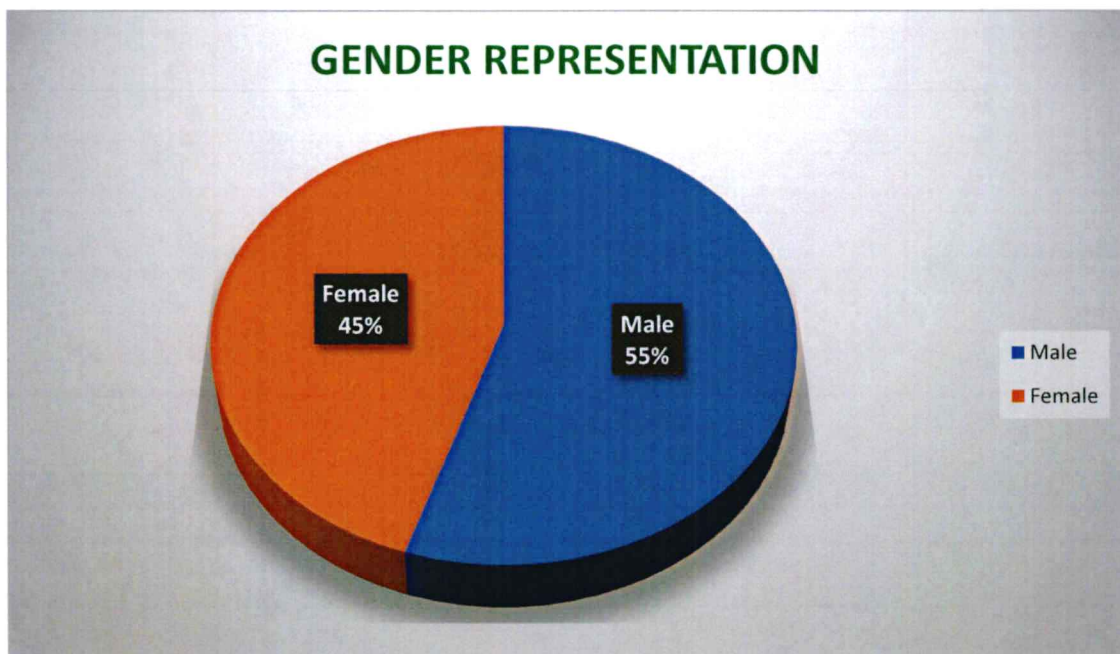
36. The Office of the Auditor-General (OAG) is an Independent Office established under Article 229 of the Constitution of Kenya. The Office is charged with the primary oversight role of ensuring accountability in the use of public resources within the three Arms of the Government.
37. The Auditor-General, FCPA Nancy Gathungu, CBS, appeared before the Committee on Tuesday, 15th April, 2025 and provided evidence as per the following submissions:
38. Currently, the OAG has an in-post of one thousand eight hundred and fifteen (1,815) employees. Only thirty-three (33) 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 25.6%. At Senior Management, only nine (9) out of the thirty-three (33) ethnic communities in the Office are represented.



39. In analysis of the age composition, majority of the staff fall between the age bracket of 31-40 years with eight hundred and sixty-four (864) employees translating to 47.6%.



40. The OAG has one thousand and five (1,005) male staff members and eight hundred and ten (810) female staff members translating to 55% and 45% respectively, achieving the required two thirds gender rule.



41. The Office has employed only thirty-eight (38) staff members who are Persons with Disabilities (PWDs) translating to 2.1% which falls short of the requirements stipulated in Article 54(2) of the Constitution.
42. The OAG has fifty-six (56) employees in the senior management level, seven hundred and three (703) in the middle level and one thousand and fifty-six (1,056) in the lower cadre. In senior management level, the Office has only nine (9) ethnic communities, twenty-one (21) in the middle and thirty-two (32) in the lower cadre. Notably, majority of the staff in both the senior management and middle level are from the Kikuyu community at 39% and 29% respectively. In the lower cadre, majority of the staff are from the Luo community at 25%.
43. OAG employed a total of two hundred and eighty (280) permanent and pensionable staff in the last three (3) recruitment cycles. Thirty-two (32) ethnic communities were represented, with the Kikuyu making up the majority of sixty-seven (67) employees translating to 23.9%. Currently, the Office has only one (1) contractual staff from the Kisii community.
44. In the ratio between the National population and employment proportion, the Luo community is over-represented with a positive variance of 12.88%.
45. OAG in the past five (5) years has promoted nine hundred and ninety-seven (997) staff from twenty (20) ethnic communities out of which, five hundred and twenty-nine (529) were male and four hundred and seventy-six (476) were female. Out of the employees promoted, fifteen (15) were PWDs.

Challenges faced in promoting diversity

- i. OAG has not been able to attract adequate numbers of suitably qualified candidates among the marginalized communities and PWDs.
- ii. Candidates abled differently do not declare during application and the same is noted during oral interviews after shortlisting.

Mitigation measures to curb the challenges

- i. A clause on non-discrimination is placed in all OAG's job advertisements.
- ii. Provision has been made in the OAG employment form for disability disclosure.

- iii. Disability is one of the criteria for shortlisting/selection of qualified candidates.
- iv. The OAG will share advertised job vacancies in a format accessible to PWDs including using established Government channels, print, large print and the internet, including sharing with the NCPWD.
- v. The Office is currently engaging the youth and PWDs through an internship programme and employment opportunities.
- vi. OAG applies affirmative action for PWDs during selection of candidates.
- vii. Stakeholder and citizen engagements through various fora is geared to provide information on the role and mandate of the Office and the nature of the work.

Measures put in place to enhance work environment for PWDs

The Office has built and acquired office spaces with the following facilities:

- i. Ramps to entrances.
- ii. Non-slip pathways and aisles.
- iii. Accessible washrooms.
- iv. Lifts with visual and audio aids.
- v. Designated parking for PWDs.

Committee Findings

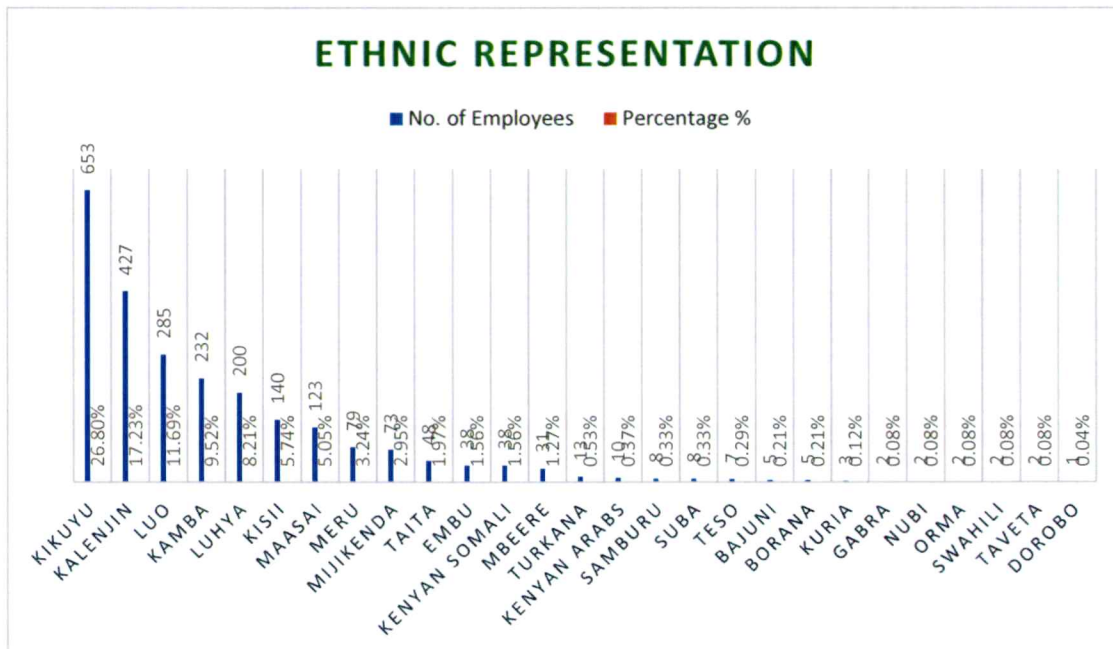
46. Based on the above submissions from the OAG, the Committee observed the following:

- i. Thirty-three (33) out of the forty-six (46) ethnic communities have been employed in the OAG contrary to the provisions of Article 232 (1) (h) and (i) of the Constitution. At Senior management Level, only nine (9) ethnic communities are represented namely; Kalenjin, Kamba, Kikuyu, Kisii, Luhya, Luo, Meru, Rendille and Somali;
- ii. 25.6% of employees at the Office are from the Kikuyu community contrary to the provisions of Section 7 (2) of the National Cohesion and Integration Act 2008;

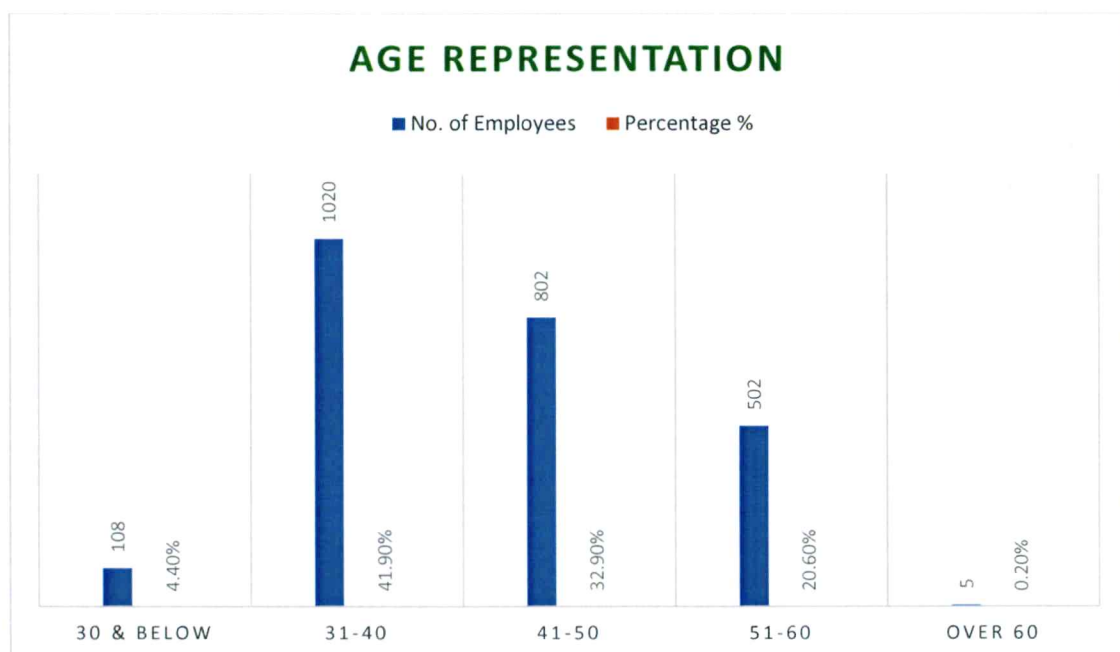
- iii. The OAG has one thousand and five (1,005) male staff members and eight hundred and ten (810) female translating to 55% and 45% respectively, achieving the two thirds gender rule;
- iv. The Office has a youth representation of 58.56% showing it has not sufficiently accorded opportunities in employment to the youth in line with Article 55 (c) of the Constitution;
- v. The OAG's Persons with Disabilities (PWDs) employee representation is at 2.1% contrary to the provisions of Article 54 (2) of the Constitution on ensuring that at least 5% of employees are Persons with disabilities (PWDs); and
- vi. In the ratio between the National population and the employment proportion, the Luo community is overrepresented with a positive variance of 12.88%.

3.3 KENYA ELECTRICITY GENERATING COMPANY

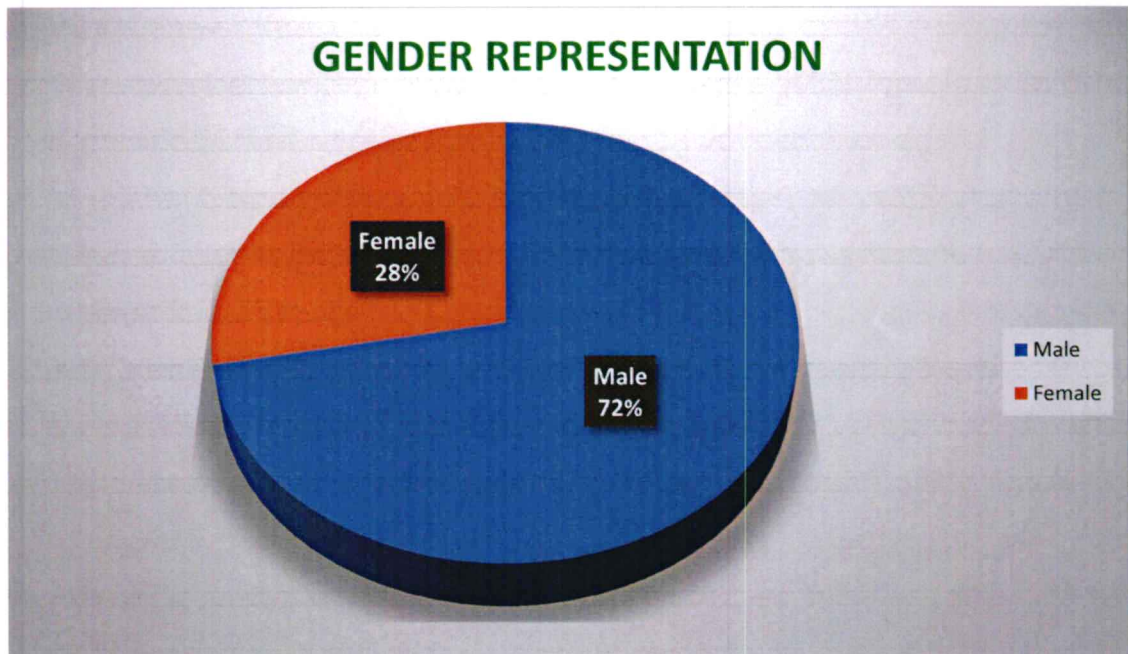
47. Kenya Electricity Generating Company PLC (KenGen) is the leading electric power generating company in East Africa. KenGen was incorporated in 1954 under the Kenyan Companies Act as Kenya Power Company (KPC) with the mandate to generate electricity through developing, managing and operating power plants.
48. The Chief Executive Officer, Eng. Peter Njenga, appeared before the National Cohesion and Equal Opportunity Committee on Tuesday, 3rd June 2025 and made the following submissions:
49. Currently, KenGen has an in-post of two thousand four hundred and thirty-seven (2,437) employees. 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 26.80%. At Senior Management Level, only five (5) out of the twenty-seven (27) ethnic groups in the Company are represented.



50. In analysis of the age composition, majority of the staff fall between the age bracket of 31-40 years with one thousand and twenty (1,020) employees translating to 41.9%.



51. KenGen has one thousand seven hundred and fifty-six (1,756) male staff members and six hundred and eighty-one (681) female staff members translating to 72% and 28% respectively, falling slightly short of the two thirds gender rule.



52. The Company has employed fifty-one (51) staff members who are Persons with Disabilities (PWDs) translating to 2.1% which falls short of the requirements stipulated in Article 54(2) of the Constitution.

53. KenGen has eight (8) employees in the senior management level, one thousand six hundred and seventy-eight (1,678) in the middle level and seven hundred and fifty-one (751) in the lower cadre. In senior management level, the Company has five (5) ethnic communities, twenty-nine (29) in the middle and twenty-one (21) in the lower cadre. Notably, majority of the staff in both the middle level and lower cadre are from the Kikuyu community at 27% and 26% respectively. In the senior management, majority of the staff are from the Luo community at 38%.

54. KenGen employed a total of fourteen (14) permanent and pensionable staff in the last three (3) recruitment cycles. Ten (10) ethnic communities were represented, with both the Luo and Kamba making up the majority of three (3)

- employees each translating to 42.86%. Out of the fourteen (14) employees, nine (9) were male and five (5) were female. One (1) of the staff recruited was a PWD.
55. Currently, the Company has seventy-four (74) contractual staff from fifteen (15) ethnic communities, with the Kikuyu making up the majority of eighteen (18) employees translating to 24.3%. Out of the seventy-four (74) employees, fifty-three (53) are male and twenty-one (21) are female.
56. In the ratio between the National population and employment proportion, the Kikuyu community is over-represented with a positive variance of 10%.
57. KenGen in the past five (5) years has promoted two hundred and ninety-three (293) staff from twenty (20) ethnic communities out of which, two hundred and thirteen (213) were male and four hundred and eighty (80) were female. Out of the employees promoted, four (4) were PWDs.

Challenges faced in promoting diversity

- i. Increasing demand for employment opportunities by the local communities surrounding our installations.
- ii. Fewer women in technical fields compared to men.
- iii. Low number of persons living with disability applying for jobs.
- iv. Low representation from marginalized communities.

Mitigation measures to curb the challenges

- i. KenGen continues to sensitize the communities to the need to have diversity in the workplace.
- ii. The Company is currently mobilizing its female Engineers & Scientists to sensitize girls in secondary schools to take up STEM courses. It has also taken Affirmative action in raising the number female employees in technical roles. KenGen has also put in place initiatives such as robust gender strategy, a gender committee and a forum for female employees dubbed 'Pink Energy' which has won accolades from within and outside the country.

- iii. KenGen has signed up for NCPWD's FUZU portal to post adverts to increase outreach.
- iv. Affirmative action in recruitment from the minority communities currently not represented in the Company. Also, deliberate action to limit the numbers engaged from the communities that are overrepresented.

Measures put in place to enhance work environment for PWDs

- i. Specially set aside wheelchairs for ease of mobility of PWDs within the building.
- ii. Lifts with PWD friendly touch buttons and speakers.
- iii. Specially built PWD automated security access turnstiles connecting the lift lobbies with the parking bays.
- iv. Specially reserved PWD parking bays for easy access to buildings.
- v. Construction of wheelchair ramps.
- vi. Availability of specifically constructed PWD washrooms.
- vii. Designated parking for PWDs across the regions.
- viii. Sign language interpreters during physical and virtual meetings.
- ix. Service Charter translated to Braille (at all regions) and audio (online)
- x. AGPO opportunities earmarked for PWDs.
- xi. Job/internships adverts encouraging PWDs to apply.
- xii. Standard articles about disability in the KenGen weekly magazine.
- xiii. Accessibility and usability audits conducted to enhance service delivery for PWDs.

Committee Findings

58. Based on the above submissions from KenGen, the Committee observed the following:

- i. Only twenty-seven (27) out of the forty-six (46) ethnic communities have been employed in KenGen contrary to the provisions of Article 232 (1) (h) and (i) of the Constitution. At Senior management Level, only five (5) ethnic communities are represented namely; Kamba, Kenyan Somali, Kikuyu, Luo and Mijikenda;

- ii. 26.8% of employees at the Company are from the Kikuyu community contrary to the provisions of Section 7 (2) of the National Cohesion and Integration Act 2008;
- iii. KenGen has one thousand seven hundred and fifty-six (1,756) male staff members and six hundred and eighty-one (681) female translating to 72% and 28% respectively, achieving the two thirds gender rule;
- iv. The Company has a youth representation of 46.3% showing it has not sufficiently accorded opportunities in employment to the youth in line with Article 55 (c) of the Constitution;
- v. KenGen's Persons with Disabilities (PWDs) employee representation is at 2.1% contrary to the provisions of Article 54 (2) of the Constitution on ensuring that at least 5% of employees are Persons with disabilities (PWDs); and
- vi. In the ratio between the National population and the employment proportion, the Kikuyu community is overrepresented with a positive variance of 10%.

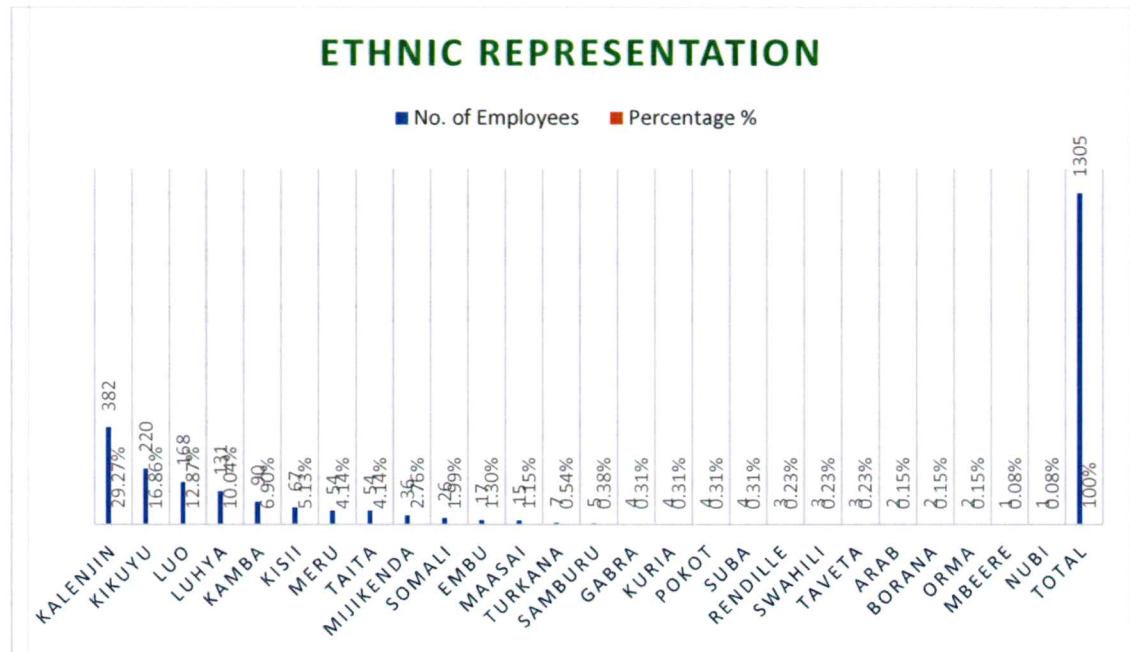
3.4 KENYA PIPELINE COMPANY

59. Kenya Pipeline Company Limited (KPC) is a State Corporation wholly owned by the Government of Kenya, with 99.9% shareholding by the National Treasury and a fractional less than 0.1% by the Ministry of Energy and Petroleum. It was established in 1973 under the Companies Act, Cap 486 of the Laws of Kenya, and began its commercial operations in February 1978. KPC's primary mission is to provide an efficient, reliable, safe, and cost-effective means of transporting petroleum products from Mombasa to the hinterland.

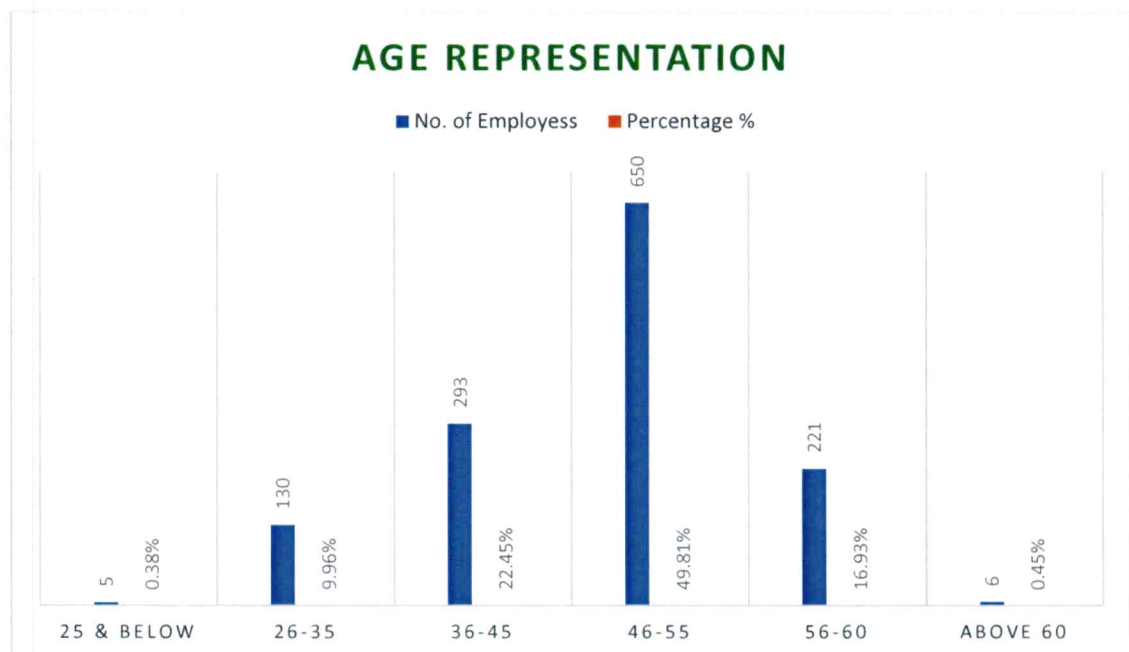
60. The Managing Director, Mr. Joe Sang, EBS, appeared before the Committee on Tuesday, 10th June 2025 and made the following submissions:

61. Currently, KPC has an in-post of one thousand three hundred and five (1,305) employees. Only twenty-six (26) out of forty-six (46) ethnic groups have been employed in the Company contrary to the provisions of Article 232 (1) (h) and (i)

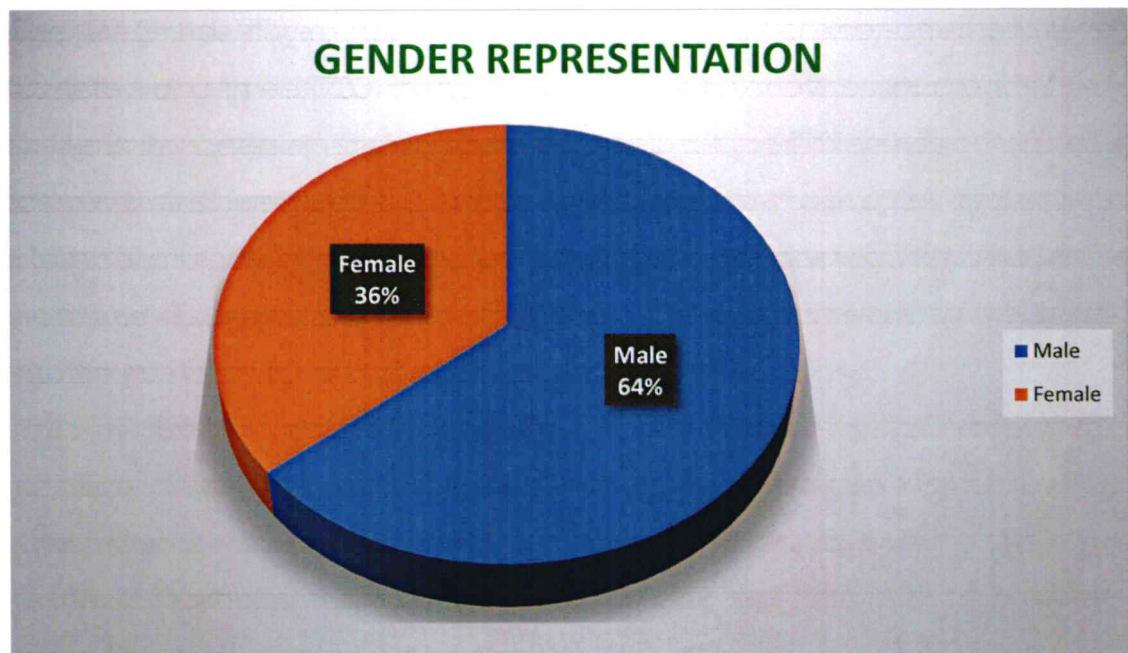
of the Constitution. Majority of the staff are from one (1) community namely, Kalenjin at 29.27%. At Senior Management Level, only nine (9) out of the twenty-six (26) ethnic groups in the Company are represented.



62. In analysis of the age composition, majority of the staff fall between the age bracket of 46-55 years with six hundred and fifty (650) employees translating to 49.81%.



63.KPC has eight hundred and forty-one (841) male staff members and four hundred and sixty-four (464) female staff members translating to 64% and 36% respectively, achieving the required two thirds gender rule.



64.The Company has employed fifty-four (54) PWDs translating to 4.14% which falls short of the requirements stipulated in Article 54(2) of the Constitution.

65.KPC has thirty-five (35) employees in the senior management level, six hundred and fifty-four (654) in the middle level and six hundred and sixteen (616) in the lower cadre. In senior management level, the Company has nine (9) ethnic communities, twenty-four (24) in the middle and eighteen (18) in the lower cadre. Notably, majority of the staff in both the middle level and lower cadre are from the Kalenjin community at 24% and 35% respectively. In the senior management, majority of the staff are from both the Kikuyu and Kalenjin communities at 26% each.

66.KPC employed a total of fifty-eight (58) permanent and pensionable staff in the last three (3) recruitment cycles. Nineteen (19) ethnic communities were represented, with Kalenjin making up the majority of sixteen (16) employees

translating to 27.6%. Out of the fifty-eight (58) employees, thirty-eight were male and twenty (20) were female.

67. Currently, the Company has thirty-three (33) contractual staff from nine (9) ethnic communities, with the Kalenjin making up the majority of eleven (11) employees translating to 33.3%. Out of the thirty-three (33) employees, thirty-one (31) are male and two (2) are female.

68. KPC in the past five (5) years has promoted six hundred and seventy (670) staff from nineteen (19) ethnic communities out of which, three hundred and ninety-seven (397) were male and two hundred and seventy-three (273) were female. Out of the employees promoted, twenty-two (22) were PWDs.

Challenge faced in promoting diversity

Inadequate qualified pool of applicants from either the PWDs or other disadvantaged groups.

Mitigation measure to curb the challenge

KPC has incorporated affirmative action on diversity and inclusion in its recruitment policy.

Measures put in place to enhance work environment for PWDs

- i. Built ramps for easy access by the PWDs
- ii. Customized lifts/elevators to aid persons with visual challenges.
- iii. Reserved car parking slots for PWDs.
- iv. Set aside special washrooms for PWDs.
- v. Translated critical Company information in Braille material.
- vi. Bought a customized laptop for an employee with visual challenges and provides a support allowance.
- vii. Put in place a Disability Mainstreaming Committee and Policy Document.

Committee Findings

69. Based on the above submissions from KPC, the Committee observed the following:

- vii. Only twenty-six (26) out of the forty-six (46) ethnic communities have been employed in KPC contrary to the provisions of Article 232 (1) (h) and (i) of the Constitution. At Senior management Level, only nine (9) ethnic communities are represented namely; Kalenjin, Kikuyu, Kamba, Luhya, Luo, Kisii, Meru, Mijikenda and Samburu;
- viii. 29.27% of employees at the Company are from the Kalenjin community contrary to the provisions of Section 7 (2) of the National Cohesion and Integration Act 2008;
- ix. KPC has eight hundred and forty-one (841) male staff members and four hundred and sixty-four (464) female translating to 64% and 36% respectively, achieving the two thirds gender rule;
- x. The Company has a youth representation of 10.34% showing it has not sufficiently accorded opportunities in employment to the youth in line with Article 55 (c) of the Constitution; and
- xi. KPC's Persons with Disabilities (PWDs) employee representation is at 4.14% contrary to the provisions of Article 54 (2) of the Constitution on ensuring that at least 5% of employees are Persons with disabilities (PWDs).

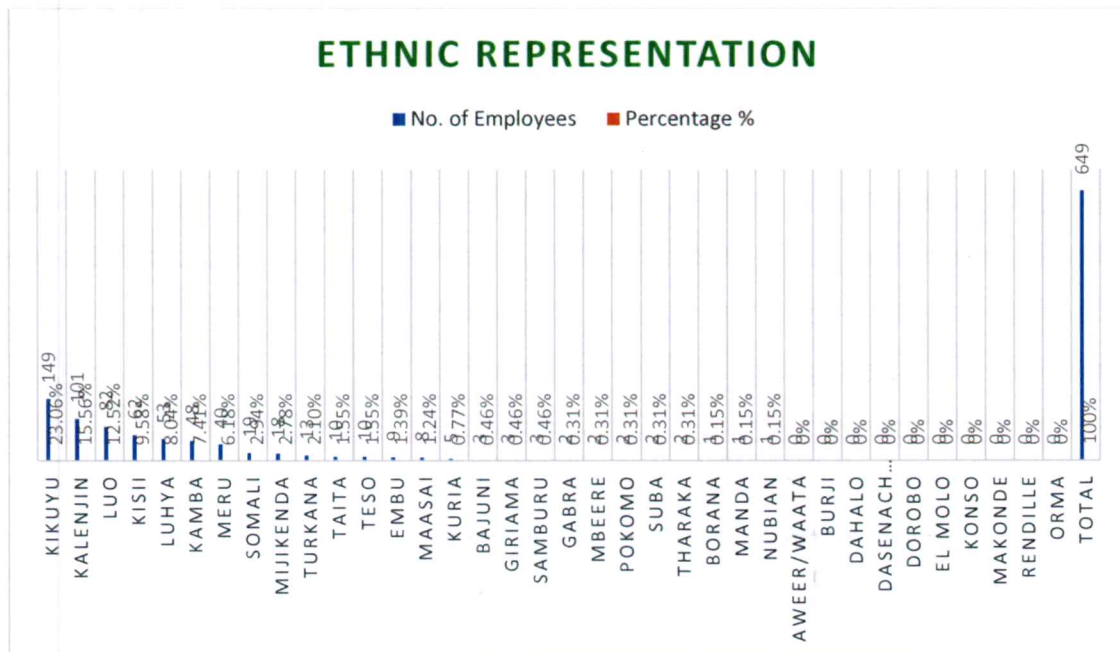
3.5 RURAL ELECTRIFICATION AND RENEWABLE ENERGY CORPORATION

70. Rural Electrification Energy Corporation (REREC) was changed from Rural Electrification Authority (REA) following the enactment of the Energy Act 2019. The Corporation has an expanded mandate of spearheading Kenya's green energy drive, in addition to implementing rural electrification projects.

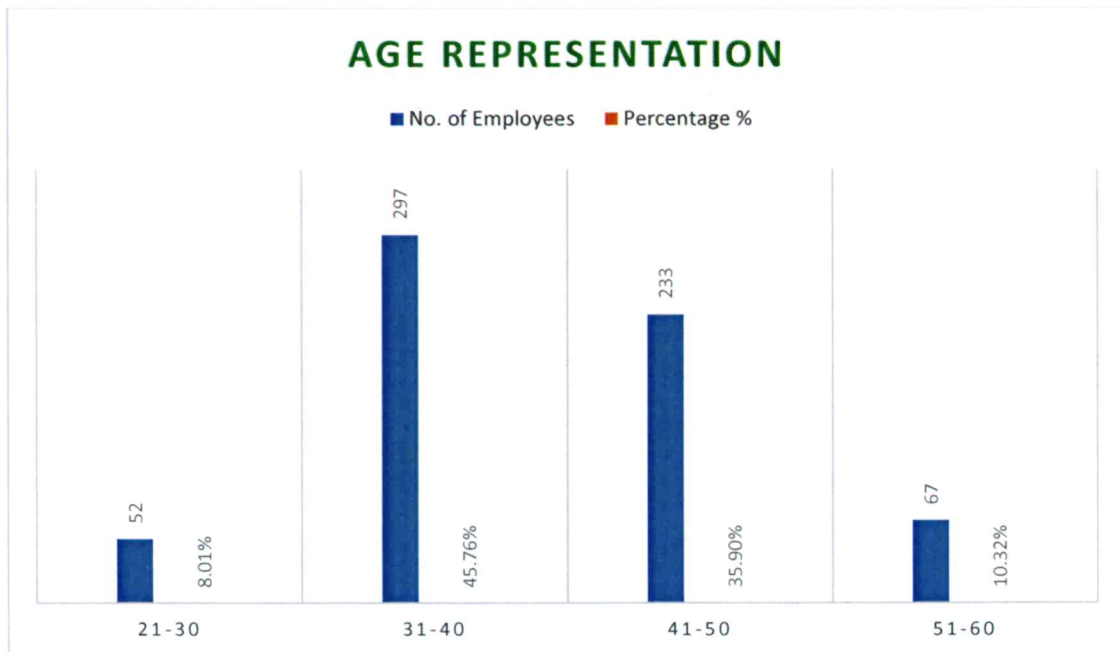
71. The Chief Executive Officer (CEO), Dr Rose Mkalama, appeared before the Committee on Thursday, 12th June 2024⁵ and made the following submissions:

72. Currently, REREC has an in-post of six hundred and forty-nine (649) employees. Only thirty-six (36) out of the forty-six (46) ethnic groups have been employed in

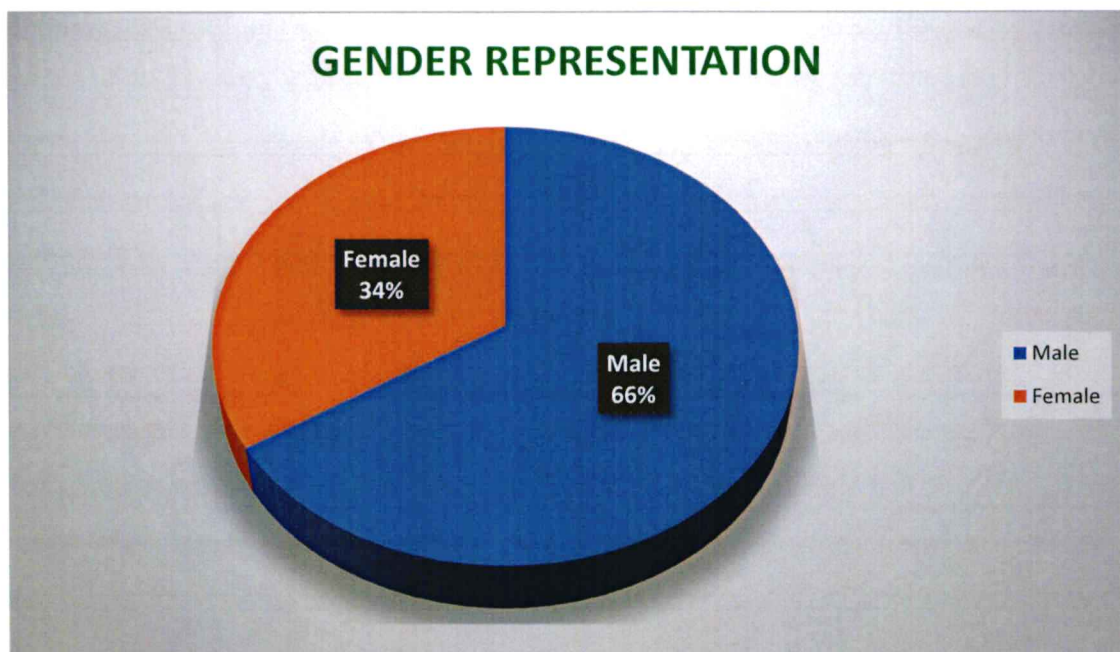
the Corporation contrary to the provisions of Article 232 (1) (h) and (i) of the Constitution. Majority of the staff are from one (1) community namely, the Kikuyu at 23.06%. At Senior Management Level, only ten (10) out of the thirty-six (36) ethnic groups are represented.



73. In analysis of the age composition, majority of the staff fall between the age bracket 31-40 years with two hundred and ninety-seven (297) employees translating to 45.76%.



74. REREC has four hundred and twenty-nine (429) male staff members and two hundred and twenty (220) female staff members translating to 66% and 34% respectively, achieving the required two thirds gender rule.



75. REREC has employed only thirteen (13) PWDs translating to 2% which falls short of the requirements stipulated in Article 54 (2) of the Constitution.

76. REREC has thirty (30) employees in the senior management level, two hundred and sixty-one (261) in the middle level and three hundred and fifty-eight (358) in the lower cadre. In senior management level, the Corporation has ten (10) ethnic communities and twenty-one (21) in each of both the middle and lower cadre. Notably, majority of the staff in both the middle level and lower cadre are from the Kikuyu community at 26% and 21% respectively. In the senior management, majority of the staff are from the Kalenjin community at 20%.

77. The Corporation employed a total of forty-eight (48) permanent and pensionable staff in the last three (3) recruitment cycles. Eleven (11) ethnic communities were represented, with the Kalenjin, Kikuyu and Luo making up the majority of ten (10) employees each translating to 62.5%. Out of the forty-eight (48) employees, thirty-three (33) were male and fifteen (15) were female. Currently, REREC has only seven (7) employees on contract.

78. In the ratio between the National population and employment proportion, the Kikuyu community is over-represented with a positive variance of 5.93%.

Challenges faced to promote diversity

- i. REREC's core operations are mainly in the regional areas with sometimes harsh terrains, risks of banditry, remote and long distance hence a hinderance to staff who have disabilities to perform effectively.
- ii. Marginalized communities rarely apply for jobs which may be mainly because of lack of proper communication channels.

Measures put in place to enhance work environment for PWDs

- i. Upgraded website to conform with Web Content Accessibility Guidelines (WCAG) on accessibility for PWDs as guided by the NCPWD.
- ii. Provides appropriate Adaptive Technology for staff i.e., large screen monitors to staff to avoid damage to the eyes.
- iii. Avails Information, Education and Communication (IEC) materials in alternative accessible formats; audio, large print, video with captions and sign language interpretation on the website.

- iv. Participation of PWDs in public forums like meetings, workshops, seminars, trainings and sensitizations.
- v. Facilitates sensitizations and trainings on disability mainstreaming in the Corporation.
- vi. Conducts accessibility and usability audit for REREC.
- vii. Appointed a Disability Mainstreaming Committee.

Committee Findings

79. Based on the above submissions from KPC, the Committee observed the following:

- i. Thirty-six (36) out of the forty-six (46) ethnic communities have been employed in REREC contrary to the provisions of Article 232 (1) (h) and (i) of the Constitution. At the Senior management Level, only ten (10) ethnic communities are represented, namely: Kikuyu, Embu, Gabra, Kalenjin, Kamba, Luhya, Luo, Mbeere, Meru and Nubian.
- ii. 23.06% of employees at the Corporation are from the Kikuyu community, contrary to the provisions of Section 7 (2) of the National Cohesion and Integration Act 2008;
- iii. REREC has four hundred and twenty-nine (429) male staff members and two hundred and twenty (220) female, translating to 66% and 34% respectively, achieving the two-thirds gender rule;
- iv. The Corporation has a youth representation of 53.77% showing it has not sufficiently accorded opportunities in employment to the youth in line with Article 55 (c) of the Constitution;
- v. REREC's Persons with Disabilities (PWDs) employee representation is at 2% contrary to the provisions of Article 54 (2) of the Constitution on ensuring that at least 5% of employees are Persons with disabilities (PWDs); and
- vi. In the ratio between the National population and the employment proportion, the Kikuyu community is overrepresented with a positive variance of 5.93%.

CHAPTER FOUR

4.0 GENERAL OBSERVATIONS

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

- 1) The National Police Service Commission (NPSC), Office of the Auditor General (OAG), Kenya Electricity Generating Company (KenGen), Kenya Pipeline Company (KPC) and the Rural Electrification and Renewable Energy Corporation (REREC) public institutions sampled in the report reveal **significant ethnic imbalances** by having concentrated **staff representation from a single ethnic community**, with **KPC** having the **highest representation** of the **Kalenjin community** at **29.27%**. This demonstrates a lack of inclusivity, potentially alienating minority and marginalized communities.
- 2) **None** of the following institutions, NPSC, OAG, KenGen, KPC and REREC, has **successfully complied** with the Constitutional mandate stipulating the **requirement of at least 5% representation of Persons with Disabilities (PWDs)**, with **REREC** having the **lowest representation** at **2%** and **KPC** having the **highest representation** at **4.14%**. This suggests a compliance issue and an environment potentially perceived as unwelcoming to PWDs.
- 3) NPSC, OAG, KenGen, KPC and REREC **reported low representation of the youth**, indicating systemic barriers preventing the young people from accessing employment opportunities in the public sector, with **KPC** having the **lowest youth representation** at **10.3%** and the **OAG** having the **highest representation** at **58.56%**. This **undermines Article 55 of the Constitution** which stipulates the commitment to youth inclusion and also impacts succession planning.
- 4) NPSC, OAG, KenGen), KPC and REREC **meet the two-thirds gender rule** except **KenGen** with a **representation of women at 28%**. Furthermore, **women remain disproportionately concentrated in lower cadre jobs**, reducing their influence and visibility in decision-making roles. This raises concerns about gender parity and empowerment within these public institutions.

- 5) NPSC, OAG, KenGen, KPC and REREC reported **limited applications from marginalized communities**, yet there appears to be **insufficient affirmative actions** to encourage greater participation from these groups. This highlights institutional inertia and entrenches systemic inequalities.
- 6) NPSC, OAG, KenGen, KPC and REREC 's data on **promotions** showed a **preference for dominating communities** within institutions. This **limits career advancement opportunities** for minority ethnic groups, embedding structural inequalities within the public sector.

CHAPTER FIVE

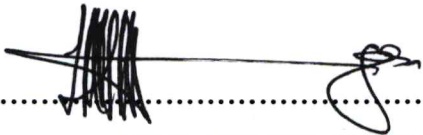
5.0 GENERAL RECOMMENDATIONS

81. The Committee made the following recommendations based on Accountability for Ethnic Diversity Compliance that, upon the adoption of this report: -

1. Public institutions that fail to demonstrate improvements in ethnic diversity within **six (6) months** of appearing before the Committee should face strict accountability measures. The Board of Directors and CEOs of **NPSC, OAG, KenGen, KPC** and **REREC** should be held accountable in accordance with **Articles 10, 27, 56, and 232 of the Constitution**, which enshrine national values, equality and non-discrimination, representation of marginalized groups and fair, accountable public service. Accountability should also be enforced under the **Public Officer Ethics Act (CAP. 185B)** and the **Leadership and Integrity Act (CAP. 185C)**, which require integrity, transparency and ethical conduct in public office. The Committee should review this progress annually.
2. **NPSC, OAG, KenGen, KPC, and REREC** should demonstrate measurable improvements in **ethnic diversity** within twelve **(12) months** of appearing before the Committee; failure to which they should face in **strict accountability measures**. The **Boards of Directors** and **Chief Executive Officers (CEOs)** of these institutions shall be held accountable in accordance with **Articles 10, 27, 56, and 232 of the Constitution**, which enshrine the **national values, equality and non-discrimination, representation of marginalized groups, and a fair and accountable public service**. Accountability should further be enforced under the **Public Officer Ethics Act (CAP. 185B)** and the **Leadership and Integrity Act (CAP. 185C)**, which require **integrity, transparency, and ethical conduct** in public office. The Committee should **review progress annually** to ensure sustained compliance and commitment to diversity and inclusion. The Committee should review this progress annually.
3. **NPSC, OAG, KenGen, KPC** and **REREC** should develop and implement employment equity plans aligned with **Article 232 of the Constitution of Kenya**.

These plans should be regularly audited and publicly reported by the Public Service Commission (PSC), with results presented to the National Assembly through this Committee.

4. **PSC** and **SCAC** should oversight and ensure all public institutions adopt publicly accessible dashboards to report diversity metrics by ethnicity, gender, age and disability in real-time. Compliance should be monitored and reported **annually** to the National Assembly through this Committee.

SIGNATURE..........DATE 3/12/2025.....

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

CHAIRPERSON, COMMITTEE ON NATIONAL COHESION AND EQUAL OPPORTUNITY

ANNEXURES

ADOPTION LIST

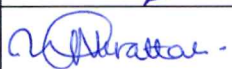


COMMITTEE ON NATIONAL COHESION AND EQUAL OPPORTUNITY
ADOPTION LIST

Date 18/11/2025 Venue ROOM 20, 3RD FLOOR, BUNGE TOWER

**ADOPTION OF THE FOURTH REPORT ON EMPLOYMENT DIVERSITY AUDIT IN
PUBLIC INSTITUTIONS**

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. Liza Chelule Chepkorir, 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.	
14.	The Hon. Agnes Pareyio Mantaine, MP.	
15.	The Hon. Dick Maungu Oyugi, MP.	
16.	The Hon. Muthoni Marubu, MP.	

No.	NAME	SIGNATURE
17.	The Hon. Fredrick Lusuli Ikana, MP.	
18.	The Hon. (Dr.) Joseph Iraya Wainaina OGW, MP.	
19.	The Hon. Joseph Hamisi Denar, MP.	
20.	The Hon. Anne Wanjiku Mugo Muratha, MP.	
21.	The Hon. Peter Orero Ochieng', MP.	

ADOPTION MINUTES

**MINUTES OF THE 34TH SITTING OF THE COMMITTEE ON NATIONAL COHESION
AND EQUAL OPPORTUNITY HELD ON TUESDAY, 18TH NOVEMBER 2025, IN
COMMITTEE ROOM 20, 3RD FLOOR, BUNGE TOWER AT 10:00 AM**

PRESENT

- | | | |
|--|---|-------------------------|
| 1. The Hon. Yussuf Adan Haji, CBS, M.P. | - | Chairperson |
| 2. The Hon. Duncan Maina Mathenge, M.P. | - | Vice Chairperson |
| 3. The Hon. Yusuf Abdi Hassan, M.P. | | |
| 4. The Hon. Liza Chelule Chepkorir, M.P. | | |
| 5. The Hon. (Dr) Joseph Iraya Wainaina OGW, M.P. | | |
| 6. The Hon. Martin Peters Owino, M.P. | | |
| 7. The Hon. Joshua Oron Odongo, MP. | | |
| 8. The Hon. Dick Maungu Oyugi, MP. | | |
| 9. The Hon. Eng. Paul Nzengu, M.P. | | |
| 10. The Hon. Edward Kaunya Oku, M.P. | | |
| 11. The Hon. Jackson Lekumontare Lentoijoni, MP. | | |
| 12. The Hon. Antony Njoroge Wainaina, MP. | | |
| 13. The Hon. Anne Wanjiku Mugo Muratha, MP. | | |

APOLOGIES

1. The Hon. Rahab Wachira Mukami, MP.
2. The Hon. Agnes Pareyio Mantaine, M.P.
3. The Hon. Joseph Hamisi Denar, M.P.
4. The Hon. Fredrick Lusuli Ikana, M.P.
5. The Hon. Orero Peter Ochieng', MP.
6. The Hon. Joseph Lomwa Samal, MP.
7. The Hon. Muthoni Marubu, M.P.
8. The Hon. Charles Kamuren, M.P.

IN-ATTENDANCE

SECRETARIAT

- | | | |
|-------------------------|---|-------------------------|
| 1. Ms. Naserian Lotuai | - | Clerk Assistant I |
| 2. Ms. Kathleen Nanzala | - | Clerk Assistant III |
| 3. Ms. Joanne Naneu | - | Research Officer III |
| 4. Ms. Audrey Andala | - | Legal Counsel II |
| 5. Mr. Peter Atsiaya | - | Media Relations Officer |
| 6. Mr. John Nganga | - | Audio Officer |
| 7. Mr. Luka Mutua | - | Serjeant at arms |

KENYA FOREST SERVICE

- | | | |
|--------------------------|---|------------------------------|
| 1. Mr. Alex L. Lemarkoko | - | Chief Conservator of Forests |
| 2. Mr. Rodney Omari | - | Parliamentary Liaison Office |

MIN.NO. /NCEO/2025/191: PRELIMINARIES

The meeting was called to order at 10:20 a.m., and a prayer was said by the Hon. Martin Peters Owino,, M.P.

MIN.NO. /NCEO/2025/192: ADOPTION OF THE AGENDA

The agenda for the meeting was adopted, having been proposed and seconded by Hon. Duncan Mathenge, MP., and Hon. Dick Maungu, MP. respectively.

**MIN.NO. /NCEO/2025/193: MEETING WITH THE CHIEF CONSERVATOR OF
FORESTS, KENYA FOREST SERVICE,
REGARDING EMPLOYMENT DIVERSITY AND
30% PROCUREMENT RESERVATION FOR
SPECIAL INTEREST GROUPS**

Mr Alexander Lemarkoko, Chief Conservator of Forests, attended the Committee meeting as scheduled. However, he failed to submit the required report for the inquiry, and as a result, the meeting could not proceed as planned.

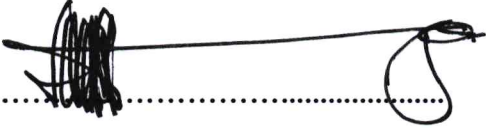
The Committee therefore resolved to reschedule the meeting to a later date. The Chief Conservator was directed to ensure that the report is submitted three (3) days prior to the new meeting date.

**MIN.NO. /NCEO/2025/194: ADOPTION OF THE FOURTH REPORT ON
EMPLOYMENT DIVERSITY AUDIT IN PUBLIC
INSTITUTIONS**

The Fourth Report on Employment Diversity Audit in Public Institutions was adopted, having been proposed and seconded by the Hon. Martin Peters Owino, M.P. and the Hon. Liza Chelule Chepkorir, MP., respectively.

MIN.NO. /NCEO/2025/195: ADJOURNMENT

There being no other business, the meeting was adjourned at 10:45 a.m. The next meeting will be on notice.

SIGNED  DATE 2/12/2025

HON. YUSSUF ADAN HAJI, CBS, MP.

CHAIRPERSON

NATIONAL POLICE SERVICE COMMISSION (NPSC)



National Police Service Commission



THE COMMISSION'S SUBMISSION

OF

INFORMATION ON EMPLOYMENT DIVERSITY, DISTRIBUTION OF COMMISSION'S
RESOURCES IN THE COUNTRY AND COMPLIANCE WITH THE THIRTY PERCENT (30%)
PUBLIC PROCUREMENT RESERVATION FOR SPECIAL INTEREST GROUPS

SUBMITTED TO

THE CLERK

(PK)

LETTER OF SUBMISSION

Our Ref. NPSC/SEC/1/29/12/VOL IV (55)

Date: 17th February, 2025

Office of the Clerk
Clerk of the National Assembly
P.O Box 41842 -00100
NAIROBI

Email: cna@parliament.go.ke

Dear Clerk,

**RE: MEETING WITH THE COMMITTEE ON NATIONAL COHESION AND
EQUAL OPPORTUNITY OF THE NATIONAL ASSEMBLY**

Reference is made to your letter Ref. NA/DAAGPC/NCEO/2025/002 dated 11th February, 2025 with regard to the above subject matter.

The purpose of this letter is to forward to your office the Commission's Report on employment diversity, compliance with the 30% procurement reservation for special interest groups, distribution of Commission's resources in the country and with documentary evidence as required.

Submitted for your information.

Yours

Sincerely,

**PETER LELEY, EBS
CS/CHIEF EXECUTIVE OFFICER
NATIONAL POLICE SERVICE COMMISSION**

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A. PRELIMINARIES

B. NATIONAL POLICE SERVICE COMMISSION AS ESTABLISHED BY LAW

The National Police Service Commission (NPSC) is established by Article 246(1) of the Constitution of Kenya 2010 and Article 248 (2)(j) as one of the Chapter Fifteen Commissions and Independent Offices.

C. MANDATE AS RELATES TO HUMAN RESOURCE FUNCTIONS

The mandate of NPSC is stipulated under Article 246 (3) (a)(b)(c) of the Constitution of Kenya 2010 as to;

- To recruit and appoint persons to hold or act in offices in the Service;
- To confirm appointments within the National Police Service;
- To determine promotions and transfers within the National Police Service;
- To exercise disciplinary control over and remove persons holding and acting in offices within the Service;
- To perform any other functions prescribed by national legislation

The mandate, powers, objects and independence of the Commission is operationalized by the NPSC Act No. 30 of 2011(revised 2014) and NPS Act No. 11A of 2011. In Addition, Parliament has enacted the following Regulations towards operationalization of the Commission mandate:

- NPSC (Recruitment and Appointment) Regulations 2015,
- NPSC (Promotions) Regulations 2015,
- NPSC (Transfers and Deployment) Regulations 2015,
- NPSC (Discipline) Regulations 2015,
- NPS (Vetting) Regulations 2013 and
- NPS Service Standing Orders (SSO 2017, LN. 100 of 9th June 2017).

D. MEMBERS OF THE NATIONAL POLICE SERVICE COMMISSION

The Commission consists of nine (9) members as outlined under Article 246 (2) of the Constitution. The Inspector General (IG-NPS) is a member of the Commission as per Article 246 (2) (b). Consequently, Pursuant to Articles 246(2) (b) and 245 (2) (b), the IG is both a Commissioner in the National Police Service Commission as well as the Head of the National Police Service to whom the implementation of the Commission decisions is vested.



E. REQUEST FOR SUBMISSION OF INFORMATION ON EMPLOYMENT DIVERSITY

The Clerk of the National Assembly vide a letter Ref. NA/DAAGPC/NCEO/2025/002 dated 11th February, 2025 requested the Commission to make submissions of employment diversity, compliance with the 30% procurement reservation for special interest groups, distribution of Commission's resources in the country in tabulated form and with documentary evidence as contained in this report.

The submission as presented will be used by the Committee to *monitor and promote measures designed to enhance the equalization of opportunities and improvement in the quality of life and status of all persons*. This is aimed at determining levels of compliance to the Constitution of Kenya 2010 and relevant laws.

The scope of this submission is therefore mainly focused on the mandate of the NPSC, employment diversity, compliance with the 30% procurement reservation for special interest groups, distribution of Commission's resources in the country at the Commission and with documentary evidence as required.

1.0 INFORMATION ON EMPLOYMENT DIVERSITY

1.1 NPSC current employment composition

The National Police Service Commission current workforce is two hundred and eighty-four (284) employees from twenty-four (24) **ethnic** communities in Kenya. The employees below 35 years of **age** are one hundred and thirty-one (131) and those above 35 years are one hundred and fifty-three (153). In terms of **gender** one hundred and thirty-five (135) are male and one hundred and forty-nine (149) are female. A summary of this employment composition is as shown in table 1.1 below and the **employee register** is herein attached as documentary evidence shown as **annexure 1**.

Table 1.1: NPSC employment composition in terms of ethnicity, age and gender

S/No.	Ethnicity	GENDER		AGE	
		M	F	35 AND BELOW	ABOVE 55
1	Bajun	0	2	2	0
2	Boni-Sanye	0	1	1	0
3	Boran	1	1	0	2
4	Dorobo	1	0	1	0
5	Embu	2	3	4	1

6	Kalenjin	17	15	14	18
7	Kamba	16	16	14	18
8	Kenya Arab	1	0	1	0
9	Kikuyu	34	38	35	37
10	Kisii	7	7	9	5
11	Luhya	17	18	14	21
12	Luo	20	16	13	23
13	Masai	6	4	5	5
14	Mbere	1	0	1	0
15	Meru	7	16	9	14
16	Miji Kenda	1	2	1	2
17	Other Kenyan	1	1	1	1
18	Samburu	1	2	2	1
19	Somoli-So-State	1	1	1	1
20	Swahili-Shirazi	0	2	1	1
21	Taita	0	2	1	1
22	Taveta	0	1	0	1
23	Turkana	1	0	1	0
24	Burji	0	1	0	1
	Total	135	149	131	153

1.2 The extent to which NPSC has complied with Article 54 (2) of the Constitution on the composition of Persons with disabilities

Pursuant to Article 54 (2) of the Constitution on progressive implementation of the principle that at least five percent (5%) of the members of the public in elective and appointive bodies are persons with disabilities, the Commission's compliance extent is as follows;

- At the beginning of financial year 2024/2025, the Commission had two hundred eighty-four (284) employees on permanent and pensionable terms. Out of this nine (9) were Persons with Disabilities (PWDs) representing 3.17% of the total staff population.
- During the FY 2024/2025, one (1) PWD was appointed to a senior position on transfer of service.
- The above trend shows a progressive growth as follows;

Table 1.2: extent of NPSC compliance on the composition of persons with disabilities

Special-Needs	Number	Percentage
Without special needs	275	96.83%

With special needs (see annexure 2)	9	3.17%
Total	284	100.00%

- iv. The Commission will ensure reservation of the positions for PWDs until the minimum target of 5% is achieved and surpassed.
- v. The documentary evidence on the extent of compliance with PWDs is shown as **annexure 2**.

1.3 Composition of the governing body of the NPSC in terms of age, gender, ethnicity and Persons with disabilities

The governance structure of the Commission is as follows;

- i. The Commission consists of nine (9) members as outlined under Article 246 (2) of the Constitution 2010 of Kenya.
- ii. The Commission is headed by the Chairperson and the Commissioners as shown in table 1.3 below:

Table 1.3: composition of the governing body of the NPSC in terms of age, gender, ethnicity and PWDs

S/No	Composition	Age	Ethnicity	PWD
1.	Chairperson	~	~	~
2.	Commissioner/Inspector General	Above 35	Kikuyu	~
3.	Vice Chairperson/Commissioner	~	~	~
4.	Commissioner	Above 35	Kalenjin	~
5.	Commissioner	~	~	~
6.	Commissioner	~	~	~
7.	Commissioner	~	~	~
8.	Commissioner (DIG-KPS)	Above 35	Kalenjin	~
9.	Commissioner (DIG-APS)	Above 35	Luhya	~

1.4 Composition of employees in Senior management level, middle level, and lower cadres in terms of ethnicity, age, gender and persons with disabilities:

i. Composition in terms of Ethnicity

In terms of ethnicity, the Commission has thirty-eight (38) employees at senior management level from ten (10) communities; twenty-nine (29) staff at middle level from nine (9) ethnic communities and two hundred seventeen (217) at the lower cadre from twenty-three (23) ethnic communities. A summary of this

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composition is as shown in table 1.4 (i) below and documentary evidence in **annexure 3**.

Table 1.4 (i) composition of employees in senior management level, middle level and lower cadres in terms of ethnicity

S/No.	Ethnicity	Lower Cadres	Middle Level	Senior Management
1	Bajun	2	0	0
2	Boni-Sanye	1	0	0
3	Boran	0	1	1
4	Dorobo	1	0	0
5	Embu	4	1	0
6	Kalenjin	22	6	4
7	Kamba	24	3	5
8	Kenya Arab	1	0	0
9	Kikuyu	52	9	11
10	Kisii	13	0	1
11	Luhya	29	0	6
12	Luo	25	6	5
13	Masai	8	1	1
14	Mbere	1	0	0
15	Meru	20	0	3
16	Miji Kenda	2	0	1
17	Other Kenyan	2	0	0
18	Samburu	3	0	0
19	Somoli-So-State	1	1	0
20	Swahili-Shirazi	2	0	0
21	Taita	1	1	0
22	Taveta	1	0	0
23	Turkana	1	0	0
24	Burji	1	0	0
	Total	217	29	38

ii. Composition in terms of Gender

In terms of gender, the Commission has twenty (20) male and eighteen (18) female at senior management level, fifteen (15) male and fourteen (14) female at middle level and one hundred (100) male and one hundred seventeen (117) female at the lower cadres. A summary of this composition is as shown in table 1.5 (ii) below and documentary evidence in **annexure 3**.

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Table 1.5 (ii) composition of employees in senior management level, middle level and lower cadres in terms of gender

Gender	Lower Cadres	Middle Level	Senior Management
Male (M)	100	15	20
Female (F)	117	14	18
TOTAL	217	29	38

iii. Composition in terms of PWD

In terms of PWD, the Commission has three (3) PWDs at senior management level, none at middle level and six (6) PWDs at the lower cadres. A summary of this composition is as shown in table 1.6 (iii) below and documentary evidence in **annexure 3**.

Table 1.6 (iii) composition of employees in senior management level, middle level and lower cadres in terms of PWD

Special-Needs	Lower Cadres	Middle Level	Senior Management
Without special needs	211	29	35
With special needs	6	0	3
Total	217	29	38

9
3.17%

1.4 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

i. Total number in terms of ethnicity

In terms of ethnicity, the Commission recruited a total of one hundred twenty-four (124) permanent and pensionable staff from twenty-one (21) ethnic communities as shown in table 1.7 (i) below and copy of advertisements for the last three recruitments as documentary evidence in **annexure 4**.

Table 1.7 (i) Number of permanent and pensionable staff employed in the last three recruitments in terms of ethnicity

S/No	Ethnicity	Number
1.	Bajun	1
2.	Boni-Sanye	1

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S/No	Ethnicity	Number
3.	Boran	1
4.	Dorobo	1
5.	Embu	1
6.	Kalenjin	13
7.	Kamba	16
8.	Kikuyu	37
9.	Kisii	5
10.	Luhya	6
11.	Luo	17
12.	Masai	6
13.	Mbere	1
14.	Meru	9
15.	Miji Kenda	2
16.	Samburu	1
17.	Somoli-So-State	1
18.	Swahili-Shirazi	1
19.	Taita	2
20.	Taveta	1
21.	Turkana	1
	Total	124

ii. Total Number in terms of Age

In terms of age, the Commission recruited sixty-six (66) permanent and pensionable staff aged 35 years and below and fifty-eight (58) permanent and pensionable staff aged 35 years and above as shown in table 1.7 (ii) below.

Table 1.7 (ii) Number of permanent and pensionable staff employed in the last three recruitments in terms of age

35 years and below	Age limit	Counts	Total Number
	22-29	19	
	30-35	47	
Sub total			66
35 years and above	36-40	25	
	41-45	20	
	46-50	6	
	51-55	5	
	56-60	2	
Sub total			58

iii. Total number in terms of Gender

In terms of gender, the Commission recruited sixty-three (63) male permanent and pensionable staff and sixty-one (61) female permanent and pensionable staff as shown in table 1.7 (iii) below.

Table 1.7 (iii) Number of permanent and pensionable staff employed in the last three recruitments in terms of gender

Gender	Counts	Percentage
M	63	49.19%
F	61	50.81%
Total	124	100.00%

In terms of PWD, the Commission recruited three (3) PWD staff as shown in table 1.7 (iv) below.

Table 1.7 (iv) Number of permanent and pensionable staff employed in the last three recruitments in terms of PWD

Special-Needs	Counts	Percentage
Without special needs	121	97.58%
With special needs	3	2.42%
Total	124	100.00%

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

i. Total number of casual staff

Currently, the Commission does not have any casual staff.

ii. Total number of temporary staff

Currently, the Commission does not have any temporary staff.

iii. Total number of contractual staff

o Number of contractual staff in terms of ethnicity

Currently, the Commission has thirty-two (32) contractual staff from eight (8) ethnic communities as shown in table 1.8 (i) below and documentary evidence in **annexure 1**.

Table 1.8 (i) Number of contractual staff in terms of ethnicity

PR

S/No.	Ethnicity	Count
1.	Bajun	1
2.	Burji	1
3.	Kalenjin	12
4.	Kamba	3
5.	Kikuyu	8
6.	Luo	4
7.	Meru	1
8.	Samburu	2
	Total	32

Number of contractual staff in terms of Age

Currently, the Commission has seventeen (17) contractual staff aged 35 years and below and fifteen (15) contractual staff aged 35 years and above as shown in table 1.9 (ii) below

Table 1.9 (ii) Number of contractual staff in terms of age

	Age limit	Counts
35 years and below	22-29	10
	30-35	7
	Sub total	17
35 years and above	36-40	6
	41-45	0
	46-50	1
	51-55	1
	56-60	2
	Above 60	5
	Sub total	15
	Total	32

Number of contractual staff in terms of Gender

Currently, the Commission has seventeen (17) male contractual staff and fifteen (15) female contractual staff as shown in table 1.10 (iii) below

Table 1.10 (iii) Number of contractual staff in terms of Gender

Gender	Count
Male (M)	17
Female (F)	15
Total	32

Number of contractual staff in terms of PWD

Currently, the Commission has one (1) PWD contractual staff as shown in table 1.11 (iv) below

Table 1.11 (iv) Number of contractual staff in terms of PWD

Special-Needs	Counts
Without special needs	31
With special needs	1
Total	32

1.7 Ratio between the National Population and employment proportion in NPSC (underrepresentation and overrepresentation) – based on the 2019 National Population and Housing Census

The Commission's ethnicity ratio between the National Population and employment proportion shows underrepresentation of eight (8) ethnic communities of the twenty-four (24) communities represented in the current workforce of 284 as shown in table 1.12 below.

Table 1.12 Ratio between the National Population and employment proportion in the Commission

S/No	Ethnicity (a)	No. of Employees (b)	% Proportionate Representation in the NPSC Employment (No. of Staff/Total staff x 100) (c)	% Proportionate Representation in National Population (d)	Over/ Under Representation (e=c-d)
1	Bajun	2	0.70%	0.02%	0.68%
2	Boni-Sanye	1	0.35%	0.07%	0.28%
3	Boran	2	0.70%	0.42%	0.28%
4	Dorobo	1	0.35%	0.11%	0.24%
5	Embu	5	1.76%	0.85%	0.91%
6	Kalenjin	32	11.27%	13.37%	-2.10%
7	Kamba	32	11.27%	9.81%	1.46%
8	Kenya Arab	1	0.35%	0.12%	0.23%
9	Kikuyu	72	25.35%	17.13%	8.22%
10	Kisii	14	4.93%	5.68%	-0.75%

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11	Luhya	35	12.32%	14.13%	-1.81%
12	Luo	36	12.68%	10.65%	2.03%
13	Masai	10	3.52%	2.50%	1.02%
14	Mbere	1	0.35%	0.29%	0.06%
15	Meru	23	8.10%	4.15%	3.95%
16	Miji Kenda	3	1.06%	5.23%	-4.17%
17	Other Kenyan	2	0.70%	1.54%	-0.84%
18	Samburu	3	1.06%	0.71%	0.35%
19	Somoli-So-State	2	0.70%	5.85%	-5.15%
20	Swahili-Shirazi	2	0.70%	0.12%	0.58%
21	Taita	2	0.70%	0.72%	-0.02%
22	Taveta	1	0.35%	0.06%	0.29%
23	Turkana	1	0.35%	2.14%	-1.79%
24	Burji	1	0.35%	0.08%	0.27%
	Total	284	100.00%		

Source: National Population and Housing 2019 Census and NPSC March 2025 Payroll data

1.8 Status of compliance of the NPSC with Section 7 of the NCI Act, 2008 and Article 232 (1)(h) and (i) of the Constitution

1.8.1 Status of compliance with Section 7 of the National Cohesion and Integration Act, 2008 on Discrimination in employment

The Commission comprise of twenty-four (24) ethnic representation on diversity of the people of Kenya in employment and is compliant with no more than one third same ethnic community with highest being 25.35%. A summary of this is shown in table 1.13 as follows:

Table 1.13 NPSC compliance on diversity of the people of Kenya in employment

S/No.	<i>Hon</i> <i>Maungu</i> Ethnicity (a)	No. of Employees (b)	% proportionate Representation in the National Police Service Commission Employment (Compliance with no more than one third same ethnic community) (No. of staff/total staff x 100)
1	Bajun	2	0.70%
2	Boni-Sanye	1	0.35%
3	Boran	2	0.70%
4	Dorobo	1	0.35%
5	Embu	5	1.76%
6	Kalenjin	32	11.27%
7	Kamba	32	11.27%
8	Kenya Arab	1	0.35%

9	Kikuyu	72	25.35%
10	Kisii	14	4.93%
11	Luhya	35	12.32%
12	Luo	36	12.68%
13	Masai	10	3.52%
14	Mbere	1	0.35%
15	Meru	23	8.10%
16	Miji Kenda	3	1.06%
17	Other Kenyan	2	0.70%
18	Samburu	3	1.06%
19	Somoli-So-State	2	0.70%
20	Swahili-Shirazi	2	0.70%
21	Taita	2	0.70%
22	Taveta	1	0.35%
23	Turkana	1	0.35%
24	Burji	1	0.35%
	Total	284	100.00%

1.8.2 Status of Compliance with Article 232 (1)(h) and (i) of the Constitution is as follows:

- i. The Commission has complied with Article 232 (1) (h): representation of Kenya's diverse communities as shown in table 1.8 above and documentary evidence in **annexure 1** by employing 284 staff from 24 ethnic communities in Kenya.
- ii. The Commission has complied with Article 232 (1) (i): affording adequate and equal opportunities for appointment, training and advancement, at all levels of the public service, of— (i) men and women; (ii) the members of all ethnic groups; and (iii) persons with disabilities; as shown in table 1.12 and table 1.14 below.

No of person trained.

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

Challenge	Mitigation
1. Inadequate PE budget vote to meet the staff establishment needs	Collaborate with National Treasury for Increased PE budgetary allocation
2. Underrepresentation of Marginalized communities	Undertake Affirmative action programmes

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1.9 Measures put in place if any to promote persons living with disability friendly work environment

- i. Implementation of the SRC guide allowance for PWDs
- ii. Promote Disability friendly website access especially for the visually impaired
- iii. Availability of lifts and ramps in the building
- iv. Spacious corridors for movement and non-slippery floor to promote mobility
- v. Accessible wash rooms
- vi. Purchased assistive devices for PWDs
- vii. Sensitization of staff on disability mainstreaming at workplace
- viii. Flexible working hours especially for the one on wheel chair
- ix. Availability of two Kenya sign language signers trained by the Commission

1.10 NPSC Policy on staff training and development

The NPSC Policy on staff Training and Development is embedded in the NPSC Human Capital Policies and Procedures Manual, November 2017 (See **annexure 5 Section 8.0: Training and Development** herein attached for details)

1.11 Information regarding the total number of staff training for the last three financial years in terms of ethnicity, age, gender and Persons with disability

The Commission has trained a total number of one hundred eighty-five (185) staff for the last three financial years and in terms of age, 78 were 35 years and below while 107 were above 35 years. In terms of gender, 78 were male, 103 female and 4 PWDs. A summary of this is shown in table 1.14 and documentary evidence is contained in **annexure 6**.

Table 1.14 Number of staff trained for the last three financial years in terms of age, gender and PWD

Financial Year	Age		Gender			Total	Remarks
	Below 35	35 & above	M	F	PWD		
2024/2025	~	~	~	~	~	~	Training Budget frozen 100%

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2023/2024	~	~	~	~	~	~	Training Budget frozen 100%
2022/2023	~	~	~	~	~	~	Training Budget frozen 100%
	12	44	21	33	2	56	Payment of membership/subscriptions to professional bodies
2021/2022	66	63	57	70	2	129	Kenya Sign Language training for 2 staff
Sub total	78	107	78	103	4	185	

1.12 NPSC Policy on recruitment

The NPSC Policy on recruitment is embedded in the NPSC Human Capital Policies and Procedures Manual, November 2017 (*see annexure 7 Section 2.0: Appointment and Promotion herein attached for details*)

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

The Commission in the past five years promoted ninety-four (94) staff from twenty-three (23) ethnic communities in the common cadres out of which 48 were male, 45 female and 1 PWD. In terms of age, 41 were below the age of 35 years and 53 above 35 years of age as shown in table 1.15 below and documentary evidence shown as **annexure 8**.

Table 1.15: NPSC staff promotion in the past five years in terms of ethnicity, gender, age and PWD

Financial Year	Age		Gender			Total
	Below 35	35 and above	M	F	PWD	
2024/2025	44	3	20	27	~	47
2023/2024	11	8	11	8	~	19
2022/2023	8	12	13	7	~	20
2021/2022	22	33	24	30	1	55
2020/2021	~	~	~	~	~	0
2019/2020	~	~	~	~	~	0

Total	85	56	68	72	1	141
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2.0 INFORMATION ON DISTRIBUTION OF COMMISSION'S RESOURCES IN THE COUNTRY

Pursuant to Section 11 of the National Cohesion and Integration Act, 2008 provision on discrimination in access to and distribution of public resources, the Commission has complied by distributing its resources in the country equitably as far as is practicable geographically including regional offices and facilities across the country as follows:

2.1 Decentralization of Counselling Services within the Regions to provide psychosocial support to the Police Officers;

The Commission during the financial years 2021/2022 and 2022/2023 recruited and deployed 38 counselors and social workers to the eight (8) regions and twelve centers as follows;

S/No.	Region	Counselling centers
1.	Eastern Region	Embu and Machakos
2.	Coast Region	Lamu and Mombasa
3.	Nyanza Region	Kisumu
4.	Rift Valley	Nakuru and Eldoret
5.	Central Region	Nyeri and Kiambu
6.	North Eastern Region	Mandera and Garissa
7.	Nairobi Region	✓ Nairobi Regional Police Headquarters ✓ SGB Headquarters ✓ DCI Academy ✓ GSU Headquarters
8.	Western Region	Kakamega

2.2 Establishment and operationalization of Regional Offices

The Commission in its bid to achieve efficiency and effectiveness in service delivery and ensure services are taken closer to Police Officers has;

- o Established and equipped five (5) regional offices namely; Mombasa, Garissa, Kakamega, Nairobi and Kisumu. Consequently, thirty-one (31) staff were transferred to man the regional offices (*see sample of transfer letters in annexure 9 for details*).

- Planned during the 2023-2027 strategic plan to establish and equip additional five (5) regional offices

3.0 INFORMATION REGARDING COMPLIANCE WITH THE THIRTY (30) PERCENT PUBLIC PROCUREMENT AND RESERVATION FOR SPECIAL INTEREST GROUPS

3.1 Status of compliance of the thirty percent (30%) reservation of Public Procurement for the disadvantaged groups since January 2016

The Commission has complied with the 30% reservation of public procurement for the disadvantaged groups having surpassed the target for the past three years as shown in table 3 (a) below and documentary evidence shown in **annexure 10**.

Table 3(a) Compliance of the 30% reservation of public procurement for the disadvantage groups

Financial Year	Total Procurement Plan Budget - Ksh (a)	Budget subject to 30% Reservation - Ksh (b)	Total Awards- Ksh (c)	% of Awards ($d=c/b \times 100$)	Remarks
2023/2024	411,499,255	51,865,944.6	26,725,668 //	51.53	surpassed <i>nc</i>
2022/2023	395,142,580	35,009,148 <i>23</i>	142,831,507.48 <i>69</i>	408.0	Surpassed <i>c</i>
2021/2022	252,086,819	25,983,158	18,335,300	76.5	Surpassed
2020/2021	182,630,690	16,410,201	25,836,326	157.4	Surpassed
2019/2020	295,435,250	38,419,575	1,532,127 <i>wh</i>	4.0	Under awarded <i>yes</i>
2018/2019	243,825,348	-	31,359,983	12.9	Under awarded

3.2 Number of youths, women and persons with disability whose goods and services have been procured by NPSC including the amount each category received per financial year since the law was enacted

The Commission procured goods and services from twenty-six (26) youths, seventy-four (74) women and nineteen (19) PWDs amounting to Ksh 26,882,407 for youths, Ksh 81,597,353 for women and Ksh 18,912,149 for PWDs as shown in table 3 (b) below and documentary evidence in **annexure 10**.

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Table 3 (b) number of youths, women and PWDs and goods and services procured

S/No	Youths Name Of Firm	Special Award Group Category	Amount	Financial Year 2018/2019
1	Ndensy General Supplies Limited	Youth	1,454,000	
2	Edge Courts	Youth	98,400	
3	Mt Kenya Furniture Solutions	Youth	2,087,000	
4	Mell Court	Youth	4,949,753.40	
5	Jextreem Logistics Company Limited	Youth	429,596	
6	Jextreem Logistics Company Limited	Youth	150,500	
7	Sevechi Enterprises	Youth	200,000	
		Total	9,369,249	
8	Mustard Group Ltd	Youth	94,400	Financial Year 2019/2020
		Total	94,400	
9	Future Ventures Vigor Enterprises LTD	Youth	218,740	Financial Year 2020/2021
10	Elistanet Cyber & Printing Services	Youth	318,000	
11	Mustard Group Ltd	Youth	25,200	
12	Bikay Media Outlets LTD	Youth	1,025,000	
13	Mustard Group Ltd	Youth	171,600	
14	Betafanty Investments	Youth	339,520	
15	Global Links Enterprises	Youth	396,800	
16	Encomia Enterprises	Youth	1,051,844	
17	Rufiji Agencies Limited	Youth	975,000	
18	Gracious Plus Enterprises	Youth	387,410	
		Total	4,909,114	
19	Rufiji Agencies	Youth	575,000	Financial Year



	Limited			2021/2022
20	Golden Ink	Youth	1,117,000	
21	Bitutu Ventures	Youth	140,250	
22	Bikay Media Outlets	Youth	198,000	
23	Graciousplus	Youth	292,000	
		Total	2,322,250	
24	Tallykea Ventures	Youth	94,350	Financial Year 2022/2023
25	Bevicon Investment	Youth	169,824	
		Total	264,174	
26	Santana Printers Ltd	Youth	690,000	Financial Year 2023/2024
27	Tilil Agencies	Youth	1,020,000	
28	Makilot Agencies	Youth	2,998,500	
29	Mwaita Lancoll	Youth	2,992,000	
30	Hilsan Investment	Youth	1,134,500	
31	Levity Solutions	Youth	618,120	
32	Adreans Solutions	Youth	156,600	
24	Stockpile Supplies	Youth	179,700	
25	Milhan Enterprises	Youth	556,800	
26	Greenbag Ventures	Youth	267,000	
		Total	9,923,220	
		Grand Total	26,882,407	
1	Women			
2	Koba Waters Ltd	Women	246,600	Financial Year 2019/2020
3	Super Broom Services	Women	548,047.4	
4	Life Bridge	Women	565,900	
		Total	1,360,547	
5	Koba Waters Ltd	Women	10,360	Financial Year 2020/2021
6	Bitutu Ventures	Women	235,270	
7	Ndensy General Supplies	Women	220,500	
8	Lavexis General Supplies	Women	235,507.50	
9	Koba Waters Ltd	Woman	30,240	
10	Insynque Smart Tech Ltd	Woman	1,349,320	
11	Efficio Supplies	Women	1,278,000	
12	Lavexis General	Women	499.842	

	Supplies			
13	Paco Investment Limited	Women	11,146,590	
14	Eustan Solutions	Woman	512,500	
15	Reabs Investment	Woman	765,940	
16	Stancyan Enterprises	Woman	1,084,000	
17	Jelex Solutions	Women	550,000	
18	Jimrol Ventures	Women	245,000	
19	Mano Style LTD	Women	650,000	
20	Paco Investment LTD	Women	1,825,000	
21	Setlite Business Systems	Women	298,840	
22	Errit Solutions Ltd	Women	243,000	
	Total		20,680,567	
23	Koba Waters Ltd	Women	805,044	Financial Year 2021/2022
24	Zenith East African LTD	Women	90,944	
25	Life Bridge LTD	Women	1,058,000	
26	Life Bridge LTD	Women	120,000	
27	Long Rock Tours and Travel LTD	Women	193,350	
28	Viable Deco Solutions Limited	Women	3,333,186	
29	Winson Company LTD	Women	217,596	
30	Fastitimes General Agencies	Women	1,091,570	
31	Super Broom Services Ltd	Women	1839827.4	
32	Tecaiyo	Women	7,873,952.40	
33	Long Rock	Women	1,991,974	
34	Life Bridge	Women	218,050	
35	Bewada	Women	688,325	
36	Life Bridge	Women	397,300	
37	Long Rock	Women	473,747	
38	Food Haven Caterers	Women	191,400	
39	Setlite Business	Women	73,500	
40	Marirole Limited	Women	116,580	
41	Life Bridge	Women	216,380	
42	Life Bridge	Women	162,500	
43	Lodajots	Women	204,000	



44	Globus Tours	Women	263,300	
45	Whit Davie	Women	107,408	
46	Bendiclar Agencies	Women	31,500	
47	Pearl Graphics	Women	90,000	
	Total		21,849,434	
48	Koba Waters Ltd	Women	35,040	
49	Lavexis General Supplies	Women	360,637.50	
50	Lavexis General Supplies	Women	194,997.50	
51	Lavexis General Supplies	Women	300,066	
52	Galen Empire	Women	1,115,764	
53	Long Rock Tours and Travel LTD	Women	5,381,675	
54	Shalen Empire	Women	1,024,000	
55	Shalen Empire	Women	205,647	
56	Ricora Enterprises	Women	607,080	
57	Millich Investment	Women	1,284,500	
58	Lekamu Enterprises	Women	18,750	
59	Fastitimes	Women	159,250	
60	Ricora	Women	527,080	
		Total	11,214,487	
61	Prime mayday solutions	Women	599,760	Financial Year 2022/2023
62	Longrock Tours & Travel	Women	3,030,418	
63	Cleanco Investment	Women	3,060,540	
64	Koba waters	Women	292,800	
65	Galen Empire	Women	1,500,000	
66	Prime mayday solutions	Women	1,500,000	
67	Fly High Agency Limited	Women	232,050	
68	Jais East Africa	Women	2,938,800	
69	Stacyan Enterprises	Women	2,993,290	
		Total	15,547,898	
70	Galen Empire	Women	1,332,200	Financial Year 2023/2024
71	Munedi Holdings	Women	2,738,895	
72	Fly High Agency	Women	6,228,135	
73	Prime Mayday	Women	745,000	



74	Cleanco	Women	2,365,196	
		Total	10,944,420	
	Grand Total		81,597,353	
	PWDs			
1	Charmie Enterprises	Persons with disability (PWD)	77,180	Financial Year 2019/2020
	Total		77,180	
2	Chamie Enterprises	Persons With Disability (PWD)	141,300	Financial Year 2020/2021
	Total		141,300	
3	Berwaki Africa	Persons with disability (PWD)	246,645	
	Total		246,645	
4	Berwaki Africa	Persons with disability (PWD)	575,010	Financial Year 2021/2022
5	Open Sea Innovations	Persons with disability (PWD)	353,385	
6	Berwaki Africa	Persons with disability (PWD)	472,278	
7	Maggie Carrey Services	Persons with disability (PWD)	1,807,290	
8	Stelunka Enterprises	Persons with disability (PWD)	116,000	
9	Jokika Ventures	Persons with disability (PWD)	1,474,600	
	Total		4,798,563	
10.	Daily Computers systems	Persons with disability (PWD)	2,227,661	Financial Year 2022/2023
11.	Vision Hope Agencies	Persons with disability (PWD)	650,370	
12.	Jokika Ventures	Persons with	636,995	

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		disability (PWD)		
13.	Borwick Company Limited	Persons with disability (PWD)	2,989,208	
14.	Berwaki Africa	Persons with disability (PWD)	1,286,199	
		Total	7,790,433	
14.	Extremeago Enterprises	Persons with disability (PWD)	2,460,708	Financial Year 2023/2024
15.	Jokika Ventures	Persons with disability (PWD)	375,500	
16.	Daily Computers	Persons with disability (PWD)	1,002,500	
17.	Last born Enterprises	Persons with disability (PWD)	1,563,400	
18.	Dumpken Enterprises	Persons with disability (PWD)	224,000	
19.	Teelianage Co. LTD	Persons with disability (PWD)	231,920	
		Total	5,858,028	
	Grand Total		18,912,149	

3.3 Level of compliance with Section 157 (12) of the Public Procurement and Asset Disposal Act, 2015 including companies awarded to the contracts since January 2016

The Commission has consistently complied with Section 157 (12) of the Public Procurement and Asset Disposal Act, 2015 by submitting the annual procurement plan to PPRA as required and uploading in the Public Procurement Information Portal. The Companies awarded the contracts are as contained in table 3(b) above and annexure 8 herein attached.



3.4 Challenges faced in enforcing implementation of the 30% reservation of Public Procurement for disadvantaged groups, including proposals to enhance compliance

The challenges faced by the Commission in enforcing implementation of the 30% reservation of public procurement for disadvantaged groups and proposals to enhance compliance are as follows:

Challenge	Mitigation/proposal to enhance compliance
1. Underquoting to get the job leading to underperformance	✓ Conduct Continuous sensitization for special interest groups
2. Lack of funds to finance the LPO	✓ Provide introductory letters to financial institutions for special groups in regard to tenders awarded. ✓ Paying the special groups in time. Currently the Commission has no pending bills.
3. Lack of capacity to fill tender documents comprehensively and no show for training	✓ Conduct annual sensitization forums for the special groups to build capacity on how to fill competitive bids.

4.0 INFORMATION REGARDING COMPLIANCE IN TERMS OF ETHNICITY, PWD AND GENDER AT THE NATIONAL POLICE SERVICE

4.1 Civil Service Grade / Job Scale / Job Grade

The table below represents the personnel distribution across different ranks in the three units of the National Police Service (NPS) in Kenya: the Kenya Police Service (KPS), the Administration Police Service (APS), and the Directorate of Criminal Investigations (DCI). The total number of personnel across all units is 106,721, with KPS having the highest number at 72,985 (68.4% of the total force), followed by APS with 26,203 (24.6%) and DCI with 7,533 (7.1%). Moreover, the majority of officers belong to lower ranks, with Police Constables (PC) comprising 74,473 officers, or 69.8% of the total force. Corporals (CPL) and Sergeants (SGT) account for 15,820 (14.8%) and 4,991 (4.7%), respectively.



In the Kenya Police Service (KPS), 71.71% of officers are Police Constables (PC), followed by 14.64% at the Corporal (CPL) level. Higher ranks such as Senior Superintendent (SSP) and Commissioner of Police (CP) make up only 0.52% and 0.18%, respectively. The presence of officers at the Assistant Inspector General (AIG) level and above is below 0.1%, showing a sharp narrowing of leadership roles.

The Administration Police Service (APS) has a similar structure to KPS, with 71.52% of its officers being Police Constables (PC). However, it has a slightly higher percentage of Sergeants (5.90%) and Senior Sergeants (2.35%) than KPS. The percentages of high-ranking officers remain low, with Commissioners of Police (CP) at 0.10% and Assistant Inspector General (AIG) at 0.05%.

The Directorate of Criminal Investigations (DCI), unlike KPS and APS, has a significantly lower percentage of Police Constables (45.09%). Instead, it has a higher proportion of Corporals (23.96%), Inspectors (7.95%), and Chief Inspectors (9.52%), reflecting its specialized investigative role. The percentage of senior officers in DCI is higher compared to KPS and APS, with Senior Superintendents (SSP) at 1.08%, Commissioners of Police (CP) at 0.79%, and Assistant Inspector General (AIG) at 0.21%.

Compositions of Ranks in Numbers				
SERVICE	KPS	APS	DCI	TOTAL
IG	1			1
DIG	1	1	1	3
S/AIG	16	5	3	24
AIG	47	13	16	76
CP	131	27	60	218
SSP	386	78	82	546
SP	177	94	64	335
ASP	248	128	80	456
CI	3081	832	717	4630

Compositions of Ranks in %				
SERVICE	KPS	APS	DCI	TOTAL
IG	0.001%			0.001%
DIG	0.001%	0.004%	0.013%	0.003%
S/AIG	0.022%	0.019%	0.040%	0.022%
AIG	0.064%	0.050%	0.212%	0.071%
CP	0.179%	0.103%	0.796%	0.204%
SSP	0.529%	0.298%	1.089%	0.512%
SP	0.243%	0.359%	0.850%	0.314%
ASP	0.340%	0.488%	1.062%	0.427%
CI	4.221%	3.175%	9.518%	4.338%



IP	2099	791	599	3489	IP	2.876%	3.019%	7.952%	3.269%
S/SGT	919	616	125	1660	S/SGT	1.259%	2.351%	1.659%	1.555%
SGT	2860	1547	584	4991	SGT	3.919%	5.904%	7.753%	4.677%
CPL	10685	3330	1805	15820	CPL	14.640%	12.708%	23.961%	14.824%
PC	52335	18741	3397	74473	PC	71.707%	71.522%	45.095%	69.783%
TOTAL	72985	26203	7533	106721	TOTAL	100%	100%	100%	100%

4.2 Terms of service

The employment structure of the National Police Service is predominantly Permanent and Pensionable, accounting for 99.936% (106,721 personnel). This highlights the Police Service's commitment to long-term employment and job security, ensuring career stability for nearly all officers highlighting the critical importance and nature of national security.

Other forms of employment are rare. Only eight officers (0.007%) are on contract, while three officers (0.003%) are on contract beyond the retirement age. Interestingly, 0.053% of personnel are listed under secondment.

There are no officers employed on a casual, acting, or internship basis, emphasizing the structured and permanent nature of police employment. The rare use of contract employment, especially beyond retirement, suggests a selective approach to retaining specialized expertise when necessary.

Terms Of Employment	Total	%
Permanent And Pensionable	106,721	99.936%
Permanent Without Pension	0	0.000%
Contract	8	0.007%
Contract Beyond Retirement Age	3	0.003%
Secondment	0	0.053%
Casual	0	0.000%

Acting Appointments	0	0.000%
Internship	0	0.000%
Total	106,732	100.000%

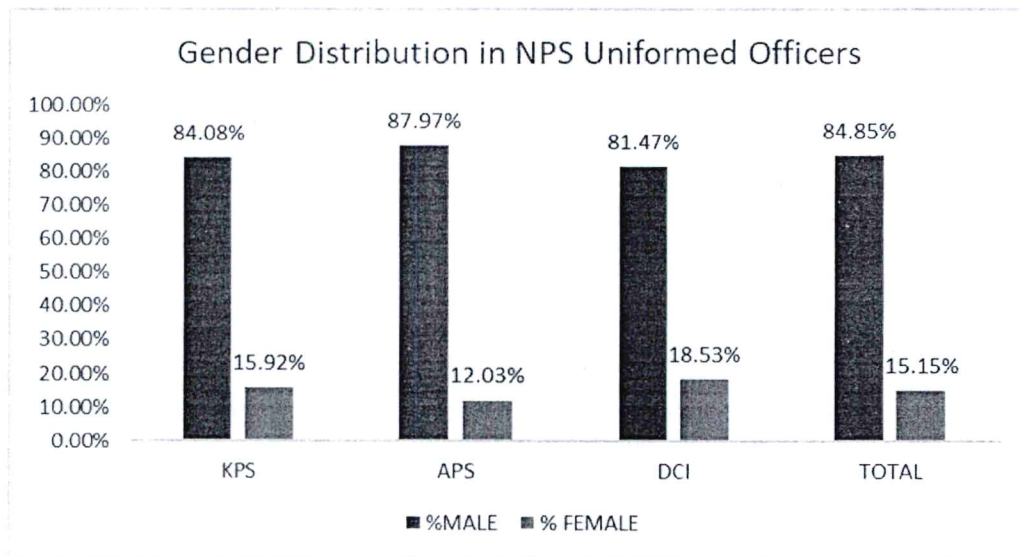
4.3 Gender (M/F)

The gender distribution within the National Police Service reveals a significant male dominance, with 84.85% (90,557 officers) being male and only 15.15% (16,164 officers) being female. Among the different service units, the Administration Police Service (APS) has the highest male representation at 87.97%, with females accounting for only 12.03%. The Kenya Police Service (KPS) follows closely, with 84.08% male and 15.92% female officers. While still male-dominated, KPS has a slightly higher proportion of female officers compared to APS. The Directorate of Criminal Investigations (DCI) has the highest percentage of female officers at 18.53%, with 81.47% being male.

Overall, while progress has been made in increasing female representation, the figures indicate that women remain significantly underrepresented in the National Police Service, suggesting a need for continued efforts to promote gender inclusivity in recruitment, training, and leadership positions.

SERVICE	Counts	MALE	FEMALE	%MALE	% FEMALE	%Total
KPS	72985	61369	11616	84.08%	15.92%	100.00%
APS	26203	23051	3152	87.97%	12.03%	100.00%
DCI	7533	6137	1396	81.47%	18.53%	100.00%
TOTAL	106721	90557	16164	84.85%	15.15%	100.00%





Non-Uniformed Officers Gender Distribution in NPS

GENDER	COUNTS	% COUNTS
MALE	596	41%
FEMALE	854	59%
TOTAL	1450	

4.4 Disability status (yes/no)

The representation of Persons with Disabilities (PWDs) of the Uniformed Officer in the National Police Service (NPS) is extremely low, with only 583 officers (0.546%) identifying as PWDs, compared to 106,138 officers (99.454%) without disabilities. This indicates that PWDs constitute less than 1% of the total police force, highlighting a significant underrepresentation. The low percentage of PWDs in the service could be attributed to the physically demanding nature of police work, which often requires high levels of fitness, mobility, and endurance.

PWDs	Count	%
Yes	583	0.546%

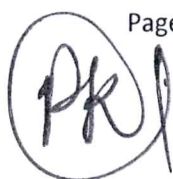
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No	106138	99.454%
Total	106721	100.000%

4.5 Ethnicity representation at the NPS

The NPS ethnicity ratio between the National Population and employment proportion shows underrepresentation of fourteen (14) ethnic communities of the thirty-six (36) communities represented in the current strength of 106,721 as shown in table below.

S/N	ETHNICITY	COUNT	% Proportionate Representatio n in the NPS	% Proportionate Representatio n in the National Population	Over/ Under Representatio n ($e=c-d$)
1.	Bajun	359	0.336%	0.194%	0.142%
2.	Basuba	209	0.196%	0.335%	-0.139%
3.	Boran	1746	1.636%	0.587%	1.049%
4.	Burji	181	0.170%	0.078%	0.091%
5.	Dasnach-Shangil	21	0.020%	0.041%	-0.021%
6.	Dorobo	104	0.097%	0.049%	0.048%
7.	Elmolo	24	0.022%	0.002%	0.020%
8.	Embu	1475	1.382%	0.860%	0.522%
9.	Gabra	542	0.508%	0.300%	0.208%
10.	Gosha	16	0.015%	0.001%	0.014%
11.	Kalenjin	21289	19.948%	13.509%	6.440%
12.	Kamba	9924	9.299%	9.909%	-0.610%
13.	Kenya Arab	9	0.008%	0.101%	-0.093%
14.	Kenyan Asian	1	0.001%	0.004%	-0.003%
15.	Kikuyu	19158	17.951%	17.313%	0.639%
16.	Kisii	6260	5.866%	5.744%	0.122%
17.	Kuria	1040	0.975%	0.667%	0.308%
18.	Luhya	10273	9.626%	14.498%	-4.872%
19.	Luo	8822	8.266%	10.765%	-2.499%
20.	Masai	2425	2.272%	2.527%	-0.255%
21.	Mbeere	587	0.550%	0.415%	0.135%
22.	Meru	6175	5.786%	4.198%	1.588%
23.	Miji Kenda	4685	4.390%	5.287%	-0.898%
24.	Njemps	136	0.127%	0.070%	0.057%



25	Orma	242	0.227%	0.338%	-0.111%
26	Kenyan Arabs	197	0.185%	0.13%	0.055%
27	Pokomo	538	0.504%	0.238%	0.266%
28	Rendille	245	0.230%	0.205%	0.025%
29	Samburu	1051	0.985%	0.708%	0.276%
30	Somoli	4062	3.806%	5.907%	-2.101%
31	Swahili-Shirazi	61	0.057%	0.119%	-0.062%
32	Taita	1169	1.095%	0.732%	0.364%
33	Taveta	184	0.172%	0.056%	0.116%
34	Teso	1346	1.261%	0.887%	0.374%
35	Tharaka	367	0.344%	0.467%	-0.124%
36	Turkana	1798	1.685%	2.159%	-0.474%
	Total	106721	100.000%		

5.0 DOCUMENTARY EVIDENCE

Annexure 1: NPSC March 2025 employee register

Annexure 2: Records for PWDs

Annexure 3: Composition of employees in senior management, middle level and lower cadres

Annexure 4: Adverts for the last three recruitments, permanent and pensionable staff and contractual staff

Annexure 5: Extract of NPSC staff training and development policy

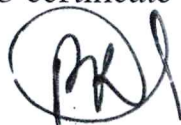
Annexure 6: Samples of training certificates

Annexure 7: Extract of NPSC recruitment policy

Annexure 8: Samples of promotion letters

Annexure 9: Samples of transfer letters

Annexure 10: Youth, Women and PWDs Awards, 30% compliance summaries, AGPO LPO award copies and AGPO certificate copies





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PKI

OFFICE OF THE AUDITOR GENERAL (OAG)



Enhancing Accountability

**AUDITOR-GENERAL'S PRESENTATION ON EMPLOYMENT DIVERSITY AND
COMPLIANCE WITH THE THIRTY (30) PERCENT PUBLIC PROCUREMENT
RESERVATION FOR SPECIAL INTEREST GROUPS IN THE OFFICE OF THE
AUDITOR-GENERAL DURING THE MEETING WITH THE NATIONAL
ASSEMBLY SELECT COMMITTEE ON NATIONAL COHESION AND EQUAL
OPPORTUNITY**

15 April, 2025

The Chairperson of the Select Committee on National Cohesion and Equal Opportunity, Hon. Aden Haji Yussuf, DSM, CBS, M.P.

Honourable Members of the Committee

A. Appreciation Note

1. I thank the select Committee on the National Cohesion and Equal Opportunity for once again according the Office of the Auditor-General an opportunity to share matters that support equality of opportunities, unity and cohesion of our Country.
2. This opportunity re-affirms the critical role that the Office of the Auditor-General plays in oversight and promoting adherence to constitutionalism. Indeed, our international auditing standards expect us to be seen as credible and trustworthy by our stakeholders. We can only demonstrate credibility and trustworthiness when we are independent, competent and publicly accountable for our operations. We are expected to manage our operations economically, efficiently, effectively and in accordance with applicable laws and regulations, and report publicly on these matters, as appropriate. We should also subject ourselves to independent external scrutiny. This opportunity, therefore, enables us meet our stakeholders expectations.

B. Mandate of the Office

Honourable Chair

Honourable Members

3. The Office of the Auditor-General (OAG) is an Independent Office established under Article 229 of the Constitution of Kenya. The Office is charged with the primary oversight role of ensuring accountability in the use of public resources within the three arms of the Government (the Legislature, the Judiciary and the Executive), County Governments as well as the Constitutional Commissions, Independent Office and any entity that is funded by public funds. The Office is accountable to the people of Kenya through their elected representatives.
4. The Office is mandated by the Article 229(4) of the Constitution of Kenya, to audit the accounts of the **National and County Government, National Assembly and County Assemblies, National Assembly and County Assemblies, all Funds and Authorities of National and County Governments, accounts of all**

accounts of all Courts, Public Debts and all institutions, programmes or projects funded by public funds and any private entity that received public funds. Article 229 (6) further mandates the Auditor-General to confirm whether or not public money has been **applied lawfully and in an effective way.**

5. Ultimately, the mandate of the Office of Auditor-General is not only to contribute to improvements in the public sector but to influence the direction of economic growth and development of our nation and the delivery of quality and sustainable services to the people by overseeing the use and management of public resources.

C. Equality, Inclusivity and Non-Discrimination in Social, Economic and Political Spheres

Honourable Chair

Honourable Members

6. Before I present the report of the Office of the Auditor-General, allow me to share some insights through the audit lens on matters of equality, inclusion and non-discrimination.
7. Equality, inclusivity and non-discrimination are Constitutional requirements and expectations. Indeed Article 27 of the Constitution of Kenya advocates for equality and non-discrimination of every person irrespective of gender, sex, race, pregnancy, marital status, health status, ethnic or social origin, colour, age, disability, religion, conscience, belief, culture, dress, language or birth. Articles 54, 55 and 56 require the State to ensure persons with disabilities, youth, minorities and marginalized groups have access to education, training and employment among other services. Article 232(1)(h) and (i) expressly provides that the Public Service should be representative of the diverse Kenyan communities and should afford adequate and equal opportunities for appointment training and advancement at all levels for men and women, the members of all ethnic groups and persons with disabilities.
3. Equality is also a global commitment for all nations and necessary foundation for peaceful, prosperous and sustainable world. Inequality and discrimination stifles opportunities, wasting the human talent needed for economic progress and it is a basis for social exclusion and progression. As a result, there are four (4) Sustainable Development Goals with nine (9) targets promoting equality and non-discrimination. In particular, Target 8.5 of SDG 8 (Decent Work and Economic

Growth) aims at achieving full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value. Target 10.3 of SDG 10 (Reduced Inequalities) also aims at ensuring equal opportunity and reduced inequalities of outcome, including through eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions in this regard.

Honourable Chair

Honourable Members

4. During the annual financial and compliance audits, we assess the compliance of public entities with affirmative action requirements, including staff ethnic composition and access to equal employment opportunities, promotions and trainings as guided by Article 232 of the Constitution, Section 3 and 7(1) and (2) of the National Cohesion and Integration Act, 2008, Section 13 of the Persons with Disability Act, 2003 and Section 65(1)(e) of the County Governments Act, 2012. We also assess adherence to the Access to Government Procurement Opportunities (AGPO) for youth, women and Persons With Disabilities.
5. From our audits, we have noted that the ideals of ethnic diversity and inclusivity are yet to be realized both at national and county levels. This is especially with regard to ethnic composition in public entities situated in regions outside Nairobi such as universities and most of the county governments entities. The dominant ethnic community in the counties where the institutions are domiciled constitutes more than 30% of the total staff. In addition, during recruitments, the entities do not also adhere to the requirements for diversity. Further, we have also noted under-representation of women, marginalized groups and persons living with disabilities in top leadership positions.
6. These findings are consistent with the latest Public Service Commission Evaluation Report on Status of Compliance of the Public Service with Values and Principles in Articles 10 And 232 for the 2023/2024 Financial Year and the National Gender and Equality Commission Annual Report for the FY 2023/2024 which paint the same trends.

7. In addition, we have carried out several performance audits on equality and access to employment. In 2021, I issued an audit report on Provision of Services to Persons with Disabilities by the National Council for Persons with Disabilities. The report indicated delays in registering persons with disabilities. In addition, the various programmes initiated by the Council, such as cash transfer programmes have not had a sustainably significant impact on the lives of persons with disabilities. In August 2023, I issued an audit report on Prevention and Response to Gender Based Violence by the State Department for Gender and Affirmative Action. The audit assessed whether measures put in place by the State Department and other state actors are effective towards prevention and response to gender-based violence. The report indicates that the Government has not made progress towards fulfilling commitments in advancing gender equality and reducing or eliminating all forms of gender-based violence. This includes slow progress in financial commitments. There are also delays in dispensation of justice to the victims.
8. We have also noted through our audits that gender-based budgeting and inclusion has not been mainstreamed into the national budgeting process. Thus, implementation of affirmative action programs is not adequately budgeted across the various levels and arms of Government.

Honourable Chair

Honourable Members

9. Arising from our audits, we are proposing amendments to the National Cohesion and Integration Act, 2008 to make it a more effective legislation for promoting national cohesion and integration. These recommendations also encourage us to move beyond compliance which is the underpinning spirit of the Constitution.
 - (i) We have noted a challenge for public entities in attracting candidates from all over the country for the lower job grades especially for support services such as cleaners and support staff. This is prevalent in public institutions domiciled in the counties. Even though the Act provides for affirmative action to promote cohesion, with this challenge, public institutions may not fully adhere to this requirement. We recommend that the Act be amended to give

a preservation limit similar to the procurement law for the lower job grades different from what Section 7(2) of the Act requires.

- (ii) In addition, we have noted that when we consider overall representation in public institutions, marginalized groups, minorities, women and persons with disabilities are under-represented in high-level/ senior management and over-represented in low-wage/ junior cadres. We recommend that the Act be amended to also require equality at various employment levels such as senior management, middle and junior levels. This will assist in ensuring fair representation.
- (iii) There are other actors in the national cohesion and equal opportunities ecosystem other than National Cohesion and Integration Commission whose mandates include audit or investigation of equality and integration. These actors include the Office of the Auditor-General, the Commission on Administrative Justice (Office of the Ombudsman) and the Ethics and Anti-Corruption Commission. This means that there is a likely overlap of the mandates of NCIC and these other actors. One of the measures that we have undertaken as an Office in such instances is to engage in cooperation, collaboration and partnerships as we pursue legal changes to anchor the framework in law. We are currently working with the Ethics and Anti-Corruption Commission, the Public Procurement Regulatory Authority and the Unclaimed Financial Assets Authority. We therefore, recommend that the National Cohesion and Integration Act, 2008 be reviewed to encompass these other actors/institutions in national cohesion and integration processes, so as to maximise on synergies and minimize duplication of efforts.

13. In addition, we also support the general recommendation by this Committee in its 1st Report on Employment Diversity Audit in Public Institutions of July 2023 that the **National Cohesion and Integration Act, 2008** be amended to reflect the ethnic proportion representation as detailed in the National Census Report.

D. Employment Diversity Report for the Office of Auditor-General

Honourable Chair

Honourable Members

8. The employment diversity report for the Office of the Auditor-General is as represented below;
 - i. **OAG's current employment composition in terms of ethnicity, age and gender**
9. The Office has complied with the Age, Gender and Ethnicity requirements.
 - a) The Office currently has a total of 1,815 employees, 1,005 (55.37%) of whom are male and 810 (44.63%) are female. Of the total number of employees, 1,408 (77.6%) are auditors (technical staff) comprising of 825 (58.6%) male and 583 (41.4%) female.
 - b) Gender composition in the Office has now improved to 55% male and 45% female compared to the previous report of 57% male and 43% female reported in 2023.
 - c) The current Staff Establishment has representation from thirty-three (33) out of Kenya's forty-six (46) ethnic groups. This is an improvement by nine (9) groups in ethnic representation from the year 2023 where we had only twenty-four (24) ethnic groups in service. During the last recruitment exercise, the Office onboarded the following additional ethnic groups which is further detailed in **Annex 1**.

Table 1: Additional Ethnic Groups recruited

S/No	Ethnic group	No. of staff
1.	Ilchamus/Njemps	2
2.	Kenyan Asians	2
3.	Kenyan Arabs	1
4.	Nubi	1
5.	Rendile	1
6.	Sakuye	1
7.	Swahili	1
8.	Taveta	1
9.	Turkana	3

10. The age distribution for the employees is as tabulated below.

Table 2: Staff distribution by age

S/NO.	AGE	No. 2025	% 2025	No. 2023	% 2023
1	18 - 30	199	10.96	208	12.68
2	31 - 40	864	47.60	723	44.09
3	41 - 50	415	22.87	365	22.26
4	51 - 60	335	18.46	343	20.91
5	Above 60	2	0.11	1	0.06
Total		1815	100.00	1640	100.00

11. The staff currently in service are well distributed across all age brackets. This ensures succession management in the Office. The employment composition report is summarized in **Annex Q1** attached.

- ii. **Extent to which OAG has complied with Article 54(2) of the Constitution on composition of persons with disabilities in the Organization, including the nature of the disability**

Honourable Chair

Honourable Members

12. The Office is in the process of complying to meet the 5% requirement of employees with disabilities. The Office currently has thirty-eight (38) employees living with disability. This although only constituting 2.09% of the total workforce, is a slight increase from 34 reported in the year 2023. The nature of disability is varied as shown below.

Table 3: Nature of disability

Nature of Disability	No. of staff with disability - 2025	No. of staff with disability - 2023
Cerebral palsy	1	0
Epilepsy	1	1
Hearing impairment	5	5
Physical disability	24	23
Visual impairment	6	4
Vitiligo	1	1
Total	38	34

13. The Office is yet to comply with the 5% PLWD requirement in employment due to the limited number of applicants we receive when we advertise. However, there is progress to achieve the Constitutional requirement as we continue engaging stakeholders and the public about our role and mandate and the nature of work.
14. The staff living with disability are listed in **Annex Q2L** and the composition summary is presented in **Annex Q2**.
- iii. **Composition of the governing body of the institution in terms of age, gender, ethnicity and persons with disabilities.**
15. The Office of the Auditor-General is established as an independent Constitutional Office with the Auditor-General as the head of the institution.
- iv. **Composition of employees in senior management level, middle level and lower cadres in terms of ethnicity, age, gender and persons with disabilities.**
16. The OAG staff demographics are tabulated in **Annex Q4** attached.
- 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 in the Office.**

Honourable Chair

Honourable Members

17. The details of permanent and pensionable staff recruited in the last three (3) recruitments and their representation in terms of ethnicity, age, gender and disability are presented in **Annex Q5** attached.
18. From the year 2023 when the Office last presented the diversity report, twenty-six (26) out of thirty-three (33) ethnic groups have recorded an increase in ethnic representation. These include Kalenjin whose representation has increased by 1.52%, Meru (0.35%), Turkana (0.22%), Maasai (0.19%), Taita (0.18%), Teso (0.14%) and Embu (0.12%).
19. Representation for seven (7) ethnic groups has decreased. These are Luo (- 1.72%), Kikuyu (- 1.15%), Kamba (- 0.69%), Luhya (- 0.33%), Kisii (- 0.29%), Burji (- 0.02%) and Somali (- 0.04%).

20. There are nine (9) ethnic groups which previously had no representation but are now among the tribes represented in the Office. These are Kenyan Arab, Nubi, Rendile, Sakuye, Swahili and Tavela who each have 0.06% from zero (0) representation. We now also have Kenyan Asian and Njemps who each have 0.11% while Turkana has 0.22% representation.

- 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 Office.**

Honourable Chair
Honourable Members

21. The Office has only one employee serving on contract terms. The details are presented below.

Ethnicity	Number of employees	Gender	Age	PWD
Kisii	1	F	59	No

- vii. **Ratio between the national population and employment proportion in the institution (underrepresentation and overrepresentation) – based on 2019 National Population and Housing Census.**

22. The ratios between the national population and employment proportion are presented in Annex Q7.

- viii. **Status of compliance of the institution 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 Office to enhance compliance.**

Honourable Chair
Honourable Members

23. The Office has made significant progress towards adherence to the Constitutional and legislative provisions in comparison between the current and previous statuses. The Office will progressively ensure it complies with constitutional and legislative provisions on inclusivity. Status for the specific legal requirements are detailed below: -

- a) **Diversity of the people of Kenya in employment of staff – Out of the forty-six (46) Kenyan ethnic groups listed in the 2019 National Census**

Report, the Office has employees from 33 groups. This is an improvement from the 24 ethnic groups in service 2023.

- b) **One third ethnic representation** – There is no single ethnic community with more than one third representation in the OAG staff establishment. The Office will continuously work towards the proportionate representation of the underrepresented communities and maintain the proportionate levels arising from the natural attritions in future recruitments, based on merit.
- c) **Discrimination** – the Office does not discriminate on any basis in determination of employment, promotion, trainings, redeployment or career development and growth. The Office will continue to respect the country's diversity, offer adequate and equal opportunities for appointment, training and advancement at all levels to men and women members of all ethnic groups and persons living with disabilities
- d) **Equal opportunities** – the Office affords equal opportunities to all Kenyans in appointments. Vacancies are advertised in the *Mygov* publications and posted in the Office's website. For promotions, vacancies are declared to all staff through email.
- e) **Efforts made by the Office to enhance compliance with section 7 of the NCI Act 2008 and Article 232(1)(h) and (i) of the Constitution.**
 - i. All vacant positions are advertised in the *Mygov* publication and posted in the Office's website.
 - ii. Qualifications, ethnic representation, gender balance and disability are among the criteria used in shortlisting/selection of candidates.
 - iii. The Office has implemented affirmative action measures to ensure proportionate representation of members of unrepresented and under-represented ethnic communities, minorities and marginalized groups in the past recruitments.
 - iv. The Office has a Gender Mainstreaming Committee that addresses all gender matters and disability related issues.
 - v. A clause on non-discrimination is placed in all OAGs' job advertisements.
 - vi. Provision has been made in the OAG 'Application for Employment Form' for applicants to indicate whether they are living with any form of disability/abled differently.
- ix. **Challenges the Office has faced in its bid to enhance diversity of employees and the mitigation measures to curb the challenges.**

Honourable Chair
Honourable Members

24. The Office has not been able to attract adequate numbers of suitably qualified candidates from among the marginalized communities and people living with disability during the past recruitment exercises.

25. At times, candidates abled differently do not declare during application and the same is noted when they present themselves for oral interviews after shortlisting.
26. The Office has continued to make deliberate efforts to enhance diversity, inclusivity and representation from the minority/marginalized groups. In the last major recruitment exercise carried out in the FY 2023/2024, the Office enhanced representation of the minority/marginalized groups who were qualified as indicated below. The Ogiek and Pokot communities are listed under Kalenjin Ethnicity in the disaggregated data.

Table 4: Additional Ethnic Groups Recruited (by number)

Ethnic Group	Number Recruited in 2023/2024	Ethnic Group	Number Recruited in 2023/2024
Arab	1	Orma	1
Asian	2	Pokomo	4
Bajun	1	Pokot	4
Borana	3	Rendile	1
Burji	1	Sakuye	1
Gabra	4	Samburu	2
Ilchamus/Njemps	2	Swahili	1
Nubi	1	Turkana	3
Ogiek	1	Taveta	1

27. In addition, the Office has undertaken the following additional mitigation measures:
- A clause on non-discrimination is placed in all OAGs' job advertisements.
 - Provision has been made in the OAG Employment Form for disability disclosure.
 - Disability is one of the criteria for shortlisting/selection of qualified candidates. During the last recruitment exercise, the Office employed six (6) persons living with disability.
 - The Office will share advertised job vacancies in a format accessible to persons with disabilities including using established Government channels, print, large print and the internet including sharing with the National Council for Persons with Disabilities (NCPWD).
 - The Office is currently engaging the youth, persons with disability through an internship programme and employment opportunities;
 - The Office applies affirmative action for PWDs during selection of candidates.
 - Stakeholder and citizen engagements through various fora a is geared to provide information on the role and mandate of the Office and the nature of work.

- x. Measures put in place, if any, to promote Persons Living with Disabilities friendly work environment.

Honourable Chair

Honourable Members

28. The Office has built and acquired office spaces with the following facilities.

- a) Ramps to entrances
- b) Non-slip pathways and aisles
- c) Accessible washrooms
- d) Lifts with visual and audio aids
- e) Designated parking for PWDs.

- xii. Institutional policy on staff training and development.

29. The Policy is attached and labelled Annex Q11.

- xii. Information regarding total number of staff trained for the last three financial years in terms of ethnicity, age, gender and persons with disability.

30. The staff training details are presented in Annex Q12 attached.

- xiii. Institutional policy on recruitment

31. The Policy is attached as Annex Q13.

- xiv. Information regarding staff promotions in the past five years in terms of ethnicity, gender, age and persons with disabilities.

32. The promotion details are presented in the document labelled Annex Q14.

E. COMPLIANCE WITH THE THIRTY (30) PERCENT PUBLIC PROCUREMENT RESERVATION FOR SPECIAL INTEREST GROUPS

Honourable Chair

Honourable Members

- i. Status of Compliance of thirty percent (30%) reservation of public procurement for Disadvantaged group since January, 2016

33. Since January, 2016, the Office had reserved Kshs. 2.16B out of the total budget for procurement of Kshs. 9.9B as detailed below:

Annex Q1 - Current OAG employment composition in terms of ethnicity, age and gender

Table 1 - Staff distribution by ethnic group

S/No.	Name of Ethnic Community	Number 2025	Percentage (%) representation 2025	Number 2023	Percentage (%) representation 2023
1	Arab	1	0.06	0	0.00
2	Asian	2	0.11	0	0.00
3	Bajuni	3	0.17	2	0.12
4	Borana	9	0.50	6	0.37
5	Burji	3	0.17	3	0.18
6	Embu	32	1.76	27	1.65
7	Gabra	9	0.50	7	0.43
8	Ilchamus/Njemps	2	0.11	0	0.00
9	Kalenjin (Arror, Cherangany, Endo, Endorois, Keiyo, Kipsigis, Lembus, Marakwet, Nandi, Ogiek, Pokot, Saboot/Kony/Bong'omek, Samor, Senger, Sengwer, Terik, Tugen)	125	6.89	88	5.37
10	Kamba	159	8.76	155	9.45
11	Kenyan Somali (Kenyan Somali - So Stated, Ajuran, Degodia, Gurreh, Hawiyah, Isaak, Leysan, Murule, Ogaden, Comer Tribes)	48	2.64	44	2.68
12	Kikuyu	465	25.62	439	26.77
13	Kisii	163	8.98	152	9.27
14	Kuria	4	0.22	3	0.18
15	Luhya (Abakhenye, Bakhayo, Banyala, Banyore, Batsotsa, Batura, Bukusu, Idakho, Isukha, Kabras, Kisa, Marachi, Maragoli, Marama, Samia, Tachoni, Tinkit, Wanga)	159	8.76	149	9.09
16	Luo	427	23.53	414	25.24
17	Maasai	20	1.10	15	0.91
18	Mbeere	3	0.17	1	0.06

19	Meru	86	4.74	72	4.39
20	Mijikenda	25	1.38	20	1.22
	(Chonyi, Digo/Wafundi/Wasakwa, Duruma, Giriama, Jibana, Kambe, Kauma, Rabai, Ribe)				
21	Nubi	1	0.06	0	0.00
22	Pokomo	10	0.55	6	0.37
23	Orma (Galla, Wardei)	2	0.11	1	0.06
24	Rendile	1	0.06	0	0.00
25	Sakuye	1	0.06	0	0.00
26	Samburu	9	0.50	7	0.43
27	Suba	9	0.50	7	0.43
28	Swahili	1	0.06	0	0.00
29	Taita	21	1.16	16	0.98
30	Taveta	1	0.06	0	0.00
31	Teso	8	0.44	5	0.30
32	Tharaka	2	0.11	1	0.06
33	Turkana	4	0.22	0	0.00
	Total	1815	100.00	1640	100.00

Table 2 - Staff distribution by age

S/NO.	AGE	NO 2025	% 2025	NO 2023	% 2023
1	18 - 30	199	10.96	208	12.68
2	31 - 40	864	47.60	723	44.09
3	41 - 50	415	22.87	365	22.26
4	51 - 60	335	18.46	343	20.91
5	Above 60	2	0.11	1	0.06
Total		1815	100.00	1640	100.00

Table 3 - Staff distribution by gender

S/NO.	GENDER	NO	%	NO	%
1	Male	1005	55.37	928	56.59
2	Female	810	44.63	712	43.41
Total		1815	100.00	1640	100.00

Annex Q2 - Composition of persons with disability

Table 1 - Population of PwDs

Year	Total OAG Population	Male PWD	Female PWD	Total PWD	%
2025	1815	29	9	38	2.09
2023	1640	26	8	34	2.07

Table 2 - Nature of disability - 2025

Nature	Number
Cerebral palsy	1
Epilepsy	1
Hearing impairment	5
Physical disability	24
Visual impairment	6
Vitiligo	1
Total	38

Annex Q2b - Staff Living with Disability

S/No.	Employee Name	G	Designation	Nature of disability
1	Mr Mohamed Abdi Sheikh	M	Director of Audit	Hearing
2	John Muturi Karingithi	M	Director of Audit	Visual
3	Paul Gachuhi Gichuki	M	Deputy Director-Audit	Physical/Hearing
4	Mr Githinji David Wachira	M	Deputy Director-Audit	Physical
5	Mr. Kitheka Augustine Musyoki	M	Deputy Director-Administration	Physical
6	Mr Katala Andrew Mumo	M	Principal Auditor	Physical
7	Mr Otunga Samson Odhiambo	M	Principal Auditor	Physical
8	Mr Matheka Benjamin Jacob	M	Principal Auditor	Visual
9	Mr Oyucho Damianus Oloo	M	Principal Auditor	Physical
10	Mr Njoroge John Muchema	M	Principal Auditor	Visual
11	Mr Weyao Emmanuel Wanyonyi	M	Principal Auditor	Physical
12	Mr Noor Abdikarim Muhumed	M	Principal Auditor	Hearing
13	Mr Odhiambo Fredrick Awuonda	M	Principal Auditor	Physical
14	Miss Ongili Evelyn Auma	F	Principal Auditor	Physical
15	Pkatey Jonathan Karube	M	Principal Auditor	Physical
16	Mrs. Chemutai Rose	F	Principal Auditor	Physical
17	Mr. Kimani Patrick Irungu	M	Principal Auditor	Physical
18	Miss Ngure Charity Wangari	F	Senior Auditor	Vitiligo
19	Mr Ongonga Philemon Erick Otieno	M	Senior Auditor	Physical
20	Miss Ongori Helen Nyambeki	F	Senior Auditor	Physical
21	Albin Ngole Mwajedi	M	Senior Auditor	Physical
22	Mr. Owidi Edwin Otieno	M	Audit Associate I	Hearing
23	Miss Moti Drusillah Gechemba	F	Audit Associate I	Physical
24	Mr. Yator Kennedy Kiprop	M	Audit Associate I	Visual
25	Mr. Mumbo John Victor Opiyo	M	Audit Associate I	Physical

26	Angelline Mbula Wambua	F	Senior Assistant Office Administrator	Physical
27	Mr Wanyoike John Mureithi	M	Assistant Office Administrator I	Hearing
28	Ms. Bironga Laura Kweng'e	F	Audit Associate II	Physical
29	Mr. Ongwenyi Timothy Obare	M	Audit Associate II	Physical
30	Mr. Mawira Lenny	M	Audit Associate II	Epilepsy
31	Ms. Muchai Maureen Kinya	F	Audit Associate II	Visual
32	Mr. Kiptoo Titus Kiptarus	M	Audit Associate II	Visual
33	Mr. Kirui Robert Cheruiyot	M	Audit Associate II	Physical
34	Mr. Obogo Ian Omondi	M	Audit Associate II	Cerebral palsy
35	Mr. Bichage Dancan Dorwin	M	Clerical Officer	Physical
36	Ongwena Jared Ochieng	M	Clerical Officer	Physical
37	Mr. Olima Robert Opiyo	M	Office Assistant II	Physical
38	Mrs. Saoli Rose Sipasha	F	Office Assistant II	Hearing

Annex Q4 - Composition of employees in senior management level, middle level and lower cadres in terms of ethnicity, age, gender and persons with disabilities;

A. SENIOR MANAGEMENT (GRADE OAG 2 AND 3)

Table 1 - Senior Management distribution by ethnicity

S/No.	Level	Ethnicity	Population in OAG	Percentage (%)	PWD	Population in OAG	Percentage (%)	PWD
			Apr-25	Apr-25	Apr-25	2023	2023	2023
1	Senior Management (Grade 2 and 3)							
		Kalenjin	6	10.71	0	4	9.52	0
		Kamba	4	7.14	0	2	4.76	0
		Kikuyu	22	39.29	1	17	40.48	1
		Kisii	5	8.93	0	4	9.52	0
		Luhya	6	10.71	0	4	9.52	0
		Luo	8	14.29	0	8	19.05	0
		Meru	3	5.36	0	2	4.76	0
		Rendile	1	1.79	0	0	0.00	0
		Somali	1	1.79	1	1	2.38	0
		Total	56	100.00	2	42	100.00	1

Table 2 - Senior Management distribution by age

S/NO.	AGE	Number 2025	% 2025	Number 2023	% 2023
1	18 - 30	0	0	0	0
2	31 - 40	0	0	0	0
3	40-50	19	34	12	29
4	51 - 60	37	66	30	71
5	Above 60	0	0	0	0
	Total	56	100	42	100

Table 3 - Senior Management distribution by gender

S/NO.	GENDER	Number 2025	% 2025	Number 2023	% 2023
1	Male	41	73.21	32	76.19
2	Female	15	26.79	10	23.81
	Total	56	100.00	42	100.00

B. MIDDLE MANAGEMENT (GRADE OAG 4 TO 6)

Table 4 - Middle Management distribution by ethnicity

2	Middle level management (Grade 4 to 6)	Ethnicity	Population in OAG	Percentage (%)	PWD	Population in OAG	Percentage (%)	PWD
			Apr-25	Apr-25	Apr-25	2023	2023	2023
		Basuba	4	0.57	0	4	0.64	0
		Boran	3	0.43	0	3	0.48	0
		Burji	2	0.28	0	2	0.32	0
		Embu	11	1.56	0	11	1.76	0
		Gabra	4	0.57	0	4	0.64	0
		Kalenjin	42	5.97	2	31	4.95	2
		Kamba	72	10.24	3	64	10.22	3
		Kikuyu	202	28.73	5	197	31.47	5
		Kisii	72	10.24	1	66	10.54	2
		Luhya	66	9.39	1	57	9.11	1
		Luo	148	21.05	5	126	20.13	5
		Masaai	4	0.57	0	3	0.48	0
		Meru	33	4.69	0	30	4.79	0
		Miji Kenda	9	1.28	1	7	1.12	1
		Orma	1	0.14	0	1	0.16	0
		Pokomo	1	0.14	0	1	0.16	0
		Samburu	3	0.43	0	3	0.48	0
		Somali	15	2.13	1	8	1.28	1
		Taita	8	1.14	0	7	1.12	0
		Teso	2	0.28	0	1	0.16	0
		Turkana	1	0.14	0	0	0.00	0
	Total		703	100.00	19	626	100.00	20

Table 5 - Middle Level Management distribution by age

S/NO.	AGE	Number 2025	% 2025	Number 2023	% 2023
1	18 - 30	4	1	1	0
2	31 - 40	277	39	222	35
3	41 - 50	209	30	193	31
4	51 - 60	211	30	209	33
5	Above 60	2	0.3	1	0.2
Total		703	100	626	100

Table 6 - Middle Level Management distribution by gender

S/NO.	GENDER	Number 2025	% 2025	Number 2023	% 2023
1	Male	416	59	382	61
2	Female	287	41	244	39
Total		703	100	626	100

C. LOWER LEVEL STAFF (GRADE OAG 7 TO 11)

Table 7 - Lower level staff distribution by ethnicity

3	Lower cadres (Grade 7 to 11)	Ethnicity	Population in	Percentage (%)	PWD	Population in	Percentage (%)	PWD
			OAG	2025	2025	OAG	2023	2023
		Arab	1	0.09	0	0	0.00	0
		Asian	2	0.19	0	0	0.00	0
		Bajun	3	0.28	0	2	0.21	0
		Basuba	5	0.47	0	3	0.31	0
		Boran	6	0.57	0	3	0.31	0
		Burji	1	0.09	0	1	0.10	0
		Embu	17	1.61	0	16	1.65	0
		Gabra	5	0.47	0	3	0.31	1
		Ichamus/Njemps	2	0.19	0	0	0.00	0
		Kalenjin	77	7.29	3	53	5.45	1
		Kamba	87	8.24	1	89	9.16	1
		Kikuyu	243	23.01	1	225	23.15	1
		Kisi	86	8.14	4	82	8.44	4
		Kuria	4	0.38	0	3	0.31	0
		Luhya	87	8.24	0	88	9.05	0
		Luo	269	25.47	5	280	28.81	4
		Masaai	16	1.52	1	12	1.23	0
		Mbeere	3	0.28	0	1	0.10	0
		Meru	50	4.73	2	40	4.12	1
		Miji Kenda	16	1.52	0	15	1.54	0
		Nubi	1	0.09	0	0	0.00	0
		Orma	1	0.09	0	0	0.00	0
		Pokomo	9	0.85	0	5	0.51	0
		Sakuye	1	0.09	0	0	0.00	0
		Samburu	6	0.57	0	4	0.41	0
		Somali	32	3.03	0	33	3.40	0
		Swahili	1	0.09	0	0	0.00	0
		Taita	13	1.23	0	9	0.93	0
		Taveta	1	0.09	0	0	0.00	0
		Teso	6	0.57	0	4	0.41	0
		Tharaka	2	0.19	0	1	0.10	0
		Turkana	3	0.28	0	0	0.00	0
	Total		1056	100.00	17	972	100.00	13

Table 8 - Lower level staff distribution by age

S/NO.	AGE	Number 2025	% 2025	Number 2023	% 2023
1	18 - 30	195	18	207	21
2	31 - 40	587	56	501	52
3	41 - 50	187	18	160	16
4	51 - 60	87	8	104	11
5	Above 60	0	0	0	0
	Total	1056	100	972	100

Table 9 - Lower level staff distribution by gender

S/NO.	GENDER	Number 2025	% 2025	Number 2023	% 2023
1	Male	549	52	514	53
2	Female	507	48	458	47
	Total	1056	100	972	100

Annex Q5: Last Three Recruitments - Composition of Permanent and Pensionable Staff in Terms of Ethnicity, Age and Gender (2023 To 2025)

Table 1 - The last 3 recruitments - Distribution by ethnicity

S/No.	Ethnicity	Number Recruited	PWD
1	Arab	1	0
2	Asian	2	0
3	Bajun	1	0
4	Basuba	2	0
5	Borana	3	0
6	Embu	6	0
7	Gabra	3	0
8	Ilchamus/Njemps	2	0
9	Kalenjin	42	3
10	Kamba	19	1
11	Kikuyu	67	1
12	Kisii	23	1
13	Kuria	1	0
14	Luhya	18	0
15	Luo	29	2
16	Masaai	6	0
17	Mbeere	2	0
18	Meru	16	1
19	Mijikenda	5	0
20	Nubi	1	0
21	Orma	1	0
22	Pokomo	4	0

23	Rendile	1	0
24	Sakuye	1	0
25	Samburu	2	0
26	Somali	6	0
27	Swahili	1	0
28	Taita	5	0
29	Taveta	1	0
30	Teso	4	0
31	Tharaka	1	0
32	Turkana	4	0
		280	9

Table 2 - The last 3 recruitments - distribution by age

S/NO.	AGE	NO	%
1	18 - 30	104	37
2	31 - 40	138	49
3	41-50	38	14
4	51 - 60	0	0
5	Above 60	0	0
		280	

Table 3 - The last 3 recruitments - PwD representation

Total Staff recruited	Total PWD	%
280	9	3.21

Annex Q7 - Ratio between the national population and employment proportion in OAG (underrepresentation and overrepresentation) – based on 2019 National Population and Housing Census

S/No.	Name of Community	Ethnic	Total Population (2019 Census)	% Proportionate Representation in the National population	Number of staff in OAG 2025	% Proportionate Representation in OAG	Number of staff in OAG 2023	% Proportionate Representation in OAG 2023
1.	Aweer/Waata		20,103.00	0.04	0	0.00	0	0.00
2.	Bajuni		91,422.00	0.19	3	0.17	2	0.12
3.	Borana		276,236.00	0.58	9	0.50	6	0.37
4.	Burji		36,938.00	0.08	3	0.17	3	0.18
5.	Dahalo		575	0	0	0.00	0	0.00
6.	Dasenach (Merile)		19,337.00	0.04	0	0.00	0	0.00
7.	Dorobo		23,171.00	0.05	0	0.00	0	0.00
8.	El Molo		1,104.00	0	0	0.00	0	0.00
9.	Embu		404,801.00	0.85	32	1.76	27	1.65
10.	Gabra		141,200.00	0.3	9	0.50	7	0.43
11.	Gosha		685	0	0	0.00	0	0.00
12.	Ilchamus / Njemps		32,949.00	0.07	2	0.11	0	0.00

S/No.	Name of Ethnic Community	Total Population (2019 Census)	% Proportionate Representation in the National population	Number of staff in OAG 2025	% Proportionate Representation in OAG	Number of staff in OAG 2023	% Proportionate Representation in OAG 2023
13.	Kalenjin	6,358,113.00	13.37	125	6.89	88	5.37
	(Arror, Cherangany, Endo, Endorois, Keiyo, Kipsigis, Lembus, Marakwet, Nandi, Ogiek, Pokot, Sabao/Kony/Bong'omek, Samor, Senger, Sengwer, Terik, Tugen)						
14.	Kamba	4,663,910.00	9.81	159	8.76	155	9.45
15.	Kenyan Somali	2,780,502.00	5.85	48	2.64	44	2.68
	(Kenyan Somali - So Stated, Ajuran, Degodia, Gurreh, Hawiyah, Isaak, Leysan, Murule, Ogaden, Corer Tribes)						
16.	Kikuyu	8,148,668.00	17.13	465	25.62	439	26.77
17.	Kisii	2,703,235.00	5.68	163	8.98	152	9.27
18.	Konso	1,299.00	0	0	0.00	0	0.00
19.	Kuria	313,854.00	0.66	4	0.22	3	0.18
20.	Luhya	6,823,842.00	14.35	159	8.76	149	9.09
	(Abakhenye, Bakhayo, Banyala, Banyore, Batsotso, Batura, Bukusu, Idakho, Isukha, Kabras, Kisa, Marachi, Maragoli, Marama, Samia, Tachoni, Tinki, Wangi)						

S/No.	Name of Community	Ethnic	Total Population (2019 Census)	% Proportionate Representation in the National population	Number of staff in OAG 2025	% Proportionate Representation in OAG	Number of staff in OAG 2023	% Proportionate Representation in OAG 2023
21.	Luo		5,066,966.00	10.65	427	23.53	414	25.24
22.	Maasai		1,189,522.00	2.5	20	1.10	15	0.91
23.	Makonde		3,764.00	0.01	0	0.00	0	0.00
24.	Mbeere		195,250.00	0.41	3	0.17	1	0.06
25.	Meru		1,975,869.00	4.15	86	4.74	72	4.39
26.	Mijikenda		2,488,691.00	5.23	25	1.38	20	1.22
	(Chonyi, Digo/Wafundi/Wasekwa, Duruma, Giriama, Jibana, Kambe, Kauma, Rabai, Ribe)							
27.	Nubi		21,319.00	0.04	1	0.06	0	0.00
28.	Pokomo		112,075.00	0.24	10	0.55	6	0.37
29.	Orma (Galla, Wardei)		158,993.00	0.33	2	0.11	1	0.06
30.	Rendile		96,313.00	0.2	1	0.06	0	0.00
31.	Sakuye		27,006.00	0.06	1	0.06	0	0.00
32.	Samburu		333,471.00	0.7	9	0.50	7	0.43
33.	Suba		157,787.00	0.33	9	0.50	7	0.43

S/No.	Name of Ethnic Community	Total Population (2019 Census)	% Proportionate Representation In the National population	Number of staff in OAG 2025	% Proportionate Representation In OAG	Number of staff in OAG 2023	% Proportionate Representation in OAG 2023
34.	Swahili	56,074.00	0.12	1	0.06	0	0.00
	(Amu, Barawa, Chitundi, Jomvu, Munyoyaya/Muyeyaya, Mvita, Ngare, Pate, Siu, Vumba, Wachangamwe, Wafaza, Waketwa, Wakilifi, Wakilindini, Wamtwapa, Washaka, Watangana, Watikuu)						
35.	Taita	344,415.00	0.72	21	1.16	16	0.98
36.	Taveta	26,590.00	0.06	1	0.06	0	0.00
37.	Teso	417,670.00	0.88	8	0.44	5	0.30
38.	Tharaka	220,015.00	0.46	2	0.11	1	0.06
39.	Turkana	1,016,174.00	2.14	4	0.22	0	0.00
40.	Walwana/Malakote	21,774.00	0.05	0	0.00	0	0.00
41.	Wayyu	3,761.00	0.01	0	0.00	0	0.00
42.	Kenyan Asians	47,555.00	0.1	2	0.11	0	0.00
43.	Kenyan American	596	0	0	0.00	0	0.00
44.	Kenyan Arabs	59,021.00	0.12	1	0.06	0	0.00

S/No.	Name of Ethnic Community	Total Population (2019 Census)	% Proportionate Representation in the National population	Number of staff in OAG 2025	% Proportionate Representation in OAG	Number of staff in OAG 2023	% Proportionate Representation in OAG 2023
45.	Kenyan European	1,738.00	0	0	0.00	0	0.00
46.	Non-Kenyans	463,562.00	0.97	0	0.00	0	0.00
	Total	47,347,915	99.53	1815	100.00	1640	100.00

Annex Q12 - Total number of staff trained for the last three financial years in terms of ethnicity, age, gender and persons with disability

Table 1 - Staff Training - Distribution by ethnicity

S/No	Ethnicity	Trained staff 2023/2024	Trained staff 2022/2023	Trained staff 2021/2022
1	Arab	1	0	0
2	Asian	2	0	0
3	Bajun	3	2	2
4	Basuba	9	3	1
5	Borana	8	2	4
6	Burji	3	1	2
7	Embu	28	6	9
8	Gabra	9	2	3
9	Ilchamus/Njemps	2	0	0
10	Kalenjin	117	41	42
11	Kamba	159	68	72
12	Kikuyu	458	191	204
13	Kisii	163	51	66
14	Kuria	4	1	1
15	Luhya	156	66	68
16	Luo	412	120	158
17	Maasai	20	8	11
18	Mbeere	3	1	1
19	Meru	79	35	32
20	Miji Kenda	22	8	11
21	Nubi	1	0	0
22	Orma	2	1	0
23	Pokomo	11	2	5
24	Rendille	2	0	0
25	Sakuye	1	0	0
26	Samburu	10	4	3
27	Somali	49	10	27
28	Swahili	1	0	0
29	Taita	19	10	8
30	Taveta	1	0	0
31	Teso	7	2	1
32	Tharaka	2	0	1
33	Turkana	3	0	0
	Total	1767	635	732

Table 2 - Staff Training - Distribution by age

Age Range	Trained staff 2023/2024	Trained staff 2022/2023	Trained staff 2021/2022
Below 30	147	47	58
30-40	827	264	334
40-50	417	162	172
50-60	376	162	168
Grand Total	1767	635	732

Table 3 - Staff Training - PwD representation

	2023/2024	2022/2023	2021/2022
PwDs Trained	33	9	16
Total PwDs	35	35	35
% OF PWD TRAIN	94%	26%	46%

Annex Q14 - Staff promotion in the last five years (2021 - 2025)

Table 1 - Staff promotion - distribution by ethnicity

S/NO.	Ethnicity	Number promoted	Percentage
1	Basuba	5	0.5
2	Boran	4	0.4
3	Burji	2	0.2
4	Embu	18	1.8
5	Gabra	3	0.3
6	Kalenjin	51	5.1
7	Kamba	95	9.5
8	Kikuyu	263	26.4
9	Kisii	97	9.7
10	Kuria	1	0.1
10	Luhya	87	8.7
11	Luo	266	26.7
12	Masaai	3	0.3
13	Meru	47	4.7
14	Miji Kenda	11	1.1
16	Orma	1	0.1
15	Pokomo	1	0.1
17	Samburu	2	0.2
18	Somali	28	2.8
19	Taita	10	1.0
20	Teso	2	0.2
	Total	997	100.0

Table 2 - Staff promotion - distribution by age

S/NO.	AGE	NO	%
1	18 - 30	34	3.4
2	31 - 40	506	50.8
3	41 - 50	261	26.2
4	51 - 60	195	19.6
5	Above 60	1	0.1
	Total	997	100.0

Table 3 - Staff promotion - distribution by gender

S/No.	Gender	No.	%
1	Male	521	52.3
2	Female	476	47.7
		997	100.0

Table 4 - Staff promotion - distribution by disability status

S/No.	Total PwDs	No. Promoted	%
1	38	15	39.5

**KENYA ELECTRICITY
GENERATING COMPANY
(KENGEN)**

APPENDIX I: CURRENT EMPLOYMENT COMPOSITION IN TERMS OF ETHNICITY, AGE AND GENDER
AS AT 25th APRIL 2025

1) Ethnic Composition

No.	Ethnic group	No. of staff	% of total
1.	BAJUNI	5	0.21%
2.	BORANA	5	0.21%
3.	EMBU	38	1.56%
4.	GABRA	2	0.08%
5.	KALENJIN	427	17.23%
6.	KAMBA	232	9.52%
7.	KENYAN ARABS	10	0.37%
8.	KENYAN SOMALI	38	1.56%
9.	KIKUYU	653	26.80%
10.	KISII	140	5.74%
11.	KURIA	3	0.12%
12.	LUHYA	200	8.21%
13.	LUO	285	11.69%
14.	MAASAI	123	5.05%
15.	MBEERE	31	1.27%
16.	MERU	79	3.24%
17.	MIJIKENDA	73	2.95%
18.	DOROBO	1	0.04%
19.	NUBI	2	0.08%
20.	ORMA	2	0.08%
21.	SAMBURU	8	0.33%
22.	SUBA	8	0.33%
23.	SWAHILI	2	0.08%
24.	TAITA	48	1.97%

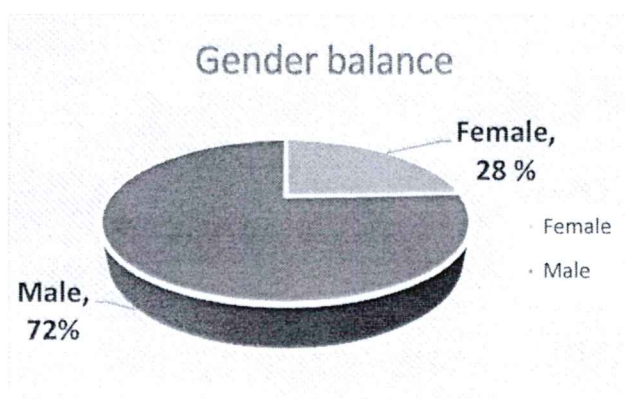
No.	Ethnic group	No. of staff	% of total
25.	TAVETA	2	0.08%
26.	TESO	7	0.29%
27.	TURKANA	13	0.53%
	Total	2437	100%

2. Age Composition

Group (years)	No. of staff
30 and below	108
31-40	1020
41-50	802
51-60	502
Over 60	5
Total	2437

3. Gender Composition

Gender	No of staff	Percentage
Female	681	28%
Male	1,756	72%
Total	2,437	100



**APPENDIX II: COMPLIANCE WITH ARTICLE 54 (2) OF THE CONSTITUTION ON COMPOSITION OF PERSONS
WITH DISABILITY INCLUDING THE NATURE OF THE DISABILITY**

1. Number of Employees with Disability (PWD)

Category	No of employees	Percent
PWD	51	2 %
Others	2,386	98 %
Total	2,437	

2. Nature of Disability

Nature of disability	Number of employees
Hearing	2
Neurological	1
Physical	41
Speech disorder	1
Visual	6
Grand Total	51

**APPENDIX III: COMPOSITION OF KENGEN'S GOVERNING BODY IN TERMS OF AGE, GENDER, ETHNICITY
AND PERSONS WITH DISABILITY**

Board Composition

NO	NAME	DESIGNATION	AGE	GENDER	ETHNICITY	PWD
1.	Hon. Alfred Agoi	Chairman of the Board	59	M	Luhya	N/A
2.	Hon. John Mbadi	Cabinet Secretary, National Treasury	52	M	Luo	N/A
3.	Mr. Alex Wachira	Principal Secretary, State Department for Energy	43	M	Kikuyu	N/A
4.	Eng. Peter Njenga	Managing Director	57	M	Kikuyu	N/A
5.	Eng. Frank Konuche	Non-Executive Director	65	M	Kalenjin	N/A
6.	Mr. William Rahedi	Non-Executive Director	64	M	Luhya	N/A
7.	Hon. Rehema Hassan	Non-Executive Director	57	F	Wailwana	N/A
8.	Hon. Stephen Mutai	Non-Executive Director	59	M	Kalenjin	N/A
9.	Ms. Josephine Koisaba	Non-Executive Director	46	F	Maasai	N/A
10.	Mr. Umuro Wario	Non-Executive Director	51	M	Gabra	N/A
11.	Mr. Bernard Ngugi	Non-Executive Director	62	M	Kikuyu	N/A
12.	Mr. Kennedy Ondieki	Alternate Director, CS, National Treasury	58	M	Kisii	N/A
13.	Mr. Chrispin Lupe	Alternate Director, PS, State Department for Energy	59	M	Luo	N/A
14.	Mr. Chrisologus Makokha	Representative from the Inspectorate of State Corporations	55	M	Luhya	N/A

APPENDIX IV: COMPOSITION OF EMPLOYEES IN SENIOR MANAGEMENT LEVEL, MIDDLE LEVEL AND LOWER CADRES IN TERMS OF ETHNICITY, AGE, GENDER AND PERSONS WITH DISABILITIES.

1. Ethnic Composition

No.	Ethnicity	Senior Management	Middle Level	Lower Cadre	Total
1.	BAJUNI		4	1	5
2.	BORANA		5		5
3.	DURUMA		1		1
4.	EMBU		24	14	38
5.	GABRA		2		2
6.	INDIAN		1		1
7.	KALENJIN		309	118	427
8.	KAMBA	1	160	71	232
9.	KENYA ARAB		7	2	9
10.	KENYAN SOMALI	1	28	9	38
11.	KIKUYU	2	456	195	653
12.	KISII		104	36	140
13.	KURIA		1	2	3
14.	LUHYA		140	60	200
15.	LUO	3	193	89	285
16.	MAASAI		47	76	123
17.	MBEERE		16	15	31
18.	MERU		63	16	79
19.	MIJIKENDA	1	53	18	72
20.	NDOROBO		1		1
21.	NUBIAN		2		2
22.	OROMO		2		2
23.	SAMBURU		5	3	8
24.	SUBA		5	3	8
25.	SWAHILI		1	1	2
26.	TAITA		33	15	48

27.	TAVETA		2		2
28.	TESO		6	1	7
29.	TURKANA		7	6	13
	Total	8	1,678	751	2,437

2. Age Composition

Category	Age Bracket (Years)					
	0-30	31-40	41-50	51-60	Above 60	Total
Senior Management	0	0	3	5	0	8
Middle level Management	78	762	550	285	3	1,678
Lower cadre	30	258	249	212	2	751
TOTAL	108	1,020	802	502	5	2,437

3. Gender Composition

Category	Female	Male	Total
Senior Management	2	6	8
Middle level Management	511	1167	1678
Lower cadre	168	583	751
Grand Total	681	1,756	2,437

4. Employees with Disability

Category	PWD	Others	Total
Senior Management	0	8	8
Middle level Management	31	1647	1678
Lower cadre	30	721	751
Total	51	2,386	2,437

APPENDIX 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 IN THE COMPANY

Recruitment 1: Advertised on 24th April 2023 and closed on 15th May 2023

One (1) employee recruited as follows:

NO	DESIGNATION	POSTS	GRADE	AGE	GENDER	ETHNICITY	PWD	TERMS
1	Managing Director & CEO	1	1	57	M	Kikuyu	N/A	Contract

Recruitment 2: Advertised on January 23rd, 2024, and closed on February 6th, 2024.

Eleven (11) employees recruited as follows:

NO	DESIGNATION	POSTS	GRADE	AGE	GENDER	ETHNICITY	PWD	TERMS
1	Manager, Lands	1	3	56	M	Kamba	N/A	Contract
2	Manager, Geothermal Resource Assessment	1	3	41	M	Maasai	N/A	Contract
3	Manager, Civil Infrastructure	1	3	40	M	Luo	N/A	Contract
4	Assistant Manager, Taxation	1	4	38	F	Kalenjin	N/A	Permanent & Pensionable
5	Senior Officer, Gender	1	6	28	M	Borana	N/A	Permanent & Pensionable
6	Quantity Surveyor	2	7	31	F	Luo	N/A	Permanent & Pensionable
7				31	M	Kamba	N/A	Permanent & Pensionable

NO	DESIGNATION	POSTS	GRADE	AGE	GENDER	ETHNICITY	PWD	TERMS
8	Project M&E Officer, Financial Analysis	1	7	31	M	Gabbara	N/A	Permanent & Pensionable
9	Projects M&E Officer – Contracts & Claim	1	7	33	M	Luhya	Yes	Permanent & Pensionable
10	Economist	1	7	22	F	Kamba	N/A	Permanent & Pensionable
11	Financial Analyst, Capital and Energy Planning	1	7	35	F	Taita	N/A	Permanent & Pensionable

Recruitment 3: Advertised on 21st May 2024 and closed on 24th June 2024

Two (2) employees recruited as follows:

NO	DESIGNATION	POST	GRADE	AGE	GENDER	ETHNICITY	PWD
1	GM, Internal Audit	1	2	50	M	Luo	N/A
2.	GM, ICT	1	2	45	M	Somali	N/A

**APPENDIX 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 COMPANY**

1. Ethnic Composition

No.	Ethnicity	No of Contract Employees	% of Total
1.	KENYAN SOMALI	1	1.35%
2.	MAASAI	5	6.76%
3.	KAMBA	7	9.46%
4.	LUO	11	14.86%
5.	MIJIKENDA	1	1.35%
6.	MBEERE	2	2.70%
7.	KIKUYU	18	24.32%
8.	KISII	3	4.05%
9..	KURIA	1	1.35%
10.	MERU	2	2.70%
11.	TAITA	1	1.35%
12.	SWAHILI	1	1.35%
13.	KALENJIN	16	20.27%
14.	LUHYA	4	5.41%
15.	TURKANA	1	1.35%
	Total	74	100%

2. Age and Gender Composition

Age Bracket	FEMALE	MALE	Total
0-30	1	4	5
31-40	5	15	20
41-50	7	17	24
51-60	8	17	25
Total	21	53	74

3. Employees with Disability

None

**APPENDIX VII: THE RATIO BETWEEN THE NATIONAL POPULATION AND EMPLOYMENT PROPORTION
(UNDERREPRESENTATION & OVERREPRESENTATION) WITH REFERENCE TO 2019 POPULATION & HOUSING
CENSUS AS AT 25th APRIL 2025**

1. Overall representation

No.	Ethnic Group	No of Employees	Total Population	% to Total population	% to KenGen Population	Over/Under Representation
1.	BAJUNI	5	91,422.00	0%	0%	0%
2.	BORANA	5	276,236.00	1%	0%	0%
3.	EMBU	38	404,801.00	1%	2%	1%
4.	GABRA	2	141,200.00	0%	0%	0%
5.	KALENJIN	427	6,358,113.00	13%	17%	4%
6.	KAMBA	232	4,663,910.00	10%	10%	0%
7.	KENYAN ARABS	10	59,021.00	0%	0%	0%
8.	KENYAN SOMALI	38	2,780,502.00	6%	2%	-4%
9.	KIKUYU	653	8,148,668.00	17%	27%	10%
10.	KISII	140	2,703,235.00	6%	6%	0%
11.	KURIA	3	313,854.00	1%	0%	-1%
12.	LUHYA	200	6,823,842.00	14%	8%	-6%
13.	LUO	285	5,066,966.00	11%	12%	1%
14.	MAASAI	123	1,189,522.00	3%	5%	3%
15.	MBEERE	31	195,250.00	0%	1%	1%
16.	MERU	79	1,975,869.00	4%	3%	-1%
17.	MIJIKENDA	73	2,488,691.00	5%	3%	-2%

No.	Ethnic Group	No of Employees	Total Population	% to Total population	% to KenGen Population	Over/Under Representation
18.	DOROBO	1	23,171.00	0%	0%	0%
19.	NUBI	2	21,319.00	0%	0%	0%
20.	ORMA	2	158,993.00	0%	0%	0%
21.	SAMBURU	8	333,471.00	1%	0%	0%
22.	SUBA	8	157,787.00	0%	0%	0%
23.	SWAHILI	2	56,074.00	0%	0%	0%
24.	TAITA	48	344,415.00	1%	2%	1%
25.	TAVETA	2	26,590.00	0%	0%	0%
26.	TESO	7	417,670.00	1%	0%	-1%
27.	TURKANA	13	1,016,174.00	2%	1%	-2%
28.	Total	2437	47,564,296.00			

2. Under-representation

No.	Ethnic Group	No of Employees	Total (2019) Population	% to Total population	% to KenGen Population	Under Representation
1.	KENYAN SOMALI	38	2,780,502.00	6%	2%	-4%
2.	KURIA	3	313,854.00	1%	0%	-1%
3.	LUHYA	200	6,823,842.00	14%	8%	-6%
4.	MERU	79	1,975,869.00	4%	3%	-1%
5.	MIJIKENDA	73	2,488,691.00	5%	3%	-2%
6.	TESO	7	417,670.00	1%	0%	-1%

No.	Ethnic Group	No of Employees	Total (2019) Population	% to Total population	% to KenGen Population	Under Representation
7.	TURKANA	13	1,016,174.00	2%	1%	-2%
	Total	413	15,816,602.00			

3. Over-representation

No.	Ethnic Group	No of Employees	Total (2019) Population	% to Total population	% to KenGen Population	Over Representation
1.	EMBU	38	404,801.00	1%	2%	1%
2.	KALENJIN	427	6,358,113.00	13%	17%	4%
3.	KIKUYU	653	8,148,668.00	17%	27%	10%
4.	LUO	285	5,066,966.00	11%	12%	1%
5.	MAASAI	123	1,189,522.00	3%	5%	3%
6.	MBEERE	31	195,250.00	0%	1%	1%
7.	TAITA	48	344,415.00	1%	2%	1%
	Total	1,605	13,567,883.00			

4. Well-represented

No.	Ethnic Group	No of Employees	Total Population	% to Total population	% to KenGen Population	Over/Under Representation
1.	BAJUNI	5	91,422.00	0%	0%	0%
2.	BORANA	5	276,236.00	1%	0%	0%
3.	GABRA	2	141,200.00	0%	0%	0%
4..	KAMBA	232	4,663,910.00	10%	10%	0%
5.	KENYAN ARABS	10	59,021.00	0%	0%	0%
6..	KISII	140	2,703,235.00	6%	6%	0%
7..	DOROBO	1	23,171.00	0%	0%	0%
8..	NUBI	2	21,319.00	0%	0%	0%
9.	ORMA	2	158,993.00	0%	0%	0%
10.	SAMBURU	8	333,471.00	1%	0%	0%
11..	SUBA	8	157,787.00	0%	0%	0%
12..	SWAHILI	2	56,074.00	0%	0%	0%
13.	TAVETA	2	26,590.00	0%	0%	0%
Total		419	8,712,429;00			

**APPENDIX VIII: STATUS OF COMPLIANCE WITH SECTION 7 OF THE NCI ACT, 2008 AND ARTICLE 232 (1) (h)
AND (i) OF THE CONSTITUTION INCLUDING EFFORTS TO ENHANCE COMPLIANCE**

KenGen has demonstrated compliance as follows; -

1. Management has appointed a National Values Committee whose mandate is:
 - i. Monitoring, evaluating and reporting on the implementation of various programs, projects and activities for the promotion of National Values & Principles of Governance within the Company.
 - ii. Reviewing the feedback of the President's Report to the National Assembly to draw lessons learnt and way forward
 - iii. The Committee also deliberates the corporate workplan and activities in line with GoK deliverables.
 - iv. Members of the Committee are diverse and drawn from all the operational areas
 - v. The Committee also carries out regular awareness on National Values and Principles of Governance.
2. Every year, KenGen has complied with submitting reports to the Public Service Commission on National Values and Principles of Governance. The performance of KenGen has been rated above 90% over the years.
3. KenGen has complied with submission of Status Compliance Report to the National Gender and Equality Commission

Further, the Company has afforded adequate and equal opportunities for appointments, training and career advancement for all employees at all levels. We have continued to progressively address the gaps in ethnic representation and persons living with disability (PWD).

Significant improvements include.

- i. The Company has employed a Senior Gender Officer in charge of promoting diversity, Equity and Inclusion in the Company
- ii. The number of PWD employees increased by 11.4% in the year 2024 compared to 2023.
- iii. Number of female employees increased from 26% in 2023 to 27% in 2024

- iv. Construction of wheelchair ramps
- v. Designated parking for PWD across the regions
- vi. Sign language interpreters during physical and virtual meetings.
- vii. Appointed an employee as the official sign language interpreter
- viii. Service Charter translated to Braille (at all regions) and audio (online)
- ix. AGPO opportunities earmarked for PWD, women and youth.
- x. Job/internships adverts encouraging women, PWD and people from marginalized areas to apply.
- xi. Standard articles about disability in the KenGen Weekly magazine.
- xii. Training employees in sign language for better interaction with colleagues who are deaf.

APPENDIX IX: CHALLENGES THE COMPANY HAS FACED IN ITS BID TO ENHANCE THE DIVERSITY OF EMPLOYEES AND MITIGATION MEASURES TO CURB THE CHALLENGES

No.	Challenge	Mitigation
1.	Increasing demand for employment opportunities by the local communities surrounding our installations	We continue to sensitize the communities to the need to have diversity in the workplace
2.	Fewer women in technical fields compared to men	• We are currently mobilizing female Engineers & Scientists to sensitize girls in secondary schools to take up STEM courses • We have also taken affirmative action in raising the number female employees in technical roles. • Continued implementation of affirmative action in recruitment of female employees to raise the percentage from the current 27% to at least 30% by 2025. The company has put in place a lot of initiatives including a robust gender strategy, a gender committee and a forum for female employees dubbed 'Pink energy' which has won accolades from within and outside the country.
3.	Low number of persons living with disabilities applying for jobs	We have signed up for NCPWD's FUZU portal to post our adverts to increase outreach
4.	Low representation from marginalized communities	• Affirmative action in recruitment from the minority communities, including Aweer/Waita, Burji, Dahalo, Dasenach, among others, that are not currently represented in the company. • Deliberate action to limit the numbers engaged from the communities that are overrepresented.

APPENDIX X: MEASURES IN PLACE TO PROMOTE PERSONS LIVING WITH DISABILITIES FRIENDLY WORK ENVIRONMENT

The Company has put in measures to promote Persons Living with Disabilities friendly work environment, which includes:

- i. Specially set aside wheelchairs for ease of mobility of PWD's within the building.
- ii. Lifts with PLWD friendly touch buttons and speakers.
- iii. Specially built PWD automated security access turnstiles connecting the lift lobbies with the parking bays.
- iv. Specially reserved PLWD parking bays for easy access to buildings.
- v. Construction of wheelchair ramps
- vi. Availability of specifically constructed PLWD washrooms.
- vii. Designated parking for PWD across the regions
- viii. Sign language interpreters during physical and virtual meetings
- ix. Service Charter translated to Braille (at all regions) and audio (online)
- x. AGPO opportunities ear-marked for PWD.
- xi. Job / internships adverts encouraging PWD to apply.
- xii. Standard articles about disability in the KenGen Weekly magazine.
- xiii. Accessibility and usability audits conducted to enhance service delivery for PWD

APPENDIX XI: INSTITUTIONAL POLICY ON STAFF TRAINING AND DEVELOPMENT

Institutional policy on staff training and development is attached

APPENDIX XII: TOTAL NUMBER OF STAFF TRAINED FOR THE LAST THREE FINANCIAL YEARS IN TERMS OF ETHNICITY, AGE, GENDER AND PERSONS WITH DISABILITY

1. Employees trained per Ethnic Group

Ethnicity	FY2021 - 2022	FY2022 - 2023	FY2023 - 2024	Fy2024 – 2025 (25th April)
Bajuni	4	4	3	5
Borana	7	4	12	3
Embu	34	12	59	33
Indian	-	-	1	1
Kalenjin	457	161	586	375
Kamba	194	88	298	201
Kenya Arab	5	4	11	9
Kenyan Somali	20	11	32	31
Kikuyu	716	234	798	595
Kisii	143	54	197	123
Kuria	1	-	3	3
Luhya	205	70	319	175
Luo	295	103	358	257
Maasai	106	46	110	102
Mbeere	17	6	29	22
Meru	61	32	107	72
Mijikenda	51	20	122	65
Ndorobo	2	1	4	1
Nubi	1	2	4	-
Samburu	2	4	14	7
Suba	10	4	7	8
Swahili	2	-	-	1
Taita	37	23	50	42
Taveta	-	-	2	1
Teso	3	1	13	5
Turkana	9	4	15	10
Pokot	-	-	-	4
Total	2,382	888	3,154	2151

2. Employees trained per age group

Age Bracket	EMPLOYEES TRAINED PER AGE GROUP FROM JULY 2021 – APRIL, 2025			
	FY2021 - 2022	FY2022 - 2023	FY2023 - 2024	FY2024 - 2025
30 Years & Below	36	43	152	99
31 - 40 Years	957	321	1,343	898
41 - 50 Years	917	345	1,106	731
51 - 60 Years	469	178	550	432
Above 60 Years	3	1	3	4
Total	2,382	888	3,154	2164

3. Employees trained per gender

Gender	FY2021 - 2022	FY2022 - 2023	FY2023 - 2024	FY2024 - 2025
Female	666	259	1,088	592
Male	1,716	629	2,066	1572
Total	2,382	888	3,154	2164

4. PWD employees trained

Gender	PWD TRAINING FOR THE PERIOD JULY 2021 - CURRENT			
	FY2021 - 2022	FY2022 - 2023	FY2023 - 2024	FY2024 - 2025
Female	11	7	25	4
Male	33	10	40	3
Total	44	17	65	7

APPENDIX XIII: INSTITUTIONAL POLICY ON RECRUITMENT

Institutional policy on recruitment is attached

APPENDIX XIV: STAFF PROMOTION IN THE LAST 5 YEARS IN TERMS OF ETHNICITY, GENDER, AGE AND PEOPLE LIVING WITH DISABILITY

1. Promotion in terms of ethnicity in the last 5 years

No.	Ethnicity	No of Employees promoted	No of Employees that come from that ethnic group
1.	ARAB	1	10
2.	BAJUNI	1	5
3.	BORANA	2	5
4.	EMBU	5	38
5.	KALENJIN	46	427
6.	KAMBA	39	232
7.	KIKUYU	57	653
8.	KISII	17	140
9.	LUHYA	23	200
10.	LUO	57	285
11.	MAASAI	12	123
12.	MBEERE	1	31
13.	MERU	16	79
14.	MIJIKENDA	4	73
15.	NDOROBO	1	1
16.	OROMO	1	2
17.	SAMBURU	1	8
18.	SOMALI	4	38
19.	SUBA	1	8
20.	TAITA	3	48
	Grand Total	293	

2. Age group and gender composition of employees promoted in the last 5 years.

AGE BRACKET	Female	Male	Grand Total
18-30	10	7	17
31-40	39	110	149
41-50	23	70	93
51-60	8	26	34
Above 60	0	0	0
Grand Total	80	213	293

3. PWD employees promoted in the last 5 years.

Category	No of Employees
PWD	4

APPENDIX XV: 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

The Committee sought 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. The information provided responds to the 4 areas as outlined below.

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

KenGen has continued to implement the reserves scheme to AGPO groups as provided for in law. The allocation has been increasing steadily over the last 8 years and currently at 14% from 2% recorded in the financial year 2016/17. The table below shows the compliance status for the period under review.

Table 1: Status of compliance of 30% to AGPO groups – (2016 to 2024)

Financial Year	Total Budget in the approved procurement plan	Allocation to Special Group (Youth, Women & PWD)	% of AGPO to total Budget
2016-2017	45,061,753,604.00	957,643,000.00	2.13
2017-2018	47,790,483,652.44	1,341,003,133.00	2.81
2018-2019	44,179,863,743.00	2,050,099,952.00	4.64
2019-2020	63,108,240,787.60	2,935,116,950.11	4.65
2020-2021	40,408,819,487.65	2,740,370,103.12	6.78
2021-2022	54,277,215,940.00	5,927,252,550.00	10.92
2022-2023	50,187,645,280.00	7,096,302,000.00	14.14
2023-2024	52,842,204,000.00	8,227,176,000.00	15.57

Table 2. Allocation for of the 3 categories for the period under review – (2016-2024)

FINANCIAL YEAR	% ACTUAL ALLOCATION PER SPECIAL GROUP PER CATEGORY			
	YOUTH	WOMEN	PwD	TOTAL
2016/2017	47.20%	38.80%	14.00%	100.00%
2017/2018	50.17%	38.69%	11.14%	100.00%
2018/2019	43.68%	50.76%	5.55%	100.00%
2019/2020	43.11%	47.80%	9.08%	100.00%
2020/2021	32.75%	50.36%	16.89%	100.00%
2021/2022	9.94%	80.84%	9.22%	100.00%
2022/2023	28.11%	42.60%	29.30%	100.00%
2023/2024	22.48%	53.56%	23.96%	100.00%

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.

KenGen has adopted a policy where all procurements for Request for Quotation (RfQ) procurement method threshold are reserved for AGPO scheme groups. This approach has enabled the company to spread procurement opportunities to many of these groups, especially within the regional areas. The table below shows the number of youths, women and Person living with disability who have had a chance to supply KenGen for the period under review. Table XV (b) below shows the monetary values as awarded.

Table 3: Number of AGPO firms contracted to supply KenGen within the period under review (2016 to 2024)

FINANCIAL YEAR	NO. OF YOUTH/AMOUNT – KES.	NO. OF WOMEN/AMOUNT – KES	NO. OF PwD/AMOUNT-KES	FY TOTAL AWARDED TO Y,W & PwD (No./AMOUNT IN KES)
2016/2017	No. 471	No. 393	No. 57	No. 921
	KES. 344,843,200.00	KES. 283,472,800.00	KES. 102,284,000.00	KES. 730,600,000.00
2017/2018	No 651	No. 560	No. 119	No. 1,330
	KES. 174,803,385.12	KES. 134,822,707.34	KES. 38,799,564.19	KES. 348,425,656.65
2018/2019	No. 536	No. 472	No. 97	No. 1,105
	KES. 190,412,942.81	KES. 221,273,769.64	KES. 24,209,574.42	KES. 435,896,286.87
2019/2020	No. 424	No. 444	No. 215	No. 1,083

FINANCIAL YEAR	NO. OF YOUTH/AMOUNT – KES.	NO. OF WOMEN/AMOUNT – KES	NO. OF PwD/AMOUNT-KES	FY TOTAL AWARDED TO Y,W & PwD (No./AMOUNT IN KES)
	KES. 708,329,782.59	KES. 785,317,020.46	KES. 149,257,747.38	KES. 1,642,904,550.43
2020/2021	No. 405	No. 368	No. 232	No. 1,005
	KES. 348,850,697.74	KES. 536,334,661.46	KES. 179,883,003.44	KES. 1,065,068,362.64
2021/2022	No. 195	No. 180	No. 140	No 515
	KES. 532,481,635.43	KES. 4,331,637,233.94	KES. 493,891,599.99	KES. 5,358,010,469.36
2022/2023	No. 421	No. 382	No. 153	No. 956
	KES. 448,772,118.38	KES. 680,052,159.79	KES. 467,716,288.92	KES. 1,596,540,567.09
2023/2024	No. 533	No. 720	No. 131	No. 1384
	KES. 633,482,052.97	KES. 1,508,991,015.34	KES. 675,111,430.68	KES. 2,817,584,498.99

c). Level of compliance with Section 157(12) of the Public Procurement and Asset Disposal Act, 2015 including companies awarded to the contracts since January 2016

KenGen complies with the statutory reporting as provided in law. The company submitted reports to the Authority- Public Procurement Regulatory Authority (PPRA) as required. All the reports prior to July 2022 are attached under Annex III. Table XV I below shows the number of reports submitted in compliance with Sec. 157(12) of the PPADA, 2015.

Table 4: Compliance with Sec, 157 (12) on reporting to the Authority

BIANNUAL REPORTS			
FINANCIAL YEAR	NO. OF REPORTS REQUIRED	NO. OF REPORTS SUBMITTED	REPORT STATUS
2016/2017	2	2	Physical copy attached
2017/2018	2	2	Physical copy attached
2018/2019	2	2	Physical copy attached
2019/2020	2	2	Physical copy attached
2020/2021	2	2	Physical copy attached
2021/2022	2	2	Physical copy attached
2022/2023	2	2	Submitted on PPIP
2023/2024	2	2	Submitted on PPIP

All biannual reports for AGPO are uploaded to the PPIP portal as per executive order No. 2 of 2018 and the Authority Circular No. PPRA/6/5 VOL1(330).

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

The following are challenges that KenGen has faced in enforcing implementation of 30% AGPO

1. Donor Funded Projects – Allocation is limited due to financing agreements for major projects.
 - Major power plants that donors finance. The financing agreements are usually structured to target firms that have specialized experience.
2. Allocation for the supply of Heavy Fuel Oil – Capital intensive and high budget allocation.
 - The thermal generating power plants use Heavy Fuel Oil that is capital intensive and has a long credit period based on the existing Power Purchase Agreement (PPA) with KPLC.
3. Original Equipment Manufacturer (OEM)-Specialized supplies.
 - The existing power-generating plants require a steady supply of critical and strategic spares.
 - There is a high risk of power supply interruption in the country if the generation is affected by lack of spares.

Proposals to enhance compliance

To achieve the AGPO target going forward, KenGen will continue to increase disadvantaged group's capacity to perform awarded contracts through the following interventions:

- i. Effective monitoring of the performance of these special groups and providing quarterly reports for management decision making.
- ii. Organizing training on the Public Procurement and Asset Disposal Act, 2015 and Public Procurement and Asset Disposal Regulations, 2020 including how to access procurements within the Organization.
- iii. Training suppliers in use of the SAP/SRM system to ensure quick and effective adoption.
- iv. Support suppliers through Karibu Center.
- v. Partnering with some financial institutions to enable access to financial support after securing KenGen LPOs.
- vi. Continue using push SMS to alert suppliers when a quotation is sent to them to increase the response rates.

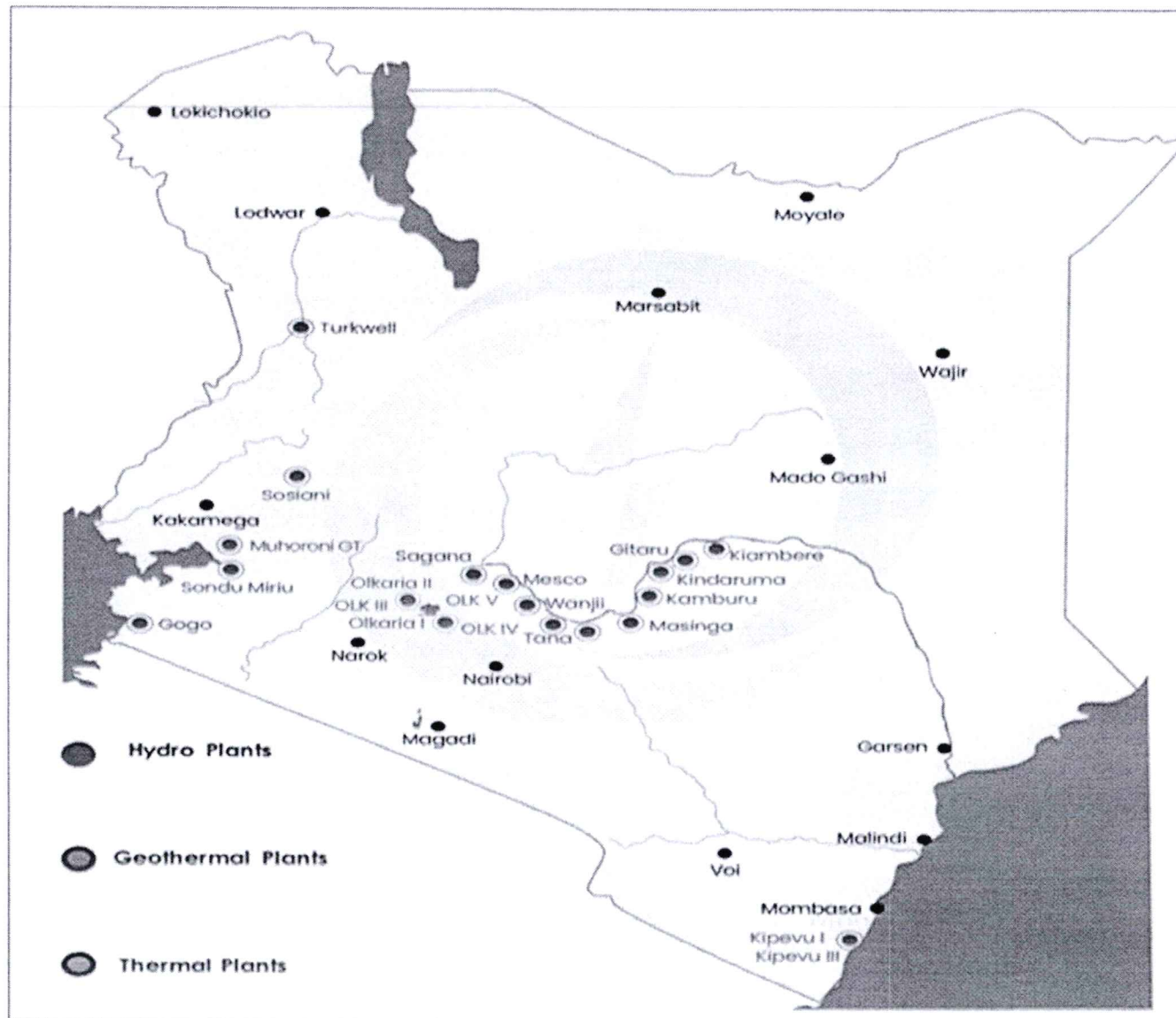
APPENDIX XVI: COMPLIANCE TO SECTION 11 OF THE NATIONAL COHESION AND INTEGRATION ACT, 2008

KENGEN POWER STATIONS

No	County	KenGen Plant	Mode of generation
1	Nakuru	▪ Olkaria I ▪ Olkaria I AU ▪ Olkaria II ▪ Olkaria IV ▪ Olkaria V ▪ Olkaria VI ▪ Eburru	Geothermal
2	Kisumu	▪ Sondu	Hydro
3	Mombasa	▪ Kipevu I	Thermal
4	Garissa	▪ Garissa Solar	Solar
5	West Pokot	▪ Turkwel	Hydro
6	Embu	▪ Kamburu ▪ Gitaru ▪ Kiambere	Hydro
7	Machakos	▪ Masinga ▪ Kindaruma	Hydro
8	Muranga	▪ Tana ▪ Wanji ▪ Mesco	Hydro
9	Nyeri	▪ Sagana	Hydro
10	Uasin Gishu	▪ Sosiani	Hydro
11	Kericho	▪ Muhoroni GT	Thermal
12	Migori	▪ Gogo	Hydro
13	Kajiado	▪ Ngong Wind Power	Wind

**Our power plants are spread in 13 Counties across the country*

MAP OF KENYA - OUR LOCATIONS



KENYA PIPELINE COMPANY (KPC)



KPC RESPONSES TO THE PARLIAMENTARY COMMITTEE ON NATIONAL COHESION AND EQUAL OPPORTUNITY

No. 1: KPC's current employment composition in terms of ethnicity, age & gender

a) Ethnicity

Ethnic Group	No. of Staff	%
Kalenjin	382	29.27
Kikuyu	220	16.86
Luo	168	12.87
Luhya	131	10.04
Kamba	90	6.9
Kisii	67	5.13
Meru	54	4.14
Taita	54	4.14
Miji-Kenda	36	2.76
Somali	26	1.99
Embu	17	1.3
Masaai	15	1.15
Turkana	7	0.54
Samburu	5	0.38
Gabra	4	0.31
Kuria	4	0.31
Pokot	4	0.31
Suba	4	0.31
Rendile	3	0.23
Swahili	3	0.23
Taveta	3	0.23
Arab	2	0.15
Borana	2	0.15
Orma	2	0.15
Mbeere	1	0.08
Nubi	1	0.08
Total	1305	100

b) Age

Age Cohort	No. of Staff	%
25 and below	5	0.38
26 to 35	130	9.96
36 to 45	293	22.45
46 to 55	650	49.81
56 to 60	221	16.93
Above 60	6	0.45
Total	1305	100.00

c) Gender

Gender	No. of Staff	%
Male	841	64.44
Female	464	35.56
Total	1305	100

NO. 2: Extent to which KPC has complied with Article 54 (2) to have at least 5% of staff to be Persons with Disability.

The current number of staff in employment registered as persons with disability (PWDs) is 54No. (4.14%) against the expected 5%. To help close the gap, KPC brings to the attention of the National Council of Persons with Disability all vacancies that arise for them to recommend their members.

In a related effort towards ultimately supporting PWDs in Society, the Company proactively established the Inuka Foundation. The Foundation on yearly basis sponsors 2 bright students (Female & Male) from each County and carter for their entire Secondary and University education cost. The Company has since inception of the programme sponsored seven hundred and thirty-five (735) students countrywide. Going forward, the graduands from the Inuka programme will form a pool of talent to recruit from subject to competitive process and suitability of the skills to the business.

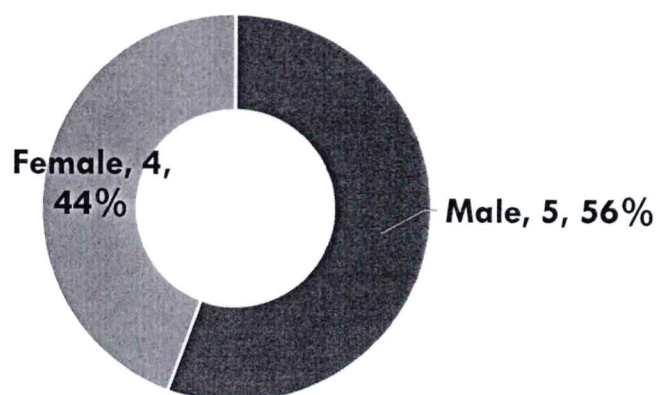
No. 3: Composition of the governing body of the institution in terms of age, gender, ethnicity and people with disability.**a) Age**

Age Cohort	No. of Board Members	%
25 and below	0	0.00
26 to 35	0	0.00
36 to 45	3	33.33
46 to 55	3	33.33
56 to 60	2	22.33
Above 60	1	11.11
Total	9	100.00

b) Gender

Gender	No. of Board Members	%
Male	5	55.56
Female	4	44.44
Total	9	100.00

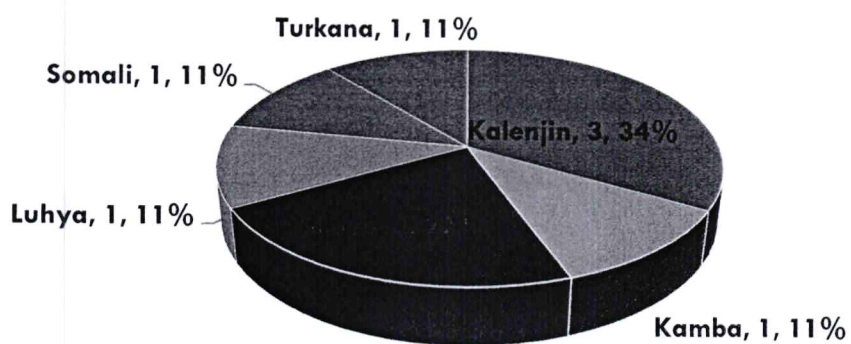
Gender of Governing Body



c) Ethnicity

Ethnicity	No. of Board Members	%
Kalenjin	3	33.33
Kamba	1	11.11
Kikuyu	2	22.22
Luhya	1	11.11
Somali	1	11.11
Turkana	1	11.11
Total	9	100

Composition of Governing Body Ethnicity



d) People with Disability (PWDs)

One member of the governing body is a person living with disability, translating to 11%

No.4 Composition of employees in senior management, middle management and lower cadres in terms of ethnicity, age, gender and disability.

I. Senior Management (Grade KPC 1- 3)

a) Ethnicity

Ethnicity	No of Staff	%
Kalenjin	9	25.71
Kikuyu	9	25.71
Kamba	4	11.43
Luhya	4	11.43
Luo	3	8.57
Kisii	2	5.71
Meru	2	5.71
Miji-Kenda	1	2.86
Samburu	1	2.86
Total	35	100.00

b) Age

Age Cohort	No. of Staff	%
25 and Below	0	0.00
26 to 35	0	0.00
36 to 45	6	17.14
46 to 55	22	62.86
56 to 60	7	20.00
Above 60	None	0.00
Total	35	100.00

c) Gender

Gender	No. of Staff	%
Male	23	65.71
Female	12	34.29
Total	35	100.00

d) Persons with disability (PWDs)

Currently there is no PWD at Senior Management level.

II. Middle Level Management (KPC 4-8)

a) Ethnicity

Ethnicity	No of Staff	%
Kalenjin	160	24.46%
Kikuyu	117	17.89%
Luo	88	13.46%
Luhya	72	11.01%
Kamba	47	7.19%
Kisii	40	6.12%
Meru	30	4.59%
Taita	23	3.52%
Miji-Kenda	13	1.99%
Somali	12	1.83%
Embu	10	1.53%
Masaai	10	1.53%
Gabra	4	0.61%
Pokot	4	0.61%
Samburu	4	0.61%
Suba	4	0.61%
Turkana	4	0.61%
Taveta	3	0.46%
Arab	2	0.31%
Borana	2	0.31%
Kuria	2	0.31%
Mbeere	1	0.15%
Rendile	1	0.15%
Swahili	1	0.15%
Total	654	100.00%

b) Age

Age Cohort	No. of Staff	%
25 and below	2	0.31
26 to 35	72	11.01
36 to 45	165	25.23
46 to 55	292	44.65
56 to 60	119	18.19
Above 60	4	0.61
Total	654	100.00

c) Gender

Gender	No. of Staff	%
Male	431	65.90
Female	223	34.10
Total	654	100.00

d) Persons with disability (PWDs)

The No. of PWDs at Middle Level Management are 22 which translates to **3.36%**

III. Lower Cader (KPC 9-12)**a) Ethnicity**

Ethnicity	No of Staff	%
Kalenjin	213	34.58%
Kikuyu	94	15.26%
Luo	77	12.50%
Luhya	55	8.93%
Kamba	39	6.33%
Taita	31	5.03%
Kisii	25	4.06%
Meru	22	3.57%
Miji-Kenda	22	3.57%
Somali	14	2.27%
Embu	7	1.14%
Masaai	5	0.81%
Turkana	3	0.49%
Kuria	2	0.32%
Orma	2	0.32%
Rendile	2	0.32%
Swahili	2	0.32%
Nubi	1	0.16%
Total	616	100.00%

b) Age

Age Cohort	No. of Staff	%
25 and below	3	0.49
26 to 35	58	9.42
36 to 45	122	19.81
46 to 55	336	54.55
56 to 60	95	15.42
Above 60	2	0.32
Total	616	100.00

c) Gender

Gender	No. of Staff	%
Male	387	62.82
Female	229	37.18
Total	616	100.00

d) Persons with disability

The No. of PWDs at Lower Cadre is 32 which translates to **5.19%**

No. 5. Total No. of Permanent and Pensionable staff employed in the last three recruitments and their representation in terms of Ethnicity, Age, Gender and Persons with Disability in the authority.

a) Ethnicity

Ethnicity	No.of Staff	%
Kalenjin	16	27.59
Kikuyu	10	17.24
Luhya	6	10.34
Luo	4	6.90
Meru	3	5.17
Borana	2	3.45
Kamba	2	3.45
Kisii	2	3.45
Somali	2	3.45
Turkana	2	3.45
Arab	1	1.72
Kuria	1	1.72
Masaai	1	1.72
Mbeere	1	1.72
Pokot	1	1.72
Samburu	1	1.72
Swahili	1	1.72
Taita	1	1.72
Taveta	1	1.72
Total	58	100.00

b) Age

Age Cohort	No. of Staff	%
25 and Below	2	
26 to 35	34	58.62
36 to 45	16	27.59
46 to 55	6	10.34
56 to 60	0	0.00
Above 60	0	0.00
Total	58	100.00

c) Gender

Gender	No. of Staff	%
Male	38	65.52
Female	20	34.48
Total	58	100.00

d) Persons with Disability (PWD)

During the last three recruitments, there were no PWDs who were recruited in Permanent and Pensionable terms at KPC.

No. 6: Total number of, temporary staff serving currently and their representation in terms of ethnicity, age, gender and persons with disability in the Company

a) Ethnicity

Ethnicity	No. of Staff	%
Kalenjin	11	33.33
Luo	5	15.15
Kikuyu	4	12.12
Luhya	3	9.09
Meru	4	12.12
Kamba	3	9.09
Arab	1	3.03
Kisii	1	3.03
Taita	1	3.03
Total	33	100.00

b) Age

Age Cohort	No. of Staff	%
25 and Below	1	3.03
26 to 35	15	45.45
36 to 45	10	30.30
46 to 55	7	21.21
56 to 60	0	0.00
Above 60	0	0.00
Total	33	100.00

c) Gender

Gender	No. of Staff	%
Male	31	93.93
Female	2	6.06
Total	33	100.00

d) Persons with Disability (PWD)

We currently do not have Persons with disability serving on temporary terms at KPC

No. 7: The table below shows ratio between the national population and employment proportion at KPC (underrepresentation and overrepresentation) – based on 2019 National Population and Housing census.

Ethnic Group	No. of Staff	%	National Population Ratio	Under/Over Representation
Kalenjin	383	29.35	13.4	15.95
Kikuyu	219	16.78	17.1	-0.32
Luo	168	12.87	10.7	2.17
Luhya	131	10.04	14.4	-4.36
Kamba	90	6.9	9.9	-3
Kisii	67	5.13	5.8	-0.67
Meru	54	4.14	4.2	-0.06
Taita	54	4.14	0.72	3.42
Miji-Kenda	36	2.76	5.3	-2.54
Somali	26	1.99	5.8	-3.81
Embu	17	1.3	2.1	-0.8
Maasai	15	1.15	2.5	-1.35
Turkana	7	0.54	2.2	-1.66
Samburu	5	0.38	0.7	-0.32
Gabra	4	0.31	0.3	0.01
Kuria	4	0.31	0.66	-0.35
Suba	4	0.31	0.33	-0.02
Pokot	4	0.31	1.64	-1.33
Rendile	3	0.23	0.2	0.03
Swahili	3	0.23	0.18	0.05
Taveta	3	0.23	0.06	0.17
Arab	2	0.15	0.12	0.03
Borana	2	0.15	0.58	-0.43
Orma	2	0.15	0.35	-0.2
Mbeere	1	0.08	0.41	-0.33
Nubi	1	0.08	0.04	0.04
Total	1305	100		

No. 8: Status of KPC's compliance with section 7 of the NCI ACT, 2008 and Article 232 (1) (h) and (i) of the constitution, including the efforts made by the Company to enhance compliance.

KPC is an equal opportunity employer committed to diversity and gender equality. Women and person with disability are encouraged to apply for jobs whenever advertised. The current gender distribution ratio stands at **64.44** to **35.56** for male to female respectively.

No. 9: Challenges faced by KPC in its bid to enhance diversity of employees and the mitigation measures to curb the challenges

Challenges

Whenever the Company advertises vacancies including reaching out to National Council of Persons with Disabilities it still ends up with an inadequate qualified pool of applicants from either PWDs or other disadvantaged groups, hence a challenge towards achieving desirable levels of inclusion and diversity.

Mitigation

KPC has incorporated affirmative action on diversity and inclusion in its recruitment policy. It intends to pursue the same whenever vacancies arise

No. 10: Measures put in place to promote Persons with Disability friendly work environment.

The Company liaises with the National Council for Persons with Disability to do Accessibility and Usability Audits and implements recommendations made for improvement. As a result, the following has been achieved

- i. Built ramps for easy access by the PWDs
- ii. Customized Lifts/elevators to aid persons with visual challenges
- iii. Reserved car parking slots for Persons with Disabilities
- iv. Set aside special washrooms for PWDs
- v. Translated critical Company information in Brail material
- vi. Bought a customized laptop for an employee with visual challenges and provides a support allowance.
- vii. Put in Place a Disability Mainstreaming Policy document
- viii. Put in place a Disability Mainstreaming Committee

No. 11 Institutional policy on staff Training and development

The Policy on staff training and Development is as contained in the Company's Human Resources and Procedures Manual - **see Appendix I.**

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.

TRAINING IN FINANCIAL YEAR 2023/2024

a) Ethnicity

Ethnicity	No. of Staff	%
Kalenjin	363	29.39%
Kikuyu	204	16.52%
Luo	161	13.04%
Luhya	130	10.53%
Kamba	88	7.13%
Kisii	67	5.43%
Meru	53	4.29%
Taita	51	4.13%
Miji-Kenda	35	2.83%
Somali	21	1.70%
Embu	15	1.21%
Masaai	14	1.13%
Turkana	6	0.49%
Samburu	5	0.40%
Suba	4	0.32%
Gabra	3	0.24%
Kuria	3	0.24%
Pokot	3	0.24%
Rendile	2	0.16%
Swahili	2	0.16%
Taveta	2	0.16%
Arab	1	0.08%
Borana	1	0.08%
Orma	1	0.08%
Grand Total	1235	100.00%

b) Gender

Gender	Count of Gender	%
Female	457	37.0%
Male	778	63.0%
Grand Total	1235	

c) Age

Age Cohort	No. of Staff	%
25 and Below	3	0.24
26 to 35	100	8.10
36 to 45	290	23.48
46 to 55	598	48.42
56 to 60	241	19.51
Above 60	3	0.24
Total	1235	100%

d) Persons with Disability (PWDs).

Thirty-three (33) out of a total of forty-nine (49) persons living with disability were trained during the period, which is 67% of their population.

TRAINING IN FINANCIAL YEAR 2022/2023

a) Ethnicity

Ethnicity	No. Of Staff	%
Kalenjin	160	27
Kikuyu	103	17
Luo	83	14
Luhya	61	10
Kamba	39	7
Kisii	33	6
Taita	26	4
Meru	25	4
Miji-Kenda	19	3
Embu	11	2
Somali	11	2
Masaai	7	1
Suba	4	1
Samburu	3	1
Gabra	2	0
Pokot	2	0
Rendile	2	0
Turkana	2	0
Swahili	1	0
Grand Total	594	

b) Gender

Gender	Count of Gender	%
Female	209	35.18
Male	385	64.82
Grand Total	594	

c) Age

Age Cohort	No. of Staff	%
25 and Below	3	0.51
26 to 35	40	6.73
36 to 45	129	21.72
46 to 55	245	41.25
56 to 60	171	28.79
Above 60	6	1.01
Total	594	100%

d) Persons with Disability (PWDs)

Twenty-four (24) persons living with disability out of a total of forty four (44) were trained during the period which is 54.5% of their population. In comparison with the total trained population it translates to 4.04% were trained during the year.

TRAININGS IN FINANCIAL YEAR 2021/2022

a) Ethnicity

Ethnicity	No. Of Staff	%
Kalenjin	131	25.3
Kikuyu	97	18.7
Luo	78	15.1
Luhya	44	8.5
Kamba	34	6.6
Kisii	28	5.4
Taita	24	4.6
Meru	23	4.4
Miji-Kenda	17	3.3
Somali	12	2.3
Embu	8	1.5
Masaai	5	1.0
Samburu	4	0.8
Suba	4	0.8
Gabra	3	0.6
Rendile	2	0.4
Turkana	2	0.4
Swahili	1	0.2
Taveta	1	0.2
Grand Total	518	

b) Gender

Gender	Count of Gender	%
Female	187	36.1
Male	331	63.9
Grand Total	518	

c) Age

Age Cohort	No. of Staff	%
25 and Below	3	0.58
26 to 35	30	5.79
36 to 45	134	25.87
46 to 55	253	48.84
56 to 60	94	18.15
Above 60	4	0.77
Total	518	100%

d) Persons with Disability (PWDs)

Thirteen (13) person living with disability out of a total of forty-three (43) person living with disability were trained during the period which is 30.2% of their population, **translating to 2.5% trained during the year.**

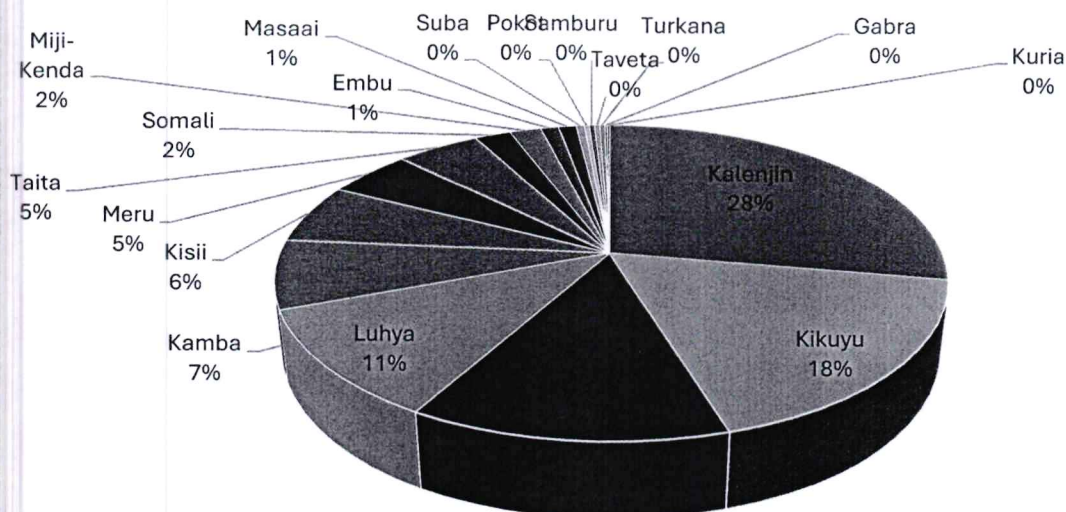
No. 13. Institutional policy on recruitment

KPC has customised its recruitment Policy with that of the Public Service Commission, the same of which is reflected in its Human Resource and procedures Manual. **See Appendix II**

No. 14. Information regarding staff promotions in the past five years in terms of ethnicity, gender, age and persons with disabilities.

a) Ethnicity

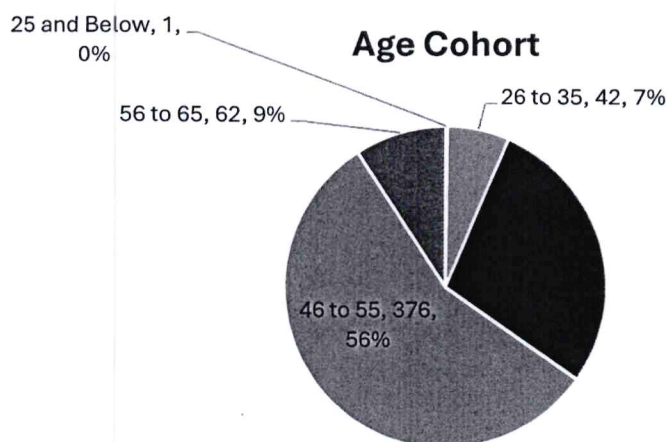
	Ethnicity	No. of Staff	%
1	Kalenjin	185	27.61
2	Kikuyu	118	17.61
3	Luo	87	12.99
4	Luhya	74	11.04
5	Kamba	47	7.01
6	Kisii	41	6.12
7	Meru	33	4.93
8	Taita	32	4.78
9	Somali	14	2.09
10	Miji-Kenda	12	1.79
11	Embu	7	1.04
12	Masaai	7	1.04
13	Suba	3	0.45
14	Pokot	2	0.30
15	Samburu	2	0.30
16	Taveta	2	0.30
17	Turkana	2	0.30
18	Gabra	1	0.15
19	Kuria	1	0.15
	Total	670	100.00



Promotions per Ethnicity

b) Age

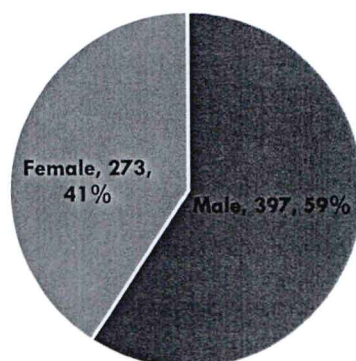
Age Cohort	No. of Staff	%
25 and Below	1	0.15
26 to 35	42	6.27
36 to 45	189	28.21
46 to 55	376	56.12
56 to 60	62	9.25
Above 60	0	0.00
Total	670	100.00



c) Gender

Gender	No. of Staff	%
Male	397	59.25
Female	273	40.75
Total	670	100.00

Promotions By Gender



d) Persons with Disability (PWD)

Out of the Six hundred and seventy (670) employees promoted for the last 5 years, twenty two (22) PWDs were promoted out of an average of forty six (46) PWDs over the five years i.e approximately 47.8%. In comparison with the total staff promoted it translates to 3.28%.

No.15 Status of Compliance of the thirty percent (30) reservation of public procurement for the disadvantaged groups since January 2016.

2016-2017

CATEGORY	NO. OF CONTRACTS AWARDED	VALUE OF CONTRACTS AWARDED	TARGET	% ACHIEVEMENT
YOUTH	329	738,125,995.71		
WOMEN	291	601,826,379.13		
PWD	185	220,435,679.67		
TOTAL	805	1,560,388,054.51	971,443,250.00	160.63

2017-2018

	NO. OF CONTRACTS AWARDED	VALUE OF CONTRACTS AWARDED	TARGET	% ACHIEVEMENT
YOUTH	343	213,874,042.59		
WOMEN	374	569,823,722.65		
PWD	166	97,887,215.08		
TOTAL	883	881,584,980.32	795,548,991.00	110.81

2018-2019

	NO. OF CONTRACTS AWARDED	VALUE OF CONTRACTS AWARDED	TARGET	% ACHIEVEMENT
YOUTH	338	212,229,177.99		
WOMEN	613	261,038,649.73		
PWD	110	40,929,304.00		
TOTAL	1,061	514,197,131.72	1,541,912,835.00	33.35

2019-2020

	NO. OF CONTRACTS AWARDED	VALUE OF CONTRACTS AWARDED	TARGET	% ACHIEVEMENT
YOUTH	319	93,568,418.65		
WOMEN	613	86,969,732.53		
PWD	134	20,322,323.20		
TOTAL	1066	200,860,474.38	2,062,833,300.00	9.74

2020-2021

	NO. OF CONTRACTS AWARDED	VALUE OF CONTRACTS AWARDED	TARGET	% ACHIEVEMENT
YOUTH	170	115,934,417.26		
WOMEN	507	266,184,017.74		
PWD	107	37,696,844.61		
TOTAL	784	419,815,279.61	62,527,853.16	63.37

2021-2022

	NO. OF CONTRACTS AWARDED	VALUE OF CONTRACTS AWARDED	TARGET	% ACHIEVEMENT
YOUTH	106	256,641,373.38		
WOMEN	2,723	332,712,944.87		
PWD	255	62,264,713.45		
TOTAL	3084	651,619,031.70	521,538,317.00	125

2022-2023

	NO. OF CONTRACTS AWARDED	VALUE OF CONTRACTS AWARDED (KSHS)	TARGET (KSHS)	% ACHIEVEMENT
YOUTH	184	137,121,282.40		
WOMEN	1242	273,194,350.00		
PWD	143	59,522,864.89		
TOTAL	1569	469,838,497.29	286,293,524.48	164.11

2023-2024

	NO. OF CONTRACTS AWARDED	VALUE OF CONTRACTS AWARDED (KSHS)	TARGET (KSHS)	% ACHIEVEMENT
YOUTH	235	116,947,601.28		
WOMEN	233	310,352,224.12		
PWD	84	56,256,453.61		
TOTAL	552	483,556,279.01	470,000,000.00	102.83

No.16 Challenges faced in enforcing implementation of thirty percent (30%) reservation of public procurement for the disadvantaged groups.

1. Challenges in undertaking online bidding including access to resources such as laptops and internet.
2. Challenges in accessing credit to do business due to stringent Banks requirements.
3. Challenges in understanding and applying the procurement laws.
4. Delivery of non- conforming products.

**RURAL ELECTRIFICATION
AND RENEWABLE ENERGY
CORPORATION (REREC)**



REPORT ON THE REPRESENTATION OF KENYA'S DIVERSITY IN THE STAFF COMPOSITION OF RURAL ELECTRIFICATION AND RENEWABLE ENERGY CORPORATION

1.0 INTRODUCTION

The Rural Electrification and Renewable Energy Corporation is a State Corporation established pursuant to the commencement of the Energy Act, 2019, (as a successor of the Rural Electrification Authority), with an expanded mandate of developing and promoting renewable energy technologies in addition to implementing rural electrification programs in the Country. Through its mandate, the Corporation seeks to improve the socio-economic well-being of Kenyans living in rural areas as well as develop cheap alternatives to sources of energy through the promotion of renewable energy.

The Corporation has prepared a report on the representation of Kenya's diversity in its staff composition as response to the Parliamentary Committee's request vide letter dated 23rd May, 2025, Ref: SENA/DAAGPC/NCEO/2025/036. The report provides data and information on areas stated below:-

- i. Current Employment composition by ethnicity, age and gender;
- ii. Compliance with Article 54(2) on composition of Persons with Disability (PWD);
- iii. Composition of governing body by age, gender, ethnicity and PWD
- iv. Composition of employees in senior management level, middle level and low cadres in terms of ethnicity , age , gender and persons with disability.
- v. Total number of permanent and pensionable staff employed in the last three years and their representation in terms of ethnicity, age and gender and persons with disability.
- vi. Total number of temporary staff serving currently and their of ethnicity, age and gender and persons with disability.
- vii. Ratio between national population and employment proportion in the Corporation (underrepresentation and overrepresentation);
- viii. Status of Compliance with section 7 of the NCI Act, 2008 and Article 232 (1)(h) and (i) of the Constitution; including the efforts made by the commiccion to enhance compliance.

- ix. Challenges the Corporation has faced in enhancing diversity of employees and the mitigation measures to curb the challenges.
- x. Measures put in place to promote PWD friendly work environment;
- xi. Institutional policy on staff training and development
- xii. Information regarding total number of staff trained for the three financial year in terms of ethnicity, age and gender and persons with disability.
- xiii. Institutional policy on recruitment ;and
- xiv. Information regarding staff promotion in the past five years in terms of ethnicity, age and gender and persons with disability.

2.0 CURRENT EMPLOYMENT COMPOSITION

The Corporation currently has Six Hundred and fourty nine (649) in-post staff complement against an approved staff establishment of one thousand, one hundred and eighteen (1118) staff. A summary of the current employment is as shown in the table below: -

Table 1: Current Employment Composition

S/No.	Terms of Service	Number
1.	Contract	7
2.	Permanent	642

3.0 CURRENT EMPLOYMENT COMPOSITION IN TERMS OF GENDER

The Corporation's current employment composition in terms of gender for all grades is as illustrated in the table below: -

Table 1: Current Employment Composition in terms of Gender

Gender Composition by Grade			
S/No.	Grade	Female	Male
1.	RREC 1	1	0
2.	RREC 2	1	5
3.	RREC 3	4	19
4.	RREC 4	12	15
5.	RREC 5	47	63
6.	RREC 6	44	73
7.	RREC 7	19	61
8.	RREC 8	46	97
9.	RREC 9	23	81
10.	RREC 10	23	15

Total	220	429
Percentage (%)	34%	66%
Grand Total	649	

4.0 CURRENT EMPLOYMENT COMPOSITION IN TERMS OF AGE

The Corporation's current employment composition for the six hundred and forty nine (649) in terms of age is illustrated below: -

Table 3: Current Employment Composition in terms of Age

S/No	Age Range	Female	Percentage	Male	Percentage
1.	21-30	22	3.24%	31	4.78%
2.	31-40	96	14.79%	201	30.97%
3.	41-50	79	12.02%	154	23.73%
4.	51-60	23	3.54%	44	6.78%
Total		220	34%	429	66%
Grand Total			649		

5.0 CURRENT EMPLOYMENT COMPOSITION IN TERMS OF ETHNICITY

The Corporation is determined to abide by the Constitutional requirement of regional representation, to equality and freedom from discrimination in relation to employment. The Table 4 below provides an analysis of ethnic representation in the Corporation:-

Table 4: Current Employment Composition in terms of Ethnicity

S/No.	Ethnic Composition	No. of Staff	Percentage %
1.	Bajuni	3	0.46
2.	Borana	1	0.15
4.	Embu	9	1.39
5.	Gabra	2	0.31
7.	Giriama	3	0.46
8	Kalenjin	101	15.56
17.	Kamba	48	7.41
18.	Kikuyu	149	23.06
19.	Kisii	62	9.58
20.	Kuria	5	0.77
21.	Luhya	53	8.044
22.	Luo	82	12.52

23.	Maasai	8	1.24
24.	Manda	1	0.15
25.	Mbeere	2	0.31
26.	Meru	40	6.18
27.	Mijikenda	18	2.78
29.	Nubian	1	0.15
31.	Pokomo	2	0.31
32.	Samburu	3	0.46
33.	Somali	19	2.94
34.	Suba	2	0.31
35.	Taita	10	1.55
36.	Teso	10	1.55
37.	Tharaka	2	0.31
38.	Turkana	13	2.10
39	Aweer/Waata	0	0
40	Burji	0	0
41	Dahalo	0	0
42	Dasenach (Merile)	0	0
43	Dorobo	0	0
44	El Molo	0	0
45	Konso	0	0
46	Makonde	0	0
47	Rendile	0	0
48	Orma	0	0
Total		649	100

The Corporation continues to ensure that minority communities are given priority in recruitment without compromising competencies and competitiveness.

A comprehensive report of employment composition in terms of ethnicity, age and gender is attached as **Annex 1**.

6.0 COMPOSITION OF PERSONS WITH DISABILITY

The Corporation is progressively ensuring that 5% of its staff composition are Persons with Disability as per the Constitution of Kenya under, Article 54(2). The Corporation has so far engaged a total of thirteen (13) staff who are fully registered by the National Council for Persons with Disabilities (NCPWD).

Table 5 below provides an analysis of Persons With Disability representation in the Corporation:-

Table 5: Composition of Persons with Disability

Persons with Disabilities	Number	Total percentage %
Female	6	0.92
Male	7	1.08
Total	13	2.0

A comprehensive report for composition of Persons With Disability is attached as **Annex 2**.

7.0 COMPOSITION OF GOVERNING BODY OF THE CORPORATION

The Corporation is governed by a Board that consists of ten (10) Directors and a CEO. The tables below show summaries of representation of the Board in terms of ethnicity, Gender, PWD and Age.

Table 6 (a): Composition of Governing Body in terms of Age

S/No	Age Range	Female	Percentage	Male	Percentage
1.	21-30	-	-	-	
2.	31-40	2	15.38	3	23.08
3.	41-50	-	-	2	15.38
4.	51-60	1	7.69	4	30.77
5.	Above 60	-	-	1	7.69
	Total	3	23.07%	10	

Table 6 (b): Composition of Governing Body in terms of Gender

S/No	Gender	Number	Total Percentage
1	Male	10	90.90%
2	Female	3	9.1%

Composition of Governing Body in terms of Ethnicity**Table 7**

S/NO	Ethnicity	No
1	Masaai	1
2	Kalenjin	2
3	Kikuyu	5
4	Mbeere	1
5	Kamba	2
6	Luo	1

7	Somali	1
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A comprehensive report of Corporation's Governing Body is attached as **Annex 3**.

8.0 COMPOSITION OF EMPLOYEES IN SENIOR MANAGEMENT LEVEL, MIDDLE LEVEL AND LOW CADRES IN TERMS OF ETHNICITY , AGE , GENDER AND PERSONS WITH DISABILITY

8.1 COMPOSITION OF EMPLOYEES BY THEIR CADRES

The composition of employees in Senior Level , Middle Level and Lower Cadres is illustrated in the table 8 below.

Table 8: Composition of Senior Level , Middle Level and Lower Cadres

Category	Grades	Number	Female	%	Male	%
Senior Management	1 - 3	30	8	1.22	24	3.7
Middle Management	4 - 6	261	106	16.33	155	23.88
Lower Cadres	7 - 10	358	108	16.64	250	38.52
Total		649	220	34%	429	66%

Table 9: Composition of Senior Management in terms of Ethnicity

S/No	Ethnicity	Number	Percentage
1.	Kikuyu	5	16.67%
2.	Embu	2	6.67%
3.	Gabra	1	3.33%
4.	Kalenjin	6	20.0%
5.	Kamba	5	16.67%
6.	Lugha	4	13.33%
7.	Luo	4	13.33%
8.	Mbeere	1	3.33%
9.	Meru	1	3.33%
10.	Nubian	1	3.33%
Total		30	100

Table 10: Composition of Middle Management in terms of Ethnicity

S/No.	Ethnicity	Number	Percentage
1.	Bajuni	3	1.15%
2.	Embu	2	0.77%
3.	Gabra	1	0.38%

4.	Gusii	19	7.28%
5.	Kalenjin	39	14.94%
6.	Kamba	25	9.58%
7.	Kikuyu	69	26.44%
8.	Kuria	1	0.38%
9.	Luhya	14	5.36%
10.	Luo	36	13.79%
11.	Maasai	4	1.53%
12.	Meru	17	7.87%
13.	Mbeere	1	0.38%
14.	Mijikenda	3	1.15%
15.	Samburu	2	0.77%
16.	Somali	9	3.44%
17.	Suba	1	0.38%
18.	Taita	1	0.38%
19.	Teso	2	0.77%
20.	Tharaka	2	0.77%
21.	Turkana	6	2.30%
Total		261	100

Table 11: Composition of lower Cadres in terms of Ethnicity

S/No	Ethnicity	Number	Percentage
1.	Borana	1	0.28%
2.	Embu	5	1.40%
3.	Giriama	6	1.68%
4.	Gureh	1	0.28%
5.	Gusii	43	12.01%
6.	Kalenjin	59	16.48%
7.	Kamba	18	5.03%
8.	Kikuyu	74	20.67%
9.	Kuria	4	1.18%
10.	Luhya	33	9.22%
11.	Luo	44	12.29%
12.	Maasai	4	1.18%
13.	Meru	22	6.15%
14.	Mijikenda	8	2.23%
15.	Ogiek	1	0.28%
16.	Pokomo	1	0.28%
17.	Samburu	1	0.28%
18.	Somali	9	2.51%

19.	Taita	9	2.51%
20.	Teso	8	2.23%
21.	Turkana	7	1.96%
Total		358	100

8.2 COMPOSITION OF EMPLOYEES IN TERMS OF AGE

Table 12: Composition of Employees in Senior Management Level in Terms of Age

S/No	Age Range	Female	Percentage	Male	Percentage
1.	21-30	0	0	0	0
2.	31-40	0	0	4	13.33%
3.	41-50	5	16.67%	14	46.67%
4.	51-60	1	3.33%	6	20.00%
	Total	6		24	
Total		30	20%		80%

Table 13: Composition of Employees in Middle Management Level in Terms of Age .

S/No	Age Range	Female	Percentage	Male	Percentage
1.	21-30	11	4.21%	19	7.28%
2.	31-40	43	16.48%	78	29.89%
3.	41-50	38	14.56%	42	16.09%
4.	51-60	14	5.36%	16	6.13%
	Total	106	40.61%	155	59.39%
Total		261			

Table 14: Composition of Employees in Lower Cadres Level in Terms of Age .

S/No	Age Range	Female	Percentage	Male	Percentage
1.	21-30	11	3.07%	12	3.35%
2.	31-40	53	14.80%	119	33.40%
3.	41-50	36	10.06%	97	27.09%
4.	51-60	8	2.23%	22	6.14%
	Total	108	30.16%	250	69.84%
Total		358			

Table 15: Composition of Employees in Senior Management in Terms of Gender

Category	Grades	Number	Female	%	Male	%
Senior Management	1 - 3	30	6	20	24	80

Table 16: Composition of Employees in Middle Management in Terms of Gender

Category	Grades	Number	Female	%	Male	%
Middle Management	4 - 6	261	106	40.61%	155	59.39%

Table 17: Composition of Employees in Lower Cadres in Terms of Gender

Category	Grades	Number	Female	%	Male	%
Lower Cadres	7 - 10	358	108	30.16	250	69.84

Table 18: Composition of Senior Management, Middle and lower Cadre in terms of Persons with Disability

Category	Grades	Female	%	Male	%
Senior Management	1 - 3	-		-	
Middle Management	4 - 6	2	0.16%	1	0.16%
Lower Cadres	7 - 10	3	0.32%	7	0.64%
Total		5	0.48%	8	0.8%
Total % Representation		1.28%			

A comprehensive report of corporation of employees in senior management level, middle level management and lower cadres is attached as **(annex 4)**.

8.3 TOTAL NUMBER OF STAFF RECRUITED IN THE LAST THREE (3) YEARS

A total of forty eight (48) staff were recruited on Permanent and Pensionable Terms of Service in the Corporation as shown in the tables below: -

**Table 19: Number of Employees recruited in the last three (3) years in
Terms of Ethnicity**

S/No.	Ethnicity	No. of Staff	Percentage
1.	Gurreh	1	2.08
2.	Kalenjin	10	20.83
3.	Kamba	3	6.25
4.	Kikuyu	10	20.83
5.	Gusii	1	2.08
6.	Luhya	5	10.42
7.	Luo	10	20.83
8.	Maasai	2	4.17
9.	Meru	2	4.17
10.	Mijikenda	2	4.17
11.	Teso	2	4.17
No of Staff		48	100%

**Table 20: Number of Employees recruited in the last three (3) years in
Terms of Ethnicity**

S/No	Age Range	Female	Percentage	Male	Percentage
1.	21-30	2	4.17	7	14.58
2.	31-40	10	20.83	14	29.17
3.	41-50	3	6.25	11	22.92
4.	51-60	0	0	1	2.08
		15	31.25%	33	68.75%
Total				48	

**Table 21: Number of Employees recruited in the last three (3) years in
Terms of Ethnicity**

S/No	Female	Percentage	Male	Percentage
1.	15	31.25	33	68.75

A comprehensive report of Corporation employees recruited in the last 3 years report attached as **Annex 5**

9.0 RATIO BETWEEN NATIONAL POPULATION AND EMPLOYEES PROPORTION IN THE CORPORATION BASED ON 2019 NATIONAL POPULATION AND HOUSING CENSUS

The Corporation is determined to abide by the Constitution requirement of regional representation, to equality and freedom from discrimination in relation to employment. A comprehensive report is attached as **Annex 6**.

9.1 STATUS OF COMPLIANCE OF THE CORPORATION

Status of compliance of the Institution with section 7 of the National Cohesion and Integration (NCI) on discrimination of employment

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

ARTICLE 232 (1) (h) and (i) of the constitution , including the efforts made by the institution to enhance compliance

Article 232 Values and Principles of Public Service (h)n representation of Kenya's diverse communities ;and (i) affording adequate and equal opportunities for appointment , training and advancement , at all levels of the public services.

The Corporation endeavours to abide by the National Cohesion and Integration Act (NCI) of 2008 and Article 232 (1) (h) and (i) through employment of persons from diverse communities, and non-discrimination of persons by affording adequate and equal opportunities for appointment, training and advancement, at all levels. A report on trainings provided to staff in the Corporation is attached as **Annex 7**.

9.2 CHALLENGES FACED BY THE CORPORATION IN ITS BID TO ENHANCE DIVERSITY OF EMPLOYEES AND THE MITIGATION MEASURES TO CURB THE CHALLENGES .

The following are the challenges of diversity in the Corporation

- a) The Corporation's core operations are mainly in the regional areas with sometimes harsh terrains, risks of banditry, remote and long distance hence a hinderance to staff who have disabilities to perform effectively.

- b) The marginalized communities rarely applies for job which may be mainly because of lack of proper communication channel.

9.3 MEASURES TO PROMOTE PERSONS WITH DISABILITIES FRIENDLY WORKING ENVIRONMENT

The Corporation has put in place the following measure to promote Persons with Disabilities friendly working environment:-

- i. Upgraded website to conform with Web Content Accessibility Guidelines (WCAG) on accessibility for persons with disabilities as guided by the National Council for Persons with Disability;
- ii. Provided appropriate Adaptive Technology for staff i.e large screen monitors to staff to avoid damage to the eyes;
- iii. Availled Information, Education and Communication (IEC) materials in alternative accessible formats: Audio, large print, video with captioning and sign language interpretation on our website;
- iv. Participation of PWDs in public forums like meetings, workshops, seminars, trainings and sensitizations;
- v. Facilitates sensitization and training on disability mainstreaming in the organization;
- vi. Conducted accessibility and usability audit for the Corporation;
- vii. Ensure progressive 5% of the total staff recruited/placed comprise persons with disabilities; and
- viii. Appointed a Disability Mainstreaming champion in the Corporation.

10.0 INSTITUTIONAL POLICY ON STAFF TRAINING AND DEVELOPMENT

The Corporation's approved Human Resource and Procedure Manual, 2019, provides for a policy on Staff Training and Development. The extract is attached hereto as **Annex 8**.

10.1 Information regarding total number of Staff trained for the last three Financial Years in terms of Ethnicity, Age, Gender and Persons With Disability.

Table 26: Ethnic Representation of Staff Trained

S/No	Ethnicity	No.Of Staff	Percentage
1.	Bajuni	3	0.616
2.			
3.	Borana	1	0.205
4.	Chonyi	2	0.411

5.	Duruma	2	0.411
6.	Digo	1	0.205
7.	Embu	8	1.643
8.	Gabra	1	0.205
9.	Girama	5	1.03
10.	Gurreh	1	0.205
11.	Gusii	43	8.830
12.	Kalenjin	70	14.37
13.	Kamba	40	8.21
14.	Kikuyu	114	23.41
15.	Kuria	3	0.62
16.	Luhya	38	7.80
17.	Luo	70	14.37
18.	Masaai	6	1.23
19.	Mbeere	2	0.41
20.	Meru	28	5.75
21.	Mijikenda	3	0.62
22.	Nubian	1	0.21
23.	Pokomo	1	0.21
24.	Sabaot	1	0.21
25.	Samburu	3	0.62
26.	Somali	12	2.46
27.	Suba	1	0.21
28.	Taita	7	1.44
29.	Teso	7	1.44
30.	Tharaka	2	0.41
31.	Tugen	1	0.21
32.	Turkana	10	2.05
Total		487	100%

Table 27: Representation of Staff trained by Age and Gender in the FY2022/2023

Range	Female	Percentage	Male	Percentage
21-29	2	2.56	2	1.50
33-39	29	37.18	65	48.87
41-49	27	34.62	43	32.33
50-60	20	25.64	23	17.29
Total	78		133	

Table 28: Representation of Staff trained by Age and Gender in the FY2023/2024

Range	Female	Percentage	Male	Percentage
21-29	6	5.45	2	1.27
30-39	42	38.18	75	47.47
40-49	44	40	55	34.81
50-60	18	16.36	26	16.46
Total	110		158	

Table 29: Representation of Staff trained by Age and Gender in the FY2024/2025

Range	Female	Percentage	Male	Percentage
21-29	2	2.60	1	1.08
30-39	17	22.08	20	21.51
40-49	38	49.35	44	47.31
50-60	20	25.97	28	30.11
Total	77		93	

11.0 CORPORATION'S POLICY ON RECRUITMENT

Staff recruitment in the Corporation is guided by the Human Resource Policies and Procedure Manual of 2019, Public Service Human Resource Policy and Procedure Manual and Government Circulars issued from time to time.

The Corporation's Human Resource Policy and Procedure Manual, 2019, Policy extract on Staff Recruitment is attached as **Annex 9**.

12.0 STAFF PROMOTION IN THE CORPORATION

The Corporation fills all positions that falls vacant in a competitive manner. Positions in grades RREC 6 to RREC 10 are advertised internally to allow for staff within the Corporation advance in their career growth, while positions in grades RREC 1 to RREC 5 are advertised externally. This is in accordance with the provision's of the approved Human Resource Policy and Procedure Manual, 2019.



Dr. Rose N. Mkalama
CHIEF EXECUTIVE OFFICER