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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**

 THE NATIONAL ASSEMBLY PAPERS LAID	
DATE: 04 DEC 2025	DAY: THURSDAY
TABLED BY:	Hon. YUSUF ADAN HAJI, MP CHAIRPERSON NCEO - COMMITTEE
CLERK-AT TABLE:	FINLAY

DIRECTORATE OF AUDIT, APPROPRIATIONS AND
GENERAL PURPOSE COMMITTEES
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DECEMBER 2025

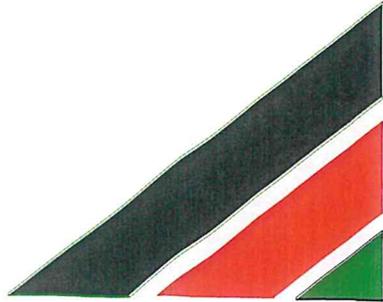


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CHAIRPERSON'S FOREWORD

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).

	<ul style="list-style-type: none"> - Public Service (Values and Principles) Act, 2015. - National Cohesion and Integration Act, 2008. 	<ul style="list-style-type: none"> - Employment Equity Act, 1995. - Canadian Human Rights Act, 1977. 	<ul style="list-style-type: none"> - Employment Equity Act, 1998. - Promotion of Equality and Prevention of Unfair Discrimination Act, 2000.
Policies and Regulations	<ul style="list-style-type: none"> - Affirmative action policies enforced by the Public Service Commission (PSC). - Gender Mainstreaming Policies. 	<ul style="list-style-type: none"> - Federal Public Service Employment Equity Policy. - Accessibility Strategy for the Public Service of Canada. - Multiculturalism Policy. 	<ul style="list-style-type: none"> - Broad-Based Black Economic Empowerment (B-BBEE) policies. - Gender Equality Strategy. - White Paper on the Rights of Persons with Disabilities.
Implementation Mechanisms	<ul style="list-style-type: none"> - Enforcement of the two-thirds gender rule and 5% disability employment threshold. - Targeted internship and mentorship programs for youth. - Diversity quotas in PSC recruitment. 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - Employment Equity Plans mandatory for employers. - Designated employment targets for women, PWDs, and racial groups. - Skills development funding tied to diversity outcomes.
Relevant Agencies	<ul style="list-style-type: none"> - National Cohesion and Integration Commission (NCIC). - National Gender and Equality Commission (NGEC). - National Council for Persons with Disabilities (NCPWD). - Public Service Commission (PSC). 	<ul style="list-style-type: none"> - Canadian Human Rights Commission (CHRC). - Treasury Board Secretariat – Centre on Diversity and Inclusion. - Employment and Social Development Canada (ESDC). 	<ul style="list-style-type: none"> - Department of Employment and Labour. - Commission for Employment Equity (CEE). - South African Human Rights Commission (SAHRC).
Monitoring and Evaluation	<ul style="list-style-type: none"> - Regular Parliamentary oversight. - PSC and NGEC conduct annual monitoring and reporting on diversity targets. 	<ul style="list-style-type: none"> - Annual Employment Equity Act Reports tabled in Parliament. - Diversity and Inclusion Dashboard (publicly accessible). 	<ul style="list-style-type: none"> - 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 immigrants. - Need for better inclusion of recent immigrants.	- 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

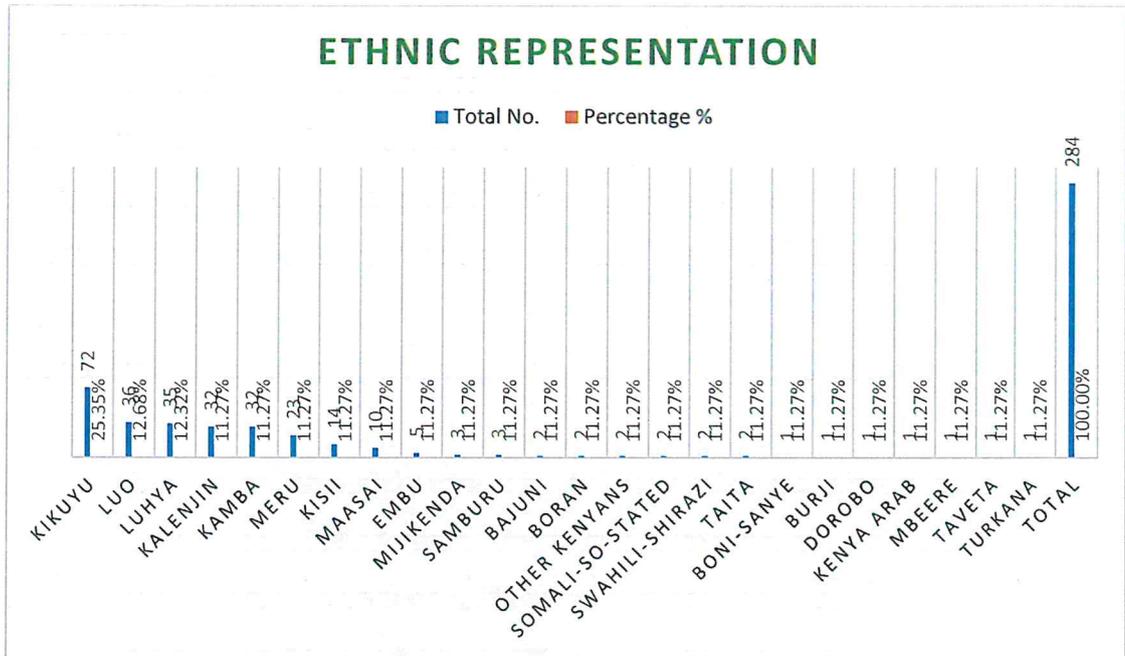
22. In pursuit of its mandate to promote equality and inclusion in public service, the Committee received and reviewed submissions from five (5) public institutions. These submissions provided detailed information on staff composition in terms of ethnicity, gender, age and PWD representation, as well 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

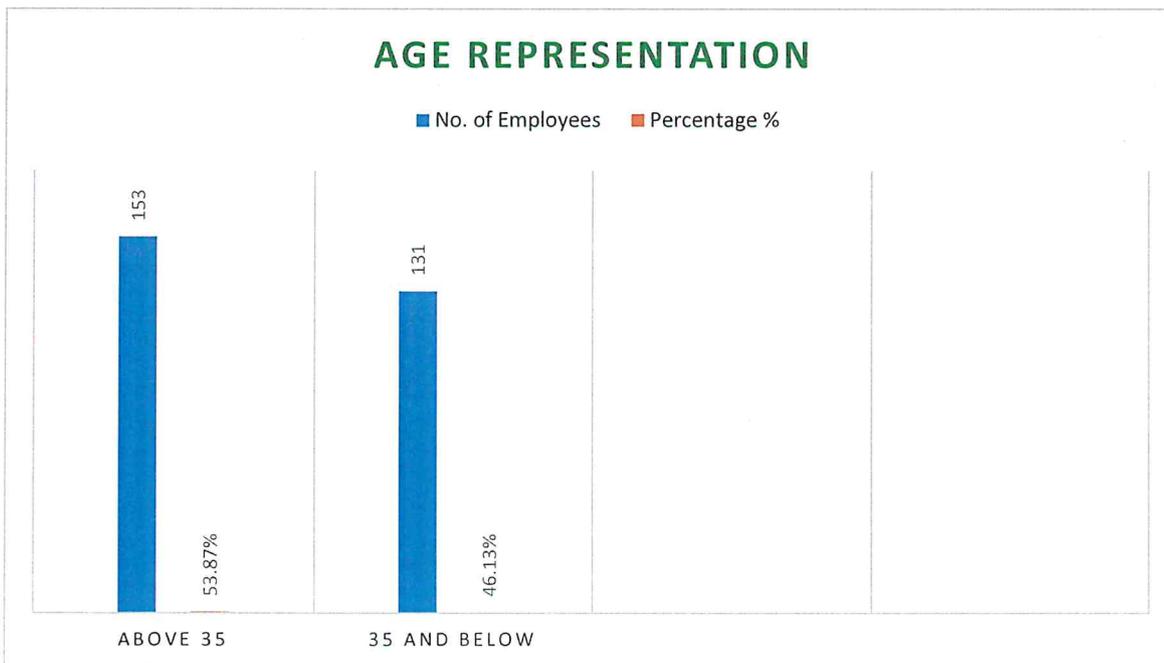
23. The National Police Service Commission (NPSC) is established by Article 246 (1) of the Constitution of Kenya 2010 and Article 248 (2) (j) as one of the Chapter Fifteen Commissions and Independent Offices.

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

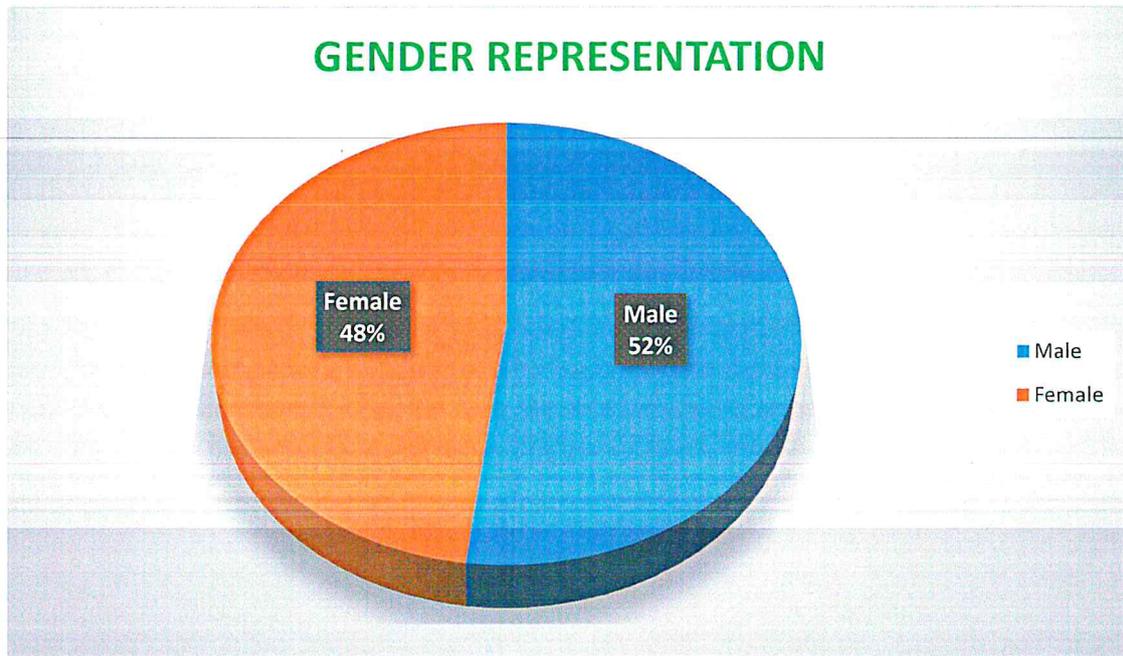
25. Currently, the Commission has an in-post of two hundred and eighty-four (284) employees. Only twenty-four (24) out of the forty-six (46) ethnic groups have been employed in NPSC contrary to the provisions of Article 232 (1) (h) and (i) of the Constitution. Majority of the staff are from one (1) community 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.

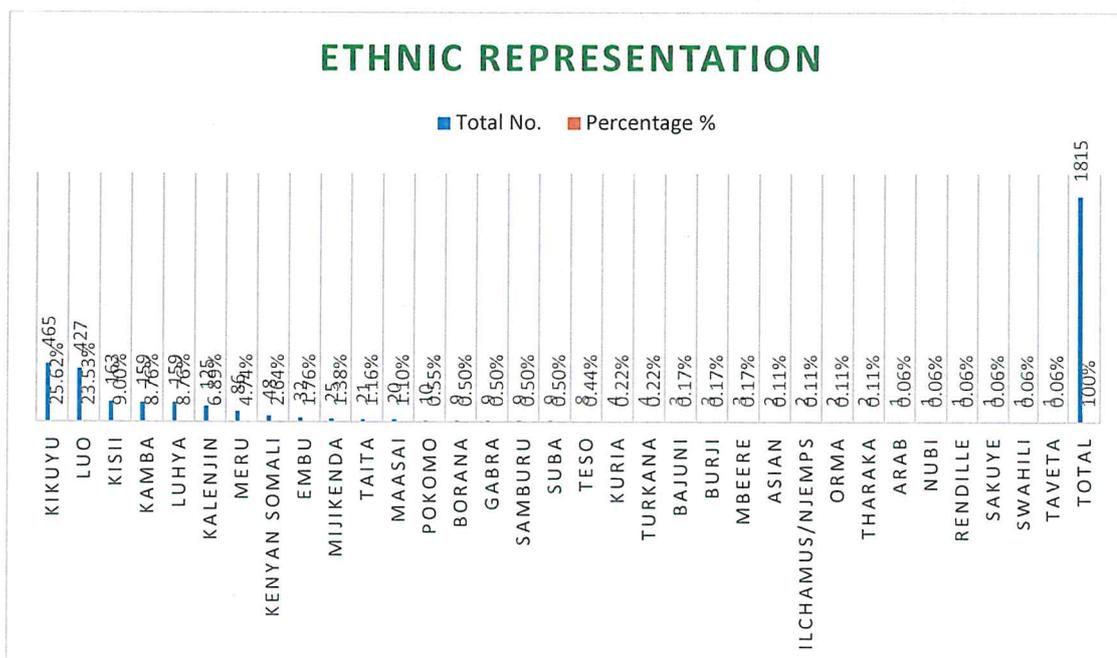
Committee Findings

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

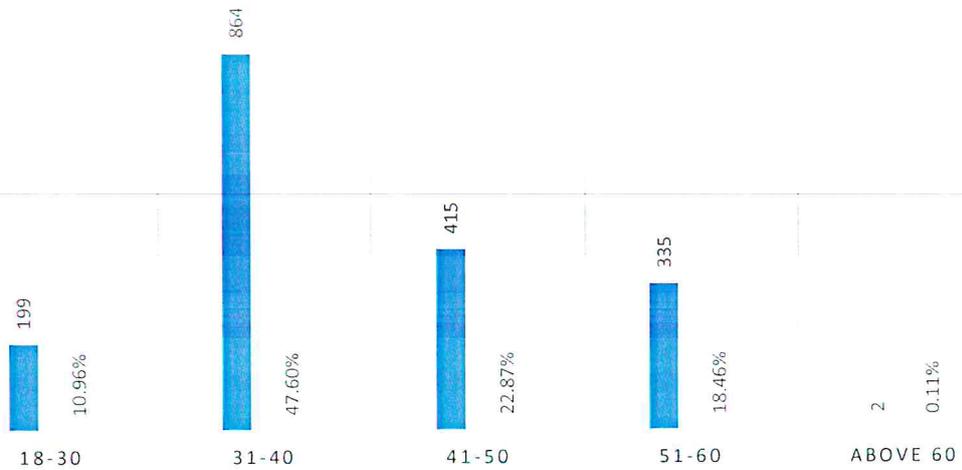
36. The Office of the Auditor-General (OAG) is an Independent Office established under Article 229 of the Constitution of Kenya. The Office is charged with the primary oversight role of ensuring accountability in the use of public resources within the three Arms of the Government.
37. The Auditor-General, 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%.

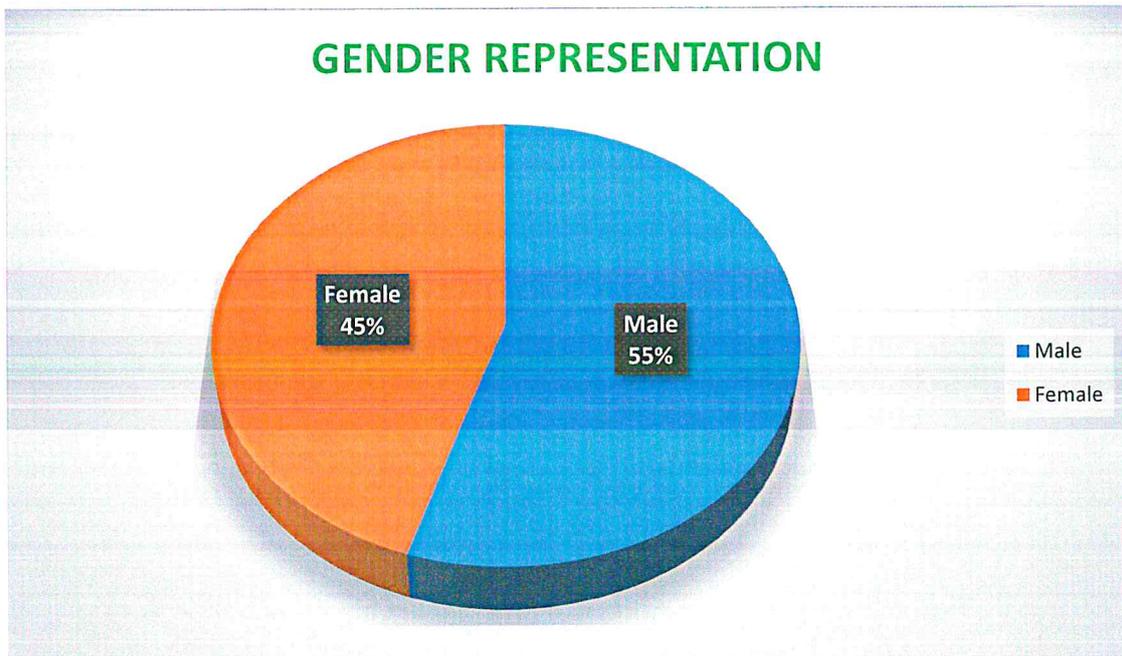
AGE REPRESENTATION

■ No. of Employees ■ Percentage %



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.

GENDER REPRESENTATION



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:

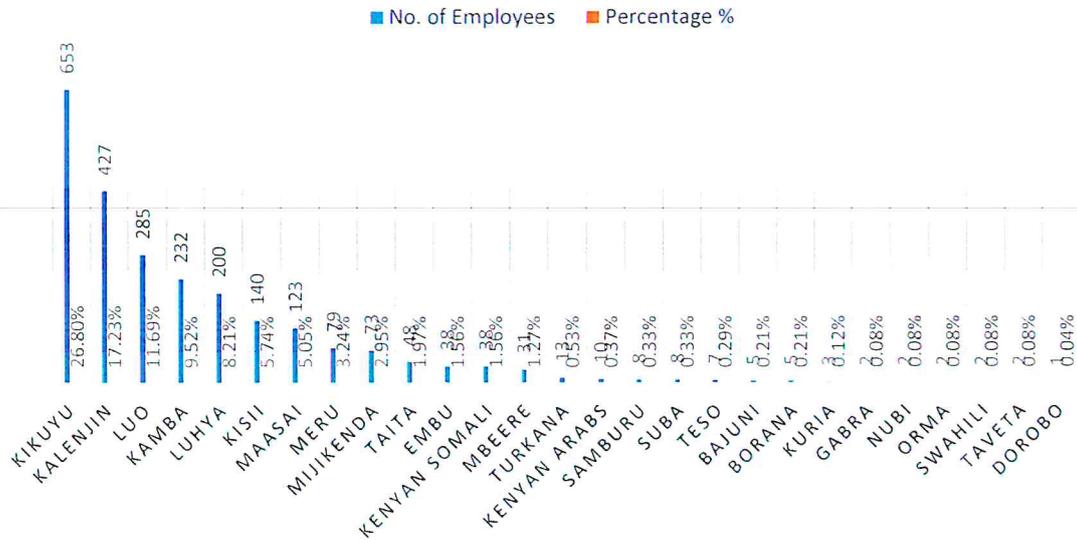
- i. Thirty-three (33) out of the forty-six (46) ethnic communities have been employed in the OAG contrary to the provisions of Article 232 (1) (h) and (i) of the Constitution. At Senior management Level, only nine (9) ethnic communities are represented namely; Kalenjin, Kamba, Kikuyu, Kisii, Luhya, 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

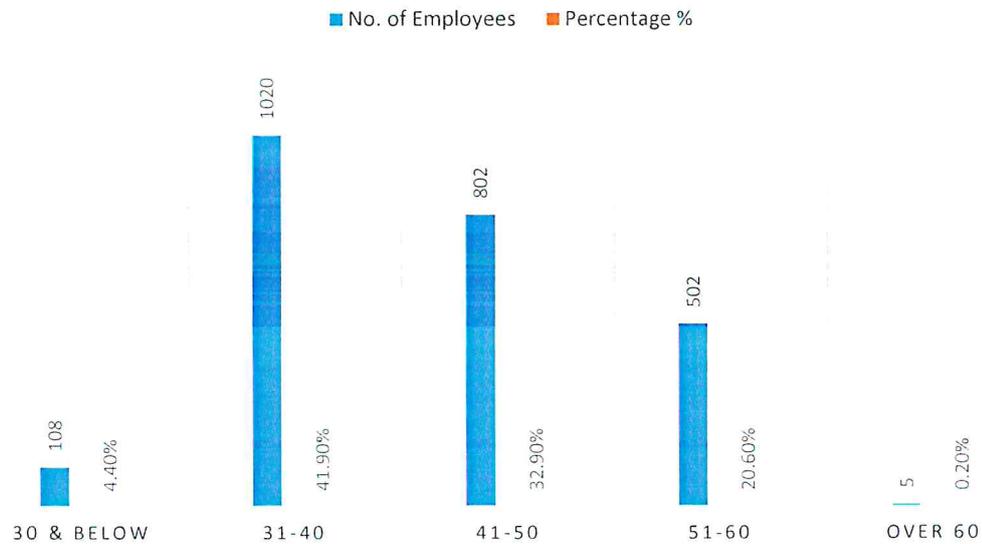
47. Kenya Electricity Generating Company PLC (KenGen) is the leading electric power generating company in East Africa. KenGen was incorporated in 1954 under the Kenyan Companies Act as Kenya Power Company (KPC) with the mandate to generate electricity through developing, managing and operating power 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.

ETHNIC REPRESENTATION

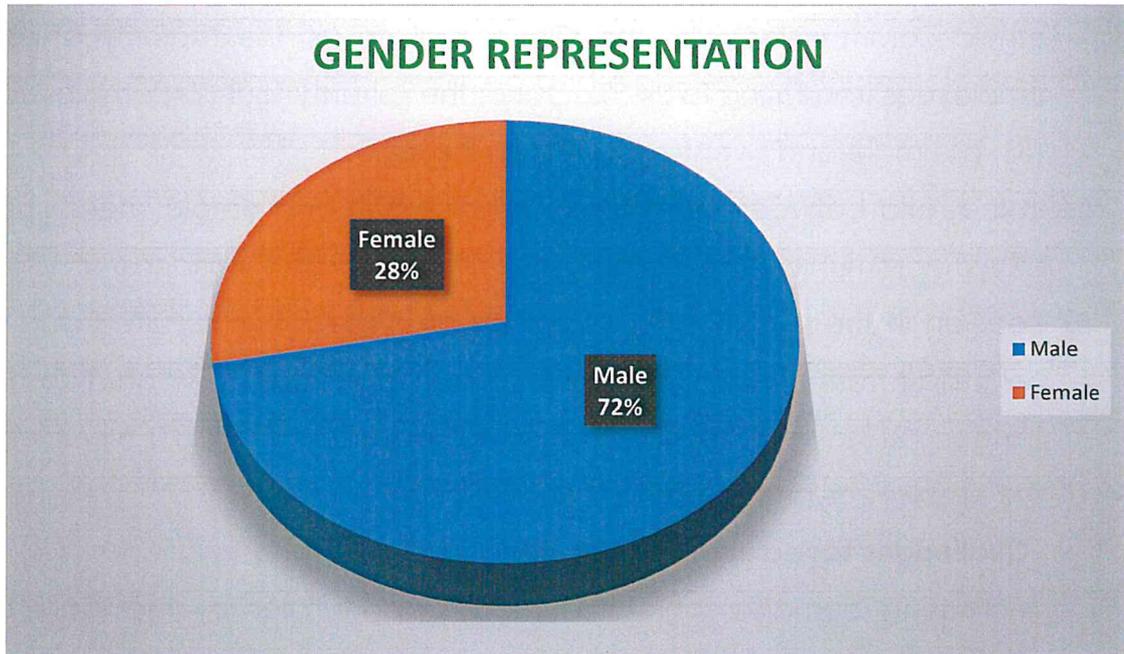


50. In analysis of the age composition, majority of the staff fall between the age bracket of 31-40 years with one thousand and twenty (1,020) employees translating to 41.9%.

AGE REPRESENTATION



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%.

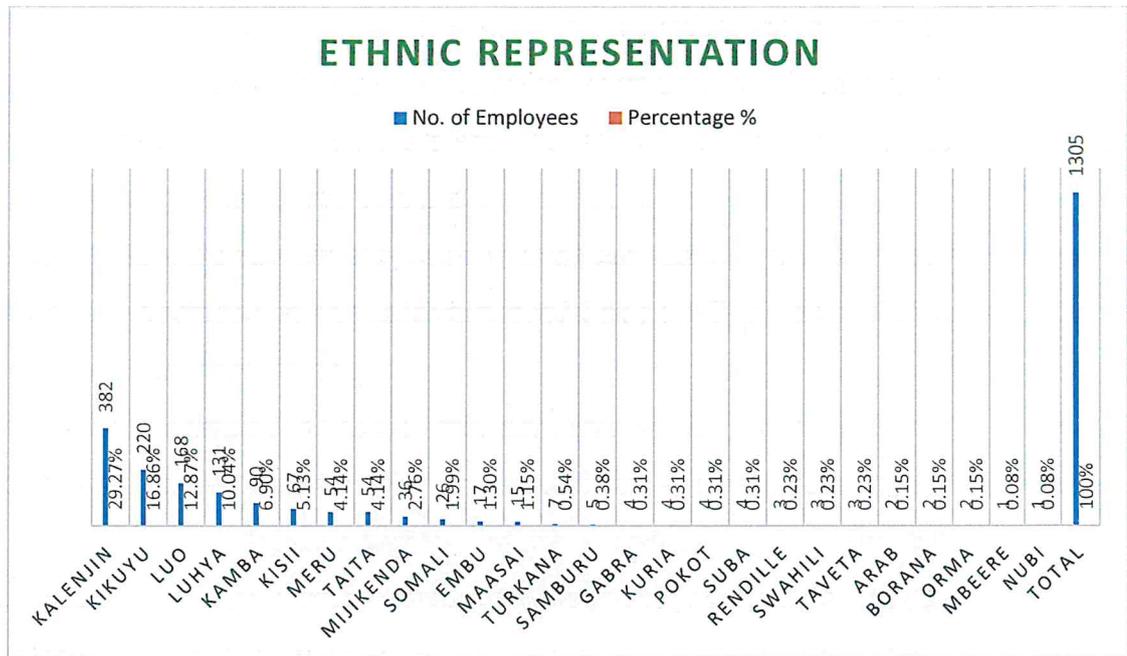
3.4 KENYA PIPELINE COMPANY

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.

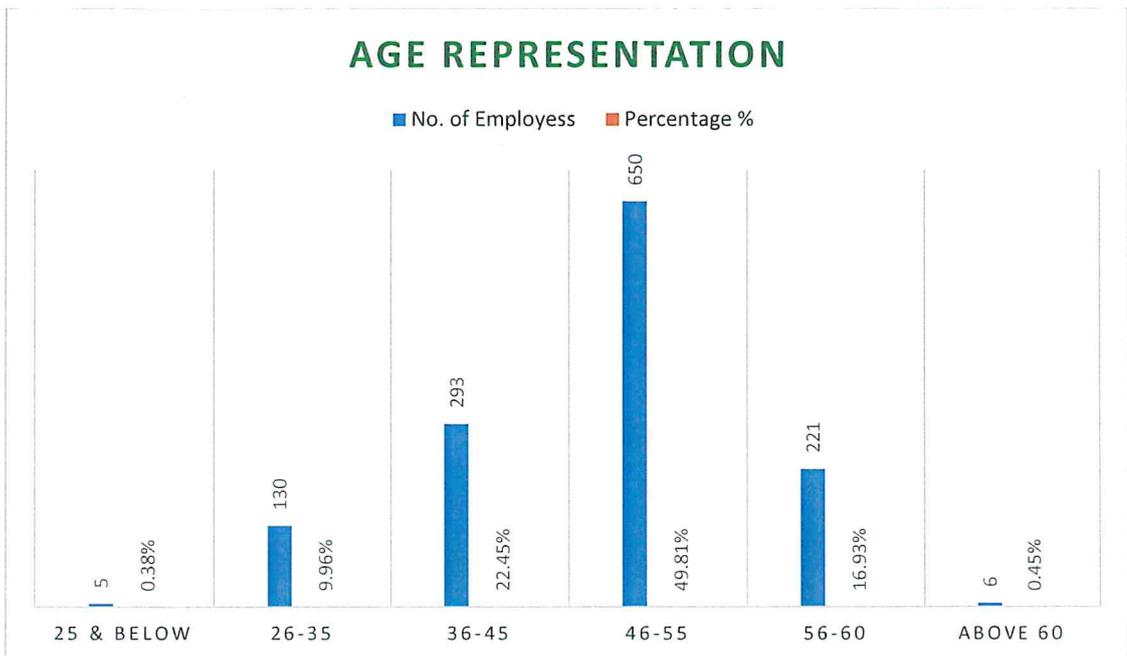
60. The Managing Director, Mr. Joe Sang, EBS, appeared before the Committee on Tuesday, 10th June 2025 and made the following submissions:

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)

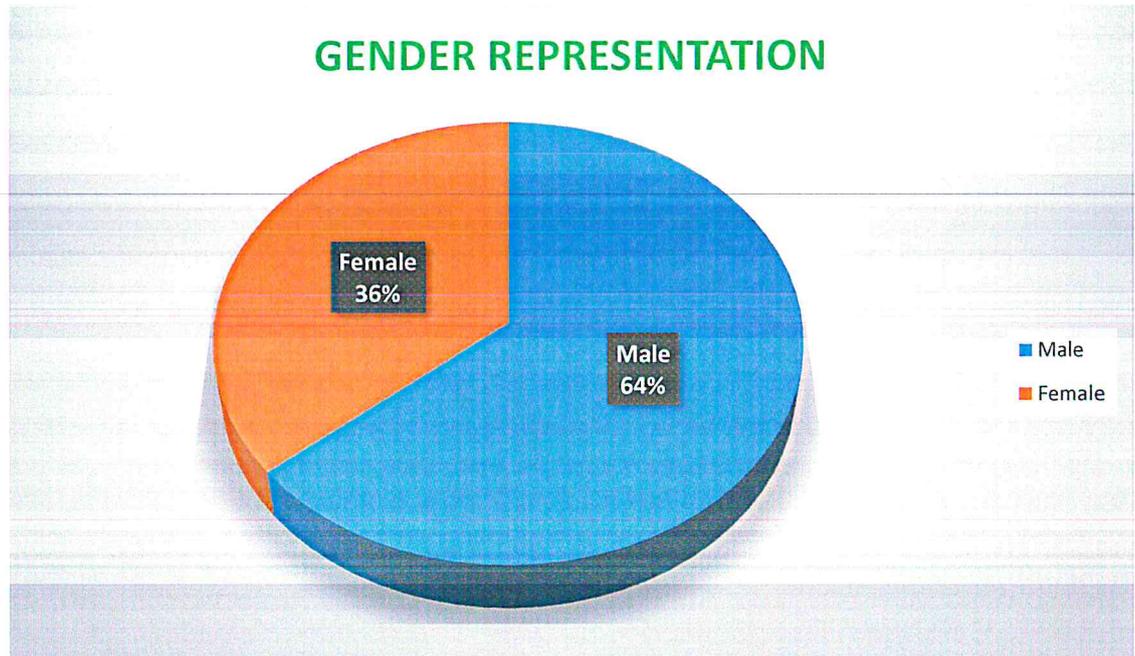
of the Constitution. Majority of the staff are from one (1) community namely, Kalenjin at 29.27%. At Senior Management Level, only nine (9) out of the twenty-six (26) ethnic groups in the Company are represented.



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).

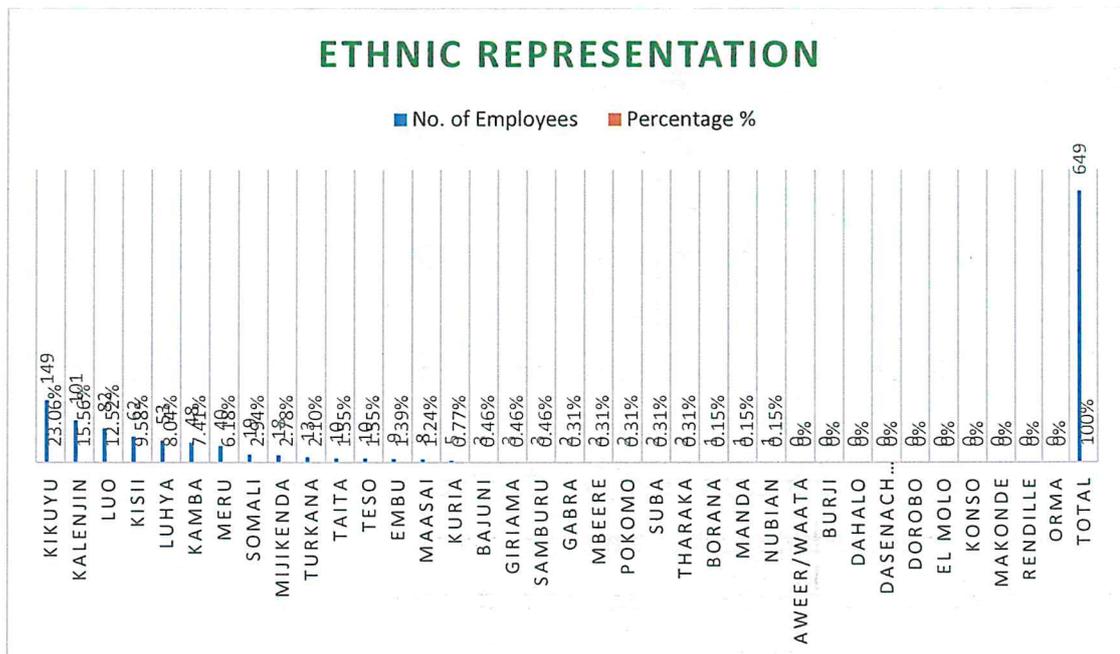
3.5 RURAL ELECTRIFICATION AND RENEWABLE ENERGY CORPORATION

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:

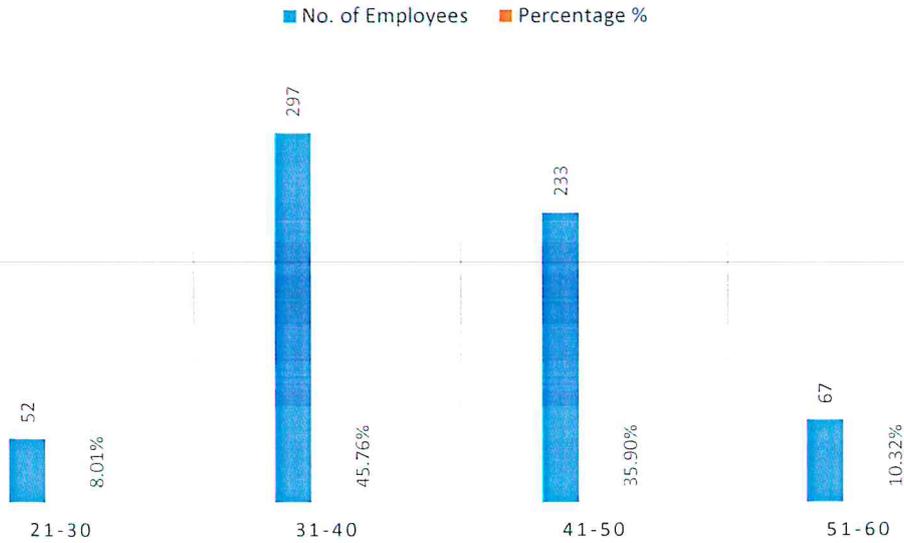
72. Currently, REREC has an in-post of six hundred and forty-nine (649) employees. Only thirty-six (36) out of the forty-six (46) ethnic groups have been employed in

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.

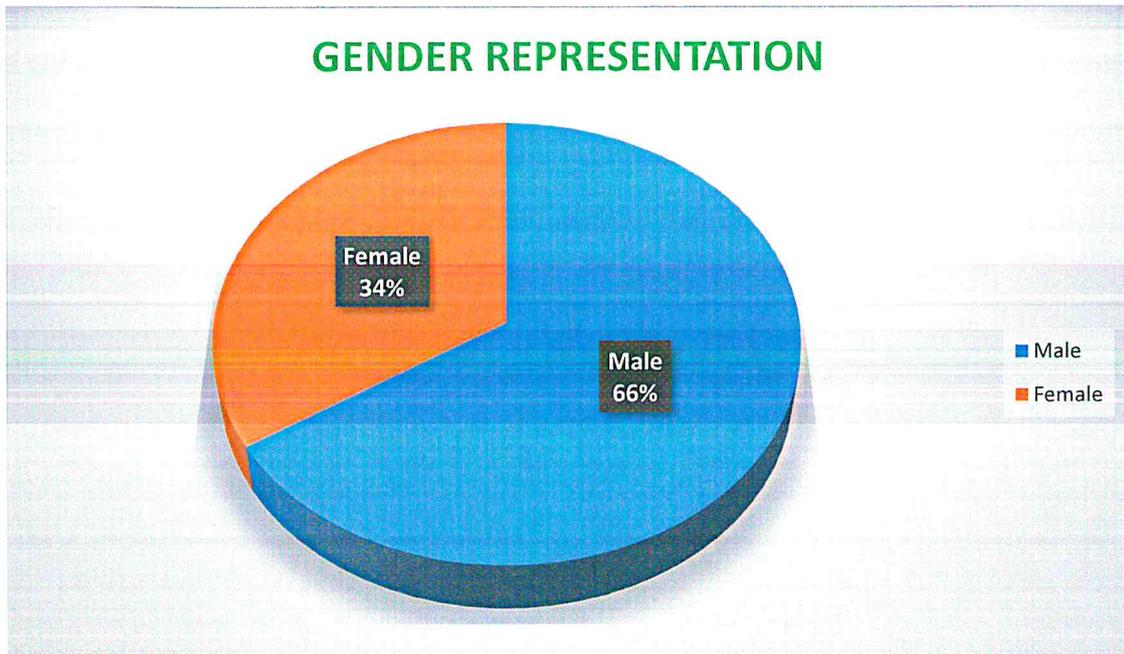


73. In analysis of the age composition, majority of the staff fall between the age bracket 31-40 years with two hundred and ninety-seven (297) employees translating to 45.76%.

AGE REPRESENTATION



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

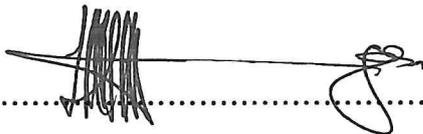
5.0 GENERAL RECOMMENDATIONS

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



COMMITTEE ON NATIONAL COHESION AND EQUAL OPPORTUNITY
ADOPTION LIST

Date 18/11/2025 Venue ROOM 20, 3RD FLOOR, BUNGIE 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.	