



**MINISTRY OF LANDS, PUBLIC
WORKS, HOUSING & URBAN
DEVELOPMENT.**

**STANDARD OPERATING PROCEDURE FOR THE MULTI-
SECTORAL AGENCY COORDINATION COMMITTEE (MSACC)
ON UNSAFE BUILDINGS IN KENYA.**

1.0. Introduction

Kenya has experienced repeated incidents of unsafe buildings and structural failures, particularly in rapidly urbanising areas. These incidents pose serious risks to life, health, livelihoods and public confidence in the built environment and in regulatory systems. They often involve multiple institutions with overlapping mandates for planning, approvals, construction oversight, occupational safety and health environmental management, utilities and emergency response.

To address these challenges in a more coherent and proactive manner, a Multi-Sectoral Agency Coordination Committee (MSACC) has been established.

This Standard Operating Procedure (SOP):

- i) Provides detailed guidance for the establishment, functioning and coordination of the MSACC;
- ii) Sets out how the MSACC will vet buildings and structures in Kenya to determine their suitability for habitation and use, and their eligibility for remedial works, restricted use, closure or demolition; and
- iii) Describes the processes, roles, tools and information flows that enable multiple institutions to work together effectively on unsafe building risks.

The MSACC is appointed by the Cabinet Secretary for Lands, Public Works, Housing and Urban Development and derives its mandate from:

- i) Executive Order No. 1 of 2025, which assigns and clarifies functions within the national executive, including responsibilities related to public works, housing and urban development; and
- ii) A Gazette Notice, which formally establishes the MSACC, sets out its Terms of Reference and specifies its composition.

This SOP operationalises that mandate by:

- i) Translating the high-level Terms of Reference into practical, step-by-step procedures that can be applied by MSACC members, the Secretariat, technical committees, county governments and other stakeholders;
- ii) Providing a common reference document for all institutions involved in the identification, assessment, vetting and management of unsafe buildings; and
- iii) Ensuring that MSACC's work is aligned with the Constitution and applicable Kenyan laws, regulations and standards, while remaining flexible enough to adapt as experience and circumstances evolve.

The SOP is intended to be used alongside:

- i) Relevant national and county legislation and regulations;
- ii) Internal policies and procedures of member institutions; and

- iii) Technical standards and professional codes of practice governing design, construction, inspection and demolition.

In case of any inconsistency between this SOP and applicable law, the law shall prevail, and the SOP shall be adjusted accordingly during scheduled reviews.

2.0. Purpose and Objectives

- i) This SOP sets out how the Multi-Sectoral Agency Coordination Committee, herein called "MSACC" will carry out its mandate on unsafe buildings in a consistent, transparent and coordinated manner across Kenya.
- ii) The purpose of this SOP is to:
 - a) Operationalise the Gazette Notice establishing the MSACC by translating its Terms of Reference into clear, practical procedures that can be followed by all members and stakeholders.
 - b) Provide a single, harmonised framework for how unsafe building cases are identified, assessed, vetted, acted upon and closed, regardless of where they occur or which institutions are involved.
 - c) Strengthen multi-agency cooperation and accountability so that unsafe building risks are addressed promptly, fairly and in a manner that protects life and public safety.
- iii) To achieve this purpose, the SOP seeks to:
 - a) Translate legal and policy mandates into actionable procedures
 - b) Break down the broad functions assigned to MSACC in the Gazette Notice into step-by-step processes, roles and tools that can be understood and applied by practitioners at national and county levels.
 - c) Ensure that the Committee's work is grounded in applicable Kenyan laws, regulations, standards and constitutional provisions, while remaining practical for field use.
 - d) Standardise the end-to-end management of unsafe building cases
 - e) Define a common process for:
 - Receiving and recording reports of suspected unsafe buildings;
 - Screening and prioritising risks;
 - Conducting multi-agency inspections and technical assessments;
 - Deliberating and reaching decisions;

- Communicating resolutions and tracking implementation;
- f) Promote uniform use of standard tools, templates and checklists across relevant institutions to reduce duplication and inconsistency.
- g) Clarify roles, responsibilities and decision-making protocols
- h) Clearly set out the respective roles of:
 - The Chairperson and Alternate Chair;
 - MSACC members and their institutions;
 - The Secretariat;
 - Technical committees and sub-committees;
 - Co-opted agencies and experts.
- i) Define how decisions are made (e.g. quorum, voting, consensus), documented and communicated, and how conflicts of interest are managed.
- j) Clarify how MSACC interacts with the statutory mandates of competent authorities (counties, regulators, professional boards, utilities) to avoid gaps and overlaps.
- k) Promote safe building practices and legal compliance
- l) Ensure that MSACC activities contribute to:
 - a) Prevention of building collapses and other unsafe conditions;
 - b) Improved compliance with planning, building, OSH and environmental requirements;
 - c) Stronger accountability for non-compliance by both public and private actors.
 - d) Uphold constitutional rights and values, including:
 - The right to a safe and healthy environment;
 - The right to accessible and adequate housing;
 - Principles of good governance, transparency and public participation.
 - Enable data-driven, decision-making and continuous improvement
- m) Establish a coherent approach to data collection, documentation, risk analysis and performance monitoring, so that:
 - MSACC decisions are informed by evidence and trends;
 - High-risk counties and regions can be prioritised;
 - Systemic issues are identified and addressed through policy and practice changes.

- n) Provide a basis for periodic review and updating of this SOP, tools and guidance as lessons are learned and conditions evolve.
- o) Support effective stakeholder engagement and communication
- p) Provide a framework within which MSACC can:
 - Engage counties, professional bodies, communities, media and other stakeholders;
 - Communicate clearly about unsafe building risks, decisions and enforcement actions;
 - Encourage early reporting and shared responsibility for building safety.

3.0. Scope and applicability

This SOP defines how the MSACC and its supporting structures manage unsafe building risks across Kenya. It clarifies who is bound by the SOP, what types of situations it covers, and how it interacts with routine mandates of other authorities.

3.1. Institutional applicability

This SOP applies to:

- i) MSACC members
- ii) All members and alternates of the MSACC as appointed in the relevant Gazette Notice.
- iii) Members are expected to apply this SOP when participating in MSACC meetings, deliberations, decision-making and follow-up actions.
- iv) MSACC Secretariat, including all staff assigned to MSACC coordination, administration, data management and technical support functions.
- v) All standing and ad hoc committees and sub-committees established under this SOP, including their Chairs, Rapporteurs, members and co-opted experts.
- vi) National and County Government entities and regulators engaging with MSACC
- vii) Ministries, departments, agencies and regulatory authorities with related mandates
- viii) Utilities and infrastructure providers
- ix) Public and private entities providing electricity, water, sewerage, gas, telecommunications, transport and other

services whose infrastructure may be affected by, or contribute to, unsafe building risks.

- x) Co-opted members and stakeholders
- xi) Any other stakeholders (e.g. professional bodies, civil society organisations, development partners, academic institutions) who are:
 - a) Formally co-opted into MSACC or its sub-committees; or
 - b) Requested to participate in specific MSACC-related activities (e.g. inspections, investigations, capacity-building, public sensitisation).
 - c) Other stakeholders as directed by MSACC
- xii) Any party involved in the identification, assessment, demolition or rehabilitation of unsafe buildings in response to MSACC resolutions or requests.

3.2 Situational scope

This SOP covers the end-to-end management of unsafe building cases in which MSACC has a direct coordination or advisory role, including reports and cases that:

- i) Present significant life-safety risk, such as:
 - a) Imminent danger of partial or total collapse;
 - b) Severe structural distress;
 - c) Serious fire or other hazards in high-occupancy or sensitive buildings.
- ii) Require multi-agency coordination across:
 - a) National and county authorities; and/or
 - b) Multiple regulators or utilities with overlapping mandates.
- iii) Involve systemic issues or clusters of incidents, such as:
 - a) Repeated non-compliant developments in specific areas;
 - b) Patterns of building failures linked to particular practices or actors.
- iv) Affect critical infrastructure or cross-county facilities, such as:
 - a) Major transport, energy or communication corridors;
 - b) Large public facilities (schools, hospitals, stadiums, markets);
 - c) Complex developments spanning multiple jurisdictions.

d) Special or strategic cases, where:

- The Cabinet Secretary or other high-level authority requests MSACC input; or
- MSACC identifies a case or set of cases as having wider policy, legal or systemic significance.

3.3. Relationship with routine and single-mandate matters

This SOP does not replace the normal day-to-day responsibilities of competent authorities.

In particular:

- i) Cases that are:
 - a) Low risk to life and safety; and
 - b) Clearly within the mandate of a single authority where risks are localised and well-understood), should be handled directly by that authority in accordance with its own procedures and laws.
- ii) Even where MSACC does not take an active coordination role, competent authorities are encouraged to:
 - a) Share summary information on unsafe building incidents and enforcement actions;
 - b) Use MSACC templates where helpful; and
 - c) Feed data into the MSACC risk register for trend analysis.

3.4. Geographic scope

- i) This SOP applies to all counties and regions in Kenya.
- ii) Within this national scope, MSACC gives additional operational focus to high-risk counties and regions, without excluding other areas from support or coordination where needed.

3.5 When MSACC becomes involved

- i) MSACC involvement in a case may be triggered by:
 - a) Direct reporting to the MSACC Secretariat (e.g. from counties, regulators, communities, national government).
 - b) Referrals from competent authorities seeking multi-agency assessment or support.
 - c) Identification of trends or clusters from the risk register and data analysis.

- d) Direct request or directive from the Cabinet Secretary or other high-level authority.
- ii. The level of involvement may range from:
 - a) Data and advisory support only; to
 - b) Active case coordination, including multi-agency inspections, joint vetting and recommended resolutions; to
 - c) Strategic review and policy recommendations where cases reveal systemic issues

4.0. Legal and Policy Basis

- i) The operations of the MSACC shall be guided by the Constitution of Kenya, Executive Orders, sectoral legislation, regulations and standards governing the built environment, occupational safety and health, urban development and public administration. Key instruments include but are not limited to: Articles 10, 29, 41 and 232 of the Constitution, building codes and standards as may be updated from time to time.
- ii) Where there is any conflict between this SOP and applicable law, the latter shall prevail.

5.0. Key Definitions

For the purposes of this SOP, the following definitions shall apply. Where relevant, these definitions should be read together with applicable laws, regulations and standards; in case of conflict, the latter shall prevail.

Case means A reported or identified unsafe building or structure that has been registered in the Unsafe Buildings Register and is being processed in accordance with this SOP.

Competent authority means any institution legally mandated to issue approvals, orders or enforcement actions relating to building control, OSH, environment, utilities or related matters.

Unsafe Building / structure means any building, structure or part thereof that, by reason of:

- i) Structural weakness or damage (e.g. failed columns, excessive deflection, large cracks, foundation movement);
- ii) Faulty or substandard construction (including deviations from approved designs and use of inferior materials);

- iii) Overloading or unauthorised alterations (e.g. additional floors, change of use, heavy equipment not accounted for in design);
 - iv) Fire risk (e.g. inadequate or blocked means of escape, lack of fire separation, unprotected staircases, absence of fire-fighting equipment);
 - v) Inadequate means of egress or life-safety systems;
 - vi) Defective or hazardous services and utilities (e.g. unsafe electrical installations, gas leaks, failing water or sewer systems);
 - vii) Environmental or site conditions (e.g. unstable slopes, flood-prone areas, riparian reserves, encroachment on wayleaves or flight paths); or
 - viii) Lack of legally required approvals, permits or occupation certificates,
- poses or is likely to pose a risk to the life, health, safety or welfare of occupants, users, neighbours or the public; and may be unsafe in whole or in part.

Vetting means the structured, multi-agency assessment and decision-making process undertaken under the auspices of the MSACC to determine:

- i) The suitability of a building or structure for continued occupation and use; and/or
- ii) Its eligibility for remedial works, continued use with conditions, temporary closure, restricted use, or demolition
- iii) And may includes:
 - a) Review of reports and complaints;
 - b) Risk screening and prioritisation;
 - c) Technical inspections and analysis;
 - d) Deliberation by MSACC members; and
 - e) Adoption of resolutions and recommendations in accordance with this SOP.

Imminent danger means a condition or practice in or around a building or structure where a hazard exists that could reasonably be expected to:

- i) Cause death or serious physical harm immediately, or
- ii) Cause such harm before the danger can be eliminated through normal procedures.
- iii) typically triggers urgent actions such as evacuation, cordoning off, emergency inspections and accelerated decision-making.

Demolition

- i) means the partial or complete dismantling, destruction or removal of a building or structure, or any part thereof, authorised by the competent authority, and includes:
 - a) Controlled or manual dismantling, mechanical demolition, implosion or other approved methods;
 - b) Associated temporary works required to carry out demolition safely; and
 - c) Site clearance and management of debris, including safe handling of hazardous materials where present.
- ii) Demolition under this SOP is carried out to remove unsafe buildings or parts thereof that cannot be reasonably remediated or represent unacceptable risk.

Enforcement action means any legally binding action taken by a competent authority to address unsafe buildings or non-compliance.

Remedial works means

- i) corrective actions undertaken to restore or improve the safety, structural performance and regulatory compliance of a building or structure, such as:
 - a) Structural strengthening or repair;
 - b) Fire safety upgrades;
 - c) Improvements to services and utilities;
 - d) Environmental and site risk mitigation;
 - e) Correction of non-compliances with approved plans and conditions of approval.
- ii) Remedial works shall be designed and supervised by competent professionals and implemented in accordance with relevant laws, regulations, standards and approvals.

MSACC Secretariat means the administrative and technical support unit hosted at the National Buildings Inspectorate responsible for coordinating MSACC activities as set out in this SOP, including:

- a) Receiving and registering reports of unsafe buildings;
- b) Coordinating risk screening, inspections and multi-agency technical inspection teams;
- c) Preparing agendas, minutes, resolutions and action trackers;
- d) Maintaining case files, databases and the risk register; and

- e) Supporting reporting, stakeholder engagement and capacity-building activities.

High-risk county means

- i) a county identified by the MSACC, based on data and expert judgment, as having:
 - a) A relatively higher concentration of reported unsafe buildings, structural incidents or collapses;
 - b) Rapid or complex urbanisation and construction activity, including informal or unregulated developments; and/or
 - c) Other factors such as critical infrastructure concentration, environmental hazards or demonstrated systemic weaknesses in building control.
- ii) High-risk counties are designated as priority areas for intensified implementation of this SOP, including:
 - a) Increased frequency and priority of inspections and joint operations;
 - b) Focused capacity-building and support;
 - c) Enhanced stakeholder engagement and public sensitisation.

6.0. Mapping of Terms of Reference to this SOP

The Terms of Reference (TOR) of the MSACC, as set out in the relevant Gazette Notice which define the Committee's core functions. This SOP translates those TOR into concrete governance arrangements, processes and tools.

6.1. IDENTIFY and ensure building construction standards are enforced as per established laws and regulations.

Operationalised by:

- i) Ensuring that all key regulators and authorities with building control mandates are represented in MSACC, enabling joint identification and enforcement of standards.
- ii) Clarifying the duties of members and the Secretariat in providing technical input, implementing resolutions and reporting back on enforcement actions.
- iii) Providing the end-to-end process used to assess compliance with building standards and determines necessary enforcement actions.

- iv) Ensuring decisions, enforcement outcomes and trends are documented and reported, supporting accountability and continuous improvement.
- v) Clarifying how MSACC recommendations support, rather than replace, statutory enforcement powers of competent authorities.

6.2. SET UP and manage operations of a technical committee designated to execute strategic initiatives.

Operationalised through:

- i) Setting out the structure, membership, Terms of Reference, functioning and linkages of standing and ad hoc technical committees.
- ii) Defining how member institutions nominate representatives and support sub-committee work, including provision of data, technical input and follow-up.

6.3. DEVELOP and implement a comprehensive roadmap and strategic framework for safe buildings.

Operationalised through:

- i) Articulating the overarching purpose and objectives of MSACC and this SOP as part of a broader strategic framework for safe buildings.
- ii) Linking strategic priorities to annual work plans and budgets and outlines how resources are mobilised and allocated.
- iii) Using data, risk analysis and performance indicators to inform strategic priorities and measure progress.
- iv) Ensuring that strategic priorities are supported by ongoing capacity building and systematic learning.
- v) Provides for structured strategic review and planning sessions to refine the roadmap and update priorities.

6.4. PROVIDE strategic advice on ongoing building projects and best practices.

Operationalised through:

- i) Ensuring that MSACC decisions include not only enforcement recommendations but also advisory elements.

- ii) Technical Committees generate technical guidance, tools and recommendations that reflect good practice.
- iii) Provides structured channels through which MSACC communicates strategic advice and lessons learnt to the Cabinet Secretary, counties, regulators and other stakeholders.
- iv) Ensures MSACC advice informs CS policy directions, inter-ministerial coordination and national guidance on building safety.

6.5. MAKE recommendations for, and suggest revisions to, legislative frameworks.

Operationalised through:

- i) identifying legal/policy gaps; and prepares proposals for reforms based on MSACC case experience.
- ii) Including consolidated recommendations on required legislative and policy changes, based on trends and systemic issues.
- iii) Providing the pathway for MSACC legislative and policy recommendations to be escalated to Cabinet, Parliament, the Council of Governors and other national forums and translated into formal reforms.

6.6. PROMOTE cross-disciplinary collaboration and coordination.

Operationalised through:

- i) Ensuring multi-disciplinary membership.
- ii) Clarifying shared responsibilities and expectations for collaboration between institutions.
- iii) Providing for multi-agency technical inspection teams and coordinated decision-making and follow-up.
- iv) Bringing together cross-disciplinary expertise to address inspection, data, legal, communication and resource issues.
- v) Defining how institutions collaborate without undermining each other's mandates.
- vi) Establishing shared data standards and systems supporting "One Government" approaches.

6.7. COMPILE and submit annual quality progress reports.

Operationalised through:

- i) Specifying the content, timing and use of the annual report, quarterly updates and thematic briefs.
- ii) Establishing the reporting line to the CS and how MSACC reports feed into national policy, resource allocation and accountability processes.

6.8. SENSITISE stakeholders and the public.

Operationalised through:

- i) Setting out objectives, strategy, key audiences, messages and channels for communication.
- ii) Providing a dedicated mechanism to plan and coordinate communication and engagement activities.
- iii) Integrate stakeholder engagement and communication into enforcement operations and county outreach.

6.9. MOBILISE financial resources.

Operationalised through:

- i) Detailing how MSACC plans, budgets, mobilises and allocates resources, including engagement with the National Treasury, development partners and member institutions.
- ii) Providing a mechanism to coordinate funding proposals, partnerships and in-kind support.
- iii) Describing how the CS uses MSACC evidence to advocate for resources at Cabinet and Treasury level.

6.10. CARRY OUT any additional function appropriate for performance of its functions.

Operationalised through:

- i) Allowing the SOP and tools to be updated as new functions, risks or institutional arrangements emerge.
- ii) Providing flexibility to handle complex or unforeseen issues while maintaining life-safety as the priority.
- iii) Ensuring MSACC can adapt, innovate and expand activities as needed to better fulfil its mandate.
- iv) Allowing MSACC to address cross-border facilities, critical infrastructure and evolving risk patterns, and to periodically reset its strategic focus.

7.0. Composition and Governance Structure

The MSACC is a high-level, multi-agency coordination mechanism established by Gazette Notice bring together key institutions involved in building control, occupational safety and health, environmental management, urban development and related functions.

7.1. Composition

- i) The composition of the MSACC shall be as set out in the Gazette Notice.
The Principal Secretary, State Department for Public Works, shall serve as Chairperson of the Committee.
- ii) The Secretary, National Buildings Inspectorate (NBI), shall serve as Alternate Chair, deputising for the Chairperson as needed.
- iii) Membership shall include representatives, at a minimum, drawn from:
 - a) Relevant National Government Ministries, Departments and Agencies
 - b) Key regulatory authorities
 - c) County governments
 - d) Professional regulators and boards and other relevant professional bodies.
 - e) Utilities and infrastructure providers, as appropriate.
- iv) The exact institutions and number of representatives shall be those specified in the Gazette Notice and any subsequent amendments.

7.2. Representation and Nomination

- i) Each member institution shall:
 - a) Nominate a substantive representative and an alternate of sufficient seniority and decision-making authority;
 - b) Notify the MSACC Secretariat in writing of these nominations and any subsequent changes.
- ii) Representatives shall:
 - a) Have the technical knowledge and institutional mandate to contribute effectively to MSACC deliberations;

- b) Act as focal points for coordination with their parent institutions, including:
 - Providing data and technical input;
 - Conveying MSACC decisions;
 - Coordinating implementation and reporting.

7.3. Governance Principles

The governance of MSACC shall be guided by the following principles:

- i) Encourage open, constructive engagement among institutions with different but complementary mandates, recognising that managing unsafe buildings requires coordinated action.
- ii) Ensure clear documentation of decisions, roles and follow-up actions; Maintain records that allow for oversight, audit and learning.
- iii) Members act in the public interest and in accordance with section on integrity, ethics and conflict of interest.
- iv) Decisions are based on technical evidence, legal requirements and risk to life and safety.
- v) MSACC supports and coordinates competent authorities; it does not usurp their statutory powers.

7.4. Roles of the Chairperson and Alternate Chair

- i) Chairperson- Principal Secretary, State Department for Public Works)
 - a) Provides strategic leadership and sets the overall direction of MSACC work;
 - b) Convenes and chairs MSACC meetings;
 - c) Ensures that MSACC decisions are clear, time-bound and assigned to responsible institutions;
 - d) Represents MSACC in engagements with the Cabinet Secretary and other high-level forums;
 - e) Champions multi-agency collaboration and resolution of inter-institutional bottlenecks.
- ii) Alternate Chair- Secretary, NBI
 - a) Chairs meetings in the absence of the Chairperson;

- b) Provides technical leadership on building inspections, assessments and enforcement coordination;
- c) Oversees the effective functioning of the MSACC Secretariat;
- d) Supports the Chairperson in following up on implementation of MSACC resolutions.

7.5. Secretariat and support structures

- i) The MSACC Secretariat is hosted by the National Buildings Inspectorate and is responsible for day-to-day coordination, administration and technical support.
- ii) The Secretariat works closely with:
 - a) Technical committees and sub-committees;
 - b) County focal persons;
 - c) Other support structures as may be established under this SOP.

7.6. Review of Composition

- i) If changes in legislation, government structure or risk patterns warrant adjustment of MSACC membership:
 - a) MSACC may recommend revisions to the composition to the Cabinet Secretary;
 - b) Any formal changes shall be effected through an updated Gazette Notice or other lawful instrument;
- ii) The secretariat shall update internal records and orientation materials to reflect the revised composition.

8.0. Roles and Responsibilities

8.1. MSACC (Collective)

The MSACC collectively shall perform the functions outlined in its Terms of Reference (TOR) and this SOP, including development of strategic frameworks, vetting of buildings, advising on legislative reforms and overseeing implementation of safe building practices nationwide.

8.2. Chairperson

The Chairperson shall:

- i) Provide strategic leadership and overall direction to the MSACC.
- ii) Convene and chair MSACC meetings and ensure decisions are reached in a timely, transparent and consultative manner.
- iii) Approve meeting agendas and confirm minutes and resolutions.
- iv) Represent the MSACC in high-level engagements with the Cabinet Secretary and other national fora.
- v) Ensure that MSACC decisions are communicated to responsible agencies for implementation.

8.3. Alternate Chair

The Alternate Chair shall:

- i) Chair meetings in the absence of the Chairperson.
- ii) Support the Chairperson in providing technical oversight on building inspections, assessments and enforcement actions.
- iii) Ensure the Secretariat functions efficiently and in line with this SOP.

8.4. Members

Each member institution shall:

- i) Designate a substantive representative (and alternate) of sufficient seniority to participate fully in MSACC deliberations and decision-making.
- ii) Provide timely technical input, data and reports related to unsafe buildings and building safety within their mandate.
- iii) Implement MSACC resolutions within their institutions and report progress to the Committee.
- iv) Participate in sub-committees and technical working groups as assigned.

8.5. Secretariat

The Secretariat shall be hosted by the National Buildings Inspectorate and shall:

- i) Coordinate all administrative, logistical and communication functions of the MSACC.
- ii) Maintain an updated register of unsafe buildings and structures reported to or identified by the MSACC.

- iii) Prepare and circulate meeting notices, agendas, minutes and action trackers.
- iv) Coordinate technical assessments, site inspections and data collection, including deployment of multi-agency teams as directed by the MSACC.
- v) Consolidate technical and progress reports for submission to the MSACC and the Cabinet Secretary.
- vi) Maintain records, archives and a secure database of all MSACC decisions, inspection reports, correspondence and related documentation.

9.0. Meetings and mode of operation

MSACC meetings provide the primary forum for collective review of cases, adoption of resolutions, tracking implementation and steering strategic work. This section sets out minimum requirements for frequency, convening, quorum, conduct and documentation of meetings.

9.1. Meeting Types and Frequency

MSACC shall hold the following types of meetings:

i) Ordinary (scheduled) meetings

- a) Held on a regular schedule as agreed by the Committee.
- b) Focus on:
 - Vetting and decision-making on technical inspection reports and other case inputs;
 - Reviewing implementation status of previous resolutions;
 - Considering committee outputs;
 - Discussing risk trends, systemic issues and planning.

ii) Emergency meetings

- a) Convened when urgent matters arise that cannot safely wait until the next ordinary meeting, for example:
 - Major building collapses or imminent danger cases affecting large numbers of people or critical infrastructure;
 - Situations requiring rapid multi-agency agreement on high-risk enforcement actions.

- b) May be held at short notice and virtually where needed.

iii) Special/strategic sessions

- a) Convened, as required, to focus on:
 - Annual work planning;
 - Preparation of the annual report;
 - Preparation for CS-level performance reviews or strategic retreats.
- b) The Chairperson, in consultation with the Secretariat, may adjust meeting frequency to respond to workload and emerging risks.

9.2. Convening and notice

- i) Ordinary meetings shall be convened by the Chairperson (or Alternate Chair) through the Secretariat.
- ii) Emergency meetings may be called by the Chairperson or, in their absence, the Alternate Chair, on their own initiative or at the request of a set number of member institutions (to be defined by MSACC).

9.3. Mode of Meetings (physical/virtual/hybrid)

- i) MSACC may meet physically, virtually or in hybrid mode, depending on:
 - a) The nature and urgency of business;
 - b) Availability of members;
 - c) Logistical and resource considerations.
- ii) Virtual participation shall:
 - a) Allow members to fully participate, access documents and contribute to deliberations;
 - b) Count towards quorum, provided participants are able to be identified and heard.

9.4. Quorum

- i) To ensure decisions reflect a sufficiently broad representation quorum for MSACC meetings shall, unless otherwise specified by the Committee, consist of:
 - a) The Chairperson or Alternate Chair; and
 - b) Representatives from at least [X to be agreed, e.g., 50%] of member institutions, including:

- At least one representative from a high-risk county; and
 - At least one representative from a key national regulator.
- ii) If quorum is not met:
- a) The meeting may proceed for purposes of information-sharing and discussion, but
 - b) Formal decisions and resolutions shall be deferred until quorum is achieved (e.g., at a rescheduled or virtual meeting).

9.5. Conduct of meetings and decision-making

- i) The Chairperson presides at meetings. In their absence, the Alternate Chair presides.
- ii) The Chair ensures orderly conduct, balanced participation, adherence to the agenda and clarity of decisions.
- iii) The Secretariat prepares a draft agenda, which typically includes:
 - Confirmation of previous minutes and review of action points;
 - Presentation and vetting of new technical inspection reports and case updates;
 - Reports from technical committees and sub-committees;
 - Escalated matters;
 - Any other business.
- iv) The Chairperson may reorder agenda items to prioritise Critical and High-risk matters.
- v) MSACC strives to reach decisions by consensus.
- vi) Where consensus is not achievable, decisions shall be taken by simple majority of members present and constituting quorum.
- vii) Dissenting views shall be recorded in the minutes, particularly where members wish to have their reservations noted.
- viii) Each member institution participates through its designated representative or alternate.
- ix) Technical advisors or observers may be invited to attend specific agenda items, but do not vote.

9.6. Minutes, action tracking and records.

- i) The Secretariat shall prepare minutes summarising:
 - a) Attendance;
 - b) Key discussions and issues raised;
 - c) Decisions taken and rationale where appropriate;
 - d) Any declared conflicts of interest and recusals.
- i. Draft minutes shall be circulated for comment within ten (10) working days after the meeting and formally adopted at the next meeting.
- ii. The Secretariat shall maintain an MSACC action tracker, capturing:
 - a) Each resolution and agreed action;
 - b) Responsible institution(s) and focal person(s);
 - c) Target timelines;
 - d) Current status (e.g., not started, in progress, completed, delayed).
- iii. The action tracker shall be reviewed at each ordinary meeting and used to support escalation where required.
- iv. Minutes, agendas, action trackers and supporting meeting documents shall be filed according to the documentation standards, with reference to relevant case files where applicable.

9.7. Interface with Subcommittees

- i) Sub-committees shall:
 - a) Provide written and/or oral reports to MSACC at agreed intervals;
 - b) Present key outputs for discussion and adoption;
 - c) Flag issues requiring MSACC guidance or decision.
- ii) The MSACC Chairperson, in consultation with the secretariat, may:
 - a) Invite committee chairs or rapporteurs to attend meetings for specific agenda items;
 - b) Assign specific follow-up tasks to committees based on MSACC deliberations

10.0. Technical Sub-Committees

- i) Pursuant to its Terms of Reference (TOR), the MSACC may establish standing and ad hoc sub-committees to execute its strategic initiatives and provide specialised support in key thematic areas. These structures enable more detailed technical work, continuous improvement of tools and methods, and better integration of evidence into MSACC decisions.
- ii) Illustrative standing technical sub-committees include:
 - a) Technical inspection and assessment sub-committee
 - b) Legislative, policy and standards sub-committee
 - c) Risk intelligence, data and monitoring sub-committee
 - d) Stakeholder engagement and public sensitisation sub-committee
 - e) Resource mobilisation and partnerships sub-committee
- iii) MSACC may also establish ad hoc or task-specific working groups to address particular issues.

10.1. Structure and functioning of technical sub-committees

- i) To ensure consistency and effectiveness, all technical sub-committees shall be established by formal MSACC resolution, which shall:
 - a) Define the committee's title and primary thematic focus;
 - b) Reference its draft Terms of Reference;
 - c) Indicate whether it is a standing or time-bound (ad hoc) body.
- ii) Each sub-committee shall have a designated chair and rapporteur, drawn from MSACC member institutions, appointed by the Chair of MSACC.
- iii) The Chair of the sub-committee shall provide leadership, convenes meetings and represents the sub-committee at MSACC sessions.
- iv) The Rapporteur, supported by the Secretariat, is responsible for:
 - a) Preparing agendas and minutes;
 - b) Maintaining an action tracker;

- c) Ensuring timely submission of outputs to the Secretariat.
- v) Membership shall be multi-disciplinary and reflect the mandates and skills required for the thematic area
- vi) Member institutions shall nominate substantive representatives (and alternates) of sufficient seniority and technical competence.
- vii) Sub-committees may co-opt additional experts or institutions on a case-by-case basis, with approval of the MSACC, especially for complex or specialised issues.
- viii) ToR shall be approved by MSACC and reviewed periodically.
- ix) Standing sub-committees should meet at least quarterly, and more frequently where workload so requires.
- x) Ad hoc committees or working groups shall meet as often as needed to complete their specific assignment within agreed timelines.
- xi) Meetings may be physical, virtual or hybrid, as agreed by members.
- xii) Sub-committees shall strive to make decisions by consensus; where consensus is not achievable, decisions may be taken by simple majority of members present, with dissenting views recorded in the minutes.
- xiii) Each sub-committee may define a basic quorum requirement in its ToR.
- xiv) The Rapporteur, with Secretariat support, shall ensure:
 - a) Agendas are circulated in advance;
 - b) Minutes and action trackers are prepared and shared within agreed timelines;
 - c) Outputs follow agreed templates where possible.
- xv) All formal outputs shall be submitted to the MSACC Secretariat for quality review, consolidation and inclusion on MSACC meeting agendas for discussion and adoption.

- xvi) Where issues cut across more than one sub-committee, sub-committee chairs shall:
 - a) Convene joint sessions or small joint task teams; or
 - b) Coordinate closely to ensure consistent and coherent recommendations before presenting to MSACC.
- xvii) Technical committees and sub-committees are not parallel structures; they are integral to MSACC's core functions and feed directly into its decision-making, reporting and continuous improvement.

10.2. Technical inspection and assessment sub-committee

- i) Leads development, review and updating of:
 - a) Necessary annex to this SOP, particularly on risk screening tool, technical inspection checklist and technical inspection report template.
 - b) Defines minimum inspection protocols for different building types and risk levels.
- ii) Provides technical support and quality assurance on complex or precedent-setting cases when requested by MSACC or the secretariat.
- iii) Periodically reviews a sample of inspection outputs for consistency and completeness and recommends improvements.

10.3. Risk intelligence, data and monitoring sub-committee

- i) Oversees the design and maintenance of the risk register and related data systems.
- ii) Works with the Secretariat to:
 - a) Define data standards, indicators and reporting formats;
 - b) Analyse trends and produce risk intelligence for quarterly updates and the annual report.

- iii) Advises MSACC on:
 - a) Designation and review of high-risk counties and regions;
 - b) Targeted interventions based on data.

10.4. Legislative, policy and standards sub-committee

- i) Reviews existing laws, regulations, by-laws and standards affecting building safety and related enforcement.
- ii) Identifies legal and policy gaps arising from MSACC cases.
- iii) Proposes:
 - a) Amendments or new instruments to strengthen prevention and enforcement;
 - b) Alignment of national and county legislation with best practice and MSACC guidance.
- iv) Prepares technical briefs and input into policy proposals and Cabinet or Parliamentary submissions via the MSACC and the Cabinet Secretary.

10.5. Stakeholder engagement and public sensitisation sub-committee

- i) Develops and periodically updates the communication strategy on unsafe buildings.
- ii) Designs and coordinates public sensitisation campaigns, including:
 - a) Key messages and materials;
 - b) Outreach activities in high-risk counties and regions;
 - c) Engagement with professional bodies, media and civil society.
- iii) Works with counties and other partners to ensure consistent messaging and promote early reporting of unsafe buildings.

10.6. Resource Mobilisation and Partnerships Sub-Committee

- i) Supports development of the MSACC annual work plan and budget.
- ii) Identifies and coordinates opportunities for:

- a) National budget support;
 - b) Development partner and private sector collaboration;
 - c) In-kind contributions from member institutions.
- iii) Promotes alignment of partner-funded initiatives with MSACC priorities and tools, reducing duplication and fostering sustainability.

10.7. Ad hoc or task-specific working groups

- i) Established by MSACC for clearly defined, time-bound tasks.
- ii) Operate under simplified ToR specifying scope, deliverables and deadline.
- iii) Are dissolved once their deliverables have been produced and validated by MSACC.

10.8. Work planning and performance tracking

- i) Each sub-committee shall prepare a brief annual work plan, aligned with:
 - a) The MSACC work plan;
 - b) Risk priorities from the risk register;
 - c) Strategic directions from the Cabinet Secretary.
- ii) Work plans shall:
 - a) Set out priority tasks and deliverables;
 - b) Assign responsibilities and indicative timelines;
 - c) Identify any capacity or resource needs.
- iii) Committees should define simple performance indicators and review their performance at least annually.
- iv) Summary progress from each committee shall be:
 - a) Reported periodically at MSACC meetings;
 - b) Incorporated into quarterly updates and the annual report as appropriate.

11.0. Resource Mobilisation and utilisation

Effective implementation of this SOP requires adequate and predictable resourcing at both National and County levels. MSACC shall proactively mobilise, coordinate and oversee the use of financial, human and technical resources to support its mandate, while ensuring strict adherence to public finance and accountability requirements.

11.1. Planning and Budgeting

- i. MSACC, through its Secretariat and the Resource Mobilisation and Partnerships Sub-Committee, shall:
 - a) Develop an annual MSACC work plan that:
 - Sets out planned activities;
 - Clearly indicates lead and supporting institutions for each activity.
 - b) Prepare a corresponding annual budget estimate, indicating:
 - Core funding requirements to be met through existing government allocations;
 - Additional resource needs for specific initiatives.
- ii. Where possible, adopt a multi-year planning horizon to guide progressive investments in:
 - a) Data and information systems;
 - b) Training and capacity building;
 - c) Development and revision of tools, guidelines and SOPs.

11.2. Resource Mobilisation

- i) MSACC shall seek to leverage and coordinate resources from multiple sources, without duplicating or undermining institutional mandates.
- ii) MSACC shall engage the National Treasury and Economic Planning, through the Ministry of Lands, Public Works, Housing and Urban Development and relevant MDAs, to:
 - a) Integrate MSACC priorities into sector budget proposals and Medium Term Expenditure Framework;

- b) Advocate for sufficient allocations to key implementing institutions to carry out agreed MSACC-related activities.
 - c) Support in any other means, as may be advised
- iii) MSACC may identify opportunities for technical and financial support from development partners, philanthropic organisations and other stakeholders, particularly for:
- a) Capacity building and training;
 - b) Data systems;
 - c) Piloting innovative tools and approaches in high-risk counties and regions.
- v) MSACC shall ensure that partner support is:
- a) Aligned with its priorities and Government strategies;
 - b) Coordinated to avoid duplication and fragmented projects.
- vi) MSACC shall encourage member institutions to contribute in-kind resources such as:
- a) Technical staff time for inspections, sub-committee work and training;
 - b) Use of existing vehicles, equipment, laboratories, ICT infrastructure and meeting facilities;
 - c) Access to existing data and information systems.
 - d) Recognise and document these contributions in MSACC reporting, as appropriate.

11.3. Resource allocation and prioritisation

- i) MSACC shall allocate available resources in a manner that:
 - a) Prioritises critical and High-risk cases;
 - b) Gives particular attention to high-risk regions;
 - c) Supports activities that have strong preventive effect.
- ii) MSACC shall strive for a balance between:

- a) Supporting national-level functions, including secretariat operations, data systems, national guidelines; and
 - b) Strengthening county-level capacity and operations, particularly where risk is high and capacity is limited.
- iii) There shall be use clear, agreed criteria to guide prioritisation of support and deployment of joint operations.
- iv) All resources mobilised or utilised in support of MSACC activities shall be managed in accordance with applicable Public Finance Management laws, regulations and institutional policies.
- v) Institutions managing funds for MSACC-related activities shall:
- a) Report on budget execution and expenditures through normal Government financial reporting channels;
 - b) Facilitate access by internal and external auditors and respond to audit findings.
- vi) The MSACC Secretariat may request summary financial information on major projects directly supporting MSACC's work, for inclusion in annual reporting.

11.4. Coordination of partner and project support

- i) The resource mobilisation and partnerships sub-committee shall:
- a) Maintain an overview of major projects and partner-funded initiatives related to unsafe buildings and building safety;
 - b) Encourage alignment of such initiatives with MSACC priorities, tools and data systems;
 - c) Promote information sharing among partners to reduce duplication.
- ii) Where external support is used to establish systems or capacities, MSACC shall:
- a) Advocate for integration of recurrent costs into Government budgets;

- b) Plan for sustainability beyond the life of specific projects.
- iii) MSACC shall track basic resource-related information, such as:
 - a) Major funding sources and contributions supporting MSACC priorities;
 - b) Key investments made in data systems, capacity building and public sensitisation;
 - c) Constraints or gaps that significantly affect the ability to manage unsafe buildings effectively.

12.0. Reporting, documentation and information management

- i) MSACC shall compile and submit annual and periodic reports and maintain records and information systems to support transparent decision-making, accountability, learning and coordination across institutions.
- ii) The reporting and documentation framework aims to:
 - a) Provide a clear record of decisions, actions and outcomes for each unsafe building case.
 - b) Enable oversight by the Cabinet Secretary, MSACC member institutions and other stakeholders.
 - c) Support trend analysis, risk intelligence and continuous improvement.
 - d) Preserve an auditable trail for legal, integrity and professional accountability processes.

12.1. Core reporting products

- i) MSACC, through its secretariat, shall prepare at least the following:
 - a) A structured report summarising the year's work, including at minimum:
 - Overview of MSACC mandate, composition and any significant changes;
 - Number and profile of cases reported, screened, inspected, vetted and closed;
 - b) Summary of decisions made and implementation status, with emphasis on Critical and High-risk cases;

- c) Analysis of trends and systemic issues (e.g., common defects, hotspots by region, recurring non-compliances);
 - d) Summary of capacity-building, stakeholder engagement and partnership activities;
 - e) Recommendations for legislative, policy, administrative and resourcing actions.
- ii) MSACC shall submit to the Cabinet Secretary, within three (3) months after the end of each calendar year, an annual report as appropriate.

13.0. Stakeholder engagement and public sensitisation

- i) MSACC shall promote transparent, consistent and proactive communication to encourage early reporting of risks, support enforcement actions and strengthen a culture of compliance.
- ii) MSACC's stakeholder engagement and public sensitisation efforts aim to:
 - a) Increase awareness of building safety requirements and the consequences of non-compliance.
 - b) Encourage early reporting of suspected unsafe buildings by communities, professionals and institutions.
 - c) Build public trust in multi-agency actions taken to protect life and property.
 - d) Promote a shared responsibility for safe construction and occupation across government, private sector and communities.
- iii) MSACC, through the stakeholder engagement and public sensitisation sub-committee and the Secretariat, shall:
 - a) Develop and maintain a communication strategy that:
 - Identifies key audiences.
 - Defines core messages:
 - Outlines appropriate communication channels.
 - b) Sets out a basic annual communication plan, including routine activities and responses to major incidents.

- c) Ensure message consistency and clarity across member institutions, especially in high-profile or sensitive cases, to avoid confusion and mixed signals.

13.1. Collaboration with key stakeholders

MSACC shall collaborate closely with:

- i) Counties to:
 - a) Co-design and support county-level sensitisation campaigns on building safety, particularly in high-risk counties and regions.
 - b) Support counties to integrate MSACC messages into local forums.
- ii) Professional bodies and regulators to:
 - a) Disseminate technical guidance and lessons from MSACC cases to practitioners;
 - b) Promote ethical practice and compliance with standards through CPD events.
 - c) Encourage professional bodies to amplify MSACC messages through their own communication channels.
- iii) Media houses and journalists
 - a) as partners in responsible reporting on unsafe buildings and enforcement actions.
 - b) To provide clear, factual information and technical briefings where possible to reduce misinformation and sensationalism.
 - c) To develop media briefs explaining MSACC's role, processes and key messages on building safety.
- iv) Civil society and community-based organisations, resident associations and community leaders to:
 - a) Disseminate safety messages;
 - b) Facilitate two-way communication about local risks and concerns;

- c) Support vulnerable groups in understanding and responding to enforcement actions.

13.2. Community engagement and early reporting

- i) To encourage early identification and reporting of unsafe buildings, MSACC and its member institutions shall:
 - a) Engage communities in high-risk areas
 - b) Conduct outreach activities and interactive sessions focusing on:
 - Recognising visible signs of structural distress and other hazards;
 - The importance of reporting concerns early;
 - How enforcement actions protect life and are not arbitrary.
 - Collaborate with local leaders, religious institutions, schools and youth groups to extend reach.
 - c) Publicise available reporting channels and the use of the unsafe building reporting form.
 - d) Ensure that reporting processes are simple, accessible and respectful, including for people with low literacy or limited digital access.
 - e) Provide basic feedback to reporters to build trust and encourage ongoing engagement.
- ii) The Secretariat, on behalf of MSACC shall have a website, social media and mobile communication (where feasible) to:
 - a) Share alerts and updates on major enforcement operations and safety campaigns;
 - b) Disseminate infographics or short videos on building safety tips;
 - c) Provide status updates on significant MSACC initiatives and high-risk issues.

14.0. Monitoring, evaluation and review of the SOP

- i) An internal review of this SOP shall be conducted at least once every two (2) years, or earlier if directed by the Cabinet Secretary.
- ii) Proposed amendments shall be deliberated and adopted by the MSACC and submitted to the Cabinet Secretary for concurrence, where required.
- iii) Lessons learned from implementation, inspections and reporting shall feed into SOP revisions.

15.0. Duration and continuity

- i) The MSACC is established by Gazette Notice and operates within the broader institutional and legal framework of Government.
- ii) This SOP is intended to provide continuity of approach across changes in membership and administrative arrangements.

15.1. Term of office of the MSACC

- i) The term of office of the MSACC, including its Chairperson, members and alternates, shall be as indicated in the relevant Gazette Notice issued by the Cabinet Secretary.
- ii) Upon expiry of the term, the MSACC may be:
 - a) Reconstituted with the same or revised membership;
 - b) Replaced or superseded by another structure; or
 - c) Extended, as directed through a new or amended Gazette Notice or other lawful instrument.

15.2. Continuity of the SOP

- i) This SOP is designed as a standing framework for multi-agency management of unsafe buildings and shall remain in force regardless of changes in:
 - a) Individual membership of the MSACC;
 - b) Designation of specific officers as Chairperson, Alternate Chair or Secretariat staff;

- c) Administrative arrangements (e.g. restructuring of ministries or departments);
 - d) Reconstitution or renewal of the Committee, unless explicitly revoked or replaced.
- ii) In the event of expiry, lapse or reconstitution of the MSACC:
- a) The SOP shall continue to guide the functioning of any new or interim committee performing the same or substantially similar mandate;
 - b) Existing procedures, tools and data systems shall remain in use, subject to any transitional directions issued by the Cabinet Secretary.

15.3. Transitional arrangements

- i) Where a new Gazette Notice reconstitutes or restructures the MSACC or its mandate:
- a) The outgoing Chairperson and secretariat shall, as far as practicable, facilitate a formal handover to the incoming Chairperson and Secretariat, including:
 - Current case lists and status;
 - Key documents;
 - Databases, login credentials and digital records;
 - Outstanding resolutions and escalated matters.
- ii) The Secretariat shall ensure that a summary of active and high-risk cases, along with any critical timelines, is provided to the new Committee at its first meeting.
- iii) If there is a gap between expiry and formal reconstitution:
- a) The Secretariat shall, within its mandate and in coordination with competent authorities, continue to:
 - Maintain the unsafe buildings register and data systems;

- Coordinate urgent technical inspections and information-sharing for unsafe buildings;
 - Support competent authorities in taking life-safety-critical decisions and actions, even in the absence of formal MSACC sittings.
- b) Once the Committee is reconstituted, the Secretariat shall brief the new members on actions taken during the interim period.

15.4. Review and Replacement of the SOP

- i) This SOP shall be reviewed at least once every two (2) years or earlier if directed by the Cabinet Secretary or necessitated by:
- a) Significant changes in legislation, regulations or Government structures;
 - b) Major lessons from incidents, audits or reviews;
 - c) Revisions to the MSACC's mandate or Terms of Reference.
- ii) Any replacement or substantial revision of this SOP shall:
- a) Be drafted in consultation with MSACC member institutions and key stakeholders;
 - b) Clearly indicate the date on which the previous version ceases to apply;
 - c) Include transitional provisions, where necessary, to ensure continuity of critical functions and existing cases.

16.0. Interface with mandates of competent authorities

MSACC operates as a multi-agency coordination and advisory mechanism. It does not replace, limit or transfer the statutory powers and functions of competent authorities. Instead, it provides a platform for joint analysis, harmonised recommendations and whole-of-government action on unsafe buildings.

16.1. Respect for existing legal mandates

- i) Nothing in this SOP shall be construed as limiting, replacing or transferring the statutory powers and functions of competent authorities.
- ii) Each authority shall continue to act within its enabling laws, regulations, policies and guidelines. MSACC provides coordinated technical input and recommendations but does not confer or remove legal powers from any institution.

16.2. Nature of MSACC decisions and recommendations

- i) MSACC decisions and recommendations are intended to guide and support enforcement and risk management by competent authorities in a harmonised, evidence-based and coordinated manner.
- ii) MSACC resolutions typically set out a multi-agency position on the status of a building and suggested actions, roles and timelines.
- iii) MSACC does not itself issue legally binding enforcement instruments such as demolition orders, closure notices, occupation prohibitions or prosecution decisions.
- iv) Such actions are issued and executed by the relevant competent authorities under their own enabling legislation.
- v) Technical inspection reports and MSACC deliberations provide a robust technical basis to support decisions by competent authorities, help reduce duplication and increase consistency across cases and counties.
- vi) Competent authorities shall:

- a) Make and implement enforcement decisions under their respective laws, taking into account MSACC recommendations and technical evidence;
 - b) Ensure that statutory procedures are followed;
 - c) Report implementation status back to the MSACC secretariat as agreed.
- vii) MSACC and its Secretariat shall:
- a) Facilitate coordination between authorities where multiple mandates apply to the same building or case;
 - b) Help clarify roles and avoid conflicting directives;
 - c) Track implementation of resolutions, highlight systemic delays or conflicts to the Committee and, where necessary, support escalation to higher levels.
- viii) Many unsafe building cases involve overlapping responsibilities. To address this:
- a) Multiagency technical inspection teams bring together the relevant authorities at the assessment stage, so that each can view conditions on the ground and contribute their perspective.
 - b) Joint recommendations from MSACC aim to reconcile these perspectives into a single, coherent course of action that respects each authority's legal framework.
- ix) Where mandates overlap or conflict:
- a) MSACC shall seek to harmonise positions at the technical level;
 - b) Unresolved issues may be escalated through the Chairperson to the Cabinet Secretary or other appropriate high-level forums for policy or administrative direction.

- x) Competent authorities are expected to share relevant data, reports and enforcement outcomes with the MSACC Secretariat, to support:
 - a) A complete national picture of unsafe building risks;
 - b) Avoidance of duplicate inspections and contradictory actions;
 - c) Learning and improvement of standards and practices.
- xi) In turn, MSACC shall:
 - a) Provide authorities with risk intelligence, trends and lessons learnt from cases;
 - b) Support the alignment of county and sectoral procedures with national guidance and best practice emerging from MSACC work.
- xii) Where enforcement actions are undertaken, lead communication with local communities and affected parties shall ordinarily rest with the competent authority that has issued the enforcement instrument.
- xiii) MSACC may:
 - a) Provide technical and coordination messaging to support these communications;
 - b) Ensure consistency of messages across institutions, especially in high-profile or multi-county cases;
 - c) Support the Cabinet Secretary in developing national-level communication on systemic issues and government responses.

17.0. Integrity, ethics and conflict of interest

All MSACC members, alternates, Secretariat staff, technical committee members and any co-opted experts shall uphold the highest standards of integrity, professionalism and impartiality in line with the Constitution of Kenya and applicable laws and policies on leadership, ethics, anti-corruption and public service conduct.

17.1. General integrity obligations

- i) MSACC Members shall;
 - a) Act honestly, transparently and in the public interest, with life safety and public safety as the overriding priority in all MSACC activities.
 - b) Comply with all applicable laws, codes of conduct and institutional policies on leadership and integrity, including those relating to gifts, hospitality, secondary employment and use of public resources.
 - c) Avoid any conduct that could bring MSACC, their institution or the unsafe buildings programme into disrepute.

17.2. Conflicts of Interest

- i) MSACC members shall promptly declare any real, potential or perceived conflict of interest in relation to a building, structure, case, institution or individual under consideration.
- ii) Interest is not limited to:
 - a) Ownership or part-ownership of a property or company involved in the case;
 - b) Financial or contractual relationships;
 - c) Close family relationships or other close personal ties with owners, developers, professionals or officials involved;

- d) Prior professional involvement in the design, construction, supervision, inspection or enforcement actions for the building in question.
- iii) Declarations shall be made verbally at the start of deliberations on the relevant case and, where required by institutional policies, in writing to the secretariat.
- iv) The Secretariat shall record declared conflicts and the actions taken in the minutes.
- v) Where a conflict of interest exists or could reasonably be perceived to exist, the affected member shall recuse themselves from:
 - a) Access to sensitive documents - beyond what is already public or strictly necessary;
 - b) Deliberations on the case; and
 - c) Decision-making or voting on that case.
- vi) The Chairperson (or Alternate Chair) may, where appropriate, allow the member to provide factual or technical information, but not to participate in decision-making.
- vii) Members and participants shall not:
 - a) Solicit or accept gifts, favours, hospitality, loans or other benefits that could reasonably be seen as influencing, or attempting to influence, their judgment or actions in relation to MSACC business.
 - b) Seek or accept promises of future employment, contracts or other advantages linked to decisions or actions taken within MSACC processes.
 - c) Any approach that appears intended to unduly influence MSACC decisions, inspection findings or enforcement actions shall be:
 - Declined and reported to the relevant institutional

integrity/anti-corruption units; and

- Noted to the Secretariat and, where appropriate, the MSACC Chairperson for information and follow-up.

17.3. Misuse of information and position

Members and participants shall not:

- i) Use confidential or non-public information obtained through MSACC or related functions for personal gain or the benefit of third parties.
- ii) Disclose sensitive information outside authorised channels, except as required by law.
- iii) The Secretariat shall ensure that:
 - a) Access to sensitive case information is managed on a need-to-know basis; and
 - b) Where feasible, access to digital records is logged in line with institutional policies.

17.4. Reporting and response to integrity concerns

- i) Attempts to unduly influence MSACC decisions, interfere with inspections, falsify documents, or otherwise misuse the MSACC process shall be reported without delay to:
 - a) The relevant institutional integrity or internal audit unit; and/or
 - b) Competent anti-corruption and investigative bodies.
- ii) Members and staff who, in good faith, report integrity concerns or conflicts of interest shall be protected from retaliation in accordance with applicable whistle-blower protection laws and policies.

iii) Periodic refresher sessions may be organised, often in collaboration with integrity or anti-corruption bodies, to reinforce awareness and good practice.

17.5. Referrals for criminal, integrity and professional accountability

i) Where MSACC deliberations or inspection findings indicate possible:

a) Criminal offences such as corruption, fraud, forgery, wilful non-compliance with safety orders, deliberate concealment of structural defects, obstruction of lawful inspections;

b) Professional misconduct or gross negligence by built-environment professionals; or

c) Serious dereliction of duty or integrity breaches by public officers involved in approvals, inspection or enforcement,

the MSACC shall not undertake investigations itself, but may recommend that the relevant institution(s) prepare and transmit formal referrals to competent bodies.

ii) Depending on the nature of the concern, referrals may be directed to:

a) Investigative and prosecutorial bodies such as Directorate of Criminal Investigations, Office of the Director of Public Prosecutions, Ethics and Anti-Corruption Commission or other mandated agencies, where there is credible information suggestive of criminal conduct or corruption.

b) Professional regulators, where inspection findings or case deliberations indicate potential breaches of professional

- standards, codes of conduct or licence conditions.
- c) Internal disciplinary mechanisms – within national or county institutions, where there are indications of misconduct, abuse of office or serious dereliction of duty by public officers.
- iii) MSACC may, through its resolutions, recommend that the institution with primary mandate:
 - a) Compile a referral complain containing a brief case summary, relevant inspection reports and any other supporting evidence; and
 - b) Transmit through appropriate channels to the competent body.
 - iv) To support any subsequent investigations or disciplinary processes:
 - a) Where urgent demolition or site clearance is required for safety reasons, reasonable efforts shall be made to document key evidence beforehand.
 - b) MSACC and its member institutions shall cooperate with competent authorities by providing requested information and access to records, subject to legal requirements and confidentiality obligations.
 - v) Public communication about individuals or entities under investigation shall be handled by the competent investigative or regulatory bodies. MSACC public messaging shall focus on systemic lessons, preventive measures and enforcement of safety requirements, rather than commenting on specific ongoing investigations.

18.0. Escalation, complaints, appeals and review of decisions

18.1. Escalation of non-implementation

- i) The Secretariat shall monitor implementation of MSACC resolutions using the action tracker.
- ii) Any critical or high-risk resolution that is not initiated or is materially delayed beyond agreed timelines shall be:
 - a) Followed up formally with the responsible institution to clarify reasons and agree revised timelines and support needs; and
 - b) If still unresolved without adequate justification, flagged to the Chairperson and tabled at the next MSACC meeting for a decision on escalation.
- iii) Unresolved critical or high-risk cases and repeated non-compliance by specific actors shall be highlighted in the annual report and may be escalated to the Cabinet Secretary for policy direction or further action.

18.2. Complaints and appeals

- i) Affected parties may seek clarification or review of MSACC decisions.
- ii) Complaints or appeals shall be submitted in writing or via official email to the secretariat within fourteen (14) days of communication of the decision.
- iii) New or previously unavailable technical or factual evidence shall be submitted through the Secretariat.
- iv) Matters alleging corruption or integrity concerns shall, where appropriate, be referred to the relevant investigative or integrity bodies in line with accountability provisions in this SOP.
- v) All outcomes shall be documented in the minutes and communicated to the affected parties.

18.3. Principles of fair administrative action

In making decisions that may adversely affect rights or legitimate expectations, MSACC shall ensure:

- i) Affected persons are given adequate notice of proposed decision and reasons (*except where immediate action required for life safety*)
- ii) Reasonable opportunity to present evidence and representations is provided
- iii) Decisions are lawful, reasonable, proportionate and procedurally fair
- iv) Decisions based on relevant considerations and evidence, not bias or improper motive
- v) Reasons provided in timely manner
- vi) Accessible internal review and recourse to judicial review

18.4. Right to be heard before enforcement decisions.

- i) Before issuing any adverse enforcement decision (*not of emergency life-safety nature*), MSACC shall:
 - a) Serve written notice specifying: proposed action, legal basis, factual grounds and supporting evidence
 - b) Invite written representations and/or hearing within specified period (*normally not less than 7 calendar days*)
 - c) Inform affected person(s) of right to be accompanied by representative
 - d) Consider all representations and evidence before final decision

- ii) **Exception:** Where immediate action required protecting life, public safety or preventing irreparable harm, interim orders may be issued without prior hearing, with opportunity to be heard as soon as practicable thereafter.

18.5. Decisions subject to appeal or objection

- i) The following MSACC-related decisions may be subject to objection or appeal:
 - a) Refusal, conditional approval, or revocation of development permission, building approvals or occupancy certificates
 - b) Issuance of compliance notices, abatement orders, or improvement notices
 - c) Stop-work orders, suspension or cancellation of permits/licences
 - d) Orders for partial or full demolition or removal of structures
 - e) Decisions regarding classification of buildings following post-emergency tagging
 - f) Any other administrative decision adversely affecting legal rights, interests or legitimate expectations
- ii) Any person aggrieved may lodge formal objection/appeal in writing within:
 - a) Timelines prescribed by relevant enabling law, OR
 - b) 21 calendar days from date of communication of decision

19.0. Enhanced reporting framework and role of the Cabinet Secretary

- i) The Cabinet Secretary for Lands, Public Works, Housing and Urban Development herein called the “CS” provides overarching policy leadership for the MSACC and is the primary recipient of its strategic reports.
- ii) MSACC reports to the Cabinet Secretary through the Principal Secretary, State Department for Public Works, in their capacity as Chairperson of the Committee.
- iii) Formal submissions to the CS shall be transmitted through the Principal Secretary and copied to relevant internal structures as appropriate.
- iv) MSACC, through its Secretariat, shall prepare and submit at least the following:
 - a) Quarterly briefs
 - b) Short, focused updates highlighting:
 - c) Critical and high-risk cases and their implementation status;
 - d) Key trends and emerging risks;
 - e) Any matters requiring CS (or higher-level) policy direction or inter-ministerial coordination.
- v) The CS may convene or participate in inter-ministerial forums, Cabinet committees and high-level stakeholder engagements where MSACC findings inform:
 - a) National standards and building regulations;
 - b) Cross-cutting enforcement strategies;
 - c) Multi-sector responses to major incidents or systemic risks.
 - d) Champion harmonisation of approaches across MDAs and between national and county levels.
- vi) The Cabinet Secretary may convene periodic performance review sessions with MSACC leadership to:
 - a) Review progress against key deliverables;
 - b) Examine implementation of high-risk resolutions and escalated cases;
 - c) Identify bottlenecks and agree remedial actions.
 - d) Agreed actions and follow-through

20.0. Role of the County Governments

- i) County governments are key implementation partners in managing unsafe buildings and ensuring safe built environments within their jurisdictions. In addition to their representation on the MSACC, County Governments shall:
 - a) Issue and enforce relevant notices in accordance with applicable county and national laws.
 - b) Coordinate on-site enforcement operations, including securing affected areas and managing public order during evacuations and demolitions.
 - c) Translate MSACC decisions and recommendations into concrete county-level actions, with clear internal assignments.
 - d) Facilitate access to sites for technical inspection teams and other mandated agencies.
 - e) Work with local utilities, emergency services, traffic management units and disaster management structures to support safe operations.
 - f) Pay particular attention to vulnerable groups when planning and executing enforcement actions.
 - g) Encourage early reporting of suspected unsafe buildings and respond transparently to community concerns.
 - h) Use MSACC data, risk maps and case trends to inform county spatial plans, zoning, development control processes, building permit systems and inspection priorities.
 - i) Identify local “hotspots” and apply stricter monitoring and controls where systemic non-compliance is observed.
 - j) Align county building control by-laws, permitting procedures and inspection practices with national standards and MSACC guidance, and propose legislative updates where gaps are identified.
 - k) Establish or strengthen internal county registers of unsafe buildings linked to the MSACC database, to support ongoing monitoring.
 - l) Designate county MSACC focal persons to coordinate all MSACC-related activities and act as primary contact points for the Secretariat.

- m) Support participation of county technical staff in training, joint inspections and learning events organised under MSACC.
 - n) Provide periodic updates to the MSACC Secretariat on county-initiated unsafe buildings cases, enforcement actions and emerging risks, using agreed formats and timelines.
- ii) Cases involving national critical infrastructure, cross-county facilities or installations within special economic zones/wayleaves shall be handled with participation of relevant national agencies and affected counties.
 - iii) MSACC shall coordinate to ensure a unified multi-agency position and avoid conflicting directives, while keeping life safety as the overriding priority.

Issued by

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Hon. Alice Wahome, EGH
Cabinet Secretary,

MINISTRY OF LANDS, PUBLIC WORKS, HOUSING & URBAN DEVELOPMENT