



ANTI-CORRUPTION STRATEGIC GUIDING FRAMEWORK FOR KENYA'S JUSTICE SECTOR



2025



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NATIONAL COUNCIL ON THE ADMINISTRATION OF JUSTICE (NCAJ)



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2025

The preparation and launch of this Guiding Framework was supported by:



MANDATE

The National Council on Administration of Justice (NCAJ) is established under the Judicial Service Act, Cap 8A, as a high - level body mandated to ensure a coordinated, efficient, effective and consultative approach to the administration of justice and reform of the justice system in Kenya.



VISION

A coordinated and cohesive justice sector serving the people in Kenya.



MISSION

To ensure a coordinated and consultative approach in the administration of justice by bringing together key actors to collectively develop and pursue reform priorities and strategies.



VALUES

- | | |
|---|--|
| <input type="checkbox"/> Accountability | <input type="checkbox"/> Constitutionalism |
| <input type="checkbox"/> Consultation | <input type="checkbox"/> Interdependence |
| <input type="checkbox"/> Public Service | <input type="checkbox"/> Innovation |

FOREWORD



Corruption and economic crimes remain a challenge that undermines public institutions' performance and disrupt the desired level of service delivery to Kenyans. It erodes public trust and accountability, stifling socio-economic growth. In response to the challenges, the National Council on the Administration of Justice (NCAJ) has stepped up to renew its prevention and response strategies. This renewed effort is informed by the fact that most justice sector institutions, coordinated under the umbrella of NCAJ, are the primary duty-bearers in the national fight against corruption and economic crimes.

To confront and sustain the fight against corruption and economic crimes, the NCAJ has developed the Anti-corruption Strategic Guiding Framework for the Justice Sector through an inclusive and collaborative process. The development commenced following a leadership meeting by the Heads of the three Arms of Government convened on 22nd January 2024 by H.E. Dr. William Samoei Ruto, CGH, the President of the Republic of Kenya. The Framework outlines comprehensive strategies and measures to combat corruption, enhance service delivery and promote accountability.

This Guiding Framework is vital for fostering long-term progress and prosperity in Kenya. It will empower the Justice Sector Agencies with extensive short-term, mid-term and long-term interventions. Our goal is to build a robust, transparent and accountable justice system that decisively addresses the multifaceted threats posed by corruption, reinforces accountability mechanisms, and fosters a culture of responsibility. To realise this goal, we affirm our commitment to addressing corruption nationally and set high standards for state and public officials to uphold the best ethical standards and practices.

Therefore, I urge NCAJ and other Government Agencies to strengthen their commitment to constitutional mandates and support one another during the implementation. Moreover, I urge other government agencies, especially Parliament, to support the numerous legal reforms outlined in this Guiding Framework. Additionally, the provision of adequate resources by the National Treasury to support the earmarked interventions will be instrumental.

By relentlessly undertaking and enforcing anti-corruption measures in this Framework, we will enhance public trust, improve institutional accountability, and utilise public resources for better service delivery. Our joint efforts are crucial for creating an accountable and corruption-free country.

Hon. Justice Martha K. Koome, EGH
Chief Justice of the Republic of Kenya &
Chairperson, National Council on the Administration of Justice

WORD FROM THE DIRECTOR OF PUBLIC PROSECUTIONS AND NCAJ VICE CHAIRPERSON



Combating corruption and economic crimes in Kenya is not merely an obligation but a mission that calls for continuous innovation, commitment and unity of stakeholders. The Anti-corruption Strategic Guiding Framework manifests the justice sector's commitment and unity in the fight against corruption and economic crimes. It aims to enhance efficiency, effectiveness, and coordination when handling corruption.

The implementation of the Framework will renew public trust in the justice system and the country at large in fighting corruption. It will strengthen accountability in the entire Government, improve the quality and accessibility of public services, and enhance corruption prevention measures. With continuous engagement within and beyond the justice system and entrenching robust monitoring and evaluation measures during the implementation of this Framework, addressing corruption and economic crimes will be seamless. Moreover, by fostering inter-agency collaboration and partnership, we will expeditiously fight corruption, enhance service delivery and inspire hope for our country.

Mr. Renson M. Ingonga, CBS, OGW
Director of Public Prosecutions & Vice-Chairperson, NCAJ

WORD FROM THE HON. ATTORNEY GENERAL



The justice system plays a crucial role in combating corruption and economic crimes. This role requires heightened efforts and collaboration between state and non-state actors. The success of the justice system rests on strong partnership and steadfast support from the wider Executive and the Legislature. As custodians of justice, justice sector actors must actively promote the rule of law and integrity within their sphere of influence.

While corruption and economic crimes continue to be a challenge nationally, the justice sector agencies, as the pivotal duty-bearers, have made commendable gains and achievements. These achievements, made by individual agencies or through collaboration, encompass legislative and policy reforms and institutional strengthening. Their efforts are also supported by the ratification of international anti-corruption treaties, such as the UN Convention against Corruption and the African Union Convention on Preventing and Combating Corruption. Committed to this mission, the Office of the Attorney General and Department of Justice and its semi-autonomous agencies will remain committed to the fight against corruption and promoting the rule of law.

Hon. Dorcas Oduor, SC, EBS, OGW
The Attorney General of the Republic of Kenya

WORD FROM THE CEO/SECRETARY EACC, & CHAIRPERSON OF THE NCAJ COMMITTEE ON ANTI-CORRUPTION



Corruption remains a significant challenge to the effective dispensation of justice and national development. The consequences of corruption are significant, deepening income inequality and obstructing access to essential services, disproportionately affecting the most vulnerable. To address these challenges, concerted effort and collaboration by agencies, the public and partners is critical.

This Guiding Framework provides a comprehensive roadmap and actions for the fight against corruption, economic crimes and unethical practices in Kenya. It aims to enhance the efficiency of investigations, arrests, prosecutions, asset recovery, and the adjudication of corruption and economic crimes. Moreover, its elaborate and delineated roles for agencies will contribute to a structured approach that will allow adequate information sharing in the fight against corruption and economic crimes. It will enhance accountability and transparency and complement the National Ethics and Anti-Corruption Policy, which advocates for a coordinated, integrated and multi-agency approach. The Ethics and Anti-Corruption Commission assures other government agencies and partners of its commitment towards fulfilling its obligations outlined in this Framework.

Mr. Abdi Ahmed Mohamud, MBS

CEO/Secretary, EACC & Chairperson, NCAJ Committee on Anti-Corruption

WORD FROM THE INSPECTOR GENERAL, NATIONAL POLICE SERVICE



Corruption and economic crimes in any country directly threaten the rule of law, public order, and the realisation of the fundamental rights of the citizens. As law enforcement officers upstream of the justice system, we recognise that corruption weakens our ability to combat crime and erodes the public trust necessary for effective policing. Hence, addressing corruption is our top priority.

This Anti-Corruption Strategic Guiding Framework stands as a powerful tool for addressing the national challenges experienced in the fight against corruption and economic crimes. It offers a clear and comprehensive roadmap for coordinated actions in the short-term, mid-term and long-term. In aligning with and implementing this Framework's aspirations, the National Police Service will remain at the forefront of expeditious and professional investigations, and partnerships with other agencies. Through collective efforts in the justice sector, carrying out the interventions outlined in this Framework will be a service to humanity.

Mr. Douglas K. Kirocho, MGH, EBS, OGW

Inspector General, National Police Service

WORD FROM THE CHAIRPERSON OF THE COUNCIL OF GOVERNORS



Devolution in Kenya is a pillar of the Constitution that aspires to bring government services closer to the people. A real threat to this aspiration is corruption and economic crimes. To avert this threat and ensure optimal service delivery to Kenyans at the local level, it is crucial to address reduced funds reaching the counties due to graft, and the mismanagement of allocated funds.

This Anti-corruption Strategic Guiding Framework is timely as it emphasises prevention and response measures to ensure adequacy and optimal utilisation of devolved funds. It manifests the justice sector's quest to respond expeditiously and deter this vice. As Council of Governors, we are committed to upscaling community participation to enhance local governance in fighting graft. There will be deliberate and constant improvement of the internal county budgeting and expenditure processes, and protocols, to seal loopholes for corruption and economic crimes. Moreover, heightened support for justice sector agencies in executing their legal mandate and furthering the rule of law will be prioritised.

H.E. FCPA Ahmed Abdullahi, EGH
Chairperson, Council of Governors

WORD FROM CEO WITNESS PROTECTION AGENCY



Corruption remains a threat to national security, cohesion and development. It violates the full realisation of human rights and fundamental freedoms, including life, health, housing, education, food, a clean environment, and access to justice. The Anti-corruption Strategic Guiding Framework will support the realisation of these rights and freedoms. It frames the fight against corruption as a concerted and systematic approach that enhances transparency, accountability and efficiency in the entire public service.

The Framework articulates short-term, mid-term and long-term solutions that promote the rule of law and renewed interventions for fighting corruption and economic crimes. The Witness Protection Agency (WPA) reaffirms its commitment to anti-corruption awareness, prevention and covert response by providing exceptional protection measures and strategies within and outside the Republic of Kenya to at-risk, threatened or intimidated witnesses and whistle-blowers.

Ms. Jedidah Waruhiu
Director/Chief Executive, Witness Protection Agency

WORD FROM THE PS, CORRECTIONAL SERVICES



The renewed focus on enhancing public sector accountability and service delivery is pivotal to our nation's progress. As a key pillar of the criminal justice system, the correctional services fully support and reinforce this agenda through robust governance and ethical stewardship. The Anti-corruption Strategic Guiding Framework provides well-structured interventions which, when effectively implemented, will fortify accountability and bolster public confidence. In alignment with the aspirations of this Framework, the State Department for Correctional Services remains steadfast in strengthening corruption control mechanisms within offender management programs.

Dr. Salome Beacco, CBS
PS, State Department for Correctional Services

WORD FROM THE COMMISSIONER GENERAL OF PRISONS



Valuable observations and lessons have been learned, particularly on the justice system's response to corruption. As a correctional and rehabilitation institution, the Kenya Prisons Service is ready to work collaboratively with other justice sector agencies and partners to weed out corruption, promote accountability and enhance service delivery. The Service will revamp its internal operational mechanisms to ensure effective rehabilitation and reintegration of all offenders, including those sentenced under corruption and related offences.

Mr. Patrick M. Aranduh, CBS
Commissioner General of Prisons

WORD FROM THE SECRETARY, PROBATION AND AFTERCARE SERVICES



In the quest to fight corruption and economic crimes, we will engage other actors and provide reports for more informed decisions on bail, sentencing, and penal releases in cases of corruption and economic crimes. The Framework reinforces a unified approach that invites structured consultation, co-creation, and a collective approach to fighting corruption and economic crimes.

Dr. Christine A. Obondi (Mrs), OGW
Secretary, Probation and Aftercare Services

WORD FROM THE PRESIDENT OF THE LAW SOCIETY OF KENYA



The existence of corruption indicates an unwelcome departure from the National Values prescribed under Article 10, principles of public service under Article 232, and the fundamental principles of leadership and integrity under Chapter VI of the Constitution of Kenya. As corruption remains a significant threat to the rule of law, protection of human rights, and the administration of justice in Kenya, sector-specific efforts to curb the prevalence and adverse effects are a matter of necessity and urgency.

The place of the justice sector is particularly unique as it serves as a source of recourse against corruption and a forum for accountability. This translates to the intersectionality of integrity in the justice sector and Kenya’s development agenda as significant derailment risks arise against the latter in the absence of the former. The Anti-corruption Strategic Guiding Framework is key to Kenya’s attainment of its development priorities as it identifies corruption prevention functions within and beyond the justice sector and proposes national responses. Notably, the model contemplated in this Framework encompasses collaboration and multi-institutional coordination as key tenets. The LSK remains a ready and committed ally in the war against graft.

Ms. Faith Odhiambo
President, Law Society of Kenya

WORD FROM THE CIVIL SOCIETY ORGANISATIONS

Corruption and economic crimes are a serious threat to the enjoyment of citizens’ rights in any society and the realisation of aspirations of goal 16 under the Sustainable Development Goals. To address corruption and economic crimes in Kenya, Civil Society Organisations (CSOs) play a crucial role in enhancing governance and accountability. The CSOs, as pivotal non-state actors, will offer technical support and partner in citizen engagement, awareness and advocacy initiatives on prevention and response to graft. We reiterate our commitment to a corruption-free country.

**CEOs - Legal Resources Foundation, FIDA-Kenya, The CRADLE
and Transparency International Kenya**

WORD FROM THE PRIVATE SECTOR

Corruption and economic crimes undermine the rule of law, deterring foreign and domestic investments and disrupting legitimate business activities and ecosystems. Additionally, corruption harms business location, operations and profitability. Hence, Kenya’s private sector will remain steadfast in supporting government efforts to prevent and fight corruption and economic crimes. Additionally, it will adopt ethical standards in business operations and support legal, policy and institutional reforms. Ultimately, we envisage that the justice sector will remain pivotal in Kenya’s social economic growth.

CEOs – Kenya Private Sector Alliance & Kenya Association of Manufacturers

ACKNOWLEDGEMENTS



The Anti-corruption Strategic Guiding Framework was developed through an extensive consultative and collaborative process with input from diverse partners. I commend the National Council on the Administration of Justice (NCAJ) for its extraordinary dedication to developing this Guiding Framework. The thoughtful and technical contributions of Council members have yielded innovative initiatives that will transform the fight against corruption and economic crimes in Kenya.

Special thanks go to the members of the NCAJ Committee on Anti-Corruption, led by Chairperson Mr Abdi Ahmed Mohamud, CEO/Secretary of the Ethics and Anti-Corruption Commission, along with his predecessor, Mr Twalib Mbarak, for their steadfast commitment to the development and finalisation of this vital Framework. I appreciate the diligent efforts of the Committee to consolidate diverse stakeholders' views, which were essential in crafting this robust Framework.

I profoundly acknowledge the invaluable input from the dedicated teams across all justice sector agencies under the NCAJ umbrella. Their commitment to providing comprehensive information and insight through questionnaires, along with their critical reviews during stakeholder engagements, was instrumental. I extend my heartfelt thanks to the members of all NCAJ Working Committees, Technical Committee and Court Users' Committees, whose insightful contributions have significantly enriched this Guiding Framework.

I also express my gratitude to the experts from diverse institutions who contributed immensely to this framework, as captured in Appendix 5. My gratitude goes to the editorial team led by Dr Moses Marang'a, Executive Director NCAJ, and including Ms Mercy Gateru (ODPP), Hon. Thomas Nzioki (Judiciary), Ms Regina Muriuki and Ms Faith Ng'ethe (EACC), Ms Sophia Sitati (Office of the Attorney General), Mr Michael Sang (National Police Service), Prof Jack Mwimali (NCLR), Ms Jullie Wahonya (WPA), Ms Emily Mubichi and Ms Julliet Akinyi of NCAJ Secretariat, and the graphic-designing by Mr Eliud Githua.

Lastly, I acknowledge the significant financial and technical support from the Government of Kenya, the European Union, the United Nations Office on Drugs and Crime (UNODC), the United States Department of Justice (USDOJ), the World Bank (WB), the International Justice Mission (IJM), the International Law Development Organisation (IDLO), and the Kenya Association of Manufacturers (KAM). I am confident that this Framework will play a pivotal role in our united quest to prevent and eradicate corruption and economic crimes in Kenya.

Hon. Winfridah B. Mokaya, CBS
Chief Registrar of the Judiciary & Secretary, NCAJ

ABBREVIATIONS AND ACRONYMS

ACECA	Anti-corruption and Economic Crimes Act
ASGF	Anti-corruption Strategic Guiding Framework
ARA	Assets Recovery Agency
AUCPCC	African Union Convention on Preventing and Combating Corruption
CAJ	Commission on Administrative Justice
COG	Council of Governors
CSOs	Civil Society Organisations
CUCs	Court Users' Committees
DCI	Directorate of Criminal Investigations
DPP	Director of Public Prosecutions
EACC	Ethics and Anti-Corruption Commission
FRC	Financial Reporting Centre
FY	Financial Year
GOK	Government of Kenya
ICT	Information Communication Technology
IEBC	Independent Electoral and Boundaries Commission
IPOA	Independent Policing Oversight Authority
KLRC	Kenya Law Reforms Commission
KPS	Kenya Prisons Service
KRA	Kenya Revenue Authority
LSK	Law Society of Kenya
LT	Long Term
MLA	Mutual Legal Assistance
MT	Mid Term
MTP	Medium Term Plan
NCAJ	National Council on the Administration of Justice
NCRC	National Crimes Research Centre
NGAO	National Government Administrative Officers
NLAS	National Legal Aid Service
NPS	National Police Service
NT	National Treasury
NTSA	National Transport and Safety Authority
OAG & DOJ	Office of the Attorney General and Department of Justice
ODPP	Office of the Director of Public Prosecutions
PACS	Probation and Aftercare Services
SDCS	State Department for Correctional Services
SDIs	Service Delivery Initiatives
SOPs	Standard Operating Procedures
SP	Strategic Plan
ST	Short Term
ST & C	Short Term and Continuous
UNCAC	United Nations Convention Against Corruption
WPA	Witness Protection Agency

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EXECUTIVE SUMMARY



The Anti-corruption Strategic Guiding Framework was developed through a comprehensive and consultative process. The Framework has 5 Strategic Pillars, 12 Strategic Objectives and 76 priority programmes. The identification of the priorities was based on guidance from the Council, past milestones, ongoing reforms, existing challenges, and statistics on anti-corruption. Moreover, the identification was informed by stakeholders' feedback, published anti-corruption reports and commitments made by the national leadership in the fight against corruption and economic crimes.

The lead and collaborating agencies to spearhead the implementation of the programmes have been identified. Additionally, the expected outputs for the programmes have been listed to aid in progress monitoring.

The Strategic Pillars of the Framework are as follows.

Strategic Pillar 1: Strengthened coordination, collaboration and capacity in the fight against corruption and economic crimes. The Pillar has two strategic objectives, deepening interagency partnerships with 7 priority programmes, and enhancing the capacity of justice sector agencies covering 6 priority programmes.

Strategic Pillar 2 : Improved legal, policy and administrative environment in the fight against corruption and economic crimes. The Pillar covers 13 priority programmes under legal reforms, 8 under policy reforms , and 5 under administrative interventions.

Strategic Pillar 3 : Enhanced efficiency and accountability in the fight against corruption and economic crimes. The Pillar covers expeditious handling of corruption-related cases (3 programmes) and enhanced accountability mechanisms (5 programmes).

Strategic Pillar 4 : Deepened digital innovations in the fight against corruption and economic crimes. This entails deepening the integration of ICT systems with 6 priority areas, and increasing ICT hardware and networking capacity with 3 main programmes.

Strategic Pillar 5 : Entrenched Sustainability Safeguards to Support the Prevention and Fight against Corruption and Economic Crimes. The Pillar focuses on strengthening learning mechanisms (6 programmes), resource mobilisation (5 programmes), and entrenching effective monitoring, evaluation, learning and data sharing (7 programmes).

With the relentless and timely implementation of the programmes, the justice sector will effectively fight against corruption and economic crimes. This will enhance citizens' welfare, build public trust and positively impact Kenya's development.

Dr. Moses W. Marang'a, MBS

Executive Director, National Council on the Administration of Justice

Chapter

1

BACKGROUND



Chapter

1

BACKGROUND



CHAPTER ONE: BACKGROUND

1.1 Introduction

Corruption refers to the misuse of power and public resources for personal gain. It encompasses offences such as bribery, fraud, embezzlement, abuse of office, and breach of trust, as defined in Section 2 of the Anti-Corruption and Economic Crimes Act (Cap. 65).

Corruption pervasively impacts Kenya's socio-economic landscape and undermines the realisation of the Sustainable Development Goals (SDGs) and Vision 2030. It limits access to essential services like health, education, justice and other public goods and services. Corruption also contributes to negative exploitation of public resources, increases income inequality, discourages domestic and foreign investments, and creates an unpredictable business environment that stifles economic growth.

In response to these challenges, H.E. Dr. William Samoei Ruto, CGH, the President of the Republic of Kenya, convened a high-level meeting in January 2024 with the Heads of the Parliament and the Judiciary. This meeting resulted in a renewed commitment to a unified approach in combating corruption. The outcome was the development of this Anti-corruption Strategic Guiding Framework (ASGF).

The Framework outlines measures to fight corruption and economic crimes, enhance accountability, and restore public trust in government institutions. These measures are classified into short-term, mid-term, and long-term under five pillars and 12 strategic objectives.

The ASGF was developed through a comprehensive and consultative process, including gap analysis of progress and challenges, gathering of feedback on priority interventions, and extensive stakeholder engagement.

The development of the ASGF was led by the National Council on the Administration of Justice (NCAJ). The Council is established under the Judicial Service Act (Cap 8A) to entrench efficient and effective administration of justice in Kenya and formulate and implement reforms. It includes various institutions (See Appendix 6) that play primary and supportive roles in the fight against corruption and economic crimes.

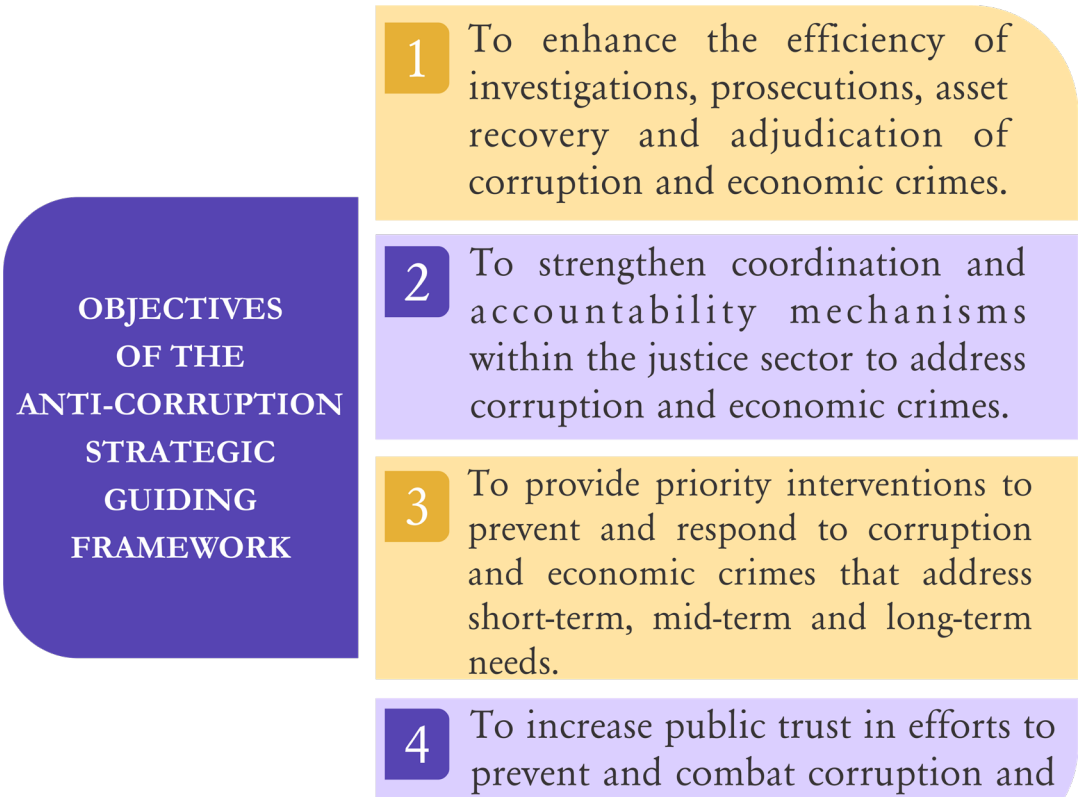
WHAT IS CORRUPTION?

Misuse of power and public resources for personal gain. It encompasses offences such as bribery, fraud, embezzlement, abuse of office, and breach of trust.

Section 2 of the Anti-Corruption and Economic Crimes Act (Cap.65).

1.2 Objectives of the Anti-corruption Strategic Guiding Framework

The overarching goal of ASGF is to improve the justice sector’s efficiency in the fight against corruption and economic crimes, enhance accountability, service delivery and public trust, and ultimately foster sustainable socio-economic development in Kenya. The specific objectives are as follows.



1.3 Intersectionality of the Fight Against Corruption and Economic Crimes, and Kenya’s Development Agenda

From a global viewpoint, fighting corruption is crucial in realising the Sustainable Development Goals (SDGs), especially Goals 10 and 16, emphasising the importance of strong institutions, reduced inequalities and accountable governance. SDG 16 highlights the importance of collaboration among various stakeholders to strengthen the rule of law and access to justice. Further, the United Nations Convention Against Corruption (UNCAC) commits state parties to fight corruption, emphasising preventive, enforcement, international cooperation and asset recovery measures.

Regionally, the Africa Agenda 2063 and the African Union Convention on Preventing and Combating Corruption (AUCPCC) provide guidance on tackling corruption, enhancing accountability and improving service delivery among member states.

At the National level, Kenya has ratified both the UNCAC and the AUCPCC. Article 10(2) (b) and (c) of the Constitution of Kenya envisions a society that upholds human rights and equality, and emphasises good governance and accountability. Further, Kenya's Vision 2030 recognises the importance of the rule of law in improving public service, reducing barriers to justice and fostering societal development.

Therefore, implementing the ASGF is essential for realising Kenya's Vision 2030 and the fourth Medium-Term Plan, 2023-2027. Additionally, the ASGF aligns with the Bottom-Up Economic Transformation Agenda, which champions inclusivity by creating economic opportunities for all, reforming the public sector, and maintaining law and order. Moreover, implementing ASGF will enhance service delivery and public trust, promote accountability, and ensure efficient utilisation of resources.

1.4 Existing Legal, Policy and Institutional Framework in the Fight Against Corruption and Economic Crimes

Diverse policy and legal instruments supporting the fight against corruption and economic crimes exist, key among them the Kenya's Constitution. The implementation of the Constitution, and especially in the prevention and response to corruption and economic crimes, is supported by diverse statutes and policies provided in Appendix 1A & B.

On the institutional front, many agencies play a pivotal role in the fight against corruption, as elaborated in Appendix 1C. The justice sector agencies handle prevention, investigation, arrests, prosecution, adjudication, legal representation, witness protection, asset recovery, correctional services and policy improvement. Regarding coordination of the justice sector, NCAJ plays the vital role of facilitating a consultative and systems approach to the administration of justice. This role is drawn from the Judicial Service Act (Cap 8A) and the NCAJ Strategic Plan (2021-2026).

However, due to different constitutional mandates, the threshold of actions differs across institutions. Some institutions have a primary role. For instance, EACC has a primary role in the fight against corruption. Other agencies with a primary role are the National Police Service on investigations, the Office of the Director of Public Prosecutions on prosecution, the Judiciary on adjudication, the Assets Recovery Agency, the Office of the Attorney General, and the Witness Protection Agency.

Other agencies also play a critical supportive role. For instance, The Presidency is crucial in providing strategic and political support at the highest level. Further, Parliament is responsible for enacting various statutes to improve the legal and regulatory environment. Additionally, the National Treasury provides necessary resources for the fight against corruption and economic crimes.

1.5 Challenges in the Fight Against Corruption

To effectively combat corruption and economic crimes, it is imperative for the justice sector to tackle both genuine and perceived corruption within its ranks. To inform the strategic pillars and objectives of the ASGF, the NCAJ gathered information through questionnaires and targeted interviews with stakeholders to identify areas within the justice sector that are vulnerable to corruption. The engagements aimed at pinpointing the challenges that hinder the fight against corruption and propose interventions to enhance accountability and improve service delivery. In addition, robust engagements with stakeholders were conducted to reveal the legislative, policy and institutional obstacles that impede national efforts to combat graft. The results of stakeholders' perceptions are provided in Sections 1.5.1 and 1.5.2.

1.5.1 Stakeholders Perceptions on Corruption Prone Areas, Challenges and Proposed Interventions

The survey results indicated that corruption is perceived to occur when various services are provided within the justice sector. Figure 1 highlights these services.

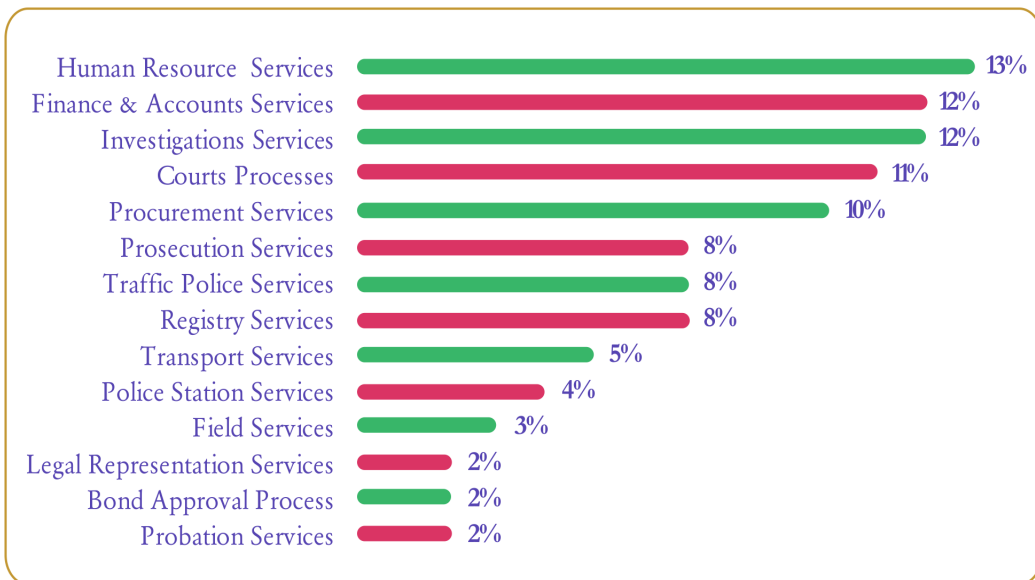


Figure 1: Stakeholders' perception on corruption prone services in the justice sector

The investigation also showed that several significant factors hinder efforts to combat corruption. These include political interference, inadequate and ineffective information-sharing and coordination mechanisms, weak legislative and regulatory framework, insufficient implementation strategies, and the continued reliance on manual processes in service delivery.

Detailed challenges are illustrated in Figure 2.

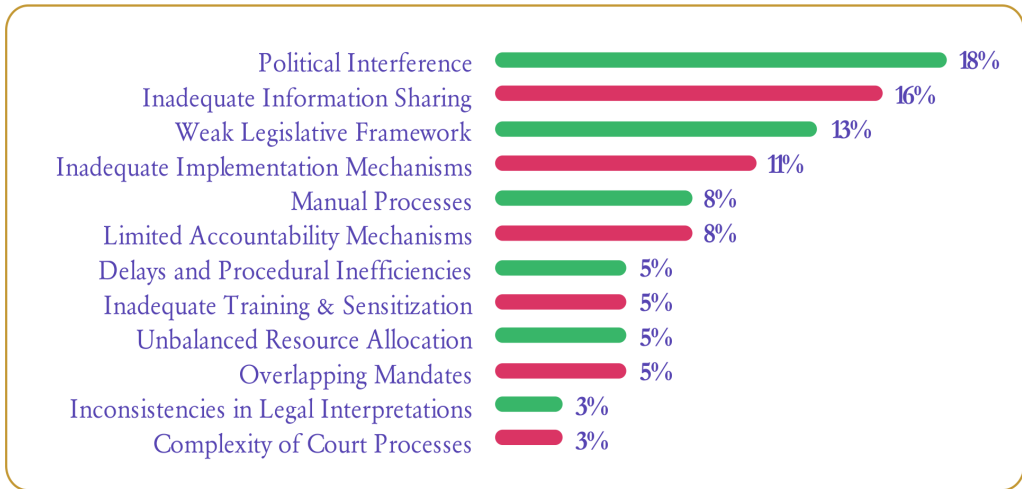


Figure 2: Stakeholders’ perception of challenges hindering the effective fight against corruption

The investigation sought insights from respondents on how to enhance accountability and service delivery in the justice sector and beyond. Among the most impactful interventions proposed were the enforcement of strict anti-corruption measures, comprehensive training of employees on anti-corruption laws, the strategic use of technology to bolster accountability, and increasing human and financial resources. Figure 3 illustrates these recommendations.

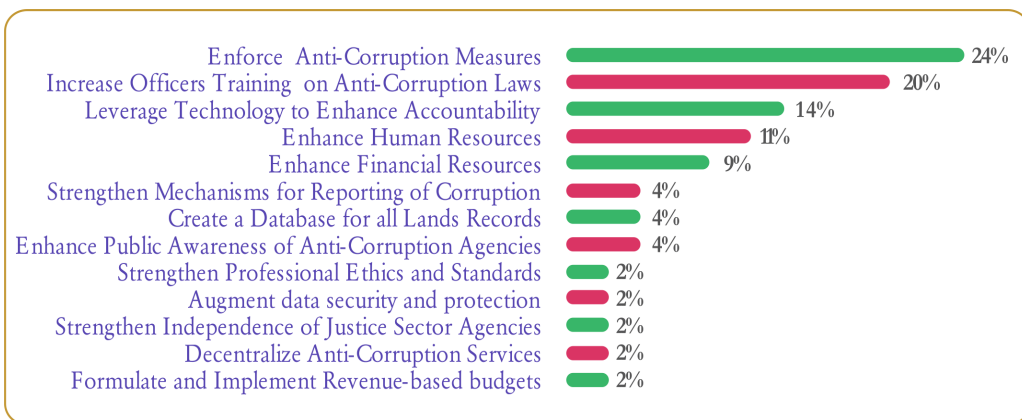


Figure 3: Proposed interventions for enhancing accountability and service delivery

1.5.2 Stakeholders Feedback on Legislative, Policy and Institutional Challenges



a) Legislative Challenges

1. Existence of multiple laws that criminalise similar acts with different punishments.
2. Disparate legislative and policy reforms that lead to overlapping provisions in various statutes and policies.
3. Delay in enacting relevant laws to match the emerging trends in corruption.
4. Weakening of existing anti-corruption laws through new legislative proposals.
5. Delay in enacting laws to protect and reward whistle-blowers.
6. Delay in enacting the Conflict of Interest Bill.
7. Inadequate legal framework for enforcing advisories issued by EACC and other agencies.
8. Insufficient mechanisms to enforce Chapter 6 of the Constitution.
9. Absence of the Witness Protection Complaints Committee and regulations to operationalise Witness Protection Act, Cap 79.

10. Lenient custodial penalties for corruption offences.
11. Absence of structured default sentences for non-payment of mandatory fines under Section 48 of ACECA, Cap 65.
12. Absence of a regulatory framework to guide remittance and allocation of recovered funds surrendered to the Consolidated Fund.

b) Policy Challenges

1. The multiplicity of executive orders, circulars, pronouncements and policy documents resulting in overlap and inconsistencies during application.
2. Inadequate awareness and implementation of recommendations of existing policies by justice sector agencies.
3. Lack of internal anti-corruption policies such as conflict of interest policy, anti-fraud policy, anti-bribery policy, whistle-blowing policy, and code of conduct in some agencies to anchor anti-corruption procedures and practices.
4. Disjointed information-sharing mechanisms and coordination structures lead to fragmented service delivery and duplication of efforts.

c) Institutional Challenges

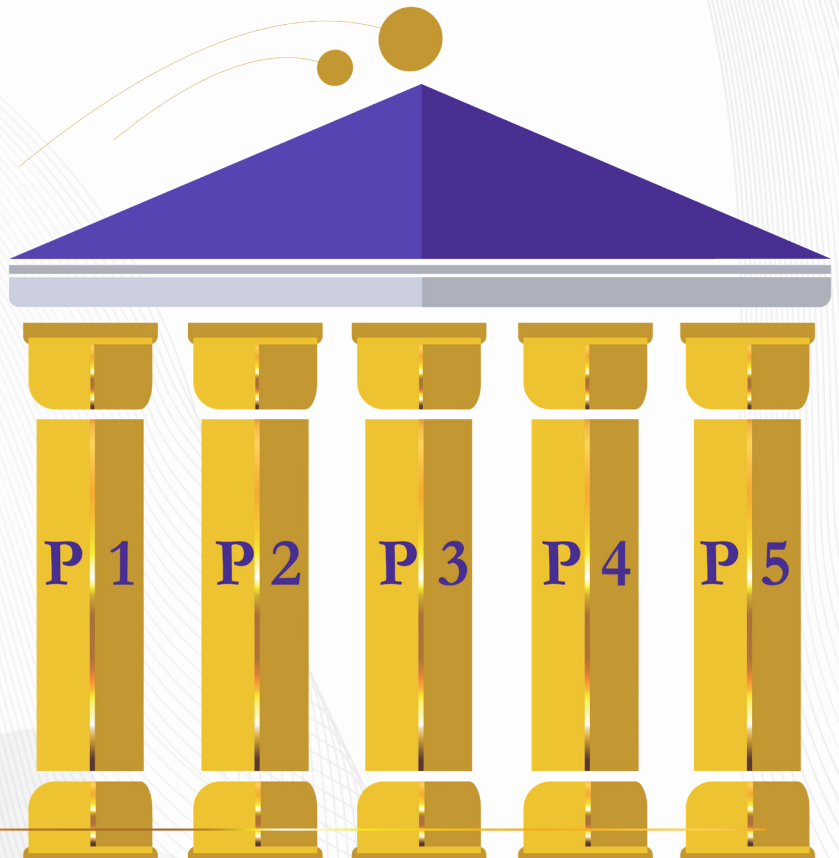
1. Delays in investigation, prosecution and adjudication of corruption and economic crimes.
2. Duplication of processes and competing interests in the handling of corruption and economic crime cases.
3. Inadequate human, technical, financial, technological and infrastructural resources yielding delays in case processing.
4. Political interference in handling some of the corruption and economic crime cases.
5. Slow processing of requests for mutual legal assistance occasioned by bureaucratic delays, political and diplomatic factors.
6. Weak intra and inter-agency coordination and cooperation in the fight against corruption.
7. Non-availability or destruction of documentary evidence through omission and commission.
8. Numerous applications in courts for stay of proceedings and investigations causing delays.
9. Disparity in the level of human, technical, financial, technological and infrastructural resources of agencies within NCAJ.

10. Weak enforcement of laws by agencies as well as by sector regulators.
11. Lack of timely strategies to deal with emerging /evolving corruption and economic crimes.
12. Low automation of finance, management, procurement and revenue collection processes to enhance accountability and efficiency.
13. Inadequate justice sector offices in some counties and sub-counties limits access to services.
14. Inadequate civic education on adverse effects of corruption.
15. Wrong public perception that bribery is obligatory to access public services.
16. Slow culture and behavioural change among employees.
17. Inadequate protective measures and structures for persons vulnerable to corruption, including those threatened and intimidated.
18. Witness apathy, intimidation and interference, and high witness expenses.

Chapter

2

STRATEGIC PILLARS, OBJECTIVES AND IMPLEMENTATION IMPERATIVES



STRATEGIC PILLARS, OBJECTIVES AND IMPLEMENTATION IMPERATIVES

THE STRATEGIC PILLARS OF THE ASGF



CHAPTER TWO: STRATEGIC PILLARS, OBJECTIVES AND IMPLEMENTATION IMPERATIVES

2.1 Strategic Model for the Anti-corruption Strategic Guiding Framework

2.1.1 Strategic Pillars

Combating corruption, enhancing accountability and improving service delivery requires a coordinated and collaborative approach by stakeholders. To achieve this goal, numerous priority programmes have been outlined. The identification of these programmes was based on an analysis and review of:

1. Council guidance and feedback.
2. Feedback from state and non-state actors through questionnaires administered by the NCAJ.
3. Existing challenges and proposals from stakeholders.
4. Implementation of the existing legislative, policy and administrative frameworks, listed in Appendix 1.
5. Ongoing reforms in the fight against corruption, detailed in Appendix 2.
6. The trend of institutional statistics related to corruption cases and matters, detailed in Appendix 3.
7. Diverse anti-corruption reports.
8. Commitments by the National Leadership on the fight against corruption and economic crimes, given in Appendix 4.

The analysis and synthesis consequently informed the conceptualisation of the Strategic Model of the ASGF. The Strategic Model consists of 5 pillars that capture the key dimensions required to guide reforms and interventions to fight corruption and economic crimes. The Pillars are further broken down into 12 strategic objectives and 76 priority programmes. The strategic pillars of the ASGF are:

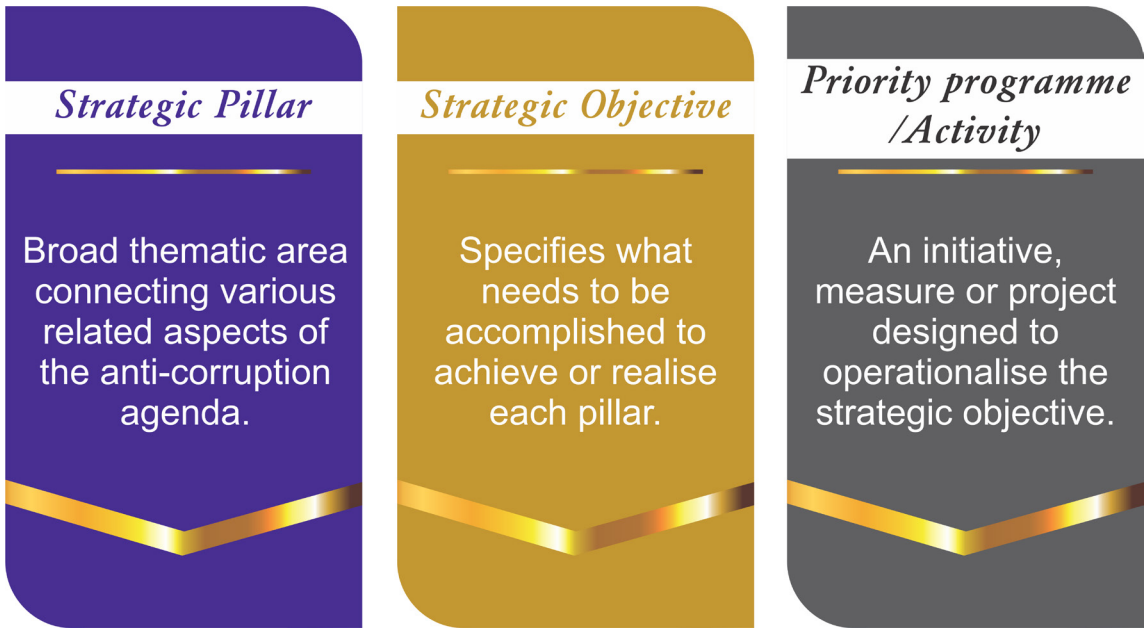
Strategic Pillar 1: Strengthened Coordination, Collaboration and Capacity in the Fight against Corruption and Economic Crimes.

Strategic Pillar 2: Improved Legal, Policy and Administrative Environment in the Fight against Corruption and Economic Crimes.

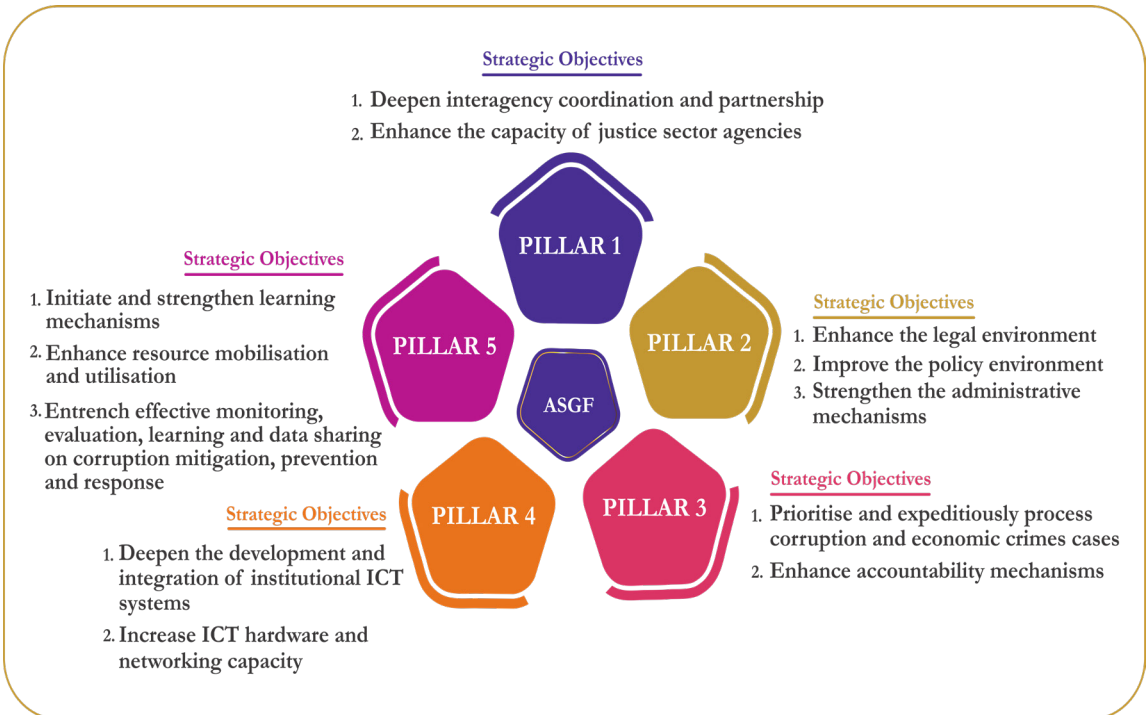
Strategic Pillar 3: Enhanced Efficiency and Accountability in the Fight against Corruption and Economic Crimes.

Strategic Pillar 4: Deepened Digital Innovations in the Prevention and Fight against Corruption and Economic Crimes.

Strategic Pillar 5: Entrenched Sustainability Safeguards to Support the Prevention and Fight against Corruption and Economic Crimes.



The specific strategic objectives for each pillar are as follows.



2.1.2 Implementation and Progress Monitoring

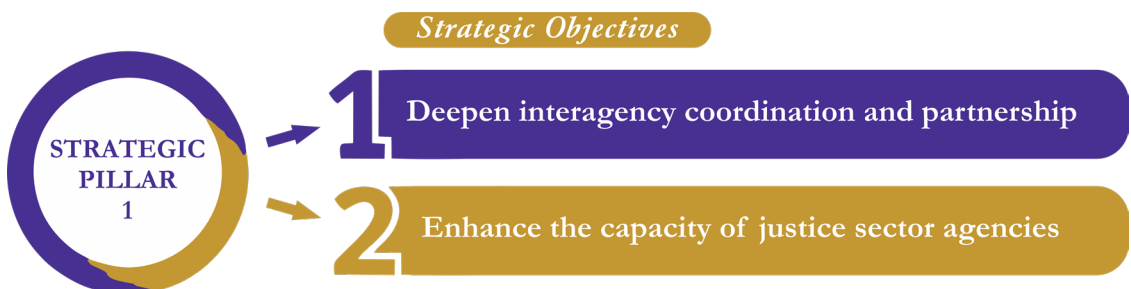
Implementing the ASGF is expected to improve the efficiency of the justice system in preventing and responding to corruption and economic crimes. Moreover, the ASGF will enhance service delivery, public trust, and investor confidence, ultimately fostering socio-economic growth. The implementation will be carried out by diverse agencies as part of their core mandate supported by NCAJ on initiatives that require a coordinated and systems approach. Additionally, the implementation is to be supported by the Presidency, the National Assembly, the National Treasury, other Government agencies, development partners, CSOs, and the private sector.

To ensure sustainability and long-term success in the fight against corruption and economic crimes, periodic and comprehensive monitoring, evaluation and continuous improvement will be carried out. This will be at two levels, institutional level through agencies and sectoral level through NCAJ. The overarching aim is to allow timely adaptation, response to emerging challenges, and incorporating valuable lessons learned. Given the necessity of entrenching robust monitoring, evaluation and learning mechanisms for the ASGF, a strategic objective under Pillar 5 has been provided.

The programmes and activities have further been classified in terms of implementation timelines: short-term (ST- within a year), mid-term (MT- between 1 and 3 years), long-term (LT- between 3 and 5 years), and Continuous (C). Output indicators for each programme will provide a basis for the monitoring and evaluation. Agencies are urged to commence the implementation process for all the programmes, including those classified as mid-term and long-term, to ensure their finalisation within five years. While developing agency-specific anti-corruption plans drawn from ASGF, financial requirements should be unpacked and budget provided. Additionally, agencies should put in measures to mitigate risks during implementation.

2.2 Strategic Pillar 1: Strengthened Coordination, Collaboration and Capacity in the Fight against Corruption and Economic Crimes

Broadly, this Pillar will focus on an integrated and systems approach to the fight against corruption, covering high-level coordination and capacity improvement.



2.2.1 Strategic Objective 1: Deepen interagency coordination and partnership

This will entail heightened engagements between agencies on implementation of programmes. The ultimate aim is to minimise overlaps, foster joint accountability and forge a united front against corruption and economic crimes.

2.2.2 Strategic Objective 2: Enhance the capacity of justice sector agencies

This objective will involve strengthening the capacity of the justice sector agencies, capital and human resource, to re-engineer the fight against corruption. By strengthening these capacities, agencies can prevent and respond more effectively to complex corruption and economic crimes cases.

Table 1: Implementation Plan for Strategic Pillar One

STRATEGIC OBJECTIVE 1: Deepen interagency coordination and partnership				
Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
1. Convene regular stakeholders' forums at the grassroots: County Integrity Committees/ Forums, Court Integrity Committees, CUCs and other Institutional Integrity Forums to address the administration of justice issues related to the fight against corruption and economic crimes.	<ul style="list-style-type: none"> • Number of challenges resolved • Number of interventions undertaken • Number of meetings held • Number of Anti-corruption agenda embedded in meetings 	<ul style="list-style-type: none"> • NCAJ • COG • Judiciary 	All players	ST & C
2. Convene regular stakeholders' forums at the national level to monitor and review progress in the fight against corruption and provide solutions to emerging challenges from global, national and local levels	<ul style="list-style-type: none"> • Number of challenges resolved • Number of interventions undertaken • Number of meetings held 	NCAJ	All players	ST & C

Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
3. Strengthen multi-agency team (MAT) to expedite the investigations, asset-tracing and recovery, and prosecution of high-profile and impact corruption and economic crime cases	<ul style="list-style-type: none"> • MAT reconstituted • Number of engagements by MAT • Number of high-profile corruption and economic crime cases investigated, prosecuted and tried within set-timelines 	<ul style="list-style-type: none"> • DCI • EACC • ODPP • ARA 	<ul style="list-style-type: none"> • Judiciary • OAG/DOJ • WPA • NIS • FRC • KRA • COG • The Presidency 	ST & MT
4. Strengthen Mutual Legal Assistance (MLA) requests to and from Kenya relating to the fight against corruption and economic crimes.	<ul style="list-style-type: none"> • Finalised MLA standards • Number of MLA requests timely processed 	OAG/DOJ	<ul style="list-style-type: none"> • EACC • DCI • ODPP • ARA • Ministry of Foreign Affairs 	ST
5. Lobby and create a regional association on witness protection to support the trial process.	<ul style="list-style-type: none"> • Association created • Increased witness protection 	WPA	<ul style="list-style-type: none"> • DCI EACC • ODPP • Judiciary • NCAJ • Regional bodies 	ST & MT
6. Enact NCAJ Bill to support justice sector coordination	<ul style="list-style-type: none"> • Bill Finalised • Act enacted • Attendant regulations developed 	NCAJ	<ul style="list-style-type: none"> • OAG & DOJ • All actors 	MT
7. Finalise and implement Standard Operating Procedures (SOPs) for justice sector Service Delivery Initiatives (SDIs) covering anti-corruption interventions	<ul style="list-style-type: none"> • Finalised SOPs for SDis • Collaborative anti-corruption SDIs carried out. • Reduced timelines in handling anti-corruption cases by agencies 	NCAJ	<ul style="list-style-type: none"> • All Agencies 	ST & C

STRATEGIC OBJECTIVE 2: Enhance the capacity of justice sector agencies

Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
1. Develop within-agencies action plans, embed corruption mitigation measures in the institutional strategic plans, and undertake corruption risk assessment and systems audits and implement findings	<ul style="list-style-type: none"> • Agency specific anti-corruption plans developed • Number of corruption mitigation measures embedded in SPs • Number of corruption risk assessments and audits done • Number of audit findings successfully implemented 	ALL Agencies	<ul style="list-style-type: none"> • COG • NCAJ • EACC 	ST & MT
2. Organise targeted joint training for investigators, prosecutors, judges and magistrates who handle corruption and economic crime cases	<ul style="list-style-type: none"> • Number of joint trainings carried out • Number of person trained 	NCAJ	<ul style="list-style-type: none"> • Development partners • CSOs • Private Sector 	ST & C
3. Upscale capacity-building initiatives on handling corruption	<ul style="list-style-type: none"> • Number of capacity-building initiatives organized • Number of employees sensitised or trained 	All Agencies	<ul style="list-style-type: none"> • Development partners • CSOs • Private Sector 	ST & C
4. Strengthen legal aid fund to support the fight against corruption	<ul style="list-style-type: none"> • Increase in legal aid fund 	NLAS	<ul style="list-style-type: none"> • LSK • Development Partners • CSOs 	MT

Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
5. Sensitise the public about justice sector processes regarding corruption prevention, response and reporting	<ul style="list-style-type: none"> • Number of public sensitisation forums held • Increased reporting by the public 	<ul style="list-style-type: none"> • CUCs • COG • NGAO 	All Agencies	ST & C
6. Increase justice sector offices and special anti-corruption courts in devolved units	<ul style="list-style-type: none"> • Number of new offices and special anti-corruption courts in counties and sub-counties 	<ul style="list-style-type: none"> • All Agencies • Judiciary 	<ul style="list-style-type: none"> • The Presidency • COG • NGAO 	MT

2.3 Strategic Pillar 2: Improved Legal, Policy and Administrative Environment in the Fight Against Corruption and Economic Crimes

A strong regulatory framework is crucial for deterring graft, successful prosecution, enhancing recovery of proceeds of corruption and securing convictions. Therefore, improvement of legal, policy and administrative environment, and the enforcement mechanisms will be pursued.



2.3.1 Strategic Objective 1: Enhance the legal environment

The goal is to amend or develop new laws to enhance penalties and streamline the investigation, prosecution, asset recovery, witness protection and adjudication of corruption and economic crimes. Further, the goal is to strengthen enforcement mechanisms of Anti-Corruption laws to bolster deterrence and accountability.

2.3.2 Strategic Objective 2: Improve the policy environment

The objective will cover developing policies and guidelines that support ethical practices and strengthen the fight against corruption and economic crimes.

2.3.3 Strategic Objective 3: Strengthen the administrative mechanisms

The justice sector agencies will review the existing administrative frameworks to effectively fulfil their mandates on combating corruption and economic crimes.

Table 2: Implementation Plan for Strategic Pillar Two

STRATEGIC OBJECTIVE 1: Enhance the legal environment				
Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
1. Finalise, enact and implement the Conflict-of-Interest Bill, 2023, and the development of attendant regulations	Conflict of Interest Bill enacted, and its regulations developed.	OAG & DOJ	<ul style="list-style-type: none"> • EACC • Parliament • NCAJ • KLRC • The Presidency 	MT & LT
2. Review and amend the ACECA to enhance the fight against corruption, as follows: <ul style="list-style-type: none"> • Review and amend Section 62 (6) of ACECA to align Section 42(7) of the Leadership and Integrity Act, Cap 59A to ensure equal application of sanctions to both public and state officers • Amend Section 65 of ACECA to include protection of whistle blowers and witnesses in line with Section 21 of the Anti-Bribery Act • Enact Regulations under ACECA in line with Section 68 for the better carrying out of the provisions of the Act. • Criminalise illicit enrichment in line with the United Nations Convention against Corruption. 	<ul style="list-style-type: none"> • Sections of the ACECA amended and aligned as indicated • ACECA regulations enacted • Amended ACECA being implemented 	<ul style="list-style-type: none"> • OAG & DOJ • EACC 	<ul style="list-style-type: none"> • Parliament • KLRC • The Presidency 	MT

Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
3. Amend Section 49(1) of the Proceeds of Crime and Anti-Money Laundering Act to reconstitute the Anti-Money Laundering Advisory Board.	<ul style="list-style-type: none"> Amended Section 49 Reconstituted anti-money laundering advisory board 	OAG & DOJ	<ul style="list-style-type: none"> Parliament KLRC Judiciary EACC ODPP 	MT
4. Develop Regulations under the Public Officer Ethics Act, Cap 185B in line with Section 42 for the better carrying out of the provisions	Regulations under the Public Officer Ethics Act finalised and in use	OAG & DOJ	<ul style="list-style-type: none"> Parliament EACC KLRC All agencies 	MT
5. Amend the Public Officer Ethics (management verification and access to financial declarations) Regulations to simplify access to wealth declarations.	Amended regulations	<ul style="list-style-type: none"> EACC OAG & DOJ 	<ul style="list-style-type: none"> Parliament All agencies 	MT
6. Amend Leadership and Integrity Act, Cap 185C, to provide for clearance and vetting of persons seeking election or appointment to a State or public office	Amended Leadership and Integrity Act	<ul style="list-style-type: none"> OAG & DOJ IEBC 	<ul style="list-style-type: none"> Parliament EACC OAG LSK KLRC Professional bodies 	MT
7. Amend Section 11 (1) of EACC Act , Cap 7H, to provide for lifestyle audits for State and public officers	Amended Section 11 (1) of EACC Act	<ul style="list-style-type: none"> OAG & DOJ EACC 	<ul style="list-style-type: none"> Parliament LSK KLRC 	LT
8. Amend Evidence Act, Cap 80, Criminal Procedure Code and MLA Act, Cap 75A, to ensure use and admissibility of evidence obtained through special investigative techniques and Mutual Legal Assistance.	Amended Evidence Act, CPC and MLA Act	<ul style="list-style-type: none"> OAG & DOJ 	<ul style="list-style-type: none"> NCAJ Parliament LSK DCI ARA KLRC 	MT

Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
9. Finalise CAJ Amendment Bill to enhance follow-up of advisories	<ul style="list-style-type: none"> Amendment Bill enacted Attendant regulations developed and in use 	<ul style="list-style-type: none"> OAG & DOJ CAJ 	<ul style="list-style-type: none"> KLRC Parliament All agencies 	MT
10. Develop an Omnibus Bill to facilitate ICT adoption in the Justice Sector	<ul style="list-style-type: none"> Omnibus Bill developed Diverse laws amended 	<ul style="list-style-type: none"> OAG & DOJ NCAJ 	<ul style="list-style-type: none"> OAG & DOJ Parliament LSK Ministry of ICT 	ML
11. Fast-track the finalisation of other ongoing legislations (Appendix 2A)	Ongoing legislations finalised	<ul style="list-style-type: none"> OAG & DOJ KLRC 	<ul style="list-style-type: none"> Parliament NCAJ All Agencies The Presidency 	ST & MT
12. Establish and implement agency-specific enforcement mechanisms for the anti-corruption laws	Agency-specific mechanisms established	All agencies	NCAJ	ML
13. Develop the Anti-corruption Laws (Amendment Bill, 2025)	Anti-corruption Laws Amendment Bill 2025 enacted	OAG & DOJ	<ul style="list-style-type: none"> Parliament All agencies 	ST
STRATEGIC OBJECTIVE 2: Improve the policy environment				
1. Finalise Guidelines for the Expeditious Trial of Corruption and Economic Crime Cases in Special Magistrates' Courts	Guidelines finalised	NCAJ	All agencies	ST
2. Develop and/or review Investigators Manual on Investigation of Corruption, Economic Crime Cases and Ethical Breaches by investigative agencies to cater for emerging trends and changes in legislation	Reviewed or developed investigators manual.	<ul style="list-style-type: none"> DCI EACC 	<ul style="list-style-type: none"> Development Partners CSOs NCAJ OAG & DOJ 	MT

Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
3. Review the ODPP's Prosecution of Corruption and Economic Crimes Guidelines (2015) to cater for emerging trends	Reviewed Guidelines	ODPP	<ul style="list-style-type: none"> EACC DCI Judiciary LSK 	ST
4. Finalise Guidelines for the prevention of Bribery and Corruption to strengthen the implementation of the Anti-Bribery Act, Cap 79b, and Regulations 2021.	Guidelines finalised	EACC	<ul style="list-style-type: none"> OAG & DOJ Development Partners CSOs Parliament 	ST
5. Incorporate anti-corruption measures in the National Correctional Policy	Anti-corruption measures embedded in the National Correctional Policy	SDCS	<ul style="list-style-type: none"> KPS PACS Other agencies 	ST
6. Implement National Ethics and Anti-Corruption Policy (2020).	<ul style="list-style-type: none"> No of programmes implemented 	All agencies	NCAJ	ST
7. Develop SOPs and protocols for handling corruption cases by each of the Criminal Justice Agency	SOPs developed	All agencies	Partners	ST
8. Implement Sentencing Policy Guidelines (2023) to standardize sentencing processes in corruption and economic crime cases.	Level of compliances with SPGs	NCAJ	<ul style="list-style-type: none"> Judiciary ODPP EACC NPS 	ST & C

STRATEGIC OBJECTIVE 3: Strengthen the administrative mechanisms

Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
1. Enhance protection measures for vulnerable, threatened and intimidated witnesses in corruption and economic crime cases	Protection measures enhanced	WPA	<ul style="list-style-type: none"> • NPS • IPOA • ODPP • EACC • Judiciary 	ST & C
2. Establish and enhance performance of Corruption Prevention/Integrity Committees and Integrity Assurance Officers in line with the Corruption Prevention Guidelines and Manual (2023).	<ul style="list-style-type: none"> • Number of committees established. • Number of interventions or Corruption Prevention Initiatives accomplished by committees • Reduced corruption prevalence by an institution or their units/field offices. 	All agencies	<ul style="list-style-type: none"> • Development Partners • CSOs • Private sector • EACC 	ST
3. Enhance compliance with the requirements for the Declaration of income, Assets and liabilities.	<ul style="list-style-type: none"> • Timely submission of filled declaration of income, assets and liabilities form • Level of compliance by agencies 	All agencies	EACC	ST & C
4. Upscale alternatives to prosecution and plea bargaining in corruption and economic crime cases.	Number of cases settled through alternatives to prosecution and plea bargaining	ODPP	<ul style="list-style-type: none"> • EACC • LSK • Judiciary • ARA • NPS 	ST
5. Establish a central repository for all assets recovered by justice sector agencies.	Central repository established	<ul style="list-style-type: none"> • ARA • EACC 	<ul style="list-style-type: none"> • Judiciary • ODPP • NPS • NT 	MT

2.4 Strategic Pillar 3: Enhanced Efficiency and Accountability in the Fight against Corruption and Economic Crimes

Emphasising speed and accountability in service delivery and handling corruption and economic crimes cases will create confidence and predictability in the justice sector operations. Moreover, the justice sector will reduce case backlog and restore public trust.



2.4.1 Strategic Objective 1: Prioritise and expeditiously process corruption and economic crimes cases

Justice sector agencies will revamp their operations to prioritise and expeditiously deal with corruption and economic crime cases.

2.4.2 Strategic Objective 2: Enhance accountability mechanisms

The justice sector will institute and upscale reporting mechanisms and increase public engagements as accountability measures. The ultimate goal will be to increase public trust and satisfaction and reduce the propensity to commit corruption.

Table 3: Implementation Plan for Strategic Pillar Three

STRATEGIC OBJECTIVE 1: Prioritise and expeditiously process corruption and economic crimes cases				
Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
1. Establish and enforce strict timelines for the investigations, arrests, asset preservation and recovery, prosecution and adjudication of corruption and economic crime cases	<ul style="list-style-type: none"> • Number of agencies with established timelines • Number of cases/ matters handled within set timelines 	<ul style="list-style-type: none"> • DCI • ODPP • EACC • Judiciary • ARA • IPOA 	<ul style="list-style-type: none"> • Other Agencies • Development partners • CSOs • Private sector • LSK 	ST & C
2. Review Performance Contracting Indicators to incorporate and implement measures to support the fight against corruption.	<ul style="list-style-type: none"> • Reviewed contracts • Number of anti-corruption measures incorporated • Improved performance level • Number of submitted reports to EACC 	All agencies	<ul style="list-style-type: none"> • Development Partners • CSOs • Private sector 	ST & C
3. Develop SOPs for investigations, arrests, asset preservation and recovery, prosecution and adjudication of corruption and economic crime cases to address existing inefficiencies	<ul style="list-style-type: none"> • SOPs developed • Level of compliance to the SOPs • Improved interactions and workflow 	NCAJ	All Agencies	ST

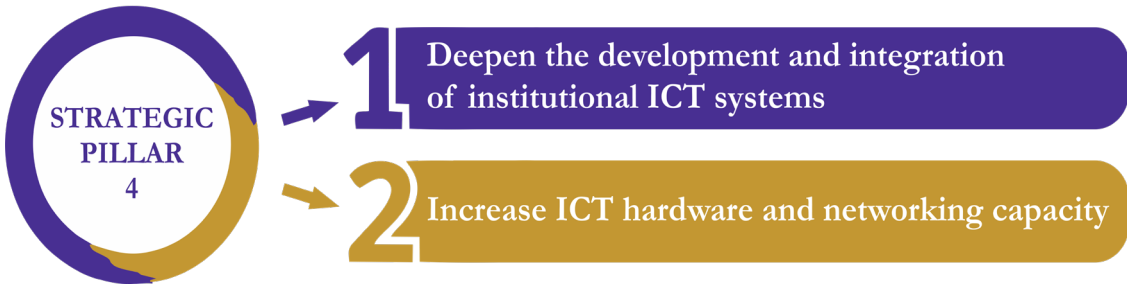
STRATEGIC OBJECTIVE 2: Enhance accountability mechanisms

Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
1. Conduct continuous public awareness campaigns on anti-corruption and criminal justice system processes and reporting mechanisms	<ul style="list-style-type: none"> • Number of campaigns conducted • Awareness campaigns carried out • Survey polls to establish the level of awareness 	All agencies	<ul style="list-style-type: none"> • Development Partners • CSOs • Private sector 	ST & C
2. Conduct periodic reviews of service charters and update the commitments on the fight against corruption and economic crimes	<ul style="list-style-type: none"> • Number of service charters reviewed or developed • Number of commitments reviewed • Level of adherence to commitments 	All agencies	<ul style="list-style-type: none"> • Development Partners • CSOs • Private sector 	MT
3. Develop and use complaints handling manuals	<ul style="list-style-type: none"> • Number of manuals developed • Reduced complaints against agencies 	All agencies	<ul style="list-style-type: none"> • Development Partners • CSOs • Private sector 	ST
4. Conduct periodic assessments of the effectiveness of agency's accountability standards and systems in managing corruption risks	<ul style="list-style-type: none"> • Number of assessments done 	EACC NCRC	<ul style="list-style-type: none"> • All agencies • Development Partners • CSOs • Private sector 	ST, MT & LT
5. Undertake periodic justice sector customer satisfaction surveys and implement recommendations	<ul style="list-style-type: none"> • Periodic customer satisfaction surveys conducted • Number of recommendations implemented 	NCAJ	<ul style="list-style-type: none"> • All agencies • Development Partners • CSOs • Private sector 	MT
6. Undertake periodic justice sector employee satisfaction surveys and implement recommendations	<ul style="list-style-type: none"> • Periodic employee satisfaction surveys conducted • Number of recommendations implemented 	NCAJ	<ul style="list-style-type: none"> • All agencies • Development Partners • CSOs • Private sector 	MT

2.5 Strategic Pillar 4: Deepened Digital Innovations in the Fight against Corruption and Economic Crimes

Technology enhances access to justice by improving the efficiency and timeliness of service delivery. Additionally, the adoption of technology seals loopholes that facilitate corrupt practices.

Strategic Objectives



2.5.1 Strategic Objective 1: Deepen the integration of institutional ICT systems

The justice sector will upscale the use of technology by developing and integrating the existing systems. Technology will also be upscaled to detect and prevent fraud and share information.

2.5.2 Strategic Objective 2: Increase ICT hardware and networking capacity

To effectively digitise the administration of justice processes, modern ICT hardware and software, such as computers, supported by a reliable network and consistent power supply, will be sourced.

Table 4: Implementation Plan for Strategic Pillar Four

STRATEGIC OBJECTIVE 1: Deepen the development and integration of institutional ICT systems				
Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
1. Develop and implement ICT systems for processing of instant traffic fines for minor traffic offences	<ul style="list-style-type: none"> • System developed • System implemented • Number of traffic cases and matters timely processed using the system 	NPS NCAJ	<ul style="list-style-type: none"> • NTSA • ODPP • Judiciary • EACC • Development Partners • Private Sector • Ministry of ICT 	ST & C
2. Upscale digitisation of internal processes for agencies, especially procurement, human resource and expenditure/payment system.	<ul style="list-style-type: none"> • Number of agencies with and using automated systems and processes • Level of digitization within agencies 	All agencies	<ul style="list-style-type: none"> • Development Partners • CSOs • Private sector • NCAJ • Ministry of ICT 	MT & C
3. Automate data collection systems for seamless and accurate reporting	<ul style="list-style-type: none"> • Automated data collection and analysis systems in place 	All agencies		
4. Develop an e-repository for all anti-corruption publications and reports for ease of access.	E-repository developed	NCAJ EACC	All agencies	MT
5. Expand e-services to reduce opportunities for corruption through direct interactions between citizens and officials	Number of e-services in use	All agencies	<ul style="list-style-type: none"> • Ministry of ICT • Development Partners • CSOs • Private sector 	MT & LT
6. Develop ICT Governance Structure for the Justice Sector	ICT Governance structure developed	NCAJ		ST

STRATEGIC OBJECTIVE 2: Increase ICT hardware and networking capacity				
Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
1. Procure adequate and modern ICT equipment	Number of ICT equipment procured	All agencies	<ul style="list-style-type: none"> Ministry of ICT Development Partners CSOs Private sector NCAJ 	ST
2. Provide reliable internet in justice sector offices	Reliable internet provided	All agencies		ST
3. Provide reliable power to the justice sector and other public agencies offices	Reliable power provided	All agencies		MT

2.6 Strategic Pillar 5: Entrenched Sustainability Safeguards to Support the Prevention and Fight against Corruption and Economic Crimes

Maintaining and expanding learning mechanisms, and technical and financial safeguards will be the norm for the sustainability of the fight against corruption and economic crimes. Specifically, the justice sector will strengthen learning mechanisms, monitor progress and upscale data sharing.



2.6.1 Strategic Objective 1: Initiate and strengthen learning mechanisms

The justice sector will continuously enhance learning mechanisms to improve preventive and response safeguards against graft.

2.6.2 Strategic Objective 2: Enhance resource mobilisation and utilisation

The justice sector will implement measures to mobilise adequate resources for corruption prevention, mitigation and response programs.

2.6.3 Strategic Objective 3: Entrench effective monitoring, evaluation, learning and data sharing on corruption mitigation, prevention and response

By having sector-specific and institutional mechanisms, the justice sector will monitor and evaluate progress, utilise lessons learned, and foster a culture of continuous improvement. To achieve this, adequate data and information will be collected and shared across agencies.

Table 5: Implementation Plan for Strategic Pillar Five

STRATEGIC OBJECTIVE 1: Initiate and strengthen learning mechanisms				
Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	
1. Update case digest, executive orders, circulars and pronouncements on anti-corruption and economic crimes cases.	<ul style="list-style-type: none"> Updated case digest on anti-corruption and economic crimes cases A repository of executive orders, circulars and pronouncements developed 	<ul style="list-style-type: none"> NCLR KLRC 	<ul style="list-style-type: none"> Judiciary OAG & DOJ EACC ODPP LSK 	ST & C
2. Organise exchange programs for justice sector professionals on global anti-corruption efforts	<ul style="list-style-type: none"> Number of programs undertaken Number of global ideals and practices being implemented 	<ul style="list-style-type: none"> NCAJ All Agencies 	<ul style="list-style-type: none"> Development partners CSOs Private sector 	ST & C
3. Enhance international cooperation in tracing and recovery of assets, including MLA requests	<ul style="list-style-type: none"> Number of international cooperation initiatives undertaken Number of MLA requests serviced 	OAG & DOJ	<ul style="list-style-type: none"> ODPP EACC ARA DCI Judiciary Ministry of foreign affairs 	MT & C
4. Promote community governance initiatives on anti-corruption at the grassroots	Number of community initiatives undertaken	<ul style="list-style-type: none"> All Agencies NCAJ COG 	<ul style="list-style-type: none"> Development partners CSOs Private sector 	ST & C

Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
5. Lobby and sensitise and the business community to support the fight against corruption and economic crimes	<ul style="list-style-type: none"> • Number of businesses/ firms engaged • Number of engagements or sensitisation forums with businesses/firms carried out 	<ul style="list-style-type: none"> • Private sector • NCAJ 	<ul style="list-style-type: none"> • All agencies 	ST & C
6. Convene regular engagements with the public on ongoing initiatives to fight corruption and economic crimes	<ul style="list-style-type: none"> • Number of public engagements undertaken • Number of proposed interventions from the engagements undertaken 	<ul style="list-style-type: none"> • All Agencies 	<ul style="list-style-type: none"> • Development partners • CSOs • Private sector • NCAJ • COG 	ST & C

STRATEGIC OBJECTIVE 2: Enhance resource mobilisation and utilisation

1. Provide adequate financial and technical assistance for anti-corruption programs	<ul style="list-style-type: none"> • Increased Budgets for Agencies • Technical assistance provided • Number of experts engaged and funds received 	<ul style="list-style-type: none"> • Parliament • NT 	<ul style="list-style-type: none"> • Development partners • CSOs • All Agencies 	MT & C
2. Lobby for increased or special budgetary allocation to justice sector to support the fight against corruption.	Increased anti-corruption budget	All Agencies	<ul style="list-style-type: none"> • Parliament • NT • The Presidency 	ST
3. Increase corruption prevention and response budgets in Annual Workplans	<ul style="list-style-type: none"> • Number of programmes embedded in budgets • Number of programmes funded 	<ul style="list-style-type: none"> • Parliament • NT • All Agencies 	<ul style="list-style-type: none"> • Development partners • CSOs 	
4. Lobby for technical and financial support from the development partners and CSOs	<ul style="list-style-type: none"> • Number of donor engagements organised • Amount of funds and technical experts given in support 	All Agencies	<ul style="list-style-type: none"> • Development partners • CSOs • NCAJ 	ST & C

5. Pursue a justice sector loan or grant to support service delivery reforms and measures to fight corruption	Justice sector loan or grant approved and operationalized	<ul style="list-style-type: none"> • OAG & DOJ • NCAJ • NT 	<ul style="list-style-type: none"> • NCAJ • Development Partners • The Presidency 	MT
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STRATEGIC OBJECTIVE 3: Entrench effective monitoring, evaluation, learning and data sharing on corruption mitigation, prevention and response

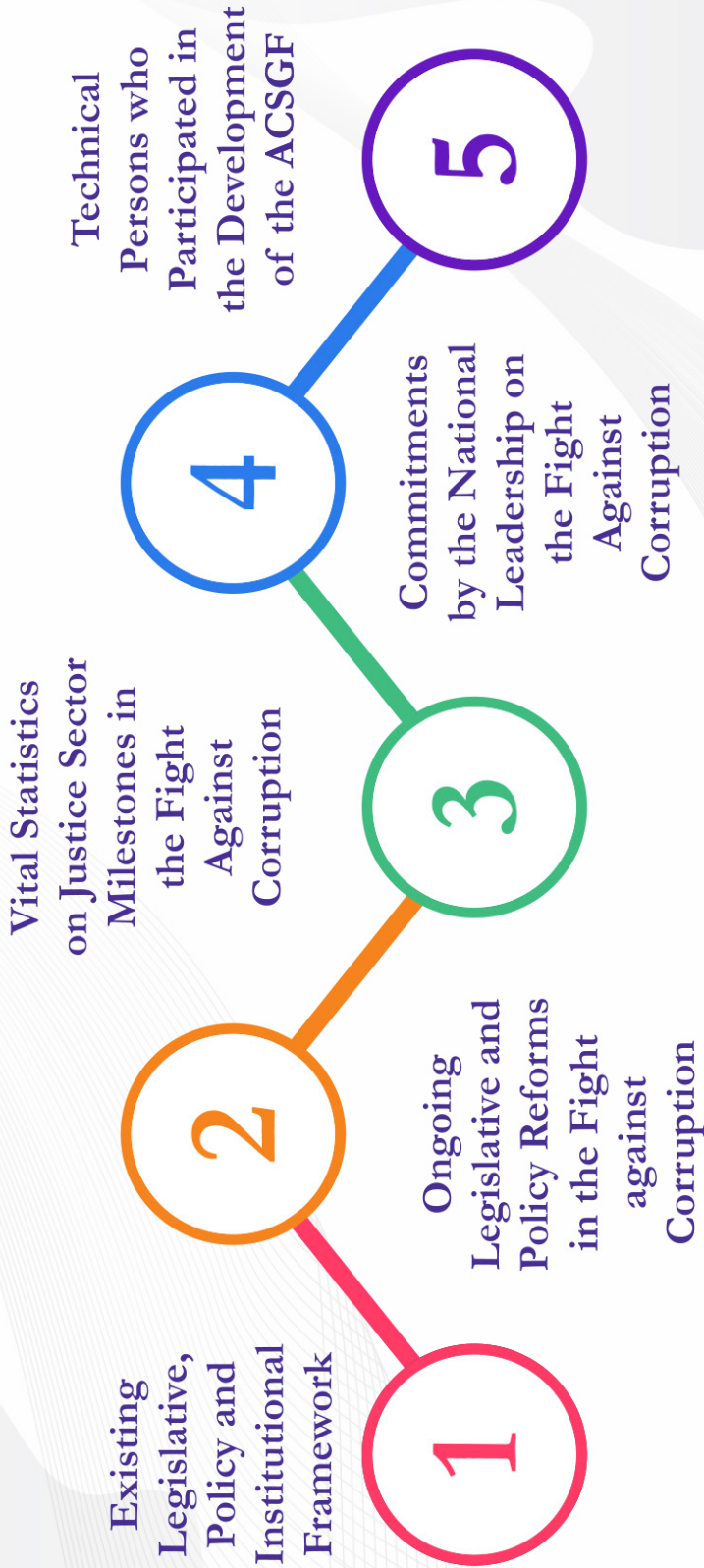
Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
1. Monitor, evaluate and periodically report the progress in the implementation of anti-corruption programmes	<ul style="list-style-type: none"> • Number of M&E reports prepared • Remedial measures instituted 	<ul style="list-style-type: none"> • NCAJ • EACC 	<ul style="list-style-type: none"> • All agencies • Kenya Leadership and Integrity Forum 	ST, ML & LT
2. Ensure timely preparation and dissemination of statutory and periodic reports on handling corruption	<ul style="list-style-type: none"> • Periodic reports prepared and disseminated • Number of recommendations actioned 	• All agencies	NCAJ	ST & C
3. Develop justice sector M&E system or framework covering corruption prevention and response	M & E System or Framework in place	NCAJ EACC	All agencies	MT
4. Improve data sharing between agencies	<ul style="list-style-type: none"> • Increase in shared reports, hard and e-versions • Number of interlinked ICT systems allowing data sharing between agencies • Extent of access to systems owned by other agencies 	All agencies	<ul style="list-style-type: none"> • NCAJ • COG • Ministry of ICT 	ST & C

Program or Activity	Output Indicator	Lead Agency	Collaborating Agencies	Period
5. Tracking and reporting on the implementation of EACC recommendations to agencies	<ul style="list-style-type: none"> • Progress reports prepared • Number of recommendations actioned 	All agencies	EACC	ST
6. Undertake impact assessment of some strategic anti-corruption interventions	<ul style="list-style-type: none"> • Number of impact assessments undertaken • Number of interventions/recommendations implemented 	NCAJ EACC	All agencies	MT
7. Harmonise data definition and description for the justice sector agencies covering collection, collation, analysis and reporting of corruption and economic crime cases	<ul style="list-style-type: none"> • Data dictionary with definitions of corruption and economic crimes developed • Harmonized statistical reporting by agencies 	NCAJ	EACC ODPP NPS Judiciary ARA WPA KRA	ST

APPENDICES



APPENDICES



APPENDICES

Appendix 1: Existing Legislative, Policy and Institutional Framework in the Fight against Corruption and Economic Crimes

Kenya has made substantial progress in combating corruption and economic crimes. This section highlights some of the significant and transformative legislative, policy, and administrative initiatives.

A. Legislative Framework

Kenya's legal framework to prevent and combat corruption and economic crimes comprises various laws that are being implemented. Some of the overarching ones and their objects are summarised as follows:

1. **The Constitution of Kenya** - The Constitution has diverse provisions that support the fight against corruption and economic crimes.
2. **Anti-Corruption and Economic Crimes Act, Cap. 65** - Provides for the prevention, investigation and punishment of corruption, economic crime and related offences. It creates special magistrates' courts, defines corruption offences and penalties thereof, provides for preservation and recovery of proceeds of corruption and forfeiture of unexplained assets.
3. **Ethics and Anti-Corruption Commission Act, Cap. 7H** - Establishes the Ethics and Anti-Corruption Commission pursuant to Article 79 of the Constitution, to provide for the functions and powers of the Commission.
4. **Anti-Bribery Act, Cap. 79B** - Provides for procedures for prevention, investigation, prosecution, and punishment of bribery. It defines bribery offences, scope of its application, responsibilities for public and private entities in prevention of bribery.
5. **Leadership and Integrity Act, Cap. 185C** - Establishes procedures and mechanisms for effective enforcement of Chapter 6 of the Constitution. It also sets penalties for violations, deters unethical practices, and promotes integrity within the public service.
6. **Proceeds of Crime and Anti-Money Laundering Act, Cap. 59A** - Provides for the offence of money laundering, introduces measures for combating the offence, provides for the identification, tracing, freezing, seizure and confiscation of the proceeds of crime.
7. **Public Procurement and Asset Disposal Act, Cap. 412C** - Provides procedures for efficient public procurement and asset disposal by public entities.
8. **Public Private Partnerships Act, Cap. 430** - provides the framework for procurement in public private partnerships projects.
9. **Public Finance Management Act, Cap. 412A** - Provides for effective management of public finances by national and county governments.
10. **The Penal Code, Cap. 63** - Creates offences and defines penalties for abuse of office, including issuing false claims by persons employed in the public service.

11. **Witness Protection Act, Cap. 79** - Provides structures for protection and anonymity of witnesses in criminal cases and other proceedings.
12. **Public Officer Ethics Act, Cap. 185B** - Promotes and advances the ethics of public officers by providing for a code of conduct and ethics for public officers which defines ethical obligations and responsibility. It also requires financial declarations from public officers and state officers.
13. **Public Audit Act, Cap. 412B** - Establishes structures and mechanisms for transparent and accountable financial oversight within public institutions.
14. **Criminal Procedure Code, Cap. 75** - Provides for the procedure for investigations, prosecution, adjudication and sentencing of persons found to have committed offences under any legislation in Kenya, including corruption offences.
15. **Narcotics Drugs and Psychotropic Substances (Control) Act, Cap. 245** - Establishes a framework for regulating and controlling the production, distribution and consumption of narcotics and psychotropic substances and forfeiture of properties derived therefrom.
16. **Prevention of Organised Crimes Act, Cap. 59** - Provides for the prevention and punishment of organised crime and for the recovery of proceeds of organised criminal group activities.
17. **Mutual Legal Assistance Act, Cap. 75A** - Provides for mutual legal assistance to be given and received by Kenya in investigations, prosecutions, and judicial proceedings relating to criminal and asset recovery matters.
18. **Traffic Act (Cap. 403)**- Provides for registration, ownership and operation of motor vehicles.
19. **Office of the Director of Public Prosecution Act, Cap. 6B** - Gives effect give effect to Articles 157 and 158 of the Constitution and defines the prosecutorial powers of the Director of Public Prosecution.
20. **Office of the Attorney General Act, Cap. 6A** - Empowers the Attorney General to represent and advise the government on legislative and other legal matters.
21. **Judicial Service Act, Cap. 8A** – establishes National Council on the Administration of Justice for efficient and effective and administration of justice in Kenya.
22. **National Police Service Act, Cap. 84** - give effect to Articles 243, 244 and 245 of the Constitution; to provide for the operations of the National Police Service.
23. **Public Service Commission Act, Cap. 185** - Provides for the functions, powers and the administration of the Public Service Commission established under Article 233 of the Constitution; to give effect to Article 234 of the Constitution.

24. **Commission on Administrative Justice Act, Cap. 7J** - Empowers the Commission to investigate complaints of misuse of power and inquire into allegations of maladministration. It supports complaint handling for state organs, promotes dispute resolution, and develops appropriate remedies.
25. **County Governments Act, Cap. 265** - Provides for county government powers, functions and responsibilities to deliver services to the public at the county level.
26. **Extradition (Commonwealth Countries) Act, Cap. 77** - Provides for surrender by Kenya to other Commonwealth countries of persons accused or convicted of offences and regulates treatment of such persons.
27. **Extradition (Contiguous and Foreign Countries) Act, Cap. 76** - Provides for extradition of individuals suspected of engaging in criminal activities across international borders.
28. **The Companies Act, Cap. 486** - provides for regulations that require disclosure of beneficial ownership information of companies operating in Kenya.
29. **Public Appointments (Parliamentary Approval) Act, Cap. 7F** - Provides for procedures for parliamentary approval of constitutional and statutory appointments.
30. **Election Offences Act, Cap. 66** - Defines and criminalises various forms of electoral misconduct, such as bribery, voter intimidation, and misuse of electoral materials.
31. **Elections Act, Cap. 7** - Provides for the conduct of elections, referenda and dispute resolution during elections.
32. **Access to Information Act, Cap. 7M** - Empowers citizens to access public information, enhancing public oversight and scrutiny. Moreover, it promotes accountability and transparency among public officials.
33. **National Payment System Act, Cap. 491A** - Provides for regulation and supervision of payment systems and payment service providers.
34. **Political Parties Act, Cap. 7D** - Regulates registration, regulation and funding of political parties.
35. **Foreign Judgments Act, Cap. 43 (Reciprocal Enforcement)** - Provides for the enforcement of judgments given in countries outside Kenya based on the principle of reciprocity.
36. **Treaty Making and Ratification Act, Cap. 4D** - Gives effect to the provisions of Article 2(6) of the Constitution and provides the procedure for the making and ratification of treaties.
37. **Wildlife Conservation and Management Act, Cap. 376** - Provides for the protection, conservation, sustainable use and management of wildlife in Kenya.
38. **Computer Misuse and Cybercrimes Act, Cap. 79C** - Provides for offences relating to computer systems; to enable timely and effective detection, prohibition, prevention, response, investigation and prosecution of computer and cybercrimes and facilitates international co-operation in dealing with computer and cybercrime matters.

B. Policy Framework

Diverse international, regional, national and sector-specific policies characterise Kenya's effort to combating corruption. Some of these policies are expounded as follows;

1. Globally, SDG 16 aims to promote peaceful and inclusive societies, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels. In addition, Kenya has ratified the United Nations Convention Against Corruption (UNCAC) and the United Nations Convention Against Transnational Organised Crime (UNTOC).
2. Regionally, the Africa Agenda 2063 provides a comprehensive framework for fighting corruption, enhancing accountability, and improving service delivery in member States. It aims to build a more transparent and efficient public sector that serves the needs of African citizens. Kenya has also ratified AUCPCC, which aims to strengthen African Countries to tackle corruption, enhance accountability, and improve service delivery.
3. The Vision 2030 and Medium-Term Plans (MTPs) aim to establish a prosperous nation. The Vision is supported by the institutional strategic plans and annual work plans, which seek to enhance accountability and service delivery by eradicating corrupt practices.
4. Kenya Integrity Plan (KIP) (2023-2028) promotes integrity and ethical conduct through partnerships and collaborative networks. It provides a framework for interventions in the fight against corruption and promoting integrity through a collective and collaborative approach.
5. The Code of Governance for State Corporations (2015) (Mwongozo) was developed by the Public Service Commission and the State Corporations Advisory Committee to provide a framework for enhancing corporate governance in state-owned enterprises.
6. The National Values and Principles of Governance Policy Sessional Paper No. 8 of 2023 provides broad guidelines to state and non-state actors to mainstream the National Values and Principles of Governance in support of Article 10 of the Constitution.
7. The National Ethics and Anti-Corruption Policy 2020 aims to combat corruption and promote ethical behaviour by outlining comprehensive measures to prevent, detect and punish corruption and to foster a culture of integrity and accountability.
8. The Guidelines on Registrable Interests and Administrative Procedures on Declaration of Income Assets and Liabilities of 2023 by EACC establishes a transparent and standardised framework for public officials to declare their financial interests, ensuring transparency.
9. The Executive Order No. 6 of 2015 on Ethics and Integrity in the Public Service directs all public entities to take urgent, effective, and efficient measures to stop and prevent corruption.

10. The Corruption Prevention Guidelines (2022) by EACC aids in implementing the Corruption Prevention Indicator in Performance Contracts for MDAs.
11. The Case Digest on Corruption and Economic Crimes by OAG&DoJ summarises the growing jurisprudence on corruption and economic crimes in Kenya.
12. Service Standing Orders (SSO) - Demands for highest professionalism, transparency, accountability and discipline among police officers.
13. The Anti-Bribery Act 2016 Quick Guide by KEPSA Foundation in partnership with the Center for International Private Enterprise (CIPE). It offers quick reference to private entities for effective implementation of the Anti-Bribery Act.
14. The NCAJ developed various policies that reinforce anti-corruption efforts:
 - a. Sentencing Policy Guidelines 2023 which standardise the sentencing processes and procedures in courts and provide a framework within which courts can exercise their discretion objectively and proportionally while upholding the tenets of human rights.
 - b. Guidelines on Law and Practice on Arrests and Conditions of Pre-trial Detention in Kenya address the gaps between law and practice in the arrest process, handling of arrested persons, and pre-trial detention conditions.
 - c. Fair Trial Guide and Checklist 2021 assists actors in the criminal justice sector in understanding the rights and obligations contained in various laws as they apply to the accused persons and the victims of crime.
 - d. Guidelines for Active Case Management of Criminal Cases provide mechanisms for fair and expeditious management of cases.
 - e. Guidelines on Law and Practice for the Management of Petty Offenders 2022 that guide on handling petty offenders as required under Article 49 (2) of the Constitution.
 - f. Practitioners Guide and Enforcement Manual to Combat Illicit Trade in Kenya 2020, which provides simplified information and laws on handling illicit trade offences.
 - g. Court Users' Committee Guidelines, which stipulate and give guidance on the CUC member agencies' operations and service delivery parameters.
 - h. Bail and Bond Policy Guidelines 2015, which guide on accountability in the issuance of bail and bond.
15. The ODPP developed and is implementing the following policy documents:
 - a. The Decision to Charge Guidelines, 2019, which guides prosecutors when making decisions to charge.

- b. The Plea Bargain Policy and Guidelines, 2019, which set out the procedure of alternative means of disposing of a criminal case in a transparent, accountable, predictable and credible manner.
 - c. The Diversion Policy and Guidelines, 2019, which sets out a standardised way of settling criminal matters without going through the court adjudication process.
16. Diverse studies on perceptions and experiences of corruption in the public sector in Kenya by NCRC.
 17. The National ICT Policy (2020), which creates infrastructure for public entities to undertake their services online to enhance accountability and service delivery.
 18. Some Counties, in conjunction with EACC, have developed Anti-corruption policies and strategies, corruption risk assessment frameworks, anti-corruption policies, anti-bribery policies, whistleblowing policies, and conflict of interest policies.

C. Institutional Framework

1. **The Presidency** - The Presidency organises and coordinates government business, offering leadership in policy formulation and decision-making. It plays a critical role in the fight against corruption by providing political will, setting the country's agenda for good governance and the fight against corruption and economic crimes.
2. **The National Council on the Administration of Justice** - The Council plays a pivotal role in the fight against corruption by coordinating the efforts of various justice sector actors by strengthening the efficient and effective administration of justice and reforming the justice system.
3. **The Ethics and Anti-Corruption Commission** - The Commission is mandated to combat and prevent corruption and economic crimes through law enforcement, asset recovery, preventive measures, and promotion of ethics and integrity standards and practices.
4. **The Office of the Director of Public Prosecutions** - The Office prosecutes all persons charged with criminal offences.
5. **The National Police Service** - The Service enforces laws, investigates corruption and economic crimes, and ensures public safety and order.
6. **The Judiciary** - The Judiciary dispenses justice by adjudicating cases related to corruption and economic crimes.
7. **The Office of the Attorney General and Department of Justice** - Supports legislative reforms to ensure a more effective and comprehensive approach to combating corruption.

8. **Witness Protection Agency** - The Agency provides the framework and procedures for giving special protection to threatened, vulnerable and intimidated witnesses.
9. **The Commission on Administrative Justice** - The Commission handles public complaints, conducts investigations, promotes transparency, and educates the public on enhancing accountability and transparency in public administration.
10. **The Asset Recovery Agency** - Combats money laundering through identification, tracing, freezing, and seizure of the proceeds of crime.
11. **Kenya Prisons Service and Probation & Aftercare Services** - The two institutions provide custodial and correctional services to offenders in corruption-related cases, thus promoting behavioural change.
12. **The Legislature** - Parliament, comprising the National Assembly and the Senate, undertakes legislative and oversight roles which influence the fight against corruption.
13. **The National Treasury** - The National Treasury allocates resources and implementing various measures to ensure financial integrity and accountability within the public sector.
14. **Central Bank of Kenya** - The Bank plays a crucial role in regulating financial institutions providing information and data for national and international transactions.
15. **The Office of the Auditor General** - The Office audits government bodies and reports on the use and management of public resources.
16. **Independent Policing Oversight Authority** - The Authority investigates malpractices by the Police to promote transparency and accountability.
17. **The National Intelligence Service** - The Service gathers intelligence to support the prevention and investigation of corruption practices.
18. **The Financial Reporting Centre** - The Centre aids in the identification of the proceeds of crime to combat money laundering, terrorism financing and support law enforcement agencies through sharing of information.
19. **Constitutional Commissions** - Diverse Commissions plays a crucial role in fighting corruption by ensuring ethical conduct, accountability, and transparency within the public service.
20. **The Office of the Controller of Budget** - The Office oversees budget implementation and holds government entities accountable for the use of public funds.

21. **Public Procurement Regulatory Authority** - The Authority monitors, assesses and reviews public procurement and asset disposal.
22. **The Independent Electoral and Boundaries Commission** - The Commission ensures compliance with the principles of free and fair elections. It ensures that elections are free from violence, intimidation, improper influence or corruption.
23. **The Kenya Leadership Integrity Forum (KLIF)** - This is a governance partnership established for a unified and integrated fight against corruption and the promotion of ethics and integrity by the public and private sectors.
24. **Development Partners** - Development partners are crucial in promoting integrity by providing financial and technical support to strengthen government anti-corruption agencies. Additionally, they share best practices and expertise on effective anti-corruption strategies through policy advice and capacity-building programs. Furthermore, development partners conduct independent monitoring and evaluation to assess the effectiveness of government anti-corruption initiatives.
25. **Civil Society Organizations (CSOs)** - CSOs run public awareness campaigns, equipping citizens with the knowledge to recognise, uncover and report misconduct. They lobby governments to enact and enforce strong anti-corruption laws while promoting transparency. Their monitoring efforts ensure accountability in government. Additionally, CSOs empower communities through training, enabling them to participate in anti-corruption initiatives.
26. **Private Sector** - The Sector supports the fight against corruption by promoting ethical business practices by implementing strong corporate governance codes and anti-bribery policies. Additionally, the sector emphasises transparency and disclosure by publishing financial information. Furthermore, the sector participates in public partnerships and corporate social responsibility initiatives to support community development projects.

Appendix 2: Ongoing Legislative and Policy Reforms in the Fight against Corruption and Economic Crimes

A. Ongoing Legislative Reforms

1. The Anti-corruption Laws (Amendment Bill) 2025
2. Whistle-blower Protection Bill, 2024
3. Conflict of Interest Bill, 2023
4. Witness Protection (Amendment) Bill, 2024
5. Witness Protection (Amendment) Regulations, 2025
6. Witness Protection (Reciprocal Protection Arrangements) Regulations 2024
7. Witness Protection (Amendment) Rules 2025
8. Witness Protection (Complaints Committee) Regulations, 2024
9. Bail and Bond Bill in 2021,
10. Penal Code (Amendment) Bill, 2023
11. Criminal Procedure Code Amendment) Bill, 2023.
12. Prisons Act, Cap 90
13. Borstal Institutions Act, Cap 92
14. Information and Communication Technology Bill, 2024
15. NCAJ Bill, 2025

B. Ongoing Policy Reform Initiatives

1. Guidelines to Expedite Trial of Corruption and Economic Crime Cases in Special Magistrates Courts in Kenya by NCAJ.
2. Guidelines to Assist Public and Private Sector Entities in the Preparation of Procedures for Prevention of Bribery and Corruption (2020) by OAG and EACC.
3. Standard Operating Procedures for Undertaking Effective Service Delivery Initiatives in the Justice Sector by NCAJ.
4. EACC Practitioners Guide to Investigations (2019).
5. EACC Alternative Dispute Resolution Policy (2020).
6. EACC Model procedures for Prevention of Bribery and Corruption.
7. Compendium on concluded asset recovery cases by EACC and ARA.
8. Guidelines on Financial Investigations by DCI.
9. Reviewed Corruption & Economic Crimes Prosecution Guidelines by ODPP.

Appendix 3: Administrative milestones and vital statistics in the fight against corruption and economic crimes

a. Administrative milestones

1. Most agencies have developed and are implementing strategic plans with priority programmes and activities related to anti-corruption.
2. Most agencies have developed internal Anti-Corruption Policies and Staff Codes of Conduct and Ethics to strengthen personnel integrity.
3. Existence of Corruption Reporting Mechanisms such as Malalamishi for ODPP, *Adili* for EACC, *Fichua* for the DCI, the Complaints Management Information System by CAJ, Office of Judiciary Ombudsman, and the complaints reporting portal by WPA, IPOA and KLRC.
4. Some Justice Sector Services have been automated, such as Uadilifu for ODPP, e-filing and the Case Tracking System (CTS) in the Judiciary, digitization of business registration services (BRS) by the Office of the Attorney General and adoption of the e-Citizen Platform by most agencies.
5. Most agencies have been undertaking stakeholder sensitization and engagement in anti-corruption.
6. EACC has conducted Continuous Systems Reviews, Audits and Risk Assessments targeting Government agencies. By the end of 2024, it had provided 65 MDAs and 27 County Governments with 1,474 advisories. Additionally, EACC had approved 613 applications for Public Officers to operate bank accounts outside Kenya and conducted Integrity Suitability Verification for 44,591 public-appointed candidates by the end of 2024.
7. The Judiciary has established integrity committees across all courts, comprising diverse justice actors, to address anti-corruption complaints at the grassroots level.
8. Most agencies have developed internal policies and codes, such as institutional service charters, codes of conduct, and standard operating procedures. Professional and legal bodies like LSK, IPOA, Judicial Service Commission, and National Police Service Commission provide oversight mechanisms and handle misconduct in the justice sector.
9. Some agencies have pursued ISO certification to streamline processes and enhance efficiency and service delivery.
10. Most agencies have been undertaking Service Delivery Initiatives to enhance service delivery and clear case backlogs.

b. Vital statistics in the fight against corruption and economic crimes

Corruption Reports Processed by EACC

Matters processed	2019/20	2020/21	2021/22	2022/23	2023/24
1) Reports for investigation	2,221	2,032	1,916	1,952	2,187
2) Reports referred to public organizations	448	391	496	525	510
3) Reports pending more information	125	73	162	121	166
4) Complainants advised on where to report	2,308	1,621	1,652	1,745	1,629
5) Reports Terminated	814	777	822	909	637
6) Reports forwarded to ODPP	163	103	154	97	126
All Matters	6,079	4,997	5,331	5,349	5,255

NCAJ analysis using data submitted from EACC

Reports from EACC Processed by ODPP

Action Taken	2019/20	2020/21	2021/22	2022/23	2023/24
1) Recommendation to prosecute accepted	53	25	20	13	26
2) Recommendation for administrative action accepted	20	10	17	12	16
3) Files returned for further investigations	60	42	78	60	62
4) Reports awaiting DPP Action	0	0	0	0	5
5) Recommendation for closure accepted	25	22	33	13	16
6) Others	4	1	0	0	2
Total	162	100	148	98	127

Source: NCAJ analysis using data submitted from ODPP

Cases Processed by Milimani High Court Anti-corruption and Economic Crimes Division

	2019/20	2020/21	2021/22	2022/23	2023/24
Filed	67	62	120	128	97
Resolved	82	75	143	206	82
Pending	190	204	184	220	130

Source: State of the Judiciary and Administration of Justice Reports for the FY 2019/20 to 2023/24

Cases Processed by Milimani Magistrates Court Anti-corruption and Economic Crimes Division

	2019/20	2020/21	2021/22	2022/23	2023/24
Filed	34	66	108	158	1,228
Resolved	28	21	69	180	69
Pending	168	213	291	233	359

Source: State of the Judiciary and Administration of Justice Reports for the FY 2019/20 to 2023/24

Incidences of Threatened and Intimidated Witnesses in Corruption and Economic Crimes Cases handled by the WPA

Matters referred	2020/21	2021/22	2022/23	2023/24
1) Application received	8	9	3	4
2) Processed for threat and risk assessment	8	9	3	4
3) Admitted into the program	1	0	1	1
4) Referred to other institutions	7	0	2	3

Source: WPA

Corruption and Economic Crimes Cases Handled by the National Police Service

Offence Category	2021	2022	2023
Corruption	96	95	116
Economic crime	4,004	4,397	4,970
	4,100	4,492	5,086

Source: Published NPS Annual Report, 2023

Appendix 4: Commitments by the national leadership on the fight against corruption



EXECUTIVE OFFICE OF
THE PRESIDENT
OFFICE OF THE STATE HOUSE
SPOKESPERSON

**PRESS RELEASE
(FOR IMMEDIATE RELEASE)**

**STATEMENT FOLLOWING A MEETING OF THE LEADERS
OF THE THREE ARMS OF GOVERNMENT**

Today, at the request of the Judiciary, the President convened the leadership of the Executive, Legislature and the Judiciary in consultations to deliberate on building approaches to fight corruption, enhance accountability and to facilitate the efficient and seamless delivery of services to the people of Kenya.

It was agreed that:

1. Corruption remains an existential threat to the nation which has permeated the three arms of Government, undermining our country's tremendous development potential and sabotaging the much-needed transformation of our nation.
2. Each of the three arms of Government commits to enhance service delivery, fight corruption and promote the overall administration of justice to enhance accountability to the people of Kenya.
3. The Executive, Legislature and the Judiciary agree to individually develop policies, guidelines, regulations and legislative proposals to achieve the objectives of fighting corruption, improving service delivery and enhancing institutional accountability of all arms of Government to the people of Kenya.
4. Within 30 days, each arm of Government will submit the proposals made to a forum of the National Council of the Administration of Justice (NCAJ) convened by Her Ladyship the Chief Justice. This forum will provide a roadmap for the immediate, medium-term and long-term measures to be undertaken.

5. To optimize the efficient delivery of service and the fight against corruption, the Executive, and the Legislature, will support the Judiciary's request for additional budgetary support to achieve among others the following:

- a. To facilitate the recruitment of an additional 25 Judges of the High Court.
- b. To facilitate the recruitment of 11 new Judges of the Court of Appeal.
- c. Resources will also be provided to conclude the vehicle leasing program to facilitate the judiciary's transport needs.

6. The Executive, Legislature and Judiciary commit to perform their functions in a manner that respects, promotes and enhances the rule of law, institutional independence and respect for court decisions.

**Hussein Mohamed, MBS
State House Spokesperson.**

JANUARY 22ND, 2024



COMMUNIQUE BY THE NATIONAL COUNCIL ON THE ADMINISTRATION OF JUSTICE (NCAJ) ON THE FIGHT AGAINST CORRUPTION, ENHANCED ACCOUNTABILITY AND SEAMLESS DELIVERY OF JUSTICE

WE, the members of the NCAJ, convened for a high-level statutory and consultative meeting to strategise on upscaling measures to fight corruption, enhance accountability and seamless delivery of service to the Kenyan people;

COGNIZANT that we are all collectively bound by the Constitution which requires accountability to the people of Kenya;

CONCERNED that:

- Corruption persists as a complex national challenge and a sustainability threat.
- Corruption continues to compromise public institutions and adversely impact on service delivery and economic growth.
- Corruption undermines accountability and erodes public trust.

APPRECIATING that the justice sector plays a crucial role in preventing, investigating, prosecuting and adjudicating corruption cases;

ACKNOWLEDGING that a large body of work has been done, including policy, legal and administrative reforms on the fight against corruption and enhanced accountability;

REAFFIRMING the justice sector's resolve and continued commitment to scaling up efforts to combat corruption and reverse its adverse impacts on society;

NOTING that despite a series of critical interventions undertaken to combat corruption over time, the vice is evolving, hence the need for new approaches to address it;

COMMITTED to improve our diverse but collective institutional cooperation mechanisms to address corruption and upscale practice imperatives to embed accountability in all our operations and functions;

HEREBY RESOLVE TO:

1. Galvanise our collective efforts to provide strategic and focused leadership boldly and decisively in the fight against corruption.
2. Prioritise systems and processes examination in justice sector agencies to identify corruption risk areas and take remedial measures to seal opportunities for corruption.
3. Digitise and automate processes within our institutions to secure efficiency, accountability and seamless service delivery.
4. Collaborate to automate instant traffic fines to address traffic offences to ease backlog and root out abuse of process within the justice sector.
5. Strengthen inter-agency collaboration and coordination to seal information and communication gaps to facilitate the fight against corruption.
6. Strengthen NCAJ to efficiently and effectively coordinate the justice sector in the fight against corruption.
7. Enhance the quality, expeditious and procedural arrests, investigation, prosecution and trial of corruption-related crimes.
8. Adopt efficient case management systems and prioritize hearing and determination of corruption and economic crimes cases in the Special Anti-Corruption Courts.
9. Prioritise hearing and determination of corruption-related cases through rapid results initiatives, appropriate funding, relevant training and human resource capital.
10. Mobilise adequate resources in the justice sector to sustain the efforts to support the fight against corruption, enhanced accountability and efficient service delivery.
11. Adopt and implement efficient case management systems across all agencies.
12. Augment public engagement through Court Users Committees nationwide to address emerging challenges, rebuild public trust and fast-track conclusion of anti-corruption cases at the grassroots level.
13. Develop a framework and roadmap to guide the short, medium and long-term strategies by all actors to address corruption, enhance accountability and seamless delivery of services, culminating into a national anti-corruption conversation.

Issued at Mombasa this 27th Day of February 2024

Hon. Justice Martha K. Koome, EGH
Chief Justice and Chairperson,
National Council on the Administration of Justice

Appendix 5: Technical persons and some key stakeholders who participated in the development of the ASGF

NAME	AGENCY
1. Mr. Abdi Ahmed Mohamud	EACC - CEO/Secretary EACC and Chairperson, NCAJ committee on anticorruption
2. Mr. Twalib Mbarak	EACC - Former CEO/Secretary EACC
3. Ms. Regina Muriuki	Ethics and Anti-Corruption Commission
4. Ms. Faith Ng'ethe	Ethics and Anti-Corruption Commission
5. Mr. Stephen Karuga	Ethics and Anti-Corruption Commission
6. Ms. Susan Kisabei	Ethics and Anti-Corruption Commission
7. Hon. Justice Prof. Sifuna Nixon	Judiciary
8. Hon. Thomas Nzioki	Judiciary
9. Hon. Kennedy Bidali	Judiciary
10. Ms. Rose Macharia	Judiciary
11. Dr. Moses Marang'a	NCAJ Secretariat
12. Ms. Cynthia Olwande	NCAJ Secretariat
13. Mr. Abdiqafar Mohamed	NCAJ Secretariat
14. Ms. Emily Mubichi	NCAJ Secretariat
15. Ms. Juliet Owala	NCAJ Secretariat
16. Ms. Sylvia Yiantet	NCAJ Secretariat
17. Ms. Doreen Ndemo	NCAJ Secretariat
18. Ms. Margaret Wanyoike	NCAJ Secretariat
19. Ms. Mercy Gateru	Office of the Director of Public Prosecutions
20. Ms. Mercy Nyaroitia	Office of the Director of Public Prosecutions
21. Mr. Joseph Riungu	Office of the Director of Public Prosecutions
22. Mr. Amos S. Omuga	National Police Service
23. Mr. Michael Sang	National Police Service
24. Mr. Joseph Kioko	National Police Service
25. Mr. Mohamed Adow	Asset Recovery Agency
26. Dr. Ruth Kaguta	Independent Policing Oversight Authority
27. Ms. Wanjiku Manyara	Kenya Private Sector Alliance
28. Ms. Susan Ng'ang'a	Kenya Private Sector Alliance
29. Mr. Angus K. Masoro	Kenya Prisons Service
30. Ms. Sophie Sitati	Office of the Attorney General & Department of Justice
31. Mr. Franklin Bett	Office of the Attorney General & Department Of Justice
32. Ms. Irene Omari	United Nations Office on Drugs and Crime
33. Mr. James Nombi	Kenya Law Reform Commission

NAME	AGENCY
34. Ms. Agatha Wahome	Independent Electoral and Boundaries Commission
35. Mr. William K. Kemboi	Independent Electoral and Boundaries Commission
36. Mr. Kenneth Bundi	National Crime Research Centre
37. Mr. Jared Ndege	State Department for Environment and Climate Change
38. Mr. Edwin Kigen	Probation and After-Care Services
39. Ms. Jedidah Owiro	State Department for Correctional Services
40. Mr. Moses Muchiri	Council for Legal Education
41. Mr. Moses Murigi	National Transport and Safety Authority
42. Mr. Teddy Musingu	National Council for Law Reporting
43. Prof. Jack Mwimali	National Council for Law Reporting
44. Ms. Jane Odiya	Law Society of Kenya
45. Mr. Collins Odhiambo	Law Society of Kenya
46. Ms. Ndinda Kinyili	Law Society of Kenya
47. Ms. Jane Maina	State Department for Lands and Physical Planning
48. Mr. John Mogeni	State Department for Lands and Physical Planning
49. Ms. Julie Wahonya	Witness Protection Agency
50. Mr. Alex Labarakwe	Witness Protection Agency
51. Ms. Ruth Areri	State Department for Social Protection and Senior Citizen Affairs
52. Ms. Elizabeth Musembi	Commission on Administrative Justice
53. Mr. Clinton Mwita	Executive Office of the President
54. Hon. Muthoni Njagi	Community Service Orders Program
55. Ms. Shantal Onyango	The Cradle
56. Ms. Annet Nerima	Kenya Human Rights Commission
57. Ms. Christine Akinyi	International Commission of Jurists –Kenya
58. Mr. Charles Jaika	International Commission of Jurists –Kenya
59. Mr. Denis Otieno	FIDA – K
60. Ms. Barbara Owino	FIDA – K
61. Ms. Diana Mwanzia	Transparency International Kenya
62. Mr. Elijah Rottok	Kenya National Commission on Human Rights
63. Mr. Charles Kai	Kenya National Commission on Human Rights
64. Mr. Jeffrey Kitonyi	Legal Resources Foundation Trust
65. Mr. Timothy Mwicigi	Legal Resources Foundation Trust
66. Mr. Lenson Njogu	Legal Resources Foundation Trust
67. Mr. Tom Kataka	Council of Governors
68. Ms. June Mukami	Council of Governors
69. Ms. Mercy Gikunda	National Legal Aid Services

NAME	AGENCY
70. Mr. David Mawira	Ministry of Health
71. Ms. Bellinda Akelo	National Land Commission
72. Mr. Malcom Mwangi	Kenya Association of Manufacturers
73. Ms. Susan Ouko	Centre for Reproductive Rights & Formerly NCAJ
74. Ms. Jane Kiragu	Consultant – Justice Sector
75. Ms. Winnie Guchu	Consultant – Justice Sector
76. Dr. Constance Gikonyo	Academia and Consultant – Justice Sector
77. Ms. Shiro Mogeni	IDLO
78. Ms Lorraine Ochiel	IDLO
79. Ms. Diana Mwanzia	Transparency International Kenya
80. Mr. Samuel Komu	Transparency International Kenya
81. Ms. Joan Kadamu	GIZ
82. Dr. Elijah Ambasa	GIZ
83. Ms. Jennifer Riddell	British High Commission
84. Mr. Francesco Checchi	UNODC
85. Ms. Njahira Karanja	UNODC
86. Ms. Jennifer Githu	UNODC
87. Ms. Christine Owuor	World Bank
88. Ms. Line Urban	European Union
89. Ms. Kimberly Ludwig	USAID
90. Ms. Ann Gitonga	IJM
91. Mr. Scott Asphaug	USDOJ
92. Ms. Caroline Mtai	USDOJ
93. Ms. Agatha Kingori	USDOJ
94. Ms. Cheptum Torotich	ICJ Kenya
95. Ms. Oluwatosin Adegun	Kituo Cha Sheria
96. Mr. Hamisi Mzari	Justice Defenders
97. Mr. Cedrick Alusa	Clean Start Africa
98. Ms. Wangui Gitahi	Amnesty International
99. Mr. Michael Wasonga	The CRADLE
100. Ms. Dorothy Atieno	IFES

Appendix 6: Composition of NCAJ

The NCAJ is composed of various institutions, both state and non-state. According to Section 34 of the Judicial Service Act, the NCAJ consists of 16 members, but additional members have been co-opted over time.

- 1) The Chief Justice as the Chairperson
- 2) The Cabinet Secretary responsible for matters relating to the Judiciary
- 3) The Attorney General
- 4) The Director of Public Prosecutions
- 5) The person exercising command over the National Police Service
- 6) The Commissioner of Prisons
- 7) The Chairperson of the Law Society of Kenya
- 8) The Principal Secretary for matters relating to the Cabinet and the public service
- 9) The Principal Secretary for matters relating to gender, women and children
- 10) The Principal Secretary for matters relating to labour, environment and land
- 11) The Director of Witness Protection Agency
- 12) The Secretary, Probation and Aftercare Service
- 13) A representative of an organisation or association dealing with human rights issues and the provision of legal aid to women (FIDA-K, Equality Now)
- 14) A representative of an organisation or association dealing with human rights issues and the provision of legal aid to children (CRADLE)
- 15) A representative of the private sector (KEPSA)
- 16) A representative of NGO dealing with human rights issues and the provision of legal aid (LRF, ICJ, KHRC)
- 17) Council of Governors
- 18) Ethics and Anti-corruption Commission
- 19) Directorate of Criminal Investigations
- 20) Commission on Administrative Justice
- 21) Kenya Law Reform Commission
- 22) Kenya National Commission on Human Rights
- 23) National Lands Commission
- 24) Independent Electoral and Boundaries Commission
- 25) Independent Policing Oversight Authority
- 26) National Transport and Safety Authority
- 27) National Council for Law Reporting
- 28) National Legal Aid Service
- 29) Victim Protection Board
- 30) Ministry of Defence
- 31) Ministry of Health
- 32) Council for Legal Education
- 33) Directorate of Children's Services
- 34) National Crime Research Centre
- 35) State Department for Correctional Services
- 36) Community Service Orders Programme
- 37) Kenya Association of Manufacturers



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ANTI-CORRUPTION STRATEGIC GUIDING FRAMEWORK FOR KENYA'S JUSTICE SECTOR 2025

A unified justice sector serving the people in Kenya.

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