

**STANDARD
OPERATING
PROCEDURES FOR
WILDLIFE SCOUTS
IN KENYA**

2016

**Standard Operating
Procedures for Wildlife
Scouts in Kenya**

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Terms and Definitions

Authorized Officer: Includes a member of, the Kenya Wildlife Service (KWS), a forest officer, a fisheries officer, a police officer, a customs officer, an administrative officer, or any person so designated under the Wildlife Conservation and Management Act (WCMA) 2013.

Community Conservancy: Means a conservancy set up by a community on community land for purposes of wildlife conservation.

Community Wildlife Scout: Means a scout appointed and registered under the Wildlife Act 2013 Conservancy Regulations, 2017; and the Security Regulations, 2017

Conservancy: Means land set aside by an individual landowner, body corporate, group of owners, or a community, for use as a wildlife conservation.

CWCCC: County Wildlife Conservation and Compensation Committee as appointed by the Cabinet Secretary in charge of Environment.

Guide: An officer of the Conservancy with knowledge on the Conservancy's mandate and resources.

NCO: Non Commissioned Officer

OB: Occurrence Book

OCPD: Officer in Charge of Police Division

SOP: Standard Operating Procedures

Wildlife manager: Any person registered by the Kenya Wildlife Service to manage a wildlife conservancy or sanctuary.

WCMA: Wildlife Conservation and Management Act, No. 47, 2013

Wildlife Security Officer: An officer of KWS, a community wildlife scout, an honorary warden, and a wildlife manager



1.0 Background

This document presents Standard Operating Procedures (SOPs) for wildlife scouts (also referred to as Conservancy rangers, game scouts, or community rangers) employed in wildlife conservancies, wildlife sanctuaries, regional associations, community wildlife associations, and conservation NGOs, operating on community or private land in Kenya.

These Standard Operating Procedures (SOPs) have been developed with reference to others from conservancies and regional associations in Kenya, and from contributions obtained through a facilitated workshop from representative wardens from the Kenya Wildlife Service, Biglife Foundation, South Rift Association of Landowners, Amboseli Tsavo Game Scouts Association and the following private, community and group conservancies: Mara North, Kifirua, Kalama, West Gate, Nakuprat-Gotu, Lekurruki, Olerai, and Borana.

These SOPs are informed by and comply with the relevant provisions of the Wildlife Conservation and Management Act, 2013, Conservancy Regulations 2017, Wildlife Security Regulations, 2017, KWS Armed Wing Disciplinary Code, 2017, the Police Act, 2010, the Firearms Act 2015, the Employment Act, 2007 and the Constitution of Kenya, 2010.

1.1 Purpose

This document provides a framework for the standardization of operations, enhancement of service delivery and sustenance of conservation and community initiatives within wildlife conservancies in Kenya. The guidelines are provided to ensure

wildlife scouts undertake their duties as recognized Wildlife Security Officers as provided for under the WCMA, 2013. The SOPs are in line with KWCA's aim of creating and sharing tools to support management and efficient operations in wildlife conservancies.

Considering that conservancies are of diverse settings, this framework is intended to serve only as a guide that should be adapted and implemented as appropriate by each respective conservancy.



1.2 Objectives of the SOPs

1. Enhance clarity on the roles, mandates, responsibilities, and powers of the wildlife scouts in community-based wildlife conservation
2. Provide clear systems for implementation of wildlife scouts' activities in community and private land, while ensuring high quality and efficient performance of duties.
3. Enhance recognition of wildlife scouts as wildlife security officers, and supporting conservancies as viable land use options.
4. Harmonize management standards of wildlife scouts in community and private conservancies,
5. Promote the effective development and management of conservancies on private and community land.



2.0 The Wildlife Scout

The wildlife scout is any person employed by a registered community group, or private conservancy, or any other conservation body for the purposes of wildlife security, and management of human wildlife interaction.

For any person to be employed as a wildlife scout, they shall meet the following minimum requirements:

- a) Has attained the age of eighteen years and be medically fit
- b) Has sufficient training, or will shortly undergo training relevant to the tasks to be undertaken
- c) Preferably possesses knowledge of the conservancy area

NB: Employment of wildlife scouts shall reflect the equal opportunity principle for both male and female gender

Upon recruitment, and after completing the relevant training and registering with the Kenya Wildlife Service (KWS), a wildlife scout qualifies as a Wildlife Security Officer under the WCMA, 2013

2.1 Role of a Wildlife Scout

The role of a wildlife scout according to the WCMA, 2013 (Conservancy Regulations, 2017) includes:-

- 1 Problem animal control
- 2 Tourist and community security
- 3 Wildlife and ecological monitoring
- 4 Human-wildlife-conflict mitigation
- 5 Environmental protection & fire management
- 6 Education awareness & community mobilization
- 7 Guiding of tourists during tourism activities
- 8 Providing security for wildlife within the conservancy
- 9 Wildlife security operations including anti-poaching patrols
- 10 Verification of compensation claims to the (CWCCC)

The wildlife scout shall report to the wildlife manager in charge on dead or injured wildlife



2.2 Protection from Personal Liability

As provided under the WCMA Conservancy and Security Regulations (Section 13): wildlife security officers are indemnified from personal liability while executing their lawful duties. Nothing done by a wildlife scout shall render the wildlife scout personally liable to any action, claim or demand, if it is done lawfully, pursuant to the powers, functions, and duties under the WCMA Act, 2013, the WCMA Conservancy and Security Regulations, these SOPs, and any law in Kenya.

2.3 Powers of a Wildlife Security Officer

The Wildlife Act, 2013 (Security Regulations, 2017) provide the following powers to a wildlife security officer

In General:

1. Powers to seize
2. Powers to search
3. Powers to prosecute
4. Powers to confiscate
5. Powers to investigate
6. Powers to use firearms
7. Powers to erect barriers
8. Powers to collect intelligence

A Wildlife Security Officer may:

1. Demand from any person the production of an authority, license, or permit, and where no such proof is produced, arrest and take such a person before a magistrate in a court of law
2. Search any person suspected of having committed an offence under the WCMA Act, 2013
3. Seize and detain any baggage, parcel, or house being used in wildlife crimes



4. Search any vehicle or vessel, and seize and detain any wildlife specimens, if you suspect that an offence has been committed with them.
5. Conduct investigation and undertake an intelligence gathering as appropriate, on any land, premises, vessels, and vehicles to apprehend suspected offenders of the WCMA Act, 2013.
6. Enter any land, premises, vehicle, and vessel, to assess the condition of any wildlife.

2.4 Recruitment Procedure

Recruiting a wildlife scout is an important and delicate task. Factors such as qualification, health history, personality, gender and regional balance shall be considered. While previous criminal record is an important issue to consider,

experience has shown that reformed poachers have turned out to be excellent scouts. Their previous knowledge of crime networks, poachers' strategies, landscape features, and physical ability, is an advantage to the scouts' team. Both literate and illiterate scouts bring into the scouts' teams complementing and advantageous skills. Wildlife Scouts work in teams. The number of scouts to recruit is determined by capacity, facilities such as housing, and the financial sustainability of the scouting scheme.

Recruitment process

1. Recruitment shall be in line with the conservancy management plan.
2. A job description, and if necessary an advert, shall be drafted and posted in targeted public areas.
3. The conservancy manager shall receive applications, prepare a summary of the applicants, and coordinate the short-listing process.
4. An interview shall be conducted and the interview team shall include a person with relevant training and experience. Where possible the KWS County Warden shall be involved
5. Upon recruitment, a scout shall acquaint him/herself with the rules and regulations of the conservancy and the approved wildlife scouts SOPs, and after a 3-month probation period, he/she shall be employed, based on a written contract.



2.5 Uniforms and personal equipment

For purposes of ease of identification and to maintain order, wildlife scouts shall wear appropriate uniforms at all times while on duty. Wildlife scouts' employers shall decide on the appropriate uniform, as approved by management, or allow scouts to wear uniforms approved by the Forces Uniform Committee. The uniforms shall be based on the guidelines below:

ITEM	DESCRIPTION	RANK
Head dress	Beret with conservancy crown/jungle hat	ALL
Shirt	Olive long-sleeved; short-sleeved beige for office duties	ALL
Trouser	Olive green trouser/skirt	ALL
Shoes	Safari boots/military boots	ALL
Sweater	Heavy duty round neck	ALL
Jacket	Camouflage jacket	ALL
Socks	Beige or green heavy duty socks	ALL
Belt	Staple belt	ALL
Lanyard	Beige single with whistle	Scouts
Lanyard	Beige twisted double shoulder cord	NCO's
Lanyard	Beige and green twisted double shoulder cord	Warden Scout
2 Chevrons	Right arm upper sleeve	Corporal Scout



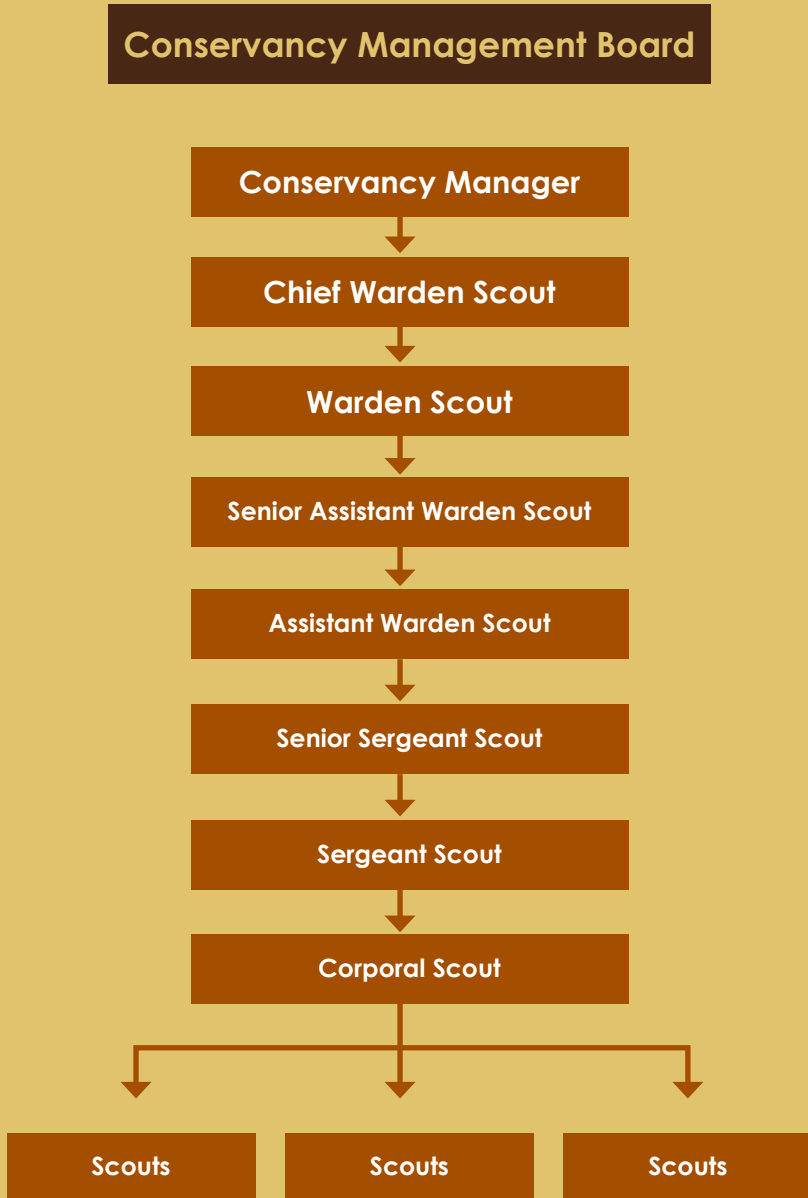
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3 Chevrons	Right arm upper sleeve	Sergeant Scout
Epaulette	1-star black on beige, or camouflage with conservancy initials	Assistant Conservancy Warden Scout
Epaulette	2 stars black on beige, or camouflage with conservancy initials	Senior Assistant Conservancy Warden
Epaulette	Crown 2 stars on beige, or camouflage with conservancy initials	Chief Warden

UNIFORM DISCIPLINE

1. Wildlife Scouts will only wear uniform designated to their conservancy and rank
2. Personnel will not wear any part of uniform together with plain clothes.
3. Under no circumstances will wildlife scouts wear any item of another force or formation.
4. All uniforms should be returned to the person in-charge while on off duty, for replacement, or upon leaving employment, and any such refund shall be documented.
5. It is a chargeable offence to misuse uniform while off duty.

2.6 Wildlife Scouts Rank & Command Structure





3.0 Wildlife Scouts Job description

A job description is a key document in the management of wildlife scouts. Each conservancy or conservation body employing scouts shall develop, implement, and monitor wildlife scouts activities based on a specific job description. A Job description is reviewed regularly or on a needs basis to reflect the management objectives of the conservancy and the duties allocated to the scout or scout team. Below are sample job descriptions to guide their preparations. Each scout employer may adapt the responsibilities listed below to the relevant rank as per the needs of their conservancy.

3.1 Chief Warden Scout

Overall Responsibility:

Formulate plans and strategies necessary for community participation in sustainable wildlife conservation, security, and human-wildlife-conflict resolution.

Objectives:

1. Promote effective participation of community in wildlife conservation
2. Support the conservancy manager in efficient Management of conservancy resources
3. Facilitate provision of wildlife, community, and tourist security
4. Develop and supervise activities for human-wildlife conflict resolution
5. Implement effective cost control measures
6. Supervise sustainable utilization of wildlife resources
7. Ensure timely and accurate official reporting
8. Support development of tourism products

Key Tasks

- 1 Ensuring effective mitigation of human-wildlife conflict
- 2 Preparing and presenting official papers and reports to the conservancy manager
- 3 Ensuring effective protection of wildlife, visitors, and conservancy resources
- 4 Supervising, appraising staff, and identifying their training and development needs
- 5 Maintaining appropriate linkages with all conservancy stakeholders
- 6 Supporting the mobilization of resources as required
- 7 Monitoring the performance of all scout teams in the conservancy



- 8 Ensuring compliance to conservation and relevant laws and regulations in all development activities

3.2 Warden Scout

Overall Responsibility:

Efficient management and implementation of conservancy plans in achieving set goals and targets

Objectives:

1. Cost control measures
2. Conservation education
3. Facilitation of conducive work environment for scouts' teams
4. Quality service and collaboration with internal & external stakeholders

Key Tasks:

- 1 Implementing security strategies and plans
- 2 Managing and implementing Conservancy management plans
- 3 Ensuring all developments in the conservancy comply with conservation and other relevant laws, as well as international treaties ratified by Kenya.
- 4 Preparing annual plans and budgets and managing the utilization of financial resources within approved policies and procedures
- 5 Supervising and appraising staff, as well as identifying their training and development needs
- 6 Managing staff welfare and disciplinary cases within approved procedures and policies
- 7 Ensuring proper maintenance of infrastructure, vehicles, equipment, plants and buildings as per approved plans and procedures
- 8 Deploying scouts as per operation requirements and approved plans
- 9 Ensuring timely implementation of planned operations



3.3 Assistant Warden Scout

Overall Responsibility:

Coordination of security and protection from wildlife, park visitors, organizational assets, and conservancy property.

Objectives:

1. Ensure safety of visitors and wildlife
2. Raise awareness for community mobilization
3. Effectively handle human-wildlife conflict resolution
4. Maintain a harmonious relationship between conservancy and all stakeholders

Key Tasks:

- 1 Managing conservancy signage
- 2 Coordinating security matters
- 3 Monitoring community based projects and data collection
- 4 Proper handling of visitors in the conservancy
- 5 Overseeing wildlife scouts' disciplinary matters
- 6 Identifying scouts' training and development needs
- 7 Ensuring availability of information at conservancy gates
- 8 Ensuring proper maintenance of scouts' bases and equipment
- 9 Ensuring safe-keeping and proper use of conservancy firearms and ammunition

3.4 Senior Sergeant Scout

Overall Responsibility:

Maintenance of discipline, scouts' welfare, and camp cleanliness

Objectives:

1. Oversee administration of the Camp
2. Ensure security
3. Ensure maintenance of accurate records
4. Lead patrols



Key Tasks:

- 1 Conducting investigations as assigned
- 2 Supervising informants in the assigned area
- 3 Developing camp norms and procedures and maintaining camp security and cleanliness
- 4 Enforcing discipline in the conservancy
- 5 Conducting patrols as and when required
- 6 Ensuring maintenance of inventory and safety of all exhibits
- 7 Enforcing discipline among all scouts
- 8 Planning and supervising patrols within and outside the conservancy
- 9 Ensuring proper storage and maintenance of firearms and ammunition
- 10 Authorizing and supervising use of conservancy vehicles, motorbikes and hand-held radios

3.5 Sergeant Scout

Overall Responsibility:

Ensures scouts are equipped and motivated to enforce wildlife security and support community initiatives in conservation.

Objectives:

1. Administer the camp
2. Ensure security
3. Maintain accurate records.

Key Tasks:

1. Planning and supervising patrols
2. Undertaking instructional duties
3. Maintaining conservancy policies, norms, and procedures
4. Enforcing scouts' discipline within the platoons and sections
5. Ensuring safety and maintenance of firearms and ammunition
6. Ensuring maintenance of inventory and safety of all exhibits
7. Inspecting revenue collection and ticketing if assigned



3.6 Scout Corporal

Overall Responsibility:

Timely implementation of security & conservation measures

Objectives:

1. Ensure quality security services
2. Ensure achievement of targets
3. Enforce security

Key Tasks:

- 1 Undertaking duties as assigned
- 2 Maintaining the safety of equipment
- 3 Commanding security and problem-animal control operations
- 4 Participating in investigations of issues assigned
- 5 Maintaining accurate patrol records as per approved procedures
- 6 Supervising informants, assigned to work area, during investigations
- 7 Supervising, appraising, and ensuring appropriate in-house training of scouts

3.7 Wildlife Scout

Overall Responsibility:

Provision of wildlife protection and security services

Objectives:

1. Ensure quality security services
2. Implement lawful orders
3. Ensure safety of conservancy property, wildlife, and personnel
4. Ensure customer service



Key Tasks:

- 1 Conducting surveillance and security patrol
- 2 Undertaking fire management activities
- 3 Undertaking sentry duties as assigned
- 4 Providing escort and guiding services
- 5 Ensuring safety of exhibits
- 6 Conducting covert operations and arrests
- 7 Engaging communities in protection of wildlife
- 8 Monitoring wildlife movement and collecting data
- 9 Protecting wildlife, visitors, and conservancy assets
- 10 Detecting, preventing, and investigating occurrence of wildlife crimes
- 11 Supporting verification of compensation claims to the committee
- 12 Performing any other duties that may be assigned
- 13 Manning gates, collecting, and keeping records
- 14 Driving vehicles and motorbikes allocated to the scout teams



4.0 Training

In order to ensure high level performance, smooth running of conservancy security and management, and in order to minimize risk, wildlife scouts will undergo initial and continuous training in areas related to their roles and responsibilities.

4.1 Training Needs Assessment

The conservancy manager, in consultation with the chief warden scout, shall identify training needs and supervise undertaking of the training for all the scouts under their command.

The following training may be undertaken at various times depending on identified needs and affordability:

- a. Introductory on-site fitness training
- b. Community rangers' training conducted by KWS Law Enforcement Academy, with or without firearms training
- c. Reserve Police Course (if applicable)
- d. First Aid
- e. Continuous onsite training in:
 - i. Communication
 - ii. Customer care
 - iii. Patrolling and tracking
 - iv. Navigation
 - v. Community engagement
 - vi. Data collection and wildlife monitoring, including use of relevant technology

4.2 Training Procedure

1. The Conservancy Manager in consultation with the Chief Warden shall conduct an appraisal to assess current knowledge, skills, and training gaps relevant to the duties assigned to the scouts team.
2. Prepare a Training Needs Assessment report, and a training plan with a budget, and submit these to the Conservancy Board for approval and allocation of funds



3. There shall be two types of training: onsite training and training at KWS Law Enforcement Academy
4. Wildlife scouts shall be expected to attend training courses and update skills as and when required by the Conservancy Manager.
5. Wildlife scouts shall not incur costs for any official training that they are required to undertake.
6. In the case of rank promotion an up-skilling course shall be attended
7. Newly recruited scouts shall undergo an introductory three-month scouts training course and thereafter shall undertake refresher courses as determined by the Conservancy Manager
8. To qualify as a wildlife security officer, a scout shall undergo training at the KWS Law Enforcement Academy
9. Upon completion of the course, a scout shall be issued with a job description and a copy the conservancy's policies and procedures
10. Where duties allocated require the use of firearms, a scout shall undergo firearms training at the KWS Law Enforcement Academy and apply for appointment as a Police Reservist as per the National Police Service Act the WCMA, 2013, and the Security Regulations, 2017.
11. The scouts remuneration structure and promotion shall be commensurate to the skills acquired, training undertaken by the Scout, and their performance of duties allocated



5.0 Planning and operations

Planning and operations procedures are hinged and depend upon the conservancy vision, mission and targets, as outlined in the Conservancy Management Plan. This shall be clearly understood, interpreted and used to guide all operations. Regular reviews shall be undertaken to incorporate and focus on achieving the decisions and targets of the Conservancy Management Board.

5.1 Operations Planning Process

1. The officer in-charge of the scout unit shall present a proposal on a specific security concern that requires a special overt or covert operation to the respective officer.
2. The conservancy warden shall evaluate the proposal and forward it to the conservancy manager for consideration.
3. The conservancy manager shall review the proposal, give direction and approval.
4. The approved proposal shall be forwarded by the respective conservancy warden to the officer in-charge of the unit for execution.
5. The officer in-charge of the unit shall submit a final operation report to the conservancy manager through the warden.

5.2 Orders, Briefing and Debriefing Process

Liaison and cooperation with other conservancies and security agencies where applicable should be formulated, and joint-tasking and coordination be agreed upon to avoid any: confusion, overlap, or in the worst-case scenario any "friendly fire" situations.

In issuing orders, the scouts shall follow the standard process outlined in the acronym **SMEAC**



SITUATION	Describes maps, locations, supporting forces and suspects
MISSION	Gives a clear and concise statement of the operation
EXECUTION	Describes how the mission is to be carried out
ADMINISTRATION	Provides all the required administration and logistics for the patrol.
COMMAND	Provides all points related to communications equipment

5.3 Command and Control

RANK	GENERAL DUTIES
CHIEF WARDEN SCOUT	As the Conservancy Warden, the Chief Warden Scout is in charge of enforcing discipline within the conservancy scout teams, and implementing the relevant sections of the Conservancy Management Plan.
WARDEN SCOUT	As Head of Department the Warden Scout is in charge of managing staff, allocating duties, and enforcing discipline within respective departments
ASSISTANT WARDEN SCOUT	As Assistant Warden Scout, the Platoon or Conservancy Commander is to deploy scouts, recharge supplies, coordinate monitoring, and maintain community linkages, and enforce discipline in their platoon
SERGEANTS SCOUT	As Section Commanders, the Sergeants' Scout, is to organize patrols, manage the armory, scouts welfare, camp maintenance, and enforce discipline within their section
CORPORAL SCOUT	As the Team leader, and team second-in-command, the Corporal Scout is to command patrols, collect data, keep records, man radio communication, and enforce discipline within their team
CONSERVANCY SCOUT	As field enforcement personnel, the Conservancy Scout is in charge of intelligence gathering, investigation, conducting patrols, engaging the community and ensuring security



5.4 Operations Staff Procedures

These procedures ensure effective low enforcement operations, intelligence gathering, and investigation for general situations, and those involving organized wildlife crimes. The procedures cover planning, authorization, execution and evaluation of all operations to be undertaken by wildlife scout teams.

5.4.1 The Warden Scout

The Warden Scout is the main decision maker of the team, and the most experienced

member. The Warden Scout is responsible for commanding, planning, and the conduct and welfare of scouts for all their operations. The Warden Scout is to understand and implement the intents of the Conservancy Manager.

Also based with the Warden Scout is the investigation team. This team shall specialize in, and be responsible for, conducting investigations into wildlife crime within the conservancy area.

5.4.2 Guarding and Base Security

Two scouts are recommended to maintain a presence in the station for the security of equipment and the building, and as a secure base from which to communicate.

5.4.3 The Rapid Response Team (RRT)

The RRT is a group of highly-trained, equipped, and mobile scouts that can be used to supplement other scouts in the field including:

- A. as a reaction force
- B. for conducting raids and takedown, and
- C. for reconnaissance and surveillance tasks

5.5 Patrolling by Foot, Mobile and Air

Patrolling should be conducted irregularly using deception plans for insertion and extraction of the patrol, to deceive criminals of the true nature of enforcement activities and scouts' locations. To effectively patrol the vast areas of the conservancies, teams need to be in the field for 14 – 15 days



on average, per month. Several patrols per month are required to cover the perimeter and core areas. If the conservancy has access to a fixed wing aircraft or a helicopter, large areas can be searched for signs of poachers and encroachment. This requires the rangers to be specifically trained in airmobile tactics, and rappelling and fast roping methods.

5.5.1 The Aim of Patrols

Search and Capture	Based on intelligence, or observation
Deter Criminal Activities	Irregular patrols demoralize poachers
Reconnaissance	To dominate the area and sustain security
Route Clearance	In cases of snares and traps, scouts conduct de-snaring

5.5.2 Patrol Preparations

ACTIVITY	RESPONSIBILITY	TASK
Develop Conservancy Manager's Orders	Conservancy Manager	Issues orders in line with the Conservancy Management Plan to counter threats and illegal activity against the conservancy
Develop patrol plans	Warden Scout	Conduct appreciation of the situation, take the tasks or objectives of the conservancy manager, and develop tactical patrol plans for each section.



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Prepare orders	Warden Scout	Issue preparation order to each patrol section leader who will pass this onto his or her patrol section.
Prepare patrol	Corporal	Section second-in-command prepares all administrative requirements for the patrol section prior to deployment.
Issue patrol plans	Warden Scout	Section leaders receive the patrol plans from the Conservancy Warden Scout
Plan patrol	Sergeant	Sergeant plans for his or her patrol and writes up patrol orders from that plan.
Prepare patrol orders	Sergeant	Sergeant issues patrol orders to his or her section prior to departure from patrol.
Conduct patrol	Section	The section conducts the patrol as per orders.
Note incidents	Section	The sergeant writes up any incident or occurrence during the patrol.
Debrief patrol	Sergeant	On return from the patrol, the sergeant reviews the events of the patrol with all section members to see if any point is missing or needs to be added.



<p>Administer post-patrol</p>	<p>Corporal</p>	<p>Corporal Scout ensures all equipment is cleaned, serviceable, recharged, and refilled. Sergeant inspects equipment before it is stored.</p>
<p>Write patrol report/</p>	<p>Sergeant</p>	<p>Sergeant completes his or her report and debriefs the Conservancy Warden, via chain of command, handing over the written report to be entered into a database.</p>
<p>Analyze patrol data and give feedback</p>	<p>Conservancy Manager & Conservancy Warden Scout</p>	<p>The Conservancy Warden Scout and the Conservancy Manager need to analyze the data from all patrols so that the next month patrolling schedule can be changed as required, and feedback given to the scouts. Then the cycle starts over again.</p>



5.5.3 Conducting a Patrol

Preparation Order Sequence	
Situation	A brief description of the situation
Size and type of patrol	The team is identified and the type of patrol given. This gives the scout in charge of the patrol the information he requires to plan his patrol and follow the Conservancy Warden's intent.
General outline of task	The general outline shall contain adequate information to ensure that the Patrol Commander understands the mission. Note that secrecy may preclude the announcement of specific objectives of the patrol.
Timings	Timings should contain: Length of patrol; Time of departure; Time of return; Time that patrol is to be prepared to move; and Degree of notice to move.
Preliminary moves	The details, including timings, of any requirement for a preliminary move.
Administrative instructions	Any pre-deployment administrative instructions, to include specialist equipment, and vehicle preparation, among others
Acknowledgement	The Chief Warden Scout may require confirmation that the Warden Scout has received the warning order.



5.6 Scene of Crime Management

Due to their spatial locations, wildlife scouts are often the first to arrive at a wildlife crime scene. It is vital that all information and evidence that may help track, apprehend, and successfully prosecute perpetrators is secured until the relevant security enforcement team is in place.

Scenes of Crime & Reaction to Incident

1. Keeps unauthorized persons at bay and secures perimeter
2. Evacuates casualties from the scene
3. Ensures safety of personnel at the scene
4. Guards crime scene processing equipment
5. Controls entry and exit into the crime scene
6. Guards exhibits from the scene
7. Reports the crime or incident to the Conservancy Manager
8. Conservancy Manager relays information to the KWS County Warden or officer in charge of County Police matters

5.7 Effecting an arrest

Only wildlife scouts who qualify as Wildlife Security Officers can effect an arrest. The purpose for this procedure is to ensure that any arrest is carried out by a Wildlife Security Officer conforms to existing Kenya law. The Chief Warden Scout is responsible for ensuring that any arrest made in their area of jurisdiction conforms to the relevant laws including: the Penal Code, Cap. 63; KWS Service Standing Orders, 2008; the Disciplinary Code, 1990; Criminal Procedure Code, Cap. 75 and the following procedure:

- 1.1 If there are reasonable grounds to believe that an offence has been committed, the scout in charge shall, where applicable, approach the suspect, identify him/herself, and inform the person of the reasons for the arrest.



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- 1.2 The scout in charge shall carry out a quick body search to ascertain his/her own safety and recover any exhibits available. Female suspects shall only be searched by female scouts and vice-versa.
- 1.3 The scout in charge shall handcuff the suspect if necessary.
- 1.4 The scout in charge shall interview the suspect at an ideal place and record the suspect's statement on a conservancy statement form.
- 1.5 If there is sufficient evidence to sustain a charge, the suspect and any exhibits recovered, shall be handed over to the KWS rangers or to the nearest police station
- 1.6 The arresting scout may be asked to provide evidence on the crime in court. The court verdict shall be conveyed back to the Chief Warden Scout and the data captured in the Conservancy Security Database.



6.0 Visitor handling

This procedure sets out a standardized approach to visitor handling and guiding, to enhance visitor satisfaction and safety. While a conservancy may have designated guides, scouts may be requested to accompany or guide visitors while in the conservancy. The following procedures apply to visitor management from the time a visitor makes a request for guiding services to the time the conservancy manager receives feedback.

1. A visitor shall make a request for guiding services to the Conservancy Manager either in advance or upon arrival.
2. The Conservancy Manager shall confirm availability and inform the visitor of guiding charges if any.
3. The guide shall welcome the visitors, give a briefing and offer professional guiding services.
4. As a conservancy ambassador, the wildlife scout allocated guiding duties shall be in full uniform and knowledgeable of conservancy facts, routes, history, cultural activities, and wildlife. When the guiding is on foot, and where wildlife threat is significant, two scouts shall be allocated to visitors.
5. The visitor shall be made aware of the risks involved in visiting the conservancy and conservancy indemnity from liability shall be disclosed.
6. On exiting, the visitor may provide feedback at the gate or to the Conservancy Manager, verbally or in writing, on his/her experience.



7.0 Communication

All matters pertaining to scouts shall be communicated by following the chain of command. From the Conservancy Manager to the scout, and vice-versa. Grievance letters of anonymous nature addressed to any conservancy scout, wildlife officer, or Conservancy Manager shall be ignored.

7.1 Communication methods

There are several methods of communication available to collect, analyze, transmit, and store information and data. Each conservancy shall determine the mode of communication that is effective and affordable.

7.1.1 Hand signals

Hand signals are used during patrol where voice communication may deter the success of the patrol, or expose the scout team to danger.

1. Hand signals are utilized to deploy teams; issue orders, alert scout teams, or issue commands.
2. Scouts shall undergo relevant training on the use of hand signals as communication and field craft training.

7.1.2 Mobile and Satellite Phones

Communication through mobile and satellite phones may be costly but ideal for fieldwork in areas with good network coverage.

1. The Conservancy Manager shall determine the mobile or radio equipment needed to enhance communication
2. A data capture and sharing system shall be put in place to ensure messages, photos, GPS locations, and reports are transmitted and stored.
3. A reliable power source shall be made available to charge communication devices
4. The information collected shall be analyzed by the Chief Warden and a summary shared with the Conservancy Manager for inclusion in his/her monthly report



7.1.3 Radio Communication

1. The Conservancy Manager, with the approval of the Conservancy Management Board shall apply and secure frequencies and licenses, and ensure regular payment of applicable license fees, to the relevant authorities
2. The base station mobile and handheld radio devices shall be procured in adequate quantities and installed to ensure widest possible coverage
3. All staff using conservancy radio communication shall be trained in use, maintenance, and safe keeping of radio equipment
4. All radio communication shall be only for official use
5. The radio messages shall be short, clear, precise, and where possible include the appropriate reference, number, and date
6. A radio operator shall be appointed among the scouts to ensure efficient management of radio equipment; man the radio room; charge radios, and record all radio equipment and radio messages
7. A radio equipment register shall be maintained, and it shall document the following details: Equipment number, scout allocated, radio movement, reported faults, repairs undertaken, and any replacement necessary



THE PHONETIC ALPHABET

ALPHA	A
BRAVO	B
CHARLIE	C
DELTA	D
ECHO	E
FOXTROT	F
GOLF	G
HOTEL	H
INDIA	I
JULIET	J
KILO	K
LIMA	L
MIKE	M

NOVEMBER	N
OSCAR	O
PA-PA	P
QUEBEC	Q
ROMEO	R
SIERRA	S
TANGO	T
UNIFORM	U
VICTOR	V
WHISKEY	W
X-RAY	X
YANKEE	Y
ZULU	Z



Radio Procedure

[Other call sign], "this is" [my call sign] "over"

[My call sign], "this is" [other call sign] "over"

[My call sign], (give message only one sentence at a time, repeat numbers), "roger so far?"

[Other call sign], "send over"

[My call sign], (send more of the message), "message end over"

[Other call sign], "roger, over"

[My call sign] "Out".

Call sign example

0A = Oscar Alpha

KWCA = Kilo Whiskey Charlie Alpha



7.2 Data management

As part of wildlife enforcement, it is the scout's role to give accurate data for the development of consistent information that assists in the deployment of resources and personnel in the field.

Scouts need to know how to locate poachers in order to pre-empt illegal activities instead of constantly react to incidences. This is why all patrol data is required to be entered into a database and analyzed. Patrol incident occurrence data forms are a simple means of documenting patrol activities, as they occur, in one standard format for the entire scouts' force. This shall be made up as a notebook that can easily fit into the scout's pocket.

An example is as in the figure below:

PATROL INCIDENT OCCURRENCE DATA					011		
1. Patrol Code		T01-2F		2. DTG		180931 JUN 03	
3. Location		48	P	5876103		UTM 7822005	
4. Incident/Occurrence				Loggers Captured			
X	1. Logging				X	11. Weapon	
	2. Poaching					12. Confiscation	
	3. Aloewood					13. Dangerous situation	
	4. Charcoal production					14. Illness/Injury	
	5. Encroachment					15. Fire	
	6. Other Illegal activity					16. Wildlife sign/site	
	7. Camp					17. Patrol base/rest	
X	8. Human encounter					18. Topographical/climatic	
	9. Violation					19. Equipment damage/lost	
X	10. Arrest					20. Other (describe)	
Photo #		1-10 (Disk 3)					
5. Description/Notes							
Patrol heard Chainsaw, deployed into position, moved in, and Captured 3 illegal loggers, 2 Cutters and one armed guard (with dog) Cutting black-wood. 2 trees cut down. Confiscated equipment (see back).							
Chainsaw was burned in location and axes destroyed.							
Name of loggers (see back)							
Returned to HQ with Violators and AK-47							
See arrest report (#330)							

BACK OF FORM

Violators

Mr. Saruni Makui, Age 26, Photo #5
Merti Village, Sera County,

Violation: Snaring

Mr. Sadera Ole Mwai , Age 25, Photo #6
Arapal Village, Sera County

Violation: Logging

Mr. Katana Lule, Age 24, Photo #7
Lumoi Village, Sera County

Violation: Illegal position of weapon/log-
ging

Equipment Confiscated

1 x AK-47 serial number 120978

23 X bullets, 7.62mm short

1 x machete and 1 x axe

1 x Chainsaw



There are several mobile phone and computer applications available as tools to assist in this.

The overarching goal is the notation of credible data that can be analyzed and feedback given to the scouts leading to performance-driven management.

TOOL	FUNCTION	COMMENT
<i>Mobile phones</i>	Widely used in comms	Wide coverage and accessible
<i>Satellite phones</i>	Remote area comms	Costly but Ideal for field work
<i>Radios</i>	Relaying signals	Requires basic training and radio discipline
<i>Hand signals</i>	Foot patrol	Requires field craft training
<i>Various Apps</i>	Document /analyse	Requires user training

Data sharing

1. Any request to share data shall be made in writing to the Conservancy Manager
2. Factors such as availability, urgency, and classification shall be considered in data-sharing decision making.
3. The Chief Warden shall avail the data to the Conservancy Manager for approval and sharing

7.3 Information and Intelligence

The purpose of this procedure is to ensure effective intelligence and investigation on situations involving organized wildlife crime. Information and confirmation of intelligence is vital to the successful conduct of enforcement operations. The best method of verifying criminal activity is with verbal reports from scouts who have actually been to an area and can report on the situation. This is best achieved with disciplined and planned patrolling. The ability to gain information in the conservancy, deny information to the criminals, and to be able to do this safely and confidently, is one of the cornerstones on which successful operations are based.



Many scouts in conservancies are unarmed. Their linkages with the local communities provide a strong basis for effectively collecting information and intelligence. A checklist to help piece together information is required during intelligence gathering patrol. There are structured questions to be answered; the more questions are answered, the greater the success of future actions. All information in as much detail as possible is to be recorded in a notebook for later reference. There now exists a lot of technology support to assist in information gathering. Details to be recorded are:

7.3.1 Intelligence gathering checklist

INFORMATION	DETAILS
Area (Size)	The area covered by the illegal activity and conservancy
Suspects	How many – how many violators are there, including other family members?
Who	Are they local villagers, or have they come from a different area?
What	Different jobs and tasks?
Where	Located within the area of concern or conservancy?
Why	Poaching, logging, encroachment, grazing
When	How long have they been in the conservancy?
How	How did they get to the location, e.g. walk, use an ox-cart, motorbike, or use a combination?



Reaction	Likely reaction to scouts depends on whether they are armed, and what their motive is.
Routine	Have a continual log of the violators' daily events and activities during your surveillance period.
Field sketch	Include a field sketch: A large- scale hand-drawn map, or a picture of an area or route of travel, with enough detail and accuracy to provide useful information.
Photographs	Where possible, take photographs of the activity. Make sure the flash is turned off, as you do not want to give the surveillance or reconnaissance away.

7.3.2 Use of firearms

Scale of Issue	All arms and ammunition shall be held on charge and in accordance with the Laws of Kenya under the Firearms Act, CAP 114. Additionally, scales of issue can be laid down by the Conservancy Manager and the Warden Scout.
Misuse of firearms	Conservancy firearms may only be used in the lawful execution of duty, official training, and range practice, and shall not be used for any unauthorized or private purpose. Lending of any firearm or ammunition by scouts to anyone is strictly prohibited.
Maintenance of firearms	All authorized conservancy scouts are personally responsible for safe custody, care, and maintenance of any firearms and ammunition issued to them. The Warden Scout shall ensure that all firearms held are regularly inspected. Weapons right after use, and those not in constant use, will be kept in proper working order.

<p>Custody of arms and ammunition</p>	<p>When not in use, arms and ammunition MUST be kept in the designated armory and may only be stored at out-posts where personnel are constantly on duty or on guard. Where no armory is available, firearms should be kept permanently with a licensed individual.</p> <p>Firearms can be issued by the Warden Scout to another conservancy KPR member after authorization by the OCPD.</p>
<p>Armory and access</p>	<p>Not more than two keys may be kept for the armory. One key shall be kept by Warden Scout, responsible for armory management.</p> <p>Whenever it is not possible to store arms and ammunition in accordance with these SOPs, the firearms shall remain in the physical possession of the member of the conservancy to whom they were issued.</p>
<p>Loaded weapons</p>	<p>For proper maintenance of the firearms, magazines will be emptied at least weekly.</p>
<p>Carrying of Firearms on/off duty</p>	<p>Appropriate firearms should only be carried when deemed necessary. While on/off duty, a firearm or ammunition is not necessary and shall in the conservancy armory for safe custody by the scout.</p>
<p>Arms Movement Register</p>	<p>An Arms Movement Register shall be maintained in the armory, in which all movement (in or out) of any weapon or ammunition, shall be documented by the Warden Scout, or his immediate deputy, or his sergeant at the time of the transactions, and any person removing a weapon or ammunition from the armory shall sign the register. On the return of any weapon or ammunition to the armory, the officer in charge of the armory at the time will sign the return entry.</p>
<p>Handing and taking over armory</p>	<p>During handing/taking over the armory, the incoming and outgoing scouts will jointly count and verify consistency of the arms and ammunition within the Arms Movement Register.</p>
<p>Loss of firearms or ammunition</p>	<p>The loss of a firearm and /or ammunition will be reported to the Conservancy Manager immediately, and he/she shall promptly order an investigation into the circumstances leading to the loss, and endeavor to recover the weapon and/or ammunition. The Conservancy Manager shall immediately notify the OCPD for further instructions. Further notification and a report to the Central Firearms Bureau shall be promptly made.</p>
<p>Recovery of firearms</p>	<p>Firearms and ammunition recovered or confiscated for any valid reason shall be recorded in the Arms Register and Occurance Book (OB) with the full details of the circumstances under which they have been recovered. These weapons will be handed over to the relevant police station as soon as practicable and documented in the OB.</p>



8.0 Community engagement

This procedure is set out as a standard guide in attending to reported cases on human wildlife conflict caused by wildlife in conservancies and handling community expectations around the conservancy for sustainability purposes.

The Conservancy Warden shall be responsible for the effective implementation and maintenance of this procedure. The procedure applies to all activities undertaken from the time a member of the community reports an incident to the Conservancy, to the time action is taken. This includes incidences such as: human threat, death or injury, crop or property damage, or wild or domestic animal mortality through conflict or predation.

Maintenance of cordial and mutually beneficial relations with community members shall ensure sustainability and growth of the conservancy. In many cases communities own the land set aside for the conservancy and therefore hold the right to determine the conservancy's progress. In the performance of their duty, Wildlife Security Officers shall respect and protect human dignity and maintain and uphold the human rights of all persons.

1. Scouts shall endeavor to sensitize community members on conservancy goals, activities, plans, and benefits to encourage stewardship.
2. All scouts must remember that maintenance of good rapport and cordial relations with surrounding communities translates to the well-being of the conservancy. This is the over-arching goal as conservancies are owned by communities or families.
3. Any conservancy scout must not allow themselves to be stirred or excited by community members at any gathering. He/she must always remain disciplined and calm to reflect the image of the conservancy.
4. With budgets allowing, periodic Public Relations activities shall be undertaken within communities. This in the long run makes the scout's work easier and more pleasant.



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5. Depending on Conservancy policy, key stakeholder engagement and consensus-building activities are a continuous process. Scouts are encouraged to identify areas of possible improvement, and regularly monitor and evaluate community engagement to measure impact.
6. In the event of a report from the community of a problem animal, or a human-wildlife conflict, a supervisor shall record the incident in the Occurrence Book, and where necessary, visit the problem site and report the facts of matter for action to the Conservancy Warden and the KWS problem animal control team
7. Scouts may be called upon to support verification of compensation claims to the CWCCC.



9.0 Finances

It is the duty of every scout to know the financial policies of the conservancy. The Conservancy Manager through the Chief Conservancy Warden shall ensure adequate information on conservancy finances and procedures is communicated to all staff.

1. The Conservancy Manager with the approval of the Conservancy Management Board shall allocate adequate funds for the management of wildlife scouts' activities
2. Scouts wages shall be based upon the conservancy salary structure, scout rank, and responsibility and fairness, relative to prevailing market rates
3. Additional scouts benefits including performance incentives, field allowances, leave allowance, rations, and medical insurance, shall be adequately budgeted for.
4. Any funds advanced to the scouts teams for purposes of operations shall be fully and in timely fashion accounted for and all receipts surrendered. Any balance from the money advanced shall be surrendered to the Conservancy Accounting Officer.
5. Conservancy financial information is sensitive and shall not be shared with unauthorized persons.
6. When wildlife scouts given the duty of collecting revenue, a designated scout team shall undergo the training required. Care shall be taken to ensure that involvement of scouts in revenue collection does not interfere with their primary role as security agents.



10.0 Discipline Procedures

The ideal situation is that when conservancy scouts work well and in line with staff performance requirements, the conservancy management shall not dwell on dealing with managing staff issues and conflict. However, in reality, wherever different people are working together, there will be times when conflict arises and has to be addressed. Scouts supervisors within the scout cadre will initiate and issue discipline procedures as enumerated in the official Disciplinary Code. Standardizing disciplinary measures reduces bias. All disciplinary measures shall be discharged while maintaining confidentiality.

10.1 Discipline of Wildlife Security Officers

Every Wildlife Security Officer shall be subject to the provisions of the Disciplinary Code when carrying out their functions or exercising their powers under the Wildlife Act 2013, Section 4

Discipline	The fundamental principle of discipline is obedience to orders and consideration for lower ranks.
Seniority	When uniformed conservancy officers are acting together, the senior officer present will be in-charge and responsible for all orders given.
Orders	All scouts must promptly obey all lawful orders given to them by persons in authority and must act in obedience to the provisions of the Wildlife Act 2013, the Armed Wing Disciplinary Code and the Standing Orders 2011
Responsibility	Any member of the conservancy giving an order is responsible for its consequences, unless the method of carrying it out has been improper, negligent, or contrary to the Law.
Image & Conduct	Scouts, as carriers of the conservancies' banner shall set a good example to the general public by conducting themselves in an irreproachable manner, both on and off duty.
Relations	All scouts shall adopt towards their juniors methods of commands that ensure respect for authority.



Background checks shall be conducted prior to engaging the services of any scout. Historically, however, there have been exceptions to this rule that apply to known reformed poachers who become effective scouts, and this still applies.

Depending on the gravity of the offence, or when job-related performance is not adequate, the best initial strategy is to speak with the employee(s) in question and solve the problem informally and in-house..

The Disciplinary Code forms an essential part of employment terms between the conservancy and each scout, and also applies to all employees of the conservancy. It shall be implemented without exception.

In case of a serious offence, the Conservancy Manager can summarily dismiss the scout (as provided by the Employment Act 2007)

CATEGORIES OF MISCONDUCT

Misbehavior - where an individual does not behave in an acceptable manner.

Incompetence - where a scout's job performance does not maintain an acceptable standard.

Incapacity - where an employee is unable to carry out their official duties because of sickness or injury.



10.2 Categories of penalties

KWS has a Disciplinary Code describing categories of offences by armed officers and the penalties for them. Registered wildlife scouts are required to comply with the security regulations under the Wildlife Act 2013. In addition, wildlife scouts who have attained the National Police Reservist status as provided in the National Police Service Act, will be regulated by the standing orders, rules, and regulations of the National Police Service Act 2011. Unregistered scouts are required to comply with their terms of employment as well as uphold the Disciplinary Code while carrying out their duties in the conservancy. Below is an extract of KWS disciplinary code

LEVEL 1		PENALTY
1.1	First Offense	Warning Letter, or
		Up to 2 days loss of pay, or
		Suspension without pay up to two (2) weeks
Offences		
Willfully disobedience of any lawful command		
Leaving one's post or place of duty before regular relieve, except in fresh pursuit of an offender who's duty it is to apprehend		
Sleeping on duty		
Persistently failing to comply with known provisions, routine orders or regulations		
Refusing or neglecting to develop or send any report when it is their duty to do so, or failing to properly maintain the Occurrence Book, register, gate entry book, and any other official records or documents.		
Appearing on duty untidy or with dirty firearms, clothing, or equipment		
Carelessness, negligence, rudeness, or being quarrelsome in the performance of one's duties		



Behaving, speaking, or using any gesture or by other means showing disrespect to any superior officer		
Feigning any disease or infirmity or willfully causing oneself any disease or infirmity in order to abscond from duty		
Failing to maintain a vehicle or mechanical plant in good efficient working order and condition		
Losing or failing to take proper care of one's firearm or ammunition		
Being guilty of any act, and conducting, causing disorder, or neglecting the prejudice of good order and discipline herein before specified.		
Failing to be in proper dress or mixing items of uniform with civilian dress		
1.2	Second Offense	Up to four (4) days loss of pay or;
		Probation for three (3) months or;
		Suspension without pay for up to one (1) month
Offences		
Guilty of cowardice		
Drunkenness while on duty		
Without reasonable cause, failing to attend, arriving late, or leaving before permitted to do so, any parade, instruction class, court, or duty.		
1.3	Third Offense	Up to two (2) months suspension without pay, or tsummary termination
Offences under the KWS disciplinary code		
Failing to pursue or assist to the utmost of one's ability any person whom it is one's duty to pursue or assist;		



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LEVEL 2		PENALTY
2.1	First Offense	Up to four (4) days loss of pay , or probation for three (3) months, or;
		Suspension without pay for up to one (1) month
Offences		
Idleness, recklessness, or negligence in the performance of one's duty		
Willfull misconduct or disobedience, whether in hospital or elsewhere, or ordering, causing, aggravating, or delaying any disease or illness.		
2.2	Second Offense	Up to two (2) months suspension without pay, or summary termination
Absent without leave		
Striking or using force against a person while on duty, threatening by force, or compelling a person to pass.		
2.3	Third Offense	Termination
LEVEL 3		PENALTY
3.1	First Offense	Up to two (2) months suspension, or;
		Termination
Offences		
Failing to take necessary precaution when on guard, or neglecting to safeguard or prevent loss of any public or private property		
Drinking liquor while on duty		



Improperly using an aircraft, ship, or vehicle while in command or otherwise, for any purpose whatsoever not connected with official duties.

Stealing or involved in fraudulently misapplying property to any other person, or receiving or retaining any such property as aforesaid, knowing or having reason to believe it is stolen or is fraudulently applied.

Failing to take proper care of an animal or bird of which one has charge

Without lawful authority, killing, destroying or wounding any animals, or in any manner making away with or disposing of the same

Unlawfully using or permitting the use of any arms or ammunition issued to oneself or to any member under his command.

Making a false accusation against a member or any other person

Making a false complaint of being wronged, or making a false statement affecting the character of another conservancy member.

Engaging without authority in any other employment, business, or office

Acting or failing to act in a manner which constitutes improper or unlawful use of the radio network

LEVEL 4

PENALTY

4.1	First Offense	Termination
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Offences

Giving out arms or ammunition to any unauthorized person or unlawfully using firearms

Unlawfully communicating with, or giving out confidential information, with intent to assist any person

Using violence or threatening language with any member senior in rank or in command.. Strikes or otherwise using violence against, or offering violence to, or using threatening or insubordinate language against any member of the conservancy senior to him in rank or placed in command over him,



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Fighting or quarreling with any other person or using threatening, abusive, insulting or provocative words or behavior likely to cause a disturbance

Discharging or causing a weapon to be discharged without orders or without reasonable or lawful cause

Selling, pawning, losing by negligence, making away with, destroying, willfully damaging, or failing to report any loss, or damage to, any arms, ammunition, uniform, or other article of personal issue, or vehicle, or other property committed to his charge.

Willfully or by negligently, allowing the escape of a person who is committed to one's charge, or whom it is his duty to guard, or without proper authority releasing any person committed to one's charge

Resisting arrest by a member authorized/instructed to arrest him or have them in his charge

Neglecting or refusing to assist in the apprehension of an offender when lawfully ordered so to do

Escaping from arrest or other lawful custody

Making or signing a false statement or entry in a document or official record, or suppressing, defacing, or making away with a document or official record, which is in one's duty to preserve or produce.

Improperly possessing game trophy, meat or any other parts thereof of an animal or bird

Making any false statement in order to join, or upon joining employment

Without proper authority, demanding or exacting from any person any of their belongings

Acting or omitting to act in an unlawful manner

Failing to properly account for the firearm(s) or ammunition issued



Authorization

Conservancy Name:

Signature:

Date:



Kenya Wildlife Conservancies
Association (KWCA)
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