



CBNRM Governance Manuals

Human Resource Management



Zambia Community-Based Natural Resources Management (CBNRM) Governance Manuals

Human Resource Management

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verbal consent gained.

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ACRONYMS

CBNRM	Community-Based Natural Resource Management
CBO	Community-Based Organization
COMACO	Community Market for Conservation
CRB	Community Resources Board
DNPW	Department of National Parks and Wildlife
HR	Human Resources
HRM	Human Resources Management
JD	Job Description
JE	Job Evaluation
VAG	Village Action Group
USAID	United States Agency for International Development

I.0 INTRODUCTION

Human resource management (HRM) is about management of people and issues related to workers such as advertising, hiring, performance management and training. Hence HRM is vital to the Community Resources Board (CRB). There is need for effective management of human resources (HR) irrespective of the size and nature of the community-based organization (CBO).

Further, HRM relates to the total set of knowledge, skills and attitudes that are needed for firms to compete. It involves concern for and action taken in the management of people. It deals with issues like recruitment and selection, training and development, wage and salary administration and performance appraisal. Such actions may be bound together by the creation of an HRM policy.

The Board has the overall responsibility for initiating, implementing and making future updates to the CRB HR policies, processes and procedures in consultation with the Department of National Parks and Wildlife (DNPW) and relevant stakeholders on any non-compliance by CRB employees. Responsibility may be delegated as appropriate

The HR Department plays a key role in supporting the organization, its managers, employees, and stakeholders through the provision of high level strategic and transactional HR services. CRBs HR function are managed by the Executive Officer or Coordinator on behalf of the Board. However, where resources permit, a CRB will employ the HR Officer.

2.0 HUMAN RESOURCES POLICIES AND PROCEDURES

HR Policies and Procedures are Important to CRBs as they provide structure, control, consistency, fairness, and reasonableness. They also ensure compliance with employment legislation and inform employees of their responsibilities and the employer's expectations. In addition, they also provide transparency in how recruitment processes will be managed and should be easily accessible by all team leaders and employees alike. Below are HR Policies and Procedures which the CRB and its secretariat need to know.

2.1 WORKFORCE PLANNING AND RECRUITMENT

This section covers policies relating to workforce planning, recruitment, internal transfers, job descriptions, classification and evaluation, and term of appointment including acting or additional duties and secondment.

Workforce Planning: The CRB is committed to recruiting the right employees, for the right positions in an efficient and effective manner. The objective of this policy is to outline how staffing requirements are planned in advance to achieve the community business objectives and assist the CRB towards managing the employment at the best level of HR with the required skills. The workforce plan defines the number, cost, skill set and timeframe requirements for each position as well as reflecting future areas of growth. The designate shall sign off on the workforce plan for each year and the associated budget shall be integrated into the respective yearly budgets. The process of removing a position and recruitment requests for new and/or replacement positions shall be in accordance with approved workforce plans. Unplanned recruitment may be required to overcome unforeseen staff requirements such as, replacements for sudden resignations, new projects etc. Unplanned

recruitment requirements shall be approved by the Board in consultation with the DNPW and communicated to relevant stakeholders as early as possible. Where approved, such ad hoc recruitment will in turn feed into the workforce plan for future planning purposes. The CRB shall monitor the implementation of all workforce plans.

Recruitment: The objective of the recruitment policy is to outline the principles to be used to ensure that the best-suited applicants occupy all positions in the community and possess the required educational qualifications, experience, skill, and knowledge to perform the job effectively. All standard recruitment activities shall be within the approved workforce plan. Any recruitment for non-budgeted positions will require special approval from the CRB in consultation with the relevant signing authorities. The CRB shall adopt fair and consistent methods of recruitment and selection so as to select the most suitable candidate to meet the requirements of the job. The methods for recruitment shall be based either on merit or experience as well as period one has lived in the respected chiefdom. Where equally qualified candidates are being considered, the CRB shall give preference to hiring residents of the same community or chiefdom over nonresident with the minimum experience requirements may be waved in exceptional circumstances when hiring residents. All offer letters and employment contracts shall be issued by the CRB in accordance with approved templates and signed off by the concerned signing authority.

The Board is both the facilitator for the recruitment process and the decision maker in the selection of candidates:

- **Advertising:** The first important step in recruitment to ensure fairness and employing the best candidate is to advertise the vacant position. The Advertisement should include enough details such as job title, qualifications, station of work and any other requirements relevant to the position.
- **Interviewing:** No candidate shall be employed without first being interviewed by a Community Resources Board. The

committee shall at-least involve the supervisor for the position and another member the CRB. The interview preference is for face-to face interviews. No candidate shall be employed without reference checks being completed. Three references are preferred with at least two, one being from the Village Headman and the other from the Village Action Group (VAG) Committee

- **Re-hiring:** A former employee may be re-hired provided that he/she has a satisfactory record and a vacancy is available. It is at the discretion of the CRB to approve or disapprove such re-engagement and consultation with the responsible VAG.
- **Employment of immediate relatives:** While the CRB does not encourage employment of immediate relatives/next of kin of existing employees, it is recognized that this may occur on occasion where it is in the best interests of the community. In no circumstance shall an employee report indirectly or directly to a relative. Board members must not have different interests in the new recruits.
- **Selection and offer:** Assuming reference checks are positive, the CRB shall ensure that an offer letter to the preferred candidate is issued within the same week of interviews. The salary offered will normally be at the base of the range for the position. All offers must be supported by relevant budgets. Benefits and housing details should be discussed by the CRB and employee where necessary. If the employee signs off on the offer, the Board will draft a contract of employment and have the candidate sign off.
- **Probationary period:** The CRB is committed to ensuring that the Board is able to evaluate the new employee for the initial employment period. The length of probationary period varies with employee type and class and is stated in the employment contract. During the probationary period the new hire's immediate supervisor shall meet with the

employee on a regular basis to discuss performance. Performance concerns will be made in writing to the employee. Employees may be terminated by the CRB after giving a notice of 24 hours during the probationary period. If the employee is terminated during probation, the CRB will determine whether the employee may receive the salary in lieu of notice or will be expected to work during the notice period determined by the employee class/type. Employees resigning during the probationary period must generally give 24hours notice to his/her supervisor. An employee who resigns during the probationary period shall not normally be entitled to any end of service or repatriation benefits.

2.2 **JOB DESCRIPTIONS, CLASSIFICATION AND EVALUATION**

The objective of Job Description, Classification, and Evaluation is to specify the guidelines for developing and amending job descriptions and for classifying and evaluating positions. Job descriptions (JDs) shall be developed or updated whenever significant changes in the Community structure or position duties and responsibilities occur; and whenever new positions are created.

- **Job description:** JDs shall be developed or updated whenever significant changes in the Community structure or position duties and responsibilities occur; and whenever new positions are created. The CRB in consultation with the DNPW has the final responsibility of ensuring that JDs are prepared for each approved position in the approved JD format. Development of a JD is performed by Board with input from the DNPW personnel.
- **Classification involves:** the evaluation of a new position or significantly changed JD and shall not be used as a mechanism for granting salary increases to an employee on the grounds of personal merit or performance.

- **A job evaluation:** is a systematic way of determining the value/worth of a job in relation to other jobs in an organization. It tries to make a systematic comparison between jobs to assess their relative worth for the purpose of establishing a rational pay structure. A *point factor job evaluation (JE)* method is used to evaluate community jobs. Each salary grade has a range of JE points. Jobs with JE points falling within the same range are assigned to the same salary grade. JE looks at the position not the person to determine what each job is worth and how one job stacks up against the others. JE shall be conducted by designated personnel within the Board and DNPW staff as may be assigned.

2.3 TERMS OF APPOINTMENT

The objective of Terms of Appointment is to clarify the normal terms of appointment for the various classes and types of employees. Appointments of employees of the CRB will be to one of the employee classes. Refer to chart below.

EMPLOYEE CLASS	DEFINITION
HR Hourly	All employees hired on hourly contracts. Employees will need to submit a time sheet to get paid
Monthly Lump-sum	All employees hired on monthly lump-sum contracts
Special Contracts	Employees hired on fixed term contracts to provide services of a unique or consulting nature.

In addition to being assigned a “class,” appointments as employees of the CRB will be categorized by one of the following types:

- **Regular full-time:** for a period of twelve months or more.
- **Regular part-time:** for a period of twelve months or more.
- **Temporary:** full time for a period of less than twelve months and renewable.

- **Hourly:** variable hours of work.

The contract shall set out the conditions of appointment.

2.4 SECONDMENT

Secondment is the temporary move or 'loan' of an employee either to another unit or stakeholder (internal secondment) or externally to a different organization (external secondment). In each case the employee will have the opportunity to return to their substantive position on completion of the secondment unless otherwise discussed. The stakeholder requesting for a worker may want to add extra conditions which must be discussed with the CRB who will inform the employee.

Secondments are an effective way of providing individuals with the opportunity to apply their skills and experience in a new environment. The Community Scouts can be seconded to a conservation partner including the NGO or private sector player to perform tasks assigned to them.

- **Procedure for secondment:** The CRB or DNPW in consultation among the two parties shall second an employee this means employees cannot arrange their own secondments with the stakeholders. An employee on secondment over a month may be paid a salary by the organization that has borrowed them through the CRB; this does not apply to permanent stakeholder such as DNPW.

The CRB can negotiate with the partner the payment payable to the CRB in addition to any payment made to the seconded employee. The purpose of paying to the CRB is to provide an administrative tax for the CRB.

2.5 WORKING HOURS

The CRB shall adopt the Zambia Government working hours from 8:00 to 17:00 hours for office employees but the field officer (community scouts shall go by the DNPW conditions)

2.6 GRIEVANCE AND DISCIPLINE MANAGEMENT

When an employee considers that his/her rights and agreed privileges have been tampered with, ignored, or violated, he or she may raise a complaint.

Grievances Procedures: Managing grievances shall follow the procedure below:

The employee shall raise the grievance verbally with his/ her immediate Supervisor. The Supervisor should attend to the matter within two working days of the issue being raised, and the employee should be informed of the outcome. If not satisfied the matter will be referred to a disciplinary committee set up for that particular matter.

A selected panel of the disciplinary committee will hear the case. The decision made at this stage will be final and will be communicated to the employee in writing. If the employee is not satisfied with the decision of the Board, the employee may take the matter to the Courts of Law.

At every stage of the grievance procedure, the employee has the right to be accompanied by a colleague. Appeals lodged through third parties will not be accepted. Where an employee has appealed but simultaneously commences legal action against the CRB in a court of law, such an appeal will automatically be aborted.

A grievance may be defined as a complaint or dissatisfaction raised by an employee because of an act or omission by a fellow employee or Management.

2.7 CODE OF CONDUCT/ETHICS

CRB employees are bound by their contract to follow the Institutional Employee Code of Conduct while performing their duties. Below are the components of CRB Code of Conduct:

1. **Compliance with law:** All employees must protect the organizational legality and image. They should comply with all lawful orders, safety, and fair transactions. We expect employees prudent when dealing with CRB funds.
2. **Respect in the workplace:** All employees should respect their colleagues. The Board will not allow any kind of derogatory or respectful remarks over fellow workers, harassment, or victimization.
3. **Protection of CRB property:** All employees should treat Community property, whether material or intangible, with respect and care.
 - a. Employees should not misuse company equipment or use it frivolously.
 - b. Employees should respect all kinds of CRB property. This includes trademarks, copyright, and other property (information, reports etc.) Employees should use them only to complete their job duties.
 - c. Employees should protect CRB facilities and other material property (e.g. company cars) from damage and vandalism, whenever possible.
4. **Professionalism:** All employees must show integrity and professionalism in the workplace:
5. **Personal appearance:** All employees must follow CRB dress code and personal appearance guidelines
6. **Corruption:** The Board discourages employees from accepting gifts from clients or partners. We prohibit briberies for the benefit of any external or internal party.
7. **Job duties and authority:** All employees should fulfill their job duties with integrity and respect toward customers, stakeholders, and the community. Workers need to

accomplish all delegated duties and report to their supervisors in time.

8. **Absenteeism and tardiness:** Employees should follow their schedules. The Board can make exceptions for occasions that prevent employees from following standard working hours or days. Employees to be punctual when coming to and leaving from work.
9. **Conflict of interest:** Employees are expected to avoid any personal, financial, or other interests that might hinder their capability or willingness to perform their job duties. A potential conflict of interest arises when a board member, officer, or employee of the organization, or that such a person's family member, friend, or business, either a) stands to gain a financial benefit from an action or transaction the organization undertakes, or b) has another interest that impairs, or could be seen to impair, the independence or objectivity of the board member, officer, or employee in discharging their duties to the CRB.

Examples of potential conflicts of interest include, but are not limited to: a board member, officer, or employee.

- Accepting a gift from a potential supplier who wishes to do business with the organization;
- Being offered a commission by a potential supplier or organization who wishes to do business with the CRB;
- Serving on the board of or participating in the management of a third-party organization or business which the organization is doing business with or considering doing business with;
- Has family member submitting a proposal or quotation for a procurement;

- Of the CRB shall not solicit or accept salaries, fees, commissions, or any other item of value from contractors, suppliers, customers, consultants, or other persons or organizations doing business with the CRB.
- Must avoid any situation in which there is or may appear to be potential conflict of interest which could interfere with the employee's judgment in making decisions in the organization's best interest.
- Must disclose all past, present, or future relationships with another person or organization that constitute an actual or potential material conflict of interest to the organization's board when such situations arise. Disclosure of conflict of interest enables the organization to resolve unclear situations and gives the opportunity to dispose of or appropriately address potentially conflicting interests before a difficulty arises.

In addition to disclosing actual or potential conflicts of interest, board members, officers, and employees should recuse themselves from discussion of, voting on, or other actions that impact the outcome of a relevant activity or transaction.

If a board member, officer, or employee is found to have failed to disclose a conflict of interest, the board will investigate and decide what action, if any, to take.

1. **Collaboration:** Employees should be friendly and collaborative. They should try to avoid unnecessary squabbles at work.
2. **Communication:** All employees must be open for communication with their colleagues, supervisors, or team members.
3. **Benefits:** Employees are expected not to abuse their employment benefits. This can refer to time off and other benefits our organization may offer.

4. **Policies:** All employees should read and follow our CRB policies. If they have any questions, they should ask their supervisors.
5. **Disciplinary actions:** The CRB may have to take disciplinary action against employees who repeatedly or intentionally fail to follow the code of conduct. Disciplinary actions will vary depending on the type of misconduct.

In summary the possible consequences include:

- **Demotion:** A worker may be demoted if his/her performance is frequently unsatisfactory or commits a serious omission (cannot follow orders, reporting late, sleeping on duty or poor care of uniform)
- **Reprimand:** Where one discloses critical information about a CRB he/she may be reprimanded
- **Suspension or termination:** For more serious offenses.
- **Detraction of benefits:** For a definite or indefinite time.
- The Board may take legal action in cases of corruption, theft, embezzlement, or other unlawful behavior

2.8 SEPARATION MANAGEMENT

- **Resignation:** Resignation is the formal act of giving up or quitting one's office or position. A resignation can occur when a person holding a position gained by election or appointment steps down.
- **Termination:** A contract of employment may be terminated under the Zambian law through:
 - Resignation or Dismissal
 - Normal retirement or medical discharge
 - Expiry of contract

- Redundancy
- Frustration, such as death
- Unsatisfactory performance

An employer is obliged, under the labour laws to accord an employee the opportunity to be heard prior to termination of the contract of employment, if the termination is on grounds related to the employee's conduct or performance. This obligation on the part of the employer is in conformity with the International Labor Organization Convention and Zambian labor laws.

- **Exit interviews:** May be conducted to collect relevant data on a particular job being left vacant because of resignation. It is important for adjustment of conditions or checking whether the job is relevant to the organization or assess areas that need to be improved.

3.0 STAFF EMPLOYMENT RIGHTS

3.1 VACANCIES

The CRB shall advertise vacancies in accordance with the principal rules of the labor laws of Zambia. The principle of fairness shall be maintained during the hiring process. The choice of candidate should be based upon the competence of the applicant to perform the work of the advertised post. In making the appointment, account shall be taken of the community's equal rights programmer. Fairness shall be maintained at the job interview, and the appointment shall be made in a formal manner.

3.2 EQUALITY

It shall be ensured that no discrimination in terms of employment is made between members of staff on grounds of gender, race, political views, or religious conviction or for other subjective reasons. The Board must promote the effective inclusion of community members and not only members of the royal establishment in the workplace.

3.3 TERMINATION OF EMPLOYMENT

Dismissal must be based upon objective grounds. An employee has a right to receive a written explanation of the reasons for the decision to dismiss him/her. In the case of alleged negligence of duty, the supervisor must issue a reprimand, first giving the employee chance to express his/her views on the matter, unless the offence is so serious as to warrant immediate dismissal. The employee shall have the opportunity for an interview with the Board on termination of employment.

- Employees shall retire not later than the end of the month in which they reach the age of 55 years for early retirement, 60 years for normal retirement, or 65 years for late retirement.

The CRB can however engage an employee on contract outside these mandatory retirement age groups.

3.4 EMPLOYEES' CONTINUOUS LEARNING, PROFESSIONAL SKILLS, AND JOB DEVELOPMENT

The CRB strives to ensure that employees have opportunities for continuous learning, both within their institutions and outside, in order to add to their knowledge and professional skills, which will prove useful in their work. It is the shared responsibility of the employee and the Board to maintain and add to professional knowledge and other specialized knowledge required in the employee's work. Employees' efforts in enhancing their skills in this manner contribute to their job security.

3.5 PERSONNEL INTERVIEWS

The CRB wishes its employees' talents to be able to flourish in their work. Employees of the CRB are entitled to a personnel interview at least once a year. The purpose of such interviews is to ensure that the demands and expectations of Board and employees are clear, and that consultation takes place regarding improvements, when these are necessary. Personnel interviews include discussion on the need for training and means of improvement. At the personnel interview, the employee should be able to discuss how he/she feels in the workplace, performance, and his/her wishes for job development.

3.6 JOB DEVELOPMENT

Employees shall be required to take the training the CRB and stakeholders may find to be necessary. This is carried out by the employee's participation in personnel interviews, ongoing education, and collaboration. Job development and job security are directly linked. The purpose is that the employee be able to produce more valuable work, to his/her own benefit and that of the Board.

4.0 WORKING ENVIRONMENT

4.1 INTERACTION

The CRB wishes to promote trust in interaction between employees and the inhabitants of the community. The CRB stresses equality in interaction between CRB employees. Rules on communications, chain of command and information flow shall be clear, simple, and accessible to all.

4.2 MEASURES TO BE TAKEN IF RULES OF INTERACTION ARE VIOLATED

A member of staff who verbally, by gesture or by other conduct threatens, disturbs, or provokes others in the workplace, bullies another employee or sexually harasses him/her, is deemed to have violated the essential rules of workplace interaction. Such conduct may lead to a reprimand and surcharge.

4.3 WORKPLACE SAFETY

The Board must seek to make the workplace environment healthy. Seeking to ensure the well-being and healthiness of staff serves the interests both of the CRB and of its employees. Staff are responsible for taking care of their own health. The working environment shall be free of harmful substances and other hazards as far as possible. Staff must also comply with requirements regarding safety and care in their work.

Drug-free workplaces: The CRB wishes to keep its workplaces smoke-free. Employees are prohibited from use of alcohol or other substances at work. The Board shall provide staff with guidance and assistance in dealing with problems relating to drug abuse.

4.4 COORDINATION OF WORK AND PRIVATE LIFE

The CRB wishes to create conditions for its employees to coordinate the demands of their professional and private lives as far as possible.

The Board wishes its employees to have flexibility at work wherever possible.

5.0 WAGE POLICY AND DETERMINATION OF SALARIES

As much as possible the CRB shall follow their capacity of revenue generation on deciding the minimum wage and not the minimum wage of the government. Salaries shall be determined by taking into account the financial flow of the CRB and thorough community consultation though a government minimum wage may be a standard where applicable in a particular CRB.

6.0 RESPONSIBILITIES AND DUTIES OF THE BOARD AND THEIR STAFF

The CRB and staff are jointly responsible for providing the best possible service and ensuring that long-term objectives are attained. The Board must apply good, up-to-date management methods. These entail, for instance, a positive attitude to staff, active information flow, and decentralization of power and responsibility (taking into account VAGs). Board members are responsible for the work of their staff and salaries determination. The CRB stresses that staff be punctual, and that they be at work at the agreed time, which are stated in the contract of employment. Managers of CRB (Natural Resources Coordinator and Community Coordinator) must monitor employees' attendance.

Employees are to perform their work meticulously and conscientiously in every way. They are to work honorably with others towards the objectives which have been set. They must comply with the lawful instructions of their superiors. They must observe confidentiality regarding matters of which they become aware in their work, and which are subject to confidentiality. This duty of confidentiality remains in force after termination of employment. Employees should take care that their conduct and behavior is consistent with their position and avoid any action which would reflect upon them or their reputation, or which might bring discredit upon the post or profession in which they work.

7.0 CRB ACTION PLANS AND MONITORING

Every other year, the CRB must make an action plan for the implementation of the HR policy, in connection with the drawing up of work and financial plans; this plan must be presented to staff. At the end of each year institutions and companies shall evaluate the success of the plan. The HR Personnel supervises the personnel affairs of the CRB employees and ensures that consistency is observed and that decisions in personnel matters are consistent with overall objectives. The HR Personnel issues further rules and guidance on the application of the HR policy and monitors its implementation.

8.0 CODE OF CONDUCT FOR CRB UNIFORMED STAFF (COMMUNITY SCOUTS)

Primary Responsibilities of a Community Scout: The Community Scout acts as an official representative of government who is required and entrusted to work within the law. The Scout's powers and duties are conferred by the Zambia Wildlife Act No. 14 of 2015. The fundamental duties of a Community Scout include serving the community, Conserving Community Natural Resources, safeguarding lives and property, keeping peace, and ensuring the rights of all to liberty, equality, and justice.

8.1 IMPARTIALITY

A Community Scout shall perform all duties impartially, without favor or affection or ill will and without regard to status, sex, race, religion, political belief, or aspiration. All citizens will be treated equally with courtesy, consideration, and dignity.

Scouts will never allow personal feelings, dislikes, or friendships to influence official conduct. Laws will be enforced appropriately and courteously and, in carrying out their responsibilities, Scouts will strive to obtain maximum cooperation from the public. They will conduct themselves in appearance and deportment in such a manner as to inspire confidence and respect for the position of public trust they hold. The community Scouts will be required to perform duties outside their regular schedule if stakeholders request for their services through the CRB, and all payments other than salaries will be borne by stakeholders if the job demands the officers to spend nights or travel and any allowances if applicable.

8.2 DISCRETION

A Community Scout will use responsibly the discretion vested in his position and exercise it within the law. The principle of

reasonableness will guide the Scout's determinations, and the Scout will consider all surrounding circumstances in determining whether any legal action shall be taken. Wise judgement needs to be applied in every action in order to avoid attracting a bad image of CRB.

Consistent and wise use of discretion, based on professional policing competence, will do much to preserve good relationships and retain the confidence of the public. There can be difficulty in choosing between conflicting courses of action.

8.3 USE OF FORCE

A Community Scout will never employ unnecessary force or violence and will use only such force in the discharge of duty as is reasonable in all circumstances. The use of force should be used only with the greatest restraint and only after discussion, negotiation and persuasion have been found to be inappropriate or ineffective. While the use of force is occasionally unavoidable, every Scout will refrain from unnecessary infliction of pain or suffering and will never engage in cruel, degrading, or inhuman treatment of any person.

8.4 CONFIDENTIALITY

Whatever a Community Scout sees, hears or learns of that is of a confidential nature will be kept secret unless the performance of duty or legal provision requires otherwise. Members of the public have a right to security and privacy, and information obtained about them must not be improperly divulged.

8.5 INTEGRITY

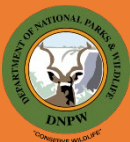
A Community Scout will not engage in acts of corruption or bribery, nor will a Scout condone such acts by other Scouts. The public demands that the integrity of Community Scouts be above reproach. Scouts must, therefore, avoid any conduct that might compromise integrity and thus undercut the public confidence in a law enforcement agency. Scouts must refuse to accept any gifts, presents, subscriptions, favors, gratuities or promises that could be interpreted

as seeking to cause the Scout to refrain from performing official responsibilities honestly and within the law.

Uniformed Scouts must not receive private or special advantage from their official status. Respect from the public cannot be bought; it can only be earned and cultivated.

8.6 COOPERATION WITH OTHER SCOUTS AND STAKEHOLDERS

Community Scouts will cooperate with all legally authorized agencies and their representatives to pursue justice. A Scout or agency may be one among many organizations that may provide law enforcement services within a CRB. It is important that a Community Scout assists colleagues fully and completely with respect and consideration at all times.



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