

LEWA DOWNS AERODROME MANUAL

Ref. No.
LWC/AM/1/2026



Issue Date.
10th February 2026

LEWA DOWNS AERODROME PRIVATE BAG, 60300 ISIOLO

KCAA HQ

Copy Number: -01

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Aerodrome Frequency 118.0 MHZ (Unmanned)

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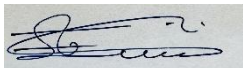
MANUAL CONTROL & ADMINISTRATION

0.1 Foreword

Lewa Downs Aerodrome has property rights in the information disclosed herein. The recipient, by accepting this document, agrees that neither this document, nor the information disclosed herein, nor any part(s) thereof shall be produced in any manner whatsoever. Nor shall it be transferred to other documents or media, used or disclosed to any third party, for any purpose except as specifically authorized in writing by Lewa Downs Aerodrome. All rights are reserved under copyright laws.

Lewa Downs Aerodrome Manual has been prepared pursuant to the requirements of the Civil Aviation (Certification, Licensing and Registration of Aerodromes) Regulations, 2018. The format follows closely and complies with the Civil Aviation (Certification, Licensing and Registration of Aerodromes) Regulations 2018 Part V, the particulars contained in Regulations 47,48,49,50 and the Third Schedule, other related regulations, directives and conditions or limitation imposed by the Authority concerning the Licensing and operation of Lewa Downs Aerodrome. Any proposed amendments or changes will be submitted to Kenya Civil Aviation Authority immediately for approval

Any Query relating to this Manual should be directed to the undersigned.

Signature... 

Major (Rtd) Elvis Kipkurui

Email: elvis.kipkurui@lewa.org

Security Operations Support Officer,
Lewa Wildlife Conservancy

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0.2 Kenya Civil Aviation Authority Approval page

This approval is rendered to: -

LEWA WILDLIFE CONSERVANCY

In pursuant to The Civil Aviation (CERTIFICATION, LICENSING AND REGISTRATION OF AERODROMES) part V Sub-regulation 48 and 49 of 2018 part, the Director General – Kenya Civil Aviation Authority has hereby approved the: -

LEWA DOWNS AERODROME MANUAL

The Director General must approve any amendments to the above documents.

This Approval, unless cancelled, suspended, or revoked shall continue in effect as long as the Aerodrome License remains valid.

Signature/Stamp.....

Date.....

FOR: DIRECTOR GENERAL-KENYA CIVIL AVIATION AUTHORITY

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Manual Distribution List

The approved copy of the Aerodrome Manual is maintained in the Airstrip Lounge at the Lewa Downs Aerodrome and at the Radio Ops Room.

Copies of the Aerodrome Manual, including all revisions and amendments, and other related documents shall be distributed to the following.

COPY NUMBER	ISSUED TO	FORM OF DISTRIBUTION	DATE
01	KCAA – HQ	Hard Copy & Soft Copy PDF	
02	Chief of Conservancy	Hard Copy & Soft Copy PDF	
03	KCAA Wilson Towers ANS	Soft Copy PDF	
04	KCAA Wilson Towers AIS	Soft Copy PDF	
05	District Commissioner- Buuri	Soft Copy PDF	
06	Kenya Police – Subuiga	Soft Copy PDF	
07	Aeroclub – Wilson Airstrip.	Soft Copy PDF	
08	Lewa Downs Aerodrome – Airstrip Lounge.	Hard Copy PDF	
09	Mutunyi Airfield – Office.	Soft Copy PDF	
10	The Chief- Buuri	Soft Copy PDF	

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11	The County Clerk – Meru County.	Soft Copy PDF	
12	KCAA – ATS Jomo Kenyatta International Airstrip.	Soft Copy PDF	

SOFT COPY

The Aerodrome Manual is available in e-format on request through LWC email: info@lewa.org

0.4 Amendment Record

AMENDMENT REF.	EFFECTIVE DATE	AMENDED BY (ROLE)	INITIALS

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0.5 Highlight of Changes

AMENDMENT SUMMARY		
Revision No.		Issue No

PART	SECTION	PARAGRAPH	AMENDMENT

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1	00	10.02.2026	33	00	10.02.2026
2	00	10.02.2026	34	00	10.02.2026
3	00	10.02.2026	35	00	10.02.2026
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PART 1: GENERAL

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PART 1: GENERAL

1.1 Definitions of Terminologies

Aerodrome	Any area of land or water designed, equipped, set apart or commonly used to afford facilities for the landing and departure of aircraft and includes any area or space, whether on the ground, on the roof of a building or elsewhere, which is designed, equipped or set apart to afford facilities for the landing and departure of aircraft capable of descending or climbing vertically, but shall not include any area the use of which for affording facilities for the landing and departure of aircraft has been abandoned and has not been resumed
Aerodrome Elevation	The elevation of the highest point of the landing area
Aerodrome Reference Point	The Aerodrome Reference Point is the geographical location of the aerodrome and the centre of its Traffic Zone where an ATZ is established
Apron	A defined area on a land aerodrome provided for the stationing of aircraft for the embarkation and disembarkation of passengers, the loading and unloading of cargo and for parking
Cleared and Graded Area	An area within a Runway Strip free from obstacles
Clearway	An area at the end of the take-off run available, under the control of the aerodrome licensee, selected or prepared as a suitable area over which an aircraft may make a portion of its initial climb to a specified height

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Manoeuvring Area	That part of an aerodrome provided for the take-off and landing of aircraft and for the movement of aircraft on the surface, excluding the apron and any part of the aerodrome provided for the maintenance of aircraft
Movement Area	That part of an aerodrome intended for the surface movement of aircraft including the Manoeuvring Area, Aprons and any part of the aerodrome provided for the maintenance of aircraft
Obstacle	All fixed (whether temporary or permanent) and mobile objects, or parts thereof, that are located on an area intended for the surface movement of aircraft or that extend above a defined surface intended to protect aircraft in flight

Obstacle Free Zone	A volume of airspace extending upwards and outwards from an inner portion of the Strip, to specified upper limits, which is kept clear of all obstructions except for minor specified items
Runway	A defined rectangular area on a land aerodrome prepared for the landing and take-off run of aircraft along its length
Runway End Safety Area	An area symmetrical about the extended runway centreline and adjacent to the end of the Strip primarily intended to reduce the risk of damage to an aeroplane undershooting or overrunning the runway
“So Far as is Reasonably Practicable”	The degree of risk in a particular job or workplace needs to be balanced against the time, trouble, cost and physical difficulty
Stopway	A defined rectangular area at the end of the take-off run available, prepared and designated as suitable area in which an aircraft can be stopped in the case of a discontinued take-off
Strip	An area of specified dimensions enclosing a runway and taxiway to provide for the safety of aircraft operations

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Taxiway	A defined path, usually paved, on a land aerodrome established for the taxiing of aircraft and intended to provide a link between one part of the aerodrome and another, including: - ✦ Aircraft Stand Taxi Lane - a portion of an apron designated as a taxiway and intended to provide access to aircraft stands only (eg. in a cul-de-sac) ✦ Apron Taxiway - a portion of a taxiway system located on an apron and intended to provide a through taxi route across the apron
Taxiway Holding Position	A designated position at which taxiing aircraft and vehicles may be required to hold in order to provide adequate clearance from a runway
Taxiway Intersection	A junction of two more taxiways
Threshold	The beginning of that portion of the runway usable for landing

1.2 Abbreviations and Symbols

A	
ADOM	Aerodrome Duty Operations Manager
AGL	Above Ground Level
AIP	Aeronautical Information Publication
AIS	Aeronautical Information Service
ALARP	As Low As Reasonably Practicable
AMC	Acceptable Means of Compliance
ANS	Air Navigations Service
ANSP	Air Navigations Service Provider

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AOI	Airstrip Operational Instruction
APP	Approach
ASB	Aerodrome Safety Bulletin
ASCO	Airfield Safety and Compliance Officer
ASDA	Accelerated Stop Distance Available
ASM	Airfield Services Manager
ASO	Airstrip Services Operative
ASP	Airstrip Security Programme
ATC	Air Traffic Control

C	
CAA	Civil Aviation Authority
CAO	Chief Administrative Officer
CAP	Civil Aviation Publication
CP	Critical Part
CSA	Customer Services Assistant

F	
FOD	Foreign Object Debris
FSM	Fire Service Manager

G	
GA	General Aviation
GOO	Ground Operations Officer

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GSSF	Group Safety and Security Forum
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H

H24	24 hours a day
H&S	Health and Safety
HAZOP	Hazard and Operations Analysis
HoGs	Head of General Security
HoPs	Head of Operations
HR	Human Resources
HSE	Health and Safety Executive

I

ICAO	International Civil Aviation Organisation
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K

KPI	Key Performance Indicator
-----	---------------------------

L

LDA	Landing Distance Available
LPA	Local Planning Authority
LWC	Lewa Wildlife Conservancy

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M

MOT	Ministry of Transport
MOR	Mandatory Occurrence Report

N

NOTAM	Notice to Airmen
-------	------------------

O

OAN	Operational Advice Notice
OLS	Obstacle Limitation Surface(s)

P

PPE	Personal Protective Equipment
PPR	Prior Permission Required
PSA	Passenger Services Agent

R

RESA	Runway End Safety Area
RFFS	Rescue and Fire Fighting Services
RTF	Radio Telephony

S

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SI	Supplementary Instruction
SM	Safety Manager
SMS	Safety Management System
SOSO	Security Operations Support Officer

T	
TDZ	Touchdown Zone
TOCS	Take Off and Climb Surface
TOC	Take Off Climb
TODA	Take Off Distance Available
TOI	Temporary Operating Instruction
TORA	Take Off Run Available

W	
WIP	Work in Progress

1.3 Purpose & Scope of the Aerodrome Manual

The Lewa Downs Aerodrome Manual contains details of the characteristics, policies and operational procedures for the safe operation of aerodrome; compiled in accordance with regulations 22 and Part V of the Civil Aviation (CERTIFICATION, LICENSING AND REGISTRATION OF AERODROMES) Regulations, 2018 and the third schedule for a category 'C' aerodrome. The procedures and instructions contained in this Manual must be complied with by all aerodrome users, at all times.

The Aerodrome Manual is the key document, which describes how the operational procedures and the Aerodrome's infrastructure, and facilities operate safely. It is an accurate

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reflection of the day-to-day functioning of the Aerodrome's and its safety culture. The Manual contains details of the characteristics, policies and operational procedures for the safe operation of the Aerodrome.

In order to avoid duplication, this Manual will provide a cross-reference for information which is contained in other publications.

Any required amendments or errors identified in the Manual should be notified to the Head of General Security via the e-mail as provided in this manual.

The Aerodrome Manual is arranged in the following pertinent parts;

Part 1 General

Part 2 Particulars of Aerodrome Site

Part 3 Particulars of the Aerodrome required to be reported to AIS

Part 4 Particulars of the Aerodrome operating procedures & safety

Part 5 Aerodrome Administration

Part 6 Safety Management System

Part 7 Emergency Response Plan

Appendices

1.4 Legal Requirement for a License and Aerodrome Manual

Lewa Downs Aerodrome Manual has been prepared to facilitate the acquisition of an aerodrome licence in accordance with the requirements the Civil Aviation (Certification, Licensing and Registration of Aerodromes) Regulations 2018, Part III.

The Chief of Conservancy is responsible for ensuring that Lewa Downs Airstrip complies with the Conditions of the Aerodrome License.

Lewa Downs Aerodrome Manual clearly and concisely describes the systematic approach to the operation of the Aerodrome, demonstrating commitment to managing the Aerodrome safely and effectively.

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The Aerodrome Manual is distributed to all relevant departments that have a role in the safe operation of the Aerodrome; and is available to based operators, service partners and other relevant third parties to provide instruction and guidance on the aerodrome policy and procedures.

Whilst accountability starts at the top of any organization, it is essential that all individuals understand their own responsibilities and accountabilities as defined within the Manual.

1.5 Condition of Use of the Aerodrome

Subject to the conditions of the license, aircraft operator shall not use the Aerodrome, without the consent of the aerodrome owner.

Lewa Downs Airstrip shall always, when it is available for the take-off and landing of aircraft, be available to all persons allowed in equal terms and conditions.

The Chief of Conservancy shall inform the Authority of the times, during which the Aerodrome is to be generally available or unavailable for the take-off and landing of aircraft, and of any changes in those times.

Although a private aerodrome the Aerodrome is available for the take-off and landing during day light hours only to aircraft up to a weight not exceeding **5,700Kgs**. For liability reasons, pilots intending to use the Lewa Downs Airstrip must be familiar with the contents of this Aerodrome Manual and agree to abide by them. If the aerodrome is unserviceable, pilots will be informed via the NOTAM system and/or ICAO signals.

In case of emergency situations, the aerodrome particulars as detailed in this manual and the AIP may be breached. In such circumstances the Chief of Conservancy will log in the aircraft details out-side the normal operation logbook and he/she will then prepare the report to the Director detailing the nature of the occurrence. The Chief of Conservancy will then review the report before proper communication to the Authority.

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1.6 Aeronautical Information System and Promulgation Procedure

The Aerodrome has AIS procedures available, and the Chief Administrative Officer is responsible for the management and circulation of all aerodrome information to the AIS system. The Chief Administrative Officer shall review all the Aeronautical Information Publication (AIP) supplements, AIP amendments, Notices to Airmen (NOTAM), pre-flight information bulletins and Aeronautical Information Circulars (AIC) issued by AIS on receipt thereof and immediately after such reviews shall notify of any inaccuracies contained therein that pertains to the Aerodrome.

The Chief Administrative Officer shall notify the AIS section of KCAA any time there are changes to the aerodrome facility and any time that the condition of the aerodrome is such that it is not conducive for the safe operation of aircraft.

The current copy of the KCAA Aeronautical Information Publication, and the latest KCAA Air Information Circulars are available in the Airstrip Briefing Office/ Lounge.

The following procedures shall be followed;

a) NOTAM action will be requested via the Authority NOTAM office at:

***Aeronautical Information Service,
P.O. Box 30163, 00100 Nairobi
Email: ais@kcaa.or.ke
Tel. 020 827470, Ext. 2194, 2147, 2195***

The Head of General Security or his delegate shall be responsible for requesting NOTAMS. NOTAMS, when necessary to advise aerodrome users of any unusual conditions at Lewa Downs Airstrip shall be requested in writing and/or via telephone calls to AIS, followed by emails and a formal letter.

Any changes or proposals for physical changes or additions related to the airstrip are to be approved by the Manager, KCAA Aerodromes Regulations, prior to commencement. Outside

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normal working hours, Email or mobile telephones will be used for any notifications to KCAA.

b) Handling of Reports of Long Term or Permanent Changes to AIP Data

Reports, information or decisions to make permanent or long-term changes to the data in the AIP will be as a result of:

1. Continuation of a status that had been expected to be temporary but had instead lived on for a longer time e.g. displacement of runway threshold.
2. Introduction of a new facility, service procedure or limitation e.g. obstructions etc.
3. Planned withdrawal or major change of existing service or facility.

c) Proper assessment of the changes shall be made by Head of General Security before such information is passed to AIS.

d) Requests to AIS to make amendments to the AIP or issue AIP supplements will be sent to the AIS through letter or by Email to ais@kcaa.or.ke.

1.7 Recording Aircraft Movements

All aircraft movements and associated flight data are recorded by Ground Operations Personnel or Officer on duty.

All aircraft movements at Lewa Downs Airstrip are recorded in an aircraft movement book. It is mandatory for all users to sign the movement record book after arrival and prior to departure. A program is being implemented where all movements are transferred to a computer EXCEL spreadsheet, for easy recording of movements, using the following format:

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Inbound

Name of recorder	Remarks	Date	Aircraft Reg	Aircraft Type	operator	From	Landing Time

Outbound

Date	Aircraft Reg	A/C Type	Operator	Destination	Depart Time	Recorder's Name	Remarks

1.8 Obligation of the Aerodrome Operator

As the license holder Lewa Wildlife Conservancy is required to take all reasonable steps to ensure that the Aerodrome and the Airspace, within which its visual traffic pattern is normally contained, are always safe for use by aircraft.

The Lewa Wildlife Conservancy shall discharge its obligations in accordance with the Civil Aviation (CERTIFICATION, LICENSING AND REGISTRATION OF AERODROMES) Regulations, 2018. Lewa Wildlife Conservancy is responsible for keeping the facility in good operating condition and the company shall endeavour to maintain the airstrip to the highest standards and provide facilities for crew and passengers, such as toilets, showers, parking of aircraft and vehicles, a windsock, and aeronautical/weather information.

Lewa Wildlife Conservancy shall operate the airstrip to the highest standards of security and safety and the company has implemented comprehensive programs in that respect.

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Lewa Wildlife Conservancy shall inform pilots of any proposed maintenance and repair programs of runways, via the KCAA NOTAM system. Runways will be closed from use via the ICAO symbol “X” placed conspicuously at the thresholds of the runways in question. Runways marked with an “X” are not to be used under any circumstances.

Lewa Wildlife Conservancy has a Third-Party Liability Insurance and Workmen’s’ Injury Benefit Insurance. However, Lewa Wildlife Conservancy does not accept legal liability for incidents and accidents involving aircraft landings, taxiing and departures. By virtue of using Lewa Downs Airstrip facilities, all pilots and passengers agree to absolve the Company from liability for aviation-related incidents.

The authority to issue and amends this Manual lies with the Head of General Security. The amendments shall be sent to KCAA for approval.

1.9 Use of Common Reference Systems

- (1) The World Geodetic System – 1984 (WGS-84) is used as the horizontal reference system to express aeronautical geographical coordinates for aerodromes.
- (2) The Mean Sea Level datum is used as the vertical reference system (elevation) at aerodromes.
- (3) The Gregorian calendar and Coordinated Universal Time are used as the temporal reference system.

1.10 System of Aerodrome Manual Amendment and Revision

1.10.1 Person/title responsible for aerodrome manual maintenance

Responsibility for updating the Manual rests with the Head of General Security.

The completed form on any proposals to be reviewed in the manual should be submitted to the Aerodrome Head of Technical Services via the email address info@lewa.org

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1.11 Procedure for Amendment and Revision Records of the Aerodrome Manual

A full review of the Manual will take place annually, at intervals not exceeding 12 months; a complete re-issue of the Manual will follow the tri-annual review over subsequent years.

Minor, interim changes to the Manual content will be promulgated via a Supplementary Instruction (SI). The issue of the SI should be noted on the “Amendment Record” and a copy filed at the front of the Manual, until it is incorporated into the document at the next re- issue.

In the event that a significant or major operational change is required, or there are numerous changes identified, at some stage during the 12-month validity period, the relevant Section(s) of the Manual will be revised and issued as an interim edition of the Manual.

1.11.1 Departmental Responsibilities

It is the responsibility of departmental managers to ensure that: -

1. They identify all parts of the Manual, which are relevant to their staff
2. All staff have read the identified parts of the Manual
3. Adequate training in these procedures is carried out and registered on the training records of relevant individuals
4. All SIs issued are readily available to all staff.

All Senior managers confirm the acknowledgment by email.

1.11.2 Third Party Companies

When Aerodrome Manual is available to third parties; it is their responsibility to ensure that:

-

1. The latest copy of the Manual is available to all staff
2. Any procedures operated by company, reflect the requirements detailed in the Manual.
3. All staff complete a “Sign as Read” record for the Manual and subsequent amendments.

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Internal departments and relevant third parties will be audited to ensure that they are complying with the requirements above.

1.11.3 Notifying Change

It is the responsibility of the individual departments and third-party companies to advise the Head of General Security who will forward the changes to Security Operations Support Officer for promulgation.

Notification of changes should be sent to info@lewa.org

1.11.4 Handwritten Amendments and Control

Handwritten amendments and revisions to the Manual are not permitted.

Printed copies of the Manual are deemed “Uncontrolled” and therefore, outdated Versions of the Manual could remain in circulation. All holders of a hard copy should have a system in place to ensure that only the current version is available to their staff.

1.11.5 Annotation of Pages

The Name, reference number, logo, section & issue date reference of the Manual will be annotated in the page Header.

Page Numbering, Document Revision Number & Issue Number will be annotated in the page Footer: -

1. Page numbering format will include the Part identification letter, with each Part commencing at Page 1; e.g. Part 1; Page 1, Part 2; Page 1 etc.
2. The Revision will be in the format 00 & Issue Number in format of 1,2,3...

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3. The Issue Date of the Manual will be indicated by the day, month and year of issue

1.11.6 List of Effective Pages and Amendments

Effective Pages are listed in the Introduction Section at the front of the Manual.

Amendments made to the Manual are listed on the Amendment Record form as contained in the Introduction Section at the front of the Manual.

A summary of the pertinent changes is noted for each re-issue of the Manual; these are listed in the Amendment Summary included in the Introduction Section at the front of the Manual.

1.11.7 Annotation of Changes

Changes made to the Manual will be identified with a vertical line on the left to readily identify the amended detail pertaining to that update.

Changes of an administrative nature, rewording, typo etc., which have no impact on procedures, instructions or any pertinent detail, will not be highlighted in this way but will be noted on the Amendment Summary, if applicable.

1.11.8 Temporary Revisions

A temporary change required to any element of the Manual will be promulgated using a Temporary Operating Instruction (TOI) on safety significant amendments only. These should be made available to all staff, as relevant and a copy of the TOI retained at the front of the Manual. Temporary Operating Instruction (TOI) will only be valid for not more than 3 months.

1.12 List of Current Exemptions

There are no exemptions in force for Lewa Downs Airstrip.

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1.13 Reporting Deviations from the Aerodrome Manual

Where an emergency condition requires immediate action for the protection of life or property, such that the Aerodrome deviates from an operational requirement of this manual to the extent required to meet that emergency; a written report of the deviation shall be made to the Authority not later than 14 days from the date of the deviation. All deviations must first be authorized by the Head of General Security Lewa Wildlife Conservancy. John Pameri, Head of General Security, Lewa Wildlife Conservancy; Tel: +254722925383 Email: john.pameri@lewa.org

1.14 List of Stakeholders

The following are other stakeholders; -

1. The Kenya Civil Aviation Authority CAA
2. Lewa Wildlife Conservancy.
3. Kenya Police (Subuiga).
4. The District Commissioner, Buuri.
5. The Officer-in-Charge, ATS, Jomo Kenyatta International Airstrip
6. The Officer-in-Charge, ATS, Wilson Airstrip
7. Aviation Centre, Aero Club of East Africa, Wilson Airstrip
8. Aircraft owners and pilots in LWC.

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PART 2: PARTICULARS OF THE AERODROME SITE

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PART 2- PARTICULARS OF THE AERODROME SITE

2.1 Plan of the Aerodrome

A plan showing the main facilities for operation of the aerodrome, including the location of each wind direction indicator, is attached as Appendix 1 of this manual.

2.2 Plan of aerodrome Boundaries

A plan of the aerodrome showing the location and airstrip boundaries is attached in Appendix 1 of this manual.

The aerodrome boundary is indicated in dotted blue lines on the map.

2.3 Plan of Aerodrome Area

A plan of the aerodrome showing the location and Lewa Downs Airstrip in respect to the nearest city, town and other populous area including nearby airstrip/airstrip is attached as Appendix 2.

Lewa Downs Airstrip is located approximately 11 Nautical Miles South West of Isiolo Airstrip, and 12 Nautical Miles South West of Isiolo Town. It is approximately 82 Nautical Miles outside the Nairobi Control Zone.

Lewa Downs Airstrip operates as a Category (C) Aerodrome with the Cessna Caravan (C208) designated as the Critical Aircraft.

Enquires and queries shall be addressed to the Head of General Security, Lewa Downs Airstrip on Tel: +254722925383, Email: john.pameri@lewa.org

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The aerodrome location chart, the distance from the nearest city or town and the location of other aerodrome facilities and equipment outside the boundaries of the aerodrome are outlined in Appendix 2.

The aerodrome is situated as follows in respect to:

1. HKIS: 220° / 11 NM
2. HKNL: 058°/ 30 NM
3. HKSB: 190°/21NM
4. EPSIB: 279°/51 NM
5. NAK: 068°/84 NM
6. NV: 019°/95NM
7. Local Area Radius: 3 NM
8. ISIOLO Town: 225 °/12NM

2.4 Particular of the Land Title of the Aerodrome Site

Lewa Wildlife Conservancy, is the owner of the Aerodrome.

The Head Office of the LWC is situated within the central location of the Conservancy, in LR 7423, Meru County.

The postal address is P.O. Box Private Bag Isiolo, 60300, Kenya.

Tel: 0722203563 or 0722203559. Email: info@lewa.org

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PART 3: PARTICULARS OF THE AERODROME REQUIRED TO BE REPORTED TO AIS

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PART 3 PARTICULARS OF THE AERODROME REQUIRED TO BE REPORTED TO AIS

3.1 General Information

3.1.1 Name of the Aerodrome

The name of the airstrip is “Lewa Downs Aerodrome”. An ICAO location indicator is **HKLD**.

3.1.2 Location of the Aerodrome

Location is within Lewa Wildlife Conservancy, in LR 7423, Meru County.

3.1.3 Geographical Coordinates

The geographical coordinates of the aerodrome reference point (ARP) determined in terms of the World Geodetic System-1984 reference datum is $N00^{\circ} 11' 47.54'' E37^{\circ} 28' 08.88''$

3.1.4 Aerodrome Elevation

Aerodrome Elevation at Standard Pressure (29.92inHg) is: 1700M

3.1.5 Runway Threshold Elevation

The elevation of each threshold is: Runway threshold 14; 5573FT (1699M) and runway threshold 32; 5652FT (1723M)

3.1.6 Aerodrome Reference Temperature

The Aerodrome Reference Temperature is 25° C

3.1.7 Details of Aerodrome Beacon

The aerodrome has no beacon.

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3.1.8 Name of Operator & Address

The operator is Lewa Wildlife Conservancy P.O. Box Private Bag Isiolo, 60300, Kenya.

Tel: 0722203563.

Email: info@lewa.org.

3.2 Aerodrome Dimensions and Related Information

The following information stipulates the Aerodrome Dimensions and Related Information

3.2.1 Runway 14/32:

- True Bearing: 140° and 320°
- Designation Number: 14/32

3.2.2 Runway Length & Width

- Length: RWY 14: 1200M. RWY 32:1090M
- Width: 16M

- **Runway Strip & Length**

- Length: 1320 M.
- Width: 80M.

3.2.3 Taxiway Length & Width (Only to the Hangars)

- Length: 150Meters.
- Width: 10Meters.
- Surface Type: Murram.

3.2.4 Apron

There airstrip has one Apron.

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3.2.5 Geographical Coordinates

- Displaced threshold: RWY 32
- Geoid undulation at AD ELEV PSN: -15.09M
- Surface Type: Murram
- Runway 14/32 is a Visual Approach Runway ONLY.
- Obstacle Free Zone Width: 30 Meters.
- Obstacle Free Zone Strip Length: 1200Meters.
- Obstacle Free Zone Strip Materials: Compacted and graded soil.

3.2.6 Geographical Co-ordinates of each runway threshold

- Runway threshold 14: N 00⁰12'02.66'' E 037⁰27'55.64''.
- Runway threshold 32: N 00⁰11'33.20'' E 037⁰28'21.23''E.
- Displaced Threshold 32: N 00⁰11'35.95'' E 037⁰28'18.80''E.

(Frangible Fence)

- Stop Way at End of Runway 14: Nil
- Stop Way at End of Runway 32: Nil

3.2.7 Surface Type & Characteristics

- Surface Type: Murram.

Table 3:1 Runway Physical Characteristics

RWY	STRENGTH	SURFACE TYPE	SLOPE
32	UNSPECIFIED	MURRAM	-15.09M

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NOTE: As per ICAO SARPS, Annex 14-VI, Article 267, aircraft landing on any of the Aerodrome runways shall be restricted to an MTOW NOT above 5,700Kgs.

3.2.8 The largest aircraft using the aerodrome is Cessna Caravan (C208)

Maximum take-off weight of the largest aircraft using the aerodrome is 5,700Kgs.

The surface type is Murram and allowable maximum take-off weight is up not exceeding 5,700Kgs.

3.2.9 Declared Distance & Obstacles

- **Fence:** No fence wild animals roam freely.
- **Approach 14:** Hills on approach more than 1.4NM to threshold of RWY 14.
- No other obstacles identified in the circuit area and in the vicinity of aerodrome.

Table 3.2: Declared Distances

RWY	TORA(m)	TODA(m)	ASDA(m)	LDA(m)
14	1200	1200	1200	1200
32	1200	1200	1200	1090

3.2.10 Removal of Disabled Aircraft

Lewa Downs Aerodrome is used by Light and Medium aircraft. The removal of disabled aircraft shall be undertaken in response to the specific situation. If an aircraft is disabled by a technical malfunction, it shall be removed from the runway by manual pushing, by LWC staff. If it is a heavier aircraft that cannot be manually pushed, a Tractor from LWC Workshop shall be used to tow clear of RWY.

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The largest aircraft that Lewa Downs Aerodrome is capable of moving is a Cessna Caravan (C208).

If the aircraft is disabled due to an incident or accident, the Rescue and Firefighting Plan of Lewa Downs Aerodrome shall be set in motion.

The coordinator for the removal of the disabled aircraft is:

John Pameri

Head of General Security

Tel: +254722925383. **Email:** john.pameri@lewa.org

3.2.11 Rescue and Firefighting Arrangements

Emergencies include an aircraft emergency, natural disasters, sabotage including bomb threats, unlawful seizure of aircraft, the effects of improper handling, transportation and storage of dangerous goods, and occurrences of building fires and public health emergencies.

Procedures to deal with such emergencies have been prepared to assist and direct the handling of an emergency or accident at Lewa Downs Aerodrome. In establishing these procedures, it must be remembered that it is not possible to set forth the instructions to cover all possible types of accidents or emergency conditions, or to outline in detail the exact steps to be followed in the event of such situations. Therefore, these procedures should be supplemented with good judgment on the part of all concerned. No attempt should be made to obfuscate the cause of an accident or emergency, pending investigation and findings by the appropriate Government authorities (KCAA and Ministry of Transport). Care must be taken to avoid involuntary/voluntary divergent of information. All requests for information from the media shall be referred to the Chief of Conservancy or his delegate. All staff, shareholders, members, and guests of Lewa Downs Aerodrome shall be familiar with these procedures. Moreover, staff resident or on duty at Lewa Downs Aerodrome shall undergo a training course in Runway Safety, Emergency Response and First Aid offered by KAA at Wilson Airstrip.

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The following general sequence of emergency responses shall be followed by Lewa Downs Aerodrome shareholders, pilots, and ground personnel:

a. Aircraft Accidents:

1. The first and foremost consideration in the event of an accident is the safety and well-being of the occupants of the airplane. If there is any possibility of personal injury or the threat of personal injury, an emergency call to the Police must be made to report an aircraft accident along with as much specific information (location, type of aircraft, number on board, etc.) as appropriate.
2. Any aircraft fires at the accident site shall be immediately extinguished so as to be able to assist and evacuate persons on board the aircraft and bring them to safety. The emergency vehicles operated by LWC Clinic and LWC Workshop shall be used to rush to the scene of an accident. These vehicles are equipped with casualty evacuation, firefighting and rescue equipment.
3. Any injured persons shall be immobilized and given First Aid whilst the appropriate medical assistance is contacted by telephone. This includes the nearest Health Centre at Lewa Clinic, as well as air ambulance services based at HKNL. Lewa Downs Aerodrome Ground Staff shall describe the access routes to the airstrip, as well as the precise location of the crash site, to various medical and health staff. The Emergency Contacts List shall be used as a guide. It shall be readily available to ground personnel and be posted at the Airstrip Lounge, each hangar, and be in permanent possession of senior staff and the LWC Management.
4. Evacuation by air in aircraft of Lewa Downs Aerodrome Shareholders and Members shall be considered on a case-by-case basis, as it may (in serious emergencies) be preferable to lengthy road transport of injured persons.
5. Two mobile Fire Extinguishers are affixed and on permanent stand-by in the two Land Cruiser vehicles of the Company, located on the airstrip. The vehicles also contain emergency tools, such as pangas, hand axes, blankets, bolt cutters and medical kits.

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6. Other fire extinguishers are strategically dispersed throughout Lewa Downs Aerodrome, including the Airstrip Lounge, as well as all hangars.
7. Fire Assembly areas have been identified and are conspicuously marked.
8. The accident site shall be secured as soon as possible by Lewa Downs Aerodrome security staff and Lewa Police Reservists, to prevent looting and to secure evidence. Night guards shall also be provided by LWC National Police Reservists and General Security.
9. If it is necessary to close the runway or the airstrip because of an accident, the Head of General Security will make the appropriate arrangements with the responsible authorities, (Nairobi Radar, Wilson Tower) and maintain a listening watch on 118.000 MHz to alert any inbound traffic.
10. In the unfortunate event of death of the pilot or occupants of an aircraft, the Operator shall arrange for the necessary notification of family members. This same notification will be made by the Head of General Security in cases of injury or those situations where the pilot cannot make the notification.
11. The most senior member of Lewa Downs Aerodrome staff present at the airstrip during an incident or accident shall take charge, inform Head of General Security or LWC management through Radio/mobile phone to Operations Room. The VHF Ground-to-Air base station shall also be used to inform Nairobi Radar (122.300) and other air traffic (118.000) of the situation.
12. The Minister of Transport requires the operator involved in the accident or incident to make the necessary reports to the Accident Investigations Branch and the KCAA. Lewa Downs Aerodrome and/or the Operator shall make such reports.
13. The Authority Accident Investigations Branch will release the wreckage for movement after the initial report by the operator has been made. In the event that the operator is not capable of making his/her report, the Head of General Security, his delegate and/or LWC will notify the MoT that the wreckage must be moved to assure continued safe airstrip operations. If the wreckage must be moved to remove persons injured or trapped or to

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protect the public from injury, certain sketches, descriptive notes, or photographs shall be made of the original condition of the wreckage and any significant impact marks.

14. As soon as practical after an aircraft accident/incident the Head of General Security, his delegate and/or the LWC shall make a written record of the meteorological conditions at the time of the accident, and a general statement of the airstrip condition, e.g., runway surface condition, obstructions, NOTAMS, lighting, etc. This record shall be placed on file with the Head of General Security Office.

15. Reporting Accidents and Incidents:

Accidents:

All accidents/incidents must be reported immediately to the Chief Inspector of Accidents as provided for in the Kenya Civil Aviation Regulations. This may be done directly to the Chief Inspector of Accidents on the following numbers:

Office Mobile: 0722734093, 0733995121

Chief Investigator: 0722 734 093

Altern Tel: 0721412221 Or 0771510172

A report may also be made to the nearest Air Traffic Control unit either by phone or radio.

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b. Sabotage and Bomb Threats

Threats of Sabotage and Bomb Threats are rare, but Kenya is not immune to them. Lewa Downs Aerodrome has instituted various measures to counteract such events with preventative security measures that include:

- Seamless electric fence around the conservancy property.
- Thorough inspections of this first line of defense (i.e. the fence) on a daily basis.
- Trained professional security staff roaming the site,
- Spot Checks of pedestrians and vehicles entering and leaving through the gate.
- Issuing Visitor Passes in return for deposition of National Identification Cards at the Gate House.
- Excellent telecommunications system, including cell phones and VHF radios for communication between guards and staff,

In case of bomb threats, the LWC security teams, Local Authorities and KCAA shall be alerted immediately. No attempts shall be made by staff of Lewa Downs Aerodrome to confront the suspected perpetrators. All staff, and visitors shall be brought to safety immediately, if possible. The LWC management to be notified immediately.

c. Unlawful Seizure of an Aircraft

Instances of an unlawful seizure of an aircraft are extremely rare. However, in the event of such occurrence, The Head of General Security shall inform LWC Management and immediately contact by telephone the KCAA and the National Emergency Co-ordination Centre to report the matter.

The best practices for preventing unlawful seizure of aircraft are:

- Keep all aircraft locked when not in use;
- Keep hangars locked unless in use;
- Keep all keys to aircraft and hangars in a secure location;
- Encourage an Airstrip Watch program through which any strangers lurking near hangars are reported by staff and pilots to the Head of General Security immediately and apprehend the suspect.
- Ensure that all staff, members, and visitors display security passes.

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d. Storage of Dangerous Goods

Storage of AVGAS or JET A-1 aviation fuel and any other carburant in houses and hangars is **not allowed**. Refuelling at the Lewa Downs Aerodrome is on need basis. Fuel stored at LWC Workshop will be availed and refuelled as per LWC Refuelling procedures. Fire extinguishers are located in the Airstrip, ready for use.

e. Building Fires

In case of a fire or fires at buildings like Lewa Downs Aerodrome Lounge or hangars, the alarm must be raised immediately and the nearest fire extinguishers be used by staff or members. Any victims of the fire must be brought to safety to designated Fire Points and treated. Each hangar and lounge shall be equipped with sufficient fire extinguishers. Further:

- The Head of General Security is to be informed and coordinate firefighting response.
- The LWC NPR shall be contacted immediately by the Ground Officer on duty at the time and advise of known events and of immediate requirements.
- As a matter of policy, all areas around Lewa Downs Aerodrome Lounge, and Hangars, to a distance of 30 meters, shall be kept with grass cut short, as a firebreak.

f. Public and Occupational Health Emergencies

In case of any medical emergencies, including work injuries, trauma, disease and epidemics, advice from an LWC Clinic shall be in force. Medical evacuation by air should be considered. If ambulant, patients can be evacuated by the LWC Health Care Ambulance to LWC Health Care Clinic or nearest hospital. Serious injuries shall be reported to the LWC NPR, KCAA and the MoT Accidents Investigation Department. Public Health requirements of the Kenya Government apply only to international airstrips (ICAO ANNEX 9). Since Lewa Downs Aerodrome is a private domestic airstrip, vaccinations for Yellow Fever, Cholera, Plague, smallpox, etc. are not mandated.

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PART 4: PARTICULARS OF THE AERODROME OPERATING PROCEDURES & SAFETY

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PART 4 PARTICULARS OF THE AERODROME OPERATING PROCEDURES & SAFETY

4.1 Aerodrome Reporting

Lewa Downs Aerodrome will provide information to the AIS for the issue of a NOTAM on any of the following aerodrome conditions which may affect the safe operations of aircraft—

- a) Establishment, closure or significant changes in the operation of the aerodrome or runways.
- b) Establishment, withdrawal or significant changes made to visual aids.
- c) Interruption of, or return to operation of major components of the aerodrome lighting systems.
- d) Occurrence, or correction of major defects or impediments in the manoeuvring areas.
- e) Changes to and limitations on availability of fuel.
- f) Establishment, withdrawal or return to operation of hazard beacons markings significant obstacle to air navigation.
- g) Erecting, removal of or changes to significant obstacles to air navigation in the take-off, climb, missed approach, approach areas, and runway strip.
- h) Significant changes in the level of rescue and fire fighting protection normally provided at the aerodrome.
- i) Presence or removal of significant changes in hazardous conditions due to dust or water on the movement area.
- j) Any other occurrence associated with the aerodrome which might be a hazard to the safety of aircraft operations.

NOTE: The Aerodrome Condition Inspection Report Form is provided as **Appendix 4**.

The reports shall be made to; -

Aeronautical Information Service, P.O. Box 30163, 00100 Nairobi

Email: ais@kcaa.or.ke Tel. 020 827470, Ext. 2194, 2147, 2195

The Aerodrome Condition Inspection Report will be made by;

Head of General Security. Tel: 0722925383. Email: john.pameri@lewa.org

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Person responsible for notifying any changes is; **Ground Operations Officer/Staff.**

Tel: **0722203559.** E-Mail: info@lewa.org

Conditions Requiring a Surface Condition Report:

The following Aerodrome conditions that may affect the safe operation of aircraft shall be reported:

1. Construction or maintenance activity on movement areas, safety areas, or apron, ramps and parking areas.
2. Surface irregularities on movement areas, safety areas, aprons or ramps and parking areas.
3. Water on movement areas aprons or ramps and parking areas.
4. Object on the movement area or safety areas contrary to Regulation.
5. Malfunction of any required lighting system, holding position signs, or critical signs.
6. Unresolved wildlife hazards.
7. Non-availability of any required rescue and firefighting capability.
8. Any other conditions that may otherwise adversely affect the safe operation of aircraft.

Lewa Downs Aerodrome shall retain the records of aerodrome condition information for at least 12 consecutive calendar months.

Reports of long term or permanent changes to AIP data shall be handled by the Chief of Conservancy. Requests for amendments to AIP or Issues of AIP supplements to AIS shall be made to: -

Aeronautical Information Service, P.O. Box 30163, 00100 Nairobi Email: ais@kcaa.or.ke Tel. 020 827470, Ext. 2194, 2147, 2195

4.2 Access to the Aerodrome Movement Area

Lewa Downs Aerodrome is aware of its responsibility to control unauthorized access to aircraft movement areas and to maintain the highest standards of aviation security. Unauthorized use of aircraft for illegal purposes shall be prevented at all costs. In this context, Lewa Downs Aerodrome has developed many measures to minimize any security risks. Access control and a strong security guard presence, plus an Airstrip Pass system are in place. A system of patrolling, and good communication between guards and other staff is in place.

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Access to aerodrome movement areas is subject to the following security conditions:

1. Lewa Downs Aerodrome shall maintain an active security system and control all access to Aerodrome Movement Areas, to prevent unauthorized access to aircraft and other facilities.
2. Only Lewa Downs Aerodrome Members, pilots and staff shall be permitted to access active aerodrome movement areas such as apron, taxiway, and runways. They must be in possession of photo identification or a valid Pilot's license. All visitors must be booked in and out of the Airstrip.
3. All staff shall wear a high visibility vest whilst in an aerodrome movement area, especially when working at or near a runway.
4. No staff, members and visitors shall enter, or drive on, a runway except the vehicle conducting the daily runway inspections.
5. If maintenance work is to be carried out on a runway, staff must be attentive and give way to any landing or departing aircraft. Traffic shall be advised if staff are working on a runway.
6. The personnel responsible for monitoring security and safety at Lewa Downs Aerodrome shall advise the Head of General Security immediately by radio or telephone of any suspicious activity or movement on the apron and runways.
7. No person shall interfere or tamper with any aircraft or put in motion the engine of such aircraft, or use any aircraft, aircraft parts, instruments, or tools without permission of the owner or authorized personnel.
8. Access to Lewa Downs Aerodrome is restricted to staff, guests, and traders conducting legitimate business. The access to Lewa Downs Aerodrome security is provided by LWC General Security and LWC NPR.
9. LWC General Security and maintenance staff shall patrol the Airstrip and report any unusual occurrences and observations immediately to the Head of General Security who will take necessary action.
10. Any suspicious persons or intruders and anyone observed tampering with aircraft or other property, or loitering around on any private property (cottages, hangars, aircraft) in a suspicious manner, shall be confronted and reported to the Head of General Security.
11. All Shareholders, Pilots and users of Lewa Downs Aerodrome are to assist in an "Airstrip Watch" program in which any unusual occurrences and suspicious persons are

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immediately confronted and questioned as to their reasons for being present on Lewa Downs Aerodrome property. If no satisfactory explanation and identification can be shown, they are to be reported to the authorities.

12. All unusual events, entry and exit of persons and vehicles to the Lewa Downs Aerodrome, and any landings and departures by any aircraft are to be recorded in the “Occurrence Book” by the Ground Staff on duty.

13. No Shareholder or Member or any person shall undertake any illegal flights or acts with an aircraft at Lewa Downs Aerodrome, including picking up or discharging illegal passengers or goods.

14. No shareholder or member or lessee shall pick up or drop off any passengers at Lewa Downs Aerodrome who are not known to him. He/she shall be responsible for the actions of his passengers whilst on Lewa Downs Aerodrome property.

15. Head of General Security will facilitate access to the aerodrome during and after working hours. His contacts are; **Tel: 0722925383. Email:** john.pameri@lewa.org

4.3 Rescue and Firefighting

LWC Workshop aids Lewa Downs Aerodrome with vehicles equipped with firefighting equipment, including extinguishers, sledgehammers, hand-axes, pangas, etc. To assist aircraft involved in a crash or other accident. These vehicles and operators are on call.

Lewa Downs Aerodrome has also pre-stationed fire-extinguishers and rescue equipment at the end of the Runway. Staff has been trained to deal with emergencies and fires. Person responsible for alert and coordination for extinguishing of such fires is; **Head of General Security.**

4.4 Maintenance of the Movement Area

4.4.1 Maintenance Procedures

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- a) Arrangements are in place with the airstrip maintenance staff, though the Head of Operations to maintain all movement areas, including aprons, runways.
- b) Several workers are employed to maintain these areas on a daily basis, as required. Tools are also available. Casual workers are engaged daily to assist. Lawnmowers (2) are used to trim obstacle free zones. Contractors are engaged when necessary.
- c) Drainage at the Airstrip is sufficient. In case of excess water due to heavy rains, casual workers and tractors from LWC Workshop will be deployed.
- d) Inspections of the aerodrome are conducted daily. Checklists are contained in the Aerodrome Condition Inspection Form. Follow up action is taken immediately, by the Head of General Security.
- e) Routine maintenance is undertaken daily. Emergency maintenance is undertaken when the need arises. The procedure involves assigned persons to use the provided in the Aerodrome Condition Inspection Form. Appendix 4. The remedial actions are thereafter actioned.

4.4.2 Maintenance of Wind Direction Indicator

1. The Aerodrome provides and maintains a wind direction indicator for the runways where it is visible to an aircraft in-flight or on the movement area and in a manner that is free from the effects of air disturbances that may be caused by nearby objects.
2. The characteristics of the wind direction indicator, the method and procedures for installation and maintenance are in accordance with the specification prescribed in the Manual of Aerodrome Standards of the Authority.
3. The Wind Direction Indicator of Lewa Downs Aerodrome is located at the intersection of RWY and Taxi way to the Hangars. On the South side of Runway 14/32. The shape of the wind direction indicator provided is per the Authority's requirements.

4.4.3 Aerodrome Markers

The Aerodrome will provide and maintain marking systems for runways, taxiways and holding positions in accordance with the procedures below and specifications prescribed in the Manual of Aerodrome Standards.

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Aerodrome edge markers

The edge markers are constructed with measurements of (3M by 1M)

EDGE MARKER

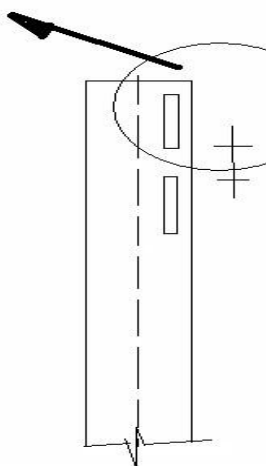


Figure 1: Location and dimension of edge marker

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Aerodrome End Markers

The end markers are constructed with measurements of (3M by 1M)

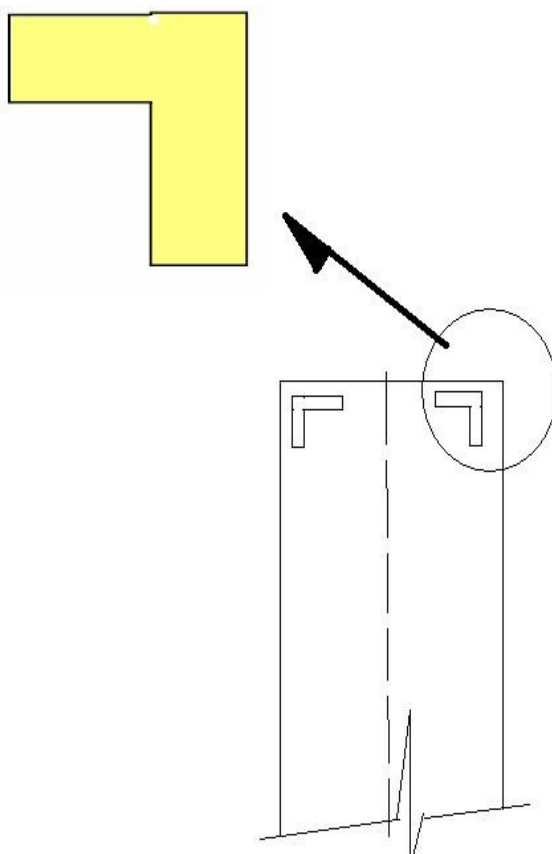


Figure 2: Location and dimension of end marker

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Aerodrome Designation Markers

Aerodrome designation markers which indicate runway orientation are constructed in accordance with letters and number with the dimension in metres as recommended in Figure 3 below.

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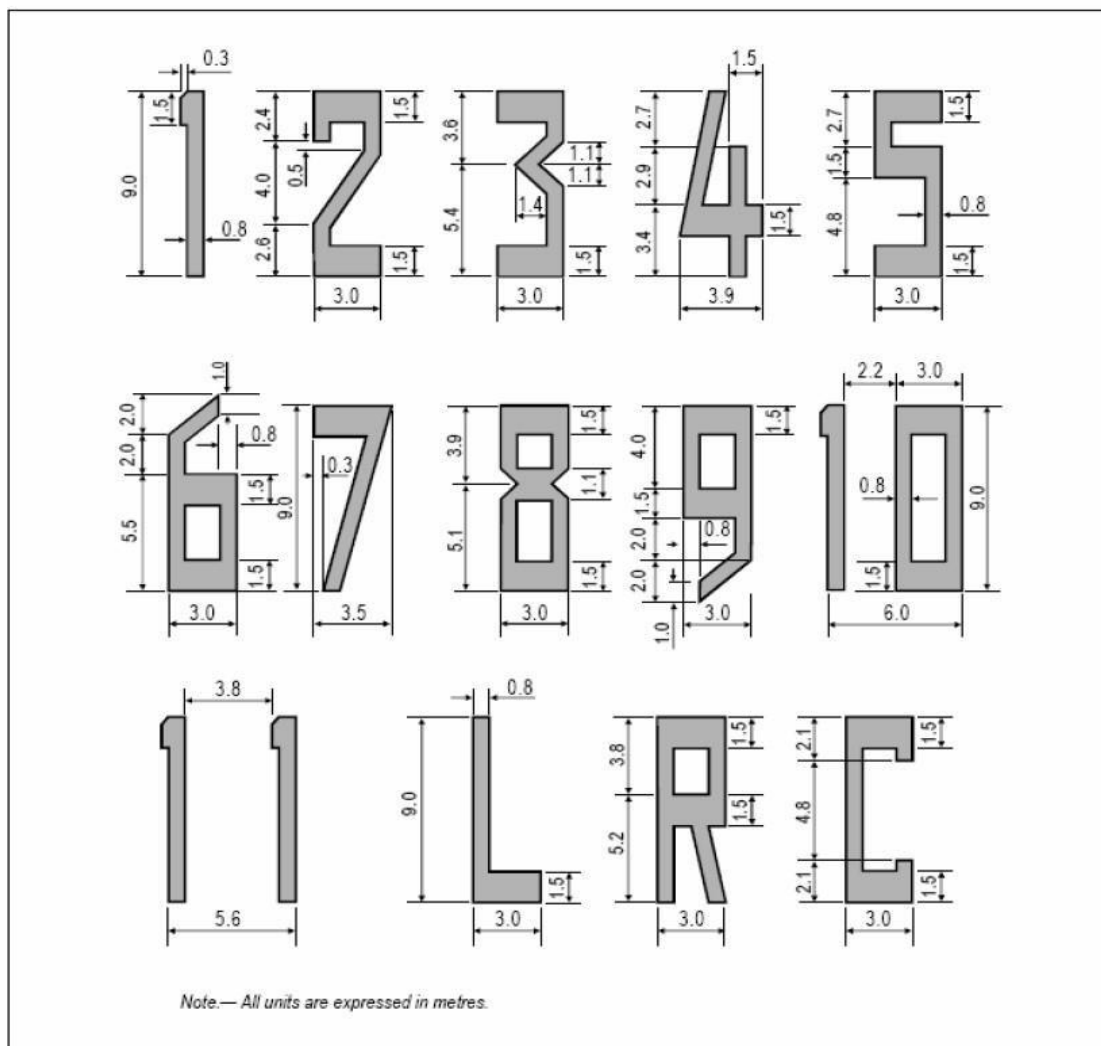


Figure 3: Letter and number dimensions

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Aerodrome Name Marker

Aerodrome name markers is constructed in accordance with letters and number as recommended in Figure 3 above. The marking of the name is constructed on the ground near the apron.

Conspicuous Aerodrome Markers:

All Lewa Downs Aerodrome Markers are painted white to ensure conspicuous and visibility.

4.5 **Aerodrome Works – Safety**

- a) All construction and maintenance work at Lewa Downs Aerodrome are conducted in accordance with the Occupational Health Legislation of the Government of Kenya. All workers wear high visibility gears, gloves, as well as safety goggles when required.
- b) All work is assessed prior to commencement as to its requirements in terms of manpower, equipment and the implications on aviation safety. Then, the Head of Operations and Head of General Security decide on a course of action and prepare a work plan. If major work is required, necessitating a closure of the runway or other movement area, a **NOTAM** is obtained, announcing the closure and/ or the work in progress. Traffic is also advised via the LWC's email system. Work areas near a movement area are to be clearly demarcated by high visibility marker tape, and roped off. A VHF Ground to Air Radio on frequency 118.000MHz is also used to alert any landing or departing air traffic of the situation.
- c) The person responsible for the planning and carrying out work on or near movement areas is: **-Head of Operations, LWC**. E-Mail: eric.mbaya@lewa.org
- d) The Distribution List for the Work Plans comprises persons involved in the work.

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4.6 Birds and Wildlife Hazard Management

No grazing by domesticated animals is permitted at Lewa Downs Aerodrome and wildlife movement at the airstrip is cleared of visible wildlife. Therefore, runway inspection by inbound and outbound aircraft is encouraged. Waste Disposal is such that no dumps are in existence on or near the airstrip. Bird hazards are therefore controlled. Should birds fly in the vicinity of a runway approach or the runway itself, staff is instructed to chase them away and try to attempt to identify any reasons for birds flying in such areas. The problem can then be addressed and rectified.

4.7 Obstacle Control

1. Protection of Obstacle Limitation Surfaces

- a) There are no obstacle limitation surfaces that have been infringed upon at Lewa Downs Aerodrome. This is being monitored continuously and if a violation is determined, KCAA will be advised via Email, and a letter. KCAA has also conducted many inspections of Lewa Downs Aerodrome and found no violations. The airstrip, although only a small Category C airstrip, meets ICAO standards.
- b) A Type A Chart of obstacles in the take-off surface, as required by Paragraph 7 of Part 4, is not supplied because there are no obstacles.
- c) All obstacle limitation surfaces are controlled by the management of the airstrip on a daily basis. Potential traffic shall be advised via the NOTAM system activated by the Head of General Security LWC, should any obstacles on or near runway surfaces appear, or threaten to appear.
- d) If new construction is planned by LWC, any plans for buildings or other structures within 45 meters of a runway, that lie within the authority of LWC, will be preapproved by KCAA, in writing. The letter advising KCAA shall be written on LWC Letterhead, signed by the LWC Chief of Conservancy.

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e) The height of buildings within the boundaries of the airstrip is continuously monitored. The highest structure is 8 meters tall. Buildings are more than at least 20 meters away from all runways.

f) Any new development in the vicinity of the airstrip is noted and KCAA is advised immediately if this case arises.

g) KCAA shall be advised of any obstacles at Lewa Downs Aerodrome that infringe on obstacle limitation surfaces.

2. Removal of Obstacles

Aerodrome will ensure that any obstacles, including temporary obstacles, are clearly marked, or removed if they infringe on the obstacle limitation surfaces.

4.8 Storage and Handling of Inflammable Goods

a) Any inflammable liquids at Lewa Downs Aerodrome are stored away from hangars or populated areas. Containers are in place for storage of JET A1 and AVGAS in sealed drums.

b) No storage of Jet A1 or AVGAS is within the Airstrip. Refuelling will be on need basis where by the fuel will be availed and monitored by Ground Operations Staff.

c) Delivery of Jet A1 and Avgas is undertaken from Sky Tanking Ltd on an "as required" basis, by a vehicle approved for such purpose by both companies, the supplier.

d) Other inflammable liquids, including liquefied gas, corrosives, etc., are not stored at Lewa Downs Aerodrome, as per the applicable and up-to-date Environmental Assessment of Lewa Downs Aerodrome.

e) The aerodrome follows the guidelines of Advisory Circular CAA-AC-AGA 024.

f) The operating procedure of fuelling shall be activated if an aircraft owner requests verbally or in writing that his aircraft be filled with Jet A1 or AVGAS.

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- g) To fill the aircraft with fuel, a Manual Pump shall be used. The Pilot/mechanic shall use a brush to clean the pump after each use, and check the "O" Rings.
- h) Dispensing of fuel from drums is undertaken by LWC staff. A minimum of two staff shall be present during the filling of Jet A 1 or AVGAS into an aircraft. All filling shall be undertaken at the safe fuel dispensing site on the North side of the Runway.
- i) A functioning fire extinguisher shall be placed near the point of fuelling of an aircraft, when an aircraft is being refuelled or a drum is handled.
- j) The overall responsible person in charge of fuel handling is Ground Operations Officer.

4.9 Protection of Sites for Radar and Navigational Aids

Lewa Downs Aerodrome is a Category C Aerodrome that is used only by VFR flights. It has no radar or navigational aids. Therefore, no procedure, action to be taken, or where Radar and Navigational Aids are to be protected, is necessary at Lewa Downs Aerodrome.

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PART 5: Aerodrome Administration

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5.1 Aerodrome Administration

Refer to Appendix 3 for list of persons who have responsibility for aerodrome safety.

The person with the overall responsibility for the effective and efficient management of the aerodrome is the Chief of Conservancy; Adrian Paul. Tel: **0721724191**. Email:

adrian.paul@lewa.org

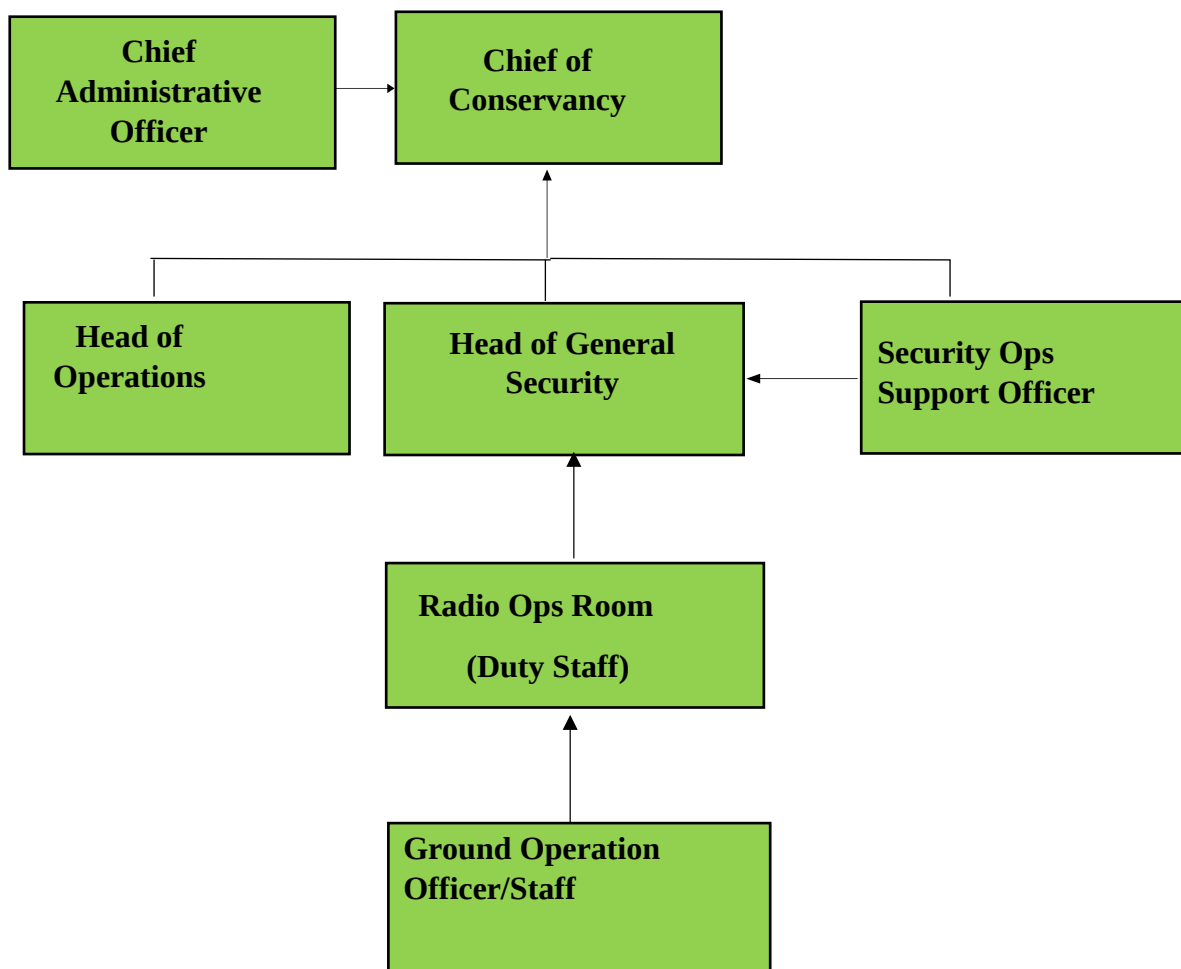
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5.1.1 Lewa Downs Aerodrome Organizational Structure



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During periods of absence of personnel who hold key safety responsibilities, a colleague deemed competent in terms of the required technical / operational knowledge, will assume the relevant safety responsibilities.

In the event that the absence is over an extended period; nominally over 2 weeks, consideration will be given to introducing a temporary post to assume the full safety responsibilities of the absentee.

In the event that it is necessary for a senior manager to authorise action on behalf of another, but lacks sufficient competence or knowledge to do so, advice must be sought from a suitably competent subordinate.

5.2 Roles and Responsibilities

The associated accountabilities, through which safety is managed, are defined in the following paragraphs.

Responsibilities relating to all other documented roles are defined at a departmental level.

5.3 Chief of Conservancy: -

The Chief of Conservancy is responsible for safe delivery of all operational services and operational developments at the Airstrip; and for ensuring the Aerodrome is operated in accordance with Civil Aviation Regulations, ICAO Annex 14; Volume 1 and all relevant regulatory and legislative requirements.

Safety Accountabilities: -

1. To ensure that all necessary resources are available to operate the Aerodrome in accordance with the requirements of the Aerodrome Manual. Where there is a reduction in the level of available resources or abnormal circumstances exist, which could affect aircraft safety, the Chief of Conservancy should ensure that a corresponding reduction in the level of Aerodrome operations is implemented as appropriate.

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2. To establish, implement and promote the Safety Policy.
3. To ensure compliance with relevant regulations, certification / licensing criteria and the organisation's Safety Management System.
4. To ensure that activities are financed and carried out to the standard required.
5. To hold knowledge and understanding of the documents prescribing relevant Aerodrome safety standards.
6. To hold an understanding of the requirements for competence of Aerodrome Management personnel, to ensure that competent persons are in place.
7. To hold a knowledge and understanding of principles and practices relating to safety management systems and how these are applied within their organisation.
8. To ensure that best practice operational standards, rules and procedures are agreed and implemented.
9. To ensure that process for delivering capital projects, including adequate consideration of safety impact, is safe from inception, through development to the operational phase.
10. To ensure that staffing levels are set and maintained so that safe operational standards are maintained during all operations.
11. To ensure that adequate metrics are in place to measure and monitor the safety performance of Airstrip so that the need for remedial measures is quickly identified and executed when required.
12. To ensure that satisfactory operational safety communication between all Airstrip departments and external agencies is maintained.
13. To ensure that all on Aerodrome developments comply with Aerodrome Changes.
14. Responsible for the development and maintenance of the Airstrip Emergency Plan
15. To act as the License holder of the Airstrip as the Authorised Person.
16. To ensure all necessary resources are available to operate the aerodrome in a safe and effective manner; holding an understanding of the requirements for the competence of Aerodrome Management personnel, to ensure that competent persons are in place.
17. To establish, implement and promote the Safety Policy; ensuring operational standards, procedures and practices contribute and comply with the Policy.
18. To ensure compliance with relevant regulations, certification / licensing criteria and the organization's Safety Management System.

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19. To ensure that Airstrip improvements or developments have Aerodrome safety as an integral and priority element, promoting the Company's good safety image to the public.
 20. Ensuring effective liaison with personnel holding Operational responsibilities, which have the potential to impact the safety of the airstrip's operations; providing support to Operational functions to monitor safety performance across all areas.
 21. To take a lead role in the Airstrip's safety programme and providing systems, which ensure that activities are adequately financed and carried out to the standard required.
- The CAO is responsible for ensuring the adequate training of all reporting Heads of Departments and staff, to equip them to carry out their Aerodrome duties in a safe manner.

5.4 Chief Administrative Officer (CAO): -

The Chief Administrative Officer reports to the Chief of Conservancy on Aerodrome matter. The CAO is responsible, as far as reasonably practical, for the safe operation of the Airstrip and operational developments; and for ensuring the Aerodrome is operated in accordance with ICAO Annex 14; Volume 1 and all relevant regulatory and legislative requirements.

Safety Accountabilities: -

1. To ensure Third Party Insurance for the Aerodrome is secured and current.
2. To establish, implement and promote the Safety Policy.
3. To ensure compliance with relevant regulations, certification / licensing criteria and the organization's Safety Management System.
4. To hold knowledge and understanding of the documents prescribing relevant Aerodrome safety standards.
5. To hold an understanding of the requirements for competence of Aerodrome Management personnel, so as to ensure that competent persons are in place.
6. To ensure that operational Aerodrome and equipment is maintained to the standards required within ICAO Annex 14; Volume 1 and Company Aerodrome Manual.
7. To establish safety objectives and performance standards for the SMS linked to Key Performance Indicators, Safety Performance Targets and its safety requirements.

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5.5 Head of General Security

The Head of General Security will oversee the day-to-day operations within the Manoeuvring Area, ensuring that, as far as reasonably practicable, activity is safely managed and conducted in an orderly manner, compliant with regulatory standards and in accordance with the Airstrip's Safety Management System.

The Head of General Security holds the position of Compliance Manager and will oversee the compliance and regulatory requirements associated with the Aerodrome Operations.

Safety Accountabilities: -

1. To ensure the development and continuous improvement of Safety Management System (SMS); promoting a safety culture and the Safety Policy to all staff.
2. To assist in the establishment of safety objectives and performance standards for the SMS.
3. Co-ordinate a safety reporting regime that identifies trends, investigation recommendations are actioned accordingly and lessons learnt effectively disseminated.
4. Maintain the Airstrip's operational manuals and associated documentation to meet regulatory requirements and standard practices; ensuring that reviews and updates are actioned in a timely manner and notified accordingly.
5. Maintain oversight of the Airstrip's Compliance Monitoring Programme, to ensure compliance within the delivery of the established SMS, associated procedures and regulatory standards; ensuring that non-compliances are addressed accordingly.
6. To monitor aircraft ground operations, short-term Airfield obstructions and general safeguarding, in accordance with statutory regulations and Company policy.
7. To undertake and monitor inspections of the Maneuvering Area, to ensure that the environment is maintained in a safe and compliant manner for all operations, in all conditions.
8. Co-ordinate remedial works and ensure temporary operating conditions are promulgated in a timely and effective manner.

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9. Establish and maintain relationships with Airstrip users, to ensure safety critical information and changes to the operational environment are advised appropriately.
10. Taking appropriate actions in accordance with the published Emergency Response Plan.
11. To assist in the development and continuous promotion of Safety Policy and demonstrate a commitment to it.
12. To monitor Airstrip areas, ensuring safety performance and discipline, in accordance with relevant local instructions and good practices.
13. To undertake safety compliance audits of other departments and 3rd party on site companies, as required, to ensure that the SMS is continually improved.
14. To participate in the production of Risk Assessments, monitor their relevance and effectiveness and advise on means to implement enhanced safety measures.
15. To assist, advise and offer resolution, as appropriate on Safeguarding matters affecting the continued operation of the Airstrip.
16. To ensure the development and continuous promotion of a safety culture and Safety Policy to all staff and demonstrate a commitment to this.
17. To assist in establishing safety objectives and performance standards for Safety Management System linked to Key Performance Indicators and safety requirements of the SMS.
18. Ensuring that the Airstrip Maintenance of Competency Scheme for Fire Fighters is always maintained.
19. Oversee domestic response, building & facility inspections and evacuation procedures.
20. Provision of appropriate plant and materials to safely carry out the firefighting & rescue allotted tasks.
21. Provision and implementation of Company First Aid training.
22. Management of firefighting & rescue staff in accordance with recommended training practices of CAA Approved Training establishments, in regard to operational activity, training practice, administration and audit.
23. Ensuring implementation, review and management of the Airstrip Habitat Management Plan, in accordance with Wildlife Management at Aerodromes.
24. Oversight of the Airstrip Emergency Plan.

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5.6 Head of Operations: -

The Head of Operations is responsible, as far as reasonably practical, for the safe operation of the Airstrip and operational developments; and for ensuring the Aerodrome is operated in accordance with ICAO Annex 14; Volume 1 and all relevant regulatory and legislative requirements.

The Safety Accountabilities: -

1. To ensure that operational Aerodrome and equipment is maintained to the standards required within Civil Aviation Regulations and ICAO Annex 14.
2. To hold knowledge and understanding of the documents prescribing relevant Aerodrome safety standards.
3. To ensure that Airstrip improvements or developments have Aerodrome safety as an integral and priority element, promoting the Company's good safety image to the public.
4. Co-ordinate remedial works and ensure temporary operating conditions are promulgated in a timely and effective manner.
5. Responsible for the maintenance of the Airstrip.
6. To assist in the establishment of safety objectives and performance standards for the SMS.
7. Coordinate with Head of General Security on Airstrip Emergency and action plan.

5.7 Ground Operations Officer/Staff: -

The Ground Operations Officer is responsible, as far as reasonably practicable, for the safety of the Apron operations, including receiving of guests, support to operators, and for the safe and regulatory compliant provision of Aerodrome ground services.

Safety Accountabilities: -

1. To ensure an integrated approach to ground handling requirements.

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2. Exercise management oversight of all handling functions, ensuring safety and regulatory compliance; undertake reviews and updates of relevant publications, documents and procedure manuals.
3. The implementation and maintenance of relevant procedures to meet the requirements and compliance of the Airstrip Safety Management System, regulatory requirement as appropriate.
4. To ensure that all ground equipment, used for the ground handling of aircraft, is compliant, fit for purpose, serviceable and used in a safe and proper manner.
5. To monitor the performance standards in ground operations; identify where improvements and changes can be implemented to improve standards and efficiencies.
6. To be the focal point for airline communication, assist in audit programme and contribute to arrangements for handling agreements.
7. To liaise with other Airstrip departments for unplanned services or extensions to the operating hours, co-ordinating the response to acceptance or feasibility of additional movements.
8. To report any safety concern or incident to the Head of General Security without delay; undertake assigned investigations and ensure effective dissemination of lessons learnt.
9. To routinely inspect fuelling areas and zones, to reduce the hazards to aircraft, personnel and vehicles.
10. To ensure the receipt and storage of fuel, and the fuelling of aircraft, are undertaken in accordance with regulations and established procedures.
11. To maintain suitable records of all fuel operations, including receipt and use of fuel.
12. To ensure an adequate system is employed for the sampling, testing and recording of fuel quality.
13. To ensure an adequate system exists for the safe storage and dispensing fuel; and that acceptance of fuel deliveries are in accordance with agreed practices and procedures.
14. To ensure that appropriate measures and action are taken in respect of the fire hazard during any fuel related operations.

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5.8 Security Operations Support Officer: -

The Security Operations Support Officer is responsible for the development, administration and maintenance of the company Safety Management System (SMS).

Safety Accountabilities: -

1. Act as the Safety Manager/Officer for the LWC Aerodrome.
2. Ensure that the processes defined in the Safety Management System (SMS) are developed, implemented, complied with and maintained.
3. Liaise with Head of General Security on Matters of Safety and Operations of the Airstrip.
4. Assist in incident investigations and monitor the effectiveness of corrective actions.
5. Provide independent advice to the Chief of Conservancy, senior managers and other relevant personnel on safety-related matters; and providing routine performance reports, highlighting where there is a need for change.
6. Monitor safety concerns within the aviation industry, assess their potential impact on airstrip operations and ensure safety promotion throughout the organization
7. Direct access to, be accountable to and have the authority to report all safety matters directly to the Chief of Conservancy.
8. An adequate knowledge of the Aerodrome infrastructure, general operations and risk management processes.
9. A good knowledge of the organization's safety related procedures, requirements and documentation.
10. To advise the Head of General Security on safety concerns within the Aerodrome environment; implement measures to resolve and promulgate to interested parties.

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PART 6: SAFETY MANAGEMENT SYSTEM (SMS)

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PART 6 SAFETY MANAGEMENT SYSTEM (SMS)

6.1 Overview of the Safety Management System

A Safety Management System (SMS) is an organised and structured approach to managing safety. It is a systematic, precise and proactive process for managing safety risks; providing the means for goal setting, planning and measuring performance.

Risk Management falls into 3 main elements: -

1. Occupation Health & Safety.
2. Business Impact.
3. Operational Safety.

All of these elements are crucial and pivotal to the airstrip's function as a whole but the Safety Management System, defined in this Manual, is focused only on the Operational Safety and Risk Management of the Aerodrome operations.

The SMS has been established to provide an efficient Management Structure and Systematic approach to the safe operation of the Aerodrome; focusing on maximising opportunities to continuously improve the overall safety of the operation.

The scope of the SMS encompasses organisational structure, accountabilities, policies and procedures; it:-

1. Documents the Airstrip 's Safety Policy, objectives, procedures and individual safety accountabilities.
2. Outlines the organizational safety management structure
3. Provides details of safety related committees
4. Describes the safety risk management process
5. Describes the safety performance monitoring and measurement process
6. Details safety promotion methodology
- 7.

An effective SMS will provide potential benefits, including: -

1. The ability to control the potential risks within the operations.

A clear and documented approach to maintaining operational safety

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2. Active involvement of staff and developing a safety culture
3. Demonstrating control to the Regulator and stakeholders that risks are controlled
4. Improved reputation and potential defence from legal action.

The SMS framework includes 4 main components/Pillars: -

1. Safety Policy and Objectives.
2. Safety Risk Management.
3. Safety Assurance.
4. Safety Promotion.

The Key processes of the SMS are: -

1. Hazard Identification
2. Occurrence Reporting
3. Risk Management
4. Performance Measurement
5. Quality Assurance

6.2 Airstrip Safety Policy

Lewa Downs Aerodrome Safety Policy has been established to ensure that the highest standards of safety are always maintained.

All employees from the top management to the lower-level staff are entitled to maintenance of safety culture of promoting safe environment for the airstrip operation to achieve our safety performance objectives and targets.

Our safety commitments are; -

1. To operate and continually develop an effective aerodrome operations safety management system to provide a systematic foundation for safety.
2. To ensure that operational safety is suitably relative to commercial, Operational, environmental and social considerations.
3. To comply with the legislative and regulatory requirements
4. To clearly define for our staff their responsibilities for the delivery of safety performance

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5. To ensure that all our staff are provided with adequate and appropriate trainings, are competent in safety matters and are only allocated tasks commensurate to their skills.
6. To ensure that sufficient options are available to implement our safety policies and activities.
7. To demonstrate and provide leadership across third parties and contracted activities to minimize the risks associated with aerodrome operations.
8. To operates a safety risk management process that ensure that operational; safety risks are reduced to be 'As low As Reasonably Practical' (ALARP)
9. To ensure that externally supplied systems and services that impact upon the safety of our operations meet appropriate safety standards.
10. To audit and review our safety performance against a realistic objective and or targets to take appropriate action when required and establish continuing improvement.
11. To ensure that appropriate safety information is provided to all airport users and or employees that people are aware of the risks and relevant safety control measures.
12. To promote "just culture" which creates an environment that allows employees to report all incidents and safety concerns without the threat of reprimand, disciplinary action or subsequent loss of employment, except where there is gross negligence or a deliberate or wilful; disregard to our standard operating practices and procedures

Tis safety policy shall be reviewed triennially to ensure compliance with change aviation procedures and regulatory requirements.

6.3 Safety Organization: -

Clear lines of accountability and well-defined responsibilities for all levels of management, Airstrip staff and third parties.

A process established to identify safety priorities and objectives, together with training, equipment and other resource requirements. The Airstrip requires all companies operating Aerodrome to follow industry best practice, with written safe working and operating procedures.

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6.4 Measuring Performance: -

Performance will be measured against agreed standards to assess when and where improvement is needed. Safety committees discuss and address all matters relating to Aerodrome safety, so that safe, efficient operations can be maintained and enhanced.

6.5 Auditing and Reviewing Performance: -

Safety audits are one of the principle methods for fulfilling the safety performance monitoring functions. Safety audits are performed internally; and also, externally, by the Regulatory Authority.

6.6 Safety Responsibilities of Key Safety Personnel

6.6.1 Person with Overall Responsibility for Safety: -

The Chief of Conservancy, is responsible for the efficiency and safety of all operations at Lewa Downs Aerodrome; by ensuring that they are carried out in accordance with the requirements of the Civil Aviation Authority and current aviation legislation.

The responsibility covers the safe management of all operational services and systems, which are planned, provided, operated by, or on behalf of Lewa Downs Aerodrome and is discharged through the Management Team.

The Chief of Conservancy, is in overall charge of Aerodrome Operations and is thereby responsible, as far as reasonably practicable, for ensuring that all operations are in accordance with and reflect current best practice in all legislative requirements.

Safety Accountabilities: -

1. To ensure the Aerodrome operates in compliance with all current statutory legislation.
2. To achieve the Operational Safety Objectives by creating an organisation, securing the human and financial resources needed and ensuring the operation and monitoring of effective safety control systems.

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3. To ensure the Airstrip Business Plan is sufficiently resourced to enable the Safety Policy and Management systems to be effective.
4. The Chief of Conservancy is accountable to the Authority for ensuring that a system exists, which will keep them closely and regularly in touch with and focused on operational safety performance; and that operational safety remains a paramount factor in all decisions.
5. The Chief of Conservancy ensures that safety is a continuing and active agenda topic at all Meetings.
6. To set high level safety targets and objectives and monitor achievement.
7. To ensure that competent and safety conscious managers are appointed and that their performance is monitored, so that operational safety is given a high priority within their training and development plans.
8. To ensure that the Aerodrome has a comprehensive written Operational Safety Policy, to include a clear and unambiguous chain of operational safety accountability supported by effective two-way communication.
9. To ensure that full consideration is given to the safety integrity of changes in the Aerodrome organisational structure and business processes.
10. To ensure that physical safeguards are in place to prevent intrusion by unauthorised persons or equipment on to the Licensed Aerodrome.
11. To ensure that a safety framework of regulations and directions are in existence to regulate the Aerodrome environment in a safe manner.
12. To ensure that information essential to safe practices is disseminated throughout the Aerodrome Management Team and workforce.
13. To audit the effectiveness of the Aerodrome Regulatory Framework and apply disciplinary measures as necessary.
14. To determine appropriate standards of training and implement them for direct and contract employees employed Aerodrome, thus equipping them for safe working.

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6.6.2 Safety Related Committees

An established, integrated structure of safety related committees monitors safety performance and management across the Airstrip operations; providing a platform for oversight of safety related issues to be raised in a formal and structured framework.

The Lewa Downs Aerodrome share safety and security data to provide a platform to monitor and review performance and promote improvement in all related areas.

The composition of safety committee includes.

1. Chief of Conservancy (Head of the Committee)
2. Chief Administrative Officer (Head of Technical Services)
3. Head of General Security (Airfield Service Manager)
4. Head of Operations LWC.
5. Ground Operations Officer.
6. Security Operations Support Officer (Safety and Security Officer)
7. LWC Resident Pilots.

6.6.3 Group Safety and Security Forum: -

Chair / Accountability	Chief of Conservancy
Attendees	CAO (Head of Technical Services) Head of General Security Head of Ops LWC Ground Operations Officer Security Ops Support Officer
Frequency	Bi-Annually

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Purpose	To monitor and review policy, procedures and performance, to identify trends and learning outcomes; providing the opportunity to debate and agree best practice.
Objectives	To identify, promote and facilitate measures to continually improve the safety and security performance across the Airstrips: - Monitor regulatory or legislative changes from relevant bodies, which may affect the safety or security at the Airstrips. Engage Group initiatives for managing upcoming changes, where appropriate; and disseminate information to relevant parties in an effective and timely manner Review significant safety and security events and through trend analysis, identify causal or contributory factors, to highlight pertinent areas of concern and lessons learnt; providing guidance for measures to meet industry standards and best practice Establish specialist working groups, as deemed appropriate, to consider or report on particular issues or projects
Outputs	Minutes of Meeting distributed to members; implementation of recommendations, where applicable

6.6.4 Safety Related Committees

Chair	Chief of Conservancy
Attendees	CAO Head of General Security Head of Ops LWC Ground Operations Officer SOSO

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Frequency	Bi-Annually
Purpose	To provide a management driven forum for the assessment and audit of the Company's SMS; to ensure an efficient, effective and proactive ongoing review of all elements of safety management
Objectives	Act as a source of expertise and advice on safety matters to Senior Management; encouraging lateral thinking about safety issues Review the progress on identified hazards and actions, post accidents and incidents Identify hazards and make safety recommendations to address them Review internal safety reports, including operational statistics and trends and make recommendations as necessary Review and approve audit responses and the resulting identified actions. Review the progress and effectiveness of the Compliance Monitoring system; highlight areas of concern and where appropriate, agree the means to rectify Review the Risk Register and associated documentation Review safety performance against Safety Policy & Objectives Review the effectiveness of safety oversight of sub-contracted organizations

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6.7 Risk Classification

Many of the hazards identified will be mitigated by the application of existing Company standards, regulations, procedures or practices. Once the severity of the hazard has been assessed and the probability of it arising has been estimated, a judgement can be made.

This will determine whether: -

1. The consequent risk is acceptable or not
2. It is within the Company's acceptable safety performance criteria
3. It can be further reduced at a reasonable / proportionate cost

For example, a major consequence of an undesired event, with a high probability of occurrence, is unacceptable. However, although undesirable, an event may be tolerable if the probability of occurrence is very low.

The following charts provide details for judging the tolerability of risks.

RISK PROBABILITY	RISK SEVERITY				
	CATASTROPHIC A	HAZARDOUS B	MAJOR C	MINOR D	NEGLIGIBLE E
FREQUENT 5	5A	5B	5C	5D	5E
OCCASIONAL 4	4A	4B	4C	4D	4E
REMOTE 3	3A	3B	3C	3D	3E
IMPROBABLE 2	2A	2B	2C	2D	2E

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EXTREMELY IMPROBABLE	1	1A	1B	1C	1D	1E
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Suggested Criteria	Assessment Risk Index	Suggested Criteria
	5A; 5B; 5C; 4A; 4B; 3A	Unacceptable under the existing circumstances
	5D; 5E; 4C; 4D; 4E; 3B; 3C; 3D; 2A; 2B; 2C	Acceptable based on risk mitigation; it may require management decision

	3E; 2D; 2E; 1A; 1B; 1C; 1D; 1E	Acceptable
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6.8 Safety Documentation and Notification

A document control system forms part of Safety Management System. This refers to internal documentation, issued by Lewa Downs Aerodrome and of relevance to the operational management of the Aerodrome.

These documents are under the control of constituents of the Aerodrome Management Team, either by authorship or control of a current version hard copy.

Such documents include the Aerodrome Manual, Supplementary Instructions, Operational Advice Notices, Emergency Orders and internal departmental Instructions.

All documents must be identified by the department / document names and be version controlled. Changes should be clearly indicated; an explanatory paragraph detailing the method to be used should be contained within each relevant document. The document owner is responsible for ensuring only the latest version is available and that outdated documentation is destroyed or archived, as relevant.

6.9 Risk Assessment Process

The Risk Assessment process collects, records, analyses, acts on and generates feedback about hazards affecting the safety of the operational activities of the Airstrip.

This process comprises of three essential elements as described in the following sections.

6.10 Safety Risk Management

Safety risk management is the vital core activity, which is the foundation of the overall SMS.

Safety risk management is a generic term that encompasses the assessment and mitigation of the safety risks, of the consequences of hazards, which threaten the capabilities of the organization. In accordance with the Safety Policy, the risks must be managed, and appropriate safety information provided to all Airfield users and employees, to ensure that individuals are aware of risks and the relevant control measures.

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The nature of the aviation environment requires prudent and vigilant management of the associated inherent and latent hazards. It is not always practicable to eliminate all hazards and not all safety risks are avoidable; in certain circumstances, the cost of nullifying a risk outweighs the benefit. The safety risk management process is designed to ensure that Operational safety risks are reduced to “As Low as Reasonably Practicable (ALARP).

6.10.1 Hazard Identification: -

Hazard Identification identifies the potential hazards and resulting impact to aircraft, equipment, property, personnel or the Airstrip’s operations generally.

An assessment of the reasonably foreseeable hazards will be carried out, using subject knowledge and available data from accidents, incidents or similar systems. The potential consequence(s) of each identified hazard being realized will then be determined.

6.10.2 Hazard Assessment: -

The Hazard Assessment will evaluate: -

1. The ultimate severity of the consequences of the hazard being realized.
2. The probability of occurrence; both without any control measures in place and with appropriate safety requirements applied.
3. Whether the resulting risk classification is tolerable within the safety criteria

6.10.3 Risk Management: -

If the consequent risk is assessed as tolerable within the safety criteria, the risk can be accepted. If not, so as to reduce the risk to a tolerable level, action will be taken to reduce the severity of the hazard, if feasible; or more usually, the probability of it arising.

6.11 Hazard Categorization

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Each operating function assessed is likely to involve a variety of systems that support its activities, such as people, procedures or equipment; or combinations of these. Each of these areas should be considered and the resulting hazards identified.

If a potential safety hazard is identified, the consequences of the hazard occurring, together with the associated effect on aircraft /operational safety must be considered.

6.11.1 Severity: -

This is categorized as shown in the following table: -

SEVERITY OF OCCURRENCE	MEANING	VALUE
CATASTROPHIC	Aircraft / equipment / vehicle / structure destroyed Fatality / multiple fatalities; multiple serious injuries Major fire or explosion with substantial loss of critical infrastructure Total reduction in safety margins; severe physical distress or workload such that operators cannot be relied upon to perform their tasks	A
HAZARDOUS	Extensive damage to aircraft / equipment / vehicle / structure Single major injury; loss of limb(s); permanent disability Fire or explosion with partial loss of critical infrastructure Significant reduction in safety margins; physical distress or workload such that the operators cannot be relied upon to perform their tasks accurately or completely	B
MAJOR	Moderate damage to aircraft / equipment / vehicle / structure Lost time injuries to person(s) Fire or explosion with partial loss of infrastructure Reduction in safety margins; distress or workload such that the efficiency of the operators cannot be relied upon	C

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MINOR	Light damage to aircraft / equipment / vehicle / structure Minor injuries (First Aid treatable) Fire or explosion with disruption to operations Operating limitations	D
NEGLIGIBLE	Light damage to aircraft / equipment / vehicle / structure Nuisance or distraction; nil injury; near miss Fire with no disruption to operations Slightly reduced margin of safety but controlled within existing procedures	E

6.11.2 Probability: -

The probability of occurrence can be defined in either quantitative or qualitative terms, as defined in the table below: -

Category	Frequency	Meaning	Value
Frequent	>75%	Event expected to occur in most circumstances	5
Occasional	>50% to 75%	Event will probably occur in most circumstances	4
Remote	>25% to 50%	Event should occur at some time	3
Improbable	>10% to 25%	Event unlikely but could occur at some time	2
Extremely Improbable	Up to 10%	Event only likely in exceptional circumstances	1

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6.12 Risk Assessment Evaluation

The overall Tolerability of an assessment is based on the balance of the individual risks, both for that without any control measures in place and for that subsequently, with appropriate safety requirements applied.

6.12.1 Intolerable Region: -

Safety risks assessed as falling in the “Intolerable Region” are unacceptable under any circumstances.

The probability &/or severity of the consequences are of such a magnitude, and the damaging potential of the hazard poses such a threat to the viability of the Airstrip, that immediate mitigation action is required.

Generally, 2 options are available to reduce the risk to the Tolerable or Acceptable Regions: -

1. Allocate resources to reduce the exposure to, &/or the magnitude of the damaging potential of the consequences of the hazards *or*
2. If mitigation is not possible, cancel the operation

6.12.2 Tolerable Region: -

Where risks are categorised in the amber “Tolerable” region and all practical mitigation measures have been applied, the risk can be deemed acceptable, provided the existing strategies remain valid and assurance can be maintained that the hazards can be managed in a way commensurate with the identified risk.

Consideration must also be given to the potential for a number of different hazards capable of resulting in the same consequence; whilst individually each risk may be deemed Tolerable, the cumulative effect could fall into the Intolerable Region.

6.12.3 Acceptable Region: -

Safety risks assessed as falling in the “Acceptable Region” are acceptable as they currently stand and require no action to bring or keep the probability &/or severity of the consequences of hazards under organisational control.

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However, consideration should always be given to whether further measures could be applied to reduce the risk further, in line with the principle of “As Low as Reasonably Practical” (ALARP). Measures should consider the possibility of reducing the severity of the consequence or more usually, the probability of occurrence.

6.13 Safety Prevention, Control and Mitigation

Safety prevention and control measures are aimed at blocking a hazard from arising, where practicable; safety reduction or mitigation measures are aimed at limiting the associated level of consequence should a hazard be realized. Safety prevention, control and mitigation measures may include one of the following; these are listed in the order of effectiveness: -

1. If possible, remove the hazard entirely or cease / cancel the activity.
2. Modify systems to design the removal of the hazard; this includes hardware or software systems, physical hazards and organizational systems.
3. Install physical barriers to prevent / reduce exposure to the hazard or reduce the severity of the consequences.
4. Issue warnings, advisories or signs for the hazard
5. Change procedures to avoid the hazard or reduce the likelihood / severity of the associated consequences.
6. Provide training to avoid the hazard or reduce the likelihood of an associated consequence.
7. Ensure a suitable response and contingency plan are in place.

6.14 Risk Management and Review

Effective risk management requires that managers are aware of the safety risks within their sphere of operation and have processes in place to ensure that associated risk assessments remain valid and fit for purpose. Ownership of the risk is assigned to the relevant manager, depending on the subject matter; this is noted on the Risk Assessment form.

To ensure this requirement is met,

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a varying degree of sign-off is required for each level of risk tolerability; this is detailed in the following table.

Risk Tolerability	Sign off Authority	Review Period
Intolerable	Risk Unacceptable	1 Month
Tolerable	Accountable Manager	6 Months
Acceptable	Risk Owner/Departmental Manager/ SMS are authorized to sign off green only RA's	12 Months

Identified risks are logged on the Airstrip's Risk Register, a review of which is included as an agenda item for the Safety Executive. At least one full review is undertaken annually.

A risk assessment must be reviewed if any significant change of the subject or activity is identified; or reports / trends indicate that control measures may not be fully effective.

6.15 Risk Register Review form (RRR)

To maintain control of amended or reviewed risks, the Risk Register Review Form should be completed and recorded.

6.16 Key Performance Indicators

Key Performance Indicators (KPIs) are the metrics used to measure operational safety performance levels. Occurrence Reporting; promoting the benefits of voluntary safety reporting and demonstrating how the data analysis contributes to the effectiveness of the Safety Management System.

KPIs are tracked for safety, security and environmental elements, highlighting events of a particular nature or interest. Topics of a category, for which the Airstrip has any degree of influence to control, are tracked individually to highlight any developing trends.

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Operational related events include, but not limited to: -

1. Runway Incursions.
2. Runway Excursions.
3. Wildlife Events; Confirmed & Unconfirmed.
4. Aircraft Damage; Ground Incident.
5. Drone Encounters.
6. Laser Attacks.

Other events include, but not limited to: -

1. Reportable Event; Staff or passenger
2. Accidents to passenger.
3. Fuel Spills.
4. Noise Complaints.
5. Security events.

Feedback for Safety Performance Indicators (SPI) are annotated on to a dashboard and disseminated to department heads to share with their team.

This not only informs all staff of reported incidents but identifies trends and concerns.

6.17 Safety Reporting and Investigation

Incident reporting is a key factor in assessing the efficiency of the Safety Management System. This data allows for any areas for potential new or heightened hazards to be identified as well as reviewing the mitigation and procedures, which are in place to assess their suitability.

Safety is the responsibility of all staff; it is crucial that it is understood that mistakes are to be learned from, not to be punished. A “just culture” is established and encouraged across the business, so that all staff can feel able to report their mistakes without fear of punishment. This is pivotal to safety promotion, so that any weakness in the SMS can be identified; ideas to improve safety can be more readily identified and shared so that appropriate improvements can be made.

6.18 Incident Reporting Systems

The Safety Management System involves the reactive and proactive identification of safety hazards. Whilst aviation accidents are fortunately rare events, they are generally investigated more

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thoroughly than incidents and can reveal a significant amount about safety hazards. Relying exclusively on accident data for safety initiatives can be limiting, due to only a few case samples applying; resulting in the potential for erroneous conclusions or inappropriate corrective actions to be taken.

There are two types of incident reporting system: -

1. Mandatory Occurrence Reporting (MOR)
2. Accident / Incident Reporting System;

Mandatory Occurrence Reporting: -

The overall objective of the KCAA in operating occurrence reporting is to use the reported information to improve flight safety levels, not to attribute blame.

For guidance on the MORs, refer to the KCAA Website <https://www.kcaa.or.ke/eservices>

All entries will be subject to the same investigation procedures as other such events.

All MORs must be submitted to the Airfield Services Manager (ASM). A log of submitted reports will be maintained. The ASM is responsible for tracking the subsequent investigation process and closure.

All MORs ⁽¹⁾ filed are investigated in accordance with the regulatory requirements. Where appropriate, a copy of a submitted MOR will be highlighted to the relevant manager for feedback, investigation or follow-up action, as relevant. The responsible manager is responsible for ensuring that any recommendation raised from an investigation is duly considered and acted upon, as applicable.

All reported incidents via the MOR system will be classified in terms of severity.

Statistical data relating to the MORs will be reviewed by Safety Executive for trend analysis and to identify learning points.

Incident Reporting System: -

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Lewa Downs Aerodrome utilizes the reporting system for all incidents, accidents and events, which have an impact on safety across the Airstrip, but which are not filed as an MOR. All submitted records are retained indefinitely on a central database.

All untoward events are required to be reported via the on-line reporting system, including data gathered and recorded manually at the scene of the incident.

The system is managed by the Airstrip Safety Manager, who will compile a monthly update report of recorded events and the progress of investigations.

The e-reporting system provides the means to track the corrective actions identified as a result of an accident report. Reminders of overdue actions are issued automatically and reported on at relevant safety meetings.

In the event of an incident occurring, the injured party or if unable to do so, a witness to the event must bring it to the attention of their manager immediately. The same reporting and investigation requirements apply to reports made by members of the public to Airstrip staff.

6.19 Internal Safety Investigations

The primary purpose of accident or safety occurrence investigations is to gather information and evidence, in order that the facts can be determined with a view to preventing recurrence of an accident or escalation of a safety occurrence to an accident.

6.20 Safety Surveys

Safety Surveys can provide an indication of the levels of safety and efficiency within the Airstrip's operations. The understanding of systemic hazards and inherent risks associated with the day-to-day activities, allows the Company to minimize unsafe acts and adopt a proactive response.

Safety Surveys are employed, when necessary, to systematically examine operational elements or functions, or the process used to perform specific operations.

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Safety Surveys can also be used to assess the attitude of selected populations, such as pilots or Controllers. When completed by operational personnel, they provide important, diagnostic information about routine operations and represent an inexpensive mechanism to gather significant information regarding many aspects of the Airstrip's operations.

These include: -

1. Levels of teamwork and co-operation between various groups
2. Problem areas of bottlenecks in daily operations
3. Corporate safety culture
4. Current areas of dissent or confusion

Safety Surveys can potentially elicit information not obtained by other methods, by employing the use of checklists, questionnaires or informal, confidential interviews. The Survey can span the complete risk management cycle, from Hazard Identification, through Risk Assessment to Safety Oversight; but as such surveys are subjective, reflecting individual perceptions, information gathered may need to be verified prior to taking corrective action.

6.21 Management of Change

Any safety significant change to the operational environment involving people, processes, developments or procedures, will be managed so as not to affect safety; the impact of such changes being assessed prior to implementation. When change is deemed necessary, the departmental manager will either sponsor a simple change or more complex changes will involve an initial high-level managerial assessment.

The sponsor will initially determine safety objectives, scope, boundaries, interfaces and functions of the change and then formulate the change. All identified implications / hazards relating to the proposed change(s) will be recorded in a Safety Assurance Document.

Should the change involve significant personnel, consideration of a review &/or a Gap Analysis should be included.

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6.21.1 Changes Requiring Prior Approval by the Authority

Lewa Downs Aerodrome will obtain prior approval from the Authority for any change required to be notified to them.

Changes requiring notification include: -

1. Use of Alternative Means of Compliance
2. Change Management procedure
3. Changes to the Certification Basis submission or the Terms of the Certificate
4. Changes to safety-critical aerodrome equipment
5. Changes, which significantly affect the organisation chart, policies or culture of the management system
6. The operation of aircraft with a higher code letter

6.21.2 Developmental Change: -

The Chief of Conservancy will work in consultation with the relevant authorities with whom any changes or new design / procedures will interface. Any development involving changes to the following will be subject to approval: -

1. The Aerodrome physical characteristic, including the construction of new, or alterations to existing buildings / visual aids
2. Any material changes in the surface of the landing area
3. Any penetration of the Obstacle Limitation Surfaces

Once complete, the change will then be issued, and records of the change process will be kept for future audit.

6.22 Safety Promotion

6.22.1 Aerodrome Safety Briefings

All new employees are required to undertake the corporate training modules in the first few days of their employment. The modules cover a range of topics, including Aerodrome Safety, which provides a basic understanding of the specific requirements and potential safety hazards associated with working in Aerodrome areas.

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The Aerodrome Safety Briefing includes the following basic topics: -

1. Apron Speed Limit.
2. Aircraft “No Go” Areas.
3. Foreign Object Debris (FOD)
4. Walkways.
5. Smoking.
6. Abuse of Controlled Substances &/or Alcohol

6.22.2 Training and Education

All personnel involved in Aerodrome activities will receive appropriate training in order to meet the required level of competence relating to their duties and responsibilities. Appropriate vocational training will be identified through individual task analysis processes.

Training courses, where appropriate, will be managed and co-ordinated by the Head of General Security. Departmental Managers are responsible for the management of department specific or specialist training requirements and qualifications.

Training will be provided by the appropriate based company or by specialist contract trainers, who are required to hold vocational training and competency qualifications in the specific area of activity and approved by the Authority.

Training syllabuses will cater for the required knowledge as demanded by industry standards and to meet the safety responsibilities associated with the specified duties. Each syllabus will incorporate theoretical instruction on the procedures and arrangements provided for safety; together, where relevant, with practical experience through supervised work or work placements.

Periodic refresher training must be an integral part of the ongoing training programme to enable basic standards of competence in individual disciplines to be maintained.

6.22.3 Safety Communication

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Airstrip staff are to be familiar with the published instructions in so far as they are applicable to their duties.

All staff working in the Aerodrome must have ready access to up-to-date copies of these instructions.

Areas identified as being of potential concern and the factors leading to such findings, are promulgated to the Aerodrome operators via an Aerodrome Safety Alert, with the specific aim of promoting Aerodrome safety. This medium is also used to promote issues raised at the Aerodrome Safety Forum, together with theme items from the Aerodrome Safety Plan.

6.23 Safety Management System Outputs

6.23.1 Safety Analysis and Monitoring

Safety analysis is based on factual information originating from varying sources, including MORs, incident investigations and hazard identification processes. Suitable analytical methods and tools are applied to the collected data to provide evidence of trends.

Safety performance monitoring is the process by which safety performance is verified, in comparison to the safety policies and objectives.

This process includes: -

1. Safety Reporting / Collection of Data
2. Safety Analysis and Safety Studies
3. Safety Inspections
4. Safety Audits

6.23.2 Analytical Methods and Tools

Statistical Analysis: -

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Statistical Analysis is based on statistical procedures, utilizing the concept of probability which provides more credible results for a convincing safety argument. This method requires the analysis of numeric data and identification of trends to provide graphical representations of the analysis.

The analysed data is presented to: -

1. Safety Executive
2. Aerodrome Safety Forum
3. Safety Committee

Trend Analysis: -

Safety data relating to MORs is collected by the Airfield Services Manager and is reported via the relevant committees.

Predictions relating to potential future events may be stated, along with highlighting any emerging trends, which may indicate the existence of a new hazard(s).

The Trend Analysis, undertaken by the relevant department or committee, should trigger “alarms” when performance is diverting from acceptable limits.

Simulation and Testing: -

Underlying safety hazards may become evident through testing. In order to test suspect operational procedures, simulated field testing under actual operating conditions may be required.

NORMATIVE COMPARISONS: -

Sufficient data is not always available to provide a factual basis, against which to compare the circumstances of the event or situation under scrutiny, with everyday experience. The absence of credible normative data can often compromise safety analysis and therefore, in such instances, “real world” experience of operating under similar conditions may be used.

Examples of these programmes are: -

1. Aerodrome Safety Data

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2. Operations Safety Audit
3. Aerodrome Safety Programmes

EXPERT PANEL: -

The Lewa Downs Aerodrome Safety Executive will evaluate safety hazards and additional, specialist views will be sought as and when required.

Strategic and high-level oversight is provided by the Safety and Security Forum.

COST BENEFIT ANALYSIS: -

The acceptance of recommended risk control measures may be dependent on credible cost benefit analysis. The cost of implementing any proposed measures is weighed against the expected benefits over time. Cost Benefit Analysis may, on occasions, suggest that accepting the risk is preferable to the time, effort and cost necessary to implement corrective action.

SAFETY STUDIES: -

Studies and analysis conducted by ICAO, the CAA, Airlines, manufacturers or professional and industry associations may be utilized for complex or persuasive safety issues.

6.23.3 Compliance Monitoring

SAFETY AUDITS

Safety Audits, whether internal or external, will involve the highest level of management holding responsibility for safety within the relevant areas of the organization. Senior management are to be made aware of the Safety Audit findings in order that appropriate action can be taken.

Safety Audits are undertaken to ensure that the structure of the Lewa Downs Aerodrome SMS is robust in relation to: -

1. Adequate staff levels
2. Compliance with approved procedures and instructions

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3. Levels of competency and training to operate equipment and facilities and maintain their levels of performance.

MONITORING OF APRON ACTIVITY: -

All Apron activity is monitored by the Ground Operations Officer, to ensure that each aircraft is operating within the requisite Civil Aviation Regulations and company approved standards and procedures. Any accident, safety occurrence or breach of regulation will be recorded in accordance with the Aerodrome Accident and Safety Occurrence Reporting Procedures.

Specific elements of the Aircraft Turnaround process are monitored and recorded as whether being positive, as detailed in the relevant Airstrip Operational Procedure (AOP). Minor negative returns, recorded on the Airstrip Operations Monitoring form, will be reported to the Ground Operations Manager and actioned immediately.

THIRD PARTY AUDITING: -

The operational standards of third parties, engaged on behalf of the Airstrip, are measured via an audit of their procedures, processes and systems; together with monitoring their operations. Audits will be conducted by the relevant manager, on an ad-hoc basis; at least one pre-notified audit per year should be completed.

Third parties and contracted activities, working on behalf of the Airstrip are included in the Compliance Monitoring Programme, as relevant.

Training: -

All personnel holding an Airstrip ID Pass, which permits Aerodrome access, must undergo a basic Aerodrome safety and security briefing.

Additional trainings will include: -

1. Induction.
2. General Safety.
3. Specific Skill for Individual Tasks.
4. Refresher.

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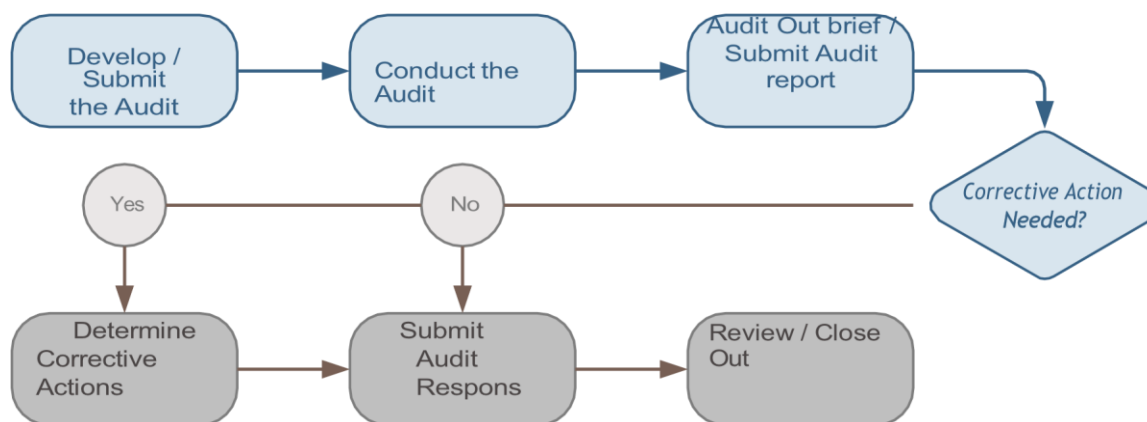
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THE AUDIT PROCESS

The basic audit process will be applied to all audit activity:-



AUDITING OF FUELING FACILITIES

The fuel supplier is responsible for ensuring that on delivery, fuel is fit for aviation purposes. Once delivered, the responsibility for safekeeping, quality control and proper delivery to aircraft lies with the Store Manager, LWC Workshop. The Ground Operations Officer/Pilot will authenticate fuel suitability.

On an annual basis, a suitably qualified person will be commissioned to conduct an audit on all fuel facilities on site, against procedures detailed in this Manual and relevant regulatory publications.

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PART 7: AERODROME EMERGENCY RESPONSE PLAN

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PART 7 AERODROME EMERGENCY RESPONSE PLAN

7.1 Dealing with Emergencies

Emergency plans are established, which have been devised to instigate essential people and processes in response to various types of emergencies on, or in the vicinity of the Aerodrome.

7.2 Emergency Planning

The Managing Director holds responsibility for the planning, preparation and subsequent promulgation of plans, actions and responsibilities to deal with any emergency likely to affect the Airstrip, its operations or surrounding perimeters.

The Emergency Plan is designed to ensure that suitable instructions are established, detailing the responsibilities and actions of those concerned with handling emergencies at aerodrome or the surrounding perimeters.

7.3 Aerodrome Facilities and Equipment

In the event of an Aircraft Accident, facilities have been established that include the operation of the: -

1. Survivors Reception Centre
2. Family and Friends Reception Centre
3. Reconciliation Information centre

7.4 Major Incident Team

In the event of an Aircraft Accident or major incident, the Airstrip Major Incident Team (MIT) will assemble to deal with the incident and return the Airstrip to normal operations. Members of the MIT are:

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1. Chief of Conservancy.
2. Chief Administrative Officer.
3. Head of General Security.
4. Head of Operations.
5. Security Operations Support Officer.

The MIT will convene in the HQ Offices. Details and procedures for activating and operating the Major Incident facility are contained in the Emergency Orders.

The role of the MIT is to pro-actively collect relevant information, liaise with external support bodies and ensure that appropriate care and support is provided to survivors, their family & friends and all staff involved.

7.5 Testing of Emergency Plans

7.5.1 Emergency Exercises

It is essential that emergency exercises are based on current and planned Airstrip activity and as such should aim to be a true reflection of that activity and any potential incident associated with it.

The requirements for Emergency Exercising will be managed through a modular approach, comprising a series of 9 modular tests; these will conclude with a full emergency exercise, at intervals not exceeding 2 years.

The modular approach provides a greater flexibility in engaging with the Local Resilience Forum which has a key role within the Emergency Plan; and provides potential for to attend or use planned exercises to gather evidence. A timetable of events will be planned to capture exercises and training.

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The Modules will cover the following elements: -

1. Raise the Alarm
2. Operational Command
3. Medical Services
4. Tactical Command
5. Strategic Command
6. Airstrip Reception Centre
7. Post Disaster Management
8. Business Recovery
9. Live Full-Scale Exercise

7.5.2 Exercise planning

A multi-agency working group will be formed from the Airstrip's Emergency Liaison Planning Committee for the planning and delivery of each of the modules. Not all Committee members will be required for all modules but will be selected as appropriate to their area of expertise.

Each Module is to be run in real time so that a true reflection of it can be assessed for review and/or amendment.

In order to test the Emergency Plan, all attending agencies are to set real aims and objectives for the Exercise in regard to their specific roles within the Plan and the overall outcome of the Exercise.

7.6 Liability

1. Aerodrome Liability

LWC (and its officers, directors, and employees) assumes no responsibility or liability for loss, injury or damage to persons or property on the Aerodrome, or using Aerodrome facilities, by reason of fire, vandalism, winds, flood, earthquake, or collision damage (and all parties bound by these regulations do so release such persons) nor does it assume any liability by reason of

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injury to persons or property while using the facilities of same. A Shareholder shall also not be liable for any loss, injury, or damage to third party persons or property within that Shareholder's hangar.

2. Payment for Damages

Any person causing or liable for any damage shall be required to pay the company and/or the injured person, upon demand, the full amount of damage or injury. Any person failing to comply with these rules shall be in violation of these regulations and may be refused the use of the airstrip facility until the LWC has been fully reimbursed.

7.7 Assessing the Plan

In order to obtain an initial and detailed outcome of the Exercise, a "hot debrief" will be held at the close of the Exercise, involving the senior players of the main attendees. This information will be collected to provide an initial assessment and outcome.

After a suitable period, to allow full collection of reports relating to the Exercise, a full debrief will be held. This will involve all members of the emergency committee, plus any agencies involved that are not represented on the Committee. The outcome of the debrief will be disseminated to all attendees. Revisions and procedural changes, resulting from the debrief, are to be discussed and agreed before implementation and adoption into the Emergency Plan.

7.8 Fire Safety Policy

Every effort is made to prevent fires but they can still happen; the primary aim is to prevent fires occurring in our premises. In the event of fire, comprehensive emergency arrangements and fire safety systems are provided for the safety of all people in our buildings.

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Fire Safety is achieved through the following commitments; we will: -

1. Define the organisation, responsibilities, processes and procedures for managing the risk of fire in our Fire Safety Management Standard.
2. Appoint competent people to designated roles that have responsibility and authority for the management of fire safety.
3. Have appropriate preventative and protective fire safety measures designed into our buildings to ensure the safety of people, provide property protection and support the continuity of business operations.
4. Undertake and review Fire Risk Assessments for all premises that are appropriate to their characteristics and respond promptly to actions identified to reduce risks.
5. Provide training, instruction and information so that our colleagues understand their actions in case of fire and where designated, their additional fire safety responsibilities.
6. Control changes to our premises, processes and organisation to maintain fire safety standards and national legislation.
7. Minimise the risk of fire by applying processes to control the use and storage of dangerous substances.
8. Implement processes to control fire risks from maintenance and construction works.
9. Conduct scheduled inspection, testing and maintenance of fire safety systems so that they operate correctly in the event of fire.
10. Undertake inspections to ensure that routes to emergency exits and the exits themselves are kept clear at all times
11. Implement and test emergency plans for responding to fire in our premises, including measures for persons that are especially at risk.
12. Co-operate with third parties that occupy our premises to take all reasonable steps to co-ordinate respective fire safety risks and measures.
13. Regularly monitor and report on objectives and measures of fire safety performance that pursue continuing improvement.
14. Audit our third parties to check they are meeting requirements set in lease agreements and their statutory duties for fire safety.

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15. Conduct formal governance and management review of compliance against national standards and the Root Cause Analysis fire safety management systems.

7.9 Reduced Declared Distances

In the event of an incident occurring, which results in the need to reduce any of the Runway Declared Distances, the executive responsibility for calculating and publishing the revised information is vested in the: -

1. Chief of Conservancy.
2. Chief Administrative Officer.
3. Head of General Security.
4. Head of Operations.
5. Security Operations and Support Officer.

Any decision to facilitate continued operations, based on reduced Declared Distances, will primarily be dependent on the potential operational impact.

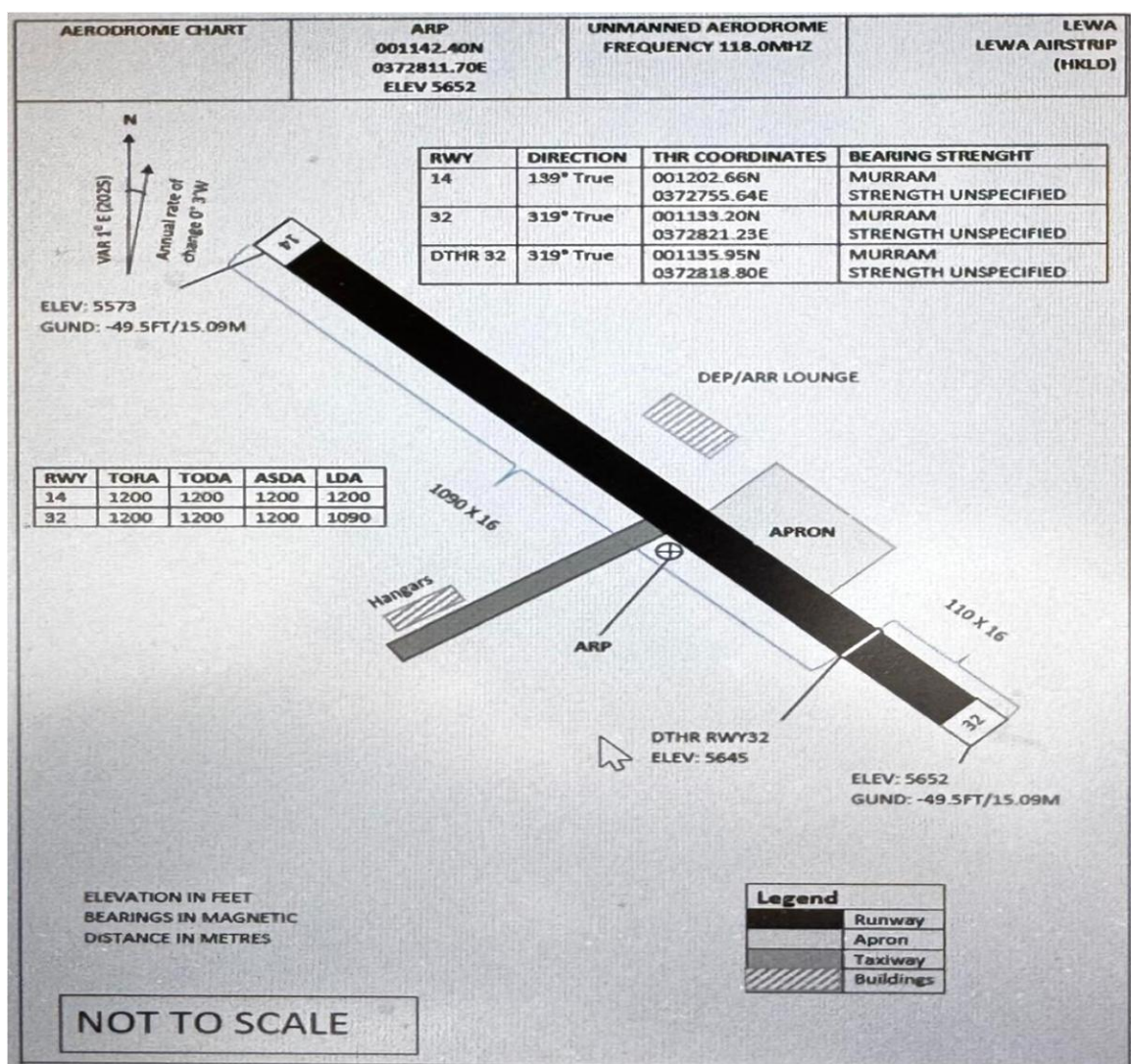
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APPENDIX 1: AERODROME CHART



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APPENDIX 2: GEOGRAPHICAL LOCATION OF THE AERODROME



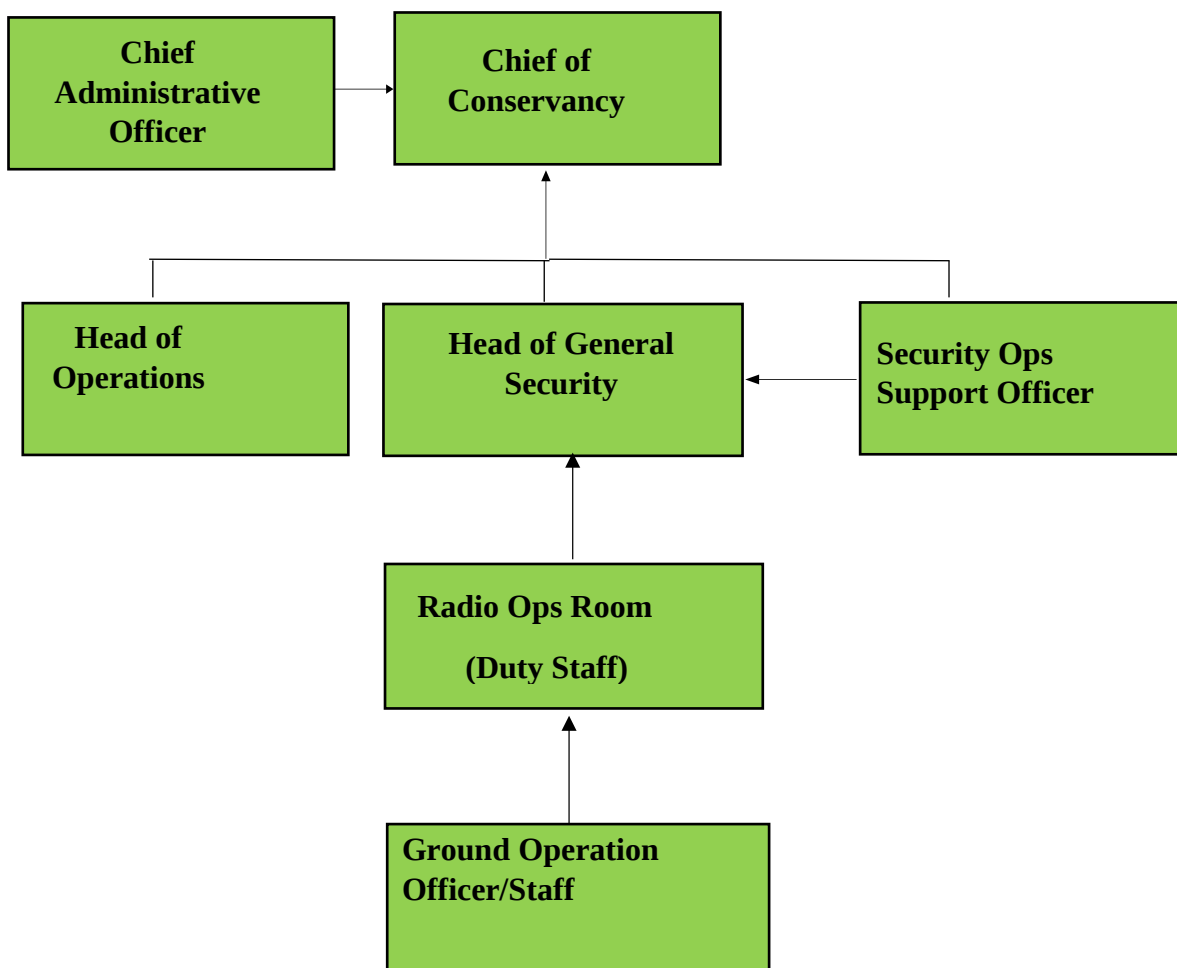
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APPENDIX 3: LIST OF KEY MANAGEMENT PERSONNEL & AIRSTRIP ORGANOGRAM



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POSITION HOLDER	NAME	ADDRESS
CHIEF OF CONSERVANCY	ADRIAN PAUL	TEL 0721 724 191
CHIEF ADMINISTRATIVE OFFICER	MERCY GATAI	TEL 0721 552 738
HEAD OF GENERAL SECURITY	JOHN PAMERI	TEL 0722 925 383
HEAD OF OPERATIONS	ERIC MBAYA	TEL 0710 380 411
GROUND OPERATIONS OFFICER	DUTY STAFF	TEL 0722 203 559
RADIO OPS ROOM	DUTY STAFF	TEL 0722 203 559
SECURITY OPS SUPPORT OFFICER	MAJ ELVIS KIPKURUI	TEL 0715 538 662

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APPENDIX 4: AERODROME CONDITION INSPECTION REPORT FORM

LEWA AIRSTRIP AERODROME CONDITION INSPECTION REPORT FORM

Date and Time of Inspection: _____

Inspector: _____ Signature: _____

AREA	WET/DRY	FOD/WEEDS	HOLES	OTHER
Runway 14/32				
Apron				
Taxiway				

Location of Problems	Serviceable	Unserviceable	Remedial Action
Runway 12/30			
Apron			
Apron			
Roads			
Gates			
Other			

Condition of:	Serviceable	Unserviceable	Remedial Action
Windsock			
Fire Extinguishers			
F & R Vehicle			
Rescue Equipment			
Radios			
Internet/WIFI			

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APPENDIX 5: AERODROME INSPECTION PROGRAMME

A. Responsible Staff

Inspection Item	Person Responsible	Time and Frequency
Runway and Apron	Head of General Security	Daily
Fuel Containers	Store Manager	Daily
Main Apron Security	Head of General Security	Daily
Grass Apron Security	Ground Ops Staff	Daily
Occurrence Book	Head of General Security	Daily
Aviation Movement Register	Head of General Security	Daily

B. Persons Authorized to Carry Out Inspections

Name and Position	Location	Telephone
Adrian Paul	All Areas	0721 724191
John Pameri	All Areas	0722925383
Eric Mbaya	All Areas	0710949574

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The Chief of Conservancy may delegate inspection to the following personnel:

CHIEF OF CONSERVANCY	Adrian Paul	TEL 0721 724191
HEAD OF TECHNICAL SERVICES	Mercy Gatai	TEL 0721552738
AIRFIELD SERVICES MANAGER	John Pameri	TEL 0722925383
GROUND OPERATIONS STAFF	Duty Staff	TEL 0722203559
SECURITY OPS SUPPORT OFFICER	Maj Elvis Kipkurui	TEL 0715538662

C. Airfield Inspection Checklist

Date		Time	
Temperature	°C	Dew Point	°C
Wind Direction		Wind Strength	knots
Visibility		Cloud Cover	
Precipitation		Surface Condition	
APRON	Key: √ satisfactory ☒ Not Satisfactory	REMARKS	
Surface Integrity			
Equipment Storage & Security			
Aircraft parking (chocks, position on stand)			

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Vehicle parking		
FOD (including bins)		
Emergency/Fire points		
Fire Extinguisher Location		
AIRFIELD CONTROLLED AREA		
Grass Conditions (Weeds, Infestation)		
Airfield boundary fences & gates		
FOD (including bins)		
Bird & Wildlife control		
RUNWAY & TAXIWAY		
Surface Integrity		
Runway Edge Markings		
Usable Runway Markings		
Signage Obstructions		
Windsock location		
Runway condition		

INSPECTOR NAME	POSITION	SIGNATURE
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D. Inspection Baseline Standard

Category	Satisfactory	Unsatisfactory
Surface integrity	No depression or raised surfaces, no signs of contaminant	Depression or raises surface which may result causing a slip trip of fall, another contaminant visible
Boundaries	No breaches in fence, no unauthorised vehicle parked within the boundary, adequate barbed/razor wire, no obvious damage to fence line, gate barriers are fully serviceable.	Breaches in fence line, loose chains on gates which create gaps possible to allow unauthorised entry, vehicles parked near the boundary line, damage to fence posts.
Airfield signage	Un-obscured vision, clean and serviceable	Weed infestation, obscured vision, damaged or missing
Equipment storage & security	Equipment pulled away from aircraft not in service, vehicles immobilised when not in use	Keys left in vehicles, equipment not parked in the designated areas, equipment not secured relative to weather conditions.
Aircraft parking & security (chocks positions)	Aircraft adequately checked & parked, all holds and doors closed when not in service, security seals present on doors when required	Aircraft not chocked/inadequately chocked, doors and hold left open when not in service
Vehicle Parking	Vehicle parking in designated areas	Vehicle parked on double yellow lines or other undesignated areas, vehicle not immobilised
Waste contaminants/Bins	Bins covered	Uncovered Bins
Runway Edge Markings	Clearly visible, contaminant free	Paint markings faded or contaminated

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All markings	Clearly visible, contaminant free	Paint markings faded or contaminated
Grass conditions	Good sward at correct length, no weed infestation	Weed infestation, grass too long or too short causing erosion
Spillage/Water control	Controlled water trenches, no contaminant present	Stagnant water, contamination
FOD	Clean, 100% clear of contaminant	Contaminant present
Aircraft Wash area	FOD free, utilities safe & secure	FOD present, unattended equipment
Windsock	Un-obscured vision, clean and serviceable	Weed infestation, obscured vision, damaged or missing

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APPENDIX 6: EMERGENCY CONTACTS LIST

NAME		ORGANIZATION	PLACE	TELEPHONE
<u>POLICE</u>				
OCS Subuiga		Kenya Police	Subuiga	0725484108
Lewa security		Head of Anti-Poaching	LWC	0721484629
<u>ADMINISTRATION</u>				
Timau area of constituency.	Buuri	Sub County Offices	Timau	0709 241000
<u>KCCA/KAA/MoT</u>				
KCAA HQ		All Departments	HQ	0728 606 570 0709 725 000
KCAA Aerodromes Head		Aerodrome	HQ	0728 606 570 0709 725 000
KCAA accident Reporting		Safety Department	HQ	+254 800 720 030 or +254 800 221 5432
Wilson Airport		Chief, ANS Wilson Airport	Wilson Airstrip	+254 020 6003 925 or 6009 870
Kenya Airport Authority		HQ	JKIA	+254-020-6822111/ 6611000/6612000 +254 722 205 061/ 2/3/4/5/6/7/8
Kenya Airport Authority		WAP	Wilson Airport	020 501216

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MOT Air Accident Investigation Unit	MOT	Transcom Hse.	+254 020 2729200 (24 hours) +254 722 778 773 +254 770 111 333
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NAME	ORGANIZATION	PLACE	TELEPHONE
<u>MEDICAL ASSISTANCE</u>			
Flying Doctor Service	AMREF	Wilson Airstrip	0722205084 0733333004
Nairobi Hospital	Kenya Hospital Ass.	Upper Hill	07222041140 722204115
Meru Level 5 hospital	Hospital	Meru	020 064 32373 0711 207 623
Isiolo Level 4 Hospital	Hospital	Isiolo	0758 722011 0707 915468
<u>AIRPORT/AIRSTRIP</u>			
Adrian Paul	LWC	Lewa Downs Aerodrome	0721724191
Isiolo International Airport	Management	Isiolo	+254 57 253 1186.
Nanyuki Airstrip	Management	Nanyuki	+254 20 2033032
Mutunyi Airstrip	Management	Lewa Wilderness	0721970340

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APPENDIX 7: AERODROME ACCESS RECORD BOOK

Person responsible for recording Access Record Book.

Ground Ops Staff	0722203559
John Pameri	0722925383

Name	Date	Visiting Reasons	Time In	Time Out	signature

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APPENDIX 8: ASSIGNMENT INSTRUCTIONS

Security at LWC is provided by Lewa National Police Reservists (NPR) Anti-Poaching Wing and General Security.

OCCURRENCE BOOK (OB)

All information entered in the OB must be clear, concise and accurate (in English) as it may be used in a Court of Law. Entries are to be in chronological order.

The information shall be categorized as follows:

Routine occurrences;

1. Names of guards on duty
2. Details of visits by Head of General Security
3. Patrol reports
4. Details of instructions received and by whom

Non-routine occurrences; damage to client property, theft, fires, accidents, irregular staff movements etc.

STANDARDS

1. All guards at the assignment shall be expected to portray the best image of themselves and Lewa Downs Aerodrome at all times.
2. Highest degree of discipline and courtesy will be observed at all times particularly when dealing with customers and visitors.
3. Guards are to conduct themselves in a professional manner and remain impartial at all times.
Guards must be immaculately dressed at all times, with their uniform neatly pressed and boots highly polished.
4. Guards must be clean shaven everyday.
5. Guards are **prohibited** to **consume alcohol** or **smoke** whilst on duty or whilst wearing their uniform.

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6. No guard shall leave his post without being properly relieved and the post adequately covered. All persons should be addressed with decorum.

EMERGENCIES

AIRCRAFT ACCIDENT/INCIDENT

- The first and foremost consideration in the event of an accident is the safety and well-being of the occupants of the airplane. If there is any possibility of personal injury or the threat of personal injury, an emergency call to the Police must be made to report an aircraft accident along with as much specific information (location, type of aircraft, number on board, etc.) as appropriate.
- Any aircraft fires at the accident site shall be immediately extinguished so as to be able to assist and evacuate persons on board the aircraft and bring them to safety. The two emergency vehicles operated by Lewa Downs Aerodrome Aerodrome shall be used to rush to the scene of an accident.
- Any injured persons shall be immobilized and given First Aid whilst the appropriate medical assistance is contacted by telephone. This includes the nearest Health Centre at Lewa Clinic, as well as air ambulance services based at Tropic-Air Nanyuki. LWC Staff shall describe the access routes to the airstrip, as well as the precise location of the crash site, to various medical and health staff. The Emergency Contacts List (Appendix A) shall be used as a guide. It shall be readily available to ground personnel and be posted at the Airstrip Lounge, each hangar, and be in permanent possession of senior staff.
- Evacuation by air in aircraft of LWC or partners shall be considered on a case by-case basis, as it may (in serious emergencies) be preferable to lengthy road transport of injured persons.
- Two mobile Fire Extinguishers shall be affixed and on permanent stand-by in the two Land Cruiser vehicles of the Company, located on the LWC workshop. The vehicles also contain emergency tools, such as pangas, tarimbos, blankets, bolt cutters and medical kits.
- Other fire extinguishers are strategically dispersed throughout Lewa Downs Aerodrome, including at the Airstrip Lounge, as all hangars.
- Fire points have been identified and are conspicuously marked.
- The accident site shall be secured as soon as possible by LWC General security and LWC NPR, to prevent looting and to secure evidence. Nights guards shall also be arranged immediately by Airstrip security staff.

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- If it is necessary to close the runway or the airstrip because of an accident, the Director and/or Company will make the appropriate arrangements with the responsible authorities, (Nairobi Radar, Wilson Tower) and maintain a listening watch on 118.000 MHz to alert any inbound traffic.
- In the unfortunate event of the death of the pilot or occupant, the Chief of Conservancy and lead for the Lewa Downs Aerodrome shall arrange for the necessary notification of family members. This same notification will be made by the Director in cases of injury or those situations where the pilot cannot make the notification.
- The most senior member of Lewa Downs Aerodrome staff present at the airstrip during an incident or accident shall take charge, inform LWC NPR and Lewa Downs Aerodrome Management by telephone. The VHF Ground-to-Air base station shall also be used to inform Nairobi Radar (122.300) and other air traffic (118.000) of the situation.
- The Minister of Transport requires the operator involved in the accident or incident to make the necessary reports to the Accident Investigations Branch and the KCAA. Lewa Downs Aerodrome and/or the Operator shall make such report.
- Generally, the Accident Investigations Branch will release the wreckage for movement after the initial report by the operator has been made. In the event that the operator is not capable of making his/her report, the Director, his delegate and/or the Company will notify the MoT that the wreckage must be moved to assure continued safe airstrip operations. If the wreckage must be moved to remove persons injured or trapped or to protect the public from injury, certain sketches, descriptive notes, or photographs shall be made of the original condition of the wreckage and any significant impact marks.
- As soon as practical after an aircraft accident/incident the Director, his delegate and/or the Company shall make a written record of the meteorological conditions at the time of the accident, and a general statement of the airstrip condition, e.g., runway surface condition, obstructions, NOTAMS, lighting, etc. This record shall be placed on file with the Lewa Downs Aerodrome office at the Aerodrome.

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14. Reporting Accidents and Incidents

All accidents/incidents must be reported immediately to the Chief Inspector of Accidents as provided for in the Kenya Civil Aviation Regulations. This may be done directly to the Chief Inspector of Accidents on the following numbers:

Office tel. 254-20-2729200 Ext 40057

Office Mobile 254-722-527530

Chief Investigator: Eng. Macowenga Tel. 0722734093

A report may also be made to the nearest Air Traffic Control unit either by phone or radio. Telephone contact for the KCAA Area Control Centre is:
254-20-82710

FIRE

Guards are to be conversant with standard firefighting equipment. For any specialist firefighting equipment on the assignment, this is the responsibility of the client to ensure that the guards are fully inducted and briefed on its operation.

In the event of a fire, the following action shall be taken:

1. Inform the Chief of Conservancy or Head of General Security.
2. Fight the fire using available equipment.
3. Cordon the area and direct emergency crews to the scene. Record the details in the occurrence book.

INTRUSION

In the event of intruders, the following action shall be taken:

1. Inform the Chief of Conservancy or Head of General Security.
2. Secure all perimeter exits.
3. Check fence sector for which intrusion is indicated.
4. Check entire perimeter fence.
5. Direct backup crew to relevant area(s) when they arrive.

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6. Handover control of incident to Head of General Security on arrival. Record the details in the occurrence book.

ALARM ACTIVATION

In the event of alarm activation, the following action shall be taken:

1. Contact the Chief of Conservancy or Head of General Security and relay the above information.
2. Secure all perimeter exits in the event of an intruder within the premises.
3. Check fence sector for which intrusion is indicated.
4. Check entire perimeter fence.
5. Record the details in the occurrence book.

ROBBERY

In the event of robbery, the following action shall be taken;

1. Raise the alarm by either whistling or shouting.
2. Do not panic; use the applicable means (radio, telephone) to alert other guards.
3. Inform the Director and Lewa Police Reservists.
4. Be able to identify positively the physical location of the scene of robbery.
5. Seal off the perimeter and secure all possible exits.
6. Draw a plan, carry out search and try to arrest the suspects if not fire-armed.
7. Make a formal incident report.

COMMUNICATION

Guards **are not permitted** to communicate with or court the attention of the press or any other media agency. They shall try as much as possible to avoid media cameras and deter premises from being captured.

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EMERGENCY CONTACT NUMBERS

LWC:

Chief of Conservancy: Adrian Paul Tel: 0721970340

Head of General Security: John Pameri Tel: 0720710379

SUMMARY

These instructions have been issued as a guide. Guards deployed at the assignment are responsible for the security of the premises and must use common sense and initiative to ensure preventative measures are employed in the event of an incident.

These instructions are subject to change **ONLY** in writing by the Chief of Conservancy or Head of General Security. In case of a verbal instruction; this must be followed up by an email endorsing the changes. Lewa security is to be advised of any such changes through internal communications.

These instructions supersede any previous ones.

FOR LWC GS Security

FOR LEWA NPR

Name_____

Name_____

Signature_____

Signature_____

Date_____

Stamp

Stamp

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Declaration by Supervisors and Guards:

This is to confirm that we, the under listed, who have been assigned security duties in respect to –Lewa Downs Aerodrome confirm having read and fully understood the above Assignment Instructions. We individually undertake to ensure they are observed at all times.

Role	Emp. No	Name	Signature	Date
Regular Day Guards				
Relief Day Guards				
Regular Night Guards				
Relief Night Guards				