

Design of a Performance Management System for EWCA

Country:	Ethiopia
Region:	Africa
Customer:	Frankfurt Zoological Society (FZS) / KfW
Partner:	Ethiopian Wildlife Conservation Authority (EWCA)
Duration:	April 2019 – May 2019



Starting point

Multi annual FZS project to support the management of the National Park of Bale Mountains, Ethiopia

Scope

Design of a Performance Management System do drive motivation and performance of staff at EWCA

Activities

As an individual advisor in human resources and organisational development

- Conduct strategic discussions with leadership team at EWCA and NGO program donors to understand reasons for introduction of a performance management system (PMS)
- Individual staff interviews during a fact finding visit with representatives from different employee groups to understand status quo
- Analysis of current pay structure with a deep dive on payment of per diems and housing- / schooling allowances including update of HR database
- Organisation of an all staff awareness workshop in one selected National Park to introduce the concept of PMS. Elaboration on SMART objectives including example cases

Achievements

- Buy in for proposed PMS of EWCA Management
- Design of a generic and inclusive PMS for EWCA with the possibility of site specific amendments
- Validation workshop with EWCA executives from all directorates to introduce the designed PMS. Discussion of potential pitfalls and proposal for stepwise roll-out including trainings
- Development of all necessary documents for the implementation of a PMS (bonus form, bonus budget calculation, explanatory guide for the introduction of a PMS)