

Assess Structure and HR for Effective and Efficient Protected Area Management in the Lomami NP

Country:	Democratic Republic of Congo
Region:	Africa
Customer:	GlZ German Cooperation
Partner:	Lomami National Park (LNP)
Duration:	April 2023 – March 2024



Starting point

In 2021 Frankfurt Zoological Society signed a co-management agreement with the Congolese Institute for the Conservation of Nature (ICCN). Both organisations carried out park management activities and the integration of the two teams still remains a challenge implementing a single human resources management approach in order to turn the National Park into one effective and efficient park management structure. Furthermore, the park should have the organisational capacity to raise and manage the significant funding required to deliver park operations and community work in the buffer zone.

Scope

Set up of a preferred and agreed organisational and human resources structure for the LNP management.

Activities

- Mapping of all organisational charts identifying positions and reporting lines of both former park management organisations (FZS & ICCN) and design a target organisation for LNP
- Review specific activities required in LNP under the LNP geographical and management conditions, with complex logistical requirements that will modify management structures
- Review activities required for FZS to operate under an ICCN co-management Collaborative Management Partnership (CMP) and potentially a subsequent delegated CMP
- Review fundraising and management requirements of FZS for LNP operations and implementation of a buffer zone strategy
- Interview all senior ICCN/FZS staff to assess their skills, competencies against key positions
- Interview key line managers and line managers for senior/mid-level staff to obtain other perspectives on strengths and weaknesses
- Identify gaps in current staff for key skills and competencies against target organisation / job descriptions
- Propose match of staff against posts for senior and mid-management
- Support LNP management to propose match of staff against posts and identify staff who may need retrained or retrenched

Achievements

- Elaboration of a LNP Personnel Report and analysis of current workforce
- Report on 30+ recommendations in the areas of organisational development, personnel development, human resources management and protected area management
- Conducting skills assessment interviews and provide recommendations for redeployment of staff
- Implementation of several modern HR policies, tools and practices following validated recommendations