**Introduction**

The importance of a staff induction program is not to be underestimated as it establishes the start of an employer and employee relationship, along with creating initial impressions. Structure and standards of the organization are introduced. An induction program conducted in a hasty manner usually ends in waste in terms of patterns of staff behaviour in the future.

As Plan staff settle in their new environment, it is important that roles and responsibilities are clearly defined and understood. In addition, new staff must comprehend the organization’s way of working or development approach. In Plan’s terms, this is what we call as Child Centred Community Development (CCCD).

The development of CCCD Induction Guidelines for Staff evolved from three processes, as shown in the diagram below.

The results of the scoping exercise and findings from the CCCD evaluation showed that:

In Asia,
- Twelve (12) of 13 (92%) countries had CCCD session as part of the staff induction program.
- Estimated time spent for CCCD session varies from country to country; it ranges from 15 minutes to 4 hours. One Plan country reported that time spent for the session depends on who the resource person was.
- In most countries, a program staff, usually the Program Support Manager/program head, conducts the session. In others, the Child Rights/Child Protection Adviser or the Community Development Facilitator handles the session.
- The usual mode of delivery of the session is through a power point presentation. The most common form of materials provided to staff is a handout on CCCD that is usually a photocopy of the same power point presentation.
- Based on the results of the CCCD evaluation in 5 countries during fiscal years 2011 and 2012 revealed the following findings, there was no standard CCCD induction package for staff. While the CCCD framework evolved from the original 2003 version to 2009 version, there had been lack of consistent improvement in the induction materials. Even if some staff were not yet familiar with the principles and strategies of CCCD, they claimed that these were already being put into practice in terms of programming. On the other hand, some countries had already produced manuals of their CCCD induction and training package.
In the Region of East and South Africa, in terms of the RESA data:

- P&C are responsible for the overall induction of new staff and CCCD induction is part of the general staff induction. It is normally allocated 1-2 hours. The CCCD induction is provided by the Program Support Managers (PSM) or the Child Rights/Child Participation Advisor/Specialist in the respective COs.
- The focus on CCCD induction is the link between CCCD and Child Rights Programming and the principles and strategies.
- The CCCD induction is often delivered through a one-on-one discussion between the facilitator/trainor and the new staff. In few instances it is delivered through power points or any other forms of visual presentations.
- A key reference materials that the inductee is provided with is the Programme Guide. Although in RESA we developed a Human Rights Based Development Approach (HRBAD) Training Guide, it is not often used for inducting staff.
- With regard to results from the 5 CCCD assessments conducted in the last two years, the general observation is that CO don’t have a standard CCCD induction package. The content of the induction therefore differs from one CO to the other and so is the duration. It was also found that a number of staff join Plan and take up their roles without undergoing any CCCD induction and they are only given documents (Programme Guide, CSP etc) to read.

In the Region of the Americas, the findings showed:

- 8 out of the 11 offices that sent the information report had included a CCCD session during the induction activities.
- Estimated time of duration for the CCCD session during the induction course corresponds to one hour and a half. Time ranges between 30 minutes through to a whole day of induction activities right in the field.
- At five countries, the programmes team is charged with the CCCD session during the induction. At four countries, the person charged with this is the training and development analyst for the P&C team; and in two countries, the PU managers are charged with the activity.
- PowerPoint presentations are being prepared at six countries and at five it is delivered in addition to the programmes guide. Only one country uses the video that shows the CEO’s message.
- All have plans to include and/or strengthen the CCCD session during the staff induction period.
- Based on the CCCD evaluation in three countries there is partial or total absence of structured induction and training programs, aligned to the contents of the One Plan, One Goal strategy and the program guide, and responsive to the job profile requirements of each of the positions. We identified a number of training activities isolated from each other and with separate agendas, even when audience was the same target group in many of the cases.

In the West Africa Region, the results showed:

- All 12 offices have included a CCCD presentation/discussion in the induction session for new staff.
- Estimated duration of the session varies from 30 minutes to 4 hours depending on the country.
- Either PSM, Program Unit Manager or the CCCD Coordinators is in charges of the activity.
- Power point presentations, leaflets and handouts based from the Program Guide was used for the purpose.
- Based on the CCCD evaluation, there was no standard CCCD induction package.

The lack for standard induction program on CCCD in Plan had led to the development of these guidelines. These guidelines contain (a) four minimum essentials to a successful induction program on CCCD, (b) sessions and methodologies and (c) resources.
Four minimum essentials to a successful induction program on CCCD

The four minimum essentials are as follows:

1. Communicate the definition of CCCD. The definition should be presented in the context of Plan’s vision, mission and evolution of Plan’s development approach.
2. Communicate the 6 principles and 6 strategies of CCCD and cite examples in each of Plan’s 8 impact areas.
3. Communicate the 7 practice standards as informed by Plan values.
4. Deliver the key messages using participatory techniques.

Your CCCD induction session is mandatory.

It should be designed as part of the overall office induction program and should be completed within a given time frame as per office’s policy and procedures.
Key Sessions and Methodologies

1. **Number of session hours.** It is recommended that CCCD sessions, which define Plan’s way of working, should have a minimum of 7 hours to a maximum of 14 hours session. This timing refers only to classroom sessions. Additional field visits are highly recommended to give the staff a first-hand experience on how CCCD is implemented in the field. It is characterized as an immersion of minimum of two days which includes a guide questions to help the new staff understand and learn from what they have observed and experienced. In addition, follow up one-to-one session between the supervisor and new staff is highly recommended.

   Structure of the field visit need to emphasize Plan’s way of working in terms of strengthening the capacity of rights holders (children, families and communities), the duty bearers (state/government) and civil society organizations.

   It is important for the staff to listen to what people will say, reflect on these and then relate to CCCD.

2. **Sessions.** The session must include the following topics:
   • Definition of CCCD. The definition should be presented in the context of Plan’s vision, mission and evolution of Plan’s development approach
   • Principles and strategies of CCCD and cite examples in each of Plan’s 8 impact areas.
   • Practice standards as informed by Plan’s values

   If countries have existing power point presentation, they can improve it by adding photos taken from the field and then using those photos to describe certain concepts/ideas related to the slide. Spend not more than 30 minutes on your presentation.

   It is important to recognize that some of the staff joining Plan have worked previously in other NGOs. Start by asking them the way of working in their previous job and build on those information to determine any similarities or uniqueness of Plan’s way of working.

   It is important that practical examples from the field are included in the presentation.

   it is important that staff understanding is to be tested too. For example, what are the principles and strategies and why principles are mandatory to Plan’s work?
3. **Methodologies.** The following tools and techniques are highly recommended for effective learning:

- Use of practical and realistic examples to support description of concepts and ideas
- Use of locally produced videos showing elements of CCCD
- Use of role play
- Use of lots of visual aids to complement narrative presentation
- During the field visit, coaching by staff is essential
- Handouts should be provided to staff
- Power point presentation – less words, more visual aid

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**Resources for Induction**

1. **Technical Reference:** The main technical reference for CCCD induction session is Plan’s Program Guide or “*Promoting Child Rights to end child poverty: Achieving lasting change through Child Centred Community Development*”. This document can be accessed in planet and in Plan’s international website

   
   [https://intranet.planapps.org/TeamResources/Programme/Program%20Documents/GLO-Plans_Programme_Guide-strat-sep10.pdf](https://intranet.planapps.org/TeamResources/Programme/Program%20Documents/GLO-Plans_Programme_Guide-strat-sep10.pdf)


   *Some countries had already translated the Program Guide in local languages. It is recommended to use the local version and make English version available/accessible to staff who prefers to use it.***

2. **Supplementary References.** The following supplementary references are helpful for staff:

   Evolution of Plan’s development approach

   [https://communities.planapps.org/reg/team005/cccd/Shared%20Documents/Plan%27s%20Evolution%20of%20Development%20Approach%20Ver4.docx](https://communities.planapps.org/reg/team005/cccd/Shared%20Documents/Plan%27s%20Evolution%20of%20Development%20Approach%20Ver4.docx)

   Comparison of 2003 and 2009 version of CCCD:

   [https://communities.planapps.org/reg/team005/cccd/Shared%20Documents/Comparison%20of%202003%20and%202009%20Version%20of%20CCCD%20Ver2.docx](https://communities.planapps.org/reg/team005/cccd/Shared%20Documents/Comparison%20of%202003%20and%202009%20Version%20of%20CCCD%20Ver2.docx)
3. **Technical Resource Person**: People and Culture Managers are advised to continue tapping their in-house expertise on the subject matter as resource person. A profile of the participants is important prior to conduct of session so that they can customize their presentation. For a new country, you may seek support from your Regional Office or organize a cross-visit to another country for key staff.

4. **Examples of Induction materials.** Below are examples of materials which you can adapt for your CCCD induction:

- **Attachment 1:** Plan Bangladesh CCCD Induction Module for new staff. This module contains the design and the facilitators’ guide.
- **Attachment 2:** CCCD Learning Event for National Organizations: Learning Materials. This was the output of the Plan Academy’s CCCD training in Plan Sweden. It contains learning materials and facilitators’ guide.
- **Attachment 3:** Plan Sri Lanka’s power point presentation. This contains narrative of the definition, principles and strategies, practice standards and impact areas. You are advised to use appropriate graphics to enhance your power point.