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LEARNING AND DEVELOPMENT STRATEGY (2022-2024)

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“Organizations around the world are experiencing sweeping changes. Mastering current and future realities requires deep learning capabilities. The role of L&D has become more strategic in many organizations as shareholders look increasingly at the role of intangible assets when they value organizations. The L&D function is expected to change significantly and to operate in a more agile and nimble fashion to master the faster pace of business”.

“Dr. Nick H.M. van Dam”

INTRODUCTION

Learning and development is one of the management tools proven necessary to enhance organizational success. Its proper adoption and implementation in organization can deliver huge benefits/dividends such as increase engagement, retention, better leadership, deeper coordination, and collaboration.

Therefore, to build and support CEF (as an organization) and its programs to achieve its strategic goals, it will adopt learning and development approach. This approach is centered around six key strategic questions identified by the CEF, which when well answered and implemented, will support effective programming in the organization.

I- CEF TOP PRIORITY NOW.

CEF top priority is to empower rural communities to achieve free, literate, food secured and clean and a healthy society where all people are equal. This priority embeds five keys' goals to be achieved to supplement the 17 sustainable development goals (SDGs) to transform the world.

- A) No body should die of curable and preventive diseases.
- B) Every child has access to quality education
- C) Every person has food to survive on and strives
- D) Every person lives in a clean and safe environment

E) Every person is protected from violence and exploitation

2- ACTIONS NEEDED /TO BE TAKEN TO ACHIEVE THE ABOVE

PRIORITY.

First, CEF will introduce the concept of integrated programming in all its interventions strategy. Integrated program intervention requires that all program interventions (WASH, Health, Nutrition, Education, protection, gender mainstreaming, food security and livelihood, environmental protection, and peace building) are consolidated and implemented concurrently to achieve maximum impact in the communities. This approach is currently widely accepted by major donors because it drives to building community resilience, development, and peace (The Humanitarian Triple Nexus) and hence a source of funding.

Secondly, CEF is dedicated and will do so to employing technical and committed staffs at all levels of its programming as guided by its policies. Recruitment will be guided by merit and technicalities required in each program areas to ensure achievement of deliverables.

Thirdly, CEF will ensure that all its staff adhered to international humanitarian principles of humanity, impartiality, neutrality, and independence in addition to DO NO HARM. To DO NO HARM, CEF will be supported by a shift from humanitarian assistance to early recovery and long-term strategies as quickly as conditions necessitates.

Fourth, to mobilize adequate resources for its effective operations, CEF will constitute a resource mobilization committee comprising of all technical staffs headed by the head of programs. In addition, it will be working to partnering and join clusters and consortium with other international and national NGOs to enhance coordination and collaboration.

Fifth, CEF will ensure that its mission, vision and existing policies and Standard Operational Procedures (SOP) are respected and adhered to by all its staffs wherever they may be operating.

3- CAPABILITIES REQUIRED BY CEF AS AN ORGANIZATION TO TAKE THE STATED ACTIONS SUCCESSFULLY.

Capability is crucial in any programming and success of the organization. Therefore CEF, through its existing policies, has a pool of technical staffs in place and will continue to hire more when needed. This will be based on CEF recruitment policies and public service regulations of the Country.

New staffs will undergo induction process to orient them on human resource policies and labor laws.

Staffs will be evaluated based on their performances and gaps identified for capacity building. Capacity building will be implemented through on the job training, workshops, and mentorships.

In addition, staffs will be constantly encouraged to adopt a spirit of learning culture as a way of enhancing their capacities.

4- RELEVANT STAFFS NEEDED TO BE ABLE TO DO FOR US AS AN ORGANIZATION TO HAVE THE RIGHT CAPABILITIES.

Depending on the programs and areas of interventions, CEF will need a wide range of technical and operational staffs from various disciplines. These will include agriculturalist, health personnel, administrators, logistics, supply chain and procurement, MEAL specialist,

environmentalist etc. These cadres will be assigned to different program areas, for example food security, health, protection, gender, and many other areas as required.

Commitment, corporation, team spirit, flexibility and professionalism will be the basis for staff recruitment and retentions in the organization.

5- HOW WILL THE LEARNING AND DEVELOPMENT FUNCTION SUPPORT RELEVANT STAFF TO ACQUIRE THE RIGHT MIX OF SKILLS AND KNOWLEDGE?

The learning and development functions will be a tool to strengthening the capacity of the staffs. Staffs will be encouraged to adopt learning culture through trainings, workshops in addition to mentorship. Online learning course and websites will be identified and provided to staffs to boost skills and knowledge.

The necessary required tools for effective functioning of the staffs will be provided by the organization.

Social insurance and staff benefit policies will be followed to boost morale, maintain retention, and increase performances. This will enable the organization to deliver to its objectives.

6- HOW WILL WE IDENTIFY WHETHER THE SUPPORT FROM THE LEARNING AND DEVELOPMENT FUNCTIONS IS OR NOT SUPPORTING THE TOP PRIORITY?

To deduce that the learning and development strategies is working, the management will measure staffs through quarterly and annual performance appraisals, program performances through indicators, innovations and lesson learn during program implementations.

Other areas which will reveal success is the commitment of staffs demonstrated in quality programming, low turnover, and high morale. This can be done through conducting surveys in the organization.

CEF IN THE NEXT 3 YEARS TIME.

CEF and its staff will adopt robust approach of spirit of teamwork, commitment, flexibility, and professionalism in its daily operation to provide services to those in need.

It will work to ensure that it joins partnership, clusters, and consortium with like-minded international and local organization to enhance coordination and collaboration and strengthen its financial base.

As NGOs are shifting from humanitarian assistance to resilience and development to realize peace, CEF will not be an exceptional to this paradigm shift. It will ensure that all its programming is integrated-oriented to meet the development and peace nexus as articulated in the SDGs today.

Therefore, CEF will commit itself to these principles, assuming that situation favors, and in the next 3 years it will charge itself by its performance.