Building Stronger CSO Teams (Human Resources)

Capacity Strengthening Workshop for Civil Society Organizations'

Kisumu, Kenya

9/25/2025

Session Content

- Recruitment & Selection
- Onboarding & Orientation
- Staff Welfare & Motivation
- Performance Management & Appraisals
- Compensation & Benefits
- Final Thoughts
- Q&A

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Recruitment & Selection

- Defining clear job descriptions and specifications
- Transparent recruitment processes (advertising, shortlisting, interviewing, references)
- Balancing fairness, inclusivity, and organizational needs
- Common pitfalls young CSOs make in hiring

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Onboarding & Orientation

- Design an effective staff induction program
- Introduce staff to organizational culture, policies, and values
- Document that staff have read and understood policies
- Clarify staff expectations (probation periods, mentorship, benefits, staff associations, leave)
- Track integration of new staff into teams (buddy system)

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Staff Welfare & Motivation

- Basics of staff welfare policies (leave, health, insurance, psychosocial support)
- Creating a positive and inclusive work environment
- Non-financial motivators for small CSOs
- Handling grievances and staff relations constructively

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Performance Management & Appraisals

- Purpose and principles of performance appraisal
- Setting goals and Key Performance Indicators (KPIs)
- Appraisal methods (self-assessment, peer review, supervisor review)
- Giving constructive feedback and managing underperformance

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Compensation & Benefits

- Ensure fair and transparent pay structures
- Balancing donor budget restrictions with staff expectations
- Designing allowances and non-salary benefits
- Aligning compensation with labor laws and compliance requirements

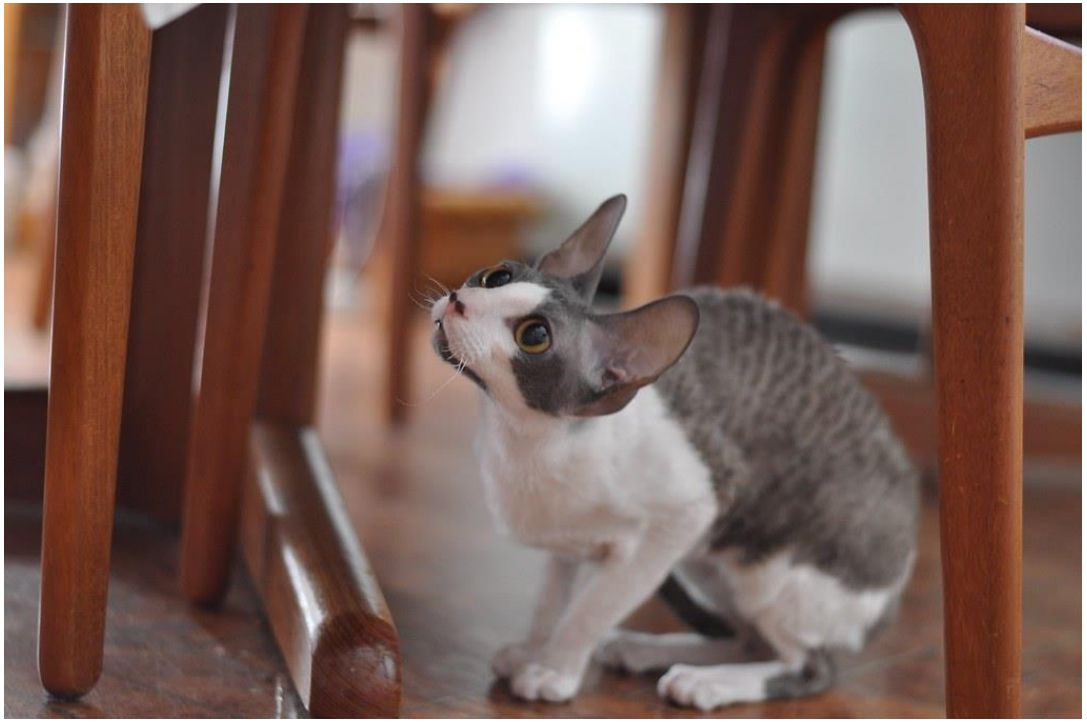
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Final Thoughts



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Q&A



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