



## HUMAN RESOURCE (HR) POLICIES

### PREAMBLE

These Human Resource Policies are adopted pursuant to the Constitution of the CSOs Engagement Forum (CEF), the Constitution of Kenya, 2010, the Public Benefit Organizations Act, 2013, the Employment Act, 2007, the Labour Relations Act, 2007, the Occupational Safety and Health Act, 2007, the Work Injury Benefits Act, 2007, and all other applicable laws and regulations of the Republic of Kenya.

These Policies are intended to operationalize the constitutional mandate of the Board and Management under Article 11 of the CEF Constitution and shall be binding on all employees, officers, consultants, interns, and agents of CEF. In the event of any inconsistency, the CEF Constitution shall prevail.

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#### 1. HUMAN RESOURCE POLICY MANUAL

*(Recruitment, Contracts, Probation, Appraisal, Discipline)*

##### 1.1 Recruitment and Selection

Recruitment into CEF shall be conducted in a fair, transparent, competitive, and merit-based manner, consistent with the principles of equity, inclusivity, and equal opportunity.

No person shall be recruited except pursuant to a demonstrable organisational need and approval by the Chief Executive Officer or the Board, as applicable under Article 11.2 of the Constitution.

##### 1.2 Employment Contracts

All employees shall be issued with written contracts of service specifying terms and conditions of employment in compliance with the Employment Act, 2007. Contracts shall not confer membership rights under the CEF Constitution.

##### 1.3 Probation

All new employees shall serve a probationary period not exceeding six (6) months, during which performance, conduct, and suitability shall be assessed. Confirmation of employment shall be subject to satisfactory performance appraisal.

##### 1.4 Performance Appraisal

CEF shall institute an objective performance management system to assess employee output, competence, and alignment with organisational objectives. Appraisals shall inform promotion, training, renewal, or termination decisions.

##### 1.5 Discipline and Termination



Disciplinary action shall be undertaken in accordance with the principles of natural justice, due process, and fair hearing, and in compliance with the Employment Act. Grounds for discipline include misconduct, poor performance, breach of policy, or gross misconduct.

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## 2. EQUAL OPPORTUNITY & NON-DISCRIMINATION POLICY

CEF is committed to equality and non-discrimination in employment in line with Articles 27 and 41 of the Constitution of Kenya, 2010.

No employee or applicant shall be discriminated against on the basis of race, ethnicity, gender, sex, pregnancy, marital status, religion, disability, health status, age, political opinion, or social origin.

Affirmative measures may be adopted to address historical disadvantage, provided such measures are lawful and reasonable.

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## 3. SAFEGUARDING & CHILD PROTECTION POLICY

CEF recognizes its duty of care to protect children and vulnerable persons from abuse, exploitation, neglect, and harassment.

All staff, volunteers, and partners shall:

- Uphold safeguarding principles;
- Report any suspicion or allegation of abuse promptly;
- Refrain from conduct that may place a child at risk.

Breach of this Policy shall constitute gross misconduct and may result in summary dismissal and referral to lawful authorities.

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## 4. GENDER & INCLUSION POLICY

CEF shall promote gender equality, social inclusion, and respect for diversity in governance, staffing, and programming, consistent with Articles 27 and 56 of the Constitution of Kenya.

Reasonable accommodation shall be made for persons with disabilities, and gender-responsive policies shall be mainstreamed across all organisational operations.

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## 5. OCCUPATIONAL SAFETY & HEALTH POLICY (OSHA)



CEF shall provide and maintain a safe and healthy working environment in compliance with the Occupational Safety and Health Act, 2007.

Employees have a duty to observe safety regulations, use protective equipment where provided, and report hazards or incidents promptly.

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## 6. STAFF CODE OF CONDUCT

### 6.1 Professional Conduct

Staff shall conduct themselves with integrity, diligence, impartiality, and respect for colleagues, beneficiaries, and partners.

### 6.2 Dress Code

Employees shall maintain a professional and appropriate dress standard consistent with the organisational culture and work environment.

### 6.3 Use of Organisational Resources

CEF resources shall be used solely for official purposes. Unauthorized use, wastage, or misappropriation of assets constitutes misconduct.

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## 7. ENFORCEMENT AND SANCTIONS

Violation of these HR Policies may result in disciplinary action, including warning, suspension, termination, or legal action, without prejudice to remedies available under law.

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## 8. REVIEW AND AMENDMENT

These HR Policies shall be reviewed periodically and may be amended by resolution of the Board in accordance with Article 11.7 of the CEF Constitution and applicable law.

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Adopted by the Board of CSOs Engagement Forum (CEF)  
Date: \_\_\_\_\_