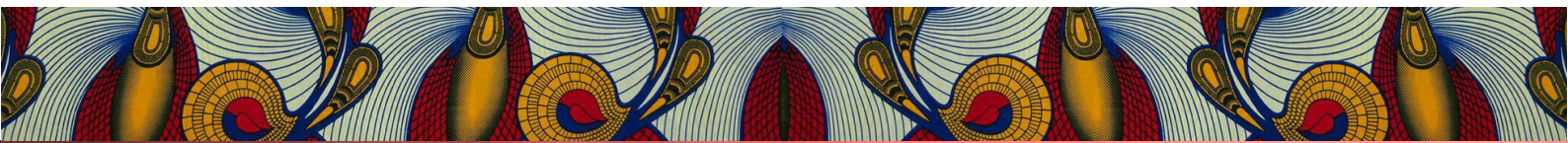




GETTING PEOPLE MANAGEMENT RIGHT

Employment Law Essentials.



Day 2 of the CivFund Compliance Training Series:

If Day 1 focused on the “house” itself, structure, governance, and legal status, Day 2 asked a more intimate question: how are the people inside that house being treated? On 5 November, CivFund partners returned for the second session of the Compliance Training Series, again hosted by Lillian Tamale and facilitated by the TASLAF Legal Team, under the theme “Employment Law Essentials for Nonprofits.” The central insight was sharp and familiar: many compliance crises begin with people issues long before they show up as financial scandals.

The session began by naming what many organisations whisper about but rarely address early enough: HR is often where the first cracks appear. Missing contracts. Weak job descriptions. Volunteers treated like staff without documentation. Consultants engaged through verbal agreements. Terminations handled informally, without procedure. These are not just administrative gaps; they are compliance risks with consequences, labour disputes, reputational damage, and legal exposure that can swallow small organisations whole.

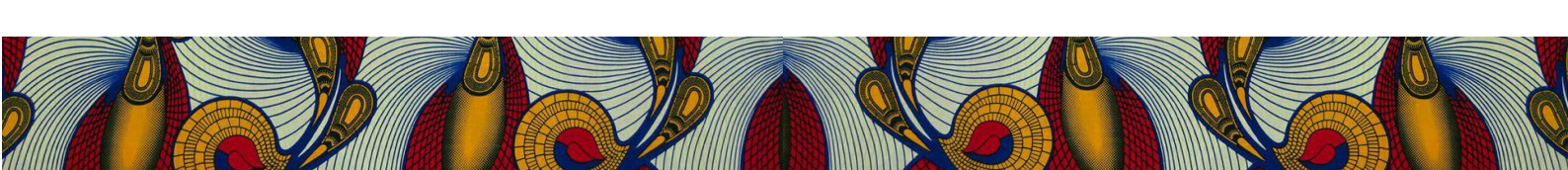
TASLAF challenged one of the most common assumptions in civic work: that being community-based, movement-led, or nonprofit somehow places an organisation outside employment law. It does not. The law looks at reality, not titles. If someone called a “volunteer” works regular hours, reports to a supervisor, and delivers outputs like an employee, then in practice that resembles employment, and must be documented accordingly. In that moment, Day 2 moved beyond policy language into something partners could immediately recognise: the difference between good intentions and lawful arrangements.

To make the learning practical, partners were encouraged to map every person they work with, not just formal employees, but interns, volunteers, consultants, and service providers. From there, TASLAF laid out minimum HR building blocks that every organisation should have: written appointment/employment letters; clear job descriptions; probation periods with structured review; HR policies covering leave, grievances, discipline, and termination; and distinct contracts for consultants that are clearly separated from staff contracts. Verbal arrangements, the team cautioned, are difficult to prove and often work against the more vulnerable party.

Safeguarding sat at the centre of the session, not as a compliance footnote, but as a values issue. With many partners working with women, girls, and marginalised communities, safeguarding policies, codes of conduct, and clear reporting mechanisms were framed as essential for both legal protection and alignment with CivFund’s feminist, equity-driven values. In this framing, caring for communities also required caring about how organisations structure power internally, how they hire, supervise, protect, and respond.

The Q&A revealed the daily realities partners are navigating: how to contract staff whose roles are tied to project funding; whether part-time staff can sit outside the main payroll; what happens when an employee resigns without notice. TASLAF’s guidance remained consistent: let contracts reflect reality, avoid verbal deals, document clearly, and build simple, fair HR systems that can stand up in a dispute. Day 2 also reinforced a deeper truth: compliance is not only about what regulators see, it’s about what staff experience. You can’t build external legitimacy on internal disorder.

Lillian closed by tying people management to resilience: good HR systems reduce internal conflict, simplify audits, inspire donor confidence, and protect organisations from labour shocks. With Day 3 on tax compliance ahead, partners were reminded that governance, HR, and tax are not three separate conversations, they are one organisational body. If one part is sick, the whole system feels it.





#CivFund #CapacityBuilding #ComplianceMatters

Day 2

Legal & Regulatory Compliance Capacity -Building Training for CivFund Partners

Date

4th - 6th
November
2025

Time

2:00 PM
– 4:00 PM

Microsoft
Teams



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