



CODE OF CONDUCT AND ETHICS POLICY
FOR THE
INITIATIVE FOR LEGAL AID (ILA)



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INITIATIVE FOR LEGAL AID (ILA)

CHAPTER ONE

INTRODUCTION AND POLICY FRAMEWORK

1.1 Introduction

Initiative for Legal Aid (ILA) is committed to maintaining the highest standards of integrity, professionalism, accountability and ethical conduct in all aspects of its operations. As a legal aid and human rights organization, ILA recognizes that its credibility, effectiveness and public confidence depend on the conduct of its Board members, employees, volunteers, interns, consultants, contractors and partners.

This Code of Conduct and Ethics Policy establishes the standards of behaviour expected of all persons representing or acting on behalf of ILA. It provides a framework for promoting ethical decision-making, fostering a respectful and inclusive work environment, protecting organizational assets and reputation, and ensuring accountability in all professional relationships.

The Code reflects ILA's core values and serves as a guide for addressing ethical dilemmas and maintaining public trust. Every person associated with ILA is expected to uphold these standards at all times, both within and outside the workplace where their conduct may affect the reputation or interests of the organization.

1.2 Policy Statement

ILA is committed to creating and sustaining an organizational culture founded on:

- Integrity;
- Professionalism;
- Accountability;
- Transparency;
- Respect for human dignity;
- Fairness and impartiality;
- Non-discrimination;
- Respect for the rule of law;
- Service to beneficiaries and communities.

ILA adopts a zero-tolerance approach to unethical conduct, fraud, corruption, discrimination, harassment, abuse of authority, conflicts of interest and any conduct that undermines the organization's mission or values.

Every person covered by this Policy is personally responsible for complying with its provisions and for promoting ethical conduct throughout the organization.

1.3 Purpose of the Policy

The purpose of this Policy is to:

- a) Establish clear standards of professional and ethical conduct;
- b) Promote integrity, accountability and responsible behaviour;
- c) Protect the reputation and credibility of ILA;
- d) Guide ethical decision-making by staff and representatives;
- e) Foster a safe, respectful and inclusive working environment;
- f) Prevent misconduct and unethical practices;
- g) Support compliance with applicable laws, donor requirements and organizational policies.

1.4 Objectives

The objectives of this Policy are to:

- a) Define expected standards of conduct for all persons associated with ILA;
- b) Promote ethical leadership and responsible governance;
- c) Encourage honesty, fairness and professionalism in all organizational activities;
- d) Prevent conflicts of interest and abuse of authority;
- e) Strengthen public confidence in ILA and its work;
- f) Provide a basis for addressing misconduct and disciplinary action.

1.5 Scope of Application

This Policy applies to all persons acting on behalf of ILA, including:

- Members of the Board of Directors;
- Executive Director;
- Employees;
- Interns;
- Volunteers;
- Consultants;
- Contractors;
- Temporary personnel;

- Partner organizations where required by agreement;
- Any other individual representing ILA.

Compliance with this Policy is a condition of employment, engagement or association with the organization.

1.6 Guiding Ethical Principles

All persons covered by this Policy shall be guided by the following principles:

1.6.1 Integrity

Act honestly, truthfully and consistently in all professional activities.

1.6.2 Accountability

Accept responsibility for decisions, actions and use of organizational resources.

1.6.3 Professionalism

Perform duties competently, diligently and in accordance with applicable laws, organizational policies and professional standards.

1.6.4 Respect for Human Dignity

Treat every person with courtesy, fairness and respect, regardless of their background or circumstances.

1.6.5 Independence and Impartiality

Exercise objective judgment free from improper influence, personal interests or bias.

1.6.6 Transparency

Ensure organizational decisions and actions are open, properly documented and capable of review.

1.6.7 Confidentiality

Protect confidential information entrusted to the organization and use it only for legitimate organizational purposes.

1.6.8 Stewardship

Manage organizational resources responsibly, efficiently and solely for approved organizational purposes.

1.7 Relationship with Other Policies

This Policy shall be read and implemented together with other ILA policies, including:

- Human Resource and Administration Manual;
- Finance and Accounting Policy;
- Procurement and Asset Management Policy;
- ICT Policy;
- Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) Policy;
- Monitoring, Evaluation, Accountability and Learning (MEAL) Policy;
- Anti-Fraud, Corruption and Whistleblowing Policy;
- Any other policies adopted by ILA.

Where there is overlap, the relevant policies shall be applied in a complementary manner.

1.8 Policy Ownership

The Board of Directors shall provide overall oversight of this Policy.

The Executive Director shall be responsible for ensuring its implementation, while every manager and supervisor shall promote compliance within their respective areas of responsibility.

Every individual covered by this Policy is personally responsible for understanding and complying with its requirements.

1.9 Effective Date and Review

This Policy shall become effective upon approval by the Board of Directors of Initiative for Legal Aid (ILA).

The Policy shall be reviewed every **three (3) years**, or earlier where required due to changes in legislation, donor requirements or organizational needs.

Amendments shall be approved in accordance with ILA's governance procedures.

CHAPTER TWO

PURPOSE, OBJECTIVES AND SCOPE

2.1 Introduction

The Code of Conduct and Ethics Policy provides the ethical and professional standards expected of all persons associated with Initiative for Legal Aid (ILA). It establishes a common framework for behaviour that promotes integrity, accountability, respect, professionalism and public confidence in the organization.

The Code serves as both a guide for ethical decision-making and a mechanism for ensuring consistency in conduct across all organizational activities.

2.2 Purpose of the Policy

The purpose of this Policy is to:

- a) Establish clear standards of ethical and professional conduct applicable to all persons representing ILA;
- b) Promote a culture of honesty, accountability, transparency and mutual respect;
- c) Protect the rights, dignity and safety of beneficiaries, staff, volunteers, partners and stakeholders;
- d) Safeguard the reputation, credibility and integrity of ILA;
- e) Prevent unethical conduct, conflicts of interest, abuse of authority, discrimination, harassment, fraud and corruption;
- f) Provide guidance for addressing ethical dilemmas and professional responsibilities;
- g) Ensure compliance with applicable laws, donor requirements and organizational policies.

2.3 Objectives of the Policy

The objectives of this Policy are to:

2.3.1 Promote Ethical Behaviour

To foster a workplace culture where integrity, honesty, fairness and professionalism guide all decisions and actions.

2.3.2 Protect Organizational Reputation

To ensure that all persons associated with ILA conduct themselves in a manner that maintains public confidence and preserves the organization's reputation.

2.3.3 Strengthen Accountability

To establish individual responsibility for ethical conduct and compliance with organizational policies and procedures.

2.3.4 Promote Respectful Workplaces

To ensure that every person is treated with dignity, courtesy and respect, free from discrimination, harassment, intimidation or abuse.

2.3.5 Prevent Misconduct

To reduce the risk of misconduct by clearly defining acceptable and unacceptable behaviour and by promoting early identification and reporting of ethical concerns.

2.3.6 Support Good Governance

To strengthen ethical leadership, transparent decision-making and responsible stewardship of organizational resources.

2.3.7 Ensure Compliance

To ensure compliance with:

- Applicable laws of the Republic of South Sudan;
- Organizational policies and procedures;
- Donor requirements;
- Professional standards;
- Contractual obligations.

2.4 Scope of Application

This Policy applies to all individuals acting for or on behalf of ILA, regardless of their contractual status or location of work.

Persons covered include:

- Board Members;
- Executive Director;
- Senior Management;
- Employees;
- Volunteers;
- Interns;
- Consultants;
- Contractors;
- Temporary personnel;
- Partner representatives where required by agreement;
- Any other person representing ILA.

Compliance with this Policy is mandatory.

2.5 Application Across Organizational Activities

This Policy applies to conduct occurring during:

- Office operations;
- Field activities;
- Community engagement;
- Legal aid services;
- Training and workshops;
- Meetings and conferences;
- Official travel;
- Online and virtual engagements;
- Social events connected with ILA;
- Interactions with beneficiaries, donors, partners and government institutions.

The standards of this Policy also apply outside working hours where an individual's conduct may reasonably affect the reputation, interests or operations of ILA.

2.6 Ethical Responsibilities of Covered Persons

Every person covered by this Policy shall:

- a) Act honestly and with integrity;
- b) Perform duties competently and professionally;
- c) Respect organizational policies and procedures;
- d) Avoid conflicts of interest;
- e) Protect confidential information;
- f) Use organizational resources responsibly;
- g) Treat all persons with dignity and respect;
- h) Report suspected misconduct or policy violations;
- i) Cooperate with investigations and accountability processes.

2.7 Responsibility of Leaders

Board Members, the Executive Director, managers and supervisors have an enhanced responsibility to:

- Demonstrate ethical leadership;
- Promote compliance with this Policy;
- Create an environment where concerns can be raised safely;

- Address misconduct promptly and fairly;
- Lead by example in professional conduct.

Failure by leaders to model ethical behaviour may undermine organizational accountability and public trust.

2.8 Responsibility of Third Parties

Consultants, contractors, suppliers, implementing partners and other third parties engaged by ILA shall:

- Respect this Policy;
- Conduct themselves ethically;
- Avoid conflicts of interest;
- Refrain from fraud, corruption or other misconduct;
- Cooperate with organizational compliance processes where applicable.

Relevant contractual agreements shall include appropriate provisions requiring compliance with this Policy.

2.9 Relationship with Personal Conduct

ILA recognizes that individuals have private lives outside the workplace. However, where personal conduct:

- Brings the organization into disrepute;
- Compromises professional responsibilities;
- Affects relationships with beneficiaries or stakeholders;
- Undermines public confidence in ILA;
- Violates applicable laws in a manner relevant to the individual's role;

the organization may take appropriate action consistent with this Policy, the Human Resource and Administration Manual and applicable law.

2.10 Consequences of Non-Compliance

Failure to comply with this Policy may result in:

- Counselling or corrective guidance;
- Disciplinary action;
- Suspension;
- Termination of employment or engagement;
- Termination of contracts or partnerships;
- Recovery of losses where applicable;
- Referral to competent authorities where required by law.

Sanctions shall be imposed fairly, proportionately and in accordance with due process.

2.11 Commitment to Ethical Excellence

ILA is committed to fostering an organizational culture where ethical conduct is valued, recognized and integrated into every aspect of its work.

Every person associated with the organization shares responsibility for maintaining the highest standards of professionalism, integrity and accountability.

CHAPTER THREE

CORE VALUES, ETHICAL PRINCIPLES AND PROFESSIONAL STANDARDS

3.1 Introduction

The success and credibility of Initiative for Legal Aid (ILA) depend upon the ethical conduct and professionalism of every person acting on its behalf. The organization is committed to fostering a culture where integrity, accountability, respect and service to communities guide all decisions and actions.

The core values and ethical principles set out in this Chapter establish the minimum standards of behaviour expected from all persons covered by this Policy. These standards shall guide professional conduct, decision-making and interactions with colleagues, beneficiaries, partners, donors, government institutions and the public.

3.2 Core Organizational Values

The following values form the ethical foundation of ILA.

3.2.1 Integrity

Integrity requires honesty, truthfulness and consistency between words and actions.

Persons covered by this Policy shall:

- Act honestly in all professional dealings;
- Avoid deception, dishonesty and misrepresentation;
- Honour commitments and responsibilities;
- Make decisions based on ethical principles rather than personal interests;
- Protect the reputation and credibility of ILA.

3.2.2 Accountability

Every individual is accountable for their actions, decisions and use of organizational resources.

Individuals shall:

- Accept responsibility for their conduct;
- Comply with organizational policies and procedures;
- Maintain accurate records;
- Be answerable for decisions made within their authority;
- Cooperate with audits, investigations and reviews.

3.2.3 Professionalism

All duties shall be performed with competence, diligence and respect for professional standards.

Professionalism includes:

- Performing work to a high standard of quality;
- Exercising sound judgment;
- Maintaining appropriate behaviour in the workplace;
- Meeting deadlines and commitments;
- Continuously improving professional knowledge and skills.

3.2.4 Respect for Human Dignity

ILA believes that every individual deserves to be treated with dignity and respect.

All persons shall:

- Treat others courteously and fairly;
- Respect diversity and inclusion;
- Promote equality of opportunity;
- Avoid behaviour that humiliates, intimidates or degrades others;
- Respect the rights of beneficiaries and colleagues.

3.2.5 Transparency

Transparency promotes confidence, accountability and responsible governance.

Persons covered by this Policy shall:

- Communicate honestly;
- Maintain accurate records;
- Support transparent decision-making;
- Avoid concealment of relevant information;
- Disclose information where authorized and appropriate.

3.2.6 Service and Commitment

ILA exists to serve communities through access to justice, legal empowerment and human rights protection.

Personnel shall:

- Place organizational objectives above personal interests while performing official duties;
- Provide services fairly and professionally;
- Act in the best interests of beneficiaries;
- Promote access to justice without discrimination.

3.3 Ethical Principles

3.3.1 Honesty

Individuals shall be truthful in all communications, records, reports and representations made on behalf of ILA.

False statements, misleading information or deliberate omissions are prohibited.

3.3.2 Fairness

All decisions shall be made impartially and objectively.

Individuals shall avoid:

- Bias;
- Favoritism;
- Nepotism;
- Unfair discrimination;
- Arbitrary decision-making.

3.3.3 Independence

Professional judgment shall not be influenced by:

- Personal interests;
- Financial gain;
- Political pressure;
- External influence;
- Personal relationships.

3.3.4 Confidentiality

Persons covered by this Policy shall protect confidential information obtained through their work.

Confidential information shall:

- Be used only for authorized purposes;
- Be disclosed only where authorized or legally required;
- Be protected against unauthorized access.

This obligation continues even after employment or engagement with ILA ends.

3.3.5 Responsibility

Every individual shall:

- Exercise care in performing duties;
- Protect organizational assets;
- Report misconduct;
- Support accountability mechanisms;
- Act responsibly when representing ILA.

3.4 Professional Standards of Conduct

All personnel shall conduct themselves professionally at all times.

Professional conduct includes:

- Maintaining courteous communication;
- Demonstrating reliability and punctuality;
- Dressing appropriately for official duties;
- Respecting organizational procedures;
- Using respectful language;
- Maintaining appropriate workplace behaviour.

3.5 Respectful Workplace Behaviour

ILA is committed to maintaining a respectful and inclusive workplace.

Every individual shall:

- Treat colleagues with courtesy;
- Value diversity;
- Encourage teamwork;
- Resolve disagreements professionally;
- Avoid intimidation or abusive conduct.

3.6 Equality, Diversity and Inclusion

ILA promotes equal opportunity and prohibits discrimination on any prohibited ground under applicable law.

Decisions relating to recruitment, promotion, training, performance management and service delivery shall be based on merit, competence, organizational needs and fairness.

All persons shall contribute to an inclusive environment where diversity is respected and valued.

3.7 Respect for Beneficiaries and Communities

Personnel shall interact with beneficiaries and community members in a manner that promotes dignity, trust and respect.

Individuals shall:

- Provide services impartially;
- Respect confidentiality;
- Protect the rights of vulnerable persons;
- Avoid exploitation or abuse;
- Communicate honestly and respectfully.

3.8 Responsible Representation of ILA

Whenever representing ILA, individuals shall:

- Act professionally;
- Protect the organization's reputation;
- Communicate accurately;
- Avoid unauthorized commitments;
- Respect organizational positions and decisions.

Public statements made on behalf of ILA shall only be made by authorized persons.

3.9 Compliance with Laws and Organizational Policies

All persons covered by this Policy shall comply with:

- The Constitution and laws of the Republic of South Sudan;
- Applicable regulations;
- Donor requirements;
- Organizational policies;
- Contractual obligations;
- Professional ethical standards.

Ignorance of legal or policy requirements shall not excuse misconduct.

3.10 Ethical Decision-Making

When faced with an ethical dilemma, individuals should consider whether the proposed action:

- Is lawful;
- Is consistent with ILA's values and policies;
- Is fair and impartial;
- Protects the interests of beneficiaries and the organization;
- Can withstand public scrutiny;
- Preserves the integrity and reputation of ILA.

Where uncertainty exists, guidance shall be sought from a supervisor or the appropriate management authority before proceeding.

3.11 Individual Commitment to Ethical Conduct

Every person covered by this Policy shares responsibility for maintaining the ethical culture of ILA.

Individuals are expected to:

- Lead by example;
- Promote honesty and accountability;
- Challenge unethical behaviour through appropriate reporting mechanisms;
- Cooperate in maintaining a professional, respectful and ethical working environment.

Failure to uphold these standards may result in corrective or disciplinary action in accordance with this Policy and other applicable organizational policies.

CHAPTER FOUR

STANDARDS OF PROFESSIONAL CONDUCT AND WORKPLACE BEHAVIOUR

4.1 Introduction

Initiative for Legal Aid (ILA) is committed to maintaining a professional, respectful, inclusive and productive working environment that supports the achievement of its mission and protects the dignity of all persons.

All persons covered by this Policy are expected to conduct themselves in a manner that reflects the values of ILA and promotes trust among colleagues, beneficiaries, partners, donors, government institutions and the public.

The standards set out in this Chapter apply during official duties, work-related travel, meetings, trainings, conferences, community engagements, virtual interactions and any other activity undertaken on behalf of ILA.

4.2 General Standards of Professional Conduct

Every person associated with ILA shall:

- a) Perform duties honestly, competently and diligently;
- b) Conduct themselves in a professional and respectful manner;
- c) Exercise courtesy, patience and fairness in all interactions;
- d) Respect organizational policies, procedures and lawful instructions;
- e) Promote teamwork, cooperation and mutual respect;
- f) Protect the reputation and credibility of ILA at all times.

4.3 Workplace Behaviour

Personnel shall contribute to a safe, respectful and productive workplace.

Expected workplace behaviour includes:

- Treating colleagues with dignity and respect;
- Maintaining professionalism during disagreements;
- Supporting collaboration and teamwork;
- Respecting diversity of opinions;
- Demonstrating patience and courtesy;
- Maintaining a positive working environment.

Any behaviour that creates fear, hostility, intimidation or unnecessary conflict is prohibited.

4.4 Attendance, Punctuality and Reliability

Employees and other personnel are expected to:

- Report to work on time;
- Observe official working hours;
- Attend scheduled meetings and activities punctually;
- Notify supervisors promptly of lateness or absence;
- Fulfil assigned duties responsibly.

Repeated absenteeism, chronic lateness or abandonment of duty without authorization may result in disciplinary action.

4.5 Professional Appearance and Dress Code

Personnel shall maintain a neat, clean and professional appearance appropriate to their duties and the communities they serve.

Clothing should:

- Be modest and respectful;
- Be suitable for the work environment;
- Promote a professional image of ILA;
- Comply with occupational health and safety requirements where applicable.

Where uniforms or identification badges are issued, they shall be worn in accordance with organizational procedures.

4.6 Respectful Communication

All official communication shall be:

- Honest;
- Respectful;
- Clear;
- Professional;
- Timely.

Personnel shall avoid:

- Offensive or abusive language;
- Insults or personal attacks;
- Humiliating or degrading remarks;
- Discriminatory expressions;
- Threatening behaviour.

Professional standards apply equally to verbal, written and electronic communications.

4.7 Workplace Relationships

ILA recognizes the importance of positive working relationships while maintaining professional boundaries.

Personnel shall:

- Avoid behaviour that creates conflicts of interest;
- Respect supervisory relationships;
- Maintain professional objectivity;
- Avoid favouritism arising from personal relationships.

Any relationship that may create an actual, potential or perceived conflict of interest shall be disclosed in accordance with the Anti-Fraud, Corruption and Whistleblowing Policy.

4.8 Respect for Diversity and Inclusion

ILA is committed to an inclusive workplace where diversity is valued.

Personnel shall:

- Respect differences in culture, ethnicity, language, age, disability, religion and other protected characteristics under applicable law;
- Promote equal opportunity;
- Avoid discriminatory conduct;
- Foster an environment where everyone is treated fairly and respectfully.

4.9 Harassment, Bullying and Intimidation

ILA prohibits all forms of workplace harassment, bullying and intimidation.

Prohibited conduct includes:

- Verbal abuse;
- Threats;
- Repeated humiliation;
- Offensive jokes or comments;
- Persistent intimidation;
- Deliberate exclusion;
- Abuse of authority;
- Cyberbullying through electronic communications.

Complaints shall be handled promptly and in accordance with applicable organizational policies, including the PSEAH Policy where relevant.

4.10 Violence and Aggressive Behaviour

ILA maintains a zero-tolerance approach to workplace violence.

Personnel shall not:

- Engage in physical violence;
- Threaten violence;
- Carry out acts of intimidation;
- Damage organizational property;
- Encourage violent conduct.

Any immediate threat to safety shall be reported without delay.

4.11 Alcohol, Drugs and Substance Abuse

Personnel shall not report for duty or perform official responsibilities while impaired by alcohol, illegal drugs or other substances that adversely affect judgment, performance or safety.

The following are prohibited:

- Possessing or using illegal drugs in the workplace;
- Consuming alcohol during official duties without authorization;
- Misusing prescription medication in a manner that impairs work performance;
- Endangering others through substance impairment.

Where substance dependency is identified, ILA may, where appropriate and consistent with applicable law, support referral for assistance while taking necessary workplace measures.

4.12 Use of Organizational Time

Working hours shall be devoted primarily to official organizational duties.

Personnel shall avoid:

- Excessive personal activities during working hours;
- Unauthorized outside employment that interferes with official duties;
- Misuse of official time for personal business.

Reasonable personal use may be permitted where it does not interfere with work responsibilities or organizational operations.

4.13 Use of Social Media and Public Communications

Personnel shall exercise professionalism when using social media or other public communication platforms where their association with ILA is known or may reasonably be inferred.

Individuals shall not:

- Publish confidential organizational information;
- Misrepresent organizational positions;
- Make defamatory or abusive statements;
- Use organizational logos or branding without authorization;
- Damage the reputation of ILA through irresponsible online conduct.

Only authorized spokespersons may issue official statements on behalf of ILA.

4.14 Professional Conduct During Official Travel

Personnel representing ILA during travel shall:

- Comply with organizational policies;
- Respect local laws and customs;
- Conduct themselves professionally;
- Protect organizational resources;
- Avoid behaviour that may damage the organization's reputation.

4.15 Interaction with Beneficiaries and Communities

Personnel shall engage with beneficiaries respectfully and professionally.

They shall:

- Treat all beneficiaries fairly and impartially;
- Protect privacy and confidentiality;
- Avoid exploitation, abuse or manipulation;
- Respect community customs consistent with human rights principles;
- Communicate honestly regarding available services and assistance.

4.16 Interaction with Government Officials, Donors and Partners

Personnel shall:

- Conduct themselves courteously and professionally;
- Avoid offering or accepting improper benefits;
- Respect official protocols;
- Communicate truthfully;
- Protect the reputation and interests of ILA.

4.17 Protection of Organizational Reputation

Personnel shall avoid conduct that may reasonably bring ILA into disrepute.

This includes:

- Criminal conduct;
- Public dishonesty;
- Misrepresentation of authority;
- Unethical behaviour;
- Abuse of organizational identity or resources.

Where personal conduct outside the workplace materially affects ILA's legitimate interests or reputation, appropriate action may be taken in accordance with applicable policies and law.

4.18 Duty to Report Misconduct

Personnel who observe conduct inconsistent with this Policy shall report the matter promptly through appropriate reporting channels.

Reports shall be made in good faith and in accordance with the Anti-Fraud, Corruption and Whistleblowing Policy.

Retaliation against persons who report concerns is strictly prohibited.

4.19 Compliance with Workplace Standards

Compliance with the standards contained in this Chapter is a condition of employment, engagement or association with ILA.

Failure to meet these standards may result in:

- Counselling;
- Corrective action;
- Disciplinary measures;
- Suspension;
- Termination of employment or engagement;
- Other lawful administrative action, depending on the seriousness of the misconduct.

CHAPTER FIVE

CONFLICT OF INTEREST, GIFTS, HOSPITALITY AND DECLARATION OF INTERESTS

5.1 Introduction

Initiative for Legal Aid (ILA) is committed to ensuring that all organizational decisions are made objectively, fairly and solely in the best interests of the organization and the communities it serves.

A conflict of interest may compromise, or appear to compromise, an individual's ability to perform their duties impartially. Similarly, inappropriate gifts, hospitality or personal benefits may influence professional judgment or create an appearance of impropriety.

This Chapter establishes standards for identifying, disclosing and managing conflicts of interest and provides guidance on the acceptance of gifts, hospitality and other benefits.

5.2 Guiding Principles

All persons covered by this Policy shall:

- a) Place the interests of ILA above personal interests while performing official duties;

- b) Avoid situations that may compromise, or appear to compromise, impartiality;
- c) Disclose conflicts of interest promptly and honestly;
- d) Decline gifts or benefits that could improperly influence decision-making;
- e) Conduct themselves in a manner that promotes public confidence in the integrity of ILA.

5.3 Definition of Conflict of Interest

A conflict of interest arises where an individual's personal, financial, family, political or other private interests may influence, or reasonably appear to influence, the impartial performance of their official duties.

Conflicts may be:

a) Actual Conflict of Interest

Where an individual's private interests directly conflict with official responsibilities.

b) Potential Conflict of Interest

Where circumstances may reasonably develop into an actual conflict in the future.

c) Perceived Conflict of Interest

Where a reasonable person could conclude that an individual's judgment may be influenced, even if no actual conflict exists.

5.4 Situations That May Give Rise to a Conflict of Interest

Conflicts of interest may arise where an individual:

- Has a financial interest in a supplier, contractor or partner organization;
- Participates in decisions involving a family member, spouse, close relative or close personal associate;
- Holds an external position that interferes with ILA responsibilities;
- Receives personal benefits from organizations seeking to do business with ILA;
- Uses confidential information for personal gain;
- Directs organizational opportunities to themselves or related persons;
- Exercises authority in matters where they have a personal interest.

The examples above are illustrative and not exhaustive.

5.5 Duty to Disclose Conflicts of Interest

All persons covered by this Policy shall promptly disclose any actual, potential or perceived conflict of interest.

Disclosure shall be made:

- Upon appointment or engagement;
- Annually, where required by ILA;
- Before participating in any decision affected by the conflict;
- Whenever circumstances change and a new conflict arises.

Failure to disclose a conflict may constitute misconduct.

5.6 Conflict of Interest Declaration

Individuals required to make a declaration shall complete the prescribed **Conflict of Interest Declaration Form**.

The declaration shall include:

- The nature of the conflict;
- Persons or entities involved;
- Any financial or personal interests;
- Proposed measures to manage the conflict.

Completed declarations shall be maintained confidentially in accordance with organizational procedures.

5.7 Management of Conflicts of Interest

Where a conflict of interest is identified, ILA may implement one or more of the following measures:

- Require the individual to withdraw from discussions or decision-making;
- Reassign responsibilities to another person;
- Require independent review or approval;
- Impose conditions to manage the conflict;
- Decline or terminate the affected transaction where necessary.

The objective is to protect the integrity of organizational decision-making while ensuring fairness to all parties.

5.8 Recusal from Decision-Making

A person who has declared a conflict of interest shall not:

- Participate in discussions relating to the affected matter;

- Vote on decisions connected with the matter;
- Attempt to influence other decision-makers;
- Access confidential information unnecessarily in relation to the matter.

The recusal shall be documented where appropriate.

5.9 Gifts and Hospitality

ILA recognizes that modest gifts and hospitality may occasionally be offered as part of legitimate professional or cultural practice.

However, gifts or hospitality shall never:

- Influence, or appear to influence, professional judgment;
- Create a sense of obligation;
- Affect procurement, recruitment or funding decisions;
- Compromise the integrity or independence of ILA.

Personnel shall exercise sound judgment and consult their supervisor whenever uncertainty exists.

5.10 Prohibited Gifts and Benefits

Personnel shall not solicit, accept or offer:

- Cash or cash equivalents;
- Personal loans or financial assistance intended to influence official decisions;
- Luxury gifts or expensive hospitality;
- Personal discounts or preferential treatment not available to the general public;
- Gifts linked to procurement, recruitment, contract management or funding decisions;
- Any benefit that could reasonably be perceived as a bribe or improper inducement.

5.11 Acceptance of Modest Gifts

Modest gifts of nominal value that are customary, infrequent and clearly intended as gestures of courtesy may be accepted where they:

- Do not influence official decisions;
- Do not create an actual or perceived conflict of interest;
- Do not violate applicable laws, donor requirements or organizational policies.

Where appropriate, accepted gifts shall be declared in accordance with organizational procedures.

5.12 Hospitality

Reasonable hospitality may be accepted where it:

- Is directly connected to official business;
- Is proportionate and appropriate;
- Does not compromise impartiality;
- Is consistent with applicable laws and donor requirements.

Excessive entertainment or hospitality intended to influence official decisions shall be declined.

5.13 Outside Employment and External Activities

Personnel shall not engage in outside employment, consultancy, business or professional activities that:

- Conflict with ILA's interests;
- Interfere with official duties or performance;
- Misuse organizational resources or confidential information;
- Create actual, potential or perceived conflicts of interest.

Where required by organizational procedures, outside employment shall be disclosed and approved before commencement.

5.14 Financial Interests

Personnel shall avoid participating in organizational decisions where they have a direct or indirect financial interest.

Financial interests requiring disclosure may include:

- Ownership of businesses dealing with ILA;
- Investments that may influence organizational decisions;
- Financial relationships with suppliers, contractors or partners.

5.15 Political Activities

ILA respects the rights of individuals to participate in lawful civic and political activities in their personal capacity.

However, personnel shall not:

- Use ILA resources to support political activities;
- Represent personal political views as those of ILA;
- Engage in political activities during official working hours without authorization;
- Allow political affiliations to influence professional responsibilities or decision-making.

Nothing in this Policy prevents lawful civic participation that does not interfere with official duties or compromise the impartiality and independence of ILA.

5.16 Family and Personal Relationships

Personnel shall disclose relationships that may reasonably influence organizational decisions, including those involving:

- Recruitment;
- Promotion;
- Procurement;
- Contract management;
- Financial approvals;
- Performance evaluation.

Individuals shall not supervise, evaluate or make decisions affecting close family members or persons with whom they have a significant personal relationship without appropriate safeguards approved by management.

5.17 Responsibilities of Managers

Managers and supervisors shall:

- Promote awareness of conflict of interest requirements;
- Review disclosures promptly;
- Ensure appropriate mitigation measures are implemented;
- Maintain confidentiality of declarations;
- Seek guidance where complex ethical issues arise.

5.18 Consequences of Non-Compliance

Failure to comply with this Chapter, including failure to disclose a conflict of interest or acceptance of prohibited gifts or benefits, may result in:

- Counselling or corrective guidance;
- Written warning;
- Removal from decision-making responsibilities;
- Disciplinary action;
- Termination of employment or engagement;
- Recovery of any improper benefit received;
- Referral to relevant authorities where required by law.

CHAPTER SIX

CONFIDENTIALITY, DATA PROTECTION, USE OF ORGANIZATIONAL PROPERTY AND RESPONSIBLE COMMUNICATION

6.1 Introduction

Initiative for Legal Aid (ILA) is entrusted with sensitive information relating to beneficiaries, staff, partners, donors, legal matters, finances and organizational operations. Protecting this information is essential to maintaining public trust, safeguarding individual rights and ensuring the effective delivery of ILA's mandate.

All persons associated with ILA are responsible for protecting confidential information, using organizational resources responsibly and communicating accurately and professionally.

This Chapter establishes standards governing confidentiality, data protection, records management, responsible communication and the proper use of organizational property.

6.2 Guiding Principles

All persons covered by this Policy shall:

- a) Protect confidential and sensitive information entrusted to ILA;
- b) Respect the privacy and dignity of beneficiaries, staff and stakeholders;
- c) Use organizational property solely for authorized purposes;
- d) Communicate honestly, professionally and responsibly;
- e) Protect organizational information from unauthorized disclosure, alteration or destruction.

6.3 Confidentiality Obligations

Personnel shall maintain the confidentiality of all non-public information acquired through their work with ILA.

Confidential information includes, but is not limited to:

- Beneficiary records;
- Legal case files;
- Personnel records;
- Financial information;
- Procurement documentation;
- Investigation reports;
- Donor reports;
- Strategic and operational plans;
- Passwords and system credentials;
- Any information designated as confidential.

Confidential information shall only be accessed, used or disclosed where authorized and necessary for official duties or as required by law.

6.4 Protection of Beneficiary Information

Given ILA's legal aid and human rights mandate, personnel shall exercise particular care when handling beneficiary information.

Personnel shall:

- Respect the privacy and dignity of beneficiaries;
- Collect only information necessary for legitimate organizational purposes;
- Limit access to authorized personnel;
- Avoid discussing beneficiary information in public or inappropriate settings;
- Protect vulnerable persons from unauthorized disclosure of personal information.

Special care shall be taken when handling information relating to children, survivors of violence, refugees, internally displaced persons and other vulnerable groups.

6.5 Data Protection

ILA shall process personal data lawfully, fairly and responsibly.

Personnel shall:

- Collect only data necessary for organizational purposes;
- Ensure data is accurate and, where necessary, updated;
- Store information securely;
- Protect electronic and physical records from unauthorized access;
- Dispose of information securely in accordance with organizational procedures.

All handling of personal information shall comply with applicable laws and donor requirements.

6.6 Records Management

Personnel shall create, maintain and preserve accurate organizational records.

Records shall:

- Reflect truthful information;
- Be prepared in a timely manner;
- Be securely maintained;
- Be retained in accordance with applicable retention requirements;
- Not be altered or destroyed without authorization.

Falsification, concealment or unauthorized destruction of records is strictly prohibited.

6.7 Intellectual Property

Documents, reports, legal opinions, research, manuals, training materials, databases, software, publications and other work products created in the course of employment or engagement with ILA are the property of the organization, unless otherwise provided by law or written agreement.

Personnel shall not:

- Claim unauthorized ownership of organizational work;
- Copy or distribute organizational materials without authorization;
- Use ILA intellectual property for personal commercial gain.

6.8 Use of Organizational Property

ILA property shall be used responsibly and only for legitimate organizational purposes.

Organizational property includes:

- Office equipment;
- Computers and mobile devices;
- Vehicles;
- Furniture;
- Office supplies;
- Communication equipment;
- Official documents;
- Software and digital platforms;
- Organizational branding and logos.

Personnel shall exercise reasonable care to prevent loss, theft, damage or misuse.

6.9 Responsible Use of Information and Communication Technology

Personnel shall use organizational ICT systems responsibly and in accordance with the ICT Policy.

Users shall:

- Protect passwords and access credentials;
- Prevent unauthorized access to systems;
- Use official systems primarily for organizational business;
- Report suspected cybersecurity incidents promptly;
- Avoid installing unauthorized software or applications on organizational devices.

Misuse of ICT systems may result in disciplinary action.

6.10 Electronic Communications

Official electronic communications, including email, messaging applications and virtual meeting platforms, shall be conducted professionally.

Personnel shall not:

- Send offensive, abusive or discriminatory messages;
- Share confidential information through unsecured channels;
- Transmit false or misleading information;
- Use organizational communication platforms for unlawful or unauthorized purposes.

Electronic communications created using organizational systems may constitute official records and may be retained in accordance with organizational procedures and applicable law.

6.11 Media Relations and Public Statements

Only persons authorized by the Executive Director or the Board of Directors may make official statements or provide information to the media on behalf of ILA.

Personnel shall not:

- Speak to the media on behalf of ILA without authorization;
- Disclose confidential organizational information;
- Misrepresent organizational policies or positions;
- Provide inaccurate or misleading public information.

Where approached by media representatives, personnel shall refer requests to the designated spokesperson unless authorized to respond.

6.12 Social Media Conduct

Personnel shall exercise caution when using social media where their association with ILA is known or reasonably identifiable.

Personnel shall not:

- Publish confidential or proprietary information;
- Present personal opinions as official positions of ILA;
- Use offensive, discriminatory or defamatory language that may damage the organization's reputation;
- Misuse ILA's name, logo or branding without authorization.

Responsible use of social media contributes to maintaining public confidence in the organization.

6.13 Use of Organizational Branding

The name, logo, letterhead, seal and other branding elements of ILA shall only be used for authorized organizational purposes.

Personnel shall not:

- Use organizational branding for personal business;
- Authorize third parties to use ILA branding without approval;
- Alter official branding without authorization.

All public communications using ILA branding shall comply with approved communication and branding guidelines.

6.14 Security of Organizational Property

Personnel shall take reasonable measures to safeguard organizational property by:

- Securing offices and equipment;
- Protecting documents from unauthorized access;
- Reporting loss or theft immediately;
- Returning organizational property upon request or at the end of employment or engagement.

Any suspected loss, theft or misuse of organizational property shall be reported promptly.

6.15 Return of Organizational Property

Upon termination of employment, completion of an assignment or upon request, personnel shall promptly return all organizational property, including:

- Identification cards;
- Keys;
- Computers and mobile devices;
- Documents and records;
- Storage devices;
- Equipment;
- Any other property belonging to ILA.

The obligation to maintain confidentiality continues after the return of organizational property.

6.16 Consequences of Non-Compliance

Failure to comply with the provisions of this Chapter may result in:

- Counselling or corrective action;
- Disciplinary measures;
- Recovery of losses or damaged property;

- Suspension or termination of employment or engagement;
- Civil or criminal proceedings where applicable.

6.17 Continuing Duty of Confidentiality

The obligation to protect confidential information survives the end of employment, consultancy, volunteer service or any other relationship with ILA.

Former personnel shall not disclose or use confidential information obtained during their association with the organization unless authorized by ILA or required by law.

CHAPTER SEVEN

ETHICAL DECISION-MAKING, REPORTING MISCONDUCT AND COMPLIANCE WITH THE CODE

7.1 Introduction

Initiative for Legal Aid (ILA) recognizes that ethical challenges may arise in the course of organizational operations. Every person associated with ILA has a responsibility to make decisions that are lawful, fair, transparent and consistent with the organization's values and this Code of Conduct and Ethics Policy.

This Chapter establishes the framework for ethical decision-making, reporting suspected misconduct, ensuring compliance with the Code and responding appropriately to violations.

7.2 Ethical Decision-Making

Personnel shall exercise sound judgment and integrity when making decisions on behalf of ILA.

Before taking any action, individuals should consider whether the proposed action:

- a) Complies with applicable laws and regulations;
- b) Is consistent with ILA's Vision, Mission and Core Values;
- c) Complies with organizational policies and procedures;
- d) Is honest, fair and impartial;
- e) Protects the interests of beneficiaries, donors and stakeholders;
- f) Avoids actual, potential or perceived conflicts of interest;
- g) Would withstand public, donor or media scrutiny;

h) Protects the reputation and credibility of ILA.

Where uncertainty exists, guidance shall be sought from the immediate supervisor or another appropriate management authority before proceeding.

7.3 Individual Responsibility for Compliance

Every person covered by this Policy shall:

- Read, understand and comply with this Code;
- Perform duties ethically and professionally;
- Exercise reasonable care in the use of organizational resources;
- Report suspected misconduct;
- Cooperate with investigations and compliance reviews;
- Encourage a culture of integrity and accountability.

Failure to understand the Code does not relieve an individual of their responsibility to comply with it.

7.4 Leadership Responsibilities

Board Members, the Executive Director, managers and supervisors shall:

- a) Lead by personal example;
- b) Promote ethical behaviour within their respective areas of responsibility;
- c) Ensure staff understand this Policy;
- d) Encourage open communication and ethical discussion;
- e) Respond promptly to concerns raised by personnel;
- f) Prevent retaliation against individuals who report concerns in good faith;
- g) Ensure corrective action is taken where misconduct is established.

Leadership shall foster an organizational culture in which ethical behaviour is recognized and supported.

7.5 Duty to Report Misconduct

All personnel have a duty to report conduct that they reasonably believe may constitute a violation of this Policy or any other organizational policy.

Reportable matters include, but are not limited to:

- Fraud or corruption;
- Bribery;
- Theft or misuse of organizational assets;
- Conflict of interest;
- Harassment, discrimination or bullying;
- Sexual exploitation, abuse or harassment;
- Abuse of authority;
- Breaches of confidentiality;
- Falsification of records;
- Procurement irregularities;
- Serious violations of organizational policies or applicable laws.

Reports shall be made as soon as reasonably practicable after the concern becomes known.

7.6 Reporting Channels

Reports may be made through one or more of the following channels:

- Immediate supervisor;
- Executive Director;
- Human Resource function;
- Designated Compliance or Ethics Officer (where established);
- Board of Directors, where appropriate;
- Whistleblowing mechanisms established under the Anti-Fraud, Corruption and Whistleblowing Policy.

Where the concern involves a supervisor or manager, the report may be made directly to a higher authority or another appropriate reporting channel.

7.7 Good Faith Reporting

ILA encourages all reports made honestly and in good faith.

A person who reports a concern based on a reasonable belief shall not be penalized merely because an investigation concludes that no misconduct occurred.

However, knowingly making false, malicious or misleading allegations constitutes misconduct and may result in disciplinary action.

7.8 Protection Against Retaliation

ILA strictly prohibits retaliation against any person who, in good faith:

- Reports suspected misconduct;
- Provides information during an investigation;
- Cooperates with audits or compliance reviews;

- Declines to participate in unlawful or unethical conduct.

Retaliation includes, but is not limited to:

- Dismissal or demotion;
- Harassment or intimidation;
- Unfair performance assessments;
- Denial of opportunities;
- Threats or victimization.

Any person engaging in retaliation shall be subject to appropriate disciplinary action.

7.9 Confidentiality of Reports

Reports and related investigations shall be handled confidentially to the greatest extent possible.

Information shall only be disclosed:

- To persons with a legitimate need to know;
- For the purposes of assessment or investigation;
- Where required by law;
- Where necessary to protect individuals or the organization.

Confidentiality shall be balanced with the need to conduct fair and effective investigations.

7.10 Cooperation with Investigations

Personnel shall cooperate fully with any authorized investigation, audit or compliance review.

This includes:

- Providing truthful information;
- Producing relevant documents or records;
- Preserving evidence;
- Attending interviews when requested;
- Maintaining confidentiality throughout the process.

Obstructing or interfering with an investigation is prohibited and may result in disciplinary action.

7.11 Handling of Ethical Concerns

Upon receiving a report of suspected misconduct, ILA shall:

- a) Acknowledge the report where appropriate;

- b) Conduct a preliminary assessment;
- c) Determine the appropriate course of action;
- d) Refer the matter under the relevant organizational policy where applicable;
- e) Conduct or authorize an investigation if necessary;
- f) Implement corrective, disciplinary or preventive measures where warranted.

7.12 Relationship with Other Policies

Certain forms of misconduct may be governed by specialized organizational policies.

Accordingly:

- Fraud, corruption and bribery shall be addressed under the **Anti-Fraud, Corruption and Whistleblowing Policy**;
- Sexual exploitation, abuse and harassment shall be addressed under the **PSEAH Policy**;
- Employment-related disciplinary procedures shall be managed in accordance with the **Human Resource and Administration Manual**;
- Misuse of ICT systems shall be addressed under the **ICT Policy**;
- Procurement misconduct shall be managed in accordance with the **Procurement and Asset Management Policy**.

Where more than one policy applies, they shall be implemented in a complementary manner.

7.13 Compliance Monitoring

ILA shall monitor compliance with this Code through:

- Supervisory oversight;
- Internal audits;
- Compliance reviews;
- Staff performance management processes;
- Training and awareness activities;
- Investigation findings;
- Feedback from stakeholders.

Monitoring findings shall be used to strengthen organizational ethics and governance.

7.14 Consequences of Non-Compliance

Violations of this Code may result in one or more of the following actions, depending on the nature and seriousness of the misconduct:

- Informal counselling;
- Corrective guidance;
- Written warning;
- Mandatory training;
- Suspension;
- Demotion or reassignment;
- Termination of employment or engagement;
- Recovery of organizational losses;
- Referral to competent authorities where required by law.

All disciplinary measures shall be applied fairly, consistently and in accordance with due process.

7.15 Organizational Commitment to Ethical Excellence

ILA is committed to fostering a workplace where ethical conduct is an integral part of organizational culture.

Every person associated with ILA shares responsibility for:

- Promoting integrity and accountability;
- Protecting the rights and dignity of others;
- Upholding the rule of law;
- Safeguarding organizational resources;
- Advancing the mission and values of ILA through ethical leadership and responsible conduct.

CHAPTER EIGHT

DISCIPLINARY MEASURES, IMPLEMENTATION, MONITORING AND POLICY REVIEW

8.1 Introduction

Initiative for Legal Aid (ILA) is committed to ensuring that this Code of Conduct and Ethics Policy is effectively implemented, consistently applied and regularly reviewed. Compliance with this Policy is essential to maintaining the integrity, professionalism and credibility of the organization.

This Chapter establishes the framework for implementation, monitoring, enforcement, policy review and continuous improvement.

8.2 Responsibility for Implementation

The successful implementation of this Policy is a shared responsibility.

8.2.1 Board of Directors

The Board of Directors shall:

- a) Approve the Code of Conduct and Ethics Policy and any subsequent amendments;
- b) Provide strategic oversight of ethical governance within ILA;
- c) Promote a culture of integrity and accountability;
- d) Hold the Executive Director accountable for effective implementation of this Policy.

8.2.2 Executive Director

The Executive Director shall:

- Ensure organization-wide implementation of this Policy;
- Allocate adequate resources for implementation;
- Promote ethical leadership throughout the organization;
- Ensure that reported misconduct is addressed appropriately;
- Report significant ethical issues to the Board where necessary.

8.2.3 Managers and Supervisors

Managers and supervisors shall:

- Lead by example;
- Ensure personnel understand their obligations under this Policy;
- Encourage ethical decision-making;
- Address misconduct promptly and fairly;
- Support awareness and training activities.

8.2.4 Human Resource Function

The Human Resource function shall:

- Integrate the Code into recruitment, induction and performance management processes;
- Maintain records of signed acknowledgements;
- Coordinate ethics training;
- Support disciplinary processes;
- Monitor compliance with workplace conduct requirements.

8.2.5 Employees and Other Covered Persons

Every person covered by this Policy shall:

- Read and comply with the Code;
- Maintain high ethical standards;
- Report suspected misconduct;
- Cooperate with investigations;
- Participate in required ethics training.

8.3 Disciplinary Measures

Violations of this Policy shall be addressed fairly, consistently and in accordance with the Human Resource and Administration Manual, applicable contractual terms and the laws of the Republic of South Sudan.

Disciplinary measures shall be proportionate to the seriousness of the misconduct and may take into account:

- The nature and severity of the violation;
- Whether the misconduct was intentional or negligent;
- Any previous disciplinary record;
- The impact on beneficiaries, colleagues, partners or the organization;
- Any mitigating or aggravating circumstances.

8.4 Possible Disciplinary Actions

Depending on the circumstances, disciplinary action may include:

- Verbal counselling;
- Written warning;
- Mandatory ethics training;
- Performance improvement measures;
- Removal from specific responsibilities;
- Suspension with or without pay, where permitted by law;
- Demotion or reassignment;
- Termination of employment or engagement;
- Recovery of losses caused by misconduct, where legally permissible;
- Referral to law enforcement or other competent authorities where required.

Nothing in this Policy limits ILA's right to pursue civil or criminal remedies where appropriate.

8.5 Fair Disciplinary Process

Before disciplinary action is taken, the individual concerned shall, except where immediate action is legally justified:

- a) Be informed of the allegations;
- b) Be given an opportunity to respond;

- c) Have the matter assessed objectively and impartially;
- d) Receive a decision based on the available evidence.

Disciplinary proceedings shall respect the principles of fairness, confidentiality and due process.

8.6 Training and Awareness

ILA shall provide regular training and awareness programmes to ensure that all personnel understand:

- The principles of this Code;
- Expected standards of conduct;
- Ethical decision-making;
- Reporting mechanisms;
- Their rights and responsibilities.

Training shall be provided:

- During induction for new personnel;
- Periodically for all staff;
- Whenever significant amendments are made to the Policy;
- As required for specific roles or identified risks.

8.7 Monitoring Compliance

Implementation of this Policy shall be monitored through:

- Supervisory oversight;
- Performance management processes;
- Internal audits;
- Compliance reviews;
- Staff feedback;
- Investigation outcomes;
- Risk assessments;
- Periodic policy implementation reviews.

Findings shall be used to strengthen ethical governance and organizational practices.

8.8 Continuous Improvement

ILA shall continuously improve its ethical governance framework by:

- Reviewing emerging risks;
- Incorporating lessons learned from investigations and audits;
- Responding to legal and regulatory developments;

- Considering feedback from personnel, beneficiaries, partners and donors;
- Strengthening organizational systems and controls.

8.9 Policy Review

This Policy shall be reviewed at least once every **three (3) years**, or earlier where necessary due to:

- Changes in legislation;
- Organizational restructuring;
- Donor requirements;
- Lessons learned from implementation;
- Significant ethical incidents;
- Recommendations arising from audits or investigations.

8.10 Amendment of the Policy

Proposed amendments shall:

- a) Be reviewed by management;
- b) Consider operational experience, legal developments and stakeholder feedback;
- c) Be submitted to the Board of Directors for approval;
- d) Be communicated promptly to all persons covered by this Policy.

No amendment shall take effect until it has been formally approved in accordance with ILA governance procedures.

8.11 Interpretation of the Policy

Questions concerning the interpretation or application of this Policy shall be referred to the Executive Director or another authority designated by the Board.

Where uncertainty exists, the interpretation that best promotes:

- Integrity;
- Accountability;
- Fairness;
- Transparency;
- Respect for human dignity; and
- The mission and values of ILA

shall be preferred, subject to applicable law.

8.12 Effective Date

This Policy shall take effect on the date of its approval by the Board of Directors of Initiative for Legal Aid (ILA).

Approved by:
Board of Directors
Initiative for Legal Aid (ILA)

Approval Date: _____

Effective Date: _____

Review Date: _____

