



LEGAL AID SERVICE POLICY

FOR THE

INITIATIVE FOR LEGAL AID

(ILA)



INITIATIVE FOR LEGAL AID (ILA)

LEGAL AID SERVICE DELIVERY POLICY

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CHAPTER ONE

INTRODUCTION AND POLICY FRAMEWORK

1.1 Introduction

The Initiative for Legal Aid (ILA) is committed to promoting access to justice, protection of human rights, and equitable legal assistance for individuals and communities who face barriers in accessing legal remedies and justice institutions.

As a legal aid organization, ILA recognizes that access to justice is a fundamental component of the rule of law and an essential requirement for the protection of human dignity, equality, and fundamental rights.

This Legal Aid Service Delivery Policy establishes the principles, standards, procedures, and institutional mechanisms governing the provision of legal aid services by ILA. It provides a framework to ensure that legal assistance is delivered professionally, ethically, effectively, independently, and in accordance with applicable laws, professional standards, and international human rights principles.

The Policy applies to all ILA legal aid activities, including legal advice, legal representation, legal awareness, community outreach, referrals, strategic litigation support, and related justice services.

1.2 Purpose of the Policy

The purpose of this Policy is to:

- establish clear standards for the delivery of legal aid services;
- ensure quality, accessible, and client-centred legal assistance;
- promote equal access to justice;
- protect the rights and dignity of legal aid beneficiaries;
- establish procedures for client intake, assessment, case management, and closure;
- ensure compliance with legal professional standards;
- strengthen accountability and transparency in legal service delivery.

1.3 Objectives

The objectives of this Policy are to:

a) Improve Access to Justice

To provide legal assistance to persons who experience barriers in accessing justice due to financial, social, geographic, or other vulnerabilities.



b) Promote Quality Legal Services

To ensure that all legal aid services are delivered with competence, professionalism, diligence, and respect for legal ethics.

c) Protect Client Rights

To ensure that clients are treated with dignity, confidentiality, fairness, and respect throughout the legal aid process.

d) Establish Consistent Procedures

To provide standardized procedures for:

- client intake;
- eligibility assessment;
- case management;
- legal representation;
- referrals;
- monitoring;
- case closure.

e) Strengthen Accountability

To establish mechanisms through which clients, communities, donors, and stakeholders can assess and provide feedback on ILA's legal aid services.

1.4 Scope of Application

This Policy applies to:

- ILA legal officers;
- advocates and lawyers working with ILA;
- legal assistants;
- paralegals;
- interns and volunteers involved in legal services;
- consultants providing legal support;
- programme staff supporting legal aid activities;
- partner organizations implementing legal aid activities on behalf of ILA.

The Policy applies to all legal aid services provided by ILA, including:

- legal information;
- legal counselling;
- legal advice;
- legal drafting;



- negotiation and mediation support;
- court representation;
- legal referrals;
- community legal education;
- human rights interventions;
- strategic litigation support.

1.5 Legal and Professional Framework

ILA shall deliver legal aid services in accordance with:

- the Constitution of the Republic of South Sudan;
- applicable laws of South Sudan;
- professional obligations governing advocates and legal practitioners;
- principles of natural justice and fair hearing;
- internationally recognized human rights standards;
- principles of access to justice;
- donor requirements applicable to legal aid programmes;
- ILA's internal policies and procedures.

1.6 Guiding Principles of Legal Aid Service Delivery

ILA legal aid services shall be guided by the following principles:

1.6.1 Access to Justice

ILA shall promote meaningful access to legal assistance for persons unable to effectively access justice mechanisms.

1.6.2 Equality and Non-Discrimination

ILA shall provide legal services without discrimination based on:

- gender;
- age;
- disability;
- social status;
- ethnicity;
- nationality;
- political affiliation;
- religion;
- economic status;
- other protected characteristics.



1.6.3 Client-Centred Approach

Legal aid services shall prioritize the rights, interests, choices, safety, and dignity of clients.

Clients shall be informed and involved in decisions affecting their cases.

1.6.4 Independence and Professional Integrity

ILA legal personnel shall provide legal services independently and shall not allow improper influence to affect professional judgment.

1.6.5 Confidentiality

All client information shall be treated as confidential and shall only be disclosed in accordance with:

- client consent;
- legal obligations;
- professional requirements;
- safeguarding considerations.

1.6.6 Do No Harm

ILA shall ensure that legal interventions do not expose clients or communities to unnecessary risks.

1.6.7 Gender Sensitivity and Inclusion

ILA shall integrate gender-responsive and inclusive approaches into legal service delivery.

Special consideration shall be given to:

- women and girls;
- children;
- persons with disabilities;
- survivors of violence;
- displaced persons;
- marginalized communities.

1.6.8 Accountability

ILA shall maintain mechanisms through which clients and communities can:

- provide feedback;
- submit complaints;
- seek clarification;



- report misconduct.

1.7 Definition of Legal Aid

For purposes of this Policy, legal aid refers to the provision of legal assistance, advice, representation, information, and related services to persons who require support in protecting or enforcing their legal rights.

Legal aid may include:

- legal consultation;
- legal representation;
- court advocacy;
- preparation of legal documents;
- mediation and alternative dispute resolution support;
- legal awareness activities;
- referrals to appropriate justice providers.

1.8 Categories of Legal Aid Services

ILA may provide the following categories of services:

1.8.1 Legal Information Services

Providing information regarding:

- legal rights and obligations;
- available remedies;
- justice procedures;
- relevant laws and regulations.

1.8.2 Legal Advice Services

Providing professional legal opinions and guidance on legal issues affecting clients.

1.8.3 Legal Representation Services

Providing representation before:

- courts;
- tribunals;
- administrative bodies;
- mediation forums;
- other recognized dispute resolution mechanisms.



1.8.4 Legal Awareness Services

Conducting:

- community legal education;
- rights awareness sessions;
- public legal information campaigns.

1.8.5 Referral Services

Referring clients to appropriate institutions where ILA cannot directly provide assistance.

1.9 Client Rights

Every person receiving legal aid services from ILA has the right to:

- respectful and dignified treatment;
- confidential handling of information;
- clear explanation of legal options;
- informed decision-making;
- competent legal assistance;
- non-discrimination;
- access to complaints and feedback mechanisms;
- information regarding case progress.

1.10 Client Responsibilities

Clients receiving legal aid services shall:

- provide truthful and accurate information;
- cooperate with legal personnel;
- attend scheduled meetings and hearings;
- provide available documents and evidence;
- respect legal procedures;
- communicate changes affecting their case.

1.11 Relationship with Other ILA Policies

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

- Safeguarding and PSEAH Policy;
- Code of Conduct and Ethics Policy;
- Human Resource and Administration Policy;
- Data Protection and Privacy Policy;
- Complaints and Feedback Policy;
- Risk Management Policy;



- Finance and Accounting Policy;
- MEAL Policy.

Where conflicts arise, applicable law and professional legal obligations shall take precedence.

1.12 Policy Ownership

The Legal Aid Service Delivery Policy shall be owned by the Executive Director of ILA.

The Executive Director shall ensure:

- effective implementation;
- availability of resources;
- compliance monitoring;
- periodic review and improvement.

The Head of Legal Services or designated Legal Aid Coordinator shall be responsible for operational implementation.

CHAPTER TWO

LEGAL AID PRINCIPLES, STANDARDS, AND SERVICE DELIVERY FRAMEWORK

2.1 Purpose

This Chapter establishes the fundamental principles, professional standards, and operational framework governing the delivery of legal aid services by the Initiative for Legal Aid (ILA).

The Chapter provides guidance to ensure that all legal aid services are accessible, ethical, professional, client-centred, and consistent with national legal obligations, professional standards, and international principles on access to justice.

ILA shall ensure that every legal aid intervention is delivered in a manner that protects human dignity, promotes equality before the law, and strengthens confidence in justice institutions.

2.2 Legal Aid Service Delivery Philosophy

ILA's legal aid service delivery approach is founded on the principle that justice should be accessible to all persons regardless of their economic, social, or personal circumstances.

ILA recognizes that many individuals and communities face barriers to justice, including:

- poverty;
- lack of legal knowledge;
- geographical isolation;
- discrimination;



- limited access to legal professionals;
- fear of justice institutions;
- social and cultural barriers;
- vulnerability due to conflict, displacement, or violence.

ILA therefore adopts a holistic legal aid approach combining:

- individual legal assistance;
- community legal empowerment;
- rights awareness;
- strategic interventions;
- referrals;
- collaboration with justice stakeholders.

2.3 Core Principles of Legal Aid Delivery

2.3.1 Principle of Accessibility

ILA shall ensure that legal aid services are reasonably accessible to persons requiring assistance.

Accessibility shall include:

- reasonable geographic reach;
- simplified procedures for requesting assistance;
- appropriate communication methods;
- consideration of persons with disabilities;
- language accessibility where possible;
- outreach to underserved communities.

2.3.2 Principle of Equality Before the Law

ILA shall promote equal protection and equal benefit of the law.

No person shall be denied legal assistance because of:

- gender;
- ethnicity;
- disability;
- religion;
- political opinion;
- social status;
- economic condition;
- other discriminatory grounds.



2.3.3 Principle of Independence of Legal Advice

ILA legal personnel shall exercise independent professional judgment.

Legal decisions shall be based on:

- applicable law;
- facts of the case;
- professional ethics;
- client's legitimate interests.

Legal personnel shall not allow:

- political pressure;
- personal interests;
- financial influence;
- external interference

to compromise professional independence.

2.3.4 Principle of Client Autonomy

Clients have the right to make informed decisions regarding their legal matters.

ILA shall:

- explain available legal options;
- discuss possible outcomes;
- advise clients on risks and benefits;
- respect lawful decisions made by clients.

ILA shall not impose decisions on clients except where required by law or necessary to protect vulnerable persons.

2.3.5 Principle of Confidentiality

Confidentiality is a fundamental requirement of legal aid services.

ILA shall protect:

- client identity;
- personal information;
- legal advice provided;
- case documents;
- evidence;
- communications.



Confidential information shall only be disclosed:

- with informed client consent;
- where required by law;
- where necessary to prevent serious harm;
- under professional obligations.

2.3.6 Principle of Professional Competence

ILA shall ensure that legal aid services are provided by persons with appropriate:

- legal qualifications;
- professional experience;
- technical knowledge;
- ethical understanding.

Legal personnel shall maintain and improve their competence through:

- training;
- legal research;
- professional development;
- peer learning.

2.3.7 Principle of Timeliness

ILA shall provide legal assistance promptly and efficiently.

Unnecessary delays may negatively affect:

- legal rights;
- court outcomes;
- client confidence;
- access to remedies.

ILA shall establish procedures for:

- timely intake;
- case assessment;
- response to urgent matters;
- monitoring of case progress.

2.3.8 Principle of Do No Harm

Legal aid interventions shall consider potential risks to clients and communities.

ILA shall assess whether legal action may expose clients to:



- retaliation;
- stigma;
- security threats;
- family or community harm;
- further vulnerability.

Appropriate risk mitigation measures shall be applied.

2.4 Legal Aid Service Delivery Model

ILA shall deliver legal aid services through a multi-level service delivery model.

2.4.1 Direct Legal Assistance

ILA may provide direct assistance through:

- legal consultations;
- legal advice;
- preparation of legal documents;
- negotiation;
- mediation;
- representation before courts and authorities.

2.4.2 Community Legal Empowerment

ILA shall promote legal awareness through:

- community outreach;
- legal education sessions;
- public awareness campaigns;
- information materials;
- engagement with community structures.

The purpose is to enable individuals and communities to understand and exercise their rights.

2.4.3 Paralegal Support Services

Where appropriate, ILA may use trained paralegals to:

- identify legal needs;
- provide basic legal information;
- assist with referrals;
- support community outreach;
- monitor access-to-justice challenges.



Paralegals shall operate within clearly defined responsibilities and under professional supervision.

2.4.4 Strategic Legal Interventions

ILA may undertake strategic legal interventions where cases have broader significance for:

- human rights protection;
- legal reform;
- public interest;
- protection of vulnerable groups;
- development of jurisprudence.

Strategic litigation decisions shall be subject to appropriate legal review and approval.

2.4.5 Referral-Based Services

Where ILA cannot provide direct assistance, clients may be referred to:

- advocates;
- government justice institutions;
- specialized service providers;
- protection organizations;
- mediation services;
- other appropriate institutions.

Referrals shall consider:

- client needs;
- confidentiality;
- safety;
- availability of competent services.

2.5 Legal Aid Service Categories

ILA may provide legal assistance in areas including:

2.5.1 Civil Legal Matters

Including:

- land disputes;
- family and succession matters;
- contractual disputes;
- employment disputes;
- property rights;



- administrative complaints.

2.5.2 Criminal Justice Matters

Subject to available resources and applicable law, ILA may provide:

- legal advice;
- assistance during criminal proceedings;
- referrals;
- defence support where appropriate.

2.5.3 Human Rights Protection

Including:

- unlawful detention matters;
- discrimination cases;
- violations of fundamental rights;
- protection of vulnerable groups.

2.5.4 Gender-Based Violence and Protection Matters

ILA shall provide or facilitate appropriate legal assistance for survivors of violence while ensuring:

- confidentiality;
- survivor-centred approaches;
- safety planning;
- referral to appropriate support services.

2.5.5 Community Justice and Alternative Dispute Resolution

ILA may support:

- mediation;
- negotiation;
- community dispute resolution;
- reconciliation processes consistent with human rights standards.



2.6 Service Quality Standards

ILA shall maintain minimum standards for legal aid services.

All legal aid services shall be:

Professional

Provided in accordance with legal ethics and professional standards.

Responsive

Delivered according to client needs and urgency.

Accurate

Based on proper legal research and assessment.

Confidential

Protected from unauthorized disclosure.

Documented

Supported by appropriate case records.

Accountable

Subject to supervision, monitoring, and review.

2.7 Supervision and Quality Assurance Framework

ILA shall establish systems to maintain quality legal services through:

- supervision of legal officers;
- case review meetings;
- legal research support;
- peer consultation;
- file audits;
- performance assessments;
- continuing professional development.

Complex, sensitive, or high-risk cases shall receive enhanced supervision.



2.8 Vulnerability and Priority Groups

While ILA services shall be available to persons meeting eligibility criteria, priority may be given to persons experiencing heightened barriers to justice, including:

- women and girls;
- children;
- persons with disabilities;
- survivors of violence;
- internally displaced persons;
- persons in detention;
- economically disadvantaged persons;
- marginalized communities.

Priority assistance shall be determined objectively and transparently.

2.9 Professional Ethics Framework

All persons providing legal aid services on behalf of ILA shall comply with:

- professional legal ethics;
- confidentiality obligations;
- conflict of interest rules;
- respectful client engagement;
- prohibition of exploitation or abuse;
- ILA Code of Conduct and Ethics Policy.

Any violation may result in disciplinary action or termination of engagement.

2.10 Partnerships in Legal Aid Delivery

ILA may collaborate with:

- government justice institutions;
- courts;
- bar associations;
- universities;
- civil society organizations;
- community-based organizations;
- international organizations.

Partnerships shall be guided by:

- shared objectives;
- professional independence;
- accountability;



- protection of client interests.

2.11 Continuous Improvement

ILA shall continuously improve its legal aid services through:

- client feedback;
- case reviews;
- monitoring and evaluation;
- legal developments;
- staff learning;
- stakeholder consultation;
- lessons learned.

Findings shall inform improvements to service delivery methods, procedures, and standards.

CHAPTER THREE

CLIENT INTAKE, ELIGIBILITY ASSESSMENT, AND LEGAL AID ADMISSION PROCEDURES

3.1 Purpose

This Chapter establishes the procedures for receiving, assessing, admitting, and managing clients seeking legal aid services from the Initiative for Legal Aid (ILA).

The purpose of the client intake and eligibility assessment process is to ensure that legal assistance is provided fairly, consistently, transparently, and in accordance with ILA's mandate, available resources, professional obligations, and access-to-justice objectives.

ILA shall ensure that every person requesting legal assistance is treated with dignity, respect, confidentiality, and without discrimination throughout the intake process.

3.2 Objectives

The objectives of this Chapter are to:

- establish a standardized client intake process;
- ensure fair and transparent eligibility assessment;
- prioritize persons facing significant barriers to justice;
- ensure appropriate allocation of legal aid resources;
- identify urgent protection and safeguarding concerns;
- establish accurate client and case records;
- ensure effective referral where ILA cannot provide direct assistance.



3.3 Client Intake Principles

Client intake shall be guided by the following principles:

3.3.1 Accessibility

ILA shall ensure that individuals can request legal assistance through accessible channels, including:

- physical offices;
- legal aid clinics;
- community outreach activities;
- telephone communication;
- electronic communication where available;
- referrals from partner organizations.

3.3.2 Non-Discrimination

All persons requesting legal assistance shall receive fair consideration regardless of:

- gender;
- age;
- disability;
- ethnicity;
- religion;
- political opinion;
- social background;
- economic status;
- nationality;
- other protected characteristics.

3.3.3 Confidentiality

Information obtained during intake shall be treated as confidential and shall only be accessed by authorized personnel.

Client information shall be collected, stored, and used in accordance with:

- legal professional obligations;
- ILA confidentiality requirements;
- applicable data protection standards.



3.3.4 Informed Participation

Clients shall be informed about:

- ILA's role;
- available services;
- eligibility requirements;
- limitations of assistance;
- confidentiality obligations;
- complaint mechanisms.

Clients shall be given sufficient information to make informed decisions.

3.4 Legal Aid Access Points

ILA may receive legal aid requests through:

- walk-in clients at ILA offices;
- community legal awareness activities;
- mobile legal aid clinics;
- referrals from courts and justice institutions;
- referrals from civil society organizations;
- referrals from protection actors;
- online or telephone requests.

All requests shall be recorded and processed through the approved intake system.

3.5 Client Registration Process

Every person requesting legal assistance shall undergo an initial registration process.

The registration process shall capture:

- client name;
- contact details;
- location;
- age and relevant demographic information;
- preferred language;
- nature of legal problem;
- urgency of the matter;
- referral source;
- immediate protection concerns.

Where collection of personal information may create risks, only necessary information shall be collected.



3.6 Client Identification and Verification

Where appropriate, ILA may request reasonable identification or supporting documents to verify:

- client identity;
- ownership or interest in a legal matter;
- relationship to the dispute;
- authority to act.

However, lack of documentation alone shall not automatically prevent access to urgent legal assistance where:

- the person is vulnerable;
- the matter involves protection concerns;
- documents are unavailable due to circumstances beyond the client's control.

3.7 Initial Legal Assessment

Following registration, a legal officer or designated legal personnel shall conduct an initial assessment.

The assessment shall consider:

- facts of the matter;
- legal issues involved;
- available evidence;
- applicable laws;
- possible remedies;
- urgency;
- risks;
- client expectations.

The purpose of the assessment is to determine the most appropriate form of assistance.

3.8 Eligibility Criteria for Legal Aid

ILA shall determine eligibility based on a combination of factors, including:

3.8.1 Legal Merit

The matter should:

- involve a genuine legal issue;
- have an identifiable legal remedy;
- fall within ILA's areas of intervention;
- not be frivolous or abusive.



3.8.2 Vulnerability and Need

Priority may be given to persons who:

- cannot afford legal assistance;
- face significant barriers to justice;
- are at risk of rights violations;
- belong to vulnerable groups;
- require urgent protection.

3.8.3 Availability of Resources

Admission of cases shall consider:

- available staff capacity;
- financial resources;
- technical expertise;
- workload;
- geographic limitations.

Acceptance of a case shall not create an obligation beyond ILA's available capacity unless expressly approved.

3.8.4 Conflict of Interest

ILA shall not accept matters where:

- ILA has an actual conflict of interest;
- representation would compromise professional independence;
- confidentiality obligations may be affected.

Conflicts shall be identified before acceptance and managed appropriately.

3.9 Case Prioritization

Where demand exceeds available resources, ILA may prioritize cases based on:

- seriousness of rights violation;
- urgency;
- vulnerability of the client;
- risk of irreversible harm;
- public interest considerations;
- likelihood of achieving a meaningful remedy.

Priority decisions shall be made fairly and documented.



3.10 Types of Intake Decisions

Following assessment, ILA may make one of the following decisions:

a) Accept Case

Where ILA determines that it can provide appropriate assistance.

b) Provide Limited Assistance

Where ILA provides specific support, such as:

- legal information;
- legal advice;
- document review;
- referral assistance.

c) Refer Case

Where another institution is better placed to assist.

d) Decline Case

Where:

- the matter falls outside ILA's mandate;
- there is no reasonable legal basis;
- a conflict of interest exists;
- resources are unavailable;
- assistance would be inappropriate.

3.11 Client Notification

Clients shall be informed of the intake decision within a reasonable period.

Where a case is accepted, the client shall receive information regarding:

- assigned legal officer;
- scope of assistance;
- expected timelines;
- required cooperation;
- communication procedures.

Where a case is declined, the client shall, where possible, receive:

- an explanation;



- information on alternative options;
- referral assistance where appropriate.

3.12 Legal Aid Agreement

Before providing substantial legal assistance or representation, ILA may require the client to sign a Legal Aid Agreement.

The agreement shall specify:

- nature of assistance;
- responsibilities of ILA;
- responsibilities of the client;
- confidentiality arrangements;
- communication expectations;
- termination conditions.

3.13 Urgent Cases

Urgent assistance may be provided before completion of full intake procedures where delay may result in serious harm.

Urgent cases may include:

- unlawful detention;
- imminent eviction;
- threats to life or safety;
- protection concerns;
- urgent court deadlines;
- emergency human rights situations.

Full documentation shall be completed as soon as reasonably possible.

3.14 Safeguarding Assessment During Intake

During intake, ILA personnel shall identify potential safeguarding concerns, including:

- children requiring protection;
- survivors of violence;
- persons at risk of exploitation or abuse;
- persons requiring urgent protection support.

Where safeguarding concerns arise, appropriate referral and protection procedures shall be followed in accordance with ILA's Safeguarding and PSEAH Policy.



3.15 Language and Communication Support

ILA shall make reasonable efforts to ensure clients understand legal processes by providing:

- interpretation support where possible;
- explanations in understandable language;
- culturally appropriate communication.

Legal information shall not be communicated in a manner that prevents meaningful client understanding.

3.16 Client File Creation

Upon acceptance of a case, ILA shall establish a client case file containing, as appropriate:

- intake form;
- eligibility assessment;
- conflict check;
- Legal Aid Agreement;
- client identification information;
- legal documents;
- correspondence;
- legal opinions;
- court documents;
- case notes;
- closure documentation.

3.17 Data Protection During Intake

Client information shall be:

- collected lawfully;
- limited to necessary information;
- securely stored;
- accessed only by authorized persons;
- protected from unauthorized disclosure.

Special care shall be taken when handling sensitive information relating to:

- children;
- survivors of violence;
- criminal allegations;
- personal family matters.



3.18 Complaints During Intake

Clients shall have the right to complain regarding:

- refusal of services;
- delays;
- treatment by staff;
- confidentiality concerns;
- perceived discrimination.

Complaints shall be handled according to ILA's Complaints and Feedback Mechanism procedures.

3.19 Review of Intake Decisions

Where appropriate, clients may request a review of decisions relating to:

- refusal of assistance;
- termination of assistance;
- limitations placed on services.

Reviews shall be conducted by a person who was not directly responsible for the original decision.

3.20 Record Keeping and Reporting

ILA shall maintain records relating to:

- number of persons seeking assistance;
- accepted cases;
- referred cases;
- declined cases;
- legal issues presented;
- client demographics where appropriate;
- outcomes achieved.

Such information shall support:

- programme planning;
- donor reporting;
- monitoring and evaluation;
- improvement of legal aid services.



CHAPTER FOUR

CASE MANAGEMENT SYSTEM, FILE MANAGEMENT, AND LEGAL CASE MONITORING

4.1 Purpose

This Chapter establishes the framework for the management, documentation, monitoring, and supervision of legal aid cases handled by the Initiative for Legal Aid (ILA).

The purpose of the Case Management System is to ensure that all legal aid cases are handled systematically, professionally, efficiently, and in accordance with legal ethics, client rights, confidentiality obligations, and institutional accountability requirements.

ILA shall maintain a structured case management approach that enables effective legal representation, accurate record keeping, performance monitoring, and continuous improvement of legal aid services.

4.2 Objectives

The objectives of the Case Management System are to:

- ensure consistent handling of legal aid cases;
- promote timely and effective legal assistance;
- maintain complete and accurate case records;
- support supervision and quality assurance;
- protect client confidentiality;
- track case progress and outcomes;
- facilitate reporting, learning, and accountability.

4.3 Case Management Principles

ILA's case management system shall be guided by the following principles:

4.3.1 Client-Centred Case Management

All case management decisions shall prioritize:

- the rights and interests of the client;
- informed decision-making;
- client safety;
- client dignity;
- effective legal remedies.



4.3.2 Accuracy and Completeness

Case records shall accurately reflect:

- client information;
- legal issues;
- actions taken;
- advice provided;
- decisions made;
- outcomes achieved.

Incomplete or inaccurate case records may affect the quality of legal assistance and institutional accountability.

4.3.3 Confidentiality and Privacy

All case information shall be protected from unauthorized access or disclosure.

Case files shall only be accessed by:

- assigned legal personnel;
- authorized supervisors;
- approved auditors or reviewers;
- persons legally entitled to access such information.

4.3.4 Timeliness

Legal officers shall ensure that:

- cases are opened promptly;
- important deadlines are monitored;
- clients receive timely updates;
- necessary legal actions are undertaken without unreasonable delay.

4.3.5 Accountability

Every legal action taken on behalf of a client shall be documented and traceable.

4.4 Case Management Lifecycle

ILA shall manage legal aid cases through the following stages:

1. Case intake and registration;
2. Eligibility assessment;
3. Case acceptance;
4. Case planning;



5. Legal intervention;
6. Case monitoring;
7. Case review and supervision;
8. Case resolution;
9. Case closure;
10. Post-closure follow-up where appropriate.

4.5 Case Opening Procedures

Once a case is accepted, the assigned legal officer shall open a case file.

The case opening process shall include:

- assigning a case reference number;
- recording client details;
- documenting the legal issue;
- completing conflict checks;
- recording eligibility assessment;
- identifying urgency and risks;
- assigning responsible legal personnel.

Each case shall have a unique identification number for tracking and reporting purposes.

4.6 Case Classification

Cases shall be classified according to relevant categories, including:

Civil Matters

Examples:

- land disputes;
- family disputes;
- succession matters;
- employment disputes;
- contractual disputes;
- property matters.

Criminal Matters

Examples:

- unlawful detention;
- criminal defence matters;
- rights violations during criminal proceedings.



Human Rights Matters

Examples:

- unlawful restrictions of rights;
- discrimination;
- administrative injustice;
- rights violations.

Protection Matters

Examples:

- gender-based violence;
- child protection concerns;
- vulnerable person protection cases.

Public Interest Matters

Examples:

- strategic litigation;
- legal reform cases;
- cases affecting broader communities.

4.7 Case Assessment and Strategy Development

Following acceptance of a case, the assigned legal officer shall prepare an initial case assessment.

The assessment shall consider:

- relevant facts;
- applicable law;
- evidence available;
- legal issues;
- possible remedies;
- risks;
- proposed legal strategy;
- expected timelines.

For complex cases, a written Case Strategy Plan shall be prepared.



4.8 Case File Management

ILA shall maintain a structured case file system.

A case file may contain:

Client Information

- intake form;
- identification documents where available;
- contact details;
- vulnerability assessment;
- consent documentation.

Legal Documents

Including:

- pleadings;
- applications;
- affidavits;
- legal opinions;
- submissions;
- correspondence;
- court orders;
- judgments;
- agreements.

Case Management Records

Including:

- case assessment;
- case plan;
- attendance notes;
- meeting records;
- action plans;
- court attendance records;
- referral records;
- closure forms.

Evidence Records

Including:

- witness information;



- documentary evidence;
- photographs where relevant;
- expert reports;
- other supporting materials.

4.9 Case File Organization Standards

Case files shall be organized in a manner that allows easy retrieval and review.

Files shall:

- use standardized naming conventions;
- contain chronological records;
- clearly identify responsible legal personnel;
- separate confidential and general administrative information where necessary;
- be securely stored.

4.10 Electronic Case Management

Where ILA uses electronic case management systems, the system shall include appropriate safeguards for:

- user access control;
- password protection;
- data backup;
- confidentiality;
- audit trails;
- data recovery.

Electronic case systems shall comply with ILA's ICT Policy and Data Protection requirements.

4.11 Client Communication Records

All significant communication with clients shall be recorded.

Records may include:

- consultation notes;
- telephone communication notes;
- meeting summaries;
- advice provided;
- decisions communicated;
- client instructions.



4.12 Case Monitoring

Legal officers shall regularly monitor assigned cases.

Case monitoring shall include review of:

- progress against case strategy;
- court dates and deadlines;
- pending actions;
- evidence requirements;
- client communication;
- emerging risks.

4.13 Case Progress Updates

Clients shall receive reasonable updates regarding:

- major developments;
- court proceedings;
- settlement discussions;
- delays;
- changes in legal strategy;
- expected next steps.

Communication shall be adapted to the client's circumstances and understanding.

4.14 Case Supervision and Review

ILA shall establish mechanisms for supervision of legal work.

Supervision may include:

- file reviews;
- legal consultations;
- case conferences;
- peer review;
- technical guidance.

High-risk or complex cases shall receive enhanced supervision.

Examples include:

- cases involving children;
- gender-based violence matters;
- serious criminal charges;
- strategic litigation;



- cases with significant public interest implications.

4.15 Case Management Meetings

ILA may conduct regular case review meetings involving:

- legal officers;
- legal assistants;
- paralegals;
- management representatives where appropriate.

Meetings may review:

- new cases;
- urgent matters;
- delays;
- challenges;
- legal strategies;
- resource requirements.

Client confidentiality shall always be maintained.

4.16 Court Case Monitoring

For litigation matters, legal officers shall monitor:

- filing deadlines;
- hearing dates;
- court orders;
- procedural requirements;
- compliance with court directions.

Court attendance shall be documented.

4.17 Alternative Dispute Resolution Case Management

Where cases involve mediation, negotiation, or other alternative dispute resolution mechanisms, legal officers shall document:

- parties involved;
- issues presented;
- negotiation process;
- agreements reached;
- client consent;
- implementation status.



4.18 Case Escalation

Cases shall be escalated where:

- legal complexity exceeds available expertise;
- significant risks arise;
- strategic importance is identified;
- additional approval is required;
- urgent intervention is necessary.

Escalation may involve:

- senior legal review;
- external expert advice;
- referral;
- strategic litigation consideration.

4.19 Case Closure

A case may be closed when:

- legal objectives have been achieved;
- proceedings have concluded;
- client withdraws instructions;
- the matter becomes unsuitable for continued assistance;
- referral has been completed;
- available remedies have been exhausted.

4.20 Case Closure Procedures

Before closure, the legal officer shall:

- prepare a case closure summary;
- record outcomes achieved;
- inform the client;
- return original documents where appropriate;
- archive the case file;
- record lessons learned.

4.21 Case Outcomes and Impact Tracking

ILA shall monitor case outcomes, including:

- successful legal remedies;
- settlements reached;
- judgments obtained;



- rights protected;
- referrals completed;
- systemic issues identified.

Outcome tracking shall support programme evaluation and reporting.

4.22 Case File Retention

Legal case files shall be retained in accordance with:

- professional legal obligations;
- applicable law;
- ILA records management procedures;
- data protection requirements.

Sensitive client information shall continue to receive protection after case closure.

4.23 Case File Access and Security

Access to case files shall be controlled through:

- authorization procedures;
- secure storage;
- confidentiality obligations;
- restricted electronic permissions.

Unauthorized access, copying, or disclosure of client information constitutes serious misconduct.

4.24 Quality Assurance and Case Audits

ILA may conduct periodic case file audits to assess:

- completeness;
- legal quality;
- compliance with procedures;
- timeliness;
- documentation standards;
- client service quality.

Findings shall inform:

- training;
- supervision;
- process improvement.



4.25 Reporting and Case Management Information

ILA shall maintain aggregated case statistics, including:

- number of clients assisted;
- type of legal matters;
- demographic information where appropriate;
- outcomes achieved;
- referrals made;
- geographic coverage.

Reports shall not compromise client confidentiality.

4.26 Continuous Improvement

ILA shall regularly review its case management system based on:

- client feedback;
- case audits;
- legal developments;
- staff experience;
- monitoring and evaluation findings.

Improvements shall be incorporated into procedures, training, and service delivery standards.

CHAPTER FIVE

LEGAL ADVICE, REPRESENTATION, ADVOCACY, AND LITIGATION SERVICES

5.1 Purpose

This Chapter establishes the standards and procedures governing the provision of legal advice, legal representation, advocacy, and litigation services by the Initiative for Legal Aid (ILA).

The purpose of this Chapter is to ensure that all legal interventions undertaken by ILA are delivered with professionalism, competence, independence, diligence, and respect for client rights.

ILA shall ensure that legal services are provided in accordance with:

- applicable laws of the Republic of South Sudan;
- professional legal obligations;
- principles of access to justice;
- human rights standards;
- ethical responsibilities of legal practitioners;
- ILA policies and procedures.



5.2 Objectives

The objectives of this Chapter are to:

- establish standards for legal advice and representation;
- ensure quality legal assistance to clients;
- protect client rights and interests;
- promote effective legal remedies;
- ensure ethical and professional litigation practice;
- establish procedures for advocacy and strategic legal interventions.

5.3 Scope of Legal Services

ILA may provide the following legal services:

- legal information;
- legal consultation;
- legal advice;
- legal drafting;
- negotiation support;
- mediation assistance;
- administrative representation;
- court representation;
- legal advocacy;
- strategic litigation;
- legal research and analysis;
- human rights interventions.

The scope of assistance provided in each case shall depend on:

- client needs;
- legal merit;
- available resources;
- ILA mandate;
- professional capacity.

5.4 Legal Advice Services

5.4.1 General Principles

Legal advice shall be provided:

- accurately;
- independently;
- objectively;
- in a manner understandable to the client;



- based on available facts and applicable law.

Legal advice shall not be influenced by:

- external pressure;
- personal interests;
- political considerations;
- financial incentives.

5.4.2 Legal Advice Process

Before providing advice, the legal officer shall:

- understand the client's concerns;
- obtain relevant facts;
- review available documents;
- identify legal issues;
- research applicable law;
- explain available options;
- discuss risks and possible outcomes.

5.4.3 Client Understanding

Legal personnel shall ensure that clients understand:

- their legal position;
- available remedies;
- possible risks;
- expected procedures;
- limitations of ILA assistance.

Legal advice shall be communicated using language appropriate to the client's level of understanding.

5.5 Legal Opinions

Where appropriate, ILA may prepare written legal opinions.

Legal opinions shall include:

- background facts;
- legal questions;
- applicable legal framework;
- analysis;
- conclusions;
- recommendations.



Legal opinions shall be reviewed where necessary, particularly where they involve:

- complex legal issues;
- significant rights implications;
- institutional risks;
- strategic importance.

5.6 Legal Drafting Services

ILA legal personnel may assist clients with preparation of legal documents, including:

- pleadings;
- applications;
- affidavits;
- agreements;
- demand letters;
- complaints;
- submissions;
- legal correspondence.

Documents shall be prepared:

- accurately;
- professionally;
- within applicable deadlines;
- consistent with client instructions.

5.7 Legal Representation

5.7.1 General Standard

Where ILA accepts responsibility for representation, it shall provide competent and diligent representation consistent with professional obligations.

Representation may include:

- court appearances;
- filing documents;
- negotiations;
- engagement with authorities;
- advocacy before relevant institutions.



5.7.2 Acceptance of Representation

Before accepting representation, ILA shall consider:

- client eligibility;
- legal merit;
- conflict of interest;
- available expertise;
- available resources;
- urgency;
- potential risks.

5.7.3 Representation Agreement

Where appropriate, the client shall enter into a Legal Aid Representation Agreement.

The agreement shall clarify:

- scope of representation;
- responsibilities of ILA;
- responsibilities of the client;
- communication arrangements;
- termination conditions;
- confidentiality obligations.

5.8 Court Representation Standards

ILA advocates and legal officers representing clients before courts shall:

- comply with court procedures;
- act professionally;
- respect judicial authority;
- protect client interests;
- maintain confidentiality;
- avoid unnecessary delays;
- provide accurate information to the court.

5.9 Litigation Management

Litigation matters shall be managed through proper planning and supervision.

Litigation management shall include:

- case strategy development;
- evidence assessment;
- identification of legal arguments;



- preparation of pleadings;
- hearing preparation;
- monitoring of proceedings;
- post-judgment follow-up.

5.10 Litigation Strategy

Before commencing significant litigation, ILA shall assess:

- legal issues involved;
- likelihood of success;
- potential impact;
- risks to the client;
- resource requirements;
- broader implications.

Strategic litigation decisions shall be subject to approval by designated ILA legal leadership.

5.11 Evidence Management

Legal personnel shall ensure proper handling of evidence.

Evidence management shall include:

- identification of relevant evidence;
- preservation of documents;
- verification of authenticity;
- secure storage;
- proper disclosure where required.

Evidence shall be handled in accordance with:

- applicable law;
- professional obligations;
- confidentiality requirements.

5.12 Client Instructions and Decision-Making

ILA shall respect the client's right to make informed decisions regarding their case.

Clients shall be consulted regarding:

- settlement proposals;
- withdrawal of claims;
- legal strategies;
- major decisions affecting their rights.



ILA shall provide professional advice while respecting lawful client decisions.

5.13 Negotiation and Settlement

ILA may support clients through negotiation and settlement processes.

Legal officers shall:

- explain settlement options;
- assess fairness of proposed agreements;
- ensure client understanding;
- document client consent.

Settlement agreements shall not be accepted without proper client authorization.

5.14 Alternative Dispute Resolution

Where appropriate, ILA may encourage alternative dispute resolution mechanisms, including:

- mediation;
- negotiation;
- conciliation;
- community-based resolution mechanisms.

Alternative dispute resolution shall only be used where:

- it is appropriate;
- client consent is obtained;
- rights and dignity of parties are protected.

5.15 Advocacy Services

ILA may undertake legal advocacy to promote:

- access to justice;
- human rights protection;
- legal awareness;
- law reform;
- protection of vulnerable groups.

Advocacy activities may include:

- policy engagement;
- legal research;
- public awareness;
- stakeholder dialogue;



- submissions to relevant institutions.

5.16 Strategic Litigation

ILA may undertake strategic litigation where a case:

- addresses a significant legal or human rights issue;
- has potential wider public benefit;
- contributes to legal development;
- protects vulnerable communities.

Strategic litigation decisions shall consider:

- legal strength;
- public interest;
- risks;
- resource requirements;
- potential consequences.

5.17 Criminal Justice Representation

Where ILA provides assistance in criminal matters, legal personnel shall ensure:

- protection of due process rights;
- respect for presumption of innocence;
- access to legal advice;
- protection against unlawful treatment;
- fair trial guarantees.

5.18 Representation of Vulnerable Clients

Special measures shall be considered when representing:

- children;
- survivors of violence;
- persons with disabilities;
- persons facing intimidation;
- persons affected by displacement.

Measures may include:

- additional consultations;
- simplified explanations;
- confidentiality protections;
- referrals for additional support.



5.19 Conflict of Interest in Legal Representation

ILA shall not represent clients where conflicts of interest exist.

Conflicts may arise where:

- ILA has represented an opposing party;
- staff have personal interests in the matter;
- confidential information may be compromised;
- professional independence may be affected.

Conflicts shall be identified, documented, and appropriately managed.

5.20 Withdrawal from Representation

ILA may withdraw representation where:

- a conflict of interest arises;
- the client provides false information;
- the client refuses necessary cooperation;
- continued representation would breach professional obligations;
- resources become unavailable;
- the client engages in abusive or unethical conduct.

Withdrawal shall be handled responsibly and shall not unfairly prejudice the client.

Where possible, the client shall be informed and referred to alternative assistance.

5.21 Legal Supervision and Review

ILA shall maintain professional supervision mechanisms, including:

- review of legal documents;
- case conferences;
- mentorship;
- peer review;
- litigation strategy discussions.

Complex legal matters shall receive appropriate senior review.

5.22 Professional Development

ILA shall promote continuous professional development through:

- legal training;
- legal updates;



- research activities;
- workshops;
- peer learning;
- professional networking.

Legal personnel shall remain informed about developments affecting their areas of practice.

5.23 Legal Service Quality Monitoring

ILA shall monitor quality of legal services through:

- case file reviews;
- client feedback;
- court outcomes;
- supervision reports;
- performance assessments;
- service delivery indicators.

Findings shall be used to improve legal services.

5.24 Documentation and Reporting

Legal advice and representation activities shall be properly documented, including:

- legal consultations;
- advice provided;
- documents prepared;
- court appearances;
- outcomes achieved;
- client communications.

Reports shall protect client confidentiality while providing necessary accountability information.

5.25 Continuous Improvement

ILA shall periodically review its legal advice, representation, advocacy, and litigation practices to ensure alignment with:

- professional legal standards;
- client needs;
- justice sector developments;
- human rights principles;
- organizational learning.



CHAPTER SIX

CLIENT CONFIDENTIALITY, DATA PROTECTION, AND INFORMATION MANAGEMENT

6.1 Purpose

This Chapter establishes the standards and procedures governing the protection, management, storage, use, and disclosure of client information obtained through the delivery of legal aid services by the Initiative for Legal Aid (ILA).

The purpose of this Chapter is to ensure that client information is handled with the highest level of confidentiality, professionalism, security, and respect for privacy rights.

ILA recognizes that confidentiality is a fundamental principle of legal practice and a critical requirement for maintaining trust between legal aid providers and clients.

6.2 Objectives

The objectives of this Chapter are to:

- protect confidentiality of clients and legal matters;
- establish standards for collection and management of client information;
- prevent unauthorized access, use, or disclosure of information;
- ensure secure handling of physical and electronic records;
- promote compliance with legal and professional obligations;
- establish procedures for responding to information security incidents.

6.3 Scope

This Chapter applies to all information collected, processed, stored, or managed by ILA in relation to:

- legal aid clients;
- beneficiaries;
- witnesses;
- opposing parties;
- partners;
- justice institutions;
- programme participants;
- staff handling legal information.

It applies to:

- paper records;
- electronic records;



- emails;
- photographs;
- audio recordings;
- case management systems;
- legal documents;
- investigation materials;
- monitoring reports.

6.4 Confidentiality as a Legal Aid Principle

ILA shall treat confidentiality as a fundamental professional obligation.

All legal personnel shall protect information obtained during:

- client consultations;
- case assessments;
- legal representation;
- negotiations;
- mediation;
- court proceedings;
- referrals.

Confidentiality obligations shall continue even after:

- a case is closed;
- a staff member leaves ILA;
- a partnership ends.

6.5 Confidential Information

Confidential information includes, but is not limited to:

- client identity;
- personal details;
- contact information;
- family information;
- legal advice provided;
- facts of the case;
- evidence;
- witness information;
- legal strategies;
- court documents;
- settlement discussions;
- sensitive personal circumstances.



6.6 Principles of Information Management

ILA shall manage client information according to the following principles:

6.6.1 Lawfulness and Fairness

Information shall only be collected and used for legitimate legal aid purposes.

Clients shall be informed, where appropriate, about:

- information being collected;
- purpose of collection;
- how information will be used;
- who may access it.

6.6.2 Data Minimization

ILA shall collect only information necessary for:

- providing legal services;
- managing cases;
- reporting requirements;
- safeguarding responsibilities.

Unnecessary collection of personal information shall be avoided.

6.6.3 Accuracy

ILA shall take reasonable steps to ensure that client information is:

- accurate;
- complete;
- updated where necessary.

6.6.4 Security

Client information shall be protected against:

- unauthorized access;
- loss;
- theft;
- alteration;
- destruction;
- accidental disclosure.



6.6.5 Confidential Use

Information collected for legal aid purposes shall not be used for unrelated purposes without appropriate authorization.

6.7 Client Consent

Where appropriate, ILA shall obtain informed consent from clients before:

- sharing personal information;
- making referrals;
- using information for programme purposes;
- publishing case studies;
- collecting photographs or testimonials.

Consent shall be:

- voluntary;
- informed;
- specific;
- documented.

6.8 Exceptions to Confidentiality

Confidential information may only be disclosed in limited circumstances, including:

a) Client Authorization

Where the client provides informed consent.

b) Legal Requirement

Where disclosure is required by law, court order, or professional obligation.

c) Protection of Life or Safety

Where disclosure is necessary to prevent serious and imminent harm.

d) Safeguarding Obligations

Where reporting is required under safeguarding procedures, particularly concerning:

- children;
- vulnerable persons;
- sexual exploitation, abuse, or harassment risks.



Any disclosure shall be limited to the minimum necessary information.

6.9 Client Information Collection Procedures

Information shall be collected through approved procedures, including:

- client intake forms;
- case assessment forms;
- legal consultation records;
- representation agreements;
- monitoring forms;
- feedback mechanisms.

Staff shall avoid collecting sensitive information unless it is necessary for legal assistance or protection purposes.

6.10 Client Files and Record Management

ILA shall maintain organized and secure client files.

Each file shall contain, where applicable:

- client intake form;
- eligibility assessment;
- conflict check;
- consent forms;
- legal documents;
- case notes;
- correspondence;
- court records;
- closure documents.

6.11 Physical File Security

Physical client files shall be protected through:

- secure cabinets;
- restricted access;
- controlled file movement;
- proper filing systems;
- confidentiality procedures.

Files shall not be left unattended in public or unsecured areas.



6.12 Electronic Information Security

Electronic client information shall be protected through:

- password-controlled access;
- user permissions;
- secure storage systems;
- regular backups;
- malware protection;
- secure communication practices.

Electronic records shall comply with ILA's ICT Policy.

6.13 Access Control

Access to client information shall be based on the principle of **need-to-know**.

Authorized access may be granted to:

- assigned legal officers;
- supervising legal personnel;
- approved management personnel;
- authorized auditors or reviewers.

Access rights shall be reviewed periodically.

6.14 Confidential Communication with Clients

ILA shall ensure confidential communication through:

- private consultation spaces;
- secure telephone communication where possible;
- controlled email communication;
- careful handling of written correspondence.

Special attention shall be given to clients who may face risks if communication is discovered by others.

6.15 Information Sharing with Third Parties

Client information may only be shared with third parties where:

- client consent has been obtained;
- disclosure is legally required;
- referral requires information sharing;
- safeguarding obligations apply.



Before sharing information, ILA shall consider:

- necessity;
- proportionality;
- confidentiality risks;
- client safety.

6.16 Confidentiality During Court Proceedings

Legal personnel shall ensure confidentiality while handling:

- court documents;
- witness information;
- evidence;
- legal strategies;
- settlement negotiations.

Public disclosure of client information shall only occur where legally permitted and professionally appropriate.

6.17 Case Studies and Public Communications

ILA may use case examples for:

- donor reporting;
- advocacy;
- awareness activities;
- institutional learning.

However:

- client identity shall be protected;
- consent shall be obtained where required;
- identifying details shall be removed where appropriate.

6.18 Data Breach and Information Security Incidents

A data breach includes:

- unauthorized disclosure;
- loss of client files;
- unauthorized access;
- theft of devices containing client information;
- accidental sharing of confidential information.



6.18.1 Response Procedures

Where a breach occurs, ILA shall:

1. Immediately report the incident;
2. Contain the breach;
3. Assess potential harm;
4. Protect affected persons;
5. Take corrective measures;
6. Document lessons learned.

6.19 Staff Confidentiality Obligations

All ILA personnel handling client information shall:

- sign confidentiality commitments;
- comply with professional obligations;
- protect client information;
- avoid unauthorized discussions of cases.

Breach of confidentiality may result in disciplinary action.

6.20 Confidentiality Training

ILA shall provide training on:

- legal professional confidentiality;
- data protection principles;
- secure information handling;
- ethical communication;
- case file management.

Training shall be provided to:

- lawyers;
- legal officers;
- paralegals;
- volunteers;
- administrative staff handling client records.

6.21 Information Retention and Disposal

ILA shall retain records according to:

- legal requirements;
- professional obligations;



- organizational procedures;
- donor requirements where applicable.

When records are no longer required, disposal shall be conducted securely through methods such as:

- confidential shredding;
- secure deletion;
- approved destruction procedures.

6.22 Confidentiality and Partners

Where ILA works with partners or external service providers:

- confidentiality requirements shall be included in agreements;
- access to client information shall be limited;
- partners shall comply with applicable protection standards.

6.23 Monitoring Compliance

ILA shall monitor confidentiality compliance through:

- case file reviews;
- audits;
- supervision;
- incident reporting;
- staff assessments.

6.24 Breaches and Accountability

Failure to protect client information may constitute:

- professional misconduct;
- breach of employment obligations;
- violation of ILA policies;
- grounds for disciplinary action.

Serious breaches may be reported to relevant professional or legal authorities where required.

6.25 Continuous Improvement

ILA shall periodically review confidentiality and information management practices to ensure they remain effective, secure, and aligned with:

- legal developments;
- professional standards;



- technological changes;
- client protection requirements.

CHAPTER SEVEN

LEGAL AID SERVICES FOR VULNERABLE GROUPS, PROTECTION MEASURES, AND SPECIAL ASSISTANCE PROCEDURES

7.1 Purpose

This Chapter establishes the framework for providing accessible, safe, and appropriate legal aid services to vulnerable and marginalized individuals and groups served by the Initiative for Legal Aid (ILA).

ILA recognizes that certain individuals experience additional barriers in accessing justice due to factors such as age, disability, gender, social status, displacement, poverty, exposure to violence, or other circumstances that increase their vulnerability.

This Chapter ensures that legal aid services are delivered through a **rights-based, survivor-centred, inclusive, and protection-sensitive approach**.

7.2 Objectives

The objectives of this Chapter are to:

- ensure equal access to justice for vulnerable persons;
- establish special measures for clients requiring additional support;
- integrate safeguarding principles into legal aid delivery;
- protect clients from further harm during legal processes;
- strengthen referral and coordination mechanisms;
- promote dignity, participation, and informed decision-making.

7.3 Definition of Vulnerable Persons

For purposes of this Policy, vulnerable persons include individuals who may face increased barriers, risks, or disadvantages in accessing justice.

These may include:

- women and girls;
- children;
- persons with disabilities;
- survivors of gender-based violence;
- internally displaced persons;
- refugees and returnees;
- persons in detention;



- elderly persons;
- persons experiencing extreme poverty;
- marginalized or underserved communities;
- persons facing discrimination or human rights violations.

Vulnerability shall be assessed based on the individual circumstances of each client and shall not be assumed solely based on membership in a particular group.

7.4 Guiding Principles for Assistance to Vulnerable Clients

7.4.1 Dignity and Respect

ILA shall ensure that all vulnerable clients are treated:

- respectfully;
- fairly;
- without discrimination;
- with sensitivity to their circumstances.

7.4.2 Do No Harm

Legal assistance shall not increase risks to clients.

Before undertaking legal action, ILA shall consider:

- safety risks;
- retaliation risks;
- family or community consequences;
- psychological impact;
- confidentiality concerns.

7.4.3 Survivor-Centred Approach

For survivors of violence or abuse, ILA shall ensure:

- respect for client choices;
- confidentiality;
- informed consent;
- safety planning;
- avoidance of unnecessary questioning;
- referral to appropriate support services.



7.4.4 Best Interests of the Child

Where children are involved, ILA shall prioritize:

- the best interests of the child;
- child participation appropriate to age and maturity;
- child protection principles;
- avoidance of further harm.

7.4.5 Accessibility and Inclusion

ILA shall make reasonable efforts to remove barriers affecting access to legal services, including:

- physical barriers;
- communication barriers;
- financial barriers;
- cultural barriers.

7.5 Identification of Vulnerability During Intake

Potential vulnerability shall be identified during:

- client registration;
- legal assessment;
- case management;
- ongoing client communication.

Indicators may include:

- exposure to violence;
- disability;
- dependency on others;
- inability to communicate freely;
- threats to safety;
- lack of support systems;
- displacement.

7.6 Special Assistance for Women and Girls

ILA shall ensure that women and girls requiring legal assistance receive services that consider:

- gender-related barriers;
- unequal access to justice;
- risks of violence or intimidation;
- social and cultural factors.



Support may include:

- confidential consultations;
- female legal personnel where possible;
- referral to protection services;
- assistance in gender-related legal matters.

7.7 Legal Aid for Survivors of Gender-Based Violence

ILA shall provide or facilitate legal assistance for survivors of gender-based violence through a survivor-centred approach.

Services may include:

- legal advice;
- assistance reporting violations;
- court representation where appropriate;
- protection-related referrals;
- assistance obtaining legal remedies.

ILA shall ensure:

- confidentiality;
- informed consent;
- safety considerations;
- respectful communication.

7.8 Assistance to Children

7.8.1 Child Protection Principles

ILA shall ensure that legal assistance involving children complies with:

- child protection standards;
- applicable laws;
- best interests principles.

7.8.2 Child-Friendly Legal Services

Where children are clients or affected persons, ILA shall:

- communicate in child-appropriate language;
- avoid intimidating procedures;
- ensure participation appropriate to age and maturity;
- consider the child's safety and wellbeing.



7.8.3 Representation of Children

Where legal representation of children is undertaken, ILA shall ensure:

- proper authorization;
- protection of confidentiality;
- appropriate communication;
- consideration of guardianship issues.

7.9 Assistance to Persons with Disabilities

ILA shall promote equal access to justice for persons with disabilities.

Reasonable accommodations may include:

- accessible consultation locations;
- interpretation support;
- alternative communication methods;
- additional time for consultations;
- assistance accessing legal procedures.

ILA shall avoid assumptions about a person's capacity and shall assess individual needs.

7.10 Assistance to Persons in Detention

ILA may provide legal assistance to persons in detention, including:

- legal advice;
- assistance understanding rights;
- representation where appropriate;
- monitoring of detention-related concerns;
- referrals.

ILA shall pay particular attention to:

- unlawful detention;
- denial of legal representation;
- mistreatment;
- delays in legal proceedings.



7.11 Assistance to Displaced Persons and Marginalized Communities

ILA may provide legal support to displaced and marginalized populations facing barriers related to:

- documentation;
- property rights;
- access to services;
- discrimination;
- protection concerns.

Legal assistance may include:

- rights awareness;
- documentation support;
- referrals;
- representation.

7.12 Confidentiality and Protection Measures

For vulnerable clients, ILA shall apply enhanced confidentiality measures, including:

- restricted access to case files;
- careful communication arrangements;
- protection of identity;
- secure handling of sensitive information.

7.13 Risk Assessment and Safety Planning

Where risks are identified, ILA shall conduct appropriate assessments relating to:

- personal safety;
- family or community risks;
- retaliation;
- confidentiality;
- legal consequences.

Safety measures may include:

- referral to protection services;
- confidential appointments;
- adjusted communication methods;
- coordination with appropriate institutions.



7.14 Referral and Support Services

ILA recognizes that legal assistance alone may not address all client needs.

Where necessary, clients may be referred to:

- psychosocial support providers;
- medical services;
- protection organizations;
- shelters;
- child protection actors;
- disability support services;
- government institutions.

Referrals shall be made with:

- client consent;
- confidentiality protection;
- consideration of safety.

7.15 Staff Conduct When Supporting Vulnerable Clients

ILA personnel shall:

- treat clients with respect;
- avoid judgmental behaviour;
- maintain professional boundaries;
- protect confidentiality;
- avoid exploitation or abuse;
- comply with safeguarding obligations.

Any concern involving exploitation, abuse, or harassment shall be handled according to ILA's Safeguarding and PSEAH Policy.

7.16 Interpreter and Communication Support

Where language or communication barriers exist, ILA shall provide reasonable support through:

- interpreters;
- translated materials;
- simplified explanations;
- alternative communication methods.

Interpreters shall respect confidentiality requirements.



7.17 Community-Based Legal Assistance

ILA may use community-based approaches to improve access to justice, including:

- mobile legal clinics;
- community legal awareness sessions;
- engagement with community structures;
- paralegal support.

Such activities shall maintain:

- professional standards;
- confidentiality;
- safeguarding requirements.

7.18 Monitoring Services for Vulnerable Groups

ILA shall monitor whether vulnerable clients are effectively accessing services through:

- case statistics;
- client feedback;
- outcome tracking;
- satisfaction assessments;
- community consultations.

Monitoring information shall be handled confidentially.

7.19 Complaints and Feedback Mechanisms

Vulnerable clients shall have accessible mechanisms to:

- provide feedback;
- raise concerns;
- report misconduct;
- request review of services.

Complaint mechanisms shall consider:

- confidentiality;
- accessibility;
- protection against retaliation.



7.20 Staff Training and Capacity Building

ILA shall provide training on:

- protection-sensitive legal assistance;
- gender-responsive approaches;
- child protection;
- disability inclusion;
- trauma-informed communication;
- safeguarding principles.

7.21 Partnerships for Vulnerable Client Support

ILA may collaborate with:

- protection agencies;
- civil society organizations;
- government institutions;
- community organizations;
- specialized service providers.

Partnerships shall be guided by:

- client safety;
- confidentiality;
- professional standards;
- accountability.

7.22 Continuous Improvement

ILA shall regularly review services for vulnerable groups through:

- client feedback;
- monitoring findings;
- case reviews;
- staff learning;
- stakeholder engagement.

Lessons learned shall inform improvements to legal aid delivery.



CHAPTER EIGHT

LEGAL AWARENESS, COMMUNITY OUTREACH, REFERRAL MECHANISMS, AND JUSTICE SECTOR ENGAGEMENT

8.1 Purpose

This Chapter establishes the framework for legal awareness, community outreach, referral mechanisms, and engagement with justice sector stakeholders by the Initiative for Legal Aid (ILA).

ILA recognizes that access to justice requires not only the availability of legal representation but also the ability of individuals and communities to understand their rights, identify legal remedies, and navigate justice institutions effectively.

Through legal awareness and community engagement, ILA seeks to empower communities, strengthen legal literacy, promote early resolution of disputes, and improve confidence in justice systems.

8.2 Objectives

The objectives of this Chapter are to:

- promote awareness of legal rights and responsibilities;
- improve community understanding of justice processes;
- increase access to legal aid services;
- strengthen relationships with justice sector institutions;
- establish effective referral pathways;
- promote community participation in justice initiatives;
- identify emerging legal needs and barriers to justice.

8.3 Legal Awareness and Community Legal Education

8.3.1 Definition

Legal awareness refers to activities designed to increase knowledge and understanding of:

- legal rights;
- legal obligations;
- available justice mechanisms;
- procedures for seeking remedies;
- responsibilities of individuals and communities.

Legal awareness is a key component of ILA's preventive and empowerment-based approach to justice.



8.4 Objectives of Legal Awareness Activities

ILA legal awareness activities shall aim to:

- empower individuals to understand their rights;
- prevent legal violations through increased knowledge;
- encourage lawful dispute resolution;
- reduce misinformation about legal processes;
- improve community engagement with justice institutions.

8.5 Target Groups for Legal Awareness

ILA may conduct legal awareness activities targeting:

- communities;
- women and girls;
- youth;
- students;
- persons with disabilities;
- internally displaced persons;
- community leaders;
- traditional leaders;
- local authorities;
- civil society organizations;
- vulnerable and marginalized groups.

8.6 Legal Awareness Topics

Legal awareness activities may cover areas including:

8.6.1 Human Rights

Including:

- fundamental rights and freedoms;
- equality before the law;
- protection from discrimination;
- remedies for rights violations.

8.6.2 Family and Personal Law

Including:

- marriage rights;
- inheritance;
- child rights;



- family disputes;
- protection from domestic violence.

8.6.3 Land and Property Rights

Including:

- land ownership principles;
- land disputes;
- tenancy rights;
- documentation requirements;
- dispute resolution options.

8.6.4 Criminal Justice Rights

Including:

- rights of arrested persons;
- due process guarantees;
- access to legal representation;
- responsibilities of law enforcement institutions.

8.6.5 Gender-Based Violence and Protection

Including:

- legal protections;
- reporting options;
- available support services;
- survivor rights.

8.7 Methods of Legal Awareness Delivery

ILA may deliver legal awareness through:

- community meetings;
- workshops;
- legal clinics;
- radio programmes;
- printed materials;
- social media platforms;
- educational campaigns;
- school and university engagements;
- public forums.



Methods shall be selected based on:

- target audience;
- accessibility;
- cultural context;
- available resources.

8.8 Community Legal Clinics

ILA may establish legal clinics to provide:

- basic legal information;
- preliminary legal assessments;
- referrals;
- identification of legal needs;
- community feedback collection.

Legal clinics shall maintain:

- confidentiality;
- professional standards;
- appropriate documentation.

8.9 Mobile Legal Aid Clinics

Where resources permit, ILA may conduct mobile legal aid clinics to reach underserved communities.

Mobile clinics may provide:

- legal consultations;
- rights awareness;
- case identification;
- referrals;
- follow-up support.

Before conducting mobile clinics, ILA shall assess:

- security considerations;
- community needs;
- available legal expertise;
- confidentiality arrangements.



8.10 Role of Paralegals and Community Legal Volunteers

ILA may engage trained paralegals or community legal volunteers to support outreach activities.

Their responsibilities may include:

- providing basic legal information;
- identifying persons requiring legal assistance;
- supporting referrals;
- collecting community justice concerns;
- promoting legal awareness.

Paralegals and volunteers shall not:

- provide unauthorized legal representation;
- misrepresent themselves as advocates;
- provide advice beyond their training and authority.

They shall operate under supervision of qualified legal personnel.

8.11 Community Engagement Principles

ILA community engagement shall be guided by:

- respect for local communities;
- inclusion;
- transparency;
- participation;
- cultural sensitivity;
- accountability.

Community engagement shall not compromise:

- legal independence;
- client confidentiality;
- human rights standards.

8.12 Referral Mechanisms

8.12.1 Purpose of Referrals

ILA shall refer clients where:

- another organization is better placed to assist;
- specialized services are required;
- the matter falls outside ILA's mandate;



- additional support is needed.

8.13 Referral Principles

All referrals shall be:

- based on client needs;
- made with appropriate consent;
- confidential;
- properly documented;
- followed up where necessary.

8.14 Referral Partners

ILA may establish referral relationships with:

- courts;
- police and justice institutions;
- government agencies;
- medical providers;
- psychosocial support organizations;
- protection actors;
- shelters;
- disability support organizations;
- other legal service providers.

8.15 Referral Procedures

Before making a referral, ILA shall:

1. Assess the client's needs;
2. Explain referral options;
3. Obtain consent where required;
4. Provide relevant information to the receiving institution;
5. Record the referral;
6. Follow up where appropriate.

8.16 Referral Documentation

Referral records may include:

- client reference number;
- reason for referral;
- receiving organization;
- date of referral;
- consent status;



- follow-up actions;
- outcome where available.

8.17 Justice Sector Engagement

ILA shall engage with justice sector stakeholders to strengthen access to justice and improve coordination.

Engagement may include:

- dialogue forums;
- stakeholder meetings;
- legal sector discussions;
- capacity-building initiatives;
- joint advocacy activities.

8.18 Engagement with Courts

ILA may engage with courts to promote:

- effective legal aid access;
- improved case coordination;
- understanding of legal aid services;
- respect for client rights.

Engagement shall maintain judicial independence and professional boundaries.

8.19 Engagement with Law Enforcement Institutions

ILA may collaborate with relevant law enforcement institutions to promote:

- awareness of legal rights;
- lawful procedures;
- access to legal representation;
- protection of vulnerable persons.

Such engagement shall not compromise ILA's independence.

8.20 Engagement with Traditional and Community Justice Structures

ILA recognizes the role of community and traditional justice mechanisms in resolving disputes.

Where engagement occurs, ILA shall promote:

- fairness;
- human rights compliance;



- voluntary participation;
- protection of vulnerable persons;
- non-discrimination.

ILA shall not support practices that violate constitutional rights, human dignity, or applicable law.

8.21 Universities and Legal Education Institutions

ILA may collaborate with universities and legal training institutions through:

- legal research;
- student internships;
- clinical legal education;
- capacity-building activities;
- knowledge exchange.

8.22 Advocacy Through Legal Awareness

ILA may use legal awareness activities to identify broader justice challenges and advocate for:

- legal reform;
- improved justice services;
- stronger protection mechanisms;
- increased access to justice.

Advocacy shall be evidence-based and consistent with ILA's mandate.

8.23 Monitoring and Evaluation of Outreach Activities

ILA shall monitor legal awareness and outreach activities through:

- attendance records;
- participant feedback;
- knowledge assessments;
- community consultations;
- referral statistics;
- lessons learned.

Monitoring shall inform improvements in outreach strategies.

8.24 Safeguarding During Outreach Activities

All outreach activities shall comply with ILA safeguarding standards.

ILA shall ensure:



- safe engagement environments;
- protection of children and vulnerable persons;
- prevention of exploitation and abuse;
- respectful communication;
- accessible complaint mechanisms.

8.25 Communication and Visibility

ILA shall ensure that public legal awareness materials:

- are accurate;
- are understandable;
- do not create unrealistic expectations;
- protect client confidentiality;
- comply with organizational communication standards.

8.26 Continuous Improvement

ILA shall periodically review legal awareness and community engagement approaches based on:

- community feedback;
- monitoring results;
- justice sector developments;
- emerging legal needs.

Lessons learned shall be incorporated into future programming.

CHAPTER NINE

LEGAL AID QUALITY ASSURANCE, SUPERVISION, MONITORING, EVALUATION, AND LEARNING

9.1 Purpose

This Chapter establishes the framework for ensuring quality, effectiveness, accountability, and continuous improvement in the delivery of legal aid services by the Initiative for Legal Aid (ILA).

ILA recognizes that access to justice requires not only availability of legal services but also the provision of services that meet professional standards, respond to client needs, achieve meaningful outcomes, and maintain public confidence.

This Chapter establishes systems for:



- professional supervision;
- quality control;
- case review;
- performance monitoring;
- evaluation;
- learning and improvement.

9.2 Objectives

The objectives of this Chapter are to:

- establish minimum quality standards for legal aid services;
- strengthen professional supervision of legal work;
- monitor legal aid performance and outcomes;
- promote accountability to clients and stakeholders;
- identify areas for improvement;
- support evidence-based decision-making;
- strengthen institutional learning.

9.3 Legal Aid Quality Assurance Framework

ILA shall maintain a quality assurance framework based on the following pillars:

1. Professional competence;
2. Ethical legal practice;
3. Client-centred services;
4. Effective case management;
5. Timely service delivery;
6. Accurate documentation;
7. Accountability and learning.

9.4 Quality Standards for Legal Aid Services

ILA legal aid services shall meet the following minimum standards:

9.4.1 Accessibility Standard

Legal services shall be accessible to eligible persons without unreasonable barriers.

ILA shall seek to ensure:

- clear procedures for requesting assistance;
- reasonable response times;
- accessible communication;
- outreach to underserved communities.



9.4.2 Professional Competence Standard

Legal services shall be provided by personnel with appropriate:

- qualifications;
- experience;
- legal knowledge;
- professional skills.

Legal personnel shall maintain professional competence through continuous learning.

9.4.3 Client Care Standard

Clients shall receive:

- respectful treatment;
- clear communication;
- appropriate advice;
- regular updates;
- confidential handling of information.

9.4.4 Case Management Standard

Every accepted case shall have:

- a designated responsible officer;
- a case file;
- documented actions;
- monitoring records;
- closure documentation.

9.4.5 Ethical Practice Standard

All legal services shall comply with:

- professional ethics;
- confidentiality obligations;
- conflict of interest requirements;
- ILA Code of Conduct.



9.5 Legal Supervision Framework

9.5.1 Purpose of Supervision

Supervision ensures that legal personnel receive appropriate guidance, support, and professional oversight.

Supervision aims to:

- improve legal quality;
- identify risks;
- support professional development;
- ensure compliance with procedures.

9.6 Levels of Supervision

ILA shall implement different levels of supervision depending on the complexity of the matter.

9.6.1 Routine Supervision

Applicable to ordinary cases and may include:

- file reviews;
- case discussions;
- progress monitoring.

9.6.2 Enhanced Supervision

Required for cases involving:

- vulnerable persons;
- serious human rights concerns;
- strategic litigation;
- complex legal issues;
- significant institutional risks.

9.6.3 Senior Legal Review

Senior review may be required before:

- filing significant litigation;
- issuing major legal opinions;
- making strategic legal decisions;
- entering settlement agreements with significant implications.



9.7 Case File Reviews

ILA shall conduct periodic reviews of case files to assess:

- completeness;
- legal accuracy;
- timeliness;
- documentation quality;
- compliance with procedures;
- client communication.

Reviews shall identify:

- good practices;
- weaknesses;
- corrective actions;
- training needs.

9.8 Legal Practice Audits

ILA may conduct legal practice audits to examine:

- quality of legal advice;
- representation standards;
- compliance with professional obligations;
- case outcomes;
- resource utilization.

Audits may be conducted internally or by qualified external reviewers.

9.9 Client Feedback and Satisfaction Assessment

ILA shall establish mechanisms to obtain feedback from clients regarding:

- accessibility of services;
- quality of assistance;
- communication;
- treatment by staff;
- outcomes achieved.

Feedback methods may include:

- client satisfaction forms;
- interviews;
- complaint mechanisms;
- follow-up calls;



- community consultations.

9.10 Complaints and Accountability

ILA shall maintain accessible complaint mechanisms allowing clients to report:

- poor service;
- delays;
- misconduct;
- confidentiality concerns;
- discrimination;
- inappropriate behaviour.

Complaints shall be:

- received respectfully;
- handled confidentially;
- investigated fairly;
- resolved within reasonable timelines.

9.11 Monitoring of Legal Aid Services

ILA shall monitor legal aid activities through systematic collection and analysis of information.

Monitoring shall assess:

- number of clients assisted;
- types of legal matters;
- geographic coverage;
- client characteristics where appropriate;
- case progress;
- outcomes achieved.

9.12 Key Legal Aid Performance Indicators

ILA may monitor indicators including:

Access Indicators

- number of persons requesting assistance;
- number of legal consultations provided;
- number of outreach activities conducted.

Service Delivery Indicators

- number of cases accepted;



- number of cases resolved;
- number of court appearances conducted;
- number of referrals completed.

Quality Indicators

- client satisfaction levels;
- compliance with case management procedures;
- completed case reviews;
- staff training participation.

Outcome Indicators

- successful remedies obtained;
- settlements achieved;
- rights protected;
- legal barriers identified.

9.13 Monitoring Responsibilities

Responsibilities shall include:

Legal Officers

Responsible for:

- maintaining case records;
- reporting case progress;
- documenting outcomes.

Legal Aid Coordinator

Responsible for:

- supervising legal service delivery;
- reviewing case performance;
- ensuring compliance.

MEAL Department

Responsible for:

- collecting programme data;
- analysing performance;
- supporting learning.



Management

Responsible for:

- strategic oversight;
- resource allocation;
- improvement decisions.

9.14 Evaluation of Legal Aid Services

ILA shall conduct periodic evaluations to assess:

- relevance of services;
- effectiveness;
- efficiency;
- impact;
- sustainability.

Evaluations may examine:

- whether legal needs are being addressed;
- whether services reach intended groups;
- whether outcomes are achieved;
- whether improvements are required.

9.15 Learning and Knowledge Management

ILA shall promote organizational learning through:

- case reflection sessions;
- legal research;
- lessons learned documentation;
- staff discussions;
- stakeholder engagement.

Learning shall inform:

- policy development;
- advocacy strategies;
- training programmes;
- service improvements.



9.16 Lessons Learned from Cases

ILA shall document lessons from significant cases, including:

- successful strategies;
- challenges encountered;
- legal developments;
- systemic justice barriers;
- recommendations.

Lessons learned shall be shared internally while protecting confidentiality.

9.17 Staff Performance and Development

ILA shall assess legal personnel performance through:

- supervision records;
- quality reviews;
- case management performance;
- client feedback;
- professional development activities.

Performance assessments shall support:

- mentoring;
- training;
- career development;
- service improvement.

9.18 Training and Capacity Building

ILA shall identify training needs relating to:

- legal developments;
- litigation skills;
- client management;
- safeguarding;
- human rights;
- documentation;
- professional ethics.

Training plans shall be informed by:

- supervision findings;
- evaluations;
- performance reviews.



9.19 Risk Management in Legal Service Delivery

ILA shall identify and manage risks affecting legal aid quality, including:

- excessive caseloads;
- inadequate resources;
- delays;
- confidentiality breaches;
- legal errors;
- staff capacity gaps.

Risk mitigation measures may include:

- supervision;
- training;
- workload management;
- referral arrangements;
- procedural improvements.

9.20 Reporting Requirements

ILA shall prepare internal and external reports as required.

Reports shall provide information on:

- services delivered;
- results achieved;
- challenges;
- risks;
- improvement actions.

Reports shall maintain client confidentiality and avoid disclosure of sensitive information.

9.21 Continuous Improvement Cycle

ILA shall apply a continuous improvement approach:

Plan → Implement → Monitor → Review → Learn → Improve

Findings from monitoring, evaluations, supervision, and feedback shall be used to strengthen future legal aid services.

9.22 Relationship with MEAL Policy

This Chapter shall be implemented in coordination with ILA's Monitoring, Evaluation, Accountability and Learning (MEAL) Policy.



The MEAL system shall support:

- evidence-based decision-making;
- programme accountability;
- impact measurement;
- organizational learning.

CHAPTER TEN

LEGAL AID PARTNERSHIPS, COORDINATION, REFERRAL NETWORKS, AND EXTERNAL COLLABORATION

10.1 Purpose

This Chapter establishes the framework governing partnerships, coordination mechanisms, referral networks, and external collaboration undertaken by the Initiative for Legal Aid (ILA) in support of effective legal aid service delivery.

ILA recognizes that access to justice requires cooperation among multiple actors, including justice institutions, civil society organizations, community structures, development partners, professional bodies, and specialized service providers.

Through strategic partnerships and coordination, ILA seeks to:

- expand access to legal assistance;
- strengthen referral pathways;
- improve protection and support services;
- promote justice sector cooperation;
- enhance the effectiveness and sustainability of legal aid programmes.

10.2 Objectives

The objectives of this Chapter are to:

- establish principles governing legal aid partnerships;
- ensure responsible selection and management of partners;
- strengthen coordination with justice sector actors;
- establish effective referral mechanisms;
- promote accountability among collaborating institutions;
- ensure partnerships protect client rights and confidentiality.

10.3 Partnership Principles

All ILA partnerships shall be guided by the following principles:



10.3.1 Shared Commitment to Access to Justice

Partners shall demonstrate commitment to:

- protection of legal rights;
- equality before the law;
- improved access to justice;
- protection of vulnerable persons.

10.3.2 Independence and Professional Integrity

Partnerships shall not compromise ILA's:

- legal independence;
- professional judgment;
- ethical obligations;
- client interests.

ILA shall retain independent authority over legal decisions relating to its clients.

10.3.3 Mutual Respect and Accountability

Partners shall cooperate based on:

- clearly defined roles;
- transparency;
- mutual respect;
- accountability;
- shared objectives.

10.3.4 Client-Centred Collaboration

All partnerships shall prioritize:

- client safety;
- confidentiality;
- informed consent;
- effective legal outcomes.

10.3.5 Non-Discrimination

Partnership activities shall promote equal access without discrimination based on:

- gender;
- age;
- disability;



- ethnicity;
- religion;
- social status;
- economic circumstances;
- other prohibited grounds.

10.4 Types of Legal Aid Partnerships

ILA may establish partnerships with:

10.4.1 Government Justice Institutions

Including:

- courts;
- prosecution authorities;
- law enforcement institutions;
- justice ministries;
- legal aid institutions;
- administrative authorities.

Engagement shall promote:

- access to justice;
- coordination;
- protection of legal rights.

10.4.2 Legal Professional Bodies

ILA may collaborate with:

- bar associations;
- legal practitioners;
- professional networks;
- legal training institutions.

Collaboration may support:

- professional development;
- referrals;
- legal research;
- improved legal service delivery.



10.4.3 Civil Society Organizations

ILA may partner with organizations working in areas including:

- human rights;
- protection;
- gender equality;
- child protection;
- disability inclusion;
- community development.

10.4.4 Academic Institutions

Partnerships with universities and research institutions may support:

- legal research;
- clinical legal education;
- internships;
- policy analysis;
- knowledge development.

10.4.5 International Organizations and Development Partners

ILA may collaborate with:

- United Nations agencies;
- international NGOs;
- donor-supported programmes;
- regional organizations.

Such partnerships shall comply with:

- donor requirements;
- ILA policies;
- safeguarding obligations;
- accountability standards.

10.5 Partnership Identification and Assessment

Before entering into a partnership, ILA shall assess:

- organizational reputation;
- legal status;
- technical capacity;
- shared values;
- safeguarding standards;



- financial accountability;
- previous performance;
- ability to protect confidential information.

Partnerships shall only be established where they support ILA's mission and objectives.

10.6 Partnership Approval Process

All formal partnerships shall follow an approval process involving:

1. Identification of partnership opportunity;
2. Assessment of partner suitability;
3. Definition of objectives and responsibilities;
4. Risk assessment;
5. Approval by authorized ILA management;
6. Signing of appropriate agreement.

10.7 Partnership Agreements

Formal partnerships shall be documented through appropriate instruments, including:

- Memoranda of Understanding (MoUs);
- Partnership Agreements;
- Referral Agreements;
- Service Agreements;
- Grant Agreements.

Agreements shall specify:

- purpose of collaboration;
- roles and responsibilities;
- duration;
- resources and contributions;
- confidentiality obligations;
- safeguarding requirements;
- reporting arrangements;
- termination provisions.

10.8 Coordination with Justice Sector Institutions

ILA shall promote constructive engagement with justice sector institutions to strengthen:

- legal aid accessibility;
- referral systems;
- understanding of legal aid services;
- protection of client rights.



Coordination activities may include:

- stakeholder meetings;
- justice forums;
- technical discussions;
- joint awareness activities.

10.9 Referral Networks

10.9.1 Purpose

Referral networks enable clients to access appropriate services where ILA cannot provide complete assistance.

Referral networks may address:

- specialized legal needs;
- protection needs;
- medical support;
- psychosocial support;
- emergency assistance;
- documentation services.

10.10 Referral Partner Selection

ILA shall select referral partners based on:

- technical capacity;
- reliability;
- accessibility;
- confidentiality practices;
- safeguarding compliance;
- commitment to client rights.

10.11 Referral Procedures

Referral procedures shall include:

Step 1: Identification of Client Needs

ILA shall assess whether additional support is required.

Step 2: Explanation of Referral Options

Clients shall be informed about:



- available services;
- reasons for referral;
- possible outcomes.

Step 3: Consent and Information Sharing

Client consent shall be obtained before sharing information unless disclosure is legally required.

Step 4: Referral Documentation

The referral shall be recorded appropriately.

Step 5: Follow-Up

Where appropriate, ILA shall confirm whether the client accessed support.

10.12 Protection and Safeguarding in Partnerships

All partners involved in service delivery shall comply with ILA safeguarding standards.

Partners shall be required to:

- prevent exploitation and abuse;
- protect vulnerable persons;
- maintain confidentiality;
- provide safe services;
- report safeguarding concerns.

10.13 Information Sharing with Partners

Information sharing shall follow the principle of:

"As much as necessary, as little as possible."

ILA shall ensure:

- lawful sharing;
- client consent where appropriate;
- secure communication;
- confidentiality protection.

Partners shall not use client information for unauthorized purposes.



10.14 Partnership Risk Management

ILA shall identify and manage risks associated with partnerships, including:

- reputational risks;
- confidentiality breaches;
- safeguarding failures;
- financial risks;
- partner capacity limitations;
- conflicting objectives.

Risk mitigation measures may include:

- due diligence;
- monitoring;
- reporting requirements;
- training;
- corrective action plans.

10.15 Monitoring Partnership Performance

ILA shall monitor partnerships through:

- progress reviews;
- meetings;
- activity reports;
- referral tracking;
- feedback from beneficiaries;
- partner assessments.

Monitoring shall assess:

- effectiveness;
- compliance;
- value to clients;
- achievement of objectives.

10.16 Partnership Accountability

Partners shall be accountable for:

- fulfilling agreed responsibilities;
- protecting client rights;
- maintaining professional standards;
- reporting challenges;
- complying with agreements.



Failure to meet obligations may result in:

- corrective measures;
- suspension;
- termination of partnership.

10.17 Coordination with Community Structures

ILA may engage:

- community leaders;
- traditional authorities;
- youth groups;
- women's groups;
- disability organizations;
- local associations.

Engagement shall promote:

- legal awareness;
- community participation;
- identification of justice needs.

ILA shall ensure community engagement does not undermine:

- constitutional rights;
- equality principles;
- professional legal standards.

10.18 External Communication and Representation

Only authorized representatives shall communicate official ILA positions on partnerships and legal programmes.

Public statements shall:

- protect client confidentiality;
- reflect accurate information;
- align with ILA policies.

10.19 Partnership Documentation and Records

ILA shall maintain records of partnerships, including:

- signed agreements;
- partner assessments;



- meeting records;
- referral arrangements;
- monitoring reports;
- performance reviews.

Records shall be managed according to ILA information management procedures.

10.20 Partnership Closure

A partnership may be closed where:

- objectives have been achieved;
- agreement period expires;
- risks become unacceptable;
- obligations are not fulfilled;
- continuation is no longer beneficial.

Closure shall be conducted professionally and documented appropriately.

10.21 Continuous Improvement

ILA shall regularly review partnership approaches to ensure they:

- strengthen access to justice;
- improve client services;
- promote accountability;
- support organizational learning.

Lessons from partnerships shall inform future collaboration strategies.

CHAPTER ELEVEN

LEGAL AID GOVERNANCE, ROLES, RESPONSIBILITIES, AND PROFESSIONAL ACCOUNTABILITY

11.1 Purpose

This Chapter establishes the governance structure, institutional responsibilities, professional accountability requirements, and oversight mechanisms governing the delivery of legal aid services by the Initiative for Legal Aid (ILA).

Effective legal aid delivery requires clear lines of authority, professional independence, ethical accountability, and effective management systems.

This Chapter ensures that all persons involved in legal aid service delivery understand their responsibilities and operate within established professional and organizational frameworks.



11.2 Objectives

The objectives of this Chapter are to:

- establish clear governance arrangements for legal aid services;
- define roles and responsibilities of relevant personnel;
- promote professional accountability;
- ensure effective supervision and decision-making;
- protect legal independence and client interests;
- strengthen institutional integrity and public confidence.

11.3 Legal Aid Governance Framework

ILA shall maintain a governance framework that promotes:

- accountability;
- transparency;
- professional independence;
- effective oversight;
- responsible resource management;
- quality service delivery.

The governance structure shall include:

1. Governing Board or equivalent oversight body;
2. Executive Management;
3. Legal Services Department;
4. Programme and Support Departments;
5. Legal Aid Personnel;
6. Administrative and operational support staff.

11.4 Governing Board / Oversight Body

11.4.1 Role

The Governing Board shall provide strategic oversight and ensure that ILA fulfills its mandate of promoting access to justice.

11.4.2 Responsibilities

The Board shall:

- approve strategic direction and policies;
- oversee institutional performance;
- promote accountability and integrity;
- ensure adequate governance systems;



- oversee major risks affecting legal aid services;
- support organizational sustainability.

The Board shall not interfere with independent professional legal decisions relating to individual client matters.

11.5 Executive Director / Chief Executive Officer

11.5.1 Role

The Executive Director provides overall leadership and ensures effective implementation of ILA's mission, strategies, and policies.

11.5.2 Responsibilities

The Executive Director shall:

- provide organizational leadership;
- ensure implementation of legal aid programmes;
- approve institutional procedures;
- ensure adequate resources;
- promote accountability;
- coordinate with partners and stakeholders;
- ensure compliance with legal and donor obligations where applicable.

11.6 Head of Legal Services / Legal Aid Coordinator

11.6.1 Role

The Head of Legal Services is responsible for professional oversight and coordination of legal aid service delivery.

11.6.2 Responsibilities

The Head of Legal Services shall:

- supervise legal officers and advocates;
- ensure quality legal assistance;
- oversee case management systems;
- review complex cases;
- provide legal guidance;
- monitor compliance with professional standards;
- coordinate legal aid reporting.



11.7 Legal Officers and Advocates

11.7.1 Role

Legal officers and advocates are responsible for providing professional legal assistance to clients.

11.7.2 Responsibilities

Legal personnel shall:

- provide competent legal advice;
- represent clients where authorized;
- maintain confidentiality;
- conduct legal research;
- prepare legal documents;
- maintain accurate case files;
- communicate effectively with clients;
- comply with professional ethics;
- report risks and challenges.

11.8 Paralegals and Legal Assistants

11.8.1 Role

Paralegals and legal assistants support access to justice through community engagement and administrative legal support.

11.8.2 Responsibilities

They may:

- provide basic legal information;
- support legal awareness activities;
- assist with client intake;
- support referrals;
- collect preliminary information;
- maintain approved records.

They shall not:

- provide unauthorized legal representation;
- provide legal opinions beyond their competence;
- misrepresent their qualifications.



11.9 Programme and MEAL Personnel

11.9.1 Role

Programme and MEAL personnel support planning, monitoring, evaluation, accountability, and learning related to legal aid services.

11.9.2 Responsibilities

They shall:

- monitor legal aid activities;
- collect programme data;
- support reporting;
- assess service effectiveness;
- document lessons learned;
- support improvement initiatives.

They shall respect confidentiality of client information.

11.10 Finance and Administration Department

11.10.1 Role

The Finance and Administration Department supports effective operational delivery of legal aid programmes.

11.10.2 Responsibilities

The department shall:

- manage approved budgets;
- support procurement;
- maintain financial records;
- support logistics;
- ensure administrative compliance;
- safeguard organizational resources.

Administrative requirements shall not interfere with professional legal independence.

11.11 Conflict Between Administrative and Legal Decisions

Where administrative considerations conflict with professional legal obligations:

- client rights;
- legal ethics;



- professional independence

shall take priority.

Financial or operational limitations shall not justify:

- breach of confidentiality;
- improper legal advice;
- denial of urgent protection where required.

11.12 Professional Independence

ILA shall protect the independence of legal personnel in performing professional duties.

Legal personnel shall be free to make professional judgments based on:

- law;
- evidence;
- client instructions;
- ethical obligations.

No person shall improperly influence legal decisions for:

- political reasons;
- financial interests;
- personal relationships;
- external pressure.

11.13 Ethical Responsibilities of Legal Aid Personnel

All legal aid personnel shall:

- act honestly and professionally;
- maintain client confidentiality;
- avoid conflicts of interest;
- respect client autonomy;
- provide competent assistance;
- treat clients with dignity;
- avoid discrimination;
- prevent exploitation or abuse.

11.14 Conflict of Interest Management

ILA shall maintain procedures to identify and manage conflicts of interest.

Personnel shall disclose:



- personal interests;
- relationships affecting impartiality;
- previous involvement in matters;
- potential professional conflicts.

Where a conflict exists, appropriate action shall be taken, including:

- reassignment;
- withdrawal;
- referral;
- additional review.

11.15 Professional Misconduct

Professional misconduct includes:

- breach of confidentiality;
- negligence;
- dishonesty;
- discrimination;
- abuse of authority;
- exploitation of clients;
- falsification of records;
- failure to comply with professional duties.

11.16 Disciplinary Measures

Where misconduct is established, ILA may take measures including:

- counselling;
- additional supervision;
- training;
- written warning;
- suspension;
- termination of engagement;
- referral to professional authorities where required.

Disciplinary processes shall be fair, confidential, and consistent with applicable procedures.

11.17 Accountability to Clients

ILA shall remain accountable to clients through:

- clear service standards;
- transparent communication;
- complaint mechanisms;



- feedback systems;
- respectful treatment.

Clients shall have the right to:

- understand available services;
- receive updates;
- raise concerns;
- provide feedback.

11.18 Accountability to Communities and Stakeholders

ILA shall promote accountability through:

- public legal awareness;
- transparent programmes;
- responsible partnerships;
- reporting systems;
- stakeholder engagement.

11.19 Decision-Making Authority

ILA shall establish clear approval responsibilities for:

- acceptance of strategic cases;
- litigation decisions;
- partnerships;
- public advocacy positions;
- resource allocation.

Decision-making shall be documented and traceable.

11.20 Internal Communication and Coordination

ILA shall maintain effective communication between:

- legal teams;
- management;
- programme teams;
- administration departments;
- partners.

Coordination shall support:

- timely service delivery;
- risk management;



- institutional learning.

11.21 Governance Risk Management

ILA shall identify governance risks including:

- unclear responsibilities;
- inadequate supervision;
- conflicts of interest;
- professional misconduct;
- weak accountability systems.

Risk mitigation measures shall include:

- clear policies;
- training;
- oversight;
- audits;
- performance reviews.

11.22 Training and Professional Development

ILA shall support continuous professional development through:

- legal training;
- ethics training;
- safeguarding training;
- case management training;
- leadership development;
- knowledge sharing.

11.23 Review of Governance Arrangements

ILA shall periodically review governance arrangements to ensure:

- effectiveness;
- accountability;
- professional independence;
- alignment with organizational objectives.

11.24 Continuous Improvement

ILA shall strengthen governance through:

- lessons learned;
- internal reviews;



- stakeholder feedback;
- professional standards monitoring;
- institutional development initiatives.

CHAPTER TWELVE

LEGAL AID FINANCIAL MANAGEMENT, RESOURCE ALLOCATION, AND SUSTAINABILITY OF LEGAL SERVICES

12.1 Purpose

This Chapter establishes the principles, procedures, and accountability requirements governing financial management, resource allocation, budgeting, and sustainability of legal aid services provided by the Initiative for Legal Aid (ILA).

Effective legal aid delivery requires responsible management of financial and material resources to ensure that services are accessible, efficient, transparent, and sustainable.

ILA shall manage financial resources in accordance with:

- applicable laws and regulations of South Sudan;
- donor requirements where applicable;
- ILA Financial and Accounting Policy;
- principles of transparency, accountability, value for money, and responsible stewardship.

12.2 Objectives

The objectives of this Chapter are to:

- ensure responsible use of resources dedicated to legal aid services;
- establish financial accountability mechanisms;
- promote efficient allocation of available resources;
- support continuity and sustainability of legal aid programmes;
- ensure compliance with financial management standards;
- strengthen confidence among clients, partners, and donors.

12.3 Financial Management Principles

ILA shall manage legal aid resources based on the following principles:

12.3.1 Accountability

ILA shall maintain systems ensuring that all resources are:

- properly authorized;
- accurately recorded;



- used for intended purposes;
- subject to review and verification.

12.3.2 Transparency

Financial decisions relating to legal aid programmes shall be:

- documented;
- properly approved;
- traceable;
- available for legitimate review.

12.3.3 Value for Money

ILA shall ensure that resources achieve the greatest possible benefit for clients through:

- efficient planning;
- competitive procurement;
- responsible expenditure;
- avoidance of waste.

12.3.4 Separation of Duties

Financial responsibilities shall be separated to reduce risks of:

- fraud;
- misuse of funds;
- unauthorized transactions;
- conflicts of interest.

No individual shall control all stages of a financial transaction.

12.3.5 Sustainability

ILA shall promote sustainable legal aid delivery through:

- responsible budgeting;
- resource diversification;
- strategic partnerships;
- efficient service models.

12.4 Legal Aid Budgeting Framework

ILA shall prepare budgets for legal aid programmes based on:

- strategic priorities;



- identified justice needs;
- expected caseload;
- operational requirements;
- available funding;
- donor commitments where applicable.

Budgets shall reflect realistic costs associated with:

- legal personnel;
- court-related activities;
- outreach activities;
- client support;
- legal research;
- administration;
- monitoring and evaluation.

12.5 Legal Aid Budget Development Process

The budgeting process shall include:

Step One: Needs Assessment

ILA shall assess:

- legal service demand;
- priority populations;
- geographical coverage;
- resource requirements.

Step Two: Programme Planning

Legal aid teams shall identify:

- planned activities;
- expected results;
- implementation timelines.

Step Three: Cost Estimation

Costs shall be estimated for:

- personnel;
- operations;
- materials;
- transportation;
- training;



- case-related activities.

Step Four: Review and Approval

Budgets shall be reviewed and approved by authorized management structures.

12.6 Resource Allocation Principles

ILA shall allocate resources based on:

- organizational priorities;
- client needs;
- vulnerability considerations;
- legal urgency;
- expected impact;
- available capacity.

Resource allocation shall avoid discrimination and shall promote equitable access to justice.

12.7 Case-Related Resource Management

Where legal representation requires significant resources, ILA may consider:

- complexity of the matter;
- urgency;
- potential impact;
- available funding;
- availability of alternative support.

Resource limitations shall be managed transparently and shall not compromise professional obligations.

12.8 Personnel Resource Management

Legal aid personnel represent a critical institutional resource.

ILA shall ensure:

- appropriate staffing levels;
- clear job responsibilities;
- professional development;
- reasonable workload management;
- adequate supervision.



Workload allocation shall consider:

- number of cases;
- complexity of cases;
- geographic responsibilities;
- staff expertise.

12.9 Operational Support for Legal Aid Delivery

ILA shall provide appropriate operational support, including:

- office facilities;
- communication tools;
- transportation where necessary;
- legal research resources;
- information technology systems;
- administrative assistance.

Operational limitations shall be managed to minimize disruption to client services.

12.10 Procurement and Asset Management

Legal aid-related procurement and asset management shall comply with ILA's Procurement and Asset Management Policy.

This includes:

- transparent procurement procedures;
- proper authorization;
- supplier management;
- asset recording;
- responsible use of organizational property.

12.11 Donor Funding Management

Where legal aid services are funded by donors, ILA shall ensure:

- compliance with grant agreements;
- accurate financial reporting;
- proper documentation;
- eligible expenditure;
- donor visibility requirements where applicable.



Donor conditions shall not compromise:

- legal independence;
- client confidentiality;
- professional ethics.

12.12 Financial Controls

ILA shall maintain financial controls including:

- approved budgets;
- expenditure authorization procedures;
- supporting documentation requirements;
- financial reconciliations;
- internal reviews;
- audit processes.

12.13 Fraud and Corruption Prevention

ILA has zero tolerance for fraud, corruption, bribery, and misuse of resources.

Examples of prohibited conduct include:

- requesting payments from clients for free legal aid services;
- falsifying financial documents;
- misuse of programme funds;
- improper benefit from suppliers;
- unauthorized expenditure.

Suspected misconduct shall be handled according to ILA's:

- Fraud Prevention Policy;
- Whistleblowing Procedures;
- Code of Conduct and Ethics Policy.

12.14 Client Fees and Contributions

ILA shall clearly communicate whether legal aid services are:

- provided free of charge;
- partially supported through contributions;
- subject to approved cost-sharing arrangements.

Where client contributions are permitted, they shall:

- be officially approved;



- be documented;
- never prevent access to justice for vulnerable persons.

ILA personnel shall not privately charge clients for services provided under ILA programmes.

12.15 Financial Reporting

ILA shall prepare financial reports relating to legal aid programmes.

Reports may include:

- budget performance;
- expenditure analysis;
- funding status;
- resource utilization;
- programme financial risks.

Financial reports shall support:

- management decisions;
- donor accountability;
- organizational learning.

12.16 Monitoring Legal Aid Expenditure

ILA shall monitor whether financial resources are contributing effectively to legal aid objectives.

Monitoring may assess:

- cost efficiency;
- programme performance;
- resource utilization;
- alignment with strategic priorities.

12.17 Audits and Financial Reviews

Legal aid financial activities may be subject to:

- internal reviews;
- management checks;
- external audits;
- donor audits where applicable.

Audits shall assess:

- compliance;



- accuracy;
- effectiveness of controls;
- financial risks.

12.18 Sustainability of Legal Aid Services

ILA shall promote long-term sustainability through:

12.18.1 Funding Diversification

ILA may pursue funding from:

- grants;
- partnerships;
- institutional support;
- approved fundraising initiatives;
- other lawful sources.

12.18.2 Efficient Service Models

ILA shall promote approaches that maximize impact, including:

- community legal education;
- paralegal support;
- strategic referrals;
- technology-supported services.

12.18.3 Institutional Capacity Building

Sustainability shall be strengthened through:

- staff development;
- knowledge management;
- policy development;
- strong governance systems.

12.19 Emergency Resource Allocation

Where urgent legal needs arise, ILA may establish emergency response mechanisms for situations including:

- mass rights violations;
- displacement;
- emergency protection needs;
- urgent court interventions.



Emergency allocations shall remain subject to accountability requirements.

12.20 Financial Accountability to Clients

ILA shall ensure that clients understand:

- whether services are free;
- any approved costs involved;
- available complaint mechanisms;
- procedures for reporting financial misconduct.

12.21 Coordination with Other ILA Policies

This Chapter shall be implemented together with:

- Financial and Accounting Policy;
- Procurement and Asset Management Policy;
- Anti-Fraud and Corruption Procedures;
- Human Resource Policy;
- Risk Management Policy;
- MEAL Policy.

12.22 Continuous Improvement

ILA shall regularly review financial management practices supporting legal aid services through:

- financial reviews;
- audits;
- donor feedback;
- programme evaluations;
- lessons learned.

Improvements shall strengthen efficiency, accountability, and sustainability.

CHAPTER THIRTEEN

LEGAL AID RISK MANAGEMENT, SAFEGUARDING, AND PROFESSIONAL LIABILITY

13.1 Purpose

This Chapter establishes the framework for identifying, assessing, managing, and mitigating risks associated with the delivery of legal aid services by the Initiative for Legal Aid (ILA).



Legal aid work involves professional, operational, ethical, security, safeguarding, and reputational risks that may affect clients, staff, partners, and the organization.

ILA shall maintain a proactive risk management approach to ensure that legal aid services are delivered safely, effectively, ethically, and in accordance with professional obligations.

13.2 Objectives

The objectives of this Chapter are to:

- establish a systematic approach to legal aid risk management;
- protect clients, staff, and partners from avoidable harm;
- strengthen safeguarding and protection measures;
- reduce professional and operational risks;
- promote responsible legal practice;
- ensure accountability for legal service delivery.

13.3 Risk Management Principles

ILA's legal aid risk management framework shall be guided by the following principles:

13.3.1 Prevention and Early Identification

ILA shall seek to identify risks before they occur through:

- proper assessment;
- supervision;
- planning;
- monitoring;
- consultation.

13.3.2 Client Protection

The safety, dignity, and rights of clients shall remain central to all risk management decisions.

13.3.3 Proportionality

Risk responses shall be appropriate to:

- likelihood of occurrence;
- severity of impact;
- vulnerability of affected persons;
- available resources.



13.3.4 Accountability

Risk management responsibilities shall be clearly assigned and monitored.

13.3.5 Continuous Improvement

ILA shall learn from:

- incidents;
- complaints;
- case reviews;
- audits;
- evaluations.

13.4 Legal Aid Risk Categories

ILA recognizes the following categories of risks:

13.4.1 Professional Legal Risks

Professional risks may include:

- incorrect legal advice;
- failure to meet legal deadlines;
- inadequate preparation;
- breach of professional duties;
- conflict of interest;
- negligence;
- poor case management.

13.4.2 Client Protection Risks

Client-related risks may include:

- exposure of confidential information;
- retaliation against clients;
- intimidation;
- discrimination;
- exploitation;
- harm resulting from legal intervention.

13.4.3 Safeguarding Risks

Safeguarding risks may include:

- sexual exploitation and abuse;



- sexual harassment;
- exploitation of vulnerable persons;
- abuse of authority;
- inappropriate conduct by staff or partners.

13.4.4 Operational Risks

Operational risks may include:

- inadequate staffing;
- excessive caseloads;
- insufficient resources;
- office security concerns;
- disruption of services.

13.4.5 Security Risks

Legal aid activities may expose staff and clients to risks such as:

- threats;
- harassment;
- community tensions;
- unsafe travel;
- interference with legal work.

13.4.6 Reputational Risks

Risks may arise from:

- poor-quality services;
- misconduct;
- confidentiality breaches;
- public criticism;
- failure to meet commitments.

13.4.7 Financial Risks

Financial risks may include:

- misuse of funds;
- fraud;
- unauthorized expenditure;
- inadequate financial controls.



13.5 Legal Aid Risk Assessment Process

ILA shall assess risks through:

1. Identification of risks;
2. Analysis of likelihood and impact;
3. Development of mitigation measures;
4. Assignment of responsibility;
5. Monitoring and review.

13.6 Case-Specific Risk Assessment

Certain legal matters require additional risk assessment, including:

- human rights litigation;
- politically sensitive cases;
- cases involving powerful opposing parties;
- gender-based violence cases;
- child protection matters;
- cases involving threats to client safety.

Case risk assessments shall consider:

- client vulnerability;
- legal consequences;
- security concerns;
- confidentiality risks;
- possible retaliation.

13.7 Risk Mitigation Measures

ILA may reduce risks through:

- legal supervision;
- staff training;
- confidentiality controls;
- conflict checks;
- security procedures;
- referral mechanisms;
- workload management;
- professional review.



13.8 Safeguarding Framework

ILA is committed to preventing and responding to all forms of:

- exploitation;
- abuse;
- harassment;
- discrimination;
- harmful conduct.

Safeguarding applies to:

- clients;
- beneficiaries;
- staff;
- volunteers;
- partners;
- community members.

13.9 Safeguarding Principles

ILA safeguarding shall be guided by:

Respect

All persons shall be treated with dignity.

Prevention

ILA shall take reasonable measures to prevent harm.

Confidentiality

Safeguarding concerns shall be handled sensitively.

Accountability

Concerns shall be investigated and addressed appropriately.

Survivor-Centred Response

Survivors shall be treated with respect, choice, and protection.

13.10 Protection from Sexual Exploitation, Abuse, and Harassment (PSEAH)

ILA shall maintain zero tolerance for:



- sexual exploitation;
- sexual abuse;
- sexual harassment;
- sexual misconduct.

All personnel shall comply with ILA's Safeguarding and PSEAH Policy.

13.11 Prohibited Conduct

Legal aid personnel shall not:

- request sexual favours from clients;
- exploit client vulnerability;
- engage in abusive behaviour;
- misuse authority;
- exchange assistance for personal benefits;
- discriminate against clients.

13.12 Reporting Safeguarding Concerns

Safeguarding concerns may be reported through:

- designated safeguarding officers;
- complaint mechanisms;
- management channels;
- confidential reporting systems.

Reports shall be handled:

- confidentially;
- promptly;
- fairly;
- with protection against retaliation.

13.13 Professional Liability Management

ILA recognizes that legal professionals have professional obligations and may face liability arising from legal services.

ILA shall reduce professional liability risks through:

- competent legal practice;
- supervision;
- continuing professional development;
- proper documentation;
- ethical compliance.



13.14 Professional Negligence Prevention

ILA shall prevent negligence through:

- case reviews;
- legal research;
- supervision;
- deadline monitoring;
- quality assurance procedures.

Legal personnel shall promptly disclose and address mistakes that may affect clients.

13.15 Conflict of Interest Management

ILA shall maintain procedures requiring:

- conflict checks before accepting cases;
- disclosure of potential conflicts;
- appropriate reassignment where necessary.

No legal personnel shall act where personal interests compromise professional judgment.

13.16 Security and Safety Management

ILA shall consider security risks affecting:

- staff;
- clients;
- offices;
- field activities.

Measures may include:

- security assessments;
- safe travel procedures;
- confidential appointment arrangements;
- emergency communication procedures.

13.17 Incident Reporting and Response

An incident includes any event that:

- harms a client or staff member;
- compromises confidentiality;
- affects service delivery;
- creates legal or reputational risks.



Incidents shall be:

- reported promptly;
- assessed;
- investigated where necessary;
- documented;
- followed by corrective action.

13.18 Risk Register

ILA shall maintain a Legal Aid Risk Register containing:

- identified risks;
- risk level;
- responsible persons;
- mitigation measures;
- review dates;
- status updates.

The Risk Register shall be reviewed periodically.

13.19 Staff Responsibilities in Risk Management

All ILA personnel shall:

- identify risks;
- report concerns;
- follow procedures;
- protect clients;
- maintain professional standards.

Failure to report serious risks may constitute misconduct.

13.20 Management Responsibilities

ILA management shall:

- establish risk management systems;
- provide resources;
- monitor major risks;
- ensure corrective actions;
- promote a culture of accountability.



13.21 Partner Risk Management

Partners involved in legal aid delivery shall:

- comply with safeguarding requirements;
- protect confidential information;
- maintain professional standards;
- report incidents;
- cooperate with reviews.

13.22 Insurance and Professional Protection

Where feasible and appropriate, ILA may consider mechanisms to reduce professional exposure, including:

- professional indemnity arrangements;
- organizational insurance;
- legal risk mitigation measures.

13.23 Learning from Risks and Incidents

ILA shall use risk information to improve services through:

- lessons learned;
- policy updates;
- staff training;
- improved procedures;
- strengthened controls.

13.24 Coordination with Other ILA Policies

This Chapter shall be implemented together with:

- Safeguarding and PSEAH Policy;
- Risk Management Policy;
- Code of Conduct and Ethics Policy;
- Human Resource Policy;
- ICT Policy;
- Data Protection Procedures;
- Complaints and Feedback Mechanism.



13.25 Continuous Improvement

ILA shall regularly review its risk management and safeguarding systems to ensure that legal aid services remain:

- safe;
- ethical;
- accountable;
- professional;
- responsive to client needs.

CHAPTER FOURTEEN

LEGAL AID COMPLAINTS, FEEDBACK, CLIENT ACCOUNTABILITY, AND REMEDY MECHANISMS

14.1 Purpose

This Chapter establishes the framework for receiving, managing, responding to, and learning from complaints and feedback relating to legal aid services provided by the Initiative for Legal Aid (ILA).

ILA recognizes that effective access to justice requires accountability to clients, beneficiaries, communities, partners, and stakeholders. A transparent complaints and feedback mechanism strengthens trust, improves service quality, identifies misconduct, and ensures that concerns are addressed fairly and promptly.

ILA shall ensure that all complaints and feedback are handled in a manner that is:

- accessible;
- confidential;
- impartial;
- timely;
- respectful;
- protective of complainants from retaliation.

14.2 Objectives

The objectives of this Chapter are to:

- establish clear procedures for submitting complaints and feedback;
- provide clients with accessible accountability mechanisms;
- ensure fair and timely resolution of complaints;
- identify and address service delivery weaknesses;
- strengthen client confidence in ILA services;
- promote organizational learning and improvement.



14.3 Principles of Complaints and Feedback Management

ILA's complaints mechanism shall be guided by the following principles:

14.3.1 Accessibility

All clients and stakeholders shall have reasonable access to complaint and feedback channels regardless of:

- literacy level;
- disability;
- location;
- social status;
- financial circumstances.

ILA shall provide appropriate options for submitting concerns.

14.3.2 Confidentiality

Information relating to complaints shall be handled confidentially.

Details shall only be shared with persons responsible for:

- reviewing;
- investigating;
- resolving;
- managing risks arising from complaints.

14.3.3 Non-Retaliation

ILA prohibits retaliation against any person who:

- submits a complaint;
- provides feedback;
- reports misconduct;
- participates in an investigation.

14.3.4 Fairness and Impartiality

Complaints shall be handled objectively.

Persons responsible for reviewing complaints shall avoid conflicts of interest and shall not investigate matters where they are directly involved.



14.3.5 Timeliness

Complaints shall be acknowledged and addressed within reasonable timelines depending on:

- urgency;
- complexity;
- sensitivity;
- investigation requirements.

14.3.6 Survivor-Centred Approach

Complaints involving:

- sexual exploitation;
- sexual abuse;
- sexual harassment;
- discrimination;
- abuse of authority;

shall be handled using survivor-centred principles.

14.4 Scope of Complaints

Complaints may relate to:

14.4.1 Legal Service Delivery

Including:

- poor quality legal advice;
- delays;
- failure to communicate;
- inadequate representation;
- failure to follow instructions.

14.4.2 Professional Conduct

Including:

- disrespectful treatment;
- unethical behaviour;
- negligence;
- conflict of interest;
- breach of confidentiality.



14.4.3 Safeguarding Concerns

Including:

- exploitation;
- abuse;
- harassment;
- inappropriate conduct;
- abuse of power.

14.4.4 Administrative Issues

Including:

- inaccessible services;
- unfair procedures;
- inappropriate administrative practices.

14.4.5 Financial Concerns

Including:

- unauthorized requests for payment;
- misuse of legal aid resources;
- improper financial conduct.

14.5 Feedback Mechanisms

ILA shall provide multiple channels through which clients and stakeholders may provide feedback.

These may include:

- complaints forms;
- suggestion boxes;
- dedicated email addresses;
- telephone channels;
- direct reporting to designated officers;
- community meetings;
- client satisfaction surveys.



14.6 Information Provided to Clients

Clients shall be informed about:

- their right to complain;
- available complaint channels;
- confidentiality protections;
- expected response processes;
- prohibition against retaliation.

Complaint information shall be communicated in a manner understandable to clients.

14.7 Complaint Registration Process

All complaints received shall be recorded in a Complaint Register.

Records shall include:

- complaint reference number;
- date received;
- complainant details where provided;
- nature of complaint;
- responsible officer;
- actions taken;
- resolution status.

Anonymous complaints shall be accepted where possible.

14.8 Complaint Classification

Complaints shall be classified according to seriousness.

14.8.1 Routine Complaints

Examples:

- delays in communication;
- administrative concerns;
- requests for clarification.

14.8.2 Serious Complaints

Examples:

- professional misconduct;
- confidentiality breaches;



- negligence;
- discriminatory treatment.

14.8.3 Critical Complaints

Examples:

- sexual exploitation or abuse;
- serious threats to client safety;
- criminal misconduct;
- major ethical violations.

Critical complaints shall receive immediate attention.

14.9 Complaint Handling Process

ILA shall follow the following complaint management process:

Step One: Receipt

The complaint is received through an approved channel.

Step Two: Acknowledgement

The complainant receives confirmation that the complaint has been received, where contact information is available.

Step Three: Assessment

The complaint is reviewed to determine:

- nature;
- urgency;
- required response;
- responsible persons.

Step Four: Investigation or Review

Where necessary, an appropriate review or investigation shall be conducted.

The process shall ensure:

- fairness;
- confidentiality;
- documentation;
- impartiality.



Step Five: Resolution

Appropriate action may include:

- explanation;
- corrective action;
- service improvement;
- disciplinary action;
- referral to relevant authorities.

Step Six: Communication of Outcome

Where appropriate, the complainant shall be informed of the outcome.

Information shared shall respect confidentiality requirements.

14.10 Complaints Involving Legal Personnel

Complaints concerning lawyers, legal officers, or paralegals shall be reviewed in accordance with:

- professional standards;
- employment procedures;
- disciplinary procedures;
- applicable legal obligations.

Where necessary, matters may be referred to relevant professional bodies.

14.11 Safeguarding Complaint Procedures

Safeguarding complaints shall be handled separately from ordinary complaints.

ILA shall ensure:

- immediate protection measures where required;
- confidentiality;
- survivor support;
- appropriate investigation;
- referral where necessary.

Safeguarding complaints shall follow ILA's Safeguarding and PSEAH procedures.

14.12 Client Remedy Mechanisms

Where a complaint identifies a failure in service delivery, ILA may provide appropriate remedies, including:



- correction of errors;
- additional legal review;
- reassignment of a case;
- clarification of legal advice;
- referral to another service provider;
- apology where appropriate;
- institutional corrective measures.

14.13 Complaints Against Case Decisions

Clients may request review of decisions relating to:

- refusal of legal assistance;
- withdrawal of services;
- limitations on representation;
- referral decisions.

Reviews shall be conducted by an appropriate person who was not responsible for the original decision where possible.

14.14 Protection of Complainants

ILA shall protect complainants through:

- confidentiality;
- restricted access to complaint information;
- protection against retaliation;
- careful communication procedures.

Any retaliation shall be treated as misconduct.

14.15 Documentation and Record Management

Complaint records shall be maintained securely.

Records shall include:

- complaint details;
- investigation notes;
- decisions;
- corrective actions;
- lessons learned.

Access shall be restricted to authorized persons.



14.16 Monitoring and Reporting of Complaints

ILA shall periodically review complaint information to identify:

- recurring problems;
- service delivery weaknesses;
- training needs;
- policy gaps;
- systemic issues.

Reports shall protect confidentiality.

14.17 Integration with MEAL Systems

Complaint and feedback information shall contribute to ILA's Monitoring, Evaluation, Accountability and Learning (MEAL) processes.

Learning from complaints shall support:

- programme improvement;
- accountability reporting;
- policy development;
- staff training.

14.18 Staff Responsibilities

All ILA personnel shall:

- respect client feedback;
- receive complaints professionally;
- avoid discouraging complaints;
- report serious concerns;
- cooperate with investigations.

14.19 Management Responsibilities

ILA management shall:

- ensure complaint systems are functional;
- allocate resources for complaint handling;
- review complaint trends;
- implement corrective actions;
- promote accountability culture.



14.20 Continuous Improvement

ILA shall regularly evaluate its complaints and feedback mechanisms to ensure they remain:

- accessible;
- trusted;
- effective;
- responsive.

Lessons learned shall be used to strengthen legal aid services and improve client experience.

CHAPTER FIFTEEN

LEGAL AID MONITORING, REPORTING, DOCUMENTATION, AND KNOWLEDGE MANAGEMENT

15.1 Purpose

This Chapter establishes the framework for monitoring, reporting, documentation, and knowledge management within the legal aid services of the Initiative for Legal Aid (ILA).

ILA recognizes that effective legal aid delivery requires reliable information systems that enable the organization to:

- measure performance;
- demonstrate accountability;
- improve service quality;
- protect client information;
- generate institutional learning;
- support evidence-based decision-making.

This Chapter ensures that legal aid information is collected, managed, analyzed, and used responsibly while maintaining confidentiality and professional obligations.

15.2 Objectives

The objectives of this Chapter are to:

- establish effective legal aid monitoring systems;
- define reporting responsibilities and requirements;
- ensure proper documentation of legal services;
- promote secure records management;
- strengthen organizational learning;
- support accountability to clients, partners, and stakeholders.



15.3 Monitoring Principles

ILA legal aid monitoring shall be guided by:

15.3.1 Accuracy

Information collected shall be:

- correct;
- complete;
- verified;
- supported by appropriate documentation.

15.3.2 Confidentiality

Monitoring systems shall protect:

- client identity;
- legal information;
- sensitive case details;
- personal data.

Monitoring information shall only be accessed by authorized personnel.

15.3.3 Relevance

Data collected shall support:

- programme decisions;
- quality improvement;
- accountability;
- reporting requirements.

15.3.4 Timeliness

Information shall be collected and reported within established timelines.

15.3.5 Learning Orientation

Monitoring shall not only measure performance but also identify:

- challenges;
- successes;
- opportunities for improvement.



15.4 Legal Aid Monitoring Framework

ILA shall maintain a monitoring framework covering:

1. Inputs;
2. Activities;
3. Outputs;
4. Outcomes;
5. Impact.

15.5 Input Monitoring

Input monitoring shall assess the resources available for legal aid delivery, including:

- legal personnel;
- financial resources;
- office facilities;
- equipment;
- partnerships;
- training resources.

15.6 Activity Monitoring

ILA shall monitor legal aid activities including:

- client intake;
- legal consultations;
- legal advice;
- court representation;
- mediation;
- legal awareness sessions;
- referrals;
- advocacy activities.

15.7 Output Monitoring

ILA shall measure immediate results, including:

- number of clients assisted;
- number of cases opened;
- number of cases completed;
- number of court appearances;
- number of outreach activities conducted;
- number of referrals made.



15.8 Outcome Monitoring

ILA shall assess broader results, including:

- improved access to justice;
- protection of rights;
- successful legal remedies;
- improved legal awareness;
- strengthened community confidence in justice systems.

15.9 Legal Aid Data Collection

Legal aid data may be collected through:

- client intake forms;
- case management systems;
- legal officer reports;
- court records;
- monitoring tools;
- client feedback mechanisms;
- evaluation activities.

15.10 Client Case Data

Client case records may include:

- client reference number;
- demographic information where necessary;
- legal issue;
- assistance provided;
- case progress;
- legal outcomes;
- closure information.

Only information necessary for legal service delivery shall be collected.

15.11 Data Protection and Confidentiality

ILA shall protect legal aid information through:

- secure storage systems;
- restricted access;
- confidentiality agreements;
- password protection;
- controlled sharing procedures.



Client information shall not be disclosed without:

- lawful authority;
- client consent where required;
- legitimate professional purpose.

15.12 Case Documentation Requirements

Each legal aid case file shall contain appropriate documentation, including:

- client intake form;
- eligibility assessment;
- conflict check;
- legal assessment;
- correspondence;
- pleadings and legal documents;
- court records where applicable;
- case notes;
- closure report.

15.13 Case Notes Management

Legal personnel shall maintain accurate case notes recording:

- consultations;
- legal advice provided;
- actions taken;
- deadlines;
- communication with clients;
- important decisions.

Case notes shall be:

- factual;
- professional;
- dated;
- securely maintained.

15.14 Reporting Framework

ILA shall establish reporting systems to support:

- internal management;
- governance oversight;
- donor accountability where applicable;
- programme improvement.



15.15 Internal Legal Aid Reports

Internal reports may include:

Weekly or Monthly Reports

Covering:

- new cases;
- case progress;
- urgent issues;
- operational challenges.

Quarterly Reports

Covering:

- service performance;
- trends;
- outcomes;
- risks;
- lessons learned.

Annual Reports

Covering:

- overall legal aid performance;
- impact;
- achievements;
- challenges;
- future priorities.

15.16 Case Reporting Responsibilities

Legal officers shall be responsible for:

- updating case records;
- reporting progress;
- documenting outcomes;
- identifying risks.

Supervisors shall review reports for:

- accuracy;
- completeness;



- quality;
- compliance.

15.17 Donor and Partner Reporting

Where legal aid programmes receive external support, ILA shall provide reports according to agreed requirements.

Reports shall:

- accurately reflect activities;
- demonstrate results;
- protect client confidentiality;
- comply with agreements.

15.18 Knowledge Management Framework

ILA shall maintain systems for capturing, storing, sharing, and applying knowledge generated through legal aid work.

Knowledge management supports:

- institutional memory;
- improved legal practice;
- staff learning;
- strategic advocacy.

15.19 Sources of Organizational Knowledge

Knowledge may be generated from:

- legal cases;
- court decisions;
- legal research;
- monitoring findings;
- evaluations;
- client feedback;
- stakeholder engagement;
- lessons learned.

15.20 Legal Research and Documentation

ILA may undertake legal research relating to:

- justice challenges;
- human rights issues;



- legal reforms;
- emerging legal trends;
- barriers to justice.

Research shall comply with:

- ethical standards;
- confidentiality requirements;
- applicable laws.

15.21 Lessons Learned Management

ILA shall document lessons learned from:

- successful cases;
- unsuccessful interventions;
- operational experiences;
- community engagement;
- partnerships.

Lessons learned shall identify:

- what worked;
- challenges encountered;
- recommendations for improvement.

15.22 Legal Precedent and Case Knowledge

Where appropriate, ILA may maintain internal knowledge resources relating to:

- significant judgments;
- legal arguments;
- procedural guidance;
- legal developments.

Such resources shall not disclose confidential client information.

15.23 Information Sharing and Communication

ILA shall promote appropriate internal sharing of knowledge through:

- staff meetings;
- legal discussions;
- training sessions;
- knowledge databases;
- practice guides.



Information sharing shall balance learning needs with confidentiality obligations.

15.24 Monitoring and Evaluation Responsibilities

Responsibilities shall include:

Legal Aid Department

Responsible for:

- case data;
- legal service monitoring;
- professional reporting.

MEAL Department

Responsible for:

- data analysis;
- performance monitoring;
- evaluations;
- learning processes.

Management

Responsible for:

- reviewing findings;
- approving improvements;
- ensuring accountability.

15.25 Data Quality Assurance

ILA shall maintain data quality procedures addressing:

- completeness;
- accuracy;
- consistency;
- timeliness;
- reliability.

Data quality reviews may include:

- file checks;
- verification exercises;
- system reviews;



- staff guidance.

15.26 Records Retention and Disposal

Legal aid records shall be retained according to:

- applicable legal requirements;
- professional obligations;
- ILA records management procedures.

Disposal of records shall ensure:

- confidentiality;
- secure destruction;
- prevention of unauthorized access.

15.27 Technology and Digital Information Systems

Where digital systems are used, ILA shall ensure:

- secure access controls;
- regular backups;
- protection against unauthorized access;
- compliance with ICT security procedures.

Digital legal aid systems shall support, but not replace, professional judgment and accountability.

15.28 Use of Monitoring Information for Improvement

Monitoring findings shall inform:

- service improvements;
- resource allocation;
- staff training;
- policy updates;
- strategic planning.

15.29 Coordination with Other ILA Policies

This Chapter shall be implemented alongside:

- MEAL Policy;
- ICT Policy;
- Data Protection Procedures;
- Case Management Procedures;
- Safeguarding and PSEAH Policy;



- Finance and Accounting Policy.

15.30 Continuous Improvement

ILA shall regularly review its monitoring, reporting, documentation, and knowledge management systems to ensure they remain:

- effective;
- secure;
- relevant;
- responsive to organizational needs.

CHAPTER SIXTEEN

LEGAL AID POLICY IMPLEMENTATION, COMPLIANCE, REVIEW, AND INSTITUTIONAL STRENGTHENING

16.1 Purpose

This Chapter establishes the framework for the effective implementation, compliance monitoring, review, and continuous strengthening of the Legal Aid Service Delivery Policy of the Initiative for Legal Aid (ILA).

The purpose of this Chapter is to ensure that the Policy is translated into practical systems, procedures, and actions that promote:

- quality legal aid delivery;
- professional accountability;
- institutional effectiveness;
- compliance with applicable laws and standards;
- continuous improvement of legal services.

16.2 Objectives

The objectives of this Chapter are to:

- establish responsibilities for implementing this Policy;
- ensure consistent application of legal aid standards;
- promote compliance with organizational and professional requirements;
- establish mechanisms for monitoring implementation;
- provide procedures for policy review and revision;
- strengthen ILA's institutional capacity to deliver sustainable legal aid services.

16.3 Policy Implementation Framework

Implementation of this Policy shall require coordinated action across all levels of ILA.



The implementation framework shall include:

1. Leadership commitment;
2. Clear institutional responsibilities;
3. Adequate resources;
4. Staff awareness and training;
5. Monitoring and accountability systems;
6. Periodic review and improvement.

16.4 Responsibilities for Policy Implementation

16.4.1 Governing Board / Oversight Body

The Governing Board shall:

- approve the Legal Aid Service Delivery Policy;
- provide strategic oversight;
- ensure adequate institutional support;
- review major implementation challenges;
- promote accountability.

The Board shall respect the professional independence of legal service providers.

16.4.2 Executive Director

The Executive Director shall:

- ensure implementation of the Policy;
- allocate appropriate resources;
- establish accountability mechanisms;
- ensure coordination among departments;
- support institutional strengthening.

16.4.3 Head of Legal Services / Legal Aid Coordinator

The Head of Legal Services shall:

- lead operational implementation;
- develop legal service procedures;
- supervise legal personnel;
- monitor compliance with legal standards;
- ensure quality assurance;
- coordinate legal aid reporting.



16.4.4 Legal Officers and Advocates

Legal personnel shall:

- comply with this Policy;
- provide services according to professional standards;
- maintain proper records;
- participate in supervision and training;
- report risks and challenges.

16.4.5 Support Departments

Finance, Administration, HR, ICT, Procurement, and MEAL departments shall support implementation through:

- resource management;
- administrative systems;
- compliance monitoring;
- data management;
- capacity-building support.

16.5 Policy Dissemination

ILA shall ensure that this Policy is communicated to:

- staff members;
- volunteers;
- consultants;
- partners;
- relevant stakeholders.

Dissemination methods may include:

- staff induction;
- training sessions;
- policy briefings;
- internal communication channels;
- organizational manuals.

16.6 Staff Awareness and Training

ILA shall provide appropriate training to ensure personnel understand:

- legal aid principles;
- service standards;
- case management requirements;



- confidentiality obligations;
- safeguarding responsibilities;
- complaints procedures;
- professional accountability requirements.

Training shall be provided:

- during induction;
- periodically thereafter;
- when major policy changes occur.

16.7 Standard Operating Procedures

To support implementation, ILA shall develop and maintain operational procedures covering areas including:

- client intake;
- eligibility assessment;
- case management;
- legal representation;
- referrals;
- complaints handling;
- documentation;
- reporting;
- safeguarding.

Standard Operating Procedures shall complement this Policy and provide practical guidance.

16.8 Compliance Monitoring

ILA shall monitor compliance with this Policy through:

- supervision;
- case reviews;
- internal assessments;
- audits;
- performance reviews;
- client feedback.

Compliance monitoring shall assess:

- adherence to procedures;
- service quality;
- professional standards;
- documentation requirements;
- accountability mechanisms.



16.9 Non-Compliance Management

Where non-compliance is identified, ILA shall take appropriate corrective measures.

Actions may include:

- clarification of procedures;
- additional supervision;
- staff training;
- corrective action plans;
- disciplinary measures where appropriate.

Serious violations may require:

- formal investigation;
- referral to professional bodies;
- termination of engagement.

16.10 Institutional Strengthening Measures

ILA shall strengthen its legal aid capacity through:

- professional development;
- improved systems;
- technology adoption;
- partnerships;
- research and learning;
- resource mobilization.

Institutional strengthening shall aim to improve:

- service accessibility;
- professional quality;
- organizational resilience;
- sustainability.

16.11 Capacity Building Framework

ILA shall identify capacity needs relating to:

- legal skills;
- litigation practice;
- human rights;
- mediation;
- safeguarding;



- case management;
- leadership;
- programme management.

Capacity-building activities may include:

- workshops;
- mentoring;
- peer learning;
- legal research;
- professional training.

16.12 Integration with Organizational Policies

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

- Human Resource and Administration Policy;
- Financial and Accounting Policy;
- Procurement and Asset Management Policy;
- ICT Policy;
- MEAL Policy;
- Risk Management Policy;
- Code of Conduct and Ethics Policy;
- Safeguarding and PSEAH Policy;
- Partnership and Sub-Grant Management Policy.

Where conflicts arise, applicable law and professional legal obligations shall guide interpretation.

16.13 Policy Compliance and Legal Obligations

ILA shall ensure that legal aid services comply with:

- applicable laws of South Sudan;
- professional legal standards;
- human rights principles;
- safeguarding requirements;
- contractual obligations with partners and donors.

16.14 Institutional Accountability Framework

ILA shall maintain accountability through:

- governance oversight;
- internal controls;
- professional supervision;



- monitoring systems;
- complaint mechanisms;
- transparent reporting.

Accountability shall apply to:

- management;
- legal personnel;
- support staff;
- volunteers;
- partners.

16.15 Policy Monitoring Indicators

ILA may monitor implementation through indicators such as:

Service Delivery Indicators

- number of clients assisted;
- number of cases handled;
- case completion rates;
- client satisfaction levels.

Quality Indicators

- percentage of case files meeting standards;
- number of supervision reviews completed;
- staff training completion rates.

Accountability Indicators

- complaints received and resolved;
- safeguarding concerns addressed;
- compliance reviews completed.

Institutional Indicators

- availability of resources;
- partnerships established;
- systems improved.

16.16 Policy Review and Revision

This Policy shall be reviewed periodically to ensure continued relevance and effectiveness.

Reviews may consider:



- changes in law;
- justice sector developments;
- organizational growth;
- monitoring findings;
- evaluation results;
- stakeholder feedback.

16.17 Policy Amendment Process

Amendments may be proposed by:

- management;
- legal department;
- governance structures;
- relevant stakeholders.

Any amendment shall:

1. Identify the need for change;
2. Assess implications;
3. Obtain appropriate approval;
4. Communicate revisions to relevant persons.

16.18 Document Control

ILA shall maintain proper control of this Policy through:

- version numbering;
- approval dates;
- review schedules;
- authorized distribution;
- secure storage.

Only approved versions shall be considered valid.

16.19 Transition and Implementation Arrangements

Following approval of this Policy, ILA shall undertake implementation actions including:

- staff orientation;
- development of procedures;
- assignment of responsibilities;
- establishment of monitoring systems;
- alignment of existing practices.



16.20 Sustainability of Legal Aid Services

ILA shall promote sustainability through:

- strategic partnerships;
- diversified funding;
- institutional capacity development;
- efficient service delivery models;
- knowledge management;
- strong governance.

16.21 Final Commitment

ILA commits to providing legal aid services that are:

- accessible;
- professional;
- ethical;
- inclusive;
- accountable;
- responsive to the needs of communities.

The organization shall continuously improve its legal aid services to promote justice, protect rights, and strengthen access to effective remedies.

