



PARTNERSHIP AND STAKEHOLDER ENGAGEMENT POLICY

FOR THE

INITIATIVE FOR LEGAL AID

(ILA)



TABLE OF CONTENTS

CHAPTER ONE

INTRODUCTION, POLICY FRAMEWORK, LEGAL BASIS AND GUIDING PRINCIPLES

- 1.1 Introduction
- 1.2 Background
- 1.3 Purpose of the Policy
- 1.4 Policy Objectives
- 1.5 Scope and Application
- 1.6 Legal and Regulatory Framework
- 1.7 International and Regional Standards
- 1.8 Relationship with ILA's Vision, Mission and Core Values
- 1.9 Relationship with Other ILA Policies
- 1.10 Guiding Principles for Partnerships and Stakeholder Engagement
- 1.11 Policy Statement
- 1.12 Institutional Commitment
- 1.13 Definitions and Interpretation
- 1.14 Policy Ownership
- 1.15 Policy Authority
- 1.16 Policy Compliance
- 1.17 Policy Dissemination and Awareness
- 1.18 Effective Date
- 1.19 Policy Review
- 1.20 Amendment of the Policy
- 1.21 Saving Clause
- 1.22 Transitional Arrangements
- 1.23 Chapter Summary

CHAPTER TWO

PARTNERSHIP GOVERNANCE FRAMEWORK

- 2.1 Introduction
- 2.2 Objectives of the Partnership Governance Framework
- 2.3 Partnership Governance Principles
- 2.4 Partnership Governance Structure
- 2.5 Role of the Board of Directors
- 2.6 Role of the Executive Director
- 2.7 Role of the Senior Management Team
- 2.8 Partnership Management Committee

- 2.9 Role of Programme Departments
- 2.10 Role of the Finance and Administration Department
- 2.11 Role of the Legal and Compliance Function
- 2.12 Role of the MEAL Unit
- 2.13 Role of Partners
- 2.14 Delegation of Authority
- 2.15 Partnership Approval Framework
- 2.16 Chapter Summary

CHAPTER THREE

STAKEHOLDER IDENTIFICATION, ANALYSIS AND MAPPING

- 3.1 Introduction
- 3.2 Objectives of Stakeholder Identification and Mapping
- 3.3 Definition of Stakeholders
- 3.4 Categories of Stakeholders
 - 3.4.1 Internal Stakeholders
 - 3.4.2 Beneficiaries and Communities
 - 3.4.3 Government Institutions
 - 3.4.4 Development Partners and Donors
 - 3.4.5 Civil Society and Community Organizations
 - 3.4.6 Academic and Research Institutions
 - 3.4.7 Private Sector Stakeholders
 - 3.4.8 Media and Public Communication Stakeholders
- 3.5 Stakeholder Identification Process
- 3.6 Stakeholder Analysis
- 3.7 Stakeholder Prioritization
- 3.8 Stakeholder Mapping Tools
- 3.9 Stakeholder Register
- 3.10 Stakeholder Engagement Planning
- 3.11 Inclusive Stakeholder Engagement
- 3.12 Review and Updating of Stakeholder Information
- 3.13 Chapter Summary

CHAPTER FOUR

PARTNERSHIP DEVELOPMENT, DUE DILIGENCE AND APPROVAL

- 4.1 Introduction
- 4.2 Objectives of Partnership Development
- 4.3 Sources of Partnership Opportunities
- 4.4 Partnership Selection Criteria
 - 4.4.1 Strategic Alignment
 - 4.4.2 Institutional Capacity

- 4.4.3 Reputation and Integrity
- 4.4.4 Complementary Value

4.5 Partnership Due Diligence

4.6 Areas of Due Diligence Assessment

- 4.6.1 Legal Status
- 4.6.2 Governance and Management
- 4.6.3 Financial Capacity
- 4.6.4 Technical Capacity
- 4.6.5 Safeguarding and Ethics
- 4.6.6 Reputation and Compliance History

4.7 Partnership Risk Assessment

4.8 Partnership Proposal Development

4.9 Legal Review and Agreement Development

4.10 Partnership Approval Process

4.11 Partnership Agreements

4.12 Partnership Documentation and Records

4.13 Partnership Rejection

4.14 Chapter Summary

CHAPTER FIVE

STAKEHOLDER ENGAGEMENT, CONSULTATION AND COMMUNICATION

5.1 Introduction

5.2 Objectives of Stakeholder Engagement

5.3 Principles of Stakeholder Engagement

5.4 Stakeholder Engagement Planning

5.5 Stakeholder Consultation

5.6 Communication with Stakeholders

5.7 Community Engagement

5.8 Government and Institutional Engagement

5.9 Communication with Donors and Development Partners

5.10 Stakeholder Feedback and Complaints

5.11 Confidentiality and Information Sharing

5.12 Monitoring Stakeholder Engagement

5.13 Chapter Summary

CHAPTER SIX

RESOURCE MOBILIZATION AND DONOR ENGAGEMENT

6.1 Introduction

6.2 Objectives of Resource Mobilization

6.3 Guiding Principles

6.4 Sources of Resource Mobilization

6.5 Resource Mobilization Planning

- 6.6 Donor Engagement
- 6.7 Proposal Development and Submission
- 6.8 Grant Management and Compliance
- 6.9 Financial Accountability
- 6.10 Visibility, Recognition, and Communication
- 6.11 Monitoring and Evaluation of Resource Mobilization
- 6.12 Chapter Summary

CHAPTER SEVEN

PARTNERSHIP IMPLEMENTATION, COORDINATION AND RELATIONSHIP MANAGEMENT

- 7.1 Introduction
- 7.2 Objectives
- 7.3 Partnership Implementation
- 7.4 Roles and Responsibilities During Implementation
- 7.5 Coordination Mechanisms
- 7.6 Communication and Information Sharing
- 7.7 Joint Planning and Decision-Making
- 7.8 Performance Monitoring
- 7.9 Relationship Management
- 7.10 Managing Partnership Challenges
- 7.11 Amendment of Partnership Agreements
- 7.12 Capacity Strengthening
- 7.13 Chapter Summary

CHAPTER EIGHT

ETHICS, HUMAN RIGHTS, SAFEGUARDING AND COMPLIANCE

- 8.1 Introduction
- 8.2 Objectives
- 8.3 Ethical Standards
- 8.4 Human Rights Commitment
- 8.5 Equality, Diversity and Inclusion
- 8.6 Safeguarding
- 8.7 Conflict of Interest
- 8.8 Anti-Fraud and Anti-Corruption
- 8.9 Confidentiality and Data Protection
- 8.10 Compliance with Laws and Organizational Policies
- 8.11 Reporting Misconduct
- 8.12 Monitoring Compliance
- 8.13 Chapter Summary

CHAPTER NINE

PARTNERSHIP RISK MANAGEMENT

- 9.1** Introduction
- 9.2** Objectives
- 9.3** Risk Management Principles
- 9.4** Identification of Partnership Risks
- 9.5** Risk Assessment
- 9.6** Risk Mitigation Measures
- 9.7** Risk Monitoring and Reporting
- 9.8** Incident and Crisis Management
- 9.9** Business Continuity
- 9.10** Risk Review and Continuous Improvement
- 9.11** Chapter Summary

CHAPTER TEN

MONITORING, EVALUATION, LEARNING AND REPORTING OF PARTNERSHIPS

- 10.1** Introduction
- 10.2** Objectives
- 10.3** Monitoring of Partnership Performance
- 10.4** Performance Indicators
- 10.5** Partnership Evaluation
- 10.6** Learning and Knowledge Management
- 10.7** Reporting Requirements
- 10.8** Review Meetings
- 10.9** Corrective and Improvement Measures
- 10.10** Documentation and Record Keeping
- 10.11** Chapter Summary

CHAPTER ELEVEN

PARTNERSHIP REVIEW, SUSPENSION, TERMINATION AND EXIT MANAGEMENT

- 11.1** Introduction
- 11.2** Objectives
- 11.3** Periodic Partnership Review
- 11.4** Amendment or Renewal of Partnerships
- 11.5** Suspension of Partnerships
- 11.6** Termination of Partnerships
- 11.7** Exit Management
- 11.8** Dispute Resolution
- 11.9** Lessons Learned and Organizational Improvement

11.10 Documentation and Record Retention

11.11 Chapter Summary

CHAPTER TWELVE

POLICY IMPLEMENTATION, RESPONSIBILITIES AND INSTITUTIONAL ARRANGEMENTS

12.1 Introduction

12.2 Objectives

12.3 Responsibilities of the Board of Directors

12.4 Responsibilities of the Executive Director

12.5 Responsibilities of Departments and Units

12.6 Responsibilities of Employees and Representatives

12.7 Capacity Building and Awareness

12.8 Resource Allocation

12.9 Coordination and Collaboration

12.10 Monitoring Policy Implementation

12.11 Chapter Summary

CHAPTER THIRTEEN

POLICY MONITORING, REVIEW AND CONTINUOUS IMPROVEMENT

13.1 Introduction

13.2 Objectives

13.3 Monitoring Policy Effectiveness

13.4 Performance Indicators

13.5 Internal Review

13.6 External Review

13.7 Policy Review

13.8 Policy Amendment

13.9 Continuous Improvement

13.10 Chapter Summary

CHAPTER FOURTEEN

RECORDS MANAGEMENT, DOCUMENTATION AND INFORMATION MANAGEMENT

14.1 Introduction

14.2 Objectives

14.3 Partnership Records

14.4 Documentation Standards

14.5 Records Storage and Security

14.6 Access to Records

- 14.7 Confidentiality and Information Protection**
- 14.8 Record Retention and Disposal**
- 14.9 Monitoring Compliance**
- 14.10 Chapter Summary**

CHAPTER FIFTEEN

GENERAL PROVISIONS

- 15.1 Introduction**
- 15.2 Policy Implementation**
- 15.3 Interpretation of the Policy**
- 15.4 Relationship with Other Policies**
- 15.5 Non-Compliance**
- 15.6 Exceptions**
- 15.7 Policy Review and Amendment**
- 15.8 Effective Date**
- 15.9 Repeal and Saving**
- 15.10 Approval**
- 15.11 Chapter Summary**

PARTNERSHIP AND STAKEHOLDER ENGAGEMENT POLICY

CHAPTER ONE

INTRODUCTION, POLICY FRAMEWORK, LEGAL BASIS AND GUIDING PRINCIPLES

1.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that strategic partnerships and effective stakeholder engagement are fundamental to the achievement of its vision, mission, strategic objectives, and institutional mandate. As a non-governmental organization dedicated to promoting access to justice, legal empowerment, human rights, good governance, democratic participation, peacebuilding, and the rule of law in the Republic of South Sudan, ILA acknowledges that sustainable development outcomes can only be achieved through collaborative action among governments, civil society organizations, development partners, communities, the private sector, academia, professional institutions, media, and other stakeholders.

Partnerships enable ILA to leverage complementary expertise, mobilize financial and technical resources, strengthen institutional capacity, expand service delivery, improve innovation, influence policy reform, and maximize impact for individuals and communities served by the Organization. Likewise, meaningful stakeholder engagement enhances accountability, transparency, participation, trust, and shared ownership of programmes and institutional initiatives.

ILA further recognizes that partnerships expose the Organization to legal, financial, operational, governance, safeguarding, security, reputational, compliance, and strategic risks. These risks require effective governance systems that ensure partnerships are established, managed, monitored, evaluated, and concluded in a manner that protects the Organization's integrity, independence, resources, beneficiaries, and public confidence.

This Partnership and Stakeholder Engagement Policy establishes the institutional framework governing the identification, assessment, approval, implementation, monitoring, evaluation, documentation, review, and termination of partnerships while promoting meaningful engagement with stakeholders at all levels. The Policy also establishes minimum governance standards, accountability mechanisms, ethical obligations, due diligence procedures, risk management requirements, and institutional responsibilities applicable to all partnership arrangements undertaken by ILA.

This Policy shall be read together with the Constitution of ILA, the Board Governance Charter, the Strategic Plan, and all related governance, operational, financial, administrative, safeguarding, risk management, procurement, human resource, information management, and compliance policies adopted by the Organization.

1.2 Background

The contemporary humanitarian, development, governance, and human rights environment increasingly requires organizations to work collaboratively in addressing complex social, economic, legal, institutional, and governance challenges. No single organization possesses sufficient resources, expertise, geographic reach, or institutional capacity to respond effectively to the diverse needs of communities and beneficiaries without collaboration.

Within South Sudan, access to justice continues to be affected by multiple factors, including limited legal awareness, inadequate legal representation, institutional capacity constraints, economic hardship, displacement, gender inequality, insecurity, and barriers affecting vulnerable and marginalized populations. Addressing these challenges requires coordinated efforts among government institutions, civil society organizations, traditional authorities, development agencies, international organizations, donors, academic institutions, legal professionals, community leaders, and private sector actors.

ILA therefore recognizes partnerships as strategic instruments for advancing its organizational mandate through cooperation based on shared values, mutual respect, transparency, accountability, and complementary institutional strengths. Effective partnerships enhance organizational resilience, improve programme quality, strengthen advocacy, support resource mobilization, encourage innovation, promote institutional learning, and facilitate sustainable development outcomes.

Stakeholder engagement extends beyond formal partnerships. It encompasses continuous dialogue, consultation, participation, collaboration, communication, accountability, and relationship management with all individuals, institutions, and communities that influence or are affected by ILA's programmes, projects, policies, decisions, and operations. Effective engagement ensures that stakeholder perspectives are integrated into organizational planning, implementation, monitoring, evaluation, and decision-making processes.

As ILA continues to expand its operations and partnerships at national, regional, and international levels, there is a need for a comprehensive policy that provides consistent standards governing partnership development, stakeholder engagement, institutional accountability, ethical conduct, safeguarding, risk management, compliance, and organizational learning. This Policy responds to that need by establishing a unified governance framework that promotes responsible partnerships while safeguarding ILA's mission, independence, reputation, and long-term sustainability.

1.3 Purpose of the Policy

The purpose of this Policy is to establish a comprehensive institutional framework governing the establishment, management, oversight, monitoring, evaluation, and conclusion of partnerships and stakeholder engagement activities undertaken by ILA.

Specifically, this Policy seeks to:

- a) establish a standardized governance framework for all partnership and stakeholder engagement activities;
- b) ensure that partnerships are aligned with ILA's vision, mission, strategic priorities, and organizational values;
- c) promote transparency, accountability, integrity, and good governance in partnership management;
- d) strengthen stakeholder participation in programme planning, implementation, monitoring, evaluation, and learning;
- e) establish clear institutional roles, responsibilities, and decision-making authority;
- f) promote responsible stewardship of financial, human, technical, and material resources entrusted to ILA;
- g) ensure compliance with applicable laws, donor requirements, contractual obligations, and organizational policies;
- h) establish procedures for partner identification, due diligence, approval, implementation, monitoring, evaluation, and termination;
- i) strengthen institutional capacity for collaboration, coordination, and relationship management;
- j) protect ILA from legal, financial, operational, reputational, safeguarding, security, and strategic risks associated with partnerships;
- k) ensure that partnerships contribute to sustainable organizational development and measurable impact for beneficiaries;
- l) promote ethical conduct, human rights, safeguarding, equality, diversity, inclusion, and non-discrimination in all partnership activities;
- m) strengthen accountability to beneficiaries, donors, partners, regulators, and other stakeholders; and
- n) foster continuous institutional learning, innovation, and improvement in partnership management.

1.4 Policy Objectives

The objectives of this Policy are to:

Strategic Objectives

- a) strengthen strategic partnerships that advance ILA's mandate and long-term institutional sustainability;
- b) enhance coordination and collaboration with national, regional, and international stakeholders;
- c) improve organizational effectiveness through strategic alliances and knowledge sharing;
- d) support sustainable resource mobilization and institutional development.

Governance Objectives

- e) establish effective governance arrangements for partnership management;
- f) clarify institutional authority and accountability;
- g) strengthen Board oversight of strategic partnerships;
- h) ensure responsible decision-making throughout the partnership lifecycle.

Operational Objectives

- i) improve planning, implementation, coordination, and monitoring of partnerships;
- j) establish standardized operational procedures;
- k) improve communication and information sharing among stakeholders;
- l) strengthen programme delivery through coordinated implementation.

Risk Management Objectives

- m) establish comprehensive due diligence procedures;
- n) identify and manage partnership risks;
- o) strengthen fraud prevention, safeguarding, and compliance mechanisms;

p) protect organizational assets, reputation, and institutional independence.

Accountability Objectives

q) promote transparency in partnership management;

r) strengthen accountability to beneficiaries and affected communities;

s) ensure responsible financial management;

t) improve reporting, documentation, monitoring, and evaluation.

Institutional Learning Objectives

u) promote continuous improvement through monitoring and evaluation;

v) document lessons learned and best practices;

w) strengthen organizational knowledge management; and

x) encourage innovation and adaptive partnership management.

1.5 Scope and Application

This Policy shall apply to all partnership and stakeholder engagement activities undertaken by or on behalf of ILA, regardless of the source of funding, geographical location, programme area, or duration of the relationship.

This Policy shall apply to:

a) members of the Board of Directors;

b) the Executive Director;

c) senior management;

d) employees;

e) interns;

f) volunteers;

g) consultants;

h) project staff;

- i) programme staff;
- j) technical advisors;
- k) committees established by ILA;
- l) partner organizations;
- m) implementing partners;
- n) consortium members;
- o) development partners;
- p) donors and funding partners where applicable under contractual arrangements;
- q) government institutions collaborating with ILA;
- r) community-based organizations;
- s) civil society organizations;
- t) academic and research institutions;
- u) private sector partners;
- v) professional associations;
- w) faith-based organizations;
- x) traditional authorities;
- y) community representatives; and
- z) any other stakeholder engaged in activities conducted on behalf of or in collaboration with ILA.

This Policy shall apply throughout the entire partnership lifecycle, including:

- a) stakeholder identification;
- b) stakeholder analysis;
- c) partner identification;
- d) due diligence;

- e) partnership appraisal;
- f) negotiation;
- g) approval;
- h) execution of agreements;
- i) implementation;
- j) monitoring;
- k) evaluation;
- l) reporting;
- m) amendment;
- n) suspension;
- o) termination; and
- p) post-partnership review and institutional learning.

In the event of any inconsistency between this Policy and a specific donor agreement, applicable law, or contractual obligation, ILA shall seek to ensure compliance with the law while maintaining the principles and standards established by this Policy to the greatest extent possible.

1.6 Legal and Regulatory Framework

ILA shall implement this Policy in accordance with the Constitution and laws of the Republic of South Sudan, its own constitutional and governance instruments, applicable contractual obligations, and internationally recognized principles governing partnerships, accountability, and good governance.

This Policy shall be interpreted and implemented consistently with, where applicable:

- a) the Constitution of the Republic of South Sudan, 2011 (as amended);
- b) applicable legislation governing non-governmental organizations and civil society organizations in South Sudan;
- c) labour and employment legislation;
- d) taxation and financial management laws;

- e) procurement and contractual laws;
- f) data protection, privacy, and information management requirements;
- g) anti-corruption, anti-money laundering, and anti-fraud legislation;
- h) safeguarding and child protection laws;
- i) regulations issued by competent government authorities;
- j) contractual obligations contained in donor agreements and partnership instruments;
- k) ILA's Constitution;
- l) the Board Governance Charter;
- m) the Strategic Plan;
- n) the Finance and Accounting Policy;
- o) the Procurement and Assets Management Policy;
- p) the Human Resource and Administration Policy;
- q) the Risk Management Policy;
- r) the Code of Conduct and Ethics Policy;
- s) the Anti-Fraud, Corruption and Whistleblowing Policy;
- t) the ICT Policy;
- u) the Data Protection and Privacy Policy;
- v) the MEAL Policy;
- w) the Legal Aid Service Policy; and
- x) any other governance instruments, policies, procedures, manuals, or directives adopted by ILA from time to time.

The implementation of this Policy shall also take into account internationally recognized principles of good governance, accountability, transparency, human rights, and ethical partnership management, as further elaborated in the succeeding sections of this Policy.

1.7 International and Regional Standards

ILA recognizes that partnerships and stakeholder engagement should be implemented in accordance with internationally recognized principles of good governance, human rights, accountability, transparency, participation, sustainability, and organizational integrity.

Accordingly, ILA shall, where applicable and consistent with the laws of the Republic of South Sudan, align its partnership practices with relevant international and regional legal instruments, development frameworks, humanitarian principles, and recognized standards of good practice.

Without limiting the generality of this Policy, ILA shall be guided by:

- a) the Charter of the United Nations;
- b) the Universal Declaration of Human Rights (1948);
- c) the International Covenant on Civil and Political Rights;
- d) the International Covenant on Economic, Social and Cultural Rights;
- e) the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW);
- f) the Convention on the Rights of the Child (CRC);
- g) the Convention on the Rights of Persons with Disabilities (CRPD);
- h) the African Charter on Human and Peoples' Rights;
- i) the African Charter on the Rights and Welfare of the Child;
- j) the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol);
- k) the African Union Agenda 2063;
- l) the East African Community Treaty and other applicable regional instruments;
- m) the United Nations Sustainable Development Goals (SDGs);
- n) the United Nations Guiding Principles on Business and Human Rights;
- o) the United Nations Convention against Corruption (UNCAC);

- p) internationally recognized safeguarding and protection standards;
- q) international principles on transparency, accountability, and good governance;
- r) applicable donor compliance frameworks;
- s) humanitarian principles of humanity, neutrality, impartiality, and independence where relevant; and
- t) other international standards applicable to civil society organizations and non-governmental organizations.

ILA shall periodically review emerging international standards and incorporate relevant best practices into its partnership management systems where appropriate.

1.8 Relationship with ILA's Vision, Mission and Core Values

This Policy is an integral component of ILA's governance framework and supports the realization of the Organization's Vision, Mission, Strategic Plan, and institutional objectives.

All partnerships shall contribute directly or indirectly to the achievement of ILA's mission and shall strengthen the Organization's capacity to deliver sustainable legal aid, legal empowerment, advocacy, human rights protection, institutional development, and public interest programmes.

Accordingly, every partnership shall demonstrate alignment with:

- a) ILA's Vision;
- b) ILA's Mission;
- c) ILA's Core Values;
- d) Strategic Objectives;
- e) Programme Priorities;
- f) Institutional Development Goals;
- g) Governance Principles;
- h) Accountability Commitments; and
- i) Public Interest Mandate.

No partnership shall be entered into where it would materially compromise the Organization's independence, integrity, impartiality, reputation, or commitment to justice and human rights.

ILA shall ensure that partnership decisions are guided by institutional priorities rather than short-term financial opportunities or external influence.

1.9 Relationship with Other ILA Policies

This Policy shall operate as part of an integrated governance framework and shall be read together with all other organizational policies, procedures, manuals, and governance instruments.

Implementation of this Policy shall complement and reinforce the provisions contained in, among others:

- a) Board Governance Charter;
- b) Finance and Accounting Policy;
- c) Procurement and Assets Management Policy;
- d) Human Resource and Administration Policy;
- e) Risk Management Policy;
- f) Monitoring, Evaluation, Accountability and Learning (MEAL) Policy;
- g) Legal Aid Service Policy;
- h) Anti-Fraud, Corruption and Whistleblowing Policy;
- i) Code of Conduct and Ethics Policy;
- j) ICT Policy;
- k) Data Protection and Privacy Policy;
- l) Safeguarding and PSEAH Frameworks;
- m) Strategic Plan;
- n) Financial Procedures Manual;
- o) Human Resource Manual;
- p) Procurement Manual;
- q) Delegation of Authority Framework;
- r) Internal Control Framework;

- s) Business Continuity arrangements;
- t) Information Security procedures;
- u) Records Management procedures; and
- v) any other governance instruments approved by the Board of Directors.

Where two policies address the same subject matter, they shall be interpreted harmoniously to achieve the objectives of good governance, accountability, and institutional effectiveness.

Where inconsistency arises, the Board of Directors shall determine the appropriate interpretation or approve any necessary amendments.

1.10 Guiding Principles for Partnerships and Stakeholder Engagement

All partnerships and stakeholder engagement activities undertaken by ILA shall be governed by the following principles.

1.10.1 Strategic Alignment

ILA shall only establish partnerships that support its Vision, Mission, Strategic Plan, institutional priorities, and legal mandate.

Every partnership shall demonstrate a clear strategic contribution to organizational objectives.

1.10.2 Legality

All partnership activities shall comply with:

- a) applicable laws;
- b) regulations;
- c) contractual obligations;
- d) organizational policies;
- e) donor requirements; and
- f) accepted standards of professional conduct.

ILA shall not knowingly participate in unlawful or unethical partnerships.

1.10.3 Good Governance

Partnerships shall promote:

- a) accountability;
- b) transparency;
- c) responsible leadership;
- d) sound decision-making;
- e) institutional integrity;
- f) effective oversight; and
- g) prudent stewardship of resources.

1.10.4 Mutual Respect

ILA shall build relationships based upon:

- a) respect;
- b) professionalism;
- c) equality;
- d) trust;
- e) dialogue;
- f) cooperation; and
- g) recognition of each partner's institutional independence.

1.10.5 Shared Responsibility

Partners shall contribute fairly toward agreed objectives while respecting clearly defined roles and responsibilities.

Each partner shall remain accountable for its own commitments.

1.10.6 Transparency

Partnership decisions shall be conducted openly and honestly.

ILA shall communicate relevant information accurately and in a timely manner while protecting confidential information where necessary.

1.10.7 Accountability

ILA shall remain accountable to:

- a) beneficiaries;
- b) communities;
- c) donors;
- d) partners;
- e) government authorities;
- f) regulators;
- g) staff;
- h) the Board of Directors; and
- i) the public.

Accountability mechanisms shall include reporting, monitoring, audits, evaluations, stakeholder feedback, and independent oversight.

1.10.8 Participation

Stakeholders shall be provided with meaningful opportunities to participate in planning, implementation, monitoring, evaluation, and organizational learning.

Participation shall be genuine, inclusive, and appropriate to the nature of the engagement.

1.10.9 Inclusiveness

ILA shall promote equitable participation by all stakeholders without discrimination.

Special attention shall be given to:

- a) women;
- b) children;
- c) youth;
- d) persons with disabilities;
- e) internally displaced persons;
- f) refugees where applicable;
- g) marginalized communities;
- h) minority groups; and
- i) other vulnerable populations.

1.10.10 Human Rights

All partnerships shall promote respect for internationally recognized human rights.

ILA shall avoid partnerships that contribute to discrimination, injustice, exploitation, violence, or human rights violations.

1.10.11 Equality and Non-Discrimination

Partnership decisions shall be free from unlawful discrimination.

ILA shall promote equality of opportunity and fair treatment for all persons engaged in partnership activities.

1.10.12 Gender Equality and Social Inclusion

ILA shall integrate gender equality and social inclusion considerations throughout partnership planning, implementation, monitoring, and evaluation.

Partners shall be encouraged to adopt inclusive institutional practices.

1.10.13 Safeguarding

ILA shall maintain zero tolerance for:

- a) sexual exploitation;
- b) sexual abuse;
- c) sexual harassment;
- d) child abuse;
- e) exploitation;
- f) neglect; and
- g) any form of abuse against vulnerable persons.

Safeguarding responsibilities shall form an integral part of all partnership arrangements.

1.10.14 Integrity

ILA shall conduct partnership activities honestly, ethically, and professionally.

The Organization shall reject fraud, corruption, bribery, conflicts of interest, and other forms of misconduct.

1.10.15 Independence

Partnerships shall not compromise ILA's institutional independence, professional judgment, or ability to pursue its mission impartially.

Funding or technical support shall never determine the Organization's legal positions or advocacy priorities in a manner inconsistent with its mandate.

1.10.16 Sustainability

ILA shall prioritize partnerships that create long-term institutional value, strengthen local capacity, and promote sustainable outcomes beyond the duration of individual projects or funding arrangements.

1.10.17 Innovation and Learning

ILA shall encourage innovation, knowledge sharing, research, continuous improvement, and adaptive management in partnership development and stakeholder engagement.

Lessons learned shall be documented and incorporated into future partnership strategies.

1.10.18 Value for Money

ILA shall ensure that partnerships maximize the efficient, economical, effective, equitable, and ethical use of organizational resources.

Decisions shall consider long-term institutional value rather than short-term financial gain.

1.10.19 Environmental and Social Responsibility

Where applicable, ILA shall encourage environmentally sustainable practices and socially responsible approaches within partnership activities.

Partners shall seek to minimize adverse environmental and social impacts arising from joint programmes and projects.

1.10.20 Continuous Improvement

ILA shall regularly review its partnership governance systems, stakeholder engagement approaches, and institutional practices to strengthen effectiveness, accountability, resilience, and organizational performance.

Lessons learned from implementation, monitoring, evaluations, audits, stakeholder feedback, and emerging good practices shall be integrated into future policy development and operational improvement.

1.11 Policy Statement

The Initiative for Legal Aid (ILA) is committed to establishing, maintaining, and strengthening strategic partnerships and constructive stakeholder relationships that advance its mission, vision, and strategic objectives. The Organization recognizes that effective partnerships are founded on mutual trust, transparency, accountability, respect, shared responsibility, and compliance with applicable legal and ethical standards.

ILA shall establish partnerships that contribute to improved access to justice, legal empowerment, human rights protection, institutional strengthening, policy advocacy, research, capacity development, and sustainable community development. All partnerships shall be developed and managed in a manner that safeguards the Organization's independence, integrity, reputation, and commitment to public interest.

The Organization shall ensure that partnership decisions are objective, transparent, evidence-based, and aligned with its strategic priorities. Partnerships that present unacceptable legal, financial, operational, reputational, safeguarding, or ethical risks shall not be approved.

Stakeholder engagement shall be inclusive, participatory, and responsive, ensuring that the views and interests of beneficiaries, communities, partners, donors, government institutions, civil society organizations, and other stakeholders are appropriately considered in organizational decision-making.

ILA shall continuously strengthen its partnership management systems through monitoring, evaluation, organizational learning, and periodic review of this Policy.

1.12 Institutional Commitment

ILA is committed to promoting partnerships that are ethical, lawful, transparent, accountable, and sustainable.

The Organization shall:

- a) establish partnerships that advance its strategic objectives;
- b) conduct appropriate due diligence before entering into partnerships;
- c) promote mutual respect, equality, and shared accountability among partners;
- d) uphold the highest standards of integrity and professionalism;
- e) comply with applicable laws, donor requirements, and contractual obligations;
- f) protect confidential information and personal data;
- g) promote gender equality, diversity, inclusion, and non-discrimination;
- h) integrate safeguarding and human rights principles into partnership activities;
- i) prevent fraud, corruption, conflicts of interest, and abuse of authority;
- j) strengthen communication and collaboration with stakeholders;
- k) monitor and evaluate partnership performance regularly;
- l) document lessons learned and promote continuous improvement; and
- m) ensure that partnerships create sustainable value for beneficiaries and communities.

The Board of Directors, Executive Director, management, employees, volunteers, consultants, and partners shall share responsibility for implementing this Policy within their respective mandates and responsibilities.

1.13 Definitions and Interpretation

Unless the context otherwise requires, the following terms shall have the meanings assigned to them in this Policy.

Accountability

The obligation of individuals and organizations to be answerable for their decisions, actions, use of resources, and performance, and to accept responsibility for the consequences.

Agreement

A legally binding or non-binding written arrangement between ILA and one or more parties establishing the terms and conditions of collaboration.

Beneficiary

Any individual, group, or community that receives services, assistance, legal aid, training, advocacy support, or any other benefit from programmes implemented by or through ILA.

Board

The Board of Directors of the Initiative for Legal Aid, responsible for the overall governance and strategic oversight of the Organization.

Capacity Building

Activities aimed at strengthening the knowledge, skills, systems, structures, and institutional capabilities of individuals, communities, partners, or organizations.

Civil Society Organization (CSO)

A non-governmental, non-profit, community-based, faith-based, professional, or voluntary organization operating independently of government to advance public or community interests.

Collaboration

A cooperative working relationship between two or more organizations or individuals pursuing agreed objectives through coordinated actions.

Community

A group of people sharing a common geographical location, identity, interest, or characteristic that may be affected by or benefit from ILA's programmes and activities.

Conflict of Interest

A situation where personal, financial, professional, or institutional interests could improperly influence, or appear to influence, objective decision-making.

Consultant

An individual or firm engaged by ILA to provide specialized professional or technical services under agreed contractual terms.

Cooperation

The process through which organizations or individuals work together voluntarily to achieve common objectives while maintaining their respective institutional identities.

Development Partner

A bilateral agency, multilateral organization, international institution, donor, foundation, or other organization that provides financial, technical, or institutional support for development programmes.

Donor

Any government, institution, organization, foundation, corporation, or individual providing financial or in-kind resources to support ILA's programmes or operations.

Due Diligence

The systematic assessment conducted before establishing a partnership to evaluate legal status, governance, financial capacity, technical competence, safeguarding standards, reputation, compliance history, and associated risks.

Executive Director

The chief executive officer of ILA responsible for the overall management and administration of the Organization.

Grant

Financial or material assistance provided by a donor or funding partner for specified purposes under agreed terms and conditions.

Human Rights

The fundamental rights and freedoms inherent to every person as recognized under national law, regional instruments, and international human rights standards.

Memorandum of Understanding (MoU)

A formal written document setting out the intentions, roles, responsibilities, and areas of cooperation between ILA and one or more partners, whether legally binding or non-binding.

Partner

Any organization, institution, network, government entity, donor, academic institution, private sector organization, civil society organization, or individual collaborating with ILA to achieve mutually agreed objectives.

Partnership

A formal or informal collaborative relationship established between ILA and one or more parties to achieve shared goals, deliver programmes, mobilize resources, exchange knowledge, or strengthen institutional capacity.

Risk Assessment

The systematic process of identifying, analyzing, evaluating, and managing risks associated with proposed or existing partnerships.

Stakeholder

Any person, group, institution, organization, or community that affects, is affected by, or has an interest in ILA's activities, programmes, decisions, or operations.

Stakeholder Engagement

The continuous process of identifying, consulting, communicating, collaborating, and maintaining constructive relationships with stakeholders to support organizational objectives.

Strategic Partnership

A long-term collaborative relationship established to advance ILA's strategic priorities, institutional growth, programme effectiveness, or sustainability.

Sustainability

The ability of partnership outcomes, institutional capacity, and programme benefits to continue beyond the duration of a specific project or funding arrangement.

Transparency

The principle of conducting organizational activities openly, honestly, and in a manner that enables stakeholders to access appropriate information regarding decisions, actions, and performance.

Volunteer

A person who provides services to ILA without expectation of regular financial compensation, subject to agreed terms and organizational policies.

Interpretation

In this Policy:

- a) words importing the singular include the plural and vice versa;
- b) words importing one gender include all genders;
- c) references to any law include amendments or replacements thereof;
- d) headings are inserted for convenience only and shall not affect interpretation;
- e) references to "shall" denote mandatory obligations, while "may" indicates discretionary authority; and
- f) unless otherwise stated, references to ILA include its Board of Directors, Management, employees, volunteers, consultants, and authorized representatives acting within their respective mandates.

1.14 Policy Ownership

This Policy is the property of the Initiative for Legal Aid (ILA) and shall be owned by the Organization through its Board of Directors.

The Executive Director shall serve as the Policy Owner and shall be responsible for its overall implementation, administration, coordination, monitoring, and periodic review.

Day-to-day implementation of this Policy shall be coordinated by the Programme Department in collaboration with the Legal Unit, Finance and Administration Department, Human Resource and Administration Department, MEAL Unit, ICT Unit, and other relevant departments.

All departments shall ensure that partnership and stakeholder engagement activities undertaken within their respective mandates comply with the provisions of this Policy.

1.15 Policy Authority

This Policy is issued under the authority of the Board of Directors of the Initiative for Legal Aid (ILA).

The Board of Directors shall:

- a) approve this Policy and any subsequent amendments;
- b) provide strategic oversight of partnership governance;
- c) ensure that partnerships support ILA's mission and strategic objectives;
- d) monitor institutional compliance with this Policy; and
- e) promote accountability, transparency, and good governance in partnership management.

The Executive Director shall exercise delegated authority for the implementation of this Policy in accordance with the Board Governance Charter and the Delegation of Authority Framework.

No employee, consultant, volunteer, or representative of ILA shall establish or commit the Organization to any partnership outside the authority delegated under this Policy or any applicable organizational instrument.

1.16 Policy Compliance

Compliance with this Policy is mandatory.

All Board members, employees, interns, volunteers, consultants, and any person acting on behalf of ILA shall comply with the requirements of this Policy.

All partner organizations shall also comply with the relevant provisions of this Policy where such obligations are incorporated into partnership agreements, Memoranda of Understanding, grant agreements, contracts, or other collaborative arrangements.

Failure to comply with this Policy may result in:

- a) corrective action;
- b) suspension of partnership activities;
- c) disciplinary action against employees in accordance with the Human Resource and Administration Policy;
- d) termination of partnership agreements;

- e) recovery of funds or assets where applicable; and
- f) referral to competent authorities where required by law.

1.17 Policy Dissemination and Awareness

ILA shall ensure that this Policy is effectively communicated throughout the Organization and to relevant stakeholders.

To promote awareness and compliance, ILA shall:

- a) provide copies of the Policy to relevant staff and partners;
- b) include the Policy in staff induction and orientation programmes;
- c) organize periodic awareness and training sessions;
- d) make the Policy available through appropriate organizational communication platforms;
- e) integrate relevant provisions into partnership agreements where appropriate; and
- f) encourage partners to familiarize themselves with the principles and requirements of this Policy.

1.18 Effective Date

This Policy shall become effective on the date approved by the Board of Directors.

Upon approval, this Policy shall remain in force until amended, replaced, or repealed by the Board of Directors.

1.19 Policy Review

This Policy shall be reviewed at least once every three (3) years or earlier where necessary.

An earlier review may be undertaken where:

- a) there are significant changes in applicable laws or regulations;
- b) organizational restructuring affects partnership management;
- c) implementation experience identifies gaps or weaknesses;
- d) significant partnership risks emerge;

- e) donor or regulatory requirements change;
- f) the Board of Directors directs a review; or
- g) the Executive Director determines that revision is necessary in the interests of effective governance.

The review process shall involve consultation with relevant departments, partners, and stakeholders where appropriate.

1.20 Amendment of the Policy

Any proposal to amend this Policy shall be submitted to the Executive Director for review and recommendation.

Proposed amendments shall:

- a) clearly identify the provisions to be amended;
- b) provide justification for the proposed changes;
- c) consider legal, financial, operational, and governance implications;
- d) undergo consultation with relevant departments where appropriate; and
- e) be submitted to the Board of Directors for approval.

No amendment shall take effect unless approved by the Board of Directors.

1.21 Saving Clause

If any provision of this Policy is declared invalid, unlawful, or unenforceable by a court of competent jurisdiction or by operation of law, such determination shall not affect the validity or enforceability of the remaining provisions.

The Board of Directors shall take appropriate steps to amend or replace any affected provision while preserving the objectives and integrity of this Policy.

1.22 Transitional Arrangements

Upon approval of this Policy:

- a) all new partnerships shall comply fully with its provisions;
- b) existing partnerships shall continue unless they are inconsistent with this Policy;

- c) existing partnership agreements may be reviewed and updated where necessary;
- d) staff and partners shall be informed of the requirements of this Policy;
- e) implementation guidelines, tools, and templates shall be developed where necessary;
and
- f) reasonable transitional measures may be adopted to facilitate full implementation.

1.23 Chapter Summary

This Chapter establishes the foundation of the Partnership and Stakeholder Engagement Policy by defining its purpose, legal basis, scope, guiding principles, governance framework, institutional commitment, and key terminology.

It affirms ILA's commitment to building strategic, transparent, ethical, and sustainable partnerships that contribute to access to justice, human rights, legal empowerment, and organizational excellence. It also establishes the authority, ownership, implementation, review, and compliance framework necessary for the effective governance of all partnership and stakeholder engagement activities.

The succeeding chapters provide detailed guidance on partnership governance, stakeholder engagement, partnership lifecycle management, donor relations, ethics, risk management, monitoring and evaluation, documentation, implementation, and continuous improvement.

CHAPTER TWO

PARTNERSHIP GOVERNANCE FRAMEWORK

2.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that effective partnership management requires a clear governance structure that defines authority, accountability, decision-making processes, and institutional responsibilities.

A strong partnership governance framework ensures that partnerships are strategically aligned, properly assessed, approved, implemented, monitored, and managed in accordance with ILA's values, policies, legal obligations, and organizational objectives.

This Chapter establishes the governance arrangements for managing partnerships and stakeholder engagement activities, including the roles of the Board of Directors, Executive Director, management, departments, staff, and partners.

2.2 Objectives of the Partnership Governance Framework

The objectives of the partnership governance framework are to:

- a) establish clear authority and accountability for partnership decisions;
- b) ensure that partnerships support ILA's strategic priorities;
- c) promote consistency and transparency in partnership management;
- d) strengthen oversight and risk management;
- e) ensure effective coordination among internal departments;
- f) promote responsible use of organizational resources; and
- g) enhance the sustainability and effectiveness of partnerships.

2.3 Partnership Governance Principles

ILA shall manage partnerships based on the following governance principles:

a) Strategic Alignment

All partnerships shall contribute to ILA's mission, vision, strategic objectives, and programme priorities.

b) Accountability

Each person involved in partnership management shall be responsible for decisions, actions, and commitments made within their authority.

c) Transparency

Partnership decisions, agreements, and performance information shall be managed openly while protecting confidential information.

d) Risk-Based Decision Making

Partnership decisions shall consider legal, financial, operational, safeguarding, and reputational risks.

e) Separation of Responsibilities

ILA shall maintain appropriate separation between partnership identification, approval, implementation, financial management, and monitoring functions.

f) Institutional Integrity

Partnerships shall not compromise ILA's independence, ethical standards, or reputation.

2.4 Partnership Governance Structure

ILA's partnership governance structure shall consist of:

- a) Board of Directors;
- b) Executive Director;
- c) Senior Management Team;
- d) Partnership Management Committee;
- e) Programme Departments;
- f) Finance and Administration Department;
- g) Legal and Compliance Function;
- h) MEAL Unit;
- i) ICT and Data Protection Functions; and
- j) Partner organizations and stakeholders.

Each structure shall perform defined responsibilities to ensure effective partnership management.

2.5 Role of the Board of Directors

The Board of Directors shall provide strategic oversight over major partnerships and ensure that partnership activities contribute to ILA's institutional mandate.

The Board shall:

- a) approve this Policy and related governance frameworks;
- b) provide strategic direction on partnership development;
- c) approve significant strategic partnerships in accordance with the Board Charter;
- d) oversee risks associated with major partnerships;
- e) review reports on strategic partnerships;

- f) ensure that partnerships support organizational sustainability;
- g) ensure compliance with legal and ethical obligations; and
- h) safeguard ILA's independence and institutional reputation.

The Board shall not interfere in routine operational partnership management delegated to management.

2.6 Role of the Executive Director

The Executive Director shall be responsible for the overall management and implementation of this Policy.

The Executive Director shall:

- a) provide leadership in partnership development;
- b) ensure partnerships align with ILA's strategy;
- c) approve partnerships within delegated authority;
- d) ensure appropriate due diligence is conducted;
- e) coordinate management oversight of partnerships;
- f) ensure compliance with agreements and policies;
- g) report significant partnership matters to the Board;
- h) ensure adequate resources are allocated; and
- i) promote effective stakeholder relationships.

2.7 Role of Senior Management Team

The Senior Management Team shall support the Executive Director in partnership governance by:

- a) reviewing partnership proposals;
- b) assessing strategic relevance;
- c) coordinating departmental responsibilities;
- d) reviewing partnership performance;

- e) addressing implementation challenges;
- f) monitoring partnership risks; and
- g) recommending improvements.

Senior Management shall ensure that partnership decisions are coordinated across the Organization.

2.8 Partnership Management Committee

ILA may establish a Partnership Management Committee to support effective coordination and oversight of partnerships.

The Committee shall serve as a technical and advisory body responsible for:

- a) reviewing partnership opportunities;
- b) assessing partnership proposals;
- c) reviewing due diligence findings;
- d) advising on partnership risks;
- e) monitoring implementation progress;
- f) supporting coordination between departments;
- g) reviewing partnership performance reports; and
- h) recommending corrective actions.

The composition and terms of reference of the Committee shall be approved by the Executive Director.

2.9 Role of Programme Departments

Programme Departments shall be responsible for the operational management of partnerships within their areas of responsibility.

They shall:

- a) identify partnership opportunities;
- b) develop partnership concepts and proposals;

- c) coordinate implementation activities;
- d) maintain regular communication with partners;
- e) monitor programme delivery;
- f) prepare progress reports;
- g) document partnership activities; and
- h) identify risks and challenges.

Programme Departments shall ensure that partnerships contribute to measurable programme outcomes.

2.10 Role of Finance and Administration Department

The Finance and Administration Department shall ensure financial accountability in partnership activities.

Responsibilities shall include:

- a) reviewing financial aspects of partnership proposals;
- b) supporting budget development;
- c) monitoring financial compliance;
- d) maintaining financial records;
- e) supporting financial reporting;
- f) conducting financial reviews where required; and
- g) ensuring compliance with financial policies and donor requirements.

2.11 Role of Legal and Compliance Function

The Legal and Compliance Function shall provide legal and regulatory oversight.

Responsibilities shall include:

- a) reviewing partnership agreements;
- b) advising on legal risks;

- c) ensuring compliance with applicable laws;
- d) supporting due diligence processes;
- e) reviewing contractual obligations;
- f) advising on disputes and termination;
- g) monitoring compliance requirements; and
- h) supporting institutional risk management.

2.12 Role of MEAL Unit

The MEAL Unit shall support evidence-based partnership management through:

- a) developing partnership monitoring approaches;
- b) supporting performance indicators;
- c) conducting evaluations;
- d) collecting and analyzing partnership data;
- e) documenting lessons learned;
- f) supporting accountability mechanisms; and
- g) promoting organizational learning.

2.13 Role of Partners

Partners shall contribute to effective partnership governance by:

- a) fulfilling agreed obligations;
- b) maintaining transparency and accountability;
- c) providing accurate reports;
- d) complying with applicable laws and ILA requirements;
- e) protecting confidential information;
- f) reporting risks and challenges;

- g) participating in monitoring and evaluation; and
- h) promoting ethical conduct.

2.14 Delegation of Authority

ILA shall establish clear approval authorities for partnership decisions.

Delegation of authority shall consider:

- a) financial value;
- b) strategic importance;
- c) risk level;
- d) duration of partnership;
- e) reputational implications; and
- f) legal obligations.

No individual shall approve a partnership where they have an actual or perceived conflict of interest.

All delegated authorities shall operate in accordance with the Board Governance Charter and Delegation of Authority Framework.

2.15 Partnership Approval Framework

Before approval, partnership proposals shall undergo appropriate assessment, including:

- a) strategic alignment review;
- b) partner assessment;
- c) risk assessment;
- d) legal review;
- e) financial assessment;
- f) safeguarding considerations;
- g) resource implications; and

h) expected outcomes.

Approval decisions shall be documented and retained as part of partnership records.

2.16 Chapter Summary

This Chapter establishes the governance framework for partnership management within ILA. It defines institutional responsibilities, decision-making authority, oversight arrangements, and accountability mechanisms required to ensure that partnerships are managed strategically, ethically, and effectively.

The governance framework established in this Chapter provides the foundation for subsequent chapters addressing stakeholder identification, partnership development, due diligence, implementation, monitoring, risk management, and partnership closure.

CHAPTER THREE

STAKEHOLDER IDENTIFICATION, ANALYSIS AND MAPPING

3.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that effective stakeholder engagement begins with a clear understanding of the individuals, groups, institutions, and organizations that influence or are affected by its programmes, operations, and decisions.

Stakeholder identification, analysis, and mapping enable ILA to understand stakeholder interests, expectations, influence, potential contributions, and possible risks. This allows the Organization to develop appropriate engagement strategies, strengthen collaboration, improve accountability, and ensure that diverse perspectives are considered in decision-making.

This Chapter establishes the framework for identifying, assessing, prioritizing, and managing stakeholders across all levels of ILA's operations.

3.2 Objectives of Stakeholder Identification and Mapping

The objectives of stakeholder identification and mapping are to:

- a) identify individuals, groups, and institutions relevant to ILA's work;
- b) understand stakeholder interests, expectations, and concerns;
- c) determine the level and type of engagement required;
- d) promote inclusive and meaningful participation;
- e) strengthen partnerships and institutional relationships;

- f) identify potential risks and opportunities;
- g) improve communication and coordination; and
- h) support evidence-based stakeholder engagement planning.

3.3 Definition of Stakeholders

For purposes of this Policy, stakeholders include any individual, group, institution, organization, or community that:

- a) influences ILA's activities, decisions, or operations;
- b) is affected by ILA's programmes or services;
- c) provides resources, support, oversight, or expertise;
- d) collaborates with ILA in achieving shared objectives; or
- e) has an interest in ILA's work and institutional development.

Stakeholders may be internal or external and may operate at community, national, regional, or international levels.

3.4 Categories of Stakeholders

ILA shall recognize and engage different categories of stakeholders, including:

3.4.1 Internal Stakeholders

Internal stakeholders include:

- a) Board of Directors;
- b) Executive Director;
- c) senior management;
- d) employees;
- e) volunteers;
- f) interns; and
- g) consultants working on behalf of ILA.

Internal stakeholders contribute to governance, management, implementation, and institutional development.

3.4.2 Beneficiaries and Communities

ILA's primary stakeholders include individuals and communities benefiting from its services, including:

- a) legal aid beneficiaries;
- b) vulnerable and marginalized persons;
- c) communities affected by justice-related challenges;
- d) women and girls;
- e) children and youth;
- f) persons with disabilities;
- g) displaced populations; and
- h) other groups requiring legal empowerment and protection.

ILA shall prioritize meaningful participation and accountability to affected communities.

3.4.3 Government Institutions

Government stakeholders may include:

- a) national government ministries;
- b) state government institutions;
- c) local government authorities;
- d) justice sector institutions;
- e) courts and legal institutions;
- f) regulatory authorities; and
- g) other public institutions relevant to ILA's mandate.

ILA shall maintain constructive engagement with government institutions while preserving its independence.

3.4.4 Development Partners and Donors

These may include:

- a) bilateral donors;
- b) multilateral organizations;
- c) international development agencies;
- d) foundations;
- e) charitable organizations; and
- f) other funding partners.

ILA shall maintain transparent and accountable relationships with donors in accordance with agreements and applicable requirements.

3.4.5 Civil Society and Community Organizations

These may include:

- a) local NGOs;
- b) international NGOs;
- c) community-based organizations;
- d) faith-based organizations;
- e) advocacy groups;
- f) professional associations; and
- g) networks and coalitions.

Such stakeholders may support advocacy, service delivery, research, capacity building, and community engagement.

3.4.6 Academic and Research Institutions

ILA may engage:

- a) universities;
- b) research institutions;
- c) legal training institutions;
- d) policy institutes; and
- e) professional training organizations.

Academic partnerships may support research, evidence generation, innovation, and capacity development.

3.4.7 Private Sector Stakeholders

Private sector stakeholders may include:

- a) companies;
- b) professional service providers;
- c) technology partners;
- d) corporate social responsibility partners; and
- e) business associations.

Private sector engagement shall be guided by ethical considerations and alignment with ILA's values.

3.4.8 Media and Public Communication Stakeholders

Media stakeholders may include:

- a) journalists;
- b) media organizations;
- c) communication platforms; and
- d) public information networks.

ILA shall engage media responsibly to promote awareness, transparency, and public understanding of its work.

3.5 Stakeholder Identification Process

ILA shall undertake systematic stakeholder identification during:

- a) strategic planning;
- b) programme design;
- c) partnership development;
- d) project implementation;
- e) policy development;
- f) advocacy initiatives; and
- g) organizational reviews.

The identification process shall consider:

- a) stakeholder relevance;
- b) level of influence;
- c) level of interest;
- d) potential contribution;
- e) relationship history;
- f) risks associated with engagement; and
- g) opportunities for collaboration.

3.6 Stakeholder Analysis

ILA shall analyze stakeholders to determine:

- a) their interests and expectations;
- b) their influence over ILA activities;
- c) their potential contribution;

- d) their level of engagement required;
- e) possible risks or concerns;
- f) communication needs; and
- g) appropriate engagement methods.

Stakeholder analysis shall assist ILA in prioritizing engagement efforts and allocating resources effectively.

3.7 Stakeholder Prioritization

Stakeholders may be categorized based on:

High Influence / High Interest

These stakeholders require close engagement and regular communication.

High Influence / Low Interest

These stakeholders require appropriate monitoring and strategic engagement.

Low Influence / High Interest

These stakeholders require meaningful participation and information sharing.

Low Influence / Low Interest

These stakeholders require limited engagement appropriate to their role.

ILA shall ensure that vulnerable and affected communities receive appropriate attention regardless of their level of formal influence.

3.8 Stakeholder Mapping Tools

ILA may use stakeholder mapping tools including:

- a) stakeholder registers;
- b) influence-interest matrices;
- c) engagement plans;
- d) relationship databases;

- e) partnership records;
- f) communication plans; and
- g) consultation reports.

These tools shall support effective planning and monitoring of stakeholder relationships.

3.9 Stakeholder Register

ILA shall maintain a stakeholder register containing relevant information, including:

- a) stakeholder name;
- b) category;
- c) area of interest;
- d) contact information;
- e) relationship history;
- f) engagement level;
- g) responsible ILA department;
- h) risks and opportunities; and
- i) engagement approach.

The stakeholder register shall be updated periodically.

3.10 Stakeholder Engagement Planning

Following stakeholder analysis, ILA shall develop appropriate engagement approaches considering:

- a) stakeholder needs;
- b) organizational objectives;
- c) available resources;
- d) cultural context;
- e) communication preferences;

- f) risks and sensitivities; and
- g) expected outcomes.

Engagement approaches may include:

- a) consultations;
- b) meetings;
- c) partnerships;
- d) workshops;
- e) community dialogues;
- f) training activities;
- g) information sharing;
- h) feedback mechanisms; and
- i) joint initiatives.

3.11 Inclusive Stakeholder Engagement

ILA shall promote inclusive participation by ensuring that engagement processes consider:

- a) gender;
- b) age;
- c) disability;
- d) language;
- e) cultural factors;
- f) geographic accessibility;
- g) social barriers; and
- h) protection concerns.

Special measures shall be adopted where necessary to ensure meaningful participation of vulnerable groups.

3.12 Review and Updating of Stakeholder Information

Stakeholder information shall be reviewed periodically to ensure accuracy and relevance.

Reviews may occur:

- a) annually;
- b) during programme planning;
- c) during partnership reviews;
- d) after major organizational changes; or
- e) whenever significant changes occur in the operating environment.

3.13 Chapter Summary

This Chapter establishes the framework for identifying, analyzing, prioritizing, and engaging stakeholders. It recognizes that effective stakeholder relationships are essential for accountability, collaboration, programme effectiveness, and institutional sustainability.

Through systematic stakeholder mapping and engagement planning, ILA shall ensure that relevant voices are considered, relationships are managed strategically, and organizational activities remain responsive to stakeholder needs and expectations.

CHAPTER FOUR

PARTNERSHIP DEVELOPMENT, DUE DILIGENCE AND APPROVAL

4.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that effective partnerships must be developed through a structured, transparent, and accountable process. Partnerships shall only be established where they provide clear strategic value, support ILA's mission, and demonstrate acceptable levels of legal, operational, financial, ethical, and reputational risk.

This Chapter establishes the procedures and standards for identifying partnership opportunities, assessing potential partners, conducting due diligence, negotiating agreements, obtaining approvals, and formalizing partnerships.

4.2 Objectives of Partnership Development

The objectives of partnership development are to:

- a) establish partnerships that advance ILA's strategic objectives;

- b) ensure that partners share compatible values and objectives;
- c) minimize risks associated with partnership arrangements;
- d) promote transparency and accountability in partnership decisions;
- e) ensure proper authorization before commitments are made;
- f) establish clear roles, responsibilities, and expectations; and
- g) promote sustainable and mutually beneficial relationships.

4.3 Sources of Partnership Opportunities

Partnership opportunities may arise from:

- a) strategic planning processes;
- b) programme needs assessments;
- c) community engagement activities;
- d) donor initiatives;
- e) government coordination mechanisms;
- f) networking and professional forums;
- g) research and innovation initiatives;
- h) referrals from existing partners;
- i) advocacy opportunities; and
- j) institutional development needs.

All partnership opportunities shall be assessed against ILA's strategic priorities before further development.

4.4 Partnership Selection Criteria

ILA shall consider the following criteria when selecting potential partners:

4.4.1 Strategic Alignment

The proposed partnership shall demonstrate consistency with:

- a) ILA's vision and mission;
- b) strategic objectives;
- c) programme priorities; and
- d) institutional values.

4.4.2 Institutional Capacity

ILA shall assess whether the potential partner has:

- a) appropriate governance structures;
- b) relevant technical expertise;
- c) sufficient operational capacity;
- d) qualified personnel;
- e) appropriate systems and controls; and
- f) experience relevant to the proposed partnership.

4.4.3 Reputation and Integrity

Potential partners shall demonstrate:

- a) ethical conduct;
- b) compliance with applicable laws;
- c) good institutional reputation;
- d) commitment to human rights;
- e) safeguarding standards; and
- f) responsible resource management.

4.4.4 Complementary Value

Partnerships should provide added value through:

- a) technical expertise;

- b) geographic reach;
- c) knowledge sharing;
- d) resource contribution;
- e) innovation; or
- f) improved programme impact.

4.5 Partnership Due Diligence

Before entering into a formal partnership, ILA shall conduct appropriate due diligence to assess the suitability and risks associated with the potential partner.

The level of due diligence shall depend on:

- a) nature of the partnership;
- b) financial value;
- c) duration;
- d) level of access to beneficiaries;
- e) reputational implications;
- f) risk profile; and
- g) applicable donor requirements.

4.6 Areas of Due Diligence Assessment

Due diligence may include assessment of:

a) Legal Status

Including:

- registration status;
- governing documents;
- legal authority to operate; and
- regulatory compliance.

b) Governance and Management

Including:

- leadership structures;
- accountability mechanisms;
- decision-making systems; and
- organizational policies.

c) Financial Capacity

Including:

- financial management systems;
- accounting procedures;
- audit history;
- financial controls; and
- ability to manage funds responsibly.

d) Technical Capacity

Including:

- relevant experience;
- staffing;
- expertise;
- previous performance; and
- implementation capacity.

e) Safeguarding and Ethics

Including:

- safeguarding policies;
- anti-fraud measures;
- code of conduct;
- complaints mechanisms; and
- protection standards.

f) Reputation and Compliance History

Including:

- previous partnerships;
- legal disputes;
- misconduct allegations;

- sanctions; and
- public reputation.

4.7 Partnership Risk Assessment

Every proposed partnership shall undergo risk assessment before approval.

The assessment shall consider:

- a) strategic risks;
- b) financial risks;
- c) operational risks;
- d) legal risks;
- e) safeguarding risks;
- f) security risks;
- g) data protection risks;
- h) reputational risks; and
- i) sustainability risks.

Risks identified shall be documented and appropriate mitigation measures established.

4.8 Partnership Proposal Development

A partnership proposal shall be prepared before formal approval.

The proposal shall include, where applicable:

- a) background and justification;
- b) objectives;
- c) expected outcomes;
- d) roles and responsibilities;
- e) implementation arrangements;
- f) resource requirements;

- g) budget implications;
- h) risk assessment;
- i) monitoring arrangements; and
- j) proposed agreement type.

4.9 Legal Review and Agreement Development

All formal partnership arrangements shall be reviewed to ensure legal compliance.

The Legal and Compliance Function shall support review of:

- a) Memoranda of Understanding;
- b) partnership agreements;
- c) consortium agreements;
- d) grant agreements;
- e) service agreements; and
- f) other partnership instruments.

Agreements shall clearly define:

- a) purpose of partnership;
- b) obligations of each party;
- c) financial arrangements;
- d) ownership of information and materials;
- e) confidentiality requirements;
- f) reporting obligations;
- g) dispute resolution procedures;
- h) termination provisions; and
- i) compliance requirements.

4.10 Partnership Approval Process

No partnership shall commence without appropriate approval.

Approval shall consider:

- a) strategic relevance;
- b) due diligence findings;
- c) risk assessment results;
- d) financial implications;
- e) legal requirements;
- f) resource availability; and
- g) organizational capacity.

Approval authority shall be determined according to:

- a) partnership significance;
- b) financial value;
- c) risk level; and
- d) requirements under the Delegation of Authority Framework.

4.11 Partnership Agreements

ILA shall formalize partnerships through appropriate written agreements.

Partnership agreements shall:

- a) clearly define the relationship;
- b) establish mutual obligations;
- c) protect ILA's interests;
- d) define accountability requirements;
- e) establish monitoring arrangements; and

- f) provide mechanisms for resolving disagreements.

Verbal commitments shall not create binding institutional obligations unless authorized under exceptional circumstances.

4.12 Partnership Documentation and Records

All partnership development records shall be maintained in accordance with ILA's Records Management and Information Protection requirements.

Records shall include:

- a) partnership proposals;
- b) due diligence documents;
- c) approvals;
- d) agreements;
- e) correspondence;
- f) risk assessments;
- g) monitoring reports; and
- h) evaluation findings.

4.13 Partnership Rejection

ILA may decline to establish a partnership where:

- a) the partnership conflicts with organizational values;
- b) risks cannot be adequately managed;
- c) the partner lacks required capacity;
- d) there are serious integrity concerns;
- e) legal requirements cannot be met; or
- f) the partnership may negatively affect ILA's independence or reputation.

4.14 Chapter Summary

This Chapter establishes the framework for developing responsible partnerships through structured identification, assessment, due diligence, approval, and documentation processes.

By applying consistent partnership development procedures, ILA shall ensure that partnerships are strategic, ethical, legally compliant, and capable of delivering meaningful benefits to beneficiaries and stakeholders.

CHAPTER FIVE

STAKEHOLDER ENGAGEMENT, CONSULTATION AND COMMUNICATION

5.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that meaningful stakeholder engagement is essential to effective governance, programme delivery, accountability, and institutional sustainability. Stakeholder engagement enables ILA to build trust, strengthen partnerships, improve decision-making, and ensure that its programmes are responsive to the needs and expectations of beneficiaries and other stakeholders.

This Chapter establishes the principles and procedures for stakeholder consultation, communication, participation, and relationship management to promote collaboration, transparency, and mutual accountability.

5.2 Objectives of Stakeholder Engagement

The objectives of stakeholder engagement are to:

- a) promote meaningful participation in ILA's programmes and activities;
- b) strengthen relationships with stakeholders based on trust and mutual respect;
- c) improve communication and information sharing;
- d) encourage stakeholder participation in planning, implementation, monitoring, and evaluation;
- e) promote transparency and accountability;
- f) identify stakeholder concerns, expectations, and priorities; and
- g) strengthen collaboration in achieving shared objectives.

5.3 Principles of Stakeholder Engagement

ILA shall conduct stakeholder engagement in accordance with the following principles:

- a) openness and transparency;
- b) respect and mutual understanding;
- c) inclusiveness and non-discrimination;
- d) accountability and responsiveness;
- e) timely and accurate communication;
- f) confidentiality where appropriate;
- g) cultural sensitivity and respect for diversity;
- h) participation and collaboration; and
- i) continuous improvement through learning and feedback.

5.4 Stakeholder Engagement Planning

Each programme, project, or strategic initiative shall include an appropriate stakeholder engagement plan.

The engagement plan shall, where applicable:

- a) identify key stakeholders;
- b) define engagement objectives;
- c) specify engagement methods;
- d) assign responsibilities;
- e) establish timelines;
- f) identify communication channels;
- g) outline expected outcomes; and
- h) provide indicators for monitoring engagement effectiveness.

5.5 Stakeholder Consultation

ILA shall consult relevant stakeholders before making significant decisions that may affect its programmes, partnerships, beneficiaries, or institutional operations.

Consultation may be undertaken through:

- a) meetings;
- b) workshops;
- c) public forums;
- d) community dialogues;
- e) focus group discussions;
- f) surveys and questionnaires;
- g) interviews;
- h) online consultations; and
- i) written submissions.

Stakeholder views shall be considered objectively and, where appropriate, incorporated into programme design and decision-making.

5.6 Communication with Stakeholders

ILA shall maintain regular, accurate, and professional communication with stakeholders.

Communication shall be:

- a) clear and accessible;
- b) timely and relevant;
- c) factual and evidence-based;
- d) consistent with organizational policies;
- e) respectful and professional; and
- f) appropriate to the intended audience.

Official communication on behalf of ILA shall only be made by authorized persons.

5.7 Community Engagement

ILA shall promote active engagement with communities in which it operates to ensure that programmes respond to local priorities and needs.

Community engagement shall seek to:

- a) encourage community participation;
- b) strengthen local ownership of programmes;
- c) promote legal awareness and civic participation;
- d) identify emerging issues affecting communities;
- e) support inclusive decision-making; and
- f) strengthen accountability to beneficiaries.

Special consideration shall be given to the participation of women, youth, persons with disabilities, and other marginalized groups.

5.8 Government and Institutional Engagement

ILA shall maintain constructive and professional relationships with government institutions and other public authorities.

Engagement with government shall:

- a) support implementation of ILA's mandate;
- b) promote cooperation while preserving institutional independence;
- c) comply with applicable laws and regulations;
- d) facilitate policy dialogue and legal reform initiatives; and
- e) strengthen coordination in areas of mutual interest.

5.9 Communication with Donors and Development Partners

ILA shall maintain transparent and accountable communication with donors and development partners throughout the partnership lifecycle.

The Organization shall:

- a) provide accurate and timely reports;
- b) communicate significant developments affecting projects;
- c) disclose material risks where appropriate;
- d) comply with contractual reporting obligations; and
- e) maintain professional and respectful working relationships.

5.10 Stakeholder Feedback and Complaints

ILA shall establish appropriate mechanisms to enable stakeholders to provide feedback, suggestions, compliments, or complaints regarding its programmes, services, and partnerships.

Feedback mechanisms may include:

- a) suggestion boxes;
- b) email and telephone contacts;
- c) community meetings;
- d) complaints registers;
- e) online platforms; and
- f) designated focal persons.

Feedback and complaints shall be handled fairly, confidentially, and within a reasonable timeframe, in accordance with applicable organizational policies.

5.11 Confidentiality and Information Sharing

Stakeholder engagement shall balance transparency with the need to protect confidential information.

ILA shall:

- a) safeguard confidential, personal, and sensitive information;
- b) comply with the Data Protection and Privacy Policy;
- c) share information only with authorized persons and for legitimate purposes;

- d) respect contractual confidentiality obligations; and
- e) ensure that public information is accurate and appropriately approved before release.

5.12 Monitoring Stakeholder Engagement

The effectiveness of stakeholder engagement shall be monitored through appropriate indicators and review mechanisms.

Monitoring may include:

- a) stakeholder satisfaction;
- b) participation levels;
- c) quality of communication;
- d) implementation of agreed actions;
- e) feedback received;
- f) complaints resolved; and
- g) lessons learned.

The findings shall be used to improve future engagement strategies and strengthen institutional relationships.

5.13 Chapter Summary

This Chapter establishes the framework for effective stakeholder engagement, consultation, and communication within ILA. It promotes inclusive participation, transparent communication, mutual accountability, and constructive relationships with beneficiaries, partners, donors, government institutions, communities, and other stakeholders.

By implementing the provisions of this Chapter, ILA shall strengthen public confidence, improve programme effectiveness, and ensure that stakeholder perspectives contribute meaningfully to organizational decision-making and sustainable development outcomes.

CHAPTER SIX

RESOURCE MOBILIZATION AND DONOR ENGAGEMENT

6.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that sustainable financial and technical resources are essential for achieving its mission and strategic objectives. Resource mobilization extends beyond fundraising and includes developing strategic partnerships, mobilizing technical expertise, in-kind support, volunteer contributions, and institutional collaborations.

This Chapter establishes the framework for resource mobilization and donor engagement to ensure that all funding opportunities and donor relationships are managed ethically, transparently, and in accordance with ILA's strategic priorities, legal obligations, and institutional values.

6.2 Objectives of Resource Mobilization

The objectives of resource mobilization are to:

- a) secure adequate financial, technical, and material resources to support ILA's programmes and operations;
- b) diversify funding sources to enhance institutional sustainability;
- c) strengthen relationships with donors and development partners;
- d) ensure compliance with donor requirements and funding agreements;
- e) promote transparency and accountability in the management of donor resources;
- f) enhance ILA's credibility and reputation among funding partners; and
- g) support innovation and long-term organizational growth.

6.3 Guiding Principles

ILA shall undertake resource mobilization in accordance with the following principles:

- a) alignment with ILA's mission and strategic objectives;
- b) transparency and accountability;
- c) ethical fundraising and donor engagement;
- d) independence and institutional integrity;

- e) responsible stewardship of donor resources;
- f) compliance with applicable laws and donor requirements;
- g) sustainability and value for money; and
- h) mutual respect and partnership.

ILA shall not accept funding that is inconsistent with its mission, values, or legal obligations.

6.4 Sources of Resource Mobilization

ILA may mobilize resources from various lawful and appropriate sources, including:

- a) bilateral and multilateral development partners;
- b) international organizations;
- c) government grants and public funding, where appropriate;
- d) private foundations and charitable trusts;
- e) corporate social responsibility initiatives;
- f) civil society partnerships and consortium arrangements;
- g) research and innovation grants;
- h) membership contributions, where applicable;
- i) income-generating activities approved by the Board; and
- j) individual donations and philanthropic contributions.

All funding sources shall be assessed to ensure compatibility with ILA's mandate and ethical standards.

6.5 Resource Mobilization Planning

ILA shall integrate resource mobilization into its strategic and annual planning processes.

Resource mobilization planning shall include:

- a) identification of funding priorities;
- b) donor mapping and analysis;

- c) funding opportunity assessment;
- d) proposal development schedules;
- e) resource requirements;
- f) partnership opportunities; and
- g) monitoring of fundraising performance.

Resource mobilization plans shall be reviewed periodically to respond to changing priorities and funding environments.

6.6 Donor Engagement

ILA shall establish and maintain professional, transparent, and constructive relationships with donors and development partners.

Donor engagement shall include:

- a) regular communication;
- b) participation in donor coordination forums;
- c) timely submission of proposals and reports;
- d) sharing of programme achievements and lessons learned;
- e) consultation on programme implementation where appropriate; and
- f) prompt communication regarding significant risks or changes affecting funded activities.

All donor engagement shall be conducted by authorized personnel.

6.7 Proposal Development and Submission

Funding proposals shall be prepared in accordance with donor requirements and ILA's strategic priorities.

Each proposal shall, where applicable, include:

- a) background and justification;
- b) objectives and expected outcomes;

- c) implementation strategy;
- d) monitoring and evaluation framework;
- e) budget and resource requirements;
- f) risk assessment;
- g) sustainability measures; and
- h) compliance with donor guidelines.

All proposals shall undergo appropriate internal review before submission.

6.8 Grant Management and Compliance

ILA shall manage grants responsibly and in accordance with:

- a) grant agreements;
- b) donor regulations;
- c) applicable laws;
- d) financial management procedures; and
- e) organizational policies.

Grant management shall include:

- a) budget monitoring;
- b) implementation oversight;
- c) financial accountability;
- d) timely reporting;
- e) documentation of expenditures;
- f) management of grant modifications; and
- g) proper closure of grant-funded projects.

6.9 Financial Accountability

All donor funds and resources shall be managed in accordance with the Finance and Accounting Policy and other applicable organizational procedures.

ILA shall ensure:

- a) proper budgeting and financial planning;
- b) accurate accounting records;
- c) appropriate internal controls;
- d) regular financial reporting;
- e) independent audits where required; and
- f) responsible stewardship of donor resources.

Misuse of donor funds shall be investigated and addressed in accordance with applicable policies and legal requirements.

6.10 Visibility, Recognition, and Communication

ILA shall recognize donor contributions in accordance with funding agreements while maintaining its institutional independence and neutrality.

Public recognition shall:

- a) comply with donor visibility requirements;
- b) respect confidentiality where required;
- c) accurately represent the nature of donor support; and
- d) protect the dignity and privacy of beneficiaries.

Use of donor names, logos, or branding shall be subject to applicable agreements and approval requirements.

6.11 Monitoring and Evaluation of Resource Mobilization

ILA shall monitor the effectiveness of its resource mobilization efforts through periodic review of:

- a) funds mobilized;
- b) donor retention and engagement;

- c) proposal success rates;
- d) compliance with grant requirements;
- e) programme outcomes achieved;
- f) sustainability of funding sources; and
- g) lessons learned.

The findings shall inform future fundraising strategies and institutional planning.

6.12 Chapter Summary

This Chapter establishes the framework for ethical resource mobilization and effective donor engagement within ILA. It promotes diversified funding, responsible grant management, transparency, accountability, and compliance with donor requirements.

By implementing the provisions of this Chapter, ILA shall strengthen its financial sustainability, maintain productive relationships with funding partners, and ensure that mobilized resources are effectively utilized to advance its mission and strategic objectives.

CHAPTER SEVEN

PARTNERSHIP IMPLEMENTATION, COORDINATION AND RELATIONSHIP MANAGEMENT

7.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that the success of any partnership depends not only on its establishment but also on effective implementation, coordination, communication, and relationship management. Well-managed partnerships enhance programme delivery, improve accountability, promote knowledge sharing, and contribute to sustainable outcomes for beneficiaries.

This Chapter establishes the framework for implementing partnership agreements, coordinating joint activities, managing partner relationships, and addressing operational challenges throughout the partnership lifecycle.

7.2 Objectives

The objectives of this Chapter are to:

- a) ensure effective implementation of partnership agreements;
- b) establish clear coordination mechanisms;

- c) promote collaboration and mutual accountability among partners;
- d) strengthen communication and information sharing;
- e) facilitate timely resolution of operational challenges;
- f) promote continuous improvement in partnership performance; and
- g) ensure partnerships deliver agreed results.

7.3 Partnership Implementation

Partnership activities shall be implemented in accordance with approved agreements, project documents, work plans, budgets, and applicable organizational policies.

Implementation shall be guided by:

- a) clearly defined objectives;
- b) agreed roles and responsibilities;
- c) approved implementation schedules;
- d) available resources;
- e) applicable legal and donor requirements; and
- f) monitoring and reporting obligations.

Partners shall carry out their responsibilities diligently, professionally, and in good faith.

7.4 Roles and Responsibilities During Implementation

Each partner shall understand and fulfil its respective obligations as set out in the partnership agreement.

Responsibilities may include:

- a) implementing agreed activities;
- b) providing technical expertise;
- c) mobilizing resources;
- d) sharing relevant information;

- e) preparing required reports;
- f) participating in review meetings;
- g) managing identified risks; and
- h) complying with applicable laws, donor requirements, and organizational policies.

ILA shall ensure that responsibilities are clearly communicated at the commencement of every partnership.

7.5 Coordination Mechanisms

ILA shall establish appropriate coordination mechanisms to facilitate effective partnership implementation.

Coordination mechanisms may include:

- a) inception meetings;
- b) joint planning sessions;
- c) regular coordination meetings;
- d) technical working groups;
- e) steering committees, where appropriate;
- f) shared implementation schedules; and
- g) designated focal persons.

The frequency of coordination meetings shall depend on the nature, complexity, and duration of the partnership.

7.6 Communication and Information Sharing

Effective communication shall be maintained throughout the partnership period.

Partners shall:

- a) exchange relevant information promptly;
- b) notify each other of significant developments affecting implementation;
- c) communicate implementation challenges in a timely manner;

- d) maintain accurate records of key decisions; and
- e) protect confidential information in accordance with applicable agreements and the Data Protection and Privacy Policy.

Official communications shall be made through authorized representatives.

7.7 Joint Planning and Decision-Making

Where appropriate, partners shall jointly plan activities to ensure coordination and efficient use of resources.

Joint planning may include:

- a) annual work plans;
- b) activity schedules;
- c) budget planning;
- d) resource allocation;
- e) risk mitigation measures;
- f) communication strategies; and
- g) monitoring arrangements.

Decisions affecting partnership objectives, budgets, or implementation arrangements shall be documented and approved in accordance with the partnership agreement.

7.8 Performance Monitoring

ILA shall monitor partnership implementation to assess progress toward agreed objectives and identify areas requiring improvement.

Monitoring may include:

- a) review of work plans;
- b) progress meetings;
- c) field visits;
- d) financial reviews;

- e) performance indicators;
- f) partner reports; and
- g) beneficiary feedback.

Monitoring findings shall be documented and shared with relevant partners where appropriate.

7.9 Relationship Management

ILA shall maintain professional, respectful, and constructive relationships with all partners.

Relationship management shall be based on:

- a) mutual respect;
- b) open communication;
- c) trust and transparency;
- d) responsiveness;
- e) shared accountability;
- f) respect for institutional independence; and
- g) timely resolution of concerns.

ILA shall encourage collaboration, knowledge sharing, and continuous dialogue to strengthen long-term partnerships.

7.10 Managing Partnership Challenges

Challenges arising during implementation shall be addressed promptly and constructively.

Common challenges may include:

- a) implementation delays;
- b) resource constraints;
- c) communication difficulties;
- d) changes in project scope;
- e) operational risks;

- f) non-compliance with agreed obligations; and
- g) external factors affecting implementation.

Where necessary, corrective action plans shall be agreed upon by the parties to restore effective implementation.

7.11 Amendment of Partnership Agreements

Where circumstances require changes to the scope, duration, budget, or other material terms of a partnership, the parties may amend the agreement by mutual written consent.

Amendments shall:

- a) be consistent with the objectives of the partnership;
- b) comply with applicable legal and donor requirements;
- c) receive the necessary internal approvals; and
- d) be documented and signed by authorized representatives.

No verbal amendment shall alter the obligations of the parties unless subsequently confirmed in writing.

7.12 Capacity Strengthening

ILA shall promote institutional and technical capacity development among partners where appropriate.

Capacity strengthening may include:

- a) training;
- b) mentoring;
- c) technical assistance;
- d) policy development support;
- e) systems strengthening;
- f) exchange of knowledge and good practices; and
- g) joint learning initiatives.

Capacity-building activities shall be aligned with programme objectives and available resources.

7.13 Chapter Summary

This Chapter establishes the framework for implementing and managing partnerships throughout their lifecycle. It emphasizes effective coordination, communication, performance monitoring, relationship management, and continuous collaboration.

By maintaining strong implementation and coordination mechanisms, ILA shall enhance programme effectiveness, strengthen institutional relationships, manage operational challenges proactively, and ensure that partnerships achieve their intended objectives while contributing to sustainable development and improved access to justice.

CHAPTER EIGHT

ETHICS, HUMAN RIGHTS, SAFEGUARDING AND COMPLIANCE

8.1 Introduction

The Initiative for Legal Aid (ILA) is committed to conducting all partnership and stakeholder engagement activities in accordance with the highest standards of ethics, integrity, accountability, and respect for human rights. Partnerships shall be built on shared values and a commitment to lawful, transparent, and responsible conduct.

This Chapter establishes the ethical, safeguarding, human rights, and compliance standards that shall govern all partnerships entered into by ILA.

8.2 Objectives

The objectives of this Chapter are to:

- a) promote ethical conduct in all partnership activities;
- b) ensure respect for human rights and fundamental freedoms;
- c) strengthen safeguarding measures for beneficiaries and stakeholders;
- d) promote compliance with applicable laws, donor requirements, and organizational policies;
- e) prevent fraud, corruption, abuse, and misconduct; and
- f) protect the reputation and integrity of ILA and its partners.

8.3 Ethical Standards

All persons acting on behalf of ILA shall conduct themselves with honesty, integrity, professionalism, and impartiality.

Partnership activities shall be guided by the principles of:

- a) accountability;
- b) transparency;
- c) fairness;
- d) respect;
- e) professionalism;
- f) confidentiality; and
- g) responsible stewardship of resources.

All partners shall be expected to uphold similar ethical standards throughout the duration of the partnership.

8.4 Human Rights Commitment

ILA shall ensure that its partnerships promote and respect internationally recognized human rights.

Partners shall:

- a) respect the dignity and rights of all persons;
- b) promote equality and non-discrimination;
- c) avoid actions that contribute to human rights violations;
- d) support access to justice and protection of vulnerable persons; and
- e) comply with applicable national and international human rights standards.

ILA reserves the right to suspend or terminate partnerships where serious human rights violations are identified.

8.5 Equality, Diversity and Inclusion

ILA shall promote equality, diversity, and inclusion in all partnership activities.

Partners shall take reasonable measures to ensure that programmes and services are accessible and inclusive, particularly for:

- a) women and girls;
- b) children and youth;
- c) persons with disabilities;
- d) internally displaced persons and returnees;
- e) older persons; and
- f) other vulnerable or marginalized groups.

Discrimination based on race, ethnicity, nationality, religion, political opinion, disability, gender, age, or other protected status shall not be tolerated.

8.6 Safeguarding

ILA is committed to providing a safe environment for beneficiaries, staff, volunteers, and stakeholders.

All partners shall comply with ILA's safeguarding requirements, including measures to prevent:

- a) sexual exploitation;
- b) sexual abuse;
- c) sexual harassment;
- d) child abuse and neglect;
- e) exploitation of vulnerable persons;
- f) bullying and harassment; and
- g) any other form of abuse or violence.

Any safeguarding concerns shall be reported promptly and managed in accordance with ILA's Safeguarding and PSEAH policies and applicable law.

8.7 Conflict of Interest

Persons involved in partnership decisions shall avoid actual, potential, or perceived conflicts of interest.

Individuals shall:

- a) disclose any conflict of interest promptly;
- b) refrain from participating in decisions where a conflict exists;
- c) avoid using their position for personal benefit; and
- d) comply with ILA's Code of Conduct and Ethics Policy.

Failure to disclose a conflict of interest may result in disciplinary or other appropriate action.

8.8 Anti-Fraud and Anti-Corruption

ILA maintains a zero-tolerance approach to fraud, corruption, bribery, embezzlement, and other forms of financial or ethical misconduct.

Partners shall:

- a) use resources solely for approved purposes;
- b) maintain accurate financial and operational records;
- c) report suspected fraud or corruption promptly;
- d) cooperate with investigations; and
- e) comply with applicable anti-fraud and anti-corruption laws and ILA policies.

Allegations of misconduct shall be handled in accordance with the Anti-Fraud, Corruption and Whistleblowing Policy.

8.9 Confidentiality and Data Protection

Partners shall protect confidential and personal information obtained during the course of the partnership.

Information shall only be collected, used, stored, shared, and retained for legitimate purposes and in accordance with:

- a) applicable laws;

- b) partnership agreements; and
- c) ILA's Data Protection and Privacy Policy.

Unauthorized disclosure or misuse of confidential information may result in disciplinary action, termination of the partnership, or legal action where appropriate.

8.10 Compliance with Laws and Organizational Policies

All partnership activities shall comply with:

- a) applicable national laws and regulations;
- b) donor requirements;
- c) contractual obligations;
- d) ILA policies and procedures; and
- e) professional and ethical standards.

Partners shall promptly notify ILA of any legal, regulatory, or compliance issues that may affect the partnership.

8.11 Reporting Misconduct

ILA encourages the timely reporting of suspected misconduct, unethical behaviour, safeguarding concerns, fraud, corruption, or other violations of this Policy.

Reports may be made through established reporting mechanisms and shall be handled:

- a) confidentially;
- b) impartially;
- c) promptly; and
- d) without retaliation against persons making reports in good faith.

False or malicious reports made knowingly may be subject to appropriate action.

8.12 Monitoring Compliance

ILA shall periodically assess compliance with this Chapter through:

- a) partnership reviews;
- b) monitoring visits;
- c) audits;
- d) compliance assessments;
- e) safeguarding reviews;
- f) financial oversight; and
- g) performance evaluations.

Where non-compliance is identified, ILA may require corrective action, suspend activities, or terminate the partnership depending on the nature and seriousness of the breach.

8.13 Chapter Summary

This Chapter establishes the ethical and compliance framework governing partnerships and stakeholder engagement within ILA. It reinforces the Organization's commitment to integrity, human rights, safeguarding, equality, transparency, and accountability.

By adhering to these standards, ILA and its partners shall foster responsible collaboration, protect the rights and dignity of beneficiaries, ensure compliance with legal and contractual obligations, and maintain public confidence in the Organization's work.

CHAPTER NINE

PARTNERSHIP RISK MANAGEMENT

9.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that partnerships expose the Organization to various strategic, operational, financial, legal, safeguarding, security, and reputational risks. Effective risk management enables ILA to identify potential threats, implement appropriate mitigation measures, and ensure that partnerships continue to achieve their intended objectives.

This Chapter establishes the framework for identifying, assessing, managing, monitoring, and reporting risks associated with partnerships and stakeholder engagement activities.

9.2 Objectives

The objectives of this Chapter are to:

- a) identify risks that may affect partnership success;

- b) strengthen informed decision-making during the partnership lifecycle;
- c) protect ILA's resources, reputation, and beneficiaries;
- d) promote proactive risk mitigation and business continuity;
- e) ensure timely reporting and management of partnership risks; and
- f) support the achievement of partnership objectives.

9.3 Risk Management Principles

ILA shall manage partnership risks in accordance with the following principles:

- a) proactive identification of risks;
- b) risk-based decision-making;
- c) shared responsibility between partners;
- d) timely reporting and response;
- e) continuous monitoring and review;
- f) compliance with ILA's Risk Management Policy; and
- g) continuous improvement through lessons learned.

9.4 Identification of Partnership Risks

Potential risks shall be identified before and throughout the implementation of a partnership.

Risks may include:

- a) strategic risks;
- b) financial risks;
- c) operational risks;
- d) legal and regulatory risks;
- e) reputational risks;
- f) safeguarding risks;

- g) fraud and corruption risks;
- h) security risks;
- i) information and data protection risks;
- j) environmental and social risks; and
- k) risks arising from changes in the political, economic, or humanitarian environment.

9.5 Risk Assessment

Each significant partnership shall undergo an appropriate risk assessment before approval and periodically during implementation.

Risk assessment shall consider:

- a) the likelihood of the risk occurring;
- b) the potential impact on ILA, beneficiaries, or partners;
- c) the adequacy of existing controls;
- d) the capacity of partners to manage identified risks; and
- e) appropriate mitigation measures.

The level of assessment shall be proportionate to the complexity and risk profile of the partnership.

9.6 Risk Mitigation Measures

ILA shall implement appropriate measures to reduce identified risks.

Risk mitigation measures may include:

- a) enhanced due diligence;
- b) clear contractual obligations;
- c) financial and operational controls;
- d) safeguarding measures;
- e) staff and partner training;

- f) regular monitoring;
- g) insurance, where appropriate;
- h) contingency planning; and
- i) periodic review of partnership performance.

Partners shall cooperate in implementing agreed risk mitigation measures.

9.7 Risk Monitoring and Reporting

Partnership risks shall be monitored throughout the duration of the partnership.

Monitoring shall include:

- a) periodic risk reviews;
- b) implementation progress meetings;
- c) compliance monitoring;
- d) financial oversight;
- e) incident reporting;
- f) partner performance reviews; and
- g) updates to the partnership risk register, where applicable.

Significant risks shall be reported promptly to the appropriate level of management.

9.8 Incident and Crisis Management

Where a significant incident occurs, ILA shall take timely and appropriate action to minimize harm and protect beneficiaries, staff, partners, and organizational interests.

Incidents may include:

- a) fraud or financial loss;
- b) safeguarding concerns;
- c) serious security incidents;

- d) legal disputes;
- e) major operational disruptions;
- f) data breaches; or
- g) any event likely to have a significant impact on the partnership.

The Executive Director shall ensure that appropriate investigations and corrective actions are undertaken where necessary.

9.9 Business Continuity

ILA shall take reasonable measures to ensure continuity of essential partnership activities during emergencies or unexpected disruptions.

Where appropriate, business continuity measures may include:

- a) contingency plans;
- b) alternative communication arrangements;
- c) protection of critical information and records;
- d) continuity of essential services;
- e) emergency coordination with partners; and
- f) periodic review of continuity arrangements.

Business continuity measures shall align with ILA's Risk Management Policy and other relevant organizational procedures.

9.10 Risk Review and Continuous Improvement

ILA shall periodically review the effectiveness of its partnership risk management practices.

Reviews shall consider:

- a) emerging risks;
- b) effectiveness of mitigation measures;
- c) lessons learned from partnership implementation;

- d) audit and evaluation findings;
- e) stakeholder feedback; and
- f) changes in the operating environment.

Recommendations arising from reviews shall be incorporated into future partnership planning and risk management practices.

9.11 Chapter Summary

This Chapter establishes the framework for identifying, assessing, mitigating, monitoring, and responding to risks associated with partnerships and stakeholder engagement. It promotes a proactive and systematic approach to risk management while safeguarding ILA's mission, beneficiaries, resources, and reputation.

Effective implementation of this Chapter shall strengthen organizational resilience, support informed decision-making, and contribute to the successful delivery of partnership objectives in a changing operating environment.

CHAPTER TEN

MONITORING, EVALUATION, LEARNING AND REPORTING OF PARTNERSHIPS

10.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that effective monitoring, evaluation, learning, and reporting are essential to ensuring that partnerships achieve their intended objectives, deliver value to beneficiaries, and contribute to the Organization's strategic goals. Regular assessment of partnership performance enables ILA to strengthen accountability, improve decision-making, identify lessons learned, and promote continuous institutional improvement.

This Chapter establishes the framework for monitoring, evaluating, learning from, and reporting on partnership performance throughout the partnership lifecycle.

10.2 Objectives

The objectives of this Chapter are to:

- a) monitor the implementation and performance of partnerships;
- b) assess whether partnership objectives and expected results are being achieved;
- c) strengthen accountability to beneficiaries, partners, donors, and the Board of Directors;
- d) identify lessons learned and best practices;

- e) support evidence-based decision-making; and
- f) promote continuous improvement in partnership management.

10.3 Monitoring of Partnership Performance

ILA shall monitor all partnerships to assess progress against agreed objectives, deliverables, timelines, budgets, and performance indicators.

Monitoring activities may include:

- a) review of work plans;
- b) progress meetings;
- c) field monitoring visits;
- d) financial reviews;
- e) activity reports;
- f) performance scorecards;
- g) stakeholder feedback; and
- h) compliance assessments.

The frequency of monitoring shall be proportionate to the nature, duration, and risk level of the partnership.

10.4 Performance Indicators

Each partnership shall establish measurable performance indicators appropriate to its objectives.

Performance indicators may assess:

- a) implementation progress;
- b) achievement of planned outputs and outcomes;
- c) quality of programme delivery;

- d) resource utilization;
- e) stakeholder satisfaction;
- f) compliance with partnership obligations; and
- g) sustainability of partnership results.

Indicators shall be reviewed periodically and updated where necessary.

10.5 Partnership Evaluation

ILA may conduct periodic evaluations to determine the effectiveness, efficiency, relevance, impact, and sustainability of partnerships.

Evaluations may be:

- a) mid-term;
- b) final;
- c) thematic;
- d) project-specific; or
- e) organizational.

Evaluation findings shall be documented and used to improve future partnerships and organizational practices.

10.6 Learning and Knowledge Management

ILA shall promote continuous learning from partnership experiences.

Knowledge generated through partnerships shall be documented and shared, where appropriate, to strengthen institutional capacity.

Learning activities may include:

- a) lessons learned workshops;
- b) after-action reviews;
- c) partner reflection meetings;
- d) case studies;

- e) best practice documentation;
- f) technical exchanges; and
- g) internal knowledge-sharing sessions.

Relevant lessons shall be integrated into future programme design and partnership development.

10.7 Reporting Requirements

Partners shall submit reports in accordance with partnership agreements and applicable donor requirements.

Reports may include:

- a) progress reports;
- b) financial reports;
- c) narrative reports;
- d) monitoring reports;
- e) risk reports;
- f) incident reports;
- g) evaluation reports; and
- h) final completion reports.

Reports shall be accurate, timely, complete, and supported by appropriate evidence where applicable.

10.8 Review Meetings

ILA shall hold periodic partnership review meetings to assess implementation progress and address emerging issues.

Review meetings may discuss:

- a) progress against objectives;
- b) implementation challenges;
- c) financial performance;

- d) risk management;
- e) stakeholder feedback;
- f) corrective actions; and
- g) future priorities.

Agreed actions shall be documented and followed up appropriately.

10.9 Corrective and Improvement Measures

Where monitoring or evaluation identifies weaknesses or non-performance, ILA and the partner shall develop appropriate corrective measures.

Corrective actions may include:

- a) revision of work plans;
- b) additional technical support;
- c) capacity strengthening;
- d) enhanced monitoring;
- e) amendment of partnership arrangements; or
- f) other measures necessary to improve performance.

Implementation of corrective actions shall be monitored to ensure effectiveness.

10.10 Documentation and Record Keeping

All monitoring, evaluation, learning, and reporting records shall be maintained in accordance with ILA's Records Management and Data Protection policies.

Documentation shall include:

- a) monitoring reports;
- b) evaluation reports;

- c) meeting minutes;
- d) performance assessments;
- e) lessons learned;
- f) correspondence; and
- g) supporting evidence.

Records shall be retained for the period required by law, donor agreements, and organizational policies.

10.11 Chapter Summary

This Chapter establishes the framework for monitoring, evaluating, learning from, and reporting on partnership performance. It promotes accountability, evidence-based decision-making, organizational learning, and continuous improvement.

Through effective monitoring and evaluation, ILA shall strengthen the quality of its partnerships, improve programme effectiveness, demonstrate responsible stewardship of resources, and enhance its contribution to access to justice, human rights, and sustainable development.

CHAPTER ELEVEN

PARTNERSHIP REVIEW, SUSPENSION, TERMINATION AND EXIT MANAGEMENT

11.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that partnerships should be reviewed periodically to ensure they continue to serve the Organization's mission, strategic objectives, and the interests of beneficiaries. While many partnerships may continue successfully for several years, others may require modification, suspension, or termination due to changing circumstances, performance concerns, legal requirements, or completion of agreed objectives.

This Chapter establishes the framework for reviewing partnership performance, managing partnership changes, and ensuring that partnership closure or termination is conducted in a transparent, orderly, and accountable manner.

11.2 Objectives

The objectives of this Chapter are to:

- a) provide a structured process for reviewing partnerships;

- b) ensure that partnerships remain relevant and effective;
- c) establish fair procedures for suspension or termination;
- d) minimize operational, legal, financial, and reputational risks during partnership closure;
- e) protect the interests of beneficiaries, donors, and stakeholders; and
- f) promote learning from completed partnerships.

11.3 Periodic Partnership Review

ILA shall periodically review partnerships to assess whether they remain aligned with organizational priorities and continue to deliver the intended results.

Partnership reviews shall consider:

- a) achievement of objectives;
- b) compliance with partnership agreements;
- c) financial accountability;
- d) quality of collaboration;
- e) stakeholder satisfaction;
- f) risks affecting the partnership; and
- g) opportunities for improvement or renewal.

The frequency of reviews shall depend on the duration, complexity, and significance of the partnership.

11.4 Amendment or Renewal of Partnerships

Where appropriate, partnership agreements may be amended or renewed by mutual written agreement.

Before renewal, ILA shall consider:

- a) performance of the partnership;
- b) continued strategic relevance;

- c) availability of resources;
- d) compliance history;
- e) lessons learned; and
- f) future opportunities for collaboration.

Renewed or amended agreements shall receive the necessary internal approvals before taking effect.

11.5 Suspension of Partnerships

ILA may suspend a partnership, in whole or in part, where necessary to protect the interests of the Organization or its stakeholders.

Grounds for suspension may include:

- a) material breach of the partnership agreement;
- b) misuse of funds or resources;
- c) serious safeguarding concerns;
- d) fraud, corruption, or unethical conduct;
- e) non-compliance with applicable laws or donor requirements;
- f) security concerns; or
- g) any circumstance that presents an unacceptable level of risk.

Where practicable, the affected partner shall be informed of the reasons for the suspension and given an opportunity to respond.

11.6 Termination of Partnerships

A partnership may be terminated in accordance with the partnership agreement or applicable law.

Grounds for termination may include:

- a) completion of agreed objectives;
- b) mutual agreement of the parties;
- c) persistent non-performance;

- d) serious breach of contractual obligations;
- e) insolvency or dissolution of a partner;
- f) unlawful or unethical conduct;
- g) loss of donor funding; or
- h) circumstances making continuation of the partnership impracticable.

Termination shall be authorized by the appropriate approving authority and documented in writing.

11.7 Exit Management

Where a partnership comes to an end, ILA shall implement an orderly exit process to minimize disruption to programmes and beneficiaries.

Exit management may include:

- a) completion of outstanding obligations;
- b) financial reconciliation;
- c) return or transfer of assets, where applicable;
- d) closure of project activities;
- e) communication with affected stakeholders;
- f) archiving of partnership records; and
- g) preparation of a partnership closure report.

The exit process shall seek to preserve professional relationships and protect ILA's reputation.

11.8 Dispute Resolution

ILA shall seek to resolve partnership disputes in a timely, fair, and constructive manner.

Disputes should, where possible, be resolved through:

- a) consultation and dialogue;
- b) negotiation between the parties;

c) mediation where appropriate; or

d) other dispute resolution mechanisms provided for in the partnership agreement.

Where disputes cannot be resolved amicably, the parties may pursue legal remedies in accordance with the applicable agreement and governing law.

11.9 Lessons Learned and Organizational Improvement

Following the completion or termination of significant partnerships, ILA shall document lessons learned to improve future partnership management.

Lessons learned may relate to:

a) partnership design;

b) implementation approaches;

c) communication and coordination;

d) governance arrangements;

e) risk management;

f) financial management; and

g) stakeholder engagement.

Relevant lessons shall be shared internally and incorporated into future planning and policy review.

11.10 Documentation and Record Retention

All records relating to partnership reviews, amendments, suspensions, terminations, and closures shall be maintained in accordance with ILA's Records Management Policy and applicable legal or donor requirements.

Such records may include:

a) review reports;

b) correspondence;

c) amendment agreements;

d) termination notices;

- e) financial reconciliation documents;
- f) asset transfer records; and
- g) final partnership reports.

11.11 Chapter Summary

This Chapter establishes the framework for reviewing, renewing, suspending, terminating, and closing partnerships in a structured and accountable manner. It ensures that partnership changes are managed fairly, transparently, and with due regard to legal obligations, stakeholder interests, and organizational reputation.

By implementing these provisions, ILA shall strengthen partnership accountability, reduce institutional risk, preserve valuable relationships, and promote continuous learning and improvement in future collaborations.

CHAPTER TWELVE

POLICY IMPLEMENTATION, RESPONSIBILITIES AND INSTITUTIONAL ARRANGEMENTS

12.1 Introduction

The successful implementation of this Policy requires clear institutional responsibilities, effective coordination, adequate resources, and continuous oversight. All organs of the Initiative for Legal Aid (ILA) have a role in ensuring that partnership and stakeholder engagement activities are conducted in accordance with this Policy and other applicable organizational policies.

This Chapter establishes the institutional arrangements and implementation responsibilities necessary to ensure the effective application of this Policy.

12.2 Objectives

The objectives of this Chapter are to:

- a) define institutional responsibilities for implementing this Policy;
- b) promote coordination among departments and partners;
- c) ensure adequate resources for implementation;
- d) strengthen accountability and oversight;
- e) promote staff awareness and capacity; and

- f) support consistent application of this Policy across the Organization.

12.3 Responsibilities of the Board of Directors

The Board of Directors shall:

- a) approve this Policy and any amendments;
- b) provide strategic oversight of partnership governance;
- c) monitor implementation through periodic reports;
- d) ensure that adequate resources are available for implementation;
- e) promote accountability and good governance; and
- f) support continuous improvement of partnership management.

12.4 Responsibilities of the Executive Director

The Executive Director shall:

- a) provide overall leadership for implementation of this Policy;
- b) ensure compliance across the Organization;
- c) approve partnerships within delegated authority;
- d) allocate responsibilities to relevant departments;
- e) promote institutional collaboration;
- f) submit implementation reports to the Board; and
- g) ensure periodic review of this Policy.

12.5 Responsibilities of Departments and Units

All departments and units shall implement this Policy within their respective mandates.

Responsibilities include:

- a) complying with approved procedures;
- b) supporting partnership planning and implementation;

- c) maintaining accurate records;
- d) managing risks within their areas of responsibility;
- e) reporting implementation progress;
- f) participating in monitoring and evaluation; and
- g) cooperating with other departments to achieve organizational objectives.

12.6 Responsibilities of Employees and Representatives

All employees, volunteers, interns, consultants, and authorized representatives of ILA shall:

- a) comply with this Policy and related organizational policies;
- b) perform their responsibilities professionally and ethically;
- c) protect confidential information;
- d) report misconduct or non-compliance;
- e) cooperate with partners and stakeholders; and
- f) participate in relevant training and capacity-building activities.

Failure to comply with this Policy may result in appropriate administrative, disciplinary, or legal action.

12.7 Capacity Building and Awareness

ILA shall promote awareness and understanding of this Policy through:

- a) staff induction programmes;
- b) periodic training;
- c) policy dissemination;
- d) technical guidance;
- e) mentoring and coaching; and
- f) organizational learning initiatives.

Where appropriate, partners shall also be oriented on the relevant provisions of this Policy.

12.8 Resource Allocation

ILA shall make reasonable efforts to allocate adequate financial, human, and technical resources to support the effective implementation of this Policy.

Resource allocation shall consider:

- a) organizational priorities;
- b) available funding;
- c) operational requirements;
- d) capacity-building needs; and
- e) sustainability of implementation.

12.9 Coordination and Collaboration

Implementation of this Policy shall be supported through effective coordination among departments, management, the Board, and external partners.

ILA shall encourage:

- a) regular communication;
- b) joint planning;
- c) information sharing;
- d) collaborative problem-solving; and
- e) coordinated implementation of partnership activities.

12.10 Monitoring Policy Implementation

The implementation of this Policy shall be monitored periodically to assess its effectiveness and identify areas requiring improvement.

Monitoring may include:

- a) compliance reviews;
- b) management reports;

- c) internal audits;
- d) partnership performance assessments;
- e) stakeholder feedback; and
- f) implementation evaluations.

Recommendations arising from monitoring activities shall be considered by Management for continuous improvement.

12.11 Chapter Summary

This Chapter establishes the institutional framework for implementing the Partnership and Stakeholder Engagement Policy. It clarifies responsibilities at all levels of the Organization and promotes coordinated implementation, accountability, capacity development, and continuous monitoring.

Effective implementation of this Chapter will strengthen institutional governance, improve partnership management, and ensure that ILA's stakeholder engagement activities are carried out efficiently, ethically, and in support of the Organization's strategic objectives.

CHAPTER THIRTEEN

POLICY MONITORING, REVIEW AND CONTINUOUS IMPROVEMENT

13.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that effective policies require regular monitoring, periodic review, and continuous improvement to remain relevant, effective, and responsive to changing legal, operational, and stakeholder environments. This Chapter establishes the framework for monitoring the implementation of this Policy, evaluating its effectiveness, and making improvements based on experience, lessons learned, and emerging best practices.

13.2 Objectives

The objectives of this Chapter are to:

- a) monitor compliance with this Policy;
- b) assess the effectiveness of partnership and stakeholder engagement practices;
- c) identify implementation gaps and emerging risks;
- d) promote continuous organizational learning and improvement;

- e) ensure that the Policy remains current and relevant; and
- f) strengthen institutional accountability and governance.

13.3 Monitoring Policy Effectiveness

Management shall monitor the implementation of this Policy on a regular basis to determine whether it is achieving its intended objectives.

Monitoring may include:

- a) assessment of compliance with policy provisions;
- b) review of partnership performance reports;
- c) stakeholder feedback and satisfaction;
- d) audit findings and recommendations;
- e) implementation challenges and corrective actions;
- f) risk management reports; and
- g) progress against established performance indicators.

Monitoring findings shall be documented and communicated to the Executive Director and, where appropriate, the Board of Directors.

13.4 Performance Indicators

ILA may develop key performance indicators to measure the effectiveness of this Policy.

Indicators may include:

- a) number of active partnerships;
- b) level of stakeholder engagement;
- c) compliance with partnership agreements;
- d) timeliness of reporting;
- e) stakeholder satisfaction levels;
- f) partnership outcomes achieved;

g) implementation of corrective actions; and

h) overall contribution of partnerships to ILA's strategic objectives.

Performance indicators shall be reviewed periodically to ensure their continued relevance.

13.5 Internal Review

Management shall conduct periodic internal reviews to evaluate the implementation of this Policy.

The review shall consider:

- a) compliance with policy requirements;
- b) effectiveness of governance arrangements;
- c) adequacy of implementation procedures;
- d) operational challenges;
- e) resource requirements; and
- f) opportunities for improvement.

Recommendations from internal reviews shall be implemented within reasonable timeframes.

13.6 External Review

Where appropriate, ILA may engage independent reviewers, auditors, consultants, donors, or other qualified persons to assess the effectiveness of partnership governance and stakeholder engagement practices.

External reviews may be conducted to:

- a) strengthen accountability;
- b) verify compliance with donor requirements;
- c) assess institutional performance;
- d) identify best practices; and
- e) support organizational learning.

13.7 Policy Review

This Policy shall be reviewed at least once every three (3) years or earlier where necessary.

A review may also be initiated where:

- a) there are significant changes in legislation or regulatory requirements;
- b) organizational restructuring affects implementation;
- c) significant implementation challenges arise;
- d) donor requirements change;
- e) major risks or governance issues emerge; or
- f) the Board of Directors directs that a review be undertaken.

13.8 Policy Amendment

Proposed amendments to this Policy shall:

- a) be supported by appropriate justification;
- b) consider legal, financial, operational, and governance implications;
- c) involve consultation with relevant departments where appropriate; and
- d) be submitted to the Board of Directors for approval.

No amendment shall take effect unless approved by the Board.

13.9 Continuous Improvement

ILA shall promote continuous improvement by:

- a) incorporating lessons learned into future partnership management;
- b) strengthening institutional systems and procedures;
- c) encouraging innovation and good practices;
- d) promoting knowledge sharing among staff and partners;
- e) implementing recommendations arising from reviews and evaluations; and

f) adapting to emerging trends and changing operating environments.

Continuous improvement shall form part of ILA's commitment to institutional excellence and good governance.

13.10 Chapter Summary

This Chapter establishes the framework for monitoring, reviewing, and continuously improving the Partnership and Stakeholder Engagement Policy. Through regular monitoring, performance assessment, policy review, and implementation of lessons learned, ILA shall maintain an effective and responsive partnership governance system that supports its mission, strengthens stakeholder confidence, and promotes organizational sustainability.

CHAPTER FOURTEEN

RECORDS MANAGEMENT, DOCUMENTATION AND INFORMATION MANAGEMENT

14.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that proper documentation and records management are essential for transparency, accountability, institutional memory, legal compliance, and effective partnership management. Accurate and well-maintained records support informed decision-making, facilitate monitoring and evaluation, demonstrate compliance with donor and regulatory requirements, and preserve the history of organizational partnerships.

This Chapter establishes the framework for creating, maintaining, protecting, accessing, retaining, and disposing of records relating to partnerships and stakeholder engagement.

14.2 Objectives

The objectives of this Chapter are to:

- a) ensure accurate documentation of partnership activities;
- b) establish standardized records management practices;
- c) protect confidential and sensitive information;
- d) promote accountability and transparency;
- e) support monitoring, audits, and evaluations;
- f) preserve institutional knowledge; and
- g) ensure compliance with applicable legal and organizational requirements.

14.3 Partnership Records

ILA shall maintain complete and accurate records throughout the lifecycle of every partnership.

Partnership records may include:

- a) partnership proposals;
- b) due diligence reports;
- c) stakeholder assessments;
- d) Memoranda of Understanding and partnership agreements;
- e) correspondence and official communications;
- f) work plans and implementation schedules;
- g) financial and narrative reports;
- h) monitoring and evaluation reports;
- i) meeting agendas and minutes;
- j) risk assessments and incident reports; and
- k) partnership review and closure reports.

Records shall be organized to facilitate easy retrieval and reference.

14.4 Documentation Standards

All partnership documentation shall be:

- a) accurate and complete;
- b) clear and consistent;
- c) dated and, where applicable, signed by authorized persons;
- d) securely maintained;
- e) prepared in accordance with organizational templates and procedures; and
- f) updated whenever significant changes occur.

No unauthorized alteration or destruction of official records shall be permitted.

14.5 Records Storage and Security

Partnership records may be maintained in physical or electronic form, provided appropriate safeguards are in place.

ILA shall implement measures to:

- a) protect records against loss, theft, unauthorized access, or damage;
- b) maintain secure filing systems;
- c) restrict access to authorized personnel only;
- d) back up electronic records regularly; and
- e) ensure business continuity in the event of system failures or emergencies.

Electronic records shall be managed in accordance with the ICT Policy and Data Protection and Privacy Policy.

14.6 Access to Records

Access to partnership records shall be granted only to authorized persons for legitimate organizational purposes.

Access shall be based on:

- a) official responsibilities;
- b) confidentiality obligations;
- c) legal requirements;
- d) donor agreements; and
- e) applicable organizational policies.

Requests from external parties for access to records shall be handled in accordance with applicable laws, contractual obligations, and ILA's internal procedures.

14.7 Confidentiality and Information Protection

ILA shall protect confidential, personal, and sensitive information obtained during partnership activities.

All employees, volunteers, consultants, and partners shall:

- a) maintain confidentiality;
- b) use information only for authorized purposes;
- c) prevent unauthorized disclosure;
- d) comply with data protection requirements; and
- e) report any actual or suspected breach of information security.

Confidentiality obligations shall continue even after the termination of employment or partnership, where required by law or agreement.

14.8 Record Retention and Disposal

Partnership records shall be retained for the period required by:

- a) applicable laws;
- b) donor agreements;
- c) contractual obligations; and
- d) ILA's Records Retention Schedule.

Upon expiry of the retention period, records shall be securely archived or disposed of using approved methods that protect confidential information.

No record shall be destroyed where it is required for litigation, investigation, audit, or any ongoing legal or administrative process.

14.9 Monitoring Compliance

Management shall periodically review records management practices to ensure compliance with this Policy and related organizational procedures.

Compliance reviews may assess:

- a) completeness of records;

- b) accuracy of documentation;
- c) information security measures;
- d) record retention practices;
- e) accessibility of records; and
- f) compliance with legal and donor requirements.

Corrective actions shall be implemented where deficiencies are identified.

14.10 Chapter Summary

This Chapter establishes the framework for managing partnership records and information throughout their lifecycle. It promotes accurate documentation, secure information management, confidentiality, and compliance with legal, contractual, and organizational requirements.

Effective implementation of this Chapter will strengthen institutional accountability, preserve organizational knowledge, facilitate monitoring and reporting, and support the efficient management of partnerships and stakeholder relationships.

CHAPTER FIFTEEN

GENERAL PROVISIONS

15.1 Introduction

This Chapter sets out the final provisions governing the implementation, interpretation, amendment, and administration of the Partnership and Stakeholder Engagement Policy. These provisions ensure that the Policy remains effective, legally compliant, and responsive to the evolving needs of the Initiative for Legal Aid (ILA) while promoting consistency in its application across the Organization.

15.2 Policy Implementation

This Policy shall be implemented by all organs of ILA in accordance with their respective mandates and responsibilities.

Management shall develop and maintain appropriate procedures, guidelines, templates, and tools necessary for the effective implementation of this Policy.

All employees, volunteers, consultants, interns, and partners shall cooperate in ensuring compliance with this Policy.

15.3 Interpretation of the Policy

In the event of uncertainty regarding the interpretation or application of any provision of this Policy:

- a) the provision shall be interpreted in a manner consistent with ILA's mission, values, and strategic objectives;
- b) applicable national laws and regulations shall prevail where required;
- c) related ILA policies shall be read together with this Policy; and
- d) the Board of Directors shall have the final authority to determine the interpretation of this Policy where necessary.

15.4 Relationship with Other Policies

This Policy shall be read and implemented together with other relevant ILA governance and operational policies, including but not limited to:

- a) Board Governance Charter;
- b) Human Resource and Administration Policy;
- c) Finance and Accounting Policy;
- d) Procurement and Asset Management Policy;
- e) Risk Management Policy;
- f) Code of Conduct and Ethics Policy;
- g) Anti-Fraud, Corruption and Whistleblowing Policy;
- h) Information, Communication and Technology Policy;
- i) Data Protection and Privacy Policy;
- j) MEAL Policy; and
- k) Legal Aid Service Policy.

Where there is any inconsistency between this Policy and applicable law, the law shall prevail to the extent of the inconsistency.

15.5 Non-Compliance

Failure to comply with this Policy may result in appropriate administrative, contractual, disciplinary, or legal action depending on the nature and seriousness of the breach.

Where a partner fails to comply with this Policy or applicable partnership agreements, ILA may take appropriate measures, including:

- a) issuing written warnings;
- b) requiring corrective action;
- c) suspending partnership activities;
- d) withholding funding or support where permitted;
- e) terminating the partnership; or
- f) referring the matter to the appropriate authorities where required by law.

15.6 Exceptions

Exceptions to this Policy shall only be permitted in exceptional circumstances where:

- a) there is a legitimate operational necessity;
- b) the exception does not violate applicable law or donor requirements;
- c) risks have been appropriately assessed; and
- d) prior written approval has been obtained from the Executive Director or the Board of Directors, as applicable.

All approved exceptions shall be documented and retained for accountability purposes.

15.7 Policy Review and Amendment

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

- a) changes in legislation;
- b) organizational restructuring;
- c) significant operational changes;
- d) donor or regulatory requirements;

e) lessons learned from implementation; or

f) resolution of the Board of Directors.

Any amendment to this Policy shall require approval by the Board of Directors before taking effect.

15.8 Effective Date

This Policy shall take effect on the date of its approval by the Board of Directors and shall remain in force until amended or repealed.

15.9 Repeal and Saving

Upon the commencement of this Policy, any previous policy, guideline, or administrative instruction relating to partnership and stakeholder engagement that is inconsistent with this Policy is hereby repealed or superseded to the extent of the inconsistency.

Actions, decisions, agreements, and obligations lawfully undertaken before the effective date of this Policy shall remain valid unless otherwise determined by the Board of Directors or required by law.

15.10 Approval

This Partnership and Stakeholder Engagement Policy was approved by the Board of Directors of the Initiative for Legal Aid (ILA).

Policy Information

Policy Title	Partnership and Stakeholder Engagement Policy
Policy Number	ILA/POL/PSEP/001/2026
Version	1.0
Approved By	Board of Directors
Approval Date	_____
Effective Date	_____
Next Review Date	_____
Policy Owner	Executive Director
Responsible Department	Programmes Department

15.11 Chapter Summary

This Chapter concludes the Partnership and Stakeholder Engagement Policy by establishing the general provisions governing its implementation, interpretation, review, amendment, and approval. It reinforces ILA's commitment to sound governance, accountability, collaboration, and effective stakeholder engagement.



The implementation of this Policy will enable ILA to build strategic and sustainable partnerships, strengthen stakeholder confidence, enhance institutional effectiveness, and advance its mission of promoting access to justice, human rights, and the rule of law.

