



VOLUNTEER AND INTERNSHIP MANAGEMENT POLICY

**FOR THE
INITIATIVE FOR LEGAL AID
(ILA)**



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INITIATIVE FOR LEGAL AID (ILA)

VOLUNTEER AND INTERNSHIP MANAGEMENT POLICY

Policy Number: ILA/POL/VIMP/001/2026

Version: 1.0

AMENDMENT RECORD

The Volunteer and Internship Management Policy shall remain a living governance document of the Initiative for Legal Aid (ILA). It shall be reviewed periodically to ensure continued relevance, legal compliance, institutional effectiveness, and alignment with national legislation, international labour standards, volunteer management best practices, and donor requirements.

Amendments may be proposed by the Board of Directors, Executive Director, Human Resource and Administration Unit, Programme Managers, Legal Unit, or any other authorized office where operational, legal, or strategic considerations necessitate revision.

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

Minor administrative amendments that do not alter the substantive intent of this Policy, including corrections to formatting, references, organizational titles, or legislative citations, may be approved by the Executive Director and subsequently reported to the Board for noting.

A formal review of this Policy shall be undertaken at least once every three (3) years, or earlier where significant organizational, legal, operational, or donor-related changes require revision.

POLICY STATEMENT

The Initiative for Legal Aid (ILA) recognizes that volunteers and interns constitute an important component of the Organization's human capital and contribute significantly to the achievement of its mission of promoting access to justice, protection of human rights, legal empowerment, and institutional development.

ILA is committed to creating a structured, transparent, equitable, safe, inclusive, and professionally managed volunteer and internship programme that promotes learning, innovation, community participation, ethical conduct, and institutional excellence.

The Organization shall ensure that every volunteer and intern is recruited, managed, supervised, supported, evaluated, and separated in accordance with clearly established procedures that uphold human dignity, equality of opportunity, accountability, safeguarding, confidentiality, occupational safety, and organizational integrity.

ILA further recognizes that volunteerism represents a valuable form of civic participation and public service while internships provide practical learning opportunities that strengthen professional competence and prepare future leaders within the legal, governance, and development sectors.

Accordingly, ILA shall ensure that volunteer and internship programmes are designed to create mutual value by supporting organizational objectives while simultaneously providing meaningful learning experiences, professional mentorship, skills development, and opportunities for civic engagement.

ACRONYMS AND ABBREVIATIONS

ADR — Alternative Dispute Resolution

BoD — Board of Directors

CFAM — Complaints, Feedback and Accountability Mechanism

CPD — Continuous Professional Development

ED — Executive Director

GBV — Gender-Based Violence

HR — Human Resources

HRA — Human Resource and Administration

ICT — Information and Communication Technology

ILA — Initiative for Legal Aid

KPIs — Key Performance Indicators

MEAL — Monitoring, Evaluation, Accountability and Learning

NGO — Non-Governmental Organization

OHS — Occupational Health and Safety

PSEA — Prevention of Sexual Exploitation and Abuse

PSEAH — Prevention of Sexual Exploitation, Abuse and Harassment

SOPs — Standard Operating Procedures

UN — United Nations

CHAPTER ONE

INTRODUCTION

1.1 Background

The Initiative for Legal Aid (ILA) recognizes that volunteers and interns are valuable contributors to the advancement of the Organization's mission to promote access to justice, legal empowerment, human rights protection, good governance, and the rule of law. Through their commitment, knowledge, innovation, and service, volunteers and interns strengthen the Organization's capacity to deliver quality programmes, expand outreach to vulnerable communities, support legal and administrative functions, and foster institutional growth.

Volunteerism is internationally recognized as a vital expression of civic participation, solidarity, and public service. Likewise, internship programmes provide structured opportunities for students, recent graduates, and emerging professionals to acquire practical experience, develop professional competencies, and contribute meaningfully to organizational objectives. ILA acknowledges that effective volunteer and internship programmes create mutual benefits by advancing the Organization's strategic goals while supporting the personal and professional development of participants.

As a legal aid organization operating in a dynamic humanitarian and development environment, ILA frequently engages volunteers and interns from diverse backgrounds, including universities, professional associations, civil society organizations, communities, and partner institutions. These individuals may serve in legal aid service delivery, legal research, community outreach, human rights monitoring, alternative dispute resolution, governance support, administration, finance, communications, monitoring and evaluation, information technology, and other institutional functions.

The Organization further recognizes that volunteers and interns, while not employees unless expressly provided by law or contract, represent ILA and are entrusted with responsibilities that require professionalism, integrity, confidentiality, accountability, and adherence to the Organization's values and policies. Consequently, their engagement must be governed by clear standards that safeguard both the Organization and the individuals serving within it.

This Policy establishes a comprehensive framework for the planning, recruitment, selection, appointment, orientation, supervision, performance management, welfare, protection, recognition, and separation of volunteers and interns. It also promotes compliance with applicable laws, donor requirements, ethical standards, safeguarding obligations, occupational health and safety requirements, and international best practices in volunteer management.

Through this Policy, ILA seeks to strengthen institutional capacity, promote meaningful civic engagement, encourage professional development, and ensure that all volunteer and internship programmes are managed fairly, consistently, transparently, and in a manner that contributes to sustainable organizational effectiveness.

1.2 Purpose of the Policy

The purpose of this Volunteer and Internship Management Policy is to establish a comprehensive institutional framework for the effective planning, recruitment, engagement, management, supervision, development, recognition, and separation of volunteers and interns serving the Initiative for Legal Aid (ILA). The Policy is intended to ensure that volunteer and internship programmes are implemented in a transparent, accountable, equitable, and professional manner that advances the Organization's strategic objectives while providing meaningful learning and service opportunities.

Specifically, this Policy seeks to:

- a. Establish standardized procedures for the recruitment, selection, appointment, deployment, supervision, evaluation, recognition, and separation of volunteers and interns;
- b. Ensure that all volunteer and internship engagements are conducted fairly, transparently, competitively, and without discrimination on the basis of gender, age, disability, ethnicity, religion, political opinion, social origin, or any other protected characteristic;
- c. Provide a structured framework that enables volunteers and interns to contribute effectively to ILA's mission of promoting access to justice, legal empowerment, human rights, good governance, and the rule of law;
- d. Clarify the respective roles, responsibilities, rights, obligations, and expectations of volunteers, interns, supervisors, programme managers, the Human Resource and Administration Unit, senior management, and the Board of Directors;
- e. Promote a safe, respectful, inclusive, and supportive working environment that upholds dignity, equality, diversity, occupational health and safety, safeguarding, and the prevention of all forms of exploitation, abuse, harassment, discrimination, and retaliation;
- f. Ensure that volunteers and interns understand and comply with ILA's policies, including the Code of Conduct and Ethics Policy, Human Resource and Administration Policy, Safeguarding and PSEAH Policy, Anti-Fraud, Corruption and Whistleblowing Policy, Data Protection and Privacy Policy, ICT Policy, Risk Management Policy, and other applicable governance instruments;
- g. Strengthen institutional accountability by establishing mechanisms for performance management, supervision, mentoring, grievance handling, disciplinary action, reporting, and continuous improvement;
- h. Facilitate professional growth through structured orientation, training, coaching, mentoring, practical experience, and continuous learning opportunities that enhance the competencies and employability of volunteers and interns;

- i. Ensure that volunteers and interns are entrusted with responsibilities that are appropriate to their qualifications, competencies, experience, and level of supervision, while safeguarding the quality and integrity of ILA's programmes and services;
- j. Protect the confidentiality, privacy, security, and integrity of organizational information, client records, case files, intellectual property, financial resources, and other assets entrusted to volunteers and interns;
- k. Establish procedures for the responsible management of organizational resources assigned to volunteers and interns, including office equipment, information systems, identification cards, documents, vehicles, and other assets;
- l. Promote a culture of professionalism, integrity, accountability, teamwork, innovation, respect for human rights, and service excellence throughout all volunteer and internship programmes;
- m. Strengthen collaboration with universities, professional institutions, development partners, bar associations, government institutions, and other organizations that support volunteerism, internships, and experiential learning;
- n. Ensure that volunteer and internship programmes contribute to institutional sustainability by supporting succession planning, talent development, organizational learning, and community engagement; and
- o. align ILA's volunteer and internship management practices with applicable national legislation, international labour standards, humanitarian principles, donor requirements, and recognized best practices in volunteer and internship management.

Through this Policy, ILA affirms its commitment to fostering a culture in which volunteers and interns are valued as partners in advancing the Organization's mission. The Organization shall strive to ensure that every volunteer and intern is treated with fairness, dignity, respect, and professionalism, and is provided with an environment that promotes learning, ethical conduct, personal development, and meaningful contribution to the realization of access to justice and the protection of human rights in South Sudan.

1.3 Objectives of the Policy

The overall objective of this Policy is to establish a comprehensive, transparent, accountable, and professionally managed framework for the recruitment, engagement, supervision, development, welfare, performance management, and separation of volunteers and interns serving the Initiative for Legal Aid (ILA). The Policy seeks to ensure that volunteerism and internship programmes contribute effectively to the achievement of ILA's strategic objectives while providing meaningful learning, professional development, and public service opportunities.

1.3.1 General Objective

The general objective of this Policy is to provide a standardized institutional framework that promotes excellence, integrity, accountability, inclusiveness, and professionalism in the management of volunteers and interns, while safeguarding the interests of the Organization, its beneficiaries, partners, volunteers, and interns.

1.3.2 Specific Objectives

The specific objectives of this Policy are to:

- a. Establish clear policies, procedures, and standards governing the planning, recruitment, selection, appointment, deployment, supervision, performance management, recognition, and separation of volunteers and interns;
- b. Strengthen institutional capacity by engaging qualified, motivated, and committed volunteers and interns to support the implementation of ILA's programmes, projects, legal aid services, advocacy initiatives, research activities, and administrative functions;
- c. Provide structured opportunities for students, graduates, young professionals, community members, and experienced professionals to acquire practical knowledge, develop professional competencies, and contribute to the promotion of access to justice and human rights;
- d. Promote merit-based, transparent, fair, and non-discriminatory recruitment and selection processes that uphold equality of opportunity, diversity, and inclusion;
- e. Define the respective roles, responsibilities, reporting relationships, and accountability mechanisms applicable to volunteers, interns, supervisors, programme managers, the Human Resource and Administration Unit, Senior Management, and the Board of Directors;
- f. Ensure that volunteers and interns receive adequate induction, orientation, mentoring, supervision, coaching, and continuous learning opportunities necessary for the effective performance of their assigned responsibilities;
- g. Establish performance management systems that facilitate regular monitoring, constructive feedback, performance evaluation, recognition of achievements, and continuous improvement;
- h. Promote a professional, respectful, inclusive, healthy, and safe working environment that protects the dignity, rights, wellbeing, and welfare of volunteers and interns;
- i. Ensure compliance with ILA's governance framework, including the Human Resource and Administration Policy, Code of Conduct and Ethics Policy, Safeguarding and PSEAH Policy, Anti-Fraud, Corruption and Whistleblowing Policy, ICT Policy, Data

Protection and Privacy Policy, Finance and Accounting Policy, Risk Management Policy, Legal Aid Service Policy, and all other applicable organizational policies;

j. Safeguard beneficiaries, employees, volunteers, interns, partners, and communities from misconduct, exploitation, abuse, harassment, discrimination, retaliation, fraud, corruption, conflicts of interest, and other unethical conduct;

k. Establish effective mechanisms for addressing grievances, disciplinary matters, complaints, appeals, and disputes involving volunteers and interns in a fair, timely, confidential, and impartial manner;

l. Protect the confidentiality, integrity, availability, and lawful use of organizational information, client records, legal files, intellectual property, information systems, financial resources, and other organizational assets entrusted to volunteers and interns;

m. Promote ethical conduct, accountability, confidentiality, professionalism, teamwork, innovation, respect for diversity, and commitment to ILA's mission, vision, and core values;

n. Strengthen partnerships with universities, training institutions, professional associations, civil society organizations, development partners, government institutions, and other stakeholders that support volunteerism, internships, and experiential learning;

o. Promote institutional sustainability by developing future professionals, strengthening succession planning, fostering leadership development, and creating pathways for long-term engagement with ILA;

p. Ensure that volunteer and internship programmes are appropriately planned, resourced, monitored, evaluated, and continuously improved to maximize organizational effectiveness and participant satisfaction;

q. Establish systems for documenting, measuring, and reporting the contribution and impact of volunteer and internship programmes on organizational performance, service delivery, and community outcomes; and

r. Align ILA's volunteer and internship management practices with applicable national legislation, international labour standards, humanitarian principles, donor expectations, and recognized global best practices in volunteer and internship management.

1.3.3 Expected Outcomes

Implementation of this Policy is expected to achieve the following outcomes:

- a. A transparent, accountable, and standardized volunteer and internship management system across the Organization;
- b. Improved organizational capacity through the effective utilization of volunteers and interns;
- c. Enhanced quality, efficiency, and effectiveness of programme implementation and service delivery;
- d. Increased opportunities for professional learning, mentoring, skills development, and career growth for volunteers and interns;
- e. Strengthened compliance with legal, ethical, safeguarding, and donor requirements;
- f. Improved protection of organizational resources, confidential information, and beneficiaries;
- g. Enhanced organizational reputation and stakeholder confidence in ILA's volunteer and internship programmes;
- h. Increased community participation and civic engagement in promoting access to justice and human rights; and
- i. Continuous organizational learning and institutional improvement through structured volunteer and internship management practices.

These objectives shall guide the interpretation, implementation, monitoring, and periodic review of this Policy and shall inform all decisions relating to the engagement and management of volunteers and interns within the Initiative for Legal Aid (ILA).

1.4 Scope of Application

1.4.1 General Scope

This Policy applies to all volunteer and internship programmes established, managed, funded, coordinated, or implemented by the Initiative for Legal Aid (ILA), whether at the national, state, county, payam, boma, project, field office, outreach, or community level.

The Policy establishes the minimum standards, procedures, responsibilities, and accountability mechanisms governing the recruitment, appointment, deployment, supervision, development, performance management, welfare, discipline, and separation of all volunteers and interns engaged by the Organization.

This Policy shall be read together with the Constitution of ILA, the Human Resource and Administration Policy, Code of Conduct and Ethics Policy, Safeguarding and PSEAH Policy, Finance and Accounting Policy, Procurement and Assets Management Policy, Risk Management Policy, ICT Policy, Data Protection and Privacy Policy, Anti-Fraud, Corruption and Whistleblowing Policy, Legal Aid Service Policy, Grant Management Policy, and any other applicable organizational policies, manuals, procedures, or guidelines.

1.4.2 Persons Covered by the Policy

This Policy applies to all individuals engaged by ILA under volunteer or internship arrangements, irrespective of nationality, gender, age, disability, religion, ethnicity, political affiliation, contractual status, funding source, or duty station.

Without limitation, this Policy applies to:

- a. Student interns from universities, colleges, vocational institutions, and professional training institutions;
- b. Graduate interns participating in post-graduation professional development programmes;
- c. Legal interns attached to ILA for practical legal training;
- d. Volunteer advocates and pro bono legal practitioners supporting legal aid services;
- e. Community volunteers supporting legal awareness, outreach, mediation, and community engagement activities;
- f. Community paralegals serving under volunteer arrangements;
- g. Research assistants and legal researchers engaged on a voluntary basis;
- h. Programme volunteers supporting project implementation;
- i. Communications and media volunteers;
- j. Monitoring, evaluation, accountability, and learning (MEAL) volunteers;
- k. Finance, administration, logistics, procurement, and ICT interns or volunteers;
- l. Volunteers engaged during emergencies, humanitarian responses, or special programmes;
- m. International volunteers serving through development cooperation programmes;
- n. Volunteers seconded by partner organizations; and

- o. Any other person formally recognized by ILA as serving in a volunteer or internship capacity.

1.4.3 Organizational Units Covered

This Policy applies to all governance and management structures of ILA that interact with volunteers and interns, including:

- a. The Board of Directors;
- b. The Executive Director;
- c. The Human Resource and Administration Unit;
- d. Programme Departments;
- e. Legal Aid Units;
- f. Finance and Accounting Unit;
- g. Procurement and Logistics Unit;
- h. Monitoring, Evaluation, Accountability and Learning (MEAL) Unit;
- i. Information and Communication Technology (ICT) Unit;
- j. Communications and Public Relations Unit;
- k. Safeguarding Focal Persons;
- l. Compliance and Risk Management Functions;
- m. Field Offices and Project Offices; and
- n. Any other department, unit, committee, or office responsible for supervising or supporting volunteers and interns.

1.4.4 Activities Covered

This Policy governs all stages of volunteer and internship engagement, including but not limited to:

- a. Workforce planning and identification of volunteer or internship opportunities;
- b. Recruitment, advertisement, application, selection, and appointment;

- c. Orientation, induction, and onboarding;
- d. Deployment and assignment of duties;
- e. Supervision, mentoring, coaching, and professional development;
- f. Attendance management and performance monitoring;
- g. Occupational health, safety, and security;
- h. Safeguarding, prevention of sexual exploitation, abuse and harassment (PSEAH), and child protection;
- i. Confidentiality, data protection, and information security;
- j. Use and management of organizational property and resources;
- k. Financial support, reimbursements, and allowances where approved;
- l. Recognition, appreciation, and certification;
- m. Grievance handling, disciplinary processes, and dispute resolution;
- n. Suspension, termination, and exit procedures;
- o. Maintenance of volunteer and internship records;
- p. Monitoring, evaluation, learning, and reporting; and
- q. Any other activity related to the management of volunteers and interns.

1.4.5 Geographical Scope

This Policy applies to all locations where ILA conducts its operations, including:

- a. The Head Office;
- b. Regional, state, county, and field offices;
- c. Legal aid clinics;
- d. Courts and justice institutions where volunteers or interns are assigned;
- e. Correctional facilities and detention centres visited by ILA personnel;
- f. Community outreach locations;

- g. Training venues;
- h. Partner institutions;
- i. Virtual or remote working environments; and
- j. Any other location where volunteers or interns perform official duties on behalf of ILA.

1.4.6 Relationship with Employment

Participation in a volunteer or internship programme shall not, by itself, create an employment relationship between the participant and ILA unless otherwise provided by applicable law or a separate written employment contract duly executed by the Organization.

Nothing in this Policy shall be interpreted as:

- a. Guaranteeing future employment with ILA;
- b. Creating permanent or pensionable employment status;
- c. Conferring employee benefits unless expressly approved by the Organization;
- d. Limiting ILA's discretion to determine organizational staffing requirements; or
- e. Preventing volunteers or interns from applying competitively for vacant positions within the Organization for which they meet the prescribed qualifications.

Where a volunteer or intern is subsequently recruited into employment with ILA, such appointment shall be governed by the Human Resource and Administration Policy and the applicable employment contract.

1.4.7 Exceptions

This Policy does not apply to:

- a. Employees engaged under contracts of employment, except where they also supervise volunteers or interns;
- b. Independent consultants and contractors engaged under consultancy agreements;
- c. Suppliers, vendors, and service providers operating under procurement contracts;
- d. Members of the Board of Directors acting solely in their governance capacity;
- e. Partner organizations operating independently under separate legal arrangements; or

- f. Any other category of personnel expressly excluded by the Board of Directors.

Where uncertainty arises regarding the applicability of this Policy, the Human Resource and Administration Unit shall provide guidance, subject to the oversight of the Executive Director and, where necessary, the Board of Directors.

1.5 Legal and Regulatory Framework

1.5.1 General Principles

The Initiative for Legal Aid (ILA) shall administer its volunteer and internship programmes in accordance with the Constitution of the Republic of South Sudan, applicable national legislation, international labour standards, human rights principles, donor requirements, and recognized best practices in volunteer and internship management.

This Policy is intended to ensure that all volunteer and internship engagements are conducted lawfully, ethically, transparently, and in a manner that safeguards the rights, dignity, safety, and welfare of volunteers, interns, beneficiaries, employees, and other stakeholders. Where national legislation or binding donor requirements impose higher standards than those contained in this Policy, the higher standard shall prevail to the extent permitted by law.

ILA shall continuously monitor legal and regulatory developments and shall review this Policy whenever necessary to ensure ongoing compliance with applicable legal obligations and evolving international standards.

1.5.2 National Legal Framework

This Policy shall be implemented in accordance with the laws of the Republic of South Sudan, including but not limited to:

- a. The **Constitution of the Republic of South Sudan, 2011 (as amended)**;
- b. The **Labour Act, 2017**, including provisions relating to workplace rights, occupational safety, equality, non-discrimination, and fair labour practices, where applicable;
- c. The **Non-Governmental Organizations Act, 2016**, governing the establishment, registration, operation, accountability, and oversight of non-governmental organizations;
- d. The **Non-Governmental Organizations Regulations** and other regulations issued by the NGO regulatory authorities;
- e. Applicable laws governing occupational health and safety, public health, taxation, immigration, work permits, and social security, where relevant;
- f. Legislation relating to the protection of children, vulnerable adults, and survivors of violence;

- g. Laws governing data protection, privacy, electronic communications, cyber security, and access to information, where applicable;
- h. Criminal laws relating to corruption, fraud, theft, abuse of office, sexual offences, harassment, exploitation, violence, and other offences that may arise during volunteer or internship engagements; and
- i. Any other legislation, regulations, directives, or statutory instruments applicable to ILA's operations.

1.5.3 International and Regional Standards

ILA recognizes that volunteer and internship programmes should reflect internationally accepted principles of human rights, decent work, accountability, safeguarding, and organizational integrity. Accordingly, this Policy is informed by relevant international and regional instruments, including, where applicable:

- a. The **Universal Declaration of Human Rights (1948)**;
- b. The **International Covenant on Civil and Political Rights (ICCPR)**;
- c. The **International Covenant on Economic, Social and Cultural Rights (ICESCR)**;
- d. The **African Charter on Human and Peoples' Rights**;
- e. The **African Charter on the Rights and Welfare of the Child**;
- f. The **United Nations Convention on the Rights of the Child (CRC)**;
- g. The **Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)**;
- h. the **Convention on the Rights of Persons with Disabilities (CRPD)**;
- i. Relevant **International Labour Organization (ILO)** conventions and recommendations concerning equality, non-discrimination, occupational safety and health, forced labour, child labour, and decent work;
- j. Internationally recognized principles on volunteerism, humanitarian action, and ethical engagement of volunteers; and
- k. Other applicable international or regional instruments relevant to ILA's mandate and operations.

1.5.4 Donor and Partner Compliance Requirements

Where volunteer and internship programmes are supported by grants or implemented in partnership with development partners, ILA shall ensure compliance with applicable contractual obligations, donor regulations, and partnership agreements.

Such requirements may include, but are not limited to:

- a. Safeguarding and protection standards;
- b. Prevention of sexual exploitation, abuse, and harassment (PSEAH);
- c. Anti-fraud, anti-corruption, and whistleblowing obligations;
- d. Financial accountability and proper use of grant resources;
- e. Data protection and confidentiality requirements;
- f. Diversity, equality, and inclusion standards;
- g. Environmental and social safeguard requirements;
- h. Reporting and audit obligations;
- i. Security and duty of care standards; and
- j. Ethical conduct and conflict of interest requirements.

Where donor requirements exceed the standards established by this Policy, ILA shall apply the higher standard, provided it does not conflict with the laws of South Sudan.

1.5.5 Internal Governance Framework

This Policy forms part of ILA's integrated governance and human resource management framework and shall be implemented in conjunction with all relevant organizational policies, procedures, and manuals, including but not limited to:

- a. Human Resource and Administration Policy;
- b. Code of Conduct and Ethics Policy;
- c. Safeguarding and Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) Policy;
- d. Anti-Fraud, Corruption and Whistleblowing Policy;

- e. Finance and Accounting Policy;
- f. Procurement and Assets Management Policy;
- g. Risk Management Policy;
- h. Information, Communication and Technology (ICT) Policy;
- i. Data Protection and Privacy Policy;
- j. Legal Aid Service Policy;
- k. Grant Management Policy;
- l. Gender Equality, Diversity and Social Inclusion Policy;
- m. Partnership and Stakeholder Engagement Policy;
- n. Security and Safety Management Policy (where applicable);
- o. Board of Governance Charter; and
- p. Any other policy, guideline, manual, or standard operating procedure adopted by ILA.

1.5.6 Institutional Compliance Obligations

All volunteers, interns, supervisors, managers, and other persons responsible for implementing this Policy shall:

- a. Comply with applicable laws, regulations, organizational policies, and contractual obligations;
- b. Perform their duties with integrity, professionalism, and accountability;
- c. Report suspected violations of law, organizational policy, or ethical standards through established reporting mechanisms;
- d. Cooperate fully with audits, investigations, inspections, and compliance reviews;
- e. Participate in mandatory induction and periodic training on legal, ethical, safeguarding, and organizational requirements; and
- f. Promptly implement corrective actions arising from compliance assessments, investigations, or internal reviews.

Failure to comply with this Policy or applicable legal and regulatory requirements may result in disciplinary action, termination of the volunteer or internship engagement, recovery of organizational property or funds, referral to relevant authorities, or any other action deemed appropriate under applicable law and ILA policies.

1.5.7 Policy Interpretation

In the event of any inconsistency between this Policy and applicable national law, the provisions of the applicable law shall prevail to the extent of the inconsistency. Where ambiguity exists in the interpretation of this Policy, the Human Resource and Administration Unit shall provide guidance in consultation with the Legal Unit and the Executive Director, subject to oversight by the Board of Directors where necessary.

ILA shall ensure that this Policy remains a living governance instrument by reviewing and updating it periodically to reflect changes in legislation, organizational priorities, donor expectations, and international best practices.

1.6 Alignment with ILA Governance Framework

1.6.1 General Framework

The Initiative for Legal Aid (ILA) recognizes that effective volunteer and internship management is an integral component of sound organizational governance, institutional accountability, human resource development, and programme excellence. Accordingly, this Policy forms part of ILA's integrated governance framework and shall be implemented in harmony with the Organization's Constitution, strategic plans, governance instruments, operational policies, and standard operating procedures.

The engagement of volunteers and interns shall support, and not undermine, the Organization's governance systems, internal controls, ethical standards, safeguarding obligations, and accountability mechanisms. All volunteer and internship activities shall therefore be planned, implemented, supervised, monitored, and evaluated in a manner that strengthens institutional integrity and contributes to the realization of ILA's vision, mission, and strategic objectives.

1.6.2 Alignment with the Vision, Mission and Core Values

Volunteer and internship programmes shall contribute directly to the realization of ILA's vision and mission by promoting access to justice, legal empowerment, protection of human rights, good governance, and the rule of law.

All volunteers and interns shall uphold and demonstrate the Organization's core values, including:

- a. Integrity and honesty;
- b. Professionalism and excellence;

- c. Accountability and transparency;
- d. Respect for human dignity and human rights;
- e. Impartiality and independence;
- f. Equality, diversity, and inclusion;
- g. Service to communities;
- h. Teamwork and collaboration;
- i. Innovation and continuous learning; and
- j. Responsible stewardship of organizational resources.

Volunteers and interns shall conduct themselves in a manner that promotes public confidence in ILA and preserves the Organization's reputation for ethical and professional service.

1.6.3 Alignment with the Strategic Plan

Volunteer and internship programmes shall be aligned with ILA's Strategic Plan and annual operational plans. The Human Resource and Administration Unit, in collaboration with Programme Managers and the Executive Director, shall ensure that volunteer and internship engagements are based on identified organizational needs and contribute to the achievement of strategic priorities.

Volunteers and interns may be engaged to support, among other functions:

- a. Legal aid service delivery;
- b. Legal research and policy development;
- c. Community legal awareness and civic education;
- d. Human rights monitoring and documentation;
- e. Alternative dispute resolution initiatives;
- f. Strategic litigation support;
- g. Programme implementation and coordination;
- h. Monitoring, evaluation, accountability, and learning (MEAL);
- i. Communications, advocacy, and public engagement;

- j. Finance, administration, procurement, logistics, and asset management;
- k. Information and communication technology (ICT);
- l. Resource mobilization and partnership development; and
- m. Any other strategic or operational function approved by the Organization.

1.6.4 Alignment with Organizational Policies

This Policy complements and shall be interpreted consistently with all other ILA governance and operational policies. In particular, volunteers and interns shall comply with the requirements contained in the following instruments:

- a. Human Resource and Administration Policy;
- b. Code of Conduct and Ethics Policy;
- c. Safeguarding and Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) Policy;
- d. Anti-Fraud, Corruption and Whistleblowing Policy;
- e. Finance and Accounting Policy;
- f. Procurement and Assets Management Policy;
- g. Risk Management Policy;
- h. Information, Communication and Technology (ICT) Policy;
- i. Data Protection and Privacy Policy;
- j. Legal Aid Service Policy;
- k. Grant Management Policy;
- l. Gender Equality, Diversity and Social Inclusion Policy;
- m. Partnership and Stakeholder Engagement Policy;
- n. Board of Governance Charter; and
- o. Any other policy, procedure, or guideline approved by the Board of Directors.

Where an issue affecting volunteers or interns is specifically regulated under another ILA policy, the provisions of that policy shall apply in conjunction with this Policy.

1.6.5 Alignment with Organizational Governance Principles

Volunteer and internship programmes shall be implemented in accordance with the following governance principles:

- a. **Accountability:** ensuring that volunteers and interns are accountable for the performance of assigned duties and the proper use of organizational resources.
- b. **Transparency:** promoting open, fair, and documented recruitment, supervision, evaluation, and decision-making processes.
- c. **Integrity:** maintaining the highest standards of honesty, ethical conduct, and professional behaviour.
- d. **Participation:** encouraging active engagement, collaboration, and constructive contribution by volunteers and interns in achieving organizational objectives.
- e. **Equity and Inclusion:** ensuring equal opportunity and fair treatment without discrimination or bias.
- f. **Stewardship:** promoting responsible management of organizational assets, information, finances, and reputation.
- g. **Continuous Improvement:** fostering learning, innovation, knowledge sharing, and regular evaluation to improve volunteer and internship programmes.

1.6.6 Alignment with Risk Management and Internal Control

Volunteer and internship management shall form part of ILA's enterprise risk management framework. The Human Resource and Administration Unit, supervisors, and programme managers shall identify, assess, monitor, and mitigate risks associated with volunteer and internship engagements.

Key risks to be managed include:

- a. Safeguarding risks;
- b. Misconduct and ethical breaches;
- c. Conflicts of interest;
- d. Fraud and corruption;

- e. Unauthorized disclosure of confidential information;
- f. Occupational health and safety risks;
- g. Information security and cyber risks;
- h. Reputational risks;
- i. Legal and regulatory compliance risks; and
- j. Operational risks affecting programme delivery.

Appropriate internal controls, supervision, reporting mechanisms, and corrective actions shall be implemented to minimize these risks and ensure the effective management of volunteer and internship programmes.

1.6.7 Institutional Commitment

ILA is committed to maintaining volunteer and internship programmes that are professionally managed, ethically grounded, legally compliant, and aligned with the Organization's governance framework. The Organization shall allocate appropriate resources, provide effective supervision, promote continuous learning, and establish systems for monitoring and evaluating programme effectiveness.

The Board of Directors, Executive Director, Human Resource and Administration Unit, programme managers, supervisors, and all volunteers and interns share collective responsibility for ensuring that this Policy is implemented faithfully and consistently. Through this shared commitment, ILA aims to strengthen institutional capacity, cultivate future legal and development professionals, and advance its mission of promoting access to justice and the protection of human rights in South Sudan.

1.7 Guiding Principles

1.7.1 General Principles

The Initiative for Legal Aid (ILA) shall administer its volunteer and internship programmes in accordance with principles of good governance, professionalism, fairness, accountability, inclusiveness, respect for human dignity, and continuous learning. These principles shall guide the interpretation, implementation, monitoring, and review of this Policy and shall inform all decisions relating to the recruitment, engagement, supervision, development, and separation of volunteers and interns.

All volunteers, interns, supervisors, managers, and governing bodies shall uphold these principles in the discharge of their respective responsibilities.

1.7.2 Public Service and Volunteerism

ILA recognizes volunteerism as a valuable expression of civic responsibility, solidarity, and commitment to advancing access to justice, human rights, and community development.

Volunteer and internship programmes shall be designed to promote public service, community participation, professional growth, and meaningful contributions to the realization of ILA's vision and mission.

1.7.3 Integrity and Ethical Conduct

All volunteers and interns shall perform their duties honestly, ethically, professionally, and in good faith.

They shall:

- a. Uphold the highest standards of integrity;
- b. Avoid fraud, corruption, bribery, and other unethical practices;
- c. Exercise honesty in all official dealings;
- d. Avoid conflicts of interest;
- e. Protect the reputation of ILA; and
- f. Comply with the Code of Conduct and Ethics Policy and all other applicable organizational policies.

1.7.4 Respect for Human Rights and Human Dignity

ILA is committed to respecting, protecting, and promoting internationally recognized human rights and fundamental freedoms.

Volunteers and interns shall:

- a. Treat every individual with dignity and respect;
- b. Promote equality before the law;
- c. Respect cultural diversity;
- d. Avoid discrimination, harassment, intimidation, and victimization;
- e. Protect the rights of vulnerable persons; and

- f. Contribute to creating an inclusive and respectful working environment.

1.7.5 Equality, Diversity and Inclusion

ILA shall provide equal opportunities to all eligible persons regardless of:

- a. Gender;
- b. Age;
- c. Disability;
- d. Race;
- e. Ethnicity;
- f. Nationality;
- g. Religion or belief;
- h. Marital status;
- i. Social or economic background;
- j. Political opinion;
- k. Language; or
- l. Any other protected characteristic recognized under applicable law.

Recruitment, supervision, training, performance evaluation, recognition, and separation shall be based on merit, competence, organizational needs, and adherence to this Policy.

Reasonable accommodation shall be provided to persons with disabilities to facilitate their meaningful participation in volunteer and internship programmes.

1.7.6 Transparency and Accountability

Volunteer and internship programmes shall be administered through transparent, documented, and accountable processes.

ILA shall ensure that:

- a. Recruitment and selection procedures are open and fair;
- b. Appointments are properly authorized;

- c. Responsibilities are clearly defined;
- d. Performance is regularly monitored;
- e. Decisions are properly documented;
- f. Grievances are handled fairly;
- g. Organizational resources are properly accounted for; and
- h. Programme results are regularly evaluated and reported.

1.7.7 Merit and Competence

Volunteers and interns shall be selected on the basis of their qualifications, competence, integrity, motivation, and suitability for the assigned role.

Selection processes shall seek to identify individuals who demonstrate:

- a. Commitment to public service;
- b. Willingness to learn;
- c. Professionalism;
- d. Ethical behaviour;
- e. Communication skills;
- f. Teamwork;
- g. Problem-solving ability; and
- h. Alignment with ILA's mission and values.

1.7.8 Learning, Mentorship and Professional Development

ILA considers volunteer and internship programmes to be important platforms for learning and professional growth.

Accordingly, the Organization shall:

- a. Provide structured induction and orientation;
- b. Assign qualified supervisors and mentors;

- c. Facilitate practical learning experiences;
- d. Encourage knowledge sharing;
- e. Support continuous capacity development;
- f. Provide constructive feedback; and
- g. Promote innovation, leadership, and professional excellence.

Volunteers and interns are expected to actively participate in learning opportunities and take responsibility for their own professional development.

1.7.9 Safeguarding and Duty of Care

ILA shall provide a safe, respectful, and supportive environment for volunteers, interns, employees, beneficiaries, and stakeholders.

The Organization adopts a zero-tolerance approach to:

- a. Sexual exploitation and abuse;
- b. Sexual harassment;
- c. Child abuse;
- d. Abuse of vulnerable adults;
- e. Workplace violence;
- f. Bullying;
- g. Intimidation;
- h. Retaliation; and
- i. Any other form of abuse or exploitation.

All volunteers and interns shall comply fully with ILA's Safeguarding and PSEAH Policy and shall immediately report any actual or suspected safeguarding concern through established reporting channels.

1.7.10 Confidentiality and Data Protection

Volunteers and interns shall protect all confidential information obtained during the course of their engagement.

They shall:

- a. Maintain confidentiality regarding legal matters, client information, financial records, personnel information, and organizational documents;
- b. Process personal data lawfully, fairly, and securely;
- c. Use organizational information only for authorized purposes;
- d. Prevent unauthorized disclosure of confidential information; and
- e. Comply with the Data Protection and Privacy Policy and ICT Policy.

Confidentiality obligations shall continue even after the volunteer or internship engagement has ended.

1.7.11 Occupational Health, Safety and Security

ILA shall maintain a working environment that promotes the health, safety, security, and wellbeing of volunteers and interns.

The Organization shall:

- a. Identify workplace hazards;
- b. Implement appropriate safety measures;
- c. Provide safety information and training;
- d. Establish emergency procedures;
- e. Encourage timely reporting of incidents; and
- f. Continuously improve workplace safety practices.

Volunteers and interns shall comply with all health, safety, and security procedures established by the Organization.

1.7.12 Accountability for Organizational Resources

Volunteers and interns entrusted with organizational assets shall exercise responsible stewardship and accountability.

They shall:

- a. Protect organizational property;
- b. Use equipment responsibly;
- c. Prevent loss, theft, misuse, or damage;
- d. Comply with procurement and asset management procedures;
- e. Promptly report any loss or damage; and
- f. Return all organizational property upon completion or termination of their engagement.

1.7.13 Partnership and Collaboration

ILA promotes teamwork, mutual respect, and collaboration among volunteers, interns, employees, Board members, partners, and communities.

Volunteer and internship programmes shall encourage:

- a. Knowledge exchange;
- b. Interdisciplinary collaboration;
- c. Mutual respect;
- d. Constructive communication;
- e. Innovation;
- f. Shared responsibility; and
- g. Collective achievement of organizational goals.

1.7.14 Continuous Improvement and Organizational Learning

ILA is committed to continuously improving the quality and effectiveness of its volunteer and internship programmes.

The Organization shall:

- a. Monitor programme implementation;
- b. Evaluate outcomes and impact;

- c. Collect feedback from volunteers, interns, supervisors, and partners;
- d. Identify lessons learned;
- e. Implement corrective actions where necessary; and
- f. Periodically review this Policy to ensure continued relevance, effectiveness, and alignment with legal requirements, donor expectations, and international best practices.

1.7.15 Institutional Commitment

The Board of Directors, Executive Director, Human Resource and Administration Unit, programme managers, supervisors, volunteers, and interns share a collective responsibility to uphold these guiding principles.

Adherence to these principles shall foster a culture of integrity, professionalism, accountability, learning, and service excellence, ensuring that volunteer and internship programmes make a meaningful contribution to ILA's mission of advancing access to justice, protecting human rights, and strengthening the rule of law in South Sudan.

1.8 Policy Statements

1.8.1 General Policy Statement

The Initiative for Legal Aid (ILA) is committed to establishing and maintaining a structured, transparent, equitable, and professionally managed volunteer and internship programme that contributes to the achievement of the Organization's vision, mission, strategic objectives, and public interest mandate.

ILA recognizes that volunteers and interns are valuable contributors to organizational growth, innovation, community engagement, legal empowerment, institutional learning, and the promotion of access to justice. Accordingly, the Organization shall ensure that all volunteer and internship engagements are managed in accordance with the principles of good governance, accountability, professionalism, safeguarding, equality, respect for human rights, and continuous learning.

Volunteer and internship programmes shall complement, and not replace, established staff positions or create employment relationships unless expressly provided for by applicable law or a written employment contract.

1.8.2 Commitment to Equal Opportunity

ILA is committed to providing equal access to volunteer and internship opportunities through fair, transparent, competitive, and merit-based selection processes.

No person shall be denied an opportunity to participate in a volunteer or internship programme on the basis of:

- a. Gender;
- b. Age;
- c. Disability;
- d. Race;
- e. Ethnicity;
- f. Nationality;
- g. Religion or belief;
- h. Marital or family status;
- i. Political opinion;
- j. Social or economic background;
- k. Language; or
- l. Any other protected characteristic recognized under applicable law.

The Organization shall actively promote diversity, equity, inclusion, and reasonable accommodation for persons with disabilities and other individuals requiring support to participate effectively.

1.8.3 Commitment to Merit and Professionalism

ILA shall recruit volunteers and interns based on demonstrated competence, integrity, motivation, qualifications, and suitability for the responsibilities to be assigned.

Appointments shall be based on organizational needs, approved workforce plans, and available resources, ensuring that recruitment decisions are free from favouritism, nepotism, discrimination, political influence, or other improper considerations.

All volunteers and interns shall be expected to perform their duties professionally, diligently, ethically, and in accordance with ILA's values and standards.

1.8.4 Commitment to Learning and Capacity Development

ILA recognizes volunteer and internship programmes as important mechanisms for professional development, knowledge transfer, leadership development, and institutional learning.

Accordingly, the Organization shall:

- a. Provide structured induction and orientation programmes;
- b. Assign competent supervisors and mentors;
- c. Facilitate practical learning opportunities;
- d. Provide constructive feedback and coaching;
- e. Encourage participation in training and professional development activities;
- f. Promote innovation, critical thinking, and continuous improvement; and
- g. Recognize outstanding contributions and achievements.

Volunteers and interns shall actively participate in learning opportunities and demonstrate commitment to personal and professional growth.

1.8.5 Commitment to Safeguarding and Duty of Care

ILA adopts a zero-tolerance approach to all forms of exploitation, abuse, harassment, violence, intimidation, retaliation, discrimination, and misconduct.

The Organization shall provide a safe, respectful, inclusive, and supportive environment for volunteers, interns, employees, beneficiaries, and other stakeholders.

All volunteers and interns shall comply with ILA's Safeguarding and Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) Policy and shall immediately report any actual or suspected safeguarding concerns through established reporting mechanisms.

1.8.6 Commitment to Ethical Conduct and Accountability

Volunteers and interns shall uphold the highest standards of integrity, honesty, impartiality, accountability, confidentiality, and professional ethics.

They shall:

- a. Comply with the Code of Conduct and Ethics Policy;
- b. Avoid conflicts of interest;

- c. Refrain from fraud, corruption, bribery, or abuse of authority;
- d. Protect organizational property and resources;
- e. Maintain confidentiality of information obtained during their engagement; and
- f. Act in a manner that promotes public confidence in ILA.

Any violation of organizational policies or ethical standards shall be addressed through appropriate disciplinary or administrative measures.

1.8.7 Commitment to Safe and Healthy Workplaces

ILA shall provide volunteers and interns with a working environment that promotes occupational health, safety, security, and wellbeing.

The Organization shall:

- a. Identify and manage workplace risks;
- b. Provide appropriate safety information and orientation;
- c. Establish emergency response procedures;
- d. Ensure reasonable measures for field safety and travel security;
- e. Encourage timely reporting of accidents and incidents; and
- f. Promote physical and psychological wellbeing.

Volunteers and interns shall comply with all occupational health, safety, and security requirements established by the Organization.

1.8.8 Commitment to Confidentiality and Data Protection

ILA is committed to protecting confidential information, personal data, legal records, and organizational information from unauthorized access, disclosure, misuse, alteration, or destruction.

Volunteers and interns shall:

- a. Maintain strict confidentiality regarding all information obtained during their engagement;
- b. Process personal data only for authorized purposes;

- c. Comply with the Data Protection and Privacy Policy and ICT Policy;
- d. Safeguard passwords, electronic systems, and organizational records; and
- e. Continue to observe confidentiality obligations after completion or termination of their engagement.

1.8.9 Commitment to Performance Excellence

ILA shall establish effective systems for planning, supervising, monitoring, evaluating, and improving volunteer and internship performance.

The Organization shall ensure that:

- a. Duties and expectations are clearly communicated;
- b. Performance is regularly monitored;
- c. Supervisors provide timely guidance and feedback;
- d. Achievements are recognized and documented;
- e. Performance challenges are addressed constructively; and
- f. Volunteers and interns are supported to achieve agreed objectives.

1.8.10 Commitment to Institutional Accountability

The Board of Directors, Executive Director, Human Resource and Administration Unit, Programme Managers, Supervisors, Volunteers, and Interns shall share responsibility for the effective implementation of this Policy.

ILA shall ensure that volunteer and internship programmes are:

- a. Adequately planned and resourced;
- b. Properly supervised;
- c. Regularly monitored and evaluated;
- d. Compliant with applicable laws, donor requirements, and organizational policies;
- e. Continuously improved through learning and feedback; and
- f. Aligned with the Organization's strategic priorities and governance framework.

The Organization shall periodically review this Policy to ensure that it remains responsive to evolving legal requirements, institutional needs, emerging risks, and international best practices in volunteer and internship management.

1.9 Definitions

For the purposes of this Policy, unless the context otherwise requires, the following terms shall have the meanings assigned to them below.

Abuse

Any intentional act or omission that causes or is likely to cause physical, emotional, psychological, sexual, financial, or other harm to another person, including children, vulnerable adults, beneficiaries, volunteers, interns, employees, or other stakeholders.

Board of Directors

The highest governing body of the Initiative for Legal Aid (ILA), responsible for providing strategic direction, governance oversight, policy approval, fiduciary oversight, and institutional accountability.

Code of Conduct

The set of ethical principles, behavioural standards, and professional expectations governing the conduct of all persons acting on behalf of ILA.

Conflict of Interest

A situation in which a volunteer, intern, employee, Board member, or other representative of ILA has a personal, financial, professional, political, or other interest that could improperly influence, or appear to influence, the objective performance of official duties or decision-making.

Confidential Information

Any information, whether oral, written, electronic, visual, or otherwise recorded, that is not publicly available and is obtained through engagement with ILA. This includes personal data, client records, legal files, financial information, personnel records, donor information, strategic documents, passwords, intellectual property, and any other information designated as confidential.

Disciplinary Action

Any corrective or administrative measure taken by ILA in response to misconduct, policy violations, unethical behaviour, or failure to comply with organizational requirements.

Duty of Care

The legal, ethical, and organizational responsibility of ILA to take reasonable measures to protect the health, safety, security, dignity, wellbeing, and welfare of volunteers, interns, employees, beneficiaries, and other persons engaged in or affected by its activities.

Executive Director

The chief executive officer of ILA responsible for the day-to-day leadership, administration, management, and implementation of Board decisions and organizational policies.

Harassment

Any unwelcome conduct, whether verbal, non-verbal, physical, written, electronic, or psychological, that creates an intimidating, hostile, degrading, humiliating, or offensive working environment or interferes with an individual's dignity or ability to perform assigned responsibilities.

Human Resource and Administration Unit

The organizational unit responsible for workforce planning, recruitment, employee and volunteer administration, performance management, learning and development, personnel records, workplace welfare, and implementation of this Policy.

ILA

The Initiative for Legal Aid, a non-governmental organization established to promote access to justice, legal aid services, human rights protection, legal empowerment, and the rule of law in South Sudan.

Intern

A person formally engaged by ILA for a specified period to acquire practical knowledge, professional experience, technical skills, and workplace exposure through supervised learning and participation in organizational activities. An intern is not an employee unless otherwise provided by law or by a written employment contract.

Internship

A structured, time-bound learning programme designed to provide students, graduates, or early-career professionals with supervised practical experience relevant to their academic studies, professional development, or career aspirations.

Mentor

A qualified employee, supervisor, or designated professional responsible for providing guidance, coaching, knowledge transfer, professional advice, and career development support to a volunteer or intern.

Misconduct

Any act or omission that violates applicable laws, organizational policies, contractual obligations, ethical standards, or professional expectations, including but not limited to fraud, corruption, harassment, safeguarding violations, unauthorized disclosure of confidential information, insubordination, absenteeism, or misuse of organizational property.

Occupational Health and Safety (OHS)

The policies, procedures, systems, and practices established by ILA to prevent workplace injuries, illnesses, security incidents, and occupational hazards while promoting the physical and psychological wellbeing of volunteers, interns, employees, and visitors.

Performance Evaluation

A structured process for assessing the performance, conduct, competencies, achievements, learning progress, and overall contribution of a volunteer or intern against established objectives, standards, and expectations.

Personal Data

Any information relating to an identified or identifiable natural person, whether recorded electronically or manually, including names, identification numbers, contact details, photographs, biometric information, educational records, employment information, and other personal identifiers.

Programme Supervisor

An employee or designated officer responsible for providing day-to-day supervision, work assignments, mentoring, guidance, performance monitoring, and support to volunteers and interns.

Safeguarding

The policies, procedures, and practices adopted by ILA to prevent and respond to all forms of abuse, exploitation, neglect, harassment, violence, or harm affecting children, vulnerable adults, beneficiaries, volunteers, interns, employees, or other stakeholders.

Sexual Exploitation

Any actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes, including profiting monetarily, socially, or politically from the sexual exploitation of another person.

Sexual Abuse

Actual or threatened physical intrusion of a sexual nature, whether by force, coercion, manipulation, or under unequal or coercive conditions.

Sexual Harassment

Any unwelcome sexual advance, request for sexual favour, verbal, non-verbal, physical, written, or electronic conduct of a sexual nature that violates an individual's dignity or creates an intimidating, hostile, humiliating, or offensive environment.

Volunteer

A person who freely offers their time, knowledge, skills, experience, or services to ILA without entering into a contract of employment, primarily for public service, humanitarian, charitable, educational, or professional development purposes. A volunteer may receive approved reimbursements or allowances without acquiring employee status.

Volunteer Agreement

A written agreement between ILA and a volunteer setting out the terms of engagement, duties, duration, reporting relationships, standards of conduct, confidentiality obligations, safeguarding responsibilities, and other applicable conditions. A Volunteer Agreement does not constitute a contract of employment.

Volunteer Coordinator

The officer designated by the Human Resource and Administration Unit to coordinate the planning, recruitment, deployment, supervision, record management, and overall administration of volunteer programmes.

Volunteer Programme

A structured organizational framework through which individuals voluntarily contribute their knowledge, skills, expertise, and time to support ILA's mission, programmes, and institutional objectives under defined roles and supervision.

Volunteer Supervisor

The manager, programme officer, or designated employee directly responsible for assigning work, monitoring performance, providing technical guidance, approving attendance, and evaluating the performance of volunteers.

Work Plan

A documented schedule of duties, objectives, expected outputs, timelines, performance indicators, and reporting responsibilities prepared for a volunteer or intern to guide the implementation and assessment of assigned responsibilities.

Workplace

Any physical or virtual location where volunteers or interns perform official duties on behalf of ILA, including the Head Office, field offices, project sites, legal aid clinics, courts, detention facilities, partner institutions, training venues, remote work environments, community outreach locations, official travel assignments, and any other place authorized by the Organization.

Interpretation

Words importing the singular shall include the plural and vice versa, and words importing one gender shall include all genders unless the context otherwise requires. References to any law, regulation, or policy shall include any amendments, replacements, or successor instruments.

The headings used in this Policy are for convenience only and shall not affect the interpretation of its provisions. Where any ambiguity arises, the interpretation that best advances the objectives, guiding principles, and governance framework of the Initiative for Legal Aid (ILA) shall prevail, subject to applicable law and the authority of the Board of Directors.

CHAPTER TWO

INSTITUTIONAL FRAMEWORK FOR VOLUNTEER AND INTERNSHIP MANAGEMENT

2.1 Institutional Framework for Volunteer and Internship Management

The Initiative for Legal Aid (ILA) recognizes volunteers and interns as important contributors to the achievement of its vision, mission, and strategic objectives. The Organization is committed to establishing a structured, transparent, and accountable framework for the recruitment, engagement, supervision, development, and management of volunteers and interns to ensure that their contributions enhance organizational performance while providing meaningful opportunities for learning, professional growth, and public service.

The institutional framework provides the governance, administrative, and operational arrangements through which volunteer and internship programmes are planned, implemented,

monitored, and evaluated. It is intended to ensure consistency in decision-making, compliance with applicable laws and organizational policies, protection of the rights and welfare of volunteers and interns, and alignment with the Organization's values and strategic priorities.

Under this framework, all volunteer and internship engagements shall be guided by the principles of professionalism, integrity, accountability, transparency, inclusiveness, non-discrimination, safeguarding, mutual respect, and continuous learning. The framework further promotes effective coordination among the Board of Directors, Executive Director, Human Resource and Administration Unit, Programme Managers, Supervisors, and other relevant departments in the administration of volunteer and internship programmes.

The institutional framework seeks to:

- a. Establish a coherent governance structure for volunteer and internship management;
- b. Ensure that volunteer and internship engagements support the strategic objectives and programmes of the Organization;
- c. Promote standardized procedures for recruitment, placement, supervision, performance management, recognition, and separation;
- d. Provide equitable, safe, and inclusive opportunities for volunteers and interns to contribute their knowledge, skills, and experience;
- e. Foster professional development, mentorship, and practical learning through structured assignments and supervision;
- f. Strengthen institutional accountability, transparency, and compliance in the management of volunteers and interns;
- g. Safeguard the rights, dignity, health, safety, and well-being of volunteers, interns, staff, beneficiaries, and stakeholders; and
- h. Promote a culture of service, innovation, collaboration, and continuous improvement in support of access to justice, human rights, and the rule of law.

The provisions of this Chapter shall apply to all volunteers and interns engaged by ILA, irrespective of the nature, duration, source of funding, or location of their assignment, unless otherwise provided under applicable laws, contractual arrangements, or specific partnership agreements.

2.2 Internship Programme Framework

ILA recognizes internships as structured learning opportunities designed to bridge academic knowledge with practical workplace experience. The internship programme provides students, recent graduates, and early-career professionals with supervised exposure to legal practice,

organizational management, programme implementation, and public interest work while supporting the Organization's operational and strategic objectives.

The internship programme shall be administered in a manner that promotes professional development, ethical conduct, accountability, and mutual benefit for both the intern and the Organization.

2.2.1 Objectives of the Internship Programme

The internship programme shall seek to:

- a. Provide practical work experience that complements academic and professional training;
- b. Develop the technical, professional, and leadership competencies of interns;
- c. Expose interns to the operations of a legal aid and human rights organization;
- d. Promote ethical standards, professionalism, and public service;
- e. Support ILA programmes through meaningful assignments and supervised learning; and
- f. Create a pool of skilled professionals who may contribute to the justice and development sectors.

2.2.2 Categories of Internships

Depending on organizational needs and available resources, ILA may establish the following categories of internships:

- a. Student Internships;
- b. Graduate Internships;
- c. Legal Practice Internships;
- d. Research Internships;
- e. Administrative Internships;
- f. Project or Programme Internships;
- g. ICT and Digital Innovation Internships; and
- h. Any other internship programme approved by the Executive Director.

2.2.3 Duration of Internship

The duration of an internship shall depend on the objectives of the programme, academic requirements, funding availability, and organizational needs.

Unless otherwise approved:

- a. Internships shall ordinarily range between one (1) and six (6) months;
- b. Extensions may be approved where justified by programme requirements or academic obligations; and
- c. No extension shall create an entitlement to employment.

2.2.4 Learning and Development

Each intern shall be assigned meaningful tasks that promote learning and professional growth. Every internship shall include:

- a. A clear Terms of Reference;
- b. A designated supervisor;
- c. An agreed work plan;
- d. Regular mentoring and coaching;
- e. Periodic performance feedback; and
- f. A final performance assessment.

2.2.5 Academic Partnerships

ILA may collaborate with universities, colleges, professional institutions, and other training organizations to facilitate internship placements.

Where internships are undertaken pursuant to institutional partnerships, the Organization shall comply with applicable memoranda of understanding, academic requirements, and reporting obligations without compromising this Policy.

2.2.6 Completion of Internship

Upon successful completion of the internship programme and fulfillment of all organizational obligations, the intern may be issued with:

- a. An Internship Completion Certificate;

b. A Performance Evaluation Report; and

c. Any other documentation approved by the Human Resource and Administration Unit.

Completion of an internship shall not guarantee future employment with ILA.

2.3 Categories of Volunteers

To enable effective programme implementation, ILA may engage volunteers with diverse backgrounds, expertise, and levels of experience. The Organization shall determine the category of volunteer engagement based on programme needs, available resources, technical requirements, and strategic priorities.

The principal categories of volunteers include:

2.3.1 Professional Volunteers

Professionals who voluntarily contribute specialized knowledge and expertise in areas such as law, governance, finance, procurement, human resources, information technology, communications, monitoring and evaluation, psychosocial support, or other technical disciplines.

2.3.2 Community Volunteers

Individuals drawn from local communities who support community engagement, legal awareness, mediation, outreach activities, human rights promotion, and grassroots programme implementation.

2.3.3 Pro Bono Volunteers

Qualified advocates, legal practitioners, consultants, or other professionals who provide specialized services without charging professional fees.

2.3.4 Student Volunteers

Students who voluntarily participate in organizational activities outside formal internship arrangements to gain experience while supporting ILA programmes.

2.3.5 Event Volunteers

Individuals engaged on a short-term basis to support conferences, workshops, legal aid camps, awareness campaigns, outreach programmes, and other organizational events.

2.3.6 International Volunteers

Volunteers engaged through international volunteer programmes, development cooperation initiatives, or partner organizations in accordance with applicable laws and partnership agreements.

2.3.7 Emergency Response Volunteers

Volunteers temporarily engaged to support emergency, humanitarian, or rapid response interventions where additional human resources are required.

2.4 Categories of Interns

ILA may establish different categories of internships to meet organizational needs and promote professional learning.

These may include:

- a. Legal Interns;
- b. Human Rights Interns;
- c. Research Interns;
- d. Programme Management Interns;
- e. Finance and Accounting Interns;
- f. Human Resource and Administration Interns;
- g. Procurement and Logistics Interns;
- h. ICT Interns;
- i. Communications and Media Interns;
- j. MEAL Interns; and
- k. Any other internship category approved by the Executive Director.

Assignment to a particular category shall be based on the intern's academic background, qualifications, competencies, and organizational requirements.

2.5 Principles of Engagement

ILA shall ensure that the engagement of volunteers and interns is guided by the following principles:

- a. Merit, fairness, and transparency;
- b. Equal opportunity and non-discrimination;
- c. Professionalism and accountability;
- d. Respect for human rights and dignity;
- e. Safeguarding and duty of care;
- f. Confidentiality and protection of organizational information;
- g. Mutual respect and teamwork;
- h. Learning, mentorship, and professional development;
- i. Compliance with organizational policies and applicable laws; and
- j. Responsible stewardship of organizational resources.

All volunteer and internship engagements shall be documented through appropriate agreements and managed in accordance with this Policy.

2.6 Institutional Responsibilities

Effective management of volunteers and interns is a shared institutional responsibility.

Board of Directors

The Board shall provide policy oversight and ensure that volunteer and internship programmes align with ILA's strategic direction.

Executive Director

The Executive Director shall provide overall leadership, approve volunteer and internship programmes, allocate resources, and ensure effective implementation of this Policy.

Human Resource and Administration Unit

The Human Resource and Administration Unit shall:

- a. Coordinate recruitment and placement;
- b. Maintain volunteer and internship records;
- c. Facilitate orientation and induction;
- d. Monitor compliance with this Policy;
- e. Support supervisors in programme implementation; and
- f. Coordinate performance evaluations and programme reporting.

Programme Managers and Supervisors

Programme Managers and Supervisors shall:

- a. Identify volunteer and internship needs;
- b. Prepare Terms of Reference;
- c. Supervise daily activities;
- d. Provide mentoring and technical guidance;
- e. Monitor performance; and
- f. Recommend recognition, extension, or separation where appropriate.

Volunteers and Interns

Volunteers and interns shall:

- a. Perform assigned duties diligently;
- b. Comply with organizational policies;
- c. Maintain professional conduct;
- d. Protect organizational resources;
- e. Respect confidentiality; and

- f. Contribute positively to the achievement of ILA's objectives.

CHAPTER THREE

STRATEGIC WORKFORCE PLANNING

3.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that effective volunteer and internship programmes require systematic planning to ensure that organizational needs are matched with appropriately qualified and motivated individuals. Strategic workforce planning enables the Organization to identify human resource gaps, allocate responsibilities efficiently, strengthen institutional capacity, and ensure that volunteers and interns are engaged in a manner that supports programme delivery without replacing established staff positions.

Volunteer and internship planning shall be integrated into ILA's annual operational planning, human resource planning, and programme implementation processes to ensure that engagements are purposeful, adequately supervised, and aligned with the Organization's strategic priorities.

3.2 Workforce Planning Principles

Volunteer and internship planning shall be guided by the following principles:

- a. Alignment with ILA's strategic objectives and programme priorities;
- b. Organizational need and operational efficiency;
- c. Transparency and accountability;
- d. Merit-based engagement;
- e. Effective supervision and mentorship;
- f. Prudent utilization of organizational resources;
- g. Diversity, equality, and inclusion; and
- h. Sustainability and institutional learning.

3.3 Identification of Volunteer and Internship Needs

Each department or programme unit shall periodically assess its operational requirements to determine whether volunteers or interns are needed to support programme implementation or administrative functions.

The assessment shall consider:

- a. Annual work plans and project activities;
- b. Workload and staffing requirements;
- c. Availability of supervision and mentoring capacity;
- d. Technical skills required;
- e. Duration of assignments;
- f. Available financial and logistical resources;
- g. Safeguarding and security considerations; and
- h. Expected learning opportunities for volunteers and interns.

Volunteer and internship opportunities shall only be established where meaningful assignments, adequate supervision, and appropriate resources are available.

3.4 Annual Workforce Planning

The Human Resource and Administration Unit shall coordinate the preparation of an annual Volunteer and Internship Workforce Plan in consultation with Programme Managers and Heads of Departments.

The workforce plan shall include:

- a. The number of volunteers and interns required;
- b. Categories of engagement;
- c. Duty stations and reporting lines;
- d. Proposed duration of assignments;
- e. Estimated budget and resource requirements;
- f. Supervision arrangements;
- g. Anticipated recruitment timelines; and
- h. Expected programme outcomes.

The workforce plan shall form part of the Organization's annual operational planning process and shall be approved by the Executive Director.

3.5 Approval of Volunteer and Internship Positions

No volunteer or internship position shall be created or filled unless it has been approved in accordance with the Organization's established approval procedures.

Requests for volunteer or internship positions shall include:

- a. Justification for the engagement;
- b. Proposed Terms of Reference;
- c. Expected outputs;
- d. Duration of engagement;
- e. Proposed supervisor;
- f. Budget implications, where applicable; and
- g. Confirmation that adequate workspace, equipment, and supervision are available.

The Human Resource and Administration Unit shall review all requests before submission to the Executive Director for approval.

3.6 Resource Planning

ILA shall ensure that adequate resources are available to support volunteer and internship programmes.

Subject to budget availability, the Organization may provide:

- a. Office workspace;
- b. Furniture and equipment;
- c. Identification cards;
- d. Information technology resources;
- e. Orientation and training materials;
- f. Protective equipment where necessary;
- g. Transport or communication support where approved;
- h. Supervision and mentoring; and

- i. Other resources necessary for the effective performance of assigned duties.

Departments requesting volunteers or interns shall ensure that adequate operational support is available before placement.

3.7 Succession Planning and Talent Development

ILA recognizes volunteer and internship programmes as important mechanisms for developing future professionals and strengthening institutional capacity.

Accordingly, the Organization shall:

- a. Identify opportunities for leadership and skills development;
- b. Encourage knowledge transfer between employees and participants;
- c. Provide exposure to different functional areas where appropriate;
- d. Maintain records of outstanding volunteers and interns for future opportunities; and
- e. Promote continuous professional development through mentoring and practical experience.

Participation in volunteer or internship programmes shall not create an automatic right to employment but may enhance an individual's competitiveness for future vacancies where recruitment is conducted competitively.

3.8 Collaboration with Academic and Professional Institutions

ILA may collaborate with universities, colleges, law schools, professional associations, vocational institutions, and development partners to strengthen volunteer and internship programmes.

Such collaboration may include:

- a. Student placement programmes;
- b. Legal practice attachments;
- c. Research partnerships;
- d. Joint training initiatives;
- e. Professional mentorship programmes;
- f. Career development activities; and

g. Other collaborative initiatives consistent with ILA's mandate.

All partnerships shall be governed by applicable agreements and organizational policies.

3.9 Monitoring Workforce Utilization

The Human Resource and Administration Unit shall periodically review the effectiveness of volunteer and internship deployment to ensure that:

- a. Organizational needs are being met;
- b. Volunteers and interns are assigned meaningful work;
- c. Supervisors are providing adequate guidance;
- d. Resources are being utilized efficiently;
- e. Programme objectives are being achieved; and
- f. Lessons learned are incorporated into future workforce planning.

Recommendations arising from these reviews shall inform subsequent planning and continuous improvement of the volunteer and internship programme.

3.10 Review of Workforce Plans

Volunteer and internship workforce plans shall be reviewed periodically to reflect changes in:

- a. Organizational priorities;
- b. Programme funding;
- c. Operational requirements;
- d. Staffing levels;
- e. Legal and regulatory requirements;
- f. Donor expectations; and
- g. Institutional capacity.

The Human Resource and Administration Unit shall coordinate such reviews and submit recommendations to the Executive Director for approval.

CHAPTER FOUR

RECRUITMENT, SELECTION AND APPOINTMENT

4.1 Introduction

The Initiative for Legal Aid (ILA) is committed to ensuring that volunteers and interns are recruited through fair, transparent, competitive, and accountable processes that promote equal opportunity, diversity, professionalism, and suitability for assigned responsibilities.

The recruitment and selection of volunteers and interns shall be based on identified organizational needs, required competencies, integrity standards, availability of appropriate supervision, and the ability of applicants to contribute meaningfully to ILA's programmes and objectives.

All recruitment processes shall comply with this Policy, the Human Resource and Administration Policy, the Gender Equality, Diversity and Social Inclusion Policy, Safeguarding and PSEAH Policy, Code of Conduct and Ethics Policy, and other applicable organizational policies.

4.2 Recruitment Principles

ILA shall apply the following principles when recruiting volunteers and interns:

a. Transparency

Recruitment procedures shall be clearly defined, properly documented, and accessible to eligible applicants.

b. Equal Opportunity

All qualified individuals shall have an equal opportunity to apply and participate without discrimination.

c. Merit-Based Selection

Selection shall be based on qualifications, competencies, experience, motivation, integrity, and suitability for the assignment.

d. Integrity and Safeguarding

ILA shall take reasonable measures to ensure that individuals engaged as volunteers or interns demonstrate appropriate ethical conduct and do not pose risks to beneficiaries, staff, or the Organization.

e. Diversity and Inclusion

Recruitment processes shall encourage participation of diverse groups, including women, youth, persons with disabilities, and individuals from underrepresented communities.

4.3 Identification and Approval of Opportunities

Before recruitment begins, the responsible department shall identify the need for a volunteer or intern and prepare the necessary documentation.

The request shall include:

- a. Purpose of the engagement;
- b. Proposed position title;
- c. Duties and responsibilities;
- d. Required qualifications and competencies;
- e. Duration of engagement;
- f. Reporting arrangements;
- g. Proposed supervisor;
- h. Available resources; and
- i. Expected outputs.

All volunteer and internship positions shall require approval in accordance with ILA's internal authorization procedures.

4.4 Development of Terms of Reference

Every volunteer and internship opportunity shall have a written Terms of Reference (TOR) or assignment description.

The TOR shall specify:

- a. Position title;
- b. Background of the assignment;
- c. Objectives;

- d. Key responsibilities;
- e. Expected deliverables;
- f. Required qualifications and skills;
- g. Duration and location;
- h. Reporting relationship;
- i. Supervision arrangements; and
- j. Any applicable conditions of engagement.

The TOR shall provide sufficient clarity to enable applicants to understand expectations and enable supervisors to assess performance.

4.5 Advertisement and Outreach

ILA shall use appropriate methods to advertise volunteer and internship opportunities, including:

- a. Organizational website;
- b. Social media platforms;
- c. University and institutional networks;
- d. Professional associations;
- e. Partner organizations;
- f. Community networks; and
- g. Other appropriate communication channels.

Advertisements shall clearly state:

- a. Position title;
- b. Application requirements;
- c. Deadline for submission;
- d. Selection process;
- e. Duration of engagement; and

- f. Any relevant conditions.

Where appropriate, ILA may directly invite qualified individuals or partner institutions to nominate candidates, provided that selection remains fair and transparent.

4.6 Eligibility Criteria

Eligibility requirements shall vary depending on the nature of the assignment. Generally, applicants may be required to demonstrate:

- a. Relevant academic qualifications or professional experience;
- b. Commitment to ILA's mission and values;
- c. Good communication and interpersonal skills;
- d. Ability to work respectfully with diverse groups;
- e. Willingness to comply with organizational policies;
- f. Relevant technical skills;
- g. Integrity and professional conduct; and
- h. Ability to perform assigned duties effectively.

Additional requirements may apply for positions involving access to sensitive information, vulnerable persons, legal files, financial resources, or other areas requiring enhanced responsibility.

4.7 Application Process

Applicants shall submit applications through procedures established by ILA.

Depending on the position, applications may require:

- a. Application letter;
- b. Curriculum vitae;
- c. Academic certificates or proof of enrolment;
- d. Professional certificates where applicable;
- e. References;

- f. Identification documents where required; and
- g. Any other supporting documents specified in the advertisement.

Applications shall be recorded and managed confidentially by the Human Resource and Administration Unit.

4.8 Selection Process

Selection shall be conducted through a fair and documented process.

The selection process may include:

- a. Review of applications;
- b. Shortlisting of candidates;
- c. Interviews or assessments;
- d. Technical evaluation;
- e. Reference checks;
- f. Safeguarding screening; and
- g. Final approval.

Selection decisions shall be based on objective criteria related to the requirements of the assignment.

4.9 Selection Committee

Where appropriate, ILA shall establish a selection committee to assess applicants.

The committee may include representatives from:

- a. Human Resource and Administration Unit;
- b. Relevant programme department;
- c. Technical specialists;
- d. Legal or compliance representatives where necessary; and
- e. Other persons appointed by management.

Members of selection committees shall disclose any actual or potential conflict of interest and shall not participate in decisions involving persons with whom they have a personal or professional relationship that may affect impartiality.

4.10 Background and Reference Checks

ILA may conduct appropriate background checks before confirming volunteer or internship appointments.

Checks may include:

- a. Academic verification;
- b. Professional references;
- c. Previous experience verification;
- d. Safeguarding screening;
- e. Conflict of interest declaration; and
- f. Other checks appropriate to the role.

Enhanced screening shall be applied for assignments involving:

- a. Children;
- b. Vulnerable adults;
- c. Survivors of violence;
- d. Legal aid beneficiaries;
- e. Confidential information; or
- f. Financial or administrative responsibilities.

4.11 Appointment and Confirmation

Successful applicants shall receive written confirmation of their engagement.

The appointment documentation shall specify:

- a. Category of engagement;
- b. Start date;

- c. Duration;
- d. Duties and responsibilities;
- e. Reporting arrangements;
- f. Applicable policies and obligations;
- g. Confidentiality requirements;
- h. Safeguarding responsibilities; and
- i. Termination conditions.

Before commencement, volunteers and interns shall sign the relevant agreement and acknowledge their obligation to comply with ILA policies.

4.12 Volunteer and Internship Agreements

ILA shall use written agreements to formalize volunteer and internship engagements.

The agreement shall not constitute a contract of employment unless expressly stated otherwise.

The agreement shall include:

- a. Terms of engagement;
- b. Expected conduct;
- c. Responsibilities of both parties;
- d. Confidentiality obligations;
- e. Safeguarding commitments;
- f. Intellectual property provisions where applicable;
- g. Use of organizational resources;
- h. Duration of engagement;
- i. Termination provisions; and
- j. Other relevant conditions.

4.13 Probation and Initial Assessment

Where appropriate, ILA may establish an initial assessment period to determine suitability, performance, conduct, and adaptation to the working environment.

During this period, supervisors shall provide guidance and assess:

- a. Commitment;
- b. Professionalism;
- c. Ability to perform assigned tasks;
- d. Compliance with policies; and
- e. Learning progress.

Where concerns arise, ILA may provide additional support, modify assignments, or discontinue the engagement in accordance with this Policy.

4.14 Non-Discrimination and Fair Treatment

ILA shall ensure that all applicants and selected volunteers and interns are treated fairly throughout the recruitment and appointment process.

No person shall be disadvantaged because of personal characteristics unrelated to their ability to perform the assigned role.

Any concerns regarding unfair recruitment practices may be raised through ILA's complaints and grievance mechanisms.

4.15 Recruitment Records

The Human Resource and Administration Unit shall maintain appropriate records relating to recruitment and appointment processes, including:

- a. Vacancy announcements;
- b. Applications received;
- c. Shortlisting records;
- d. Interview assessments;
- e. Selection decisions;

f. Agreements; and

g. Other relevant documentation.

All records shall be managed in accordance with the Data Protection and Privacy Policy and applicable records management procedures.

CHAPTER FIVE

ORIENTATION, INDUCTION AND TRAINING

5.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that effective orientation, induction, and training are essential to ensuring that volunteers and interns understand the Organization's mandate, values, policies, procedures, expectations, and assigned responsibilities.

ILA shall provide structured induction and continuous learning opportunities to enable volunteers and interns to perform their duties effectively, uphold professional standards, protect beneficiaries, and contribute positively to organizational objectives.

No volunteer or intern shall commence substantive duties without receiving appropriate orientation and understanding the obligations applicable to their engagement.

5.2 Objectives of Orientation and Training

The objectives of orientation and training are to:

- a. Introduce volunteers and interns to ILA's mission, vision, values, programmes, and organizational structure;
- b. Clarify roles, responsibilities, reporting relationships, and performance expectations;
- c. Ensure awareness and compliance with organizational policies and procedures;
- d. Promote ethical conduct, professionalism, accountability, and safeguarding;
- e. Develop the technical and professional skills required for assigned duties;
- f. Support effective integration into the workplace; and
- g. Promote continuous learning and professional development.

5.3 Induction Programme

All newly appointed volunteers and interns shall participate in an induction programme organized by the Human Resource and Administration Unit in collaboration with the relevant department.

The induction programme shall cover, as appropriate:

- a. Overview of ILA's history, mandate, vision, mission, and strategic objectives;
- b. Organizational structure and reporting arrangements;
- c. Programmes and areas of operation;
- d. Workplace procedures and administrative requirements;
- e. Expected standards of conduct;
- f. Roles and responsibilities;
- g. Communication channels;
- h. Health, safety, and security procedures;
- i. Safeguarding obligations;
- j. Confidentiality and data protection requirements; and
- k. Available support systems.

5.4 Policy Awareness Training

All volunteers and interns shall receive orientation on relevant ILA policies, including:

- a. Code of Conduct and Ethics Policy;
- b. Human Resource and Administration Policy;
- c. Safeguarding and PSEAH Policy;
- d. Anti-Fraud, Corruption and Whistleblowing Policy;
- e. Data Protection and Privacy Policy;
- f. ICT Policy;

- g. Risk Management Policy;
- h. Gender Equality, Diversity and Social Inclusion Policy;
- i. Security and Safety procedures; and
- j. Any other policy relevant to their duties.

Volunteers and interns shall acknowledge their understanding and commitment to comply with applicable policies.

5.5 Technical Orientation

Each volunteer or intern shall receive role-specific orientation from the relevant supervisor or department.

Technical orientation shall include:

- a. Explanation of assigned duties;
- b. Review of Terms of Reference;
- c. Introduction to work processes and procedures;
- d. Access to relevant tools and resources;
- e. Explanation of expected outputs;
- f. Clarification of reporting requirements; and
- g. Identification of learning objectives.

5.6 Safeguarding and PSEAH Training

Because volunteers and interns may interact with beneficiaries, communities, clients, and vulnerable persons, they shall receive appropriate safeguarding training.

Training shall cover:

- a. Prevention of sexual exploitation and abuse;
- b. Prevention of sexual harassment;
- c. Child safeguarding;
- d. Protection of vulnerable persons;

- e. Professional boundaries;
- f. Reporting obligations;
- g. Confidentiality requirements; and
- h. Survivor-centred approaches.

Volunteers and interns shall understand that violations of safeguarding requirements may result in termination of engagement and referral to relevant authorities where appropriate.

5.7 Legal Aid and Professional Ethics Orientation

Volunteers and interns supporting legal aid activities shall receive additional orientation on:

- a. Principles of legal aid;
- b. Client confidentiality;
- c. Professional responsibility;
- d. Legal ethics;
- e. Handling of client information;
- f. Non-discrimination in service delivery;
- g. Communication with beneficiaries;
- h. Court and justice sector protocols; and
- i. Limitations of their authority and responsibilities.

No volunteer or intern shall provide legal advice, represent clients, or undertake professional activities beyond their competence, authorization, or supervision requirements.

5.8 Supervisor Responsibilities in Training

Supervisors shall ensure that volunteers and interns receive appropriate guidance and support.

Supervisors shall:

- a. Explain duties and expectations;
- b. Provide necessary technical guidance;

- c. Identify learning needs;
- d. Encourage questions and feedback;
- e. Monitor understanding and application of procedures;
- f. Provide coaching and mentorship; and
- g. Recommend additional training where necessary.

5.9 Continuous Learning and Development

ILA shall encourage continuous learning throughout the volunteer or internship period.

Learning opportunities may include:

- a. Internal training sessions;
- b. Workshops and seminars;
- c. Legal research activities;
- d. Professional discussions;
- c. Mentoring sessions;
- e. Knowledge-sharing meetings;
- f. Exposure to different organizational functions; and
- g. Participation in relevant external learning opportunities where available.

Participation shall depend on organizational resources, programme priorities, and relevance to assigned duties.

5.10 Training Records

The Human Resource and Administration Unit shall maintain records of orientation and training provided to volunteers and interns.

Records may include:

- a. Attendance registers;
- b. Training materials;

- c. Completion certificates where applicable;
- d. Evaluation forms; and
- e. Feedback received.

Training records shall be managed in accordance with ILA's Data Protection and Records Management requirements.

5.11 Evaluation of Training Effectiveness

ILA shall periodically assess the effectiveness of orientation and training programmes through:

- a. feedback from volunteers and interns;
- b. Supervisor observations;
- c. Performance assessments;
- d. Learning evaluations; and
- e. Programme reviews.

Lessons identified shall be used to improve future orientation and capacity-building initiatives.

5.12 Failure to Complete Mandatory Training

Where a volunteer or intern fails to complete mandatory induction or training without reasonable justification, ILA may:

- a. Delay commencement of certain assignments;
- b. Restrict access to sensitive information or activities;
- c. Require completion of additional training; or
- d. Terminate the engagement where non-compliance presents significant risk to the Organization or beneficiaries.

CHAPTER SIX

DEPLOYMENT, SUPERVISION AND PERFORMANCE MANAGEMENT

6.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that effective deployment, supervision, and performance management are essential to ensuring that volunteers and interns contribute meaningfully to organizational objectives while receiving appropriate guidance, support, and professional development opportunities.

ILA shall ensure that all volunteers and interns are assigned appropriate responsibilities, provided with clear expectations, supervised by qualified personnel, and assessed against agreed objectives and standards.

6.2 Deployment Principles

Volunteer and internship deployment shall be guided by the following principles:

- a. Assignment of duties based on qualifications, skills, interests, and organizational needs;
- b. Clear definition of responsibilities and expected outputs;
- c. Availability of adequate supervision and support;
- d. Alignment with ILA programmes and strategic priorities;
- e. Consideration of security, safeguarding, and operational risks; and
- f. Prevention of assignments beyond the volunteer's or intern's competence or authority.

6.3 Assignment of Duties

Before commencement of duties, every volunteer and intern shall receive a clear assignment description or work plan specifying:

- a. Position or assignment title;
- b. Department or programme of placement;
- c. Key responsibilities;
- d. Expected outputs;
- e. Reporting arrangements;

- f. Duration of assignment;
- g. Performance expectations; and
- h. Applicable policies and procedures.

Assignments shall be meaningful, reasonable, and appropriate to the individual's level of experience and capacity.

6.4 Work Plans and Objectives

Where applicable, supervisors shall develop individual work plans with volunteers and interns.

Work plans shall include:

- a. Objectives to be achieved;
- b. Activities to be undertaken;
- c. Expected deliverables;
- d. Timelines;
- e. Performance indicators; and
- f. Support required.

Work plans shall provide a basis for supervision, feedback, and performance evaluation.

6.5 Supervision Framework

Every volunteer and intern shall have a designated supervisor responsible for providing guidance, monitoring performance, and supporting professional development.

Supervisors shall:

- a. Provide clear instructions and expectations;
- b. Ensure access to necessary information and resources;
- c. Monitor progress and performance;
- d. Provide technical support;
- e. Encourage learning and professional growth;

- f. Address challenges promptly;
- g. Provide constructive feedback; and
- h. Complete performance assessments where required.

6.6 Role of Supervisors

Supervisors play a critical role in ensuring successful volunteer and internship experiences.

A supervisor shall:

- a. Create a supportive working relationship;
- b. Promote respect, inclusion, and teamwork;
- c. Ensure compliance with organizational policies;
- d. Prevent inappropriate assignments or excessive workload;
- e. Identify training and development needs;
- f. Recognize good performance; and
- g. Report serious concerns to the Human Resource and Administration Unit.

Supervisors shall not delegate their supervisory responsibilities without approval from the relevant authority.

6.7 Mentorship and Coaching

ILA encourages mentorship and coaching as part of volunteer and internship development.

Mentorship may include:

- a. Professional guidance;
- b. Career advice;
- c. Knowledge sharing;
- d. Practical skills development;
- e. Exposure to professional standards; and
- f. Encouragement of ethical leadership.

Mentors and supervisors shall maintain appropriate professional boundaries and avoid any conduct inconsistent with ILA's safeguarding and ethical standards.

6.8 Attendance and Time Management

Volunteers and interns shall comply with approved working schedules, attendance requirements, and reporting procedures applicable to their assignment.

They shall:

- a. Attend assigned duties regularly and punctually;
- b. Notify supervisors of absence or delays;
- c. Complete assigned tasks within agreed timelines; and
- d. Comply with attendance recording procedures where applicable.

Repeated unauthorized absence or failure to perform assigned duties may result in corrective action or termination of engagement.

6.9 Performance Management Framework

ILA shall maintain a performance management system to support accountability, learning, and continuous improvement.

Performance management shall focus on:

- a. Achievement of agreed objectives;
- b. Quality of work;
- c. Professionalism and conduct;
- d. Teamwork and communication;
- e. Compliance with organizational policies;
- f. Initiative and willingness to learn; and
- g. Contribution to organizational goals.

Performance management shall be developmental in nature and shall aim to support improvement rather than merely identify shortcomings.

6.10 Performance Monitoring

Supervisors shall periodically monitor the performance of volunteers and interns through:

- a. Observation of assigned work;
- b. Review of deliverables;
- c. Meetings and discussions;
- d. Feedback sessions;
- e. Progress reports; and
- f. Other appropriate monitoring methods.

Performance concerns shall be discussed promptly and addressed through guidance, additional support, or corrective measures where necessary.

6.11 Performance Reviews

Depending on the duration of engagement, ILA may conduct:

- a. Mid-term reviews;
- b. Periodic progress assessments; and
- c. Final performance evaluations.

Reviews shall consider:

- a. Achievement of objectives;
- b. Technical competence;
- c. Professional conduct;
- d. Commitment and reliability;
- e. Learning progress; and
- f. Overall contribution.

Volunteers and interns shall have an opportunity to provide feedback and discuss their experiences.

6.12 Performance Improvement

Where performance does not meet expected standards, the supervisor shall provide appropriate support and guidance.

Performance improvement measures may include:

- a. Clarification of expectations;
- b. Additional coaching;
- c. Adjustment of assignments;
- d. Additional training;
- e. Closer supervision; or
- f. Other corrective measures.

Where performance does not improve despite reasonable support, ILA may consider ending the engagement in accordance with this Policy.

6.13 Recognition and Appreciation

ILA values the contributions of volunteers and interns and may recognize outstanding performance through:

- a. Certificates of service;
- b. Letters of recommendation;
- c. Recognition events;
- d. Acknowledgement in organizational publications; or
- e. Other appropriate forms of appreciation.

Recognition shall be based on contribution, commitment, professionalism, and adherence to organizational values.

6.14 Reporting Responsibilities

Volunteers and interns shall provide reports or updates as required by their supervisors.

Reports may include:

- a. Activity summaries;
- b. Research outputs;
- c. Case support records;
- d. Community outreach reports;
- e. Learning reflections; or
- f. Other agreed deliverables.

Supervisors shall ensure that relevant information is properly documented and utilized for organizational learning.

6.15 Review of Deployment Arrangements

ILA may periodically review volunteer and internship placements to ensure that:

- a. Assignments remain relevant;
- b. Adequate supervision is provided;
- c. Risks are appropriately managed;
- d. Learning objectives are being achieved; and
- e. Organizational resources are effectively utilized.

Where necessary, assignments may be adjusted to improve effectiveness and learning outcomes.

CHAPTER SEVEN

RIGHTS, RESPONSIBILITIES AND STANDARDS OF CONDUCT

7.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that effective volunteer and internship programmes require a clear understanding of the rights, responsibilities, and expected standards of conduct applicable to all volunteers and interns.

Volunteers and interns are expected to contribute positively to the Organization while observing the highest standards of professionalism, integrity, respect, confidentiality, and accountability. At the same time, ILA shall ensure that volunteers and interns are treated fairly, respectfully, and provided with an environment that supports learning, safety, and meaningful participation.

7.2 Rights of Volunteers and Interns

Volunteers and interns engaged by ILA shall have the right to:

a. Respectful Treatment

Receive fair, respectful, and professional treatment from all employees, supervisors, managers, and other persons associated with the Organization.

b. Safe Working Environment

Work in an environment free from harassment, exploitation, discrimination, abuse, intimidation, and unsafe conditions.

c. Clear Information

Receive adequate information regarding:

- Their roles and responsibilities;
- Organizational policies;
- Reporting arrangements;
- Performance expectations; and
- Applicable procedures.

d. Appropriate Supervision and Support

Receive reasonable guidance, supervision, mentoring, and feedback necessary to perform assigned responsibilities effectively.

e. Equal Opportunity

Participate in volunteer and internship programmes without discrimination and with equal access to available learning and development opportunities.

f. Confidentiality and Privacy

Have their personal information handled responsibly in accordance with ILA's Data Protection and Privacy Policy.

g. Raise Concerns

Report concerns, complaints, misconduct, safeguarding issues, or workplace challenges through established reporting mechanisms without fear of retaliation.

h. Recognition of Contribution

Receive appropriate acknowledgement for meaningful contributions made during their engagement.

7.3 Responsibilities of Volunteers and Interns

All volunteers and interns shall:

a. Perform Assigned Duties

Carry out assigned responsibilities diligently, professionally, and within agreed timelines.

b. Comply with Policies

Follow all applicable ILA policies, procedures, guidelines, and lawful instructions.

c. Maintain Professional Conduct

Demonstrate honesty, integrity, respect, teamwork, accountability, and professionalism at all times.

d. Protect Confidential Information

Maintain confidentiality of organizational information, client information, beneficiary records, and any other sensitive information obtained during their engagement.

e. Respect Beneficiaries and Stakeholders

Interact with clients, communities, partners, staff, and other stakeholders with dignity, respect, and impartiality.

f. Protect Organizational Resources

Use ILA property, equipment, funds, information systems, and other resources responsibly and only for authorized purposes.

g. Report Concerns

Promptly report fraud, corruption, safeguarding concerns, security incidents, misconduct, conflicts of interest, or other violations.

h. Promote ILA's Reputation

Conduct themselves in a manner that maintains public trust and protects the reputation of the Organization.

7.4 Standards of Professional Conduct

Volunteers and interns shall comply with the following standards:

7.4.1 Integrity and Honesty

They shall:

- a. Act truthfully and responsibly;
- b. Avoid misleading statements or representations;
- c. Maintain accurate records where required; and
- d. Avoid any conduct that may compromise ILA's integrity.

7.4.2 Respect and Non-Discrimination

Volunteers and interns shall:

- a. Respect diversity and cultural differences;
- b. Avoid discriminatory language or behaviour;
- c. Treat all persons equally and fairly; and
- d. Promote an inclusive working environment.

7.4.3 Professional Boundaries

Volunteers and interns shall maintain appropriate professional relationships with:

- a. Beneficiaries;
- b. Clients;
- c. Colleagues;
- d. Partners; and
- e. Community members.

They shall not misuse their position, authority, or access to information for personal benefit.

7.4.4 Confidentiality and Information Management

Volunteers and interns shall not:

- a. Disclose confidential information without authorization;
- b. Share client or beneficiary information improperly;
- c. Publish organizational information without approval; or
- d. Misuse access to ILA systems or records.

These obligations shall continue after completion of the engagement.

7.4.5 Conflict of Interest

Volunteers and interns shall disclose any actual, potential, or perceived conflict of interest.

They shall not:

- a. Use their position for personal gain;
- b. Participate in decisions where personal interests exist;
- c. Accept improper benefits; or
- d. Engage in activities that compromise their independence.

7.4.6 Use of Social Media

Volunteers and interns shall exercise caution when using social media platforms.

They shall not:

- a. Disclose confidential information;
- b. Post inappropriate content related to ILA, beneficiaries, or colleagues;
- c. Present personal opinions as official ILA positions; or
- d. Damage the reputation of the Organization.

7.5 Prohibited Conduct

The following conduct is prohibited:

- a. fraud, corruption, bribery, or theft;
- b. harassment, sexual harassment, or exploitation;

- c. sexual exploitation and abuse;
- d. discrimination or hate-based conduct;
- e. violence, threats, or intimidation;
- f. misuse of organizational property;
- g. unauthorized disclosure of information;
- h. falsification of records or documents;
- i. substance abuse affecting official duties;
- j. abuse of authority or position;
- k. retaliation against persons who report concerns; and
- l. any conduct inconsistent with ILA values and policies.

7.6 Duty to Report Misconduct

Volunteers and interns have a responsibility to report suspected misconduct, unethical behaviour, fraud, safeguarding concerns, or policy violations.

Reports may be submitted through established ILA reporting channels, including mechanisms provided under the:

- a. Anti-Fraud, Corruption and Whistleblowing Policy;
- b. Safeguarding and PSEAH Policy;
- c. Code of Conduct and Ethics Policy; and
- d. grievance and complaints procedures.

ILA shall handle reports confidentially and protect individuals who report concerns in good faith.

7.7 Accountability for Breaches

Failure to comply with this Policy or other organizational requirements may result in appropriate action, including:

- a. counselling or corrective guidance;
- b. additional training;

- c. reassignment of duties;
- d. suspension of activities;
- e. termination of volunteer or internship engagement;
- f. recovery of organizational resources where applicable; or
- g. referral to relevant authorities where required by law.

The nature of action taken shall depend on the seriousness of the conduct, applicable policies, and circumstances of the matter.

7.8 Acknowledgement of Responsibilities

Before commencing their engagement, volunteers and interns shall acknowledge that they:

- a. understand their rights and responsibilities;
- b. agree to comply with ILA policies;
- c. understand confidentiality and safeguarding obligations;
- d. commit to professional conduct; and
- e. accept accountability for their actions.

CHAPTER EIGHT

SAFEGUARDING, PROTECTION AND WELLBEING OF VOLUNTEERS AND INTERNS

8.1 Introduction

The Initiative for Legal Aid (ILA) recognizes its responsibility to provide a safe, respectful, and supportive environment for all volunteers and interns engaged in its activities. Volunteers and interns may interact with vulnerable individuals, communities, clients, and beneficiaries; therefore, appropriate safeguarding measures are essential to prevent harm, abuse, exploitation, and misconduct.

This Chapter establishes the minimum safeguarding and wellbeing requirements applicable to volunteers and interns and shall be implemented together with ILA's Safeguarding and Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) Policy, Code of Conduct and Ethics Policy, and other relevant organizational policies.

8.2 Safeguarding Commitment

ILA is committed to ensuring that:

- a. all volunteers and interns are protected from abuse, exploitation, harassment, discrimination, and harm;
- b. beneficiaries, clients, and communities are protected from inappropriate conduct by volunteers and interns;
- c. safeguarding concerns are taken seriously and addressed promptly;
- d. all engagements are conducted with respect for human dignity and human rights; and
- e. appropriate prevention, reporting, and response mechanisms are maintained.

ILA adopts a zero-tolerance approach to sexual exploitation, abuse, harassment, child abuse, discrimination, and any other form of misconduct.

8.3 Application of Safeguarding Standards

All volunteers and interns shall comply with ILA safeguarding standards throughout their engagement.

This includes activities conducted:

- a. at ILA offices;
- b. in legal aid clinics;
- c. during community outreach activities;
- d. during field visits;
- e. during official travel;
- f. through online platforms; and
- g. in any situation where they represent or act on behalf of ILA.

Safeguarding obligations continue beyond the workplace where conduct may affect ILA, beneficiaries, or the Organization's reputation.

8.4 Safeguarding Training and Awareness

Before commencing duties, volunteers and interns shall receive appropriate safeguarding orientation.

Training shall include:

- a. understanding safeguarding principles;
- b. prevention of sexual exploitation and abuse;
- c. prevention of sexual harassment;
- d. protection of children and vulnerable persons;
- e. professional boundaries;
- f. confidentiality requirements;
- g. reporting procedures; and
- h. responsibilities of volunteers and interns.

Additional training shall be provided where assignments involve direct interaction with vulnerable persons or sensitive cases.

8.5 Standards of Behaviour with Beneficiaries and Communities

Volunteers and interns shall maintain professional and respectful relationships with beneficiaries, clients, and community members.

They shall:

- a. respect dignity, privacy, and personal choices;
- b. communicate respectfully and professionally;
- c. avoid discrimination or favouritism;
- d. avoid inappropriate personal relationships with beneficiaries where there is a power imbalance;
- e. avoid requesting or accepting improper benefits;
- f. avoid making promises they cannot fulfil; and

g. maintain appropriate professional boundaries.

8.6 Prevention of Sexual Exploitation, Abuse and Harassment

Volunteers and interns are strictly prohibited from engaging in:

- a. sexual exploitation;
- b. sexual abuse;
- c. sexual harassment;
- d. unwanted sexual conduct;
- e. exchange of assistance or services for sexual favours;
- f. abuse of power or position for sexual purposes; or
- g. any other behaviour prohibited under ILA's PSEAH Policy.

Any allegation or suspicion of such conduct shall be reported immediately through established reporting mechanisms.

8.7 Protection of Children and Vulnerable Persons

Where volunteers or interns interact with children or vulnerable persons, additional safeguards shall apply.

They shall:

- a. prioritize safety and wellbeing;
- b. avoid unnecessary physical contact;
- c. avoid being alone with children or vulnerable persons where inappropriate;
- d. obtain authorization before taking photographs, recordings, or collecting information;
- e. maintain confidentiality; and
- f. report any concern relating to abuse, neglect, exploitation, or harm.

Volunteers and interns shall not undertake activities involving children or vulnerable persons unless properly authorized and supervised.

8.8 Health, Safety and Security

ILA shall take reasonable measures to promote the health, safety, and security of volunteers and interns.

Measures may include:

- a. safety orientation;
- b. security briefings;
- c. risk awareness training;
- d. provision of necessary protective equipment;
- e. emergency procedures;
- f. safe working arrangements; and
- g. access to relevant support mechanisms.

Volunteers and interns shall comply with all safety and security instructions issued by ILA.

8.9 Psychosocial Wellbeing and Support

ILA recognizes that volunteers and interns may experience challenges arising from exposure to difficult situations, including legal cases, human rights violations, conflict-related issues, and vulnerable populations.

Where appropriate, ILA shall promote wellbeing through:

- a. supportive supervision;
- b. opportunities for discussion and feedback;
- c. referral to available support services where necessary;
- d. reasonable workload management; and
- e. a respectful working environment.

Volunteers and interns are encouraged to communicate concerns affecting their wellbeing to their supervisors or the Human Resource and Administration Unit.

8.10 Security and Risk Awareness

Volunteers and interns undertaking field activities shall receive appropriate information regarding security risks.

They shall:

- a. follow approved travel and security procedures;
- b. comply with instructions from responsible officers;
- c. avoid unnecessary exposure to risks;
- d. report security incidents promptly; and
- e. maintain communication during approved field assignments.

Where risks cannot be adequately managed, ILA may modify or suspend volunteer or internship activities.

8.11 Reporting Safeguarding Concerns

Volunteers and interns have a duty to report:

- a. suspected abuse or exploitation;
- b. safeguarding violations;
- c. harassment or discrimination;
- d. unsafe working conditions;
- e. threats to personal safety;
- f. misconduct by staff, volunteers, interns, partners, or other persons associated with ILA.

Reports shall be handled in accordance with applicable ILA procedures, including confidentiality, protection from retaliation, and survivor-centred response principles.

8.12 Protection from Retaliation

ILA prohibits retaliation against any volunteer, intern, employee, beneficiary, or stakeholder who reports a concern in good faith.

Retaliation includes:

- a. intimidation;
- b. threats;
- c. harassment;
- d. discrimination;
- e. adverse treatment; or
- f. any attempt to discourage reporting.

Any person found engaging in retaliation may face disciplinary or administrative action.

8.13 Responsibility of Supervisors

Supervisors shall:

- a. promote a safe and respectful environment;
- b. ensure volunteers and interns understand safeguarding obligations;
- c. respond appropriately to concerns raised;
- d. prevent inappropriate conduct;
- e. provide support and guidance; and
- f. report serious safeguarding matters through established channels.

8.14 Breaches of Safeguarding Requirements

Any breach of safeguarding requirements shall be treated seriously.

Depending on the circumstances, ILA may take action including:

- a. counselling or corrective guidance;
- b. additional training;
- c. restriction of duties;
- d. suspension;

- e. termination of engagement;
- f. referral to authorities; or
- g. other measures permitted under applicable policies and law.

CHAPTER NINE

VOLUNTEER AND INTERNSHIP ADMINISTRATION AND RECORD MANAGEMENT

9.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that effective administration and proper record management are essential for maintaining accountability, transparency, institutional memory, and compliance in the management of volunteers and interns.

ILA shall maintain appropriate administrative systems to ensure that volunteer and internship engagements are properly documented, monitored, and managed throughout the entire engagement cycle, from recruitment and appointment to completion or separation.

All records shall be maintained in accordance with the Data Protection and Privacy Policy, ICT Policy, Human Resource and Administration Policy, and applicable records management procedures.

9.2 Administrative Responsibility

The Human Resource and Administration Unit shall have overall responsibility for coordinating volunteer and internship administration.

The Unit shall:

- a. maintain volunteer and internship records;
- b. coordinate recruitment and appointment documentation;
- c. maintain engagement agreements;
- d. support orientation and induction processes;
- e. monitor compliance with administrative requirements;
- f. maintain attendance and performance records;
- g. coordinate completion and separation procedures; and

- h. provide reports on volunteer and internship programmes.

Programme Managers and Supervisors shall provide timely information required for effective administration.

9.3 Volunteer and Internship Records

ILA shall maintain accurate and up-to-date records for all volunteers and interns.

Records may include:

- a. application documents;
- b. curriculum vitae and qualifications;
- c. identification documents where required;
- d. selection and assessment records;
- e. volunteer or internship agreements;
- f. Terms of Reference;
- g. work plans;
- h. attendance records;
- i. training and induction records;
- j. performance evaluations;
- k. incident or disciplinary records where applicable;
- l. completion certificates; and
- m. separation documentation.

9.4 Confidentiality of Records

Volunteer and internship records shall be treated as confidential and accessed only by authorized persons.

ILA shall ensure that:

- a. personal information is collected and used only for legitimate purposes;

- b. records are securely stored;
- c. access is limited according to responsibilities;
- d. information is not disclosed without authorization; and
- e. records are protected against loss, misuse, or unauthorized access.

All staff handling volunteer and internship records shall comply with data protection obligations.

9.5 Volunteer and Internship Database

ILA shall maintain an organized database or record system containing relevant information on volunteers and interns.

The database may include:

- a. personal details;
- b. areas of expertise;
- c. qualifications;
- d. period of engagement;
- e. department or programme placement;
- f. completed assignments;
- g. performance information; and
- h. future engagement opportunities.

The database shall support workforce planning, reporting, institutional learning, and programme improvement.

9.6 Attendance and Participation Records

Where applicable, volunteers and interns shall maintain attendance records in accordance with ILA procedures.

Supervisors shall monitor attendance and participation to ensure:

- a. compliance with agreed schedules;
- b. timely completion of assignments;

- c. appropriate deployment of resources; and
- d. accurate reporting of engagement periods.

Attendance records may form part of performance assessments and completion documentation.

9.7 Allowances, Reimbursements and Support

Volunteers and interns shall not be considered employees solely because they receive approved allowances, reimbursements, or logistical support.

Where resources permit, ILA may provide:

- a. transport support;
- b. communication support;
- c. meal or field allowances;
- d. training support;
- e. necessary work materials; or
- f. other approved assistance.

Any allowance or reimbursement shall be subject to available budgets, donor requirements, and applicable financial procedures.

9.8 Use of Organizational Resources

Volunteers and interns may be provided with access to organizational resources necessary for their duties.

Such resources may include:

- a. office facilities;
- b. computers and ICT systems;
- c. organizational documents;
- d. communication tools;
- e. legal research materials; and
- f. other approved equipment.

Volunteers and interns shall use all resources responsibly and return organizational property upon completion of their engagement.

9.9 Reporting and Documentation Requirements

Departments hosting volunteers and interns shall provide relevant information required for institutional reporting.

Reports may include:

- a. number of volunteers and interns engaged;
- b. areas of assignment;
- c. activities undertaken;
- d. outputs achieved;
- e. challenges encountered;
- f. lessons learned; and
- g. recommendations for improvement.

Such information shall support management decisions, donor reporting, and organizational learning.

9.10 Volunteer and Internship Completion Records

Upon completion of an engagement, the Human Resource and Administration Unit shall ensure that appropriate completion documentation is prepared.

This may include:

- a. completion confirmation;
- b. final performance evaluation;
- c. certificate of participation;
- d. return of organizational property;
- e. clearance documentation; and
- f. exit feedback.

Completion records shall be retained in accordance with ILA's records retention requirements.

9.11 Data Protection and Records Retention

ILA shall retain volunteer and internship records for an appropriate period necessary for:

- a. accountability;
- b. legal compliance;
- c. institutional memory;
- d. reporting requirements;
- e. audit purposes; and
- f. future programme planning.

Retention periods and disposal procedures shall comply with the Data Protection and Privacy Policy and applicable records management standards.

9.12 Internal Reporting and Review

The Human Resource and Administration Unit shall periodically review volunteer and internship administration systems to ensure:

- a. records are complete and accurate;
- b. procedures are being followed;
- c. risks are identified and managed;
- d. programmes are effectively administered; and
- e. improvements are implemented where necessary.

CHAPTER TEN

VOLUNTEER AND INTERNSHIP WELFARE, SUPPORT AND BENEFITS

10.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that effective volunteer and internship programmes require appropriate welfare arrangements, support systems, and a working environment that enables volunteers and interns to perform their responsibilities effectively.

While volunteers and interns are not employees of the Organization unless expressly engaged under an employment contract, ILA shall provide reasonable support, guidance, and facilities necessary to enable meaningful participation and successful completion of assigned duties.

Welfare arrangements under this Chapter shall be subject to available resources, approved budgets, donor requirements, and applicable organizational procedures.

10.2 Principles of Volunteer and Intern Welfare

ILA shall manage volunteer and internship welfare based on the following principles:

- a. fairness and consistency;
- b. respect for dignity and wellbeing;
- c. responsible use of organizational resources;
- d. transparency in support arrangements;
- e. equality and non-discrimination;
- f. consideration of operational needs and risks; and
- g. sustainability of volunteer and internship programmes.

10.3 Workplace Support

ILA shall provide reasonable workplace support necessary for volunteers and interns to perform assigned responsibilities.

Support may include:

- a. access to appropriate workspace;
- b. access to relevant organizational information and materials;
- c. necessary orientation and guidance;
- d. access to supervisors and mentors;
- e. use of approved organizational facilities;
- f. reasonable access to ICT resources where required; and
- g. inclusion in relevant meetings, learning activities, or programme activities.

The level of support provided shall depend on the nature of the assignment and available resources.

10.4 Allowances and Reimbursements

Volunteer and internship engagements are generally unpaid unless otherwise approved by ILA or required under a specific programme or funding arrangement.

Where resources permit, ILA may provide approved allowances or reimbursements to support participation.

Such support may include:

- a. transport reimbursement;
- b. communication support;
- c. meals during approved activities;
- d. field-related expenses;
- e. training-related support; or
- f. other approved operational costs.

Payment of allowances or reimbursements shall not create an employer-employee relationship.

All payments shall comply with ILA's Finance and Accounting Policy and applicable donor requirements.

10.5 Health, Safety and Security Support

ILA shall take reasonable measures to support the health, safety, and security of volunteers and interns during official activities.

Support measures may include:

- a. safety orientation;
- b. security information and briefings;
- c. risk awareness guidance;
- d. emergency procedures;
- e. appropriate protective measures for field activities; and

- f. reporting mechanisms for safety concerns.

Volunteers and interns remain responsible for following safety instructions and exercising reasonable care during their engagement.

10.6 Inclusion and Accessibility Support

ILA is committed to ensuring that volunteer and internship programmes are accessible and inclusive.

Where reasonably possible, ILA shall provide appropriate support to enable participation of persons requiring accommodation.

Such support may include:

- a. reasonable adjustments to work arrangements;
- b. accessible working environments;
- c. adapted communication methods; and
- d. other practical measures based on identified needs and available resources.

10.7 Learning and Professional Development Support

ILA recognizes learning as a key benefit of volunteer and internship engagement.

Where possible, volunteers and interns may receive:

- a. professional guidance;
- b. mentoring;
- c. exposure to organizational activities;
- d. opportunities to participate in relevant training;
- e. feedback on performance; and
- f. certification or confirmation of participation upon completion.

Learning opportunities shall be linked to the objectives of the assignment and organizational capacity.

10.8 Recognition and Appreciation

ILA values the contribution of volunteers and interns and may recognize their service through appropriate mechanisms.

Recognition may include:

- a. certificates of completion;
- b. letters of appreciation;
- c. recommendation letters based on demonstrated performance;
- d. acknowledgement during organizational events; or
- e. inclusion in volunteer appreciation activities.

Recognition shall be based on contribution, commitment, conduct, and compliance with organizational standards.

10.9 Communication and Engagement

ILA shall maintain appropriate communication channels to ensure volunteers and interns remain informed and engaged.

Communication may include:

- a. programme updates;
- b. policy notifications;
- c. operational guidance;
- d. training announcements;
- e. feedback opportunities; and
- f. organizational events.

Volunteers and interns shall communicate respectfully and promptly with supervisors and relevant officers regarding assignments, challenges, and support needs.

10.10 Feedback and Participation

ILA encourages volunteers and interns to provide feedback regarding their experience, challenges, and recommendations for improvement.

Feedback may be collected through:

- a. supervision meetings;
- b. evaluation forms;
- c. exit discussions;
- d. surveys; or
- e. other appropriate methods.

Feedback shall be considered in improving future volunteer and internship programmes.

10.11 Limitations of Benefits and Entitlements

Volunteers and interns shall not be entitled to employment benefits applicable to ILA employees unless expressly provided under a separate employment agreement.

Unless otherwise approved, volunteers and interns shall not be entitled to:

- a. salaries;
- b. employee pension benefits;
- c. paid annual leave;
- d. employment-related allowances;
- e. permanent employment status; or
- f. other staff benefits.

Any approved support provided shall be governed by applicable agreements and organizational procedures.

10.12 Welfare Concerns and Support Requests

Volunteers and interns experiencing challenges affecting their ability to perform their duties may raise concerns with:

- a. their supervisor;
- b. the Human Resource and Administration Unit; or

c. another designated reporting channel.

ILA shall consider concerns fairly and take reasonable measures to provide appropriate support or guidance.

CHAPTER ELEVEN

VOLUNTEER AND INTERNSHIP GRIEVANCE MANAGEMENT AND COMPLAINTS HANDLING

11.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that volunteers and interns may experience concerns, disagreements, challenges, or complaints during their engagement. A fair, transparent, and accessible grievance management system is essential for maintaining trust, accountability, and a respectful working environment.

ILA shall provide mechanisms through which volunteers and interns can raise concerns, seek clarification, report misconduct, and request resolution of workplace-related issues without fear of retaliation.

This Chapter shall be implemented together with the Code of Conduct and Ethics Policy, Safeguarding and PSEAH Policy, Anti-Fraud, Corruption and Whistleblowing Policy, Human Resource and Administration Policy, and other relevant organizational procedures.

11.2 Objectives of the Grievance System

The objectives of the grievance management system are to:

- a. provide a safe and accessible process for raising concerns;
- b. promote timely and fair resolution of complaints;
- c. protect the rights and dignity of volunteers and interns;
- d. strengthen accountability and organizational learning;
- e. prevent escalation of workplace conflicts; and
- f. promote a culture of openness, respect, and continuous improvement.

11.3 Scope of Grievances

Volunteers and interns may raise concerns relating to, including but not limited to:

- a. unfair treatment or discrimination;
- b. harassment or inappropriate conduct;
- c. workplace safety concerns;
- d. supervision or assignment-related challenges;
- e. failure to receive agreed support;
- f. breaches of confidentiality;
- g. safeguarding concerns;
- h. conflicts with colleagues or supervisors;
- i. misuse of authority;
- j. unethical behaviour;
- k. concerns regarding allowances or reimbursements; and
- l. any other matter affecting their engagement.

11.4 Principles of Grievance Handling

All grievances shall be handled in accordance with the following principles:

a. Accessibility

Volunteers and interns shall have clear and practical channels for submitting concerns.

b. Confidentiality

Information relating to grievances shall be handled confidentially and disclosed only to persons who need to know for purposes of resolution.

c. Fairness

All parties shall be treated fairly and given an opportunity to present their concerns or responses.

d. Impartiality

Grievances shall be reviewed objectively without bias or conflict of interest.

e. Timeliness

Complaints shall be addressed within reasonable timeframes.

f. Non-Retaliation

Persons who raise concerns in good faith shall be protected from retaliation.

11.5 Reporting Channels

Volunteers and interns may raise concerns through appropriate channels, including:

- a. their immediate supervisor;
- b. Programme Manager;
- c. Human Resource and Administration Unit;
- d. designated safeguarding focal person;
- e. Executive Director; or
- f. other reporting mechanisms established by ILA.

Where the complaint concerns a supervisor or manager, the volunteer or intern may report directly to another appropriate authority.

11.6 Informal Resolution

Where appropriate and where the matter is minor, concerns may be addressed through informal resolution.

Informal resolution may include:

- a. clarification of misunderstandings;
- b. discussion between affected persons;
- c. mediation;
- d. guidance from supervisors; or
- e. corrective advice.

Informal resolution shall not be used for serious matters involving safeguarding, fraud, corruption, harassment, abuse, or other serious misconduct.

11.7 Formal Complaint Process

Where informal resolution is not appropriate or does not resolve the matter, a formal complaint may be submitted.

A formal complaint should include:

- a. description of the concern;
- b. relevant dates and locations;
- c. persons involved;
- d. supporting information or evidence where available; and
- e. desired resolution where appropriate.

ILA shall acknowledge receipt and determine the appropriate process for handling the matter.

11.8 Investigation and Review

Where necessary, ILA may conduct an investigation or review of the complaint.

The process may involve:

- a. gathering relevant information;
- b. interviewing concerned persons;
- c. reviewing documents or records;
- d. assessing applicable policies; and
- e. preparing findings and recommendations.

Investigations shall be conducted fairly, objectively, and with due regard to confidentiality.

11.9 Safeguarding and Serious Complaints

Complaints involving:

- a. sexual exploitation and abuse;
- b. sexual harassment;
- c. child protection concerns;

- d. serious misconduct;
- e. fraud or corruption;
- f. threats or violence; or
- g. serious breaches of confidentiality

shall be handled in accordance with the relevant ILA policy and may require immediate escalation.

Such matters shall not be resolved solely through informal mechanisms.

11.10 Protection Against Retaliation

ILA prohibits retaliation against volunteers, interns, employees, beneficiaries, or other persons who:

- a. raise a concern;
- b. report misconduct;
- c. participate in an investigation; or
- d. provide information in good faith.

Any act of retaliation shall be treated as misconduct and may result in appropriate action.

11.11 Outcome and Resolution

Following review of a complaint, ILA may:

- a. provide clarification or guidance;
- b. facilitate mediation;
- c. recommend corrective action;
- d. provide additional support or training;
- e. adjust assignments or supervision arrangements;
- f. take disciplinary or administrative action;
- g. refer the matter to relevant authorities; or

h. close the matter where no further action is required.

The outcome shall be communicated to relevant parties while respecting confidentiality requirements.

11.12 Appeals and Review

Where a volunteer or intern is dissatisfied with the outcome of a grievance process, they may request a review by an appropriate senior authority within ILA.

The review shall consider:

- a. whether the process was fair;
- b. whether relevant information was considered;
- c. whether organizational policies were properly applied; and
- d. whether further action is necessary.

The decision following review shall be communicated appropriately.

11.13 Documentation and Records

The Human Resource and Administration Unit shall maintain appropriate records of grievances and complaints.

Records may include:

- a. complaint submissions;
- b. investigation notes;
- c. decisions and recommendations;
- d. corrective actions taken; and
- e. closure documentation.

Records shall be maintained securely and handled in accordance with confidentiality and data protection requirements.

11.14 Learning and Improvement

ILA shall use information from grievance cases to strengthen organizational systems and improve volunteer and internship programmes.

Lessons learned may inform:

- a. policy improvements;
- b. training needs;
- c. supervision practices;
- d. workplace culture initiatives; and
- e. risk management measures.

CHAPTER TWELVE

VOLUNTEER AND INTERNSHIP RISK MANAGEMENT AND COMPLIANCE

12.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that volunteer and internship programmes involve operational, safeguarding, legal, financial, security, and reputational risks that must be proactively identified and managed.

ILA shall integrate volunteer and internship-related risks into its broader risk management framework to ensure that engagements are conducted safely, ethically, and in compliance with applicable laws, donor requirements, and organizational policies.

Risk management shall be a shared responsibility involving the Board of Directors, Executive Director, Human Resource and Administration Unit, Programme Managers, Supervisors, volunteers, and interns.

12.2 Risk Management Principles

ILA shall manage volunteer and internship risks based on the following principles:

- a. prevention and early identification of risks;
- b. proportional response based on the level of risk;
- c. accountability and ownership of risk management responsibilities;
- d. compliance with organizational policies and legal requirements;
- e. protection of volunteers, interns, beneficiaries, and stakeholders;
- f. continuous monitoring and improvement; and

g. integration of lessons learned into future planning.

12.3 Risk Identification and Assessment

Before engaging volunteers or interns, ILA shall assess potential risks associated with the proposed assignment.

Risk assessment shall consider:

- a. nature of duties;
- b. level of access to beneficiaries or confidential information;
- c. field location and security environment;
- d. interaction with vulnerable persons;
- e. financial or administrative responsibilities;
- f. use of organizational resources;
- g. technical requirements;
- h. safeguarding considerations; and
- i. legal and compliance obligations.

Identified risks shall be documented and appropriate mitigation measures established.

12.4 Key Risk Areas

12.4.1 Safeguarding Risks

Volunteers and interns may interact with vulnerable individuals and communities. ILA shall manage safeguarding risks through:

- a. appropriate screening and selection;
- b. safeguarding training;
- c. clear codes of conduct;
- d. supervision and monitoring;
- e. reporting mechanisms; and

- f. prompt response to concerns.

12.4.2 Security Risks

Where volunteers and interns participate in field activities, ILA shall consider:

- a. security conditions;
- b. travel arrangements;
- c. access restrictions;
- d. emergency procedures;
- e. communication arrangements; and
- f. personal safety considerations.

Field assignments shall only proceed where reasonable security measures are available.

12.4.3 Legal and Compliance Risks

ILA shall ensure volunteer and internship arrangements comply with:

- a. applicable laws and regulations;
- b. organizational policies;
- c. donor requirements;
- d. partnership agreements; and
- e. professional standards.

The Organization shall maintain appropriate documentation to demonstrate compliance.

12.4.4 Confidentiality and Data Protection Risks

Volunteers and interns may access sensitive information, including legal files, beneficiary information, and organizational records.

Risk controls shall include:

- a. confidentiality agreements;
- b. restricted access to information;

- c. data protection training;
- d. secure handling of records;
- e. ICT security measures; and
- f. monitoring of information use.

12.4.5 Reputational Risks

Because volunteers and interns may represent ILA, inappropriate conduct may affect public confidence in the Organization.

ILA shall manage reputational risks through:

- a. clear behavioural expectations;
- b. policy awareness;
- c. supervision;
- d. communication guidelines;
- e. accountability mechanisms; and
- f. timely response to misconduct.

12.4.6 Financial and Resource Risks

Where volunteers or interns handle organizational resources, ILA shall apply appropriate controls.

Measures may include:

- a. authorization procedures;
- b. financial accountability requirements;
- c. asset management controls;
- d. segregation of duties;
- e. reporting obligations; and
- f. monitoring by responsible officers.

12.5 Risk Mitigation Measures

Depending on identified risks, ILA may implement measures including:

- a. enhanced screening procedures;
- b. additional training;
- c. closer supervision;
- d. limitation of access rights;
- e. adjustment of assignments;
- f. provision of protective equipment;
- g. security briefings;
- h. increased monitoring; and
- i. suspension or modification of activities where risks cannot be adequately controlled.

12.6 Compliance Requirements

All volunteers and interns shall comply with:

- a. this Policy;
- b. ILA's Code of Conduct and Ethics Policy;
- c. Safeguarding and PSEAH Policy;
- d. Data Protection and Privacy Policy;
- e. ICT Policy;
- f. Anti-Fraud, Corruption and Whistleblowing Policy;
- g. Finance and Accounting procedures;
- h. security procedures; and
- i. any lawful instructions issued by authorized officers.

Failure to comply may result in corrective action or termination of engagement.

12.7 Monitoring and Reporting of Risks

Supervisors and responsible departments shall monitor risks throughout the volunteer or internship period.

Risk monitoring shall include:

- a. review of incidents;
- b. feedback from volunteers and interns;
- c. supervision observations;
- d. safeguarding reports;
- e. security updates; and
- f. compliance reviews.

Significant risks or incidents shall be reported through appropriate management channels.

12.8 Incident Management

ILA shall maintain procedures for responding to incidents involving volunteers and interns.

Incidents may include:

- a. accidents or injuries;
- b. security incidents;
- c. safeguarding concerns;
- d. data breaches;
- e. misconduct;
- f. loss or misuse of organizational resources; or
- g. other events affecting individuals or the Organization.

Response actions may include:

- a. immediate protection measures;
- b. reporting and documentation;

- c. investigation where required;
- d. corrective action; and
- e. review of preventive measures.

12.9 Roles and Responsibilities in Risk Management

Board of Directors

The Board shall provide oversight of organizational risk management and ensure appropriate governance systems are maintained.

Executive Director

The Executive Director shall ensure implementation of risk management requirements and allocation of necessary resources.

Human Resource and Administration Unit

The Unit shall:

- a. integrate risk considerations into volunteer and internship management;
- b. maintain relevant records;
- c. coordinate compliance requirements; and
- d. support monitoring and reporting.

Supervisors

Supervisors shall:

- a. identify operational risks;
- b. monitor volunteer and intern activities;
- c. provide guidance; and
- d. report concerns promptly.

Volunteers and Interns

Volunteers and interns shall:

- a. comply with safety and security requirements;
- b. report risks and incidents;
- c. protect organizational resources; and
- d. act responsibly in all assignments.

12.10 Continuous Improvement

ILA shall periodically review volunteer and internship risk management practices to ensure continued effectiveness.

Reviews shall consider:

- a. Emerging risks;
- b. Lessons from incidents;
- c. Feedback from participants;
- d. Changes in operational context; and
- e. Improvements required in policies and procedures.

The Organization shall continuously strengthen systems to ensure safe, ethical, and effective volunteer and internship engagement.

CHAPTER THIRTEEN

VOLUNTEER AND INTERNSHIP SEPARATION AND EXIT MANAGEMENT

13.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that volunteer and internship engagements are temporary arrangements that conclude upon completion of agreed assignments, expiry of the engagement period, or other circumstances requiring separation.

A structured exit management process ensures that separation is conducted in a professional, respectful, and accountable manner while protecting organizational interests, maintaining institutional records, and recognizing the contributions of volunteers and interns.

13.2 Principles of Separation

Volunteer and internship separation shall be guided by the following principles:

- a. Fairness and respect for all parties;
- b. Transparency in communication;
- c. Proper documentation and accountability;
- d. Protection of organizational resources and information;
- e. Recognition of contributions made; and
- f. Compliance with applicable policies and agreements.

13.3 Grounds for Separation

A volunteer or intern may be separated from ILA upon:

a. Completion of Assignment

Where the agreed internship or volunteer period has ended and no extension has been approved.

b. Completion of Objectives

Where assigned tasks, learning objectives, or programme requirements have been fulfilled.

c. Voluntary Withdrawal

Where the volunteer or intern chooses to discontinue participation before completion.

d. Organizational Requirements

Where operational needs, funding limitations, programme changes, or other legitimate organizational reasons require discontinuation.

e. Misconduct or Policy Violations

Where the individual breaches organizational policies, agreements, or expected standards of conduct.

f. Unsatisfactory Performance

Where the individual fails to meet reasonable performance expectations despite appropriate guidance and support.

g. Safety or Risk Concerns

Where continuation of the engagement presents unacceptable risks to the individual, beneficiaries, staff, or Organization.

13.4 Notice of Separation

Where possible, ILA shall provide reasonable notice before ending a volunteer or internship engagement.

The notice shall:

- a. Communicate the reason for separation where appropriate;
- b. Specify the effective date of separation;
- c. Provide instructions regarding clearance requirements; and
- d. Identify any outstanding responsibilities.

Immediate separation may occur where serious misconduct, safeguarding concerns, security risks, or other urgent circumstances require immediate action.

13.5 Voluntary Withdrawal by Volunteers and Interns

Volunteers and interns wishing to withdraw before completion of their assignment shall:

- a. Inform their supervisor or the Human Resource and Administration Unit;
- b. Provide reasonable notice where possible;
- c. Complete pending responsibilities;
- d. Return organizational property; and
- e. Complete applicable clearance procedures.

ILA shall respect voluntary withdrawal decisions while ensuring proper transition arrangements.

13.6 Exit Clearance Process

Before separation is finalized, volunteers and interns shall complete an exit clearance process.

The clearance process may include:

- a. Return of organizational property;

- b. Closure of access to organizational systems;
- c. Submission of outstanding reports or assignments;
- d. Confirmation of completion of responsibilities;
- e. Settlement of approved reimbursements where applicable;
- f. Confirmation of confidentiality obligations; and
- g. Completion of exit documentation.

The Human Resource and Administration Unit shall coordinate the clearance process.

13.7 Return of Organizational Property

Volunteers and interns shall return all organizational property provided during their engagement.

This may include:

- a. Identification cards;
- b. Computers and ICT equipment;
- c. Documents and files;
- d. Access cards or keys;
- e. Training materials;
- f. Communication equipment; and
- g. Any other organizational resources.

Failure to return organizational property may result in appropriate recovery measures.

13.8 Confidentiality After Separation

The obligations of confidentiality, data protection, and responsible use of information shall continue after the volunteer or internship engagement ends.

Former volunteers and interns shall not:

- a. Disclose confidential information;
- b. Misuse beneficiary or client information;

- c. Share internal organizational documents without authorization; or
- d. Represent themselves as current representatives of ILA.

13.9 Exit Interviews and Feedback

Where appropriate, ILA may conduct exit interviews or collect feedback from departing volunteers and interns.

Exit feedback may address:

- a. Experience with the programme;
- b. Learning outcomes;
- c. Challenges encountered;
- d. Suggestions for improvement;
- e. Supervision and support received; and
- f. Recommendations for future programmes.

Information obtained shall be used to strengthen volunteer and internship management.

13.10 Certificates and Recommendations

Upon successful completion of an engagement, ILA may issue:

- a. Certificate of completion;
- b. Certificate of participation;
- c. Confirmation letter; or
- d. Recommendation letter based on demonstrated performance.

Such documents shall accurately reflect the individual's role, duration of service, and contributions.

Issuance of certificates or recommendations shall not create any obligation for future employment.

13.11 Termination Due to Misconduct

Where separation results from misconduct, ILA shall ensure that:

- a. The matter is reviewed fairly;
- b. Relevant policies and procedures are followed;
- c. The individual has an opportunity to respond where appropriate;
- d. Safeguarding and legal obligations are considered; and
- e. Decisions are properly documented.

Serious violations may result in referral to relevant authorities where required.

13.12 Knowledge Transfer and Handover

Before departure, volunteers and interns shall support appropriate knowledge transfer where required.

This may include:

- a. Submission of reports;
- b. Handover of documents and materials;
- c. Explanation of pending activities;
- d. Transfer of relevant knowledge; and
- e. Updating supervisors on outstanding matters.

Knowledge transfer shall support continuity and institutional learning.

13.13 Post-Engagement Relationship

ILA may maintain professional relationships with former volunteers and interns through:

- a. Alumni networks;
- b. Professional communication channels;
- c. Future volunteering opportunities;
- d. Training opportunities; or

- e. Engagement in relevant organizational activities.

Such relationships shall be managed in accordance with organizational capacity and strategic interests.

13.14 Records and Documentation

The Human Resource and Administration Unit shall maintain appropriate separation records, including:

- a. Completion documentation;
- b. Exit clearance forms;
- c. Performance evaluations;
- d. Certificates issued;
- e. Feedback received; and
- f. Relevant correspondence.

Records shall be maintained securely in accordance with ILA's Data Protection and Records Management requirements.

CHAPTER FOURTEEN

MONITORING, EVALUATION AND CONTINUOUS IMPROVEMENT OF VOLUNTEER AND INTERNSHIP PROGRAMMES

14.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that effective monitoring, evaluation, and continuous improvement are essential for ensuring that volunteer and internship programmes achieve their intended objectives, provide meaningful learning opportunities, and contribute positively to organizational effectiveness.

ILA shall establish appropriate systems to measure programme performance, assess participant experiences, identify challenges, document lessons learned, and strengthen future volunteer and internship management practices.

Monitoring and evaluation shall be integrated into ILA's broader Monitoring, Evaluation, Accountability and Learning (MEAL) framework and organizational performance management systems.

14.2 Objectives of Monitoring and Evaluation

The objectives of monitoring and evaluation are to:

- a. Assess the effectiveness and relevance of volunteer and internship programmes;
- b. Measure achievement of planned objectives and outputs;
- c. Ensure accountability in the use of organizational resources;
- d. Identify areas requiring improvement;
- e. Assess learning and professional development outcomes;
- f. Strengthen supervision and management practices; and
- g. Promote evidence-based decision-making.

14.3 Monitoring Framework

ILA shall establish a monitoring framework to track the implementation and performance of volunteer and internship programmes.

Monitoring shall consider:

- a. Number of volunteers and interns engaged;
- b. Categories and areas of assignment;
- c. Duration of engagement;
- d. Completion of induction and training;
- e. Achievement of assigned tasks;
- f. Quality of supervision provided;
- g. Compliance with organizational policies;
- h. Challenges and risks identified; and
- i. Feedback from participants and supervisors.

14.4 Performance Indicators

ILA may use quantitative and qualitative indicators to measure programme effectiveness.

Indicators may include:

Input Indicators

Measures relating to resources invested, including:

- a. Budget allocated;
- b. Training resources provided;
- c. Supervision capacity; and
- d. Organizational support available.

Process Indicators

Measures relating to implementation, including:

- a. Recruitment efficiency;
- b. Completion of induction;
- c. Participation in training activities;
- d. Quality of supervision; and
- e. Compliance with procedures.

Output Indicators

Measures relating to immediate results, including:

- a. Assignments completed;
- b. Research or legal support provided;
- c. Community activities supported;
- d. Reports submitted; and
- e. Learning activities completed.

Outcome Indicators

Measures relating to longer-term benefits, including:

- a. skills development;
- b. professional growth;
- c. contribution to organizational capacity;
- d. improved programme delivery; and
- e. future engagement opportunities.

14.5 Roles and Responsibilities in Monitoring

Board of Directors

The Board shall provide oversight by ensuring that volunteer and internship programmes contribute to the Organization's strategic objectives.

Executive Director

The Executive Director shall ensure appropriate systems, resources, and accountability mechanisms are established.

Human Resource and Administration Unit

The Unit shall:

- a. Coordinate monitoring activities;
- b. Maintain programme records;
- c. Collect relevant data;
- d. Prepare reports;
- e. Identify improvement areas; and
- f. Support implementation of recommendations.

Programme Managers and Supervisors

Supervisors shall:

- a. Monitor daily performance;
- b. Provide feedback;
- c. Document achievements and challenges;
- d. Support evaluations; and
- e. Recommend improvements.

Volunteers and Interns

Volunteers and interns shall:

- a. Participate in evaluation activities;
- b. Provide honest feedback;
- c. Submit required reports; and
- d. Contribute to programme improvement.

14.6 Evaluation of Volunteer and Internship Programmes

ILA shall periodically evaluate volunteer and internship programmes to determine:

- a. Relevance to organizational needs;
- b. Effectiveness of recruitment processes;
- c. Quality of orientation and training;
- d. Adequacy of supervision;
- e. Participant satisfaction;
- f. Achievement of learning objectives;
- g. Contribution to organizational programmes; and
- h. Overall sustainability of the programme.

Evaluations may be conducted through:

- a. Participant feedback forms;
- b. Supervisor assessments;
- c. Interviews;
- d. Surveys;
- e. Review of programme records; and
- f. Performance reports.

14.7 Feedback Mechanisms

ILA shall provide opportunities for volunteers and interns to provide feedback throughout their engagement.

Feedback may relate to:

- a. Recruitment experience;
- b. Induction and training;
- c. Supervision and mentorship;
- d. Workload and assignments;
- e. Workplace environment;
- f. Challenges encountered; and
- g. Recommendations for improvement.

Feedback shall be reviewed objectively and used to enhance programme quality.

14.8 Learning and Knowledge Management

ILA shall promote learning from volunteer and internship experiences by:

- a. Documenting lessons learned;
- b. Sharing good practices;
- c. Identifying successful approaches;

- d. Improving procedures;
- e. Strengthening training materials; and
- f. Incorporating recommendations into future planning.

Volunteer and internship programmes shall contribute to institutional knowledge development.

14.9 Continuous Improvement Measures

Based on monitoring and evaluation findings, ILA may undertake improvements including:

- a. Revision of recruitment procedures;
- b. Strengthening of induction programmes;
- c. Improvement of supervision systems;
- d. Adjustment of assignment structures;
- e. Enhancement of safeguarding measures;
- f. Development of additional training opportunities; and
- g. improvement of administrative systems.

Continuous improvement shall ensure that programmes remain relevant, effective, and aligned with organizational priorities.

14.10 Reporting Requirements

The Human Resource and Administration Unit shall prepare periodic reports on volunteer and internship programmes.

Reports may include:

- a. Number of volunteers and interns engaged;
- b. Activities undertaken;
- c. Achievements;
- d. Challenges;
- e. Risks identified;

- f. Resource utilization;
- g. Participant feedback; and
- h. Recommendations.

Reports shall be shared with relevant management structures and used for decision-making.

14.11 Review of Programme Effectiveness

ILA shall periodically review the overall effectiveness of its volunteer and internship programmes.

The review shall consider:

- a. Alignment with strategic objectives;
- b. Organizational benefits;
- c. Participant development outcomes;
- d. Stakeholder feedback;
- e. Compliance requirements; and
- f. Resource sustainability.

Findings shall guide future programme planning and policy improvements.

14.12 Institutional Accountability

ILA shall maintain accountability by ensuring that:

- a. Volunteer and internship programmes have clear objectives;
- b. Resources are used responsibly;
- c. Participants are treated fairly;
- d. Risks are managed appropriately;
- e. Performance is monitored; and
- f. Improvements are implemented based on evidence.

CHAPTER FIFTEEN

POLICY IMPLEMENTATION, REVIEW, AMENDMENT AND APPROVAL

15.1 Introduction

The Initiative for Legal Aid (ILA) recognizes that effective implementation of the Volunteer and Internship Management Policy requires clear institutional responsibility, adequate resources, continuous monitoring, and periodic review.

This Chapter establishes the framework for operationalizing the Policy, ensuring compliance, measuring effectiveness, and maintaining the Policy as a relevant and responsive governance instrument.

15.2 Policy Implementation Framework

Implementation of this Policy shall be undertaken through coordinated efforts by the Board of Directors, Executive Director, Human Resource and Administration Unit, Programme Managers, Supervisors, volunteers, and interns.

ILA shall ensure that:

- a. All relevant persons are aware of the Policy requirements;
- b. Appropriate procedures and tools are developed to support implementation;
- c. Responsibilities are clearly assigned;
- d. Adequate resources are allocated;
- e. Compliance is monitored; and
- f. Lessons learned are incorporated into future improvements.

15.3 Institutional Responsibilities

15.3.1 Board of Directors

The Board shall:

- a. Approve this Policy and subsequent amendments;
- b. Provide governance oversight;
- c. Ensure alignment with ILA's strategic direction; and

- d. Promote accountability in volunteer and internship management.

15.3.2 Executive Director

The Executive Director shall:

- a. Provide overall leadership for implementation;
- b. Ensure availability of necessary resources;
- c. Approve operational procedures;
- d. Ensure compliance with organizational policies; and
- e. Receive reports on programme performance.

15.3.3 Human Resource and Administration Unit

The Human Resource and Administration Unit shall be the primary coordinating unit responsible for implementation.

The Unit shall:

- a. Develop administrative procedures and tools;
- b. Coordinate recruitment and placement processes;
- c. Maintain volunteer and internship records;
- d. Monitor compliance with this Policy;
- e. Support supervisors;
- f. Coordinate training and induction;
- g. Prepare reports; and
- h. Recommend improvements.

15.3.4 Programme Managers and Supervisors

Programme Managers and Supervisors shall:

- a. Implement relevant provisions of this Policy;
- b. Provide appropriate supervision and support;

- c. Ensure volunteers and interns perform assigned duties;
- d. Monitor compliance and performance;
- e. Identify risks and report concerns; and
- f. Provide feedback for programme improvement.

15.3.5 Volunteers and Interns

Volunteers and interns shall:

- a. Comply with this Policy and related procedures;
- b. Perform assigned responsibilities;
- c. Maintain professional standards;
- d. Participate in training and evaluation activities; and
- e. Report concerns or risks affecting programme implementation.

15.4 Implementation Tools and Procedures

To support effective implementation, ILA may develop operational tools including:

- a. Volunteer and internship application forms;
- b. Terms of Reference templates;
- c. Assessment and selection tools;
- d. Volunteer and internship agreements;
- e. Induction checklists;
- f. Attendance records;
- g. Performance evaluation forms;
- h. Exit clearance forms; and
- i. Monitoring and reporting templates.

Such tools shall be reviewed periodically to ensure continued relevance.

15.5 Resource Allocation

ILA shall allocate appropriate resources to support implementation of this Policy.

Resources may include:

- a. Human resources;
- b. Training materials;
- c. Administrative systems;
- d. Workspace and equipment;
- e. Monitoring tools;
- f. Safeguarding measures; and
- g. Financial resources where approved.

Resource allocation shall be guided by organizational priorities and available funding.

15.6 Compliance Monitoring

ILA shall monitor compliance with this Policy through:

- a. Supervision and management reviews;
- b. Records verification;
- c. Performance assessments;
- d. Internal audits where appropriate;
- e. Participant feedback;
- f. Incident reviews; and
- g. Programme evaluations.

Identified gaps shall be addressed through corrective measures, training, or improvements to procedures.

15.7 Policy Review

This Policy shall be reviewed periodically to ensure that it remains:

- a. Relevant to ILA's operational environment;
- b. Consistent with applicable laws and standards;
- c. Aligned with organizational strategies;
- d. Responsive to emerging risks; and
- e. Effective in supporting volunteer and internship programmes.

The Policy shall ordinarily be reviewed every three (3) years or earlier where significant changes occur.

15.8 Triggers for Policy Review

A review may be initiated due to:

- a. Changes in organizational structure or strategy;
- b. Changes in applicable laws or regulations;
- c. Donor compliance requirements;
- d. Lessons learned from implementation;
- e. Significant safeguarding or risk incidents;
- f. Recommendations from evaluations or audits;
- g. Changes in volunteer and internship practices; or
- h. Emerging organizational needs.

15.9 Policy Amendment Procedure

Amendments to this Policy may be proposed by:

- a. Board of Directors;
- b. Executive Director;
- c. Human Resource and Administration Unit;

- d. Management Team; or
- e. Other authorized persons within ILA.

Proposed amendments shall:

- a. Identify the sections requiring modification;
- b. Provide justification for the changes;
- c. Consider operational and legal implications;
- d. Be reviewed by relevant stakeholders; and
- e. Receive approval through established governance procedures.

15.10 Version Control and Documentation

ILA shall maintain proper version control of this Policy.

Each version shall include:

- a. Policy title;
- b. Version number;
- c. Effective date;
- d. Review date;
- e. Amendment history; and
- f. Approval authority.

Superseded versions shall be retained securely for institutional records.

15.11 Communication and Awareness

ILA shall ensure that this Policy is communicated to relevant persons.

Awareness activities may include:

- a. Staff briefings;
- b. Volunteer and intern induction;

- c. Policy orientation sessions;
- d. Distribution through approved communication channels; and
- e. Inclusion in relevant training materials.

All volunteers and interns shall have access to the provisions applicable to their engagement.

15.12 Interpretation of the Policy

Any questions regarding interpretation or application of this Policy shall be referred to the Human Resource and Administration Unit.

Where clarification is required, the Executive Director may issue guidance consistent with the principles and requirements of this Policy.

15.13 Effective Date and Approval

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

The Policy shall remain in force until amended or replaced in accordance with the procedures established herein.

15.14 Approval Statement

Approved by:

**Board of Directors
Initiative for Legal Aid (ILA)**

Policy Title: **Volunteer and Internship Management Policy**

Version: **1.0**

Effective Date: _____

Review Date: _____

Chairperson, Board of Directors: _____

Executive Director: _____

Date: _____

APPROVAL

This Volunteer and Internship Management Policy was approved by the Board of Directors of the Initiative for Legal Aid (ILA) and shall become effective on the date of its adoption.



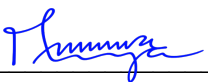
The Policy establishes the institutional framework governing the recruitment, engagement, supervision, development, welfare, performance management, protection, and separation of volunteers and interns serving the Organization.

This Policy shall be binding upon all volunteers, interns, Board members, employees, consultants, programme personnel, and any other individuals engaged under volunteer or internship arrangements with ILA.

Approved by:

Chairperson, Board of Directors

Name: Hon. Milla Amos

Signature: 

Date: _____

Executive Director

Name: Emmanuel Sumagule Benaih Swaka

Signature: 

Date: _____

DOCUMENT CONTROL

Document Title	Volunteer and Internship Management Policy
Policy Number	ILA/POL/VIMP/001/2026
Version	1.0
Policy Category	Human Resources and Organizational Development
Policy Owner	Human Resource and Administration Unit
Responsible Officer	Executive Director
Approval Authority	Board of Directors
Effective Date	_____
Review Date	_____
Review Cycle	Every Three (3) Years
Applies To	Board Members, Staff, Volunteers, Interns, Consultants and Partner Institutions

