



## Security Policy

### Health Education and Development Society (HEADS)



#### Abstract

This Security Policy outlines the Health, Education and Development Society (HEADS)'s commitment to safeguarding its personnel, assets, and operations in all areas of intervention. It provides a structured framework for risk assessment, incident response, and emergency preparedness while promoting a proactive security culture rooted in the principles of precaution, neutrality, and "Do No Harm." The policy applies to all staff, partners, and associates and ensures compliance with national laws, donor requirements, and international safety standards. It is reviewed regularly to address emerging threats and operational realities.

Last Updated: January 2025



**Background:**

Health, Education and Development Society (HEADS), is a non-profit, non-political and non-governmental organization registered in Pakistan under the Societies Act 1860. Since its establishment in 2013, HEADS has been actively engaged in the developmental and humanitarian sectors. The organization is led by a dedicated Board of Governors (BoG), consisting of professionals with diverse educational backgrounds and capabilities. HEADS operate under a comprehensive set of policies designed to ensure transparency, accountability and efficiency in its systems and operations. HEADS Currently registered in the Islamic Republic of Afghanistan, and established an office in the capital city, Kabul.

Throughout its history, HEADS has worked closely with communities and various stakeholders, addressing a wide range of issues, including but not limited to Education, Health, Protection, Livelihoods, Community Infrastructure (CPIs), Shelter and Settlement, Community Development, Institutional Capacity Building, Research, Gender Equality, Legal Counselling, Referral Mechanisms, Social Accountability, Right to Information, and Governance.

In addition to these programmatic areas, HEADS place a strong emphasis on cross-cutting themes, including social mobilization, gender mainstreaming, inclusion, and resilience in all its core programs. These themes reflect the organization's commitment to addressing the holistic needs of communities and promoting sustainable development.

**Vision:** Every Individual regardless of background or circumstances enjoy equal opportunities and rights with dignity.

**Mission:** Empowering Communities through strategic investment in human capital and institutional capacity development, raising sustainable development at the grassroot level.

**Objectives:**

- Support and develop replicable models and strategies for sustainable human resource development through skills development initiatives.
- Network and collaborate with the Govt. Departments, NGO's, CBO's, WOs and international agencies/donors for sustainable development.
- Support initiatives for sustainable community-based gender sensitive development with particular focus on; Human and institutional Development, Natural Resource Management, Drinking Water Supply, Environmental Sanitation, Education, Agriculture, Health & Nutrition, Disaster Management and Micro Credit & Enterprise.
- Create economic and recreational opportunities for youth through skill enhancement programs for peace promotion.
- Enable equitable access to quality education and healthcare, raising holistic community development and well-being.
- Promoting Social Inclusion and Empowerment;
- Strengthen Resilience to Climate Change and Environmental Degradation.
- Advocacy for Peace, Human Rights, and Social Justice.
- Building Disaster Resilience and Preparedness



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## Introduction

Security is a fundamental component of HEADS' operations, ensuring the protection of staff, assets, and beneficiaries. By adhering to security measures, HEADS upholds its commitment to transparency, risk mitigation, and compliance with international safety standards. HEADS is committed to ensuring the security and safety of its personnel, assets, and operations in all locations where it operates. Security management is not merely a restrictive necessity but an enabler for achieving organizational objectives while mitigating risks in complex and unpredictable environments. This Security Policy establishes guidelines for security risk management, incident response, and staff responsibilities to ensure a safe working environment.

## Attitude Towards Security

HEADS promote a proactive security culture where Security is integrated into all operations rather than being an afterthought. Employees actively report security concerns without fear of retaliation. Regular security training is mandatory for all staff and a zero-tolerance approach is taken against security negligence. Security is a shared responsibility, and every employee is accountable for compliance with security measures.

## Guiding Principles

HEADS adheres to a structured set of principles that dictate security management, operational continuity, and staff safety. These principles establish a hierarchy of risk management and define the boundaries within which security decisions are made. Any deviation from these principles requires explicit authorization from the Board of Directors.

- **Primacy of Life and the Right to Withdraw:** HEADS prioritizes the safety of human life over material assets. No staff member is expected to risk their life to protect organizational property, financial resources, or infrastructure. Before accepting assignments, staff are informed about potential risks and given the right to decline, suspend, or withdraw from operations if security conditions deteriorate. If an individual decision to withdraw poses a greater risk, the Executive Director and Security Advisor will assess the situation. However, final withdrawal remains the responsibility of the individual, and costs incurred may be at their own expense.
- **Principle of Precaution:** Security within HEADS operates under a co-responsibility model, where individuals and managers share accountability. While consensus is sought, immediate action may be necessary in crisis situations. In such cases, the principle of precaution prevails, allowing for decisive action in the interest of security.
- **Acceptance and Protection Approach:** Operating in complex environments requires a balanced security strategy that combines acceptance and protection:
  - **Acceptance:** HEADS actively works to gain community acceptance through engagement, transparency, and adherence to local cultural, economic, religious, and political norms.
  - **Protection:** Where risks persist, protective measures such as security protocols, staff awareness training, and communication procedures are implemented. Protective measures must align with community acceptance efforts and should not undermine HEADS' neutrality or humanitarian objectives.



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- **Deterrence as a Last Resort:** In high-risk environments, acceptance and protection may not suffice. In extreme cases, deterrence strategies may be employed, such as the temporary suspension of operations or withdrawal from an area to mitigate threats. HEADS strictly limits the use of armed security personnel, escorts, or integration of military forces in humanitarian operations, as these compromise perceived neutrality and independence. Such measures require explicit approval from the Executive Director.
- **Do No Harm Principle:** HEADS is committed to minimizing harm through responsible operations. The "Do No Harm" principle ensures that HEADS:
  - Does not undertake missions that jeopardize partner organizations or local communities.
  - Does not send consultants or external personnel into areas deemed unsafe for its staff, unless they face lower risk levels.
  - Conducts regular risk assessments to prevent unintended consequences of its actions.
- **Threshold of Risk and Operational Suspension:** HEADS will suspend operations where security risks are disproportionate to the program benefits. Decisions regarding security thresholds are guided by:
  - **Community acceptance levels** – HEADS will not operate in areas where NGO staff are explicit targets.
  - **Credible security threats** – If specific threats to HEADS staff exist, operations may be paused or withdrawn.
  - **Generalized violence** – If violence levels create an environment where staff harm is highly probable, HEADS will not authorize operations. In all cases, alternative solutions will be explored to maintain program delivery while ensuring staff safety.

#### **Framework for Security Management**

HEADS operates under a structured security management framework, ensuring a clear division of responsibilities, communication, and compliance. Security is integrated into field operations, and line management is responsible for balancing program impact and security risks.

#### **Decision-Making and Responsibility Structure**

HEADS follows a hierarchical decision-making structure, ensuring accountability at all levels:

- Primary responsibility for security lies with line managers.
- Security decisions must be clearly communicated across teams.
- In the absence of key personnel, responsibilities are delegated to a designated colleague or superior, ensuring operational continuity.

#### **Risk Assessment and Threat Analysis**

Effective risk assessment is crucial for preemptive security planning. HEADS conducts periodic evaluations to identify potential threats to its operations, staff, and beneficiaries. Risk mitigation strategies are implemented based on thorough assessments, ensuring preparedness against evolving security challenges.

#### **Security Risk Management**

- Regular security risk assessments conducted for all operational areas.
- Security briefings provided to all new staff and visitors.
- Field staff must follow designated travel and communication protocols.



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- Contingency plans in place for emergency situations, including natural disasters, conflicts, or medical emergencies.

### Scope of the Policy

This Security Policy applies to:

- HEADS employees (full-time, part-time, temporary, and contractual staff).
- Consultants and advisors engaged with HEADS for specific projects.
- Vendors and service providers with direct interaction in operational areas.
- Visitors, interns, and volunteers participating in HEADS activities.
- Partner organizations and sub-grantees under contractual agreements. HEADS does not take responsibility for the security of partner organizations but encourages them to implement similar security standards.
- All individuals covered under this policy must adhere to security protocols and participate in mandatory security briefings.

### Policy Enforcement

To maintain high security standards, HEADS enforces strict compliance measures:

- Security training is mandatory for all staff, ensuring preparedness.
- Failure to adhere to security guidelines may result in disciplinary actions.
- Security measures undergo regular reviews and audits to align with evolving risks.

### Compliance and Accountability

HEADS adheres to local laws, donor security requirements, and international safety protocols. Employees must comply with security procedures, undergo risk assessments, and adhere to emergency protocols. Non-compliance with security measures may result in disciplinary action.

- Compliance with security guidelines is mandatory for all employees.
- Any breach may result in disciplinary action, including suspension or dismissal.
- Unforeseen security incidents must be reported immediately to the Security Advisor and the Executive Director.

### Specific Threat Management

|   |   |
|---|---|
| <b>Fire Prevention and Response</b>     | <ul style="list-style-type: none"> <li>○ Fire drills and safety training are conducted regularly.</li> <li>○ Fire extinguishers must be accessible in all offices and field locations.</li> </ul>                   |
| <b>Road Safety and Travel Protocols</b> | <ul style="list-style-type: none"> <li>○ Travel plans must be pre-approved, and employees must follow designated routes.</li> <li>○ Nighttime travel should be avoided unless necessary and approved.</li> </ul>    |
| <b>Hostage and Kidnap Prevention</b>    | <ul style="list-style-type: none"> <li>○ Employees should avoid sharing personal details unnecessarily.</li> <li>○ In case of abduction, remain calm, comply with instructions, and avoid confrontation.</li> </ul> |





### **Office and Field Security Measures**

Maintaining a secure environment in office premises and field locations is essential for operational continuity. HEADS enforces strict access controls, surveillance measures, and emergency response protocols to ensure the safety of its workforce and assets. Field teams must adhere to additional security procedures tailored to their specific locations.

- Secure entry systems, CCTV surveillance, and controlled access measures are implemented at all HEADS facilities.
- Staff must wear identification badges at all times within office premises.

### **Personal Security Guidelines**

- Employees should avoid high-risk areas unless necessary for work.
- Maintain awareness of surroundings and use secure transport where required.
- In case of an emergency, follow the designated evacuation route and report to the nearest security focal point.

### **Travel Security**

Employees and representatives traveling for official purposes must follow designated travel safety protocols. Pre-travel risk assessments, approved itineraries, and emergency contacts must be in place before any official trip. Travelers are required to report security incidents immediately to the designated security focal person.

- Employees traveling to high-risk areas require pre-approval from the Executive Director.
- Security briefings must be conducted before any field visit.
- HEADS will provide emergency communication devices where necessary.

### **Information Security**

Data protection is a critical aspect of HEADS' security framework. Employees must adhere to guidelines on handling confidential information, including digital security measures and restricted data access. Unauthorized disclosure or misuse of sensitive information is strictly prohibited.

### **Security Management Framework**

#### **Incident Reporting and Response**

A prompt and structured response to security incidents is vital for mitigating risks. All security breaches, suspicious activities, and emergencies must be reported to the designated security officer. HEADS ensures confidentiality and protection for employees who report security concerns in good faith.

- All security incidents must be reported immediately using the Incident Report Form (Annex B).
- Security breaches will be analyzed to prevent recurrence.
- Immediate response includes notifying local law enforcement and relevant authorities.

#### **Emergency Response and Evacuation**

- HEADS maintains a crisis response plan to handle major security threats.
- Evacuations will be coordinated in consultation with local authorities and international agencies where applicable.

#### **Security Training and Awareness**



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Continuous security awareness enhances staff preparedness against potential threats. HEADS conducts regular training sessions to educate employees on personal safety, emergency response, and cyber security best practices. All employees must participate in mandatory security training programs.

### **Roles and Responsibilities**

**Executive Director:** Approves all security policies and high-risk interventions.

#### **Program Manager**

- Oversees security risk assessments for project areas.
- Ensures staff receive proper security briefings and training.
- Establishes and updates emergency evacuation plans.

#### **Security Focal Point (SFP)**

- Acts as the primary contact for security-related concerns at the field level.
- Ensures that security procedures are implemented consistently.
- Liaises with local security agencies and community leaders.

#### **Employees**

- Must adhere to all security protocols and report incidents immediately.
- Should avoid actions that could compromise their own or others' safety.

### **Monitoring and Review**

HEADS is committed to maintaining an updated and effective security policy. Regular monitoring, compliance audits, and periodic policy reviews are conducted to assess security measures. The policy is revised as needed to address emerging security risks and regulatory requirements.

- Regular security audits will be conducted to ensure policy adherence.
- Non-compliance cases will be documented, and corrective actions will be taken.
- The Security Policy will be reviewed annually by the Board and Security Committee. The Executive Director will periodically review the Security Policy.
- Amendments to the policy will be made in line with emerging threats and security best practices.
- Amendments will be communicated to all employees in writing.

### **Implementation and Enforcement**

- This Security Policy is effective immediately upon Board approval.
- All employees must sign a declaration of compliance upon onboarding.
- Failure to adhere to security protocols will result in disciplinary measures.



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## Annex B Incident Report Form

### Summary of the Incident

|   |  |
|---|--|
| Nature of the incident                                  | Accident, shooting, robbery, theft, hostage-taking, other, namely: _____                     |
| Location, local time of the incident                    |  |
| Who was involved in the incident?                       | <ul style="list-style-type: none"><li>• HEADS staff: _____</li><li>• Others: _____</li></ul> |
| Is it still a threatening situation at this point?      |  |
| Is there a case of death, heavy and/or lightly wounded? | <ul style="list-style-type: none"><li>• HEADS staff: _____</li><li>• Others: _____</li></ul> |
| Full chronological account of the incident              |  |

### Security Management

|  |  |
|--|--|
| Analysis of the incident: (why did it happen, why were we involved, root causes) |  |
| Identification of any failure of procedures or plans                             |  |
| Recommendations for improvement  |  |

### Procedure

|  |  |
|--|--|
| Was the incident immediately reported? From whom to whom? How? |  |
| This incident report written by                                |  |
| Time and place of writing of the incident report               |  |
| This incident report is sent to                                |  |



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## BOD Meeting Minutes

Date: January 06, 2025

Participated by:

|                  |                    |
|------------------|--------------------|
| Raza Ullah Jan   | Executive Director |
| Uzma Amin        | Chairperson Board  |
| Samina Khanam    | Board Member       |
| Nawaz Ali Shah   | Board Member       |
| Amabareen Banori | Board Member       |
| Muhammad Jidran  | Board Member       |
| Abid Ali         | Board Member       |
| Tahira Nasreen   | Board Member       |
| Sayed Ali Shah   | Director Program   |
| Asif Ali         | Director Finance   |
| Ramsha Khan      | HR Officer         |

### Agenda Items:

- Change in Leadership position
- Formation of the Annual Report, Annual Budget, and Strategic Plan.
- Completion of the NDRMF Capacity Improvement Action Plan.
- Processing for Charity Commission in Balochistan and Khyber Pakhtunkhwa.
- Revision of HEADS policies.
- Renewal of Society Act Registration for 2025.

### Proceedings & Outcomes:

The meeting commenced with the recitation of the Holy Quran, followed by a formal welcome note delivered by the Chairperson, Ms. Uzma Amin, and the Executive Director, Mr. Raza Ullah Jan. The discussions focused on the agenda items and organizational improvements.

- The Board decided to shift Mr. Raza Ullah Jan from the position of Chairperson of the Board of Directors (BOD) to Executive Director of HEADS, following the resignation of Ms. Samina Khanam from the role of Executive Director. Ms. Khanam has now joined the Board as a Board Member. Additionally, Dr. Uzma Amin has been appointed as Chairperson of the Board, effective immediately.
- The Board emphasized the importance of preparing Annual Report/ Annual Budget and Strategic Plan to assess the organization's current standing and plan strategically for the upcoming year.
- As HEADS has been conditionally accredited by the National Disaster Risk Management Fund (NDRMF) for six months, the Board reviewed the shared Capacity Improvement Action Plan. It was decided to prioritize its completion within the stipulated timeframe, recognizing this as a crucial opportunity for the organization.

- The Board agreed to initiate the process for Charity Commission registration in Balochistan. Police verification for the Charity Commission in Khyber Pakhtunkhwa will be expedited to obtain the certification promptly.
- A comprehensive review of organizational policies was conducted. The Board proposed and approved necessary amendments to align with current needs and best practices.
- It was noted that the Society Act Registration expired in December 2024. The Board resolved to apply for its renewal for 2025 without delay.

The meeting concluded with a thorough review of the agenda items, ensuring they aligned with the organization's strategic objectives. The Board expressed optimism about the successful execution of the discussed initiatives. The Chairperson concluded the meeting with a vote of thanks.

Signed on this Monday January 06, 2025 by authorized signatory.



Dr. Uzma Amin  
Chairperson Board



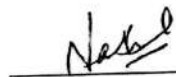
Mr. Raza Ullah Jan  
Executive Director



Ms. Samina Khanam  
BOG Member



Mr. Muhammad Jidran  
BOG Member



Mr. Nawaz Ali Shah  
BOG Member



Miss Ambareen Banori  
BOG Member



Mr. Abid Ali  
BOG Member



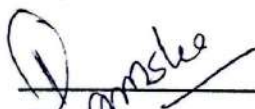
Miss. Tahira Nasreen  
BOG Member



Mr. Sayed Ali Shah  
Program Director HEADS



Mr. Asif Ali  
Director Operations HEADS



Miss. Ramsha Khan  
HR Officer





## Policy Review & Update Record

A Board meeting was held on January 6, 2025, with the key agenda of reviewing and updating all organizational policies of HEADS. The Board advised the management to undertake a comprehensive policy review to ensure relevance, compliance, and alignment with organizational goals and evolving operational needs.

In line with this directive, all organizational policies were reviewed and amended on January 31, 2025, under the leadership of the Executive Director and with the involvement of the Finance & Audit Committee and relevant departments.

The review process included:

- A thorough evaluation of existing policies.
- Revisions based on internal assessments, audit findings, regulatory requirements, and best practices.
- Incorporation of feedback from staff and stakeholders.
- Updates to enhance clarity, accountability, and operational effectiveness.

### Means of Verification:

Revised policy documents, review reports, and documented feedback and approval records.



( H E A D S )

Raza Ullah Jan  
Executive Director