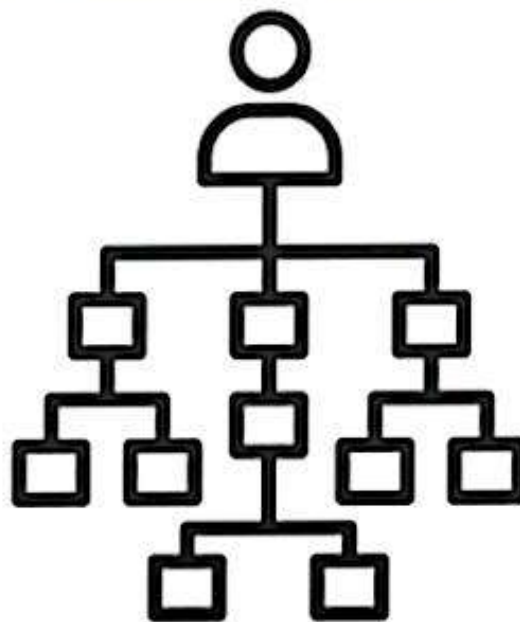## Programme Policy

Health Education and Development Society (HEADS)

Abstract

This Programme Policy outlines HEADS' comprehensive framework for planning, implementing, monitoring, and evaluating high-impact and sustainable development programs. It ensures alignment with national and international standards, promotes accountability, and guides effective resource utilization. Covering all phases from opportunity identification to final reporting, the policy integrates cross-cutting themes such as gender equality, inclusion, and resilience, ensuring that HEADS' interventions remain responsive, participatory, and results-driven.

Last Updated: January 2025

www.heads-ngo.org

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:

o Support and develop replicable models and strategies for sustainable human resource development through skills development initiatives.
o Network and collaborate with the Govt. Departments, NGO's, CBO's, WOs and international agencies/donors for sustainable development.
o 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.
o Create economic and recreational opportunities for youth through skill enhancement programs for peace promotion.
o Enable equitable access to quality education and healthcare, raising holistic community development and well-being.
o Promoting Social Inclusion and Empowerment;
o Strengthen Resilience to Climate Change and Environmental Degradation.
o Advocacy for Peace, Human Rights, and Social Justice.
o Building Disaster Resilience and Preparedness

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HEADS' programs are categorized into three major pillars:

Emergency Response

- Food Security
- Livelihood
- WASH
- Community Infrastructure
- Shelter
- NFI
- Nutrition
- Education
- Health (including Emergencies and Pandemics)
- Protection

Sustainable Development

- Sustainable Livelihoods
- Social Mobilization
- Natural Resource Management (NRM)
- Climate Change Adaptation
- Human and Institutional Development
- Community Infrastructure
- Health and Education

Research, Awareness, and Capacity Building

- Research and Development
- Gender Equality and Women's Empowerment
- Legal Counseling and Referral Mechanisms
- Social Accountability and Governance
- Right to Information Advocacy

Cross-Cutting Themes

HEADS ensures the integration of key cross-cutting themes into all programs:

- Gender Equality and Women's Empowerment
- Basic Human Rights
- Climate Change Resilience
- Social Inclusion
- Conflict Sensitivity
- Community Participation
- Capacity Building
- Coordination and Collaboration

Project Beneficiaries

Beneficiaries are the right-holders who receive project benefits. HEADS emphasizes inclusive identification of beneficiaries, ensuring gender and age diversity. The process will adhere to donor requirements and international standards. A robust feedback mechanism will be in place to ensure accountability and transparency.

Project Design and Development

Effective planning is crucial for the successful implementation of projects. As the saying goes, **"If you fail to plan, you plan to fail."** To ensure smooth execution, the Programme Section will develop a **Detailed Implementation Plan (DIP)** in collaboration with the project team and other relevant sections during the project orientation session. The DIP will cover all project targets, tasks, and timelines, ensuring clarity and alignment with donor expectations.

- The Executive Director and donors must approve the final project implementation plan.
- The Project Manager will sign the final approved implementation plan for execution.
- The Monitoring and Evaluation (M&E) focal person will conduct regular follow-ups to track project progress against the implementation plan.

Proposal Writing and Approval: Developing financial and technical proposals is a collaborative process. The Programme Manager, M&E Focal Person, and Finance Officer will be actively involved, with coordination from the Programme Section. The process includes:

- **Assigning Responsibilities:** Once approved by the Executive Director, designated team members will undertake relevant tasks. If technical expertise is required, outsourcing may be considered.
- **Drafting and Review:** The Programme Manager will review both narrative and budget drafts before final approval by the Executive Director.

Proposal Submission and Partnership Agreements

Proposals will only be submitted with prior approval from the Executive Director. The following individuals may submit proposals while keeping relevant HEADS officials in CC:

- Executive Director
- Programme Manager
- Admin and Finance Officer
- M&E Focal Person

Only the Executive Director (or a designated representative in their absence) has the authority to sign agreements and MoUs with donors.

- All proposals require Executive Director approval before submission.
- Partnership agreements are reviewed to ensure compliance with HEADS policies.
- Contracts include clauses on financial accountability and conflict resolution.
- Regular coordination meetings with government authorities and NGOs.
- Engagement with community representatives for participatory program design.
- Communication strategies to ensure transparency and collaboration.

Programme Implementation

Project implementation follows agreement signing with donors and involves:

- Resource allocation
- Orientation
- Project planning
- Activity execution
- Monitoring and control
- Progress review
- Project closing and evaluation

Acquiring and Managing the Project Team

The Project Kick-Off Meeting: The Programme Manager and HR Officer will convene a meeting of the Recruitment, Selection, and Promotion Committee to finalize hiring timelines.

Hiring and Performance Evaluation: All recruitment and performance evaluations will follow the guidelines outlined in HEADS' Human Resource Management Manual.

Project Team Structure: Team structures will align with approved budgets and donor agreements.

Orientation and Training: The Programme Section will provide comprehensive training to the project team, covering:
- Project scope, objectives, and deliverables
- Role and responsibilities of each team member
- Coordination with internal HEADS sections and external stakeholders

Programme Adjustments and Risk Management

Any changes to the project activities, scope, or budget must follow a formal approval process:

- All budget-related changes must be approved by the donor before implementation.
- The Executive Director must approve all changes in writing to ensure transparency and compliance.
- Any changes affecting project timelines or deliverables will be documented and communicated to all stakeholders.
- A risk assessment is conducted before implementing significant changes.
- Adaptive management approaches are applied to address emerging challenges.
- All programs comply with national laws and donor requirements.
- Ethical guidelines ensure respect for human rights, gender equity, and inclusivity.
- HEADS adopts a zero-tolerance policy for corruption and financial mismanagement.

Monitoring, Evaluation, and Learning (MEL)

HEADS commits to robust monitoring and evaluation to ensure project effectiveness. Key MEL activities include:
- Regular field visits, stakeholder engagement and progress tracking to ensure adherence to the project plan
- Mid-term and final project evaluations, Beneficiary feedback mechanisms to gauge satisfaction and effectiveness.
- Documentation of lessons learned and best practices
- Adaptive management for continuous program improvement.
- Monthly review meetings for course correction and learning.

Coordination Framework

The Project Manager is responsible for ensuring effective coordination between all stakeholders. A structured coordination mechanism will be established, which must be approved by the Programme Manager and Executive Director.

The coordination framework will include:

- Regular project meetings with internal teams and external stakeholders.
- Engagement strategies for local communities, government departments, and donors

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o Clear communication protocols to ensure seamless project execution.

Project Review

Regular project reviews help assess progress, identify challenges, and enhance efficiency. The objectives of project review include:

o Keeping the project on track and ensuring timely progress.
o Updating management on key milestones.
o Identifying bottlenecks and recommending solutions.
o Enhancing lesson-learning for future interventions.
o Addressing budget, milestone, or output modifications if needed.
o Ensuring efficient and effective target achievement.
o Discussing and following up on registered complaints and feedback.

Review Team Composition: The Project Review Team will consist of:

o Executive Director
o Programme Manager
o Admin and Finance Officer
o M&E Focal Person
o Concerned Project Manager

Reporting and Documentation

Reporting is an essential aspect of project management, ensuring accountability and learning. Periodic reports submitted to donors and stakeholders as per agreed timelines. Internal reports reviewed by the management team for decision-making and a structured reporting format ensuring consistency and clarity.

o Reports will be prepared as per donor requirements and organizational standards.
o Reports will provide insights on project performance, progress, challenges, and lessons learned.
o Lessons learned, best practices, and gaps identified in reports will be used for future planning.

Types of Reports:

o Monthly, quarterly, and annual progress reports.
o Financial reports detailing expenditure and budget compliance.
o M&E reports tracking impact and efficiency.
o Donor-specific reports as per contractual obligations.

Project File and Final Reports

Each project maintains a file containing, Approved project proposals and agreements. Implementation progress reports and tracking sheets and Financial records and donor communications. Project Manager must maintain a comprehensive project file that includes all critical project documents for transparency and record-keeping. The project file must contain:

- Project Agreement (signed MoU with donors).
- DIP Plan and Project Progress Tracking Sheets.
- Project Review Reports.
- Approved Project Changes (if any).
- Progress Reports (Monthly, Quarterly, Annual).
- Mid-Term and Final Narrative Reports (including impact assessment).

The Final Report will be compiled at the end of the project and submitted to the Executive Director, donors, and relevant stakeholders, ensuring project completion, evaluation, and documentation of key outcomes.

Policy Compliance and Amendments

This Programme Policy will be reviewed periodically to align with evolving donor requirements and best practices. Amendments will be authorized by the Executive Director, with updates communicated to all relevant staff.

Policy Review and Updates

The policy is reviewed annually to incorporate emerging best practices, Changes are approved by the Executive Committee/Board of Directors. Staff and field offices are informed of updates through official communication.

Effective Date

This policy shall come into effect immediately upon approval by the Board of Directors. By implementing this comprehensive Programme Policy, HEADS aims to enhance program effectiveness, ensure compliance with best practices, and achieve long-term positive impacts for communities.

Health Education and Development Society (HEADS)

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.

Health Education and Development Society (HEADS)

- 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.
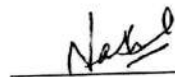
Dr. Uzma Amin
Chairperson Board

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
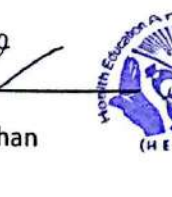
Miss. Tahira Nasreen
BOG Member

Mr. Sayed Ali Shah
Program Director HEADS

Mr. Asif Ali
Director Operations HEADS

Miss. Ramsha Khan
HR Officer

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Health Education and Development Society (HEADS)

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