

Project Management Policy

Version 1.0 – January 2025



Health Education and Development Society (HEADS)



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1. 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.

2. Purpose of the Project management Policy

The purpose of this Project Management Policy is to provide a clear framework for the planning, implementation, monitoring, and closure of projects undertaken by Health Education and Development Society (HEADS). It ensures projects are aligned with HEADS' mission, donor requirements, and community priorities while promoting accountability, efficiency, and transparency.

3. Scope

This policy applies to all humanitarian and development projects managed by HEADS at the head office, regional offices, and field level across Pakistan and Afghanistan. It covers the entire project cycle: design, planning, implementation, monitoring, evaluation, and closure.

4. Guiding Principles

- **Alignment with Mission:** All projects must reflect HEADS' strategic priorities.
- **Participation:** Communities and stakeholders must be engaged at each stage.
- **Transparency:** Clear reporting and documentation standards will be maintained.



- **Accountability:** Responsibilities must be defined and monitored.
- **Efficiency:** Optimal use of financial, human, and material resources.
- **Sustainability:** Projects should create lasting benefits and strengthen local systems.

5. Project Cycle Management

5.1 Project Identification & Design

- Proposals must be evidence-based and aligned with community needs.
- Technical input from sector specialists are mandatory.
- Gender, environment, and protection considerations must be integrated.

5.2 Project Planning

- Development of a Project Implementation Plan (PIP) including objectives, activities, work plan, risk management, and MEAL framework.
- Approval by the Executive Director and Programme Development & Management Unit (PDMU).

5.3 Project Implementation

- Project implementation will be Led by the Project Manager, supported by technical teams.
- Regular coordination with donors, government, and community institutions.
- Procurement and financial processes must comply with HEADS' Finance & Procurement Policies.

5.4 Monitoring & Evaluation

- MEAL team to ensure continuous monitoring against log frames and indicators.
- Quarterly progress reports submitted to donors and the Executive Director.
- Independent reviews and social audits where applicable.

5.5 Project Closure

- Completion reports, lessons learned, and financial audits are mandatory.
- Assets are handed over in line with donor agreements and community needs.

6. Roles and Responsibilities

- **Board of Governors:** Strategic oversight and approval of major projects.
- **Executive Director:** Overall accountability and donor relations.
- Programme Development & Management Unit (PDMU): Proposal development, planning, and quality assurance.
- **Project Manager:** Day-to-day implementation and reporting.
- **Finance & Procurement Unit:** Financial accountability and transparent procurement.
- **MEAL Unit:** Monitoring, evaluation, accountability, and learning.
- **Community Institutions (CBOs, COs, VOs, LSOs):** Local-level implementation, participation, and sustainability.



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7. Risk Management

- Risk assessments must be conducted at design stage.
- Mitigation measures for security, fiduciary, operational, and reputational risks must be integrated.
- The Executive Director is responsible for ensuring compliance with safety and security protocols.

8. Reporting and Documentation

- Standardized templates for proposals, reports, and evaluations must be used.
- All records will be maintained electronically and physically for at least five years.
- Donor-specific requirements will be followed in addition to HEADS standards.

8. Review and Update

This policy will be reviewed every two years, or earlier if changes occur in Government of Pakistan regulations, international laws/standards, or donor policies, to ensure its continued relevance and effectiveness.

Approved by: Board of Governors (BoG), HEADS

Effective Date: January 2025

Version: 1.0



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BOG Meeting Minutes

Date: January 06, 2025

Participated by:

Raza Ullah Jan	Executive Director
Samina Khanam	Chairperson Board
Uzma Amin	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 Operations
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 Baluchistan 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. Samina Khanam, and the Executive Director, Mr. Raza Ullah Jan. The discussions focused on the agenda items and organizational improvements.

- The Board decided that Mr. Raza Ullah Jan has been shifted from the position of Chairperson of the Board of Directors (BOD) to Executive Director of HEADS. This follows the resignation of Ms. Samina Khanam from the role of Executive Director and been appointed as Chairperson of the Board of Directors, 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.

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- 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.


Mr. Raza Ulah Jan
Executive Director


Ms. Uzma Amin
BOG Member


Mr. Nawaz Ali Shah
BOG Member


Mr. Abid Ali
BOG Member


Mr. Sayed Ali Shah
Program Director HEADS


Miss. Ramsha Khan
HR Officer


Ms. Samina Khanam
Chairperson BOG


Mr. Muhammad Jidran
BOG Member


Ms. Ambareen Banori
BOG Member


Ms. Tahira Nasreen
BOG Member


Mr. Asif Ali
Director Operations HEADS

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Policy Review & Update Record

A Board meeting was held on January 6, 2025, with the primary agenda of reviewing organizational policies. The Board advised management to conduct a comprehensive policy review.

In response, the Finance & Audit Committee, under the lead authority of the Executive Director, reviewed the **Financial Policies and Logistics & Procurement Policies** on January 31, 2025. The review process included:

- Annual assessment of financial policies.
- Adjustments based on audit findings, best practices, and regulatory updates.
- Review and amendments in logistics & procurement policies to enhance efficiency and compliance.
- Implementation of feedback mechanisms for continuous improvement.

Means of Verification: Updated policies, policy review reports, and feedback records.



Raza Ullah Jan
Executive Director

