



SECURELEAD: YOUTH SAFETY PLAN

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RISK RATING

Head Office	Jacobabad
Field Office Locations	Karachi, Quetta
Country Risk Rating	Elevated

Risk Rating Colour Key

Extreme
High
Elevated
Moderate
Stable

Regions	No. of Team members	Operational Hazards & Safety Threats	Conflicts	Political Unrest	Street Crime	Militant Extremism & Kidnapping
Islamabad	03	Moderate	Stable	Elevated	Moderate	Stable
Quetta	05	Moderate	Moderate	Moderate	Elevated	Elevated
Karachi	02	Moderate	Stable	Moderate	Elevated	Elevated
Jacobabad	51	Moderate	Stable	Moderate	Moderate	Moderate

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Distribution

The distribution strategy of PY's Youth Safety Plan targets all affiliated individuals to ensure widespread awareness and adherence to safety protocols. It reaches all team members, including staff and volunteers, as well as higher management and security advisors. Additionally, it encompasses all visitors, ensuring comprehensive safety across the board. This strategy emphasizes PY's dedication to the collective security and proactive risk management within its operations.

1. INTRODUCTION

The purpose of this SecureLead: Youth Safety Plan (YSP) is to describe the security management practice in place in Pakistan to ensure that all PY team can deliver programmes in a manner that minimises any risks to themselves and their colleagues, and safeguards PY assets in a way that does not further expose team to risk.

The Youth Safety Plan is designed to help keep you and your colleagues safe, and to enable our work to run smoothly. Every member of the team has a responsibility to promote security, and is required to follow all rules and procedures contained in this Youth Safety Plan. Failure to do so could endanger life, and is a disciplinary offence.

The YSP will be available, at the Executive Director's discretion, to all team and visitors to the country programme.

1.1 Priority of team, responsibility and application of YSP

- The security of team takes precedence over the protection of assets and programming activities
- Security awareness and practice is the responsibility of all team
- Participation in security management and practice is a collective responsibility and the individual behaviour of one person can endanger colleagues and other members of the humanitarian community
- Security measures and practice apply to all team during working hours, to all team travelling on PY business or staying in PY provided accommodation – including outside of working hours
- Security measures apply to all PY visitors and consultants during the period of their stay in-country

1.2 Discretionary right to withdraw

If team considers that the security situation has deteriorated to the point that they are in imminent and unacceptable danger, they may withdraw from their location at their own discretion without seeking authorisation from their managers. On making this decision, team should judge whether withdrawal may put them in even greater danger and whether finding a safe place locally may be a better option.

Where team are uncomfortable with the level of risk they are experiencing on a regular basis, they may ask for a review of their deployment with their line manager to determine an appropriate course of action.

1.3 Obligation to withdraw

Team member must withdraw from an area if instructed to do so by managers, irrespective of their own assessment of the risk.

1.4 Interaction with the media

No team member may give interviews or background briefings to journalists without specific permission from the Executive Director. This applies to both formal and informal contacts with the media.

1.5 Personal use of social media, etc.

Team member must be responsible in the information they post electronically in a personal capacity. Political opinions, social commentary and inappropriate photographs posted on such sites as Facebook & Twitter may put yourself or your colleagues at greater risk. Posting future travel and holiday plans may put you at greater risk of robbery, assault and kidnapping.

1.6 Security, programming and our humanitarian identity

The choice and style of programme delivery are fundamental to our security. There is a clear connection between our security, and programmes that are appropriate, timely, participative, and transparent in the identification of beneficiaries and entitlements. Our programme choices must always be informed by humanitarian principles that give priority to saving lives and alleviating suffering, and require we allocate assistance on the impartial basis of need, remain neutral within conflicts, and independent of governments' foreign or domestic agendas.

The relationship between programming and humanitarian identity is of utmost importance and plays a pivotal role in gaining acceptance and consent from the beneficiary community and other local power-brokers for our presence and programme delivery.

1.7 Security and adherence to PY policies' and practice

Our own actions and the manner in which we deliver programmes are guided by PY policies and good practice guidelines. Adherence to these is an organisational requirement but, additionally, this will contribute to our collective security. Those which are particularly relevant to helping ensure our security are those that deal with team recruitment, disciplinary and grievance procedures; the Procurement manual, management of warehouses; transport manual and driving rules; PY Code of Conduct and beneficiary complaints and response mechanisms.

1.8 Security and Personal Behaviour

Team member must conduct themselves in a manner which conveys that respect is both given to and is expected to be received from all those with whom they engage. This includes dressing in an appropriate manner, avoiding discussing controversial and confrontational issues, and raising false expectations amongst potential or actual beneficiaries. Staff must be aware that even during their social non-work hours their behaviour can influence the perception of PY by others.

Pakistan specific advice on appropriate clothing, social norms and social inter-action between men and women is included in Section Two.

1.9 Security Briefing of new team, visitors and consultants

All new team, their adult dependents, PY visitors and consultants will receive a security briefing when taking up their post or on arrival at working location. Security briefings will also be given at each location or sub-office where team are posted or visiting. New team, visitors and consultants must request that a security briefing is given if none is forthcoming.

1.10 Security Management Structure

The Executive Director is always ultimately responsible for good security practice within the programme and has ultimate decision making responsibility, but day to day management of security practice in PY has been delegated to the Security/Admin Manager. All PY offices have a Security Focal Person supported by a Security Focal Group.

1.11 Requirement to report security incidents

All security incidents that result in acute anxiety, injury to team or put team in harm's way must be reported using the Security Incident Report form found in the Appendix 1. Any near misses or suspicion that we have come under hostile observation should also be reported to line managers and/or the SC.

2. INFORMATION

2.1 NATIONAL VIEW

2.1.1 Pakistan: Political Structure and Social Landscape

- **Government:** Pakistan operates as a federal parliamentary republic. This means power is distributed between a central government and four provinces with significant autonomy: Khyber Pakhtunkhwa (KPK), Punjab, Sindh, and Balochistan. Provinces are further subdivided into districts. Additionally, Pakistan controls several federal territories: Islamabad (the capital), Azad Kashmir, and the Northern Areas (Gilgit/Baltistan).
- **Conservative Society:** Pakistan is deeply rooted in Islamic tradition, shaping a conservative social environment. As a general rule, visitors should aim to dress and act with modesty and respect for local customs.
- **Dress Code Guidance:**
 - **Women:** It's recommended to cover shoulders and legs. Long, loose-fitting tops and full-length trousers or skirts are ideal. A headscarf is essential for visiting religious sites and advised in conservative areas, or when in the presence of people engaged in prayer.
 - **Men:** While less strict, men should also opt for full-length trousers and avoid overly casual attire.
- **Social Interactions**
 - **Photography:** Always ask permission before taking photographs of individuals, especially women. Some people may decline due to religious or cultural reasons.
 - **Greetings:** Handshaking between men and women is uncommon in Pakistan, unless the woman initiates it. Avoid physical contact unless you are certain it's welcome. A respectful nod or placing your hand over your heart are appropriate alternatives.
- **Alcohol:** Public consumption of alcohol is prohibited in Pakistan.

Key Takeaways

- Pakistan's social code prioritizes modesty and respect for Islamic values.
- Visitors should research the specific areas they'll be traveling to, as local customs may vary in strictness.
- Err on the side of conservative attire and behavior, especially when visiting religious sites or rural communities.
- When in doubt, observe how locals dress and interact, and try to follow their example.

2.1.2 Conflict overview: Causes and Consequences

Pakistan has faced a sustained surge in violence over the past decade. This violence manifests in various forms, with the intensity and specific perpetrators differing by region. Here's a breakdown of the key factors driving instability:

- **Internal Conflicts:** Pakistan grapples with several internal conflicts, including:
 - **Sectarian violence:** Tensions between religious groups, particularly Sunni and Shia Muslims, often erupt into violence.
 - **Separatist Movements:** Insurgencies in regions like Balochistan fuel conflict and instability.
 - **Militant Extremist Groups:** Groups like the Tehrik-e-Taliban Pakistan (TTP) carry out frequent attacks, posing a severe threat to national security.
- **External Influences:** Regional geopolitics heavily impact Pakistan's internal security:

- **Afghanistan's Instability:** The ongoing conflict and recent Taliban takeover in Afghanistan have made Pakistan's borders more porous, allowing militant groups to flow across, increasing the risk of attacks within Pakistan.
- **India-Pakistan Tensions:** The unresolved dispute over Kashmir and historical animosity with India keep Pakistan in a state of high alert, occasionally flaring up into border skirmishes or cross-border terrorist operations.
- **Government Response: National Action Plan (NAP)**
 - In response to the deteriorating security situation, Pakistan implemented the National Action Plan (NAP). This focuses on intelligence-based operations (IBOs) against militant groups.
 - The NAP has achieved some success in disrupting terrorist networks and reducing the overall number of attacks. However, the security situation remains volatile, and significant challenges and threats persist.

Key Points

- Pakistan's conflict landscape is highly complex, driven by a mix of internal strife and external pressures.
- Violence remains a persistent problem despite government countermeasures.
- Understanding the specific conflict drivers in the areas you'll be operating is crucial for maintaining security awareness.

2.1.3 Pakistan's Volatile Security Situation: Key Factors and Concerns

Pakistan's security environment remains unpredictable and highly concerning due to several intertwined factors:

- **The Taliban's Impact:** The Taliban's takeover of Afghanistan in August 2021 has had a destabilizing effect on Pakistan. This emboldened militant groups like the Tehrik-e-Taliban Pakistan (TTP), who operate within the porous border regions. Terrorism is on the rise, with major attacks occurring in Peshawar, Karachi, Lahore, and Quetta.
- **Economic and Political Turmoil:** Internal instability is further contributing to insecurity. Pakistan faces severe economic problems, including soaring inflation and dwindling foreign reserves. The political tension following the no-confidence vote against former Prime Minister Imran Khan exacerbates the situation. Economic hardship can lead to increased social unrest and a rise in petty crime.
- **Elevated Threat Level:** The overall security situation in Pakistan is classified as "Elevated" and carries significant risk. The threat level can change rapidly and without warning.
- **Targeting Law Enforcement:** Law Enforcement Agencies (LEAs) have become a prime target for militant groups, with frequent direct attacks. This underscores the severity of the security risk.
- **Regional Hotspots:** Specific regions pose a particularly heightened threat:
 - **South Balochistan:** The Balochistan Liberation Army (BLA) is active in Awaran, Turbat, Panjgoor, and Noshaki districts, conducting attacks on LEA base camps.
 - **Tribal Areas:** North and South Waziristan, Mohmand, and Bajur Districts also experience frequent militant activity.
- **Anti-Western Sentiment:** While attempts by the ousted government to mobilize anti-Western sentiment have not been broadly successful, it's important to be aware of a potential undercurrent of hostility towards foreigners affiliated with Western countries.

Key Takeaways

- Pakistan's security landscape is deeply troubled with active militant threats, both fueled by internal instability and a volatile regional situation.
- Cities and specific regions face varying degrees of risk. Maintaining up-to-date information on specific locations you'll be operating within is essential.
- Exercise extreme caution and vigilance at all times, particularly when interacting with law enforcement given the heightened risk they face.

Prioritizing Life and Safety: PY's Security Philosophy

Our core belief is that the well-being and security of our team members are paramount. This means that protecting lives will always take precedence over safeguarding assets or material possessions.

Shared Responsibility for a Secure Environment

- **Everyone is Accountable:** Security awareness and responsible behavior are not solely the domain of specific individuals. Every team member plays a vital role in contributing to the safety of themselves and their colleagues.
- **Collective Impact:** The choices and actions of one person can potentially impact the security of the entire team and the broader humanitarian community in which we operate. Cooperation and proactive vigilance are essential.

Security Practices: Where and When They Apply

- **Comprehensive Protection:** Our security measures and protocols are designed to provide an encompassing shield. They apply to:
 - **Team Members:** During work hours, while traveling on organization business, and within any housing provided by the organization.
 - **International Team and Dependents:** Security protocols extend beyond work hours throughout the entirety of international deployment.
 - **Visitors and Consultants:** All visitors under our auspices are included in this security framework for the duration of their stay.

Balancing Risks and Responsibilities

- **Calculated Approach:** Your organization is committed to avoiding situations that knowingly pose imminent danger. In high-risk environments, we retain the right to modify, suspend, or even withdraw from projects if the security threats outweigh the potential benefits.
- **Individual Empowerment:** We respect the right of all team members to make informed decisions about their own safety. You are empowered to decline participation in any activity or situation that exceeds your personal risk tolerance without fear of reprisal.

Key Takeaways

- Your organization places a high value on human life and proactively emphasizes team member security.
- Security is seen as a shared responsibility requiring continuous awareness and active participation from everyone involved.
- Safety measures are in place to safeguard staff, visitors, and operations both on and off the clock.
- A balanced approach acknowledges the need to assess risk while allowing individuals to manage their own safety thresholds.

2.1.4 RISK ASSESSMENT- KEY TRENDS

Threats/ risks	Indicators/threat detail	Impact	Probability ¹ / Where	Key mitigation measures (SOP Overview)
Natural Disasters: Earthquake, floods, droughts etc.	➤ Landslides ➤ Flash floods ➤ Floods beyond average ➤ Earthquake ➤ Drought ➤ Extreme weather (hot or cold) ➤ Power outages ➤ Low quality forecast and alerts by relevant authority	High	Possible All Pakistan	➤ Site selection for PY offices, warehouses, parking after careful assessment using standard checklist. ➤ Electricity power back-up in PY offices. ➤ Emergency office evacuation plan and signs are in place. ➤ Simulations (office exit) & team communication tree in place and practiced.
Kidnapping	➤ Unusual activities in border areas. ➤ Increase in terrorist activities, for which quick and big money is needed (ransom). ➤ Expats are more at risk than locals. ➤ Ideological differences with LEAs, INGOs, government policy. ➤ Negotiation power to get terrorists released.	High	➤ Likely KP and Balochistan in bordering districts. ➤ Kacha areas of South Punjab and Sind.	➤ Security briefing to all team and expats upon arrival ➤ Travel in a low-profile vehicle with no visibility ➤ All PY team maintain low visibility. ➤ Travel SoPs ➤ Critical incident protocols ➤ Travel approval after endorsement of security for all national and international team members ➤ Linkage with other INGOs, local LEAs and other relevant
Terrorism	➤ Presence (sleeper cells) of Islamist extremist groups such as TTP in various parts of the country etc ➤ Ideological difference with western countries, LEAs, government. ➤ Perception: INGOs are agents for western countries.	High	➤ Likely ➤ Balochistan ➤ Likely ➤ KP ➤ Possible ➤ Punjab ➤ Possible ➤ Islamabad ➤ Possible ➤ Sind	➤ Maintain low to 'zero' visibility policy. ➤ Communities' acceptance through orientation meetings and quality programming ➤ Up to date information through various sources (peers and UNDSS). ➤ Work with SRs (local NGO partners) who have more community acceptance and information of local conflicts. ➤ Approve operations and type of operations after security risk assessment of the proposed areas.

¹ Unlikely, Possible, Likely, Highly Likely, Imminent

Sexual assault / harassment exploitation	➤ Sexual harassment is a concern for women.	High	Possible All Pakistan	➤ Our teams are trained and oriented on gender and safeguarding, harassment, and preventive measures. ➤ For internal reporting, PY maintains a secure and confidential reporting mechanism and team members are trained on reporting. ➤ All team members are advised to overnight stay in secure accommodation, where they claim accommodation allowance instead of accommodation.
Road Traffic Accidents	➤ Poor implementation of traffic laws, including over speeding, poor vehicle maintenance standards, drivers without training and licenses etc. across the country (rural, urban and highways).	Moderate	Possible across Pakistan	➤ Licensed, experience drivers, first aid and safe driving training to all drivers, road travel after dark only permitted with approval of ED, GSM tracking installed in all PY vehicles. ➤ Use of safe roads (highways or motorways) where available but travel is restricted to eight hours in one day.
Mud/land slides	➤ De-forestation, tree-cutting from hilly roadsides, poor quality construction of protection walls. ➤ Above average rains, cloudbursts, earthquakes, extreme weather. ➤ Roadblocks, injuries, fatalities, loss of houses, land and property.	Moderate	➤ Unlikely, Islamabad ➤ Possible, Quetta- KP (NMD) and Hazara region ➤ Likely, GB ➤ Unlikely, Sind ➤ Unlikely, Punjab	➤ Careful site selection for offices, program sites and community meetings in areas with this risk. ➤ Use of 4WD vehicles in risky areas
Lack of safety measures in offices, program sites etc. (internal risk)	➤ Poor storage of equipment and supplies ➤ Poor electricity wiring ➤ Absence of fire alarm system and fire combating tools ➤ Lack of skills for use of fire-fighting equipment and first-aid kits	Moderate	➤ Possible across all our offices and program sites	➤ Installation of fire alarms, smoke detectors, fire extinguishers, first aid kits in all offices. ➤ Relevant team members training on first aid and fire safety. ➤ Electrical load testing of the wiring to be done prior to fixing of electric equipment in offices and project sites.

Public protest / reaction due to anti-Western Sentiment Public protest / violent reaction (political unrest and poor state of economy)	➤ Anti US/Western public sentiments due to different stand on Ukraine, Palestine and other matters of geo-politics including attempts to influence Pakistan's relations with China and Russia. Furthermore, the ousted political party through vote of no-confidence believes the interference of US due different stance of the ousted government, when compared with previous governments. Crime rates are high and increasing particularly in major cities as people are finding difficult to earn livelihood and prices of general commodities has significantly increase. ➤ Public demonstrations against political rivals and allegedly politically motivated arrests of opposition parties are common.	Moderate	➤ Likely, Balochistan, KP (NMD) ➤ Likely, Punjab and Sind ➤ Possible, Islamabad	➤ Low/ no visibility of western and US donors. ➤ Seek donor approval for no visibility of donors in fields areas. ➤ Follow travel protocols. ➤ Monitor media to stay up to date about planned protests and guide team members accordingly. Inform donors about the disruptions in program activities. ➤ Keep up to date about situation in program areas through UNDSS, peer agencies, local LEAs, DFS and adjust program activities accordingly. ➤ Comply with internal policies such as cash handling, on-site items distribution etc. ➤ Team members informed to avoid demos or crowds for program travel and activities. ➤ Program activities alternate planning in case of longer periods of demos.
Sectarian & Ethnic Violence	➤ Sectarian tensions between sects may result in sporadic violence. Most of such events are usually contained swiftly by the security forces. Religious sentiments are used by political parties. The banned religious entities also may operate using the cover of other entities.		➤ Likely, Balochistan ➤ Possible, KPK ➤ Possible, Punjab ➤ Possible, Sind, GB, Islamabad	➤ Monitor situation through local media, local police etc. ➤ Timely guide team members to avoid political/ religious/ ethnic agitation. ➤ Follow security and travel protocols.

2.2 LOCAL INFORMATION

2.2.1 Jacobabad



Political overview.

In District Jacobabad, the PPP, PTI, and JUI are the major parties who have firm grip over the politics of the district. Majority of the politicians from the province are well off landlords and belong to families who have been in active politics for generations.

Social overview:

Manufactures include cotton carpets (ghālīchah), lacquered wooden toys and lamps, and embroidery. Grain markets and milling mark Jacobābād's position at the centre of a rice- and grain-cultivating region. The city has several public parks, Victoria clock tower (1887), a municipal broadcasting station, and government colleges affiliated with the University of Sindh.

Conflict overview:

Physical overview:

It was founded in 1847 on the site of the village of Khānghar by General John Jacob, the district's first deputy commissioner. Jacob, who laid out the modern city, is commemorated by monuments, and even his horse has been memorialized by a mud pyramid. The city was incorporated as a municipality in 1875.

District of Jacobabad's population is about 1,006,297 which is almost 2.1% of Sindh's population of about 47.9 million. With 177,867 households, the average household size in the district of Jacobabad is 5.66 as per the Census of 2017 compared to average household size of 5.58 in Sindh. According to MICS 2018-19, mean household size of Jacobabad is 6.9 as compared to mean household size of 6.5 in Sindh. 70% of Jacobabad's population resides in rural areas and 30% resides in the urban areas.

Jacobabad's population comprises of 515,480 males and 490,778 females with 51% and 49% of the district's population respectively. District of Jacobabad spans over an area of 2,771 sq. km which is 2.0% of Sindh's total area of 140,914 sq. km. The population density of the district is 363/sq. km.

District Jacobabad comprises of 3 talukas, namely: -Garhi Khairo Taluka, -Jacobabad Taluka, and -Thul Taluka.

District Jacobabad has 3 Urban Centres, 44 Union Councils and 214 Revenue Villages.

EDUCATION

District of Jacobabad has a total of 1,555 schools out of a total of 49,103 schools in the province of Sindh. Out of 1,555 schools, there are 200 schools for boys, 248 schools for girls, and 1,107 mixed schools.

1,555 schools in District Jacobabad have a total enrolment of 148,444 with 94,359 boys (64.2%) and 54,085 girls (35.8%). There are 3,601 male teachers (78.1%) and 1,011 female teachers (21.9%) in the schools in Jacobabad. Total number of rooms in 1,555 schools in Jacobabad amount to 3,563 out of which 2,900 are classrooms. There are 1,166 functional schools in Jacobabad while 389 schools are dysfunctional, non-functional, non-viable or closed.

Male literacy rate (15-49 years) in Jacobabad is 36.4% compared to 59.0% in Sindh while the female literacy rate is 17.0% compared to 40.9% in Sindh.

HOUSING

In District Jacobabad, 75.9% of population owns houses while 24.1% don't own their houses (13.6% rented) compared to 77.7% of the population in Sindh province who own their houses. According to MICS 2018-19, the average number of persons per room in Jacobabad is 5.8 compared 4.1 persons per room in Sindh. Similarly, the mean household size of District Jacobabad is 6.9 compared to mean household size of 6.5 in Sindh.

33.6% of households in Jacobabad have Pacca roofing compared to 70.7% households in province that have Pacca roofing. Similarly, 31.7% households in Jacobabad have Pacca walls compared to 70.7% households in the province that have Pacca walls.

HEALTH

District Jacobabad has a total of 15 Government, Departmental, Private and Local Bodies Hospitals with a capacity of 432 beds out of 648 Hospitals in Sindh with a capacity of 30,126 beds. Jacobabad has a total of 27 Basic Health Units (BHUs) with a capacity of 54 beds out of 800 BHUs in Sindh with a capacity of 1615 beds. Jacobabad has a total of 3 Rural Health Centers (RHCs) with a capacity of 24 beds out of 133 RHCs in Sindh with a capacity of 1703 beds in Sindh. District Jacobabad has a total of 45 Dispensaries with a capacity of 25 beds out of 2996 Dispensaries with a capacity of 715 beds in Sindh. District Jacobabad has a total of 7 TB Clinics with no beds out of 228 TB Clinics with total capacity of 42 beds in Sindh. Jacobabad has 6 Mother & Child Health Centers (MCHCs) with 13 beds out of 227 MCHCs with a total of 181 beds. Similarly, Jacobabad has 2 Maternity Homes out of 42 Maternity Homes in the province.

Number of indoor patients served in District Jacobabad are 13,834 out of 744,618 indoor patients in the province. Similarly, number of outdoor patients served in District Jacobabad are 1,253,881 out of 43,718,506 outdoor patients in Sindh.

CLIMATE

Jacobabad has a hot desert climate (Köppen climate classification BWh) with extremely hot summers and mild winters. The city is well known for consistently having among the highest temperature in South Asia, with a mean summer temperature of 37 °C (99 °F). The highest recorded temperature is 52.8 °C (127.0 °F), and the lowest recorded temperature is -3.9 °C (25.0 °F). Rainfall is low and mainly occurs in the monsoon season (July–September). The average annual rainfall of Jacobabad is 122.5 mm as per 1991-2020 period. The highest annual rainfall ever is 504.9 mm, recorded in 2012, and the lowest annual rainfall ever is 3.3 mm, recorded in 1922.

In the 2022 South Asian heat wave, Jacobabad's mean temperature for the month of May broke the all-time record with 43 °C (109 °F), reaching or exceeding 50 °C (122 °F) on four days. The

city struggles to provide heat-mitigation measures. Many residents who are able to, migrate to higher-elevation Quetta during the summer school break.

AIRPORT AND AIRBASE

The commercial airport at Jacobabad, about 500 kilometres (300 mi) north of Karachi and 500 km (300 mi) southeast of Kandahar, is located on the border between Sindh and Balochistan provinces. The Shahbaz Air Base (co-located with the commercial airport in Jacobabad) was one of three Pakistani air bases used by U.S. and allied forces to support the Operation Enduring Freedom campaign in Afghanistan and reportedly ongoing drone strikes in North Western Pakistan tribal regions.

Economic overview:

AGRICULTURE

Out of the area under cultivation for major crops, District Jacobabad contributes to 148,465 hectares (4.9%) out of 3,028,496 hectares in Sindh. In terms of highest proportions of area under cultivation for major crops, Wheat, Rice and Mustard are at the forefront in Jacobabad with 29,808 hectares. 111,770 hectares and 4,308 hectares under cultivation respectively in the district. Similarly, the production of Wheat, Rice and Mustard is 72,568 M. Tons, 381,551 M. Tons and 5,114 M. Tons.

Irrigated Area in District Jacobabad is 26,141 hectares and Un-Irrigated area is 69,181 hectares. Canals are the mode of irrigation for 22,141 hectares in District Jacobabad out of 1,287,845 hectares irrigated by Canals in Sindh (17%). Tube-wells are the mode of irrigation for 3,997 hectares in Jacobabad out of 361,199 hectares irrigated by Tube-wells in Sindh (1.1%).

In District Jacobabad, the MPI value is 0.5 which is considerably higher than the average MPI Value of 0.25 in Sindh. The headcount of households that are multi-dimensionally poor in Jacobabad is 81% compared to the headcount of 47% in Sindh.

In District Jacobabad, 11.8% of household members are vulnerable to poverty (i.e. deprived in one fifth to one-third of weighted indicators). Similarly, 69.6% of household members are in severe multi-dimensional poverty (i.e. deprived in more than one-half of weighted indicators).

LIVESTOCK & FISHERIES

The livestock head-count in District Jacobabad is 3,019,814 out of the total livestock count of 46,279,313 in Sindh (6.5%). District Jacobabad has 507,241 cattle, 469,182 buffaloes, 369,693 sheep, 524,396 goats, and 1,061,207 poultry.

Fish production in Jacobabad is 1,234 M. Tons out of 133,150 M. Tons in Sindh (0.9%).

Jacobabad has a total of 267 fishermen out of 45,013 in Sindh (0.6%). Similarly, Jacobabad has 29 boats out of 7,215 boats in Sindh (0.4%).

WEALTH

Distribution of household population by wealth index quintile for District Jacobabad reveals that 44.1% of the population is in the poorest 20% quintile and 30.5% population is in the second poorest quintile while only 5.3% of the population lie in the top 20% quintile.

41.2% of the households in the two poorest wealth quintiles of Jacobabad receive social transfers or benefits compared to 33.7% coverage in Sindh.

2.2.2 Hyderabad

Political overview:

The PPP, PML-F and MQM are the major parties who have a firm grip over the politics of the district. Majority of the politicians from the province are well off landlords and belong to families who have been in active politics for generations. The two main political parties are often having political frictions and confrontations due to which demonstrations in the area are quite common.

Social overview:

Hyderabad is noteworthy in Sindh and Pakistan generally for its comparative tolerance towards religious and ethnic minorities. The city is a multi-ethnic and has a mix of Sindhi, Urdu speaking Muhajirs, Punjabis, Pashtuns, Memons and Baloch people. Hyderabad is an important commercial center where industries includes: textiles, sugar, cement, manufacturing of mirror, soap, ice, paper, pottery, plastics, tanneries and hosiery mills. There are hide tanneries and sawmills. Handicraft industries, including silver and gold work, lacquer ware, ornamented silks, and embroidered leather saddles, are also well established. Hyderabad produces almost all of the ornamental glass bangles in Pakistan. Hyderabad is a major commercial center for the agricultural produce of the surrounding area, including millet, rice, wheat, cotton, and fruit.

Conflict overview:

Although there are no major conflicts reported, but street crimes are on the rise in the area. Other crimes including robbery and kidnapping are also on rise in Hyderabad. Street crime rate swells out in the city as the people are being robbed of mobile phones, currency and other valuables in a broad daylight, and hence is the biggest security challenge in the city.

Physical overview:

Hyderabad is the 4th largest city in Pakistan and the 2nd largest in the province of Sindh. Hyderabad is located on the east bank of the Indus River and is roughly 150 kilometres (93 mi) away from Karachi, the provincial capital. Two of Pakistan's largest highways, the Indus Highway and the National Highway join at Hyderabad. Several towns surrounding the city include Kotri at 6.7 kilometers (4.2 mi), Jamshoro at 8.1 kilometers (5.0 mi), Hattri at 5.0 kilometers (3.1 mi) and Husri at 7.5 kilometers (4.7 mi). Hyderabad has a hot desert climate, with warm conditions year-round. The period from mid-April to late June (before the onset of the monsoon) is the hottest of the year. During this time, winds that blow usually bring along clouds of dust, and people prefer staying indoors in the daytime, while the breeze that flows at night is more pleasant. Winters are warm, with highs around 25 °C (77 °F), though lows can often drop below 10 °C (50 °F) at night.

2.2.2 Jaffarabad

District Jaffarabad lies in the South-East of Balochistan. Jaffarabad headquarters are at Dera Allah Yar. Formerly known as the Jhatpat subdivision, the region was part of the Jacobabad District until 1970 and part of the Sibi District until 1975. Jaffarabad is at a main-road to Sindh province. Its boundaries link five districts: Larkana, Jacobabad (Sindh), Nasirabad, Jhal Magsi, and Dera Bugti.



Major Facts:

- District Status July 1987; later combined with Nasirabad but status restored in 2002
- Geographical Area 2,445 km²
- Geographical Points 67°37'36"- 69°07'39" East longitudes
27°56'3"-28°40'26" North latitudes
- Administrative Units Total 4 Tehsils and 45 Union Councils
- Languages Sindhi, Balochi, Jamoot, Brahvi, and Saraiki
- Population: 513,813 (2017)

Political overview.

District Jaffarabad is Baloch dominated, in which their tribal dominance is reflected upon all aspects of life including politics. The five major mainstream political parties that are currently dominating the area are the Jamiat Ulma Islam (JUI), Balochistan National Party (BNP), National Party (NP), Pakistan Tehrik-e-Insaf and Balochistan Awami Party (BAP) Other national political parties like Pakistan PML-N, Pakistan People Party (PPP), also have representation in the District.

a) Historical Perspective

After the dissolution of One-Unit (1970) Jafferabad remained a princely sub division of District Sibi until 1975. The district is located in the south-east of the Quetta City, the provincial capital of Balochistan, sharing its southern boundaries with Sindh Province Districts' Larkana and Jacobabad and Nasirabad in the north. District Dera Bugti is in the east of Jaffarabad and Jhal Magsi is in the north.

b) Terrorism

Jafferabad has been in the grip of terrorism in the past but there is a significant decrease of Terrorist incidents recorded since 2015, however saying that terrorism has no existence at all might be an exaggerated statement that is why uncertainty prevails in the security context of the district.

c) International or Transnational Terrorism

Since Jafferabad is a Baloch dominated area with less religious extremism; it was not much influenced from Transnational Terrorism. However, according to the stance of Government externally backed proxies in the shape of insurgents have influence in the region.

d) Insurgency

Baloch separatist groups use the tactics of landmines and RCIEDs, IEDs and Armed attacks against the government, especially military, law enforcement agencies, civil administration entities and infrastructures to support their cause of either Baloch Independence and/or autonomy.

e) Civil Unrest

Tribal clashes of various intensities between tribes are reported time by time. Wheel jam and shutter down strikes are often called by the pro-government as well as insurgent groups severely disrupting the day to day activities.

Environmental Hazard

The climate of District Jafferabad is extremely hot and highly humid in summer, particularly in the area adjacent to the Pat Feeder Canal, where rice cultivation takes place. Dust storms are also experienced in summers. Winters remain pleasant. The rainy season is mostly in the months of July and August.

Current organizations working in district Jafferabad, Balochistan

- Balochistan Rural Support Programme - BRSP
- Mercy Corps
- Bright Star Development Society Balochistan - BSDSB
- Tameer-e-Khalaq Foundation - TKF
- Strengthening Participatory Organization - SPO
- Agency for Technical Cooperation and Development - ACTED
- Taraqee Foundation – TF
- Baghban
- MEHER
- DANESH
- ACT International
- Islamic Relief Pakistan
- Caritas Pakistan
- Qatar Charity
- PRCS

Emergency Important Contact Numbers:

S.No	Name	Address	Contact Number (Area Code -0833)
1.	DPO	Quetta Road Jafferabad	0838510089
2.	DC Office	Deputy Commissioner Office Jaffarabad Adalat road Dera Allah Yar	0838-510073 0838-510700
3.	Police station Jhat-pat SHO Abdul Rauf Jamali	Dera Allah Yaar Tehsil Road Jhatphat	03023982602.0838510208 0335-3543812
4.	Civil Hospital Dera Allah Yar	Dera Allah Yar road	0383510441
5.	Al-Raza Clinic Jaffarabad- (Dr. Raza Muhammad Khosa	DC Chowk Dera Allahyar	0343-3304374
6.	Iqbal Clinic – Naseerabad (Dr. Muhammad Iqbal)	Near Gola Chowk Dera Murad Jamali	0331-3021094
7.	DHO Office	Quetta Road Jafferabad	0835- 10744
8.	DHEAD OFFICE Hospital- Naseerabad	Tehsil Road, Dera Murad Jamali, Naseerabad,	0838 -710603
9.	FC Emergency	Emergency Response	1101
10	Local Police Sibi	Emergency Police	15 /0833-9230132/ 0833- 9230186
11.	Local police station Bolan	Emergency	0832-415767/ 415764
12.	Edhi Centre	Ambulance service	115
13.	Rescue 1122	Helpline	1122
14.	Fire Brigade	Helpline	16

3. SECURITY MANAGEMENT INFORMATION

3.1 RISK RESPONSE UNIT (RRU) AND GROUPS

Name	Title	Contact Telephone
Mr. Nisar Ahmed	Executive Director	+923333405055 nisar@py.org.pk
Mr. Nasir Jomezai	Manager Safety and Security	+923458328370 nasir@py.org.pk
Mr. M. Ayoub Khan	Manager Operations	+923345447797 ayoub@py.org.pk
Mr. Muhammad Azam	Director Finance and Accounts	+923344414000 azam@py.org.pk
Mr. Abdul Mueed	People and Culture Officer	+923478388316 mueed@py.org.pk

3.2 VISIBILITY STRATEGY

Keeping in view the security situation in country; PY does and continue with adopting a low profile. In terms of travelling by road PY is using unmarked vehicles without logos, stickers or flags. The vehicles in use are common saloon and 4x4 vehicles in different colours to blend well in the local environment. While wearing of seatbelts is mandatory in all PY vehicles however exceptions to this rule are made in-case of travel to small towns and security sensitive areas as this practice makes the team and vehicles easily identifiable as NGO team. Team are advised to wear locally accepted clothing like in-case of travelling to Interior areas of Balochistan, Shalwar qameez is the recommended dress, while in Urban areas, pants and shirts can also be worn. Female team are advised to wear Shalwar Qameez and keep themselves well covered. In a few locations the female team may also be required to wear a Chaddar (cloth). As in the case of vehicles; all PY offices are located in well secure areas and without any marking, flags or nameplates.

4. RISK ANALYSIS FINDINGS

PY team have identified the following threats and actors during their discussions with the team:

Location: Sindh

Risk Assessment by: Nasir Jomezai

Name of Actor	Threats Posed	Places Where Threat May Occur	Time When Threat Most Likely Occur	Trends, Contextual Commentary and Any Other Observations	Threat Ranking
Local Criminal Gangs	Theft, Kidnapping, Extortion	Urban Areas, Isolated Roadways	Night-time, Local Festivals	Increase in criminal activities post-festivals, noted rise in petty theft in urban centers. Extortion cases on rise near isolated areas.	High Impact, Medium Likelihood
Political Groups	Protests, Strikes, Road Blockades	Near government buildings, city centers	During political events, elections	Political unrest is common during election seasons, leading to disruptions. Protests can turn violent.	Medium Impact, High Likelihood
Extremist Groups	Terrorism, Kidnapping, Assault	Public Places, Religious Sites	Religious Holidays, Anniversaries of significant events	Historical significance of dates may increase risk. Vigilance around religious holidays advised.	High Impact, Low Likelihood
Environmental Hazards	Floods, Heatwaves	All operational areas	Monsoon season, Summer	Climate change has increased frequency and severity of natural disasters. Flooding common during monsoon.	Medium Impact, High Likelihood
Health Risks	Disease Outbreaks	Throughout Sindh	Post-Monsoon, Winter	Observations include increased risk of waterborne diseases post-monsoon and respiratory illnesses in winter.	Low Impact, High Likelihood

Note: This table is a simplified example based on common issues faced in Sindh, Pakistan. Actual risk assessments should be based on up-to-date local intelligence, recent incident reports, and consultations with local security experts and community members. Please adjust the content according to your specific situation and findings.

5. STANDARD OPERATING PROCEDURES

5.1 TRAVEL AND MOVEMENT OF TEAM AND VEHICLE

All travel outside the town limits must be approved by the line manager or SC or his/her designate, using the standard approval forms. The Programme Manager may approve travel in the programme areas.

Staff must not travel to a field location without mobile phone; or without a Satellite phone where there is no mobile phone coverage. In some areas where official mobile network does not work the team should have any alternate network connections. The alternate network Sims will be provided by the respective Admin team.

All team must carry the following:

- Pakistan National ID card
- Organization ID card
- Sufficient cash for the length of the journey to cover food, accommodation and any emergency.
- List of important telephone numbers.

Only authorised PY team members are permitted to self-drive PY vehicles. No team member is allowed to drive at any time except by special authorisation from the Executive Director

Seat belts must be worn at all times during any journey except in-case of travel to small towns and security sensitive areas as this practice makes the team and vehicles easily identifiable as NGO team. The earliest departure time during the summer (May to September) is 0600 hrs and in winter (October to April) 0700 hrs. All movement must be completed by 7.00 pm/1900 hrs (summer time) and 5.00pm/ 1700 hrs (winter time). Extra time should be added in planning journeys to allow for possible delays and breakdowns. The times may be changed at any time by the Security/Admin Manager or Executive Director.

PY teams are generally not permitted to give lifts. However if the person making the request is a member of team on leave, a local official involved in the programme in some way, or a local person or beneficiary who needs special help, this is permitted subject to completing a "No Liability Form".

PY team members are not permitted to travel in any military transport vehicle, as this will have a direct bearing on the perception of our neutrality. Any exception must be cleared by the Executive Director or his/her designate.

It is prohibited to give lifts to the military or take an armed escort, without the explicit approval of the Executive Director

After the armed escorts have been issued by the respective agency (Police/Rangers/Levies etc.) they will;

- Travel in separate vehicle (Rented or Official Government Vehicle).
- Under no circumstances will the armed escort be allowed to travel in the Visitors / PY vehicle.
- The armed escort will be given a briefing (at least 30 minutes before the departure to the field) including details like What PY is and its principal and values, the destination route, timings, speed, distance from the visitors vehicle, sharing of cell phone numbers, request to maintain a low profile and distance while visiting the communities, speed limit of PY vehicles etc.

- Standard convoy procedures will also be explained.
- Every possible effort will be made that both the visitors and escort personal travel in low profile commonly used vehicles like Toyota Corolla Saloon Cars. 4x4 vehicles will be used in cases where it is necessitated by the field terrain.
- All visitors will be issued with an official cell phone. The visitor or the driver will text their exact location and wellbeing to the respective security focal point after every one hour during the entire journey.
- PY (respective admin officer) needs to arrange water, food, refreshments for the personnel of armed escort
- When rented vehicles are to be used for the escort, the provision of fuel is the responsibility of PY.

PY vehicles may provide lifts to any un-armed person with a medical emergency in order to assist them to reach the nearest appropriate medical facility. Before doing so, the most senior team member must contact the Security/Admin Manager or Executive Director, to notify them of the situation and provide details. Ideally the passenger must be accompanied by a family member or a friend. A "No Liability Form" must be completed before doing so, wherever possible.

5.1.1 General Guidelines

- All PY staff members are to comply with the PY Security Focal Point's briefing on personal security guidelines concerning curfews, driving, security levels, evacuation plans, and any general security advice. Failure to comply will result in disciplinary action by the Executive Director and even dismissal.
- All PY staff must adhere to security measures associated with security levels (curfews, restrictions of movement, etc...)
- All PY staff must be trained on all communications equipment to ensure proper use and maintenance.
- All PY expatriate staff must have current motor vehicle driving permits and must use an PY-assigned driver if so directed by the ED.
- The Focal Point's must brief all PY staff on evacuation plans.
- All PY staff must adhere to security directives issued by the Manager Security and by SC for the field offices as per the circumstances.
- Female staff members are discouraged to use vehicle front seat in certain areas of KPK & Balochistan other than exceptional cases.

5.1.2 Personal Preparedness

Take personal responsibility for being prepared for security problems. Do not wait for your agency to do these things for you, take the initiative:

- Always carry a picture ID and important phone numbers / Constant Companion and a charged phone.
- Always know where you are and be familiar with safe havens and health facilities. Know how to get to the nearest airport.
- Always keep sufficient food and water at home for at least two days in your home.
- When traveling in rural areas, be prepared to overnight. (food, water, meds etc)
- Learn and know how to use local telephones and other communications equipment IT, including: satellite phones, HF, VHF radios. etc.
- Always keep passport and visas current and in a secure but accessible place
- Always keep important medical information, blood type and prescriptions in a secure but accessible place. Have an excess supply of prescription medications and hygiene materials

- Have a small pack of personal belongings ready and/or a personal checklist of items which you would take in an emergency evacuation
- Know the health policies and take responsibility for keeping vaccinations current, taking prophylactics and reporting personal health problems
- Know your agency's communications protocols, security policy and evacuation plan
- Practice "what would I do if . . ." scenarios

The First 24 hours: after you arrive in a new location, take the initiative to:

- Know where you are.
- Ask for a security briefing.
- Change money.
- Learn appropriate dress and common courtesies.
- Learn how to use telephones and satellite telephones.
- Understand PY' mandate and mission in country and how it impacts on security.
- Learn key locations (office, hospital, embassy, safe housing, areas to avoid). Get a map.
- Walk around your premises and know all the doors, location of keys, location of fire and first aid safety materials etc.

Medical facilities

In the event of a medical emergency staff should call for an ambulance or, whenever necessary, transport staff to the nearest hospital. Rural hospitals often have a limited capacity and in a serious incident would only be used to "stabilize" a patient while long-term care is taken in provincial capital hospitals for major treatment.

Recommended hospitals include:

	Islamabad	Quetta	Lahore	Hyderabad
Primary Hospital	Al-Shifa International 051-4603666	Saleem Medical Hospital 081-2827104-5	Ittefaq Trust Hospital 042-5881981-88	
Secondary Hospital	Maroof Hospital 051-2222920	Children Hospital 081-2823705-11	Hameed Latif Hospital 042-5837014, 5837019	
Tertiary Hospital	PIMS Hospital (Govt.) 051-9261170-89	Mission Hospital (Govt.) 081-2826105	General Hospital (Govt.) 042-99264098	

Without endangering the injured/sick person, the Executive Director is alerted to any and all medical emergencies as quickly as possible. This applies to all expatriates and all national staff in work-related accidents. The Executive Director must be kept informed of all developments throughout the event.

5.1.2 Vehicles and Drivers

Driving PY vehicles whilst under the influence of alcohol or drugs is absolutely forbidden. Any person, whether PY driver or designate, found driving in this condition will be dismissed immediately.

In the event of vehicle breakdowns or an accident, the relevant SC must be informed immediately. Drivers must be familiar with local driving rules and conditions, and speed limits must be observed at all times. Speeds above 40 Km/h in populated areas are not permitted.

Speed on rough, unmade roads must not exceed 50 Km/h – 70 Km/h, depending on the conditions. Driving on tarmac roads at above 100 Km/h is not recommended in Pakistan, as road

and driving quality is poor. While on motorways, observe the speed limits mentioned on the roadside signs.

Drivers must alert passengers/managers at the time of planning, if sufficient travel time has not been allowed. This may change at any time according to the current security situation.

It is the driver's responsibility that all passengers (front and rear) use seat belts where available except in-case of travel to small towns and security sensitive areas. Any passenger refusing to comply will not be transported and will be reported to senior management.

Drivers should not drive for more than 10 hours per day (excluding breaks) and then must rest for at least eight hours before commencing another journey. Drivers must be permitted breaks after every 3 hours or more frequently if required. A break should be at least 15 minutes or more often if necessary.

PY vehicles must always be kept in a secure compound at night. Drivers should park vehicles facing outwards and leave them fully fuelled overnight and ready to leave at short notice.

Under no circumstances should personnel be carried in the back of pick-up vehicles such as Hilux. PY vehicles will not carry goods for any other individual or agency without first allowing close inspection of such goods.

In the event that a driver becomes ill and unable to continue, the passenger must contact the base and seek advice from the Security/Admin Manager and Programme Managers in a field location.

5.1.2 Accidents

If you, or the vehicle you are travelling in, are involved in an accident, the following procedure should be followed:

- Remain calm: it is possible that a crowd may form to observe the accident. It is likely that those involved will become angry. However, do not do anything to add to the tension at the scene of the accident.
- Assist in the immediate treatment of any injured people according to their assessed need. This may involve moving them to the nearest treatment centre.
- Report the accident to the nearest SC (or in their absence, report to the Security/Admin Manager) in Head office or the relevant Program Manager/Officer-in-Charge in a project area. It is their responsibility to provide assistance (if required) at the scene of the accident.
- Pakistani law requires vehicles to remain in place until the police arrive. Take photos of the accident scene if possible.
- Notify the local police and Transport-In-Charge/SC who will inform the insurance company/rented vehicle service provider.
- If it is a minor accident try to settle the matter on the spot. The Transport-In-Charge / SC or Officer-in-Charge will negotiate on behalf of PY once they arrive on the scene.
- If it is a major accident involving extensive damage, injuries or death, deal with the matter calmly until the SC arrives. Prioritise ensuring treatment of the injured and remain cool and at a safe distance (if possible) to avoid being caught up in a volatile situation.
- A written report of the accident must be submitted to the Executive Director following the accident.

5.1.3 Information on travel plans

The Head Office reception/administration will submit a weekly forecast of team movements for the following week before 12 pm on Friday to the Executive Director and Security/Admin Manager. Each day, the exact locations and travel plans of team members should be known by the line manager.

For all journeys during work hours, the time of leaving and expected arrival at destinations should be known at both ends before the trip. On completion of inter-provincial/office journeys,

confirmation of safe arrival should be sent back to the starting point to the Transport-In-Charge/ SC/ Officer-In-Charge by team travelling.

5.1.4 Late arrival

If a vehicle does not arrive within 1 hour of the scheduled time and there has been no contact with the travelling party, the senior officer at the destination office should take the following steps:

- Try to contact the mobile phones of the driver and each of the passengers.
- Ensure Head office is aware of the situation.
- Check with other I/NGOs or local institutions about any suspected security issues in the area.
- Check with local security forces.
- If the vehicle has not arrived within 1 hour of its estimated arrival time, and no contact with travellers is possible, the Programme Manager / Officer-In-charge should ask for support from Security/Admin Manager / Executive Director depending on the situation.
- Stay by the phone.
- The team members travelling in the vehicles are responsible for alerting their destination of a late arrival; drivers may need to remind them. If a security or safety incident occurs en-route, the senior officer in the vehicle should take responsibility for managing and communicating the situation.

5.1.5 Public transport

- The conditions for using public transport vary from area to area e.g. Hyderabad and Karachi have safe and reliable radio cab services, while other areas of our operations lack such a facility. The use of public transport can be allowed but on case to case / area to area basis. Take the advice / approval from the local SC before using the public transport.

5.1.6 Distance Guide:

From	To	Distance (Approx. km)	Travel Time*	Vehicle Requirement	Remarks
Karachi	Lahore	1025	Variable	Car/Bus/Train	Consider road conditions, check for security advisories
Faisalabad	Rawalpindi	243	3-4 hours	Car/Bus	Roadwork might cause delays, stay informed
Multan	Hyderabad	618	6-7 hours	Car/Bus	Variable road quality, plan stops
Gujranwala	Peshawar	319	4-5 hours	Car/Bus	Stay aware of travel advisories
Quetta	Islamabad	686	9-10 hours	Car/Bus	Hilly areas affect travel time, check weather
Bahawalpur	Sargodha	313	4-5 hours	Car/Bus	Alternative routes may offer better roads
Sialkot	Sukkur	761	8-9 hours	Car/Bus	Be mindful of unrest and travel restrictions

Lahore	Quetta	716	10-11 hours	Car/Bus	Assess Balochistan's security situation
Peshawar	Quetta	833	7 hours 26 minutes to 10 hours 47 minutes	Car	Plan for stops in safe areas, monitor travel advisories

Note: Travel time might vary based on road conditions, vehicle type, and speed. Always prepare for longer travel times than expected, particularly in areas with frequent security checks or challenging terrain. Check the latest travel advisories and road conditions before departing, and ensure your vehicle is properly equipped for long journeys, including spare tires and emergency supplies.

5.2 SOPS FOR MANAGEMENT OF OFFICES, COMPOUNDS.

New Compound Assessment

When assessing the location of a potential compound you must consider the following:

- Investigate the levels of crime in the area, the types of incidents that have occurred and whether agencies in that area have been targeted.
- Establish whether the site is located near other NOGs' facilities, as there may be an increased risk by being more isolated.
- Check the landlord of the building for his/her political or military affiliation that could lead to additional risk for Organization.
- Check if the area or property is affiliated with any particular group as this could lead to additional risk.
- Determine whether the site is close to potential targets, e.g. government buildings or military installations or schools, particularly girls' schools.
- Determine if the site is in close proximity to potential areas for demonstrations or civil unrest.
- Examine how accessible the site is, i.e. whether access is restricted or open to the general public. Check if there are multiple access routes to facilitate evacuation from the site in an emergency.
- Find out who your neighbours are!
- The access routes are safe for all team daily coming and leaving the office.

Not only must you consider the security risks associated with a particular location, you must evaluate the physical structure of the site for security and safety.

Before signing any lease, make sure you have clear permission to carry out alterations to the compound in order to improve the security. It will be necessary to discuss these in advance and agree with the owner the work that will be done and who is responsible.

Compound Protection Measures

It is important to note that PY properties do not employ armed guards. The decision to do so if necessary will be made by BOD of the PY.

The following additional compound measures should be taken as and when required;

- Clear and cut any vegetation around the perimeter, particularly large overhanging trees that may be used to scale walls, or bushes that can be used as hiding places.
- Increase the height of the compound wall to at least 3 metres, making it difficult to scale. Broken glass or other materials on the top of the wall can be used to deter intruders.
- The main gate must be strong and preferably metal. These are generally stronger and more difficult to scale. It should have a small peep hole so that guards can check who is there BEFORE opening it!

- Improved lighting should be considered but be careful not to upset your neighbours.
- Doors to buildings must have sufficient locks. If Armed robberies are more likely, the strong locks on the inside are essential.
- Grills over the windows and doors at least on ground floor needs to be installed if not already fitted.

Managing access to the compound

The most secure perimeter walls are rendered ineffective if criminals can simply walk through the front gate! Staff and visitor access to all compounds must be carefully managed. The degree of security control will depend on the general security situation and the type of property.

- All team should carry photo ID cards. These must be collected by HR if team contracts are terminated.
- Main door keys or codes to buildings must be controlled. Stolen or lost keys/codes must be reported immediately to HR Officer in Jacobabad in Head office, Officer-In-Charge in field offices.
- All visitors must be stopped outside the gate and asked for identification. They should be asked who they wish to see and a guard confirm with the reception. The visitor must be kept outside until such time as they are escorted inside by the guard or team member.
- Visitor badges and a Visitor Register should be used and all guests asked to sign in.
- Visitors must be escorted on the premises by the team member who they came to see or a guard. No visitors must be left to wander around the compound unescorted.
- All team has a responsibility to monitor who comes and goes, not only the guards.
- Any unknown and unescorted visitors must be asked who they are and what their purpose is on the property. If team feel it is unsafe to do so they should notify the guard or the SC.
- Designate a visitors' area which is clearly visible to the guards/reception. Ideally a visitors' room should be located inside the compound in view of the guards or the receptionist. This would be used if a visitor has come and is asked to wait.
- Official visitors to Store/warehouse compounds such as truck drivers or loaders must be supervised by the store keeper and/or guards.
- Before and after working hours, the offices must be kept locked.
- Closed circuit cameras may be installed and the SC must ensure that they are working, recording and monitored by the relevant team.
- Guards must have access to viewing security camera displays so that they must not only focus on main gate but they would see other areas with the office compound.
- Guards should not leave the main gate unattended and should not involve in undesignated activities.

In case of an Office Attack

If the receptionist or designated team observe that some intruder(s) has entered the main gate or is trying to get in from the main gate, she/he will activate the Emergency Siren. On hearing the alert/siren all team inside the office must immediately put down their work and take the following action(s);

Inform team who are out of office and/or in the town for official work. (NOTE: If you are out of office and receive a call about the office attack, do NOT rush to the office or try to enter. The intruder may still be present and it could be dangerous. Notify local authorities and have them search the building prior to entry)

Supporting Documents

- Attendance registers (in order to do the headcount)
- Vehicle movement board (to know who is out of office for headcount)
- Contact Details (list of phone numbers)

5.3 INFORMATION AND TELECOMMUNICATIONS

Purpose

The purpose of this SOP is to have set information sharing procedures that are known and understood by all team members. Refresher training sessions on these must be delivered at agreed intervals and on special occasions following the normal line management function.

Responsibility

The responsibility of information sharing lies with team and Security Focal Points. Information about security should be shared through reports from team to line managers (on as required basis) and the frequency of such communication/reports may vary from area to area.

Timing & Sequence

The most reliable form of communication in Pakistan is the landline as well as cellular phones. Satellite phones are also good for back-up in less cellular-friendly areas.

In the case of security information/incident reports, call the 'top' of the PY security telephone tree immediately.

The respective SC will try to confirm the report immediately and if the information is found to be true, the information is passed down to all the team using the telephone tree.

Regarding travel, as previously mentioned, all team must inform their destination of their departure and estimated time of arrival irrespective of mode of travel, through SMS or telephone call. On reaching their destination, irrespective of the mode of travel, it is the responsibility of the team member to inform the SC / Transport In-Charge at the departure office (Head office or Field Office) of their arrival. Failure to do so may invoke disciplinary procedures.

Use of Satellite phones is legal in Pakistan. All team members are responsible for learning how to use a satellite phone.

5.4 EVACUATION PLAN

Introduction

Due to the general insecurity that exists in Pakistan, PY standard security procedures are in operation at all times. It is, however, acknowledged and accepted that in this environment the situation can change very quickly and that such changes can be on a local and/or national level. Tensions in the region as a whole can also have a negative impact on security and heighten our security risks.

Evacuation or re-location

It is sometimes necessary to make a sudden, unplanned evacuation or re-location, for example, when a previously stable political situation collapses without warning, but in most cases the warning signs of this happening can be detected. It is often more dangerous to move on the basis of inaccurate or inadequate information, than it is to stay where you are. The decision to evacuate or relocate is never easy; it can be difficult for team to abandon colleagues, friends and months of work.

An evacuation or relocation may become necessary when:

- Staff members are exposed to unreasonable risk.
- Humanitarian agencies are being targeted.

- There is an immediate threat, e.g. fighting in the vicinity.
- Security concerns make it difficult, if not impossible, to meet your project objectives.
- Preventative measures are no longer adequate.
- Controlling forces/authorities recommend departure.
- Embassies/UN officials advise foreign nationals to leave.

When the security situation deteriorates to the extent that what can be achieved by the programme no longer warrants the risk required to implement it, the evacuation of team may be required. The decision to withdraw some team and not others must be made on the basis of individual vulnerabilities to identified threats and contractual obligations.

5. 5 PROTECTING ORGANIZATION FROM IEDS:

Vehicles

It is important to make the distinction between an IED used to booby-trap a vehicle and a VBIED (Vehicle-Borne Improvised Explosive Device). An IED placed on a vehicle is designed to kill or maim the vehicle occupants or destroy the vehicle and therefore is usually placed on a vehicle belonging to the target agency. An IED can be placed very quickly on a target vehicle and be held in place with magnets, duct tape or simply jammed anywhere on the vehicle. This is why it is so important for drivers not to leave vehicles unattended when they are outside of a secure compound - this means the driver remaining alert as it is possible for an IED to be placed on a victim car while they are distracted or asleep.

A VBIED is a means of transporting an IED to a specific target location. Often a much larger explosive device is carried by a vehicle and can be detonated in or near the target building or compound for greater effect. VBIEDs usually require fairly extensive preparation and therefore the vehicle will not usually belong to the target agency; vehicles, in particular those not under the full control of the agency, can be easily compromised. It must be noted that VBIEDs do not have to be driven to their target by the terrorist, there have been cases elsewhere where civilians have been forced to drive VBIEDs to a destination under duress – usually under the duress of a family member held hostage and under threat of death. Suicide bomb attacks using vehicles can be described as VBIEDs.

Organization Vehicles

The vehicles must be checked for IEDs by the guards through mirrors before entering PY offices/compounds. Other team approaching the vehicle should be aware that the need to search vehicles, and a reasonable distance from the search should be maintained. When a vehicle is parked, close all windows and lock the doors. Inspect vehicles for any suspicious object before start the journey.

Road Side IEDs

Sometimes IEDs are placed at the side of the road and usually remotely detonated, although the usual forms of initiation still apply. It is very difficult to avoid roadside IEDs completely but there are some steps that can be taken in order to reduce the likelihood of encountering one.

- Avoid military convoys and other likely high value targets.
- Try not to be the first person to travel down a road in the morning.
- Stick to well-travelled, hard-top roads.
- Use low profile unmarked vehicles.
- Don't advertise your schedule or routes - maintain operational security.
- Vary your route and time of travel routine - don't become predictable in your movements.

5.6 SOP FOR STRIKES

Purpose

The purpose of this SOP is to minimise the impact of a strike, Sit In's or Long Marches and guide the team about the individual and collective action/response they need to take in this regard.

Background

In Pakistan, general strikes, Long Marchs and Sit-in's are a recognized political strategy for making political demands, which can involve a total shutdown in a specific district, city, or countrywide, for a whole day, half day or even several days. Strikes or sit in's result in the virtual shutdown of all motorized transportation, shops and can turn violent. The levels of strike violence generally peak in the lead-up to change of a government or any significant change in the political setup. It is difficult to imagine or guess that to which scenario or issue instigates the political leaders or masses to use these options.

Responsibility

It is the responsibility of the office in charge along with SC to inform the Systems Director/Log & Admin Manager of any strikes or Sit-In's in their area of work/office. Keeping in view the level of risk involved the Security/Admin Manager in consultation with the Head of Organization may decide any of the following options;

- Advise the team to work from home
- Keep the office open and advise those team who reside in areas which are affected by the strike / Sit-In to work from home
- Keep the office open and restrict movement to the filed or city
- Advise the team for using alternate routes.

Once any of the above decision is taken, the SC's of each location will inform the team using the PY security phone tree. Staff should not to take unnecessary risk when deciding to come to office on strike days.

5.7 IN THE EVENT OF AN ABDUCTION, KIDNAPPING OR HOSTAGE-TAKING

Abduction

Abduction means the forcible capture and removal of a person in an illegal way, but which does not lead to any demand. There can be various reasons for abduction.

Kidnapping

This means the forced capture and detention with the explicit purpose of obtaining concessions from the captive or others associated with him/her. In this case, the life and liberation of the kidnapped person is dependent upon the fulfilment of certain conditions.

Hostage-taking

Hostage-taking describes a situation of siege. In such a situation the criminals and their hostages have been located and surrounded by security forces; the criminals threaten the hostages as part of their strategy of escape.

Situation: In the event that a member of PY is abducted,

Actions:

- The Executive Director will assume ultimate decision-making authority, treat it as his/her top priority and will decide whether to convene an organisational Incident Management Team (IMT).

- Every effort will be made to engage with the kidnappers and particular emphasis will be placed upon the use of an appropriate Negotiator.

Report to the Police

The standard procedure for such an incident is that once it is established that kidnapping or abduction took place, Head is informed and then a First Information Report (FIR) in the relevant Police Station in whose jurisdiction the incidence takes place will be lodged. Executive Director Security /Admin Manager will pursue the case with the relevant District Police Officer and District Coordination Officer and follow up with Ministry of Interior and relevant provincial Home and Tribal Affairs Department.

Regardless of the abduction cause, most hostages stand a good chance of surviving the ordeal.

Initial response procedures

A. In the event of a PY team member being abducted:

1. Immediately notify the Head of Organization, Security/Admin Manager, local authorities, and the UN.
2. Establish a 24-hour communication watch at the relevant office.
3. Choose one local team member to act as a point of contact in the event the hostage taker(s) calls the office. Field Office SC will inform the contact number/kidnapper of the point of contact. Choose someone known as a good conversationalist and fluent in the local languages.
4. Ensure that a time-log is put in place and regularly updated to track the process.

If this person is contacted by the Hostage taker(s):

Advise the caller that you are only receiving the phone calls and that you have no authority to make any offers. Also advise the caller that you are trying to contact the person who has authority, but have not yet been able to do so. Or, tell the caller that you are in contact with the person of authority and can relay messages. In other words, try to take time.

Be sympathetic with the hostage taker(s), but do not make them feel they did the right thing. Listen carefully to everything the hostage taker(s) has to say. If possible, record the conversation.

Determine:

- Who is being held hostage?
 - Why they are being held?
 - What the hostage taker(s) is demanding?
 - The health and safety of the hostage(s). Ask to speak with them (if possible).
 - Confirm hostage's identity through 'Proof of Life' form (held in the HR personal file).
 - If you are allowed to speak with them, tell them PY will do everything possible to help them. Do NOT say anything you do not want the hostage takers to know because they will be listening in on the conversation.
 - Suggest the release of all hostages as a humanitarian offer.
 - Ask for the release of any women and children.
 - TAKE TIME!
1. Make arrangements for meals and breaks as necessary for the Negotiator(s).
 2. Choose one person to deal with the media.

B. The Executive Director will:

1. Contact the family of the hostage(s), if the family(s) lives locally. Contact must be made in person. If the ED is not available, contact may be made by the Security/Admin Manager or other Senior Staff.

During contact:

Inform them a member of their family has been taken hostage.

Inform them their family member is safe and unharmed, if known.

Inform them PY is doing everything possible to secure their loved one's release.

Advise them that PY is prepared to provide all possible support.

Do not reveal any strategies that are being developed or deployed.

Explicit approval must be taken from the family for negotiating the release of the kidnaped team.

2. Arrange for someone to make daily contact with the family to provide them with updates and support.

C. The PY Negotiator (probably local) and some members of Local Incident Management Team (LIMT) will:

1. Immediately proceed to the site of negotiations.
2. Upon arrival, the team will:
 - Act as the primary negotiators for PY.
 - Act as the PY Representatives in situations where other negotiators are already engaged with the hostage taker(s).
 - Gather information pertinent to the situation, which may assist in the release of hostage(s).

5.8 SOP FOR CARJACKING

Statistics indicate that carjacking incidents have increased in Pakistani cities over the last decade. Karachi, Lahore, Peshawar, Quetta are some of the cities with increased reporting of carjacking in recent years.

How to Avoid Being a Victim

- People who use their car for work are potential victims of this violent crime.
- Plan your trip ahead of time and know which route to take. Vary travel routes and travel time. Avoid high crime areas.
- Keep your vehicle well maintained and with a tank full of gas. This will ensure that your vehicle will perform during an emergency.
- Keep your doors and windows locked.
- Have a charged cell phone handy.
- Travel on well-lit and well-travelled streets and roads.
- Travel with another person, if possible.
- Travel in the centre lane.
- Be aware of people around your car when stopped for a red light or stop sign. Don't put your window down for people on foot asking for directions. Be ready to speed away if necessary.
- Park your car in a well-lit and populated area.
- When parking, look around for suspicious persons on foot nearby. If you see a suspicious person or persons, pull your car out of the parking space and go.

If you've been lightly rear-ended by another car on the road and you don't feel safe, drive away and call the police on your cell phone. Drive to the nearest gas station or police station.

5.9 PRIMARY EMERGENCY CONTACTS:

City	Ambulance	Police	Fire Brigade	Edhi Foundation	Bomb Disposal
Karachi	115	15	16	021-32310066	021-32416626
Lahore	115	15	16	042-440159	042-7352828
Islamabad	115	15	16	051-251191	051-9222362
Peshawar	115	15	16	091-214575	091-278092
Quetta	115	15	16	081-83081	081-831280
Faisalabad	115	15	16	041-610111	041-30209
Rawalpindi	115	15	16	-	-
Multan	115	15	16	-	-
Hyderabad	115	15	16	-	-
Sialkot	115	15	16	-	-

Peace by Youth (PY)

Security Leadership Circle (SLC)

SECURITY LEADERSHIP CIRCLE (SLC)

Name	Title	Contact Telephone
Nisar Ahmed	Executive Director	+923333405055 nisar@py.org.pk
Nasir Jomezai	Manager Safety and Security	+923458328370 nasir@py.org.pk
Mahwish Saeed	Director of Programs	+923128482815 mahwish@py.org.pk
M. Muhammad Ayoub Khan	Operations Manager	+923018550454 ayoub@py.org.pk
Muhammad Azam	Director Finance and Accounts	+923018550422 aazam@py.org.pk
Saadat Ali	Program Manager	+923337336208 saadat@py.org.pk
Liaquat Ali Shaikh	Senior Technical Advisor	liaquat@py.org.pk

Annex- B

Communication Tree



Crisis Management Team Roles and Responsibilities

Common roles during a crisis	PRIMARY Name, Title	ALTERNATE Name, Title
Primary Point of Contact for Head Office	Nisar Ahmed Executive Director	Director of Programs
Communicates with family of national staff	Nisar Ahmed Executive Director	Abdul Malik Tareen – Balochistan Abdul Haque Malik – Sindh
PoC - Field Media; coordinates on messaging with Headquarters.	Nisar Ahmed Executive Director	Ms. Mahwish Saeed Director of Programs
Creates Incident report - forwards to Director of Programs, and Director of Field Safety and Security	Nasir Jomezai Senior Manager Security Muhammad Ayoub Khan Operations Manager	Saadullah Logistics and Liaison Officer
Point of Contact – Embassies	Muhammad Ayoub Khan Operations Manager	Muhammad Azam Manager Finance and Accounts
Point of Contact: Local authorities/National Gov't	Nasir Jomezai Manager Safety and Security	Saadullah Logistics and Liaison Officer
PoC with Crisis Management Coordinator (Sr. Director, SRGE and Security Advisor)	Nisar Ahmed Executive Director	Nasir Jomezai Manager Safety and Security
Ensures security of remaining staff; Briefs staff	Nasir Jomezai Manager Safety and Security	Saadullah Logistics and Liaison Officer
Communicates with donors (specify each donor & location)	Nisar Ahmed Executive Director	Ms. Mahwish Saeed Director of Programs
Communicates with experts	Nasir Jomezai Manager Safety and Security	Saadullah Logistics and Liaison Officer
Point of Contact Negotiator or external support	Nasir Jomezai Manager Safety and Security	Nisar Ahmed Executive Director
Point of Contact Government if staff member involved	Nisar Ahmed Executive Director	Nasir Jomezai Manager Safety and Security
Briefs colleague agencies (specify each, field and HO)	Nasir Jomezai Manager Safety and Security	Saadullah Logistics and Liaison Officer

Peace by Youth (PY) Standard Operating Procedures (SOPs)

- SOPs reduce staff vulnerability when consistently applied.
- SOPs are adaptable management tools, essential for daily organizational operations.
- The document is formatted in annexes for easy distribution to specific staff groups.
- Staff should seek additional, location-specific SOPs from their Safety Coordinators (SCs), Security Officer (SO), or Security Manager (SM).
- Regular updates ensure the SOPs' relevance and applicability.
- Staff encouraged to propose revisions or new SOPs to their SC/SO/SM.

SOP 1 - Guidelines for Personal Security

Rules for personal security:

As a member of the PY organization, whether working locally or internationally, it's crucial to prioritize your own safety and that of your teammates. Recognize the risks inherent to your environment and adjust your actions to mitigate potential threats. The organization upholds a firm no ransom policy and strictly prohibits the possession of weapons by its staff, whether on the premises or in any transport used. Enhancing personal security involves:

- Always obtaining the latest security briefing from your designated security manager or officer immediately upon arriving or returning from leave.
- Comprehensively understanding PY's objectives and its significance regarding your role and safety within the operational context of Pakistan.

These steps are essential in fostering a secure working environment and reducing the likelihood of security incidents.

Key Concepts in Personal Security

Your safety as a PY member is paramount. By cultivating these essential habits, you'll minimize risks to yourself, your team, and our mission:

1. **Situational Awareness: Your Best Defense**
 - **Know Your Normal:** Pay close attention to the everyday rhythms of your work and living areas. This creates a baseline for spotting anything that deviates from regular patterns.
 - **Spot the Unusual:** Be alert for suspicious behavior, unoccupied/suspicious vehicles, unusual interest in you or your work, odd phone calls/inquiries. Trust your gut – if something feels off, it probably is.
 - **Avoid Confrontations:** Your goal is de-escalation. If you sense danger, discreetly remove yourself from the situation.
2. **Reporting: Early Warning Saves Lives**
 - **Don't Hesitate:** Immediately report anything suspicious to your Security Manager (SM), Officer (SO), or Focal Point (SC). No observation is too small. Timely reports can prevent incidents.
3. **Blend In, Stay Unpredictable**
 - **Discreet is Safe:** Dress inconspicuously, avoid loud behavior, and blend into your surroundings.

- **Break Routines:** Vary your routes, transportation modes, and schedules. Unpredictability makes you a more difficult target.
- 4. **Common Sense and Initiative**
 - **Trust Your Instincts:** If a situation feels unsafe, don't ignore it. Take steps to remove yourself and report your concerns.
 - **Communicate:** Share concerns and observations with trusted colleagues. Teamwork enhances security for everyone.
- 5. **Movement Tracking: Your Safety Net**
 - **Stay Connected:** Diligently report your movements to the designated staff tracker. This ensures we know your location if assistance is needed.
- 6. **Responsibility: It Starts With You**
 - **No Individual Risk:** Every decision you make impacts the safety of your team and PY's objectives. Act accordingly.
 - **Be Prepared:** Don't rely solely on the organization for your security. Take initiative:
 - Carry your ID
 - Know your surroundings: safe havens, medical facilities
 - Maintain emergency supplies at home
 - Have essential contact numbers readily available
 - International staff: Secure your passport/visas, carry copies
 - Keep essential medical information accessible
 - Maintain a supply of medications and hygiene items
 - Have a "grab bag" ready in volatile situations
 - Know health policies, stay up-to-date on vaccinations
 - Understand communication protocols, security plans, and evacuation procedures
 - Practice "what if" scenarios for different threats
- 7. **Know the Rules, Follow the Rules**
 - **Your Responsibility:** Familiarize yourself with the Security Manuals, and always obtain the latest situation reports from your Security Focal Point when you arrive or return from leave.
 - **Report Incidents:** Immediately notify your Security Coordinator (SC) of any security incidents.

Remember: Your alertness and proactive approach are your greatest protection. Stay safe, stay vigilant!

Hotels/ Guest Houses

Choosing and securing your accommodations is crucial to your safety. Follow these guidelines:

Hotel Selection

- **Mid-Level is Best:** When possible, avoid ground floor rooms (easy break-ins) and those above fire ladder access (difficult to escape).
- **Discreet Arrival:** Never discuss your hotel in public conversations. Keep your voice low when checking in and arranging details at the front desk.
- **Room Number Privacy:** Request the staff to write your room number discreetly rather than announcing it. Avoid divulging it to anyone unless necessary.

Room Entry and Security

- **Escort or Self-Check:** Ideally, have staff accompany you with luggage or keys; they should wait while you inspect the room. If alone:
 - **Before Entering:** Quickly scan surroundings for anyone suspicious.

- **Inside Sweep:** Leave the door open, turn on ALL lights, check the entire room and bathroom thoroughly (behind curtains, under the bed, etc.). Lock the door behind you.
- **Inspect Locks:** Ensure all doors and windows have functioning locks. Request a different room if they're faulty.
- **Double Lock:** Use both the key lock and the door chain/safety latch.
- **Night Security:** Secure the door at night. If no chain/latch, use a chair or improvised wedge for extra protection.

Ongoing Awareness

- **Be Observant:** Note anyone loitering in the lobby or near the hotel who appears to be watching you. Report suspicious activity to your Security Manager/Coordinator.
- **Emergency Preparedness:**
 - Locate fire exits and alternate escape routes. Imagine finding them in the dark.
 - Keep a flashlight/torch near your bed.
- **Working Phone:** Ensure the room phone is functional for emergencies.
- **Curtain Cover:** Keep curtains drawn at night to prevent outsiders from seeing in.
- **Positive ID:** Never open the door to anyone, even hotel staff, without verifying their identity through the peephole or calling the front desk.

Additional Precautions

- **Unpredictability:** Avoid set patterns when leaving/returning, even for short trips.
- **Key Control:** Always carry your key; leaving it at reception signals you're absent.
- **Protect Valuables:** Keep your passport/National ID on your person. Lock luggage when leaving the room.

Road Travel

Road travel poses inherent risks. Minimize them by strictly adhering to these guidelines:

1. **Buckle Up, Always:** Seatbelt use is mandatory for all passengers. Non-compliance jeopardizes everyone in the vehicle.
2. **Night Travel Restrictions:** Limit travel outside of towns at night. If unavoidable, exercise extreme caution and only proceed with necessary authorizations. Limit in-town night travel as well.
3. **Approved Routes Only:** For your safety, never deviate from designated travel routes. Obtain route clearances in advance.
4. **Communication is Key:** Regularly report your location to your Travel Security Coordinator (SC). This allows for timely assistance in case of emergencies.
5. **Be Prepared:** Anticipate potential breakdowns or delays.
 - **Dress Appropriately:** Wear clothing that blends in with the surroundings in case you need to exit the vehicle.
 - **Vehicle Readiness:** The driver must thoroughly check the vehicle before departure (fuel, fluids, lights, tires, essential tools).
 - **Documentation:** Carry all required documents (driver's license, insurance, travel passes).
6. **Driver Responsibility:**
 - **Fit to Drive:** The driver must be well-rested and absolutely sober. Never allow anyone under the influence of alcohol or drugs to operate the vehicle.
 - **Speed Limits:** Strictly adhere to posted speed limits. If none are posted, do not exceed 100 kph outside towns or 60 kph in towns, unless conditions warrant even slower speeds.

Additional Considerations:

- **Passenger Awareness:** Stay alert to surroundings. Report any suspicious activity or potential hazards to the driver and your Security Coordinator.
- **Vehicle Choice:** When possible, select vehicles that are well-maintained and blend in with local traffic.
- **Travel Contingency Plans:** Have alternative routes and emergency plans in place, especially when traveling to less secure areas.

Check Points

Navigating Checkpoints

Encountering checkpoints can be stressful. Follow these guidelines to ensure a safe and smooth passage:

Preparation and Attitude

- **Documents Ready:** Have all necessary identification and vehicle documentation easily accessible (picture ID, license, permits).
- **Driver Handles Interactions:** Let the driver be the primary point of contact with checkpoint personnel, unless instructed otherwise.
- **No Unauthorized Passengers:** Transporting unauthorized individuals compromises security.
- **Respect and Cooperation:** Be polite and respectful. Avoid excessive chattiness. Defer to those in authority.
- **Bribery is Forbidden:** Never offer gifts or bribes. This jeopardizes the safety of all staff in the future.

Approaching the Checkpoint

- **Signal Compliance:** Slow down, dim headlights, and turn on interior lights. This demonstrates cooperation and non-threatening behavior.
- **Phone Down:** Do not use your phone at the checkpoint. It can create suspicion.

While Stopped

- **Hands Visible:** Keep your hands in sight. If you must reach for documents, do so slowly and explain your actions. Unfastening a seatbelt should be done with particular care to avoid misinterpretation.
- **Maintain Safe km:** Leave enough space between your vehicle and the one ahead to execute a U-turn if needed.
- **Maintain Control:** Do not leave the vehicle unless instructed. Keep doors locked, the engine running, and windows up or partially open.

Vehicle Search

- **Accompany Searcher:** If a search is insisted upon, stay with the searcher at all times. This protects both you and your belongings.

Key Reminders

- **Stay Calm:** Maintaining composure is crucial for navigating checkpoints safely.
- **Report Incidents:** Report any unusual behavior or concerning incidents to your Security Coordinator immediately.

Surveillance Awareness:

Proactive surveillance detection is your strongest defense against hostile acts. Remember, attacks are rarely spontaneous; they require planning and observation of your patterns.

Signs of Surveillance

- **Recurring Faces:** Notice the same individuals in different locations, especially near your work or home.

- **Unusual Activity:** Pay close attention to any behavior that deviates from the usual rhythm of your surroundings.
- **Suspicious Inquiries:** Be alert to unusual questions about you, your schedule, or your work, directed at guards, colleagues, or yourself.
- **Suspicious Calls:** Report any strange phone calls, hang-ups, or inquiries that seem out of place.
- **Being Followed:** Notice vehicles/individuals that reappear on your routes, whether on foot or in transit.
- **New Fixtures:** Be aware of unfamiliar vendors, beggars, or people loitering near your residence or workplace, especially if they appear suddenly.

How to Respond to Suspected Surveillance

1. **Report Immediately:** Notify your Security Manager (SM), Officer (SO), or Focal Point (SC) the moment you suspect surveillance. Do not delay.
2. **Stay Calm, Don't Confront:** Avoid actions that alert the potential watchers to your awareness. Act normal.
3. **Break Predictability:** Immediately change your routines:
 - **Vary Routes & Timing:** Avoid patterns, especially on unavoidable chokepoints.
 - **Limit Information:** Restrict knowledge of your movements to essential personnel only.
 - **Stay Unpredictable:** Avoid solo travel, jogging, or conspicuous habits.
4. **Blend In:** Dress inconspicuously and avoid flashy attire or jewelry that draws attention.

Additional Precautions

- **Change Vehicles:** If possible, alternate vehicles and transportation methods to confuse potential surveillants.
- **Team Up:** Minimize travel alone. Having a trusted companion enhances security.

International Travel:

Proactive planning is essential for safe and successful international travel. Follow these guidelines:

Before You Depart

- **Share Your Itinerary:** Provide detailed travel plans to Administration and Security at both your departure and destination points. Include:
 - Flight numbers, dates, and times
 - Hotel names, addresses, and phone numbers
 - Any ground transportation arrangements
- **Essential Contacts:** Carry a physical list of emergency contacts and important addresses, including your embassy/consulate. Don't rely solely on your phone.
- **Pack Smart:** Keep essential documents (passport, visas, medications) in your carry-on luggage, along with a change of clothes in case of delayed baggage.
- **Copies for Backup:** Photocopy your passport, credit cards, and other important documents. Store these copies separately from the originals.
- **Check Expiration Dates:** Ensure your passport and any necessary visas are valid well beyond your travel dates.

Upon Arrival

- **Be Prepared for Delays:** Have a backup plan for reaching your destination if your arranged transportation isn't present. Know:
 - Local taxi/ride-share options
 - Your destination's address

- Emergency contact numbers
- **Customs and Immigration:** Be patient, courteous, and cooperative with authorities.
- **Secure Your Belongings:** Always lock your luggage, even in your hotel room. Never leave bags unattended in public spaces.

Throughout Your Trip

- **Stay Informed:** Familiarize yourself with local customs and any current safety advisories for your destination.
- **Protect Your Identity:** Be cautious when sharing personal information or travel plans with strangers.
- **Report Concerns:** Notify your Security Coordinator and/or local embassy/consulate if you experience any security issues or suspicious activity.

Your preparedness ensures a safer and more enjoyable international travel experience.

Hostage Survival: Mentally Prepare for the Worst

While our SOPs focus on prevention, the risk of kidnapping remains a reality. Your best chance of survival lies in understanding the potential ordeal and mentally preparing yourself in advance.

The Harsh Reality

- **Expect Mistreatment:** Blindfolding, rough handling, beatings, and threats are common tactics used to disorient and intimidate captives.
- **Brace for a Long Ordeal:** Captivity can be brief or agonizingly long. Be psychologically ready for weeks, months, or even longer.
- **Dangerous Phases:** The initial kidnapping and any release attempt (especially a forced rescue) are the most dangerous moments. Expect heightened threat levels then.
- **Threats to You and Your Family:** Your captors may use threats to manipulate you. Stay strong and know that support systems exist to assist your loved ones.

Mental Preparation is Key

- **Accept the Situation:** While fighting back during the initial capture may be necessary, once taken, compliance can enhance your chances of survival.
- **Maintain Hope:** Never give up. Focus on staying alive and finding ways, however small, to maintain your spirit.
- **Focus on the Long Game:** While minutes may feel like hours, stay mentally prepared for an extended ordeal. This will help you conserve your physical and emotional energy.

Important Reminders

- **Prioritize Safety:** Follow the steps outlined in our SOPs to reduce your risk of being taken hostage.
- **Detailed Briefing:** Thoroughly understand the hostage-specific sections of the SOP.
- **Seek Guidance:** If you have further questions or require additional support in mentally preparing, do not hesitate to reach out to your Security Coordinator.

While no one wishes to be held hostage, preparation empowers you to face the unthinkable and increases your chances of survival.

Phases of a Hostage Situation: How to Respond

Understanding the different stages of a hostage situation allows you to adapt your behavior for maximum safety.

1. Capture Phase: The Critical First Moments

- **Control Your Fear:** Staying calm is difficult but crucial. Panicked actions increase danger.
- **Comply, Don't Resist:** Follow orders without argument. Avoid sudden moves or attempts to escape unless your life is in undeniable peril.

- **Minimize Interaction:** Don't speak unless spoken to, avoid whispering, and don't offer suggestions.
- **Protect Your Identity:** Withhold personal information if possible.
- **Resist Blindfolding:** If you can safely resist having your head covered, do so. Maintaining sight can be beneficial.
- **Survive the First Hour:** This is the most volatile period. Focus all your energy on staying composed.

2. Transport/Consolidation Phase: Adapting to Movement

- **Conserve Energy:** Rest whenever possible. You'll need your strength later.
- **Be Observant:** Discreetly gather information about your surroundings and captors. This could be useful later.
- **Cautious Engagement:** Be polite but not overly familiar. A basic rapport can slightly reduce your risk.
- **Listen Carefully:** Pay attention to conversations; this may provide vital clues.

3. Confinement Phase: Endurance and Preservation

- **Fight Apathy:** Engage your mind and body. Exercise, read (if possible), or mentally plan for the future.
- **Maintain Basic Needs:** Eat whatever is given; sleep when you can. Your health is vital.
- **Track Time:** Find ways to mark the passage of days. This helps fight despair.
- **Hold Onto Hope:** Know that efforts are being made for your release. Do not give up.

4. Termination/Release Phase: Staying Safe Until the End

- **Negotiated Release:** Follow all instructions precisely. Your life depends on it.
- **Rescue Attempt:** Follow the rescuers' commands immediately. Expect noise, confusion, and possibly gunfire. Stay low and identify yourself as a hostage.

Remember:

- **Situations Are Unpredictable:** Each hostage scenario is unique. Use your judgment and adapt these principles to your specific circumstances.
- **Mental Fortitude is Key:** Your mindset and resilience can significantly improve your chances of survival.

Understanding Our No-Ransom Policy

PY does not pay ransoms for the release of kidnapped staff. This difficult policy is designed to protect all our staff by:

- **Reducing Our Risk:** Paying ransoms encourages further kidnappings, making everyone more vulnerable.
- **Protecting the Wider Mission:** Ransom funds often support groups and activities counter to our mission.

We Support Your Loved Ones

We understand that this policy places a heavy burden on families of kidnapped staff. PY is committed to providing the following support during a crisis:

- **Expert Guidance:** We will connect families with experienced negotiators and advisors who understand the complexities of hostage situations.
- **Emotional Support:** We offer counseling and compassionate assistance to help families cope with the immense stress and uncertainty.
- **Communication and Updates:** We will maintain regular contact with families, providing them with all available information and updates.

Why We Uphold This Policy

While the immediate release of a loved one is everyone's wish, paying ransoms endangers our entire staff and undermines our ability to deliver aid. We believe this policy is the most ethical and responsible course of action to safeguard the vast majority of those we serve.

Important Note: This is a complex issue. If you have concerns or questions about our No-Ransom policy, please contact your Security Coordinator for a confidential discussion.

Cautious Interaction with Captors

Developing a limited rapport with your captors can slightly increase your chances of survival. However, prioritize your safety and never compromise your values.

Strategies for Connection

- **Find Common Ground:** If possible, talk about neutral topics like family or shared human needs (food, water, etc.). Emphasize your role as a humanitarian aid worker.
- **Maintain Boundaries:** Avoid begging, pleading, or discussing sensitive topics like politics or religion. This can provoke hostility.
- **Protect Your Identity:** Don't offer personal information, and avoid surrendering belongings unless forcefully demanded.

Be Observant

- **Face Your Captors:** Maintain eye contact when appropriate; it communicates dignity.
- **Subtle Observation:** Discreetly memorize physical traits, speech patterns, and any names you might overhear. This information could be useful later.
- **Be Mindful of Manipulation:** Understand that captors may attempt to foster sympathy or manipulate your emotions. Stay grounded in your own reality.

Important Considerations

- **Your Safety is Paramount:** Do not take unnecessary risks to build rapport. If a conversation feels unsafe, disengage.
- **Trust Your Instincts:** Any action that makes you uncomfortable should be avoided.
- **Culture and Context Matter:** Be mindful of the specific cultural context in which you are held. What might be seen as harmless conversation in one place may be inflammatory in another.

Remember: Your primary goal is survival. If interaction with captors seems too dangerous or compromising, focus on maintaining your physical and mental strength.

Maintaining Strength in Body and Spirit

Your physical and mental well-being are your greatest assets in a hostage situation. Nurture both to enhance your resilience and ability to cope.

Preserve Your Body

- **Stay Hydrated:** Drink available fluids even in small amounts to prevent dehydration.
- **Exercise as Possible:** Even simple movements or isometric exercises maintain muscle tone and boost circulation.
- **Maintain Hygiene:** Practice basic self-care whenever possible. Cleanliness supports both physical and mental health.
- **Seek Medical Attention:** If injured or ill, communicate your needs to your captors respectfully but firmly.

Preserve Your Mind

- **Track Time:** Find creative ways to mark days. This helps fight disorientation.
- **Create Routine:** Even small rituals provide structure and a sense of control.
- **Mental Focus:** Engage your mind with memories, mental puzzles, or planning for the future.

- **Hold Onto Hope:** Never give up belief in your eventual release. Remember, people are working tirelessly for your freedom.
- **Expect Challenges:** Humiliation or fear tactics are designed to break you. Know that these feelings are normal reactions to an abnormal situation.

Be Kind to Yourself

- **No Self-Blame:** Your body may react to extreme stress in ways beyond your control. Do not feel shame or embarrassment.
- **You Are Not Alone:** Others have faced similar trials and survived. You have inner strength you may not yet realize.

Communication and Negotiation: Leave It to the Professionals

Your primary focus during a hostage situation is survival. Direct communication or negotiation with your captors is extremely dangerous and should be avoided.

Remember:

- **Experts Handle Negotiations:** Skilled negotiators, working with your family and authorities, are trained to manage these complex situations. Your job is to stay safe.
- **Follow Instructions Precisely:** If forced to speak on the phone or radio, say only what you are instructed to say. Do not attempt to insert code words or deviate from the script.
- **Maintain Group Unity:** If captured with others, designate a single spokesperson to minimize confusion and prevent conflicting messages.
- **Media Interactions Are Risky:** If approached by the press, do not engage in conversations about the situation or your captors. Their goal is sensational news, not your safety.

Key Takeaway: Stalling for time is crucial, but it's achieved through the actions of trained negotiators, not by hostages themselves. Your focus should be on preserving your mental and physical strength, and finding subtle ways to maintain hope.

Escape: A Last Resort with Immense Consequences

Escape from captivity should only be considered as an absolute last resort when your life is in immediate, undeniable danger. Remember: escape attempts are incredibly dangerous and often fail.

Before You Act:

- **Risk of Death:** Escape only if you are absolutely convinced your captors intend to kill you.
- **Impact on Others:** Your escape may endanger the lives of other hostages. Consider this heavily.
- **Thorough Assessment:** Carefully evaluate your situation:
 - Captor Strength: How many are there? What weapons do they have?
 - Location: Where are you within the building? What are the surroundings?
 - Escape Route: Is there a realistic path to safety? What challenges will you face outside?
 - Your Capabilities: Are you physically and mentally prepared for escape and its aftermath?
- **Consequences of Failure:** Recapture often leads to harsher treatment or even death.

If You Must Attempt Escape:

- **Act Decisively:** Hesitation increases your risk.
- **Focus on Survival:** Do not prioritize revenge or harming your captors. Your goal is to reach safety.
- **Seek Assistance:** If possible, subtly coordinate with other hostages to maximize your chances.

Remember: Successful escapes are rare. Prioritize staying alive, maintaining hope, and subtly gathering information that may help in a potential rescue attempt.

Rescue: A High-Risk Scenario

A forced rescue is a last resort when negotiations break down and lives are in immediate danger. Understand this: rescue attempts are highly chaotic and dangerous for everyone involved.

What to Expect:

- **Sensory Overload:** Prepare for explosions, smoke, gunfire, and confusion. Mental preparation is key.
- **Prioritize Cover:** Before the assault, if possible, find the safest place in the room – behind solid objects, away from windows and doors.
- **Follow Instructions Immediately:** When the rescue begins, drop to the ground and obey every command from the rescue team. Do not move or speak unless instructed.
- **Avoid Confusion:** Do NOT pick up any weapons. Clearly identify yourself as a hostage with your hands visible, ideally raised.
- **Stay Identifiable:** If possible, avoid changing clothes to prevent being mistaken for a captor.

Key Reminders:

- **Rescuers Prioritize Life:** Their primary goal is to save lives, including yours.
- **Your Mental Preparation is Crucial:** Knowing what to expect increases your chances of responding appropriately.

Important Note: If you have advance warning of a potential rescue, inform your Security Coordinator immediately. Even small details about your captors and surroundings could save lives.

Self-Defense and Weapons: Prioritizing Your Safety

PY prohibits staff from carrying weapons. This policy is designed to protect you and others. In most situations, attempted self-defense or using a weapon significantly increases your risk.

Prioritize Avoidance and De-Escalation:

- **Avoidance is Key:** Be aware of your surroundings and proactively avoid dangerous situations whenever possible.
- **If Confronted, Comply:** Resisting attackers often leads to further violence. Your primary goal is survival.
- **Weapons Create More Danger:** They can be taken and used against you or lead to criminal charges. Your focus should be on escape or finding cover.

Seeking Help After Sexual Assault

If you experience sexual assault, immediate medical attention is crucial:

- **PEP Kits:** These contain medications to reduce the risk of HIV infection and must be started within hours of exposure.
- **Where to Find Help:** Contact designated medical facilities or UN systems in your country for PEP Kits, testing, and counseling support. Do not delay seeking help.

Remember: Your safety is paramount. Follow PY protocols and trust the training you've received to de-escalate threats and avoid dangerous confrontations.

Arrival Checklist for International Staff: Safety and Integration

Your first 24 hours in a new location are crucial for establishing safe practices and maximizing your effectiveness. Take these actions:

1. **Situational Awareness:**
 - **Explore Your Surroundings:** Familiarize yourself with your immediate neighborhood. Identify key resources (shops, transit, etc.) and potential hazards.

- **Demand a Security Briefing:** Insist on a thorough brief covering primary risks, avoidance strategies, and emergency procedures. Don't start work without it.
- 2. **Communication Essentials**
 - **Local SIM Card:** Get connected immediately and pre-program essential contacts (embassy, PY office, emergency services).
 - **Staff Tracking:** Understand and diligently follow the location reporting procedures. Your safety depends on it.
- 3. **Cultural Respect:**
 - **Observe and Adapt:** Learn local dress codes and social customs. Remember, standards can vary across the country. Seek guidance from trusted colleagues.
- 4. **Mapping Your Lifeline:**
 - **Orient Yourself:** Obtain a map and pinpoint your office, safe housing, medical facilities, embassy/consulate, and nearest police station. Plot out routes.

Remember: Your alertness and initiative in these early hours will set the foundation for a safe and productive assignment.

Safety and Security Guidelines for Expatriate Staff

Your safety and well-being are our utmost priority. Please adhere to the following guidelines to ensure a safe and successful assignment:

1. Security Collaboration

- **Clearance is Mandatory:** Always obtain approval from your Security Manager (SM) before undertaking any activities, both within and outside of regular work duties.
- **Risk Assessment:** Share details of planned activities with your SM/Safety Coordinator (SC) for thorough evaluation and safety planning.

2. Cultural Sensitivity and Professional Conduct

- **Respect Local Customs:** Observe dress codes, avoid alcohol/drugs, and be mindful of behavior during Ramadan. Seek guidance from local colleagues if unsure.
- **INGO Values:** Represent our organization professionally, on and off duty. Inappropriate behavior reflects poorly on the entire mission.

3. Travel Safety

- **Detailed Itineraries:** Submit your travel plans to your SM well in advance for assessment and approval.
- **Avoid Gatherings:** Obtain explicit security consent before attending any public gatherings, social events, or celebrations.
- **Communication is Key:** Stay in regular contact with your base. Carry a charged mobile phone at all times.

4. Organizational Representation:

- **Authority Limits:** Do not make commitments on behalf of the organization without prior authorization.
- **Field Accommodation:** Living in field locations is strictly prohibited for your security.

5. Proactive Awareness

- **Follow Approved Routes:** Adhere to designated routes, travel times, and visit schedules as approved by security personnel.
- **Avoid Protests:** Steer clear of demonstrations or gatherings, particularly those of a religious or political nature.
- **Mind Your Language:** Avoid discussing sensitive topics (religion, politics) with strangers. Be aware of culturally specific body language.
- **Understand Threats:** Familiarize yourself with common security risks in the area (carjacking, assault, etc.).

- **Restricted Areas:** Respect 'no-go' zones and travel only with a valid NOC (No Objection Certificate).

6. Managing Contacts:

- **Limit Casual Interactions:** Minimize developing personal relationships outside trusted professional networks.
- **Meeting Clearances:** All meetings with external individuals or groups require prior security clearance.

7. Travel SOPs

- **Strict Adherence:** Follow the designated travel Standard Operating Procedures (SOPs) at all times.
- **Briefings and Debriefings:** Before any trip, receive a security briefing from your SM/SC. Upon return, debrief with them thoroughly.

8. Identification

- **Always Carry ID:** Keep a photocopy of your passport's data page and valid Pakistani visa on your person.

Safety is a shared responsibility. By collaborating with security personnel, demonstrating cultural respect, and exercising caution, you significantly enhance your well-being and contribute to the mission's success.

Important Dos and Don'ts for Visitors to Pakistan

To ensure a safe and respectful experience, please observe the following guidelines:

Cultural Considerations

- **Dress Modestly:** Both men and women should cover shoulders and legs in public.
- **Women: Headscarves:** Cover your head when entering religious sites or visiting rural areas.
- **LGBTQ+ Travelers:** Be aware that homosexuality is illegal in Pakistan. Exercise discretion and consult reliable resources before your trip.
- **Cohabiting Couples:** Note that living together as an unmarried couple is against the law.

Legal Matters

- **Carry Identification:** Have a photocopy of your passport and visa on hand at all times.
- **Dual Nationality:** If you or your parents were born in Pakistan, local authorities may consider you a Pakistani citizen. This could limit consular assistance available to you.
- **Drug Offenses:** Avoid possessing even small amounts of illegal drugs. Penalties are severe and can include the death penalty.
- **Alcohol and Pork:** Importing these products is prohibited.
- **Sensitive Topics:** Be aware that blasphemy, along with certain serious offenses, can carry the death penalty.

Photography Restrictions

- **Seek Permission:** Avoid photographing military sites, airports, bridges, dams, or other sensitive infrastructure, including from airplanes. Always ask officials for permission first, especially in border regions.

Remember: Respecting local customs and laws is crucial for a safe and enjoyable trip. If you have any questions or concerns, consult your embassy or consulate before traveling.

Safety and Security Guidelines for Islamabad

Follow these practices to minimize risk and ensure a smooth experience in Islamabad:

General Conduct

- **Stay Focused:** Conduct market visits efficiently. Park, complete your business, and leave promptly.

- **Secure Valuables:** Use hotel safes for valuables. Keep photocopies of your passport, visa, medical insurance, and emergency contacts on your person.
- **Essential Contacts:** Carry a list of key contacts from your organization and have these numbers programmed in your phone.
- **Medication Access:** Keep necessary medications in your hand luggage or daypack.

Dress & Appearance

- **Blend In:** Dress conservatively. Avoid clothing with monograms or designs that make you stand out as a foreigner.

In Case of Emergency

- **Contact Your Network:** If you are involved in an accident, encounter police, or feel unwell, immediately contact someone from your provided contact list.
- **Stay Charged:** Ensure your phone is always charged. Be aware of load shedding schedules!

Transportation

- **Official Transport Only:** Use the official vehicle provided by PY. Do not take public taxis or rent cars independently.
- **Stay in the Vehicle:** If your vehicle stops for any reason, remain seated inside for maximum security.

Field Travel

- **Coordinate Stops:** When traveling outside the city, communicate with PY staff about any needed breaks or stops.

Accommodation Safety

- **Check Windows:** Upon arrival at your hotel/guesthouse, immediately verify that all windows close and latch securely. Report any concerns to management immediately.

Safety Precautions for Islamabad

To minimize your risk, please avoid the following:

Public Spaces

- **Exercise Restrictions:** Do not use jogging, hiking, or walking tracks due to the current security situation.
- **Avoid Incident Sites:** Do not visit locations of recent attacks.
- **Sensitive Topics:** Refrain from discussing politics, religion, sectarian issues, or sensitive subjects like women's or minority rights, especially in public.
- **Alcohol:** Remember, alcohol consumption is prohibited for Muslims and public drinking is illegal.

Restaurants and Markets

- **Minimize Frequenting:** Avoid restaurants popular with Westerners, especially in Super Market, Jinnah Super Market, Kohsar Market, and near the UN Club.

Personal Interactions

- **Limit Contact with Strangers:** Do not engage with unknown individuals, including fortune-tellers.
- **Conceal Your Identity:** Do not leave items in your car that suggest you are a foreigner.
- **Avoid Photographing Women:** Taking photos of women in public is considered offensive.

Phone Safety

- **Ignore Unknown Callers:** Don't answer calls from unknown numbers. Report them immediately to the Executive Director (ED) or Security Coordinator (SC).

Trust Your Instincts

- **If Unsure, Stop:** If you sense danger or feel uncomfortable, halt your movement. Contact your ED or SC for guidance and assessment.

Emergency Preparedness: Your Grab Bag and First Aid Kit

In a crisis, rapid evacuation may be necessary. Be prepared with these essentials:

1. Your Grab Bag

This contains your non-negotiable items for survival and immediate travel. Customize it based on your location and potential emergencies. Essentials include:

- **Identification:**
 - Passport and travel documents
 - PY ID (if applicable)
- **Survival Basics:**
 - Extra change of clothing
 - Cash (USD and local currency, small bills)
 - Personal toiletries and hygiene supplies
 - Prescriptions and essential medications
- **Navigation & Communication:**
 - Map with key locations marked (health facilities, police, UN/NGO offices, etc.)
 - List of essential phone numbers (staff, PY Head Office, embassy, UN, etc.)
- **Emergency Sustenance:**
 - 1 liter of drinking water
 - Water purification tablets
 - High-energy snacks

2. Personal First Aid Kit

This is your lifeline for treating minor injuries. Supplement the basic kit with medications as needed:

- **First Aid Basics:**
 - First Aid instructions
 - Adhesive plasters (various sizes)
 - Triangular bandages
 - Safety pins
 - 2 pairs of latex gloves
 - Dressings (18x18cm)
 - Resuscitation mask
 - Cleansing wipes
 - Pressure dressing
 - Tuff cut scissors
- **Topical Treatments:**
 - Antiseptic cream (e.g., Betadine, Burnol)
 - Oral re-hydration sachets (for dehydration)

Additional Considerations:

- **Pack Light:** Your bag should be easy to grab and carry in a hurry.
- **Regular Updates:** Check expiration dates and restock supplies as needed.
- **Location-Specific Items:** Consider local hazards and tailor your kit accordingly (e.g., insect repellent, anti-diarrheal medication).

Remember: Being prepared gives you a vital edge in an emergency. Keep these kits up-to-date and easily accessible.

SOP 2 – Threat Awareness

Staying Safe: Threats and How to Respond

Pakistan presents various security risks. Understand these threats and know how to protect yourself:

A. Factional Fighting

Caught in gunfire? Here's what to do:

- **Walking:**
 - Don't Panic: Running increases your risk.
 - Hit the Ground: Lie face down immediately.
 - Assess: Identify the direction of fire, the target, and any nearby cover (ditch, building, depression).
 - Crawl to Safety: Move towards cover if possible.
 - Alert Others: Contact police and your SM/SO/SC.
 - Leave Only When Safe: Don't exit the area until gunfire completely ceases.
- **In a Building:**
 - Avoid Exposure: Stay away from windows and doors.
 - Seek Internal Shelter: Move to interior rooms, bathrooms, basements, or beneath stairwells.
- **In a Vehicle:**
 - Be Alert: Keep windows slightly open, radio low for early warnings.
 - If Ahead, Stop and Retreat: If gunfire is ahead but not targeting you, reverse, turn safely when possible, and drive away. Stick to main roads; sides can be mined.
- **Artillery/Rockets:**
 - Take Immediate Shelter: Find the nearest building, ditch, or any available cover.
 - Basement or Ground Floor: If in a building, seek shelter below ground or away from windows.
- **Grenades:**
 - Seconds Count: Don't try to pick it up or move it! Grenades have a short fuse and a large blast radius.
 - Drop and Cover: Shout "Grenade!", turn away, drop face down, cover head and ears, cross legs, open mouth.
 - Post-Blast: If no explosion, crawl to safety. Avoid the area, warn others.

B. Kidnapping

Prevention is key:

- **Stay Aware:** Understand your surroundings, practice counter-surveillance.
- **Avoid Patterns:** Break routines, change routes and timings.
- **Follow Protocol:** Strictly adhere to all Safety and Security SOPs.
- **Maintain Low Profile:** Blend in, dress inconspicuously.

C. Criminal Attacks

Minimize your risk:

- **Safe Locations:** Favor busy, well-lit areas.
- **Don't Walk Alone:** Avoid unaccompanied travel, especially at night.
- **Carry a Phone:** Have key numbers pre-programmed. Keep the phone discreet to avoid attracting attention.
- **Track Your Movements:** Inform colleagues of your whereabouts.
- **If Attacked:**
 - Stay Calm: Don't escalate the situation.
 - Speak Softly: Avoid miscommunication, especially if there's a language barrier.

- Hands Visible, Movements Slow: Signal cooperation.
- Comply: Don't resist or risk your life over material possessions.
- Stay Silent Within a Group: Talking among yourselves may agitate the attackers.
- Don't Attempt Escape: If armed, they will likely shoot if you run.

D. Carjacking

- **Trust Your Driver:** If you have a PY driver, let them handle the situation.
- **Protect Yourself:** Keep hands visible, avoid using your phone, don't look at the hijackers.
- **Comply with Demands:** Follow instructions, relinquish possessions if asked.
- **Prioritize Communication:** Try to retain essential devices if possible.

E. Mines and UXOs

Recognize the danger and stay safe:

- **Warning Signs:**
 - Potholes, abandoned buildings, overgrown areas, makeshift roadblocks – treat these as potential hazard zones.
- **Rules for Avoidance:**
 - Stick to Main Roads: Even if it takes longer, they are the safest option.
 - Consult Locals: Their knowledge is invaluable.
 - Never Leave the Road: Not for overtaking, turning around, or any other reason.
 - Follow Well-Worn Paths: Don't stray, especially in high-risk areas.
 - Never Touch Suspicious Objects: Leave them undisturbed.
 - Mine Explosion in Vehicle: Stop, alert authorities, carefully exit towards the rear, and walk single-file to safety. Don't reverse or try to turn.

SOP 3 – Travel Safety Protocols

Road travel poses inherent risks. These protocols are designed to maximize your safety during all journeys.

I. TRIP PLANNING AND PREPARATION

- **Authorized Vehicles Only:** Use PY vehicles or approved rentals. Public transport and unapproved taxis pose significant dangers. Consult your Security Coordinator (SC) for specific guidance based on context.
- **Travel Authorization:** Complete the Travel Authorization Request (TAR) for ALL trips. For field travel, also fill out the Field Trip Request (FTR). Obtain mandatory clearance from your Security Officer (SO) or Security Manager (SM). Original copies **MUST** be submitted to the Security Department.
- **Situational Awareness:** Obtain up-to-date information from your Security Focal Point (SC) before departure and re-check immediately prior. Pay close attention to weather conditions.
- **Journey Timing:** Obey restrictions:
 - NO travel after dark unless lifesaving OR approved by the Executive Director (ED).
 - Travel during daylight hours ONLY.
- **Communications:** Ensure you have a working, fully-charged mobile phone (ideally on multiple networks) with sufficient airtime. Carry emergency contact information for your route.
- **Discretion:** Limit advance information about travel plans. Share details only on a need-to-know basis.
- **Vehicle Checks:** Conduct a thorough vehicle inspection before and after each journey.

II. SAFE TRAVEL PRACTICES

- **Prioritize Safety:** Travel (rural, urban, desert) should be done on a strict "need to go" basis, especially during extreme weather. Give at least 24 hours' notice for driver, vehicle, and equipment preparation.
- **Communication Schedules:** Inter-city travel requires a communications plan. Stick to it rigorously.
- **Checkpoint Protocol:** Drivers are the sole communicators with authorities at checkpoints.
- **Designated Drivers:** Always use a designated driver. If needed, a night driver is available for expatriates on weekends and evenings.
- **Taxi Restrictions:** Airport taxis (e.g., Metro-Cab) are permitted only for airport-hotel transfers. Other taxis require Admin staff approval and selection from a preferred vendor.
- **Return Before Dark:** All vehicles must return to base or an approved overnight hotel before nightfall. For out-of-station or field travel get pre-approval by SM/SO/SC.
- **Speed Limits:** Drivers must obey legal speed limits and adjust speed for road conditions.
- **Accident Avoidance:** Never purposefully stop for a vehicle that appears to hit you – this could be a robbery or kidnapping attempt.
- **Safety Measures**
 - Wear seatbelts, keep doors locked, and windows only slightly open. (Seatbelt use may be modified based on SO/SC advice.)
 - Expatriates should sit in the rear for less visibility. Removable window blinds are recommended.
 - Always follow the driver's/national staff's advice on safe stops.
- **Restricted Items:** Certain travels may prohibit carrying laptops, expensive phones, official documentation, and PY ID cards. Your SO will advise. The Admin Officer will provide a basic, pre-provisioned phone for these trips.
- **Group Travel (If Required):** Use two vehicles for some field trips, maintaining a maximum 100-yard distance.
- **Solo Travel Avoidance:** When practical, travel with others. If alone, follow a public transport vehicle at a safe distance.
- **Night Travel:** Absolutely prohibited unless lifesaving. If unavoidable, seek an overnight stay at an approved local hotel.
- **Secure Valuables:** Store high-value items out of sight in the trunk.

III. STAFF TRACKING

Effective tracking is crucial during field operations. Follow these steps:

- **Complete Forms:** Fill out the FTR with detailed plan, destinations, and overnight stays.
- **Obtain Security Clearance:** Have the FTR cleared (hard copy) by the Security Department.
- **Logistics Coordination:** Inform the Transport Department to arrange logistics.
- **Submit Original FTR:** Provide the original FTR to the Security Department.
- **Frequent Updates:**
 - Text your SC upon journey commencement and at least every 30 minutes until arrival.
 - Text your SC at the start and end of each day for longer missions.
- **Communication Plan:** Provide your estimated time of the first location report. A simple text is sufficient, but confirmation of receipt is mandatory.
- **Missing Staff Protocol:** If no location reports are received within 30 minutes, the SC will attempt to contact the driver or passengers. If contact fails, the SC will inform the Team Leader/ED, initiating the missing staff contingency plan.

IV. CHECKPOINTS

- **Full Stop:** Come to a complete stop at all checkpoints.
- **Courteous Interaction:** Briefly, politely converse with officials, even if the driver knows the local language.
- **No Communications Equipment:** Do not use any communications devices at checkpoints.
- **Night Travel Protocol (If Authorized):** Dim headlights, turn on interior lights.
- **Stay Alert:**
 - Keep vehicle interior visible, with doors locked and engine running.
 - Be prepared to account for all items in the vehicle.
- **Comply with Searches:** Always accompany the searcher to prevent theft or planting of materials. If alone, lock the vehicle while the trunk is searched.
- **Prepared Documentation:** Have necessary ID and vehicle documents readily accessible. Move slowly when reaching for them; avoid misinterpretation.
- **Observe Surroundings:** Watch your mirrors after passing through, in case you are signaled to stop again.
- **Maintain Respect:** Be polite, calm, cooperative, and respectful at all times.
- **Unauthorized Passengers:** Never transport unauthorized individuals.

V. DRIVER RESPONSIBILITIES

- **Passenger Safety and Well-being:** Your foremost duty is to ensure the safety and well-being of all passengers. This includes driving responsibly, adhering to traffic laws, and creating a secure environment within the vehicle.
- **Zero Tolerance for Substance Abuse:** Operating a PY vehicle under the influence of alcohol or drugs is absolutely prohibited. Any violation will result in severe disciplinary action, as outlined in the PY HR Policy.
- **Route Planning and Emergency Preparedness:**
 - Thoroughly research and understand the route and destination before starting the trip.
 - Identify safe locations along the route in case of emergencies.
 - Notify the Security Manager (SM)/Security Officer (SO)/Safety Coordinator (SC) of any unplanned route deviations.
- **Compliance with Traffic Laws:** It is mandatory to strictly follow all local traffic laws at all times. You are personally responsible for any fines or penalties resulting from driving offenses, and these will be treated as disciplinary matters.
- **Dress Code:** Always dress appropriately, taking the cultural context into consideration.
- **Safe Driving Practices:**
 - Observe posted speed limits and adjust your speed according to road and weather conditions.
 - Complete the daily vehicle checklist (Appendix-2 of Travel SOP-3) and submit it to the Transport Officer.
 - Maintain a clean and well-organized vehicle.
 - Ensure the vehicle has at least a half tank of fuel at all times.
 - Reset the trip meter before each journey, especially for out-of-town travel.
- **Authorized Passengers:** Only PY staff and employees are permitted as passengers unless pre-approved by the Executive Director/Team Leader through the SM/SO/SC. All passenger names must be listed on the Field Trip Request form.
- **Vehicle Identification:** PY logos or flags will not be displayed on vehicles, with the exception of mobile X-Ray vans.

- **Travel Restrictions:** Avoid road travel after dark unless it's a life-threatening emergency or when traveling on motorways, and only when authorized by the Executive Director/Team Leader through the SM/SO.
- **Safety Measures:**
 - All occupants must use seat belts at all times.
 - Keep vehicle doors locked while in motion.
 - Do not open windows more than 4-5 cm to deter theft.
 - Never smoke or use a mobile phone without a hands-free device while driving.
 - Never transport weapons or unauthorized persons in the vehicle.
- **Communication and Reporting:**
 - Update your location on the tracking board and report at agreed intervals.
 - Report any significant observations to the SM/SO/SC after the journey.
- **Checkpoint Procedures:**
 - Reduce speed when approaching checkpoints and follow the flow of traffic.
 - Fully stop the vehicle; avoid rolling through checkpoints.
 - Maintain eye contact with checkpoint guards and follow their instructions.
- **Post-Journey Responsibilities:**
 - Conduct a final vehicle inspection.
 - Refuel the vehicle if necessary.
 - Complete the vehicle logbook (without any PY logos).
- **Respectful Driving:**
 - Drive cautiously in towns and on dirt tracks, being mindful of pedestrians.
 - Maintain a safe distance from your vehicle when parked; do not linger inside.
- **Situational Awareness:**
 - Be familiar with the "Standard Urdu Statements" to introduce PY and explain reasons for area visits (Appendix-2 A/B).
 - Ensure your vehicle is clean and presentable before starting a journey.

VI. TRAFFIC ACCIDENTS

While careful driving minimizes the risk of traffic accidents, they may still occur. It's crucial to handle these situations with both safety and security in mind to prevent escalation into security incidents. Follow these procedures:

1. Prioritize Safety and Security:

- **Assess the Situation:** Quickly evaluate the scene. If there is any indication that you or other passengers may be at risk (hostile crowd, threats, etc.), immediately leave the area and drive to the nearest police station.
- **Provide Assistance:** If safe to do so, offer appropriate care and assistance to those involved in the accident.

2. Contact Authorities and PY:

- **Alert Police:** Immediately contact local authorities and cooperate fully.
- **Inform PY:** Notify the PY Head Office or the nearest field office as soon as possible.

3. Gather Information (If Safe):

- **Record Details:** If there is no risk to your safety, take photographs of the damage and note the names and contact information of those involved, as well as any witnesses.

4. Assisting at Other Accidents

- **Safety First:** Before intervening in an accident involving others, prioritize your own safety and security. Avoid creating another accident while trying to assist.
- **Beware of Staged Accidents:** Exercise caution, as some accidents might be staged to lure you into stopping for the purpose of robbery.

Important Reminders:

- **Never admit fault or offer compensation:** This will be handled by authorities and PY.
- **Maintain a calm demeanor:** Avoid arguments or confrontations.

VII. MISCELLANEOUS SECURITY GUIDELINES

- **Unauthorized Passengers:** Strictly prohibit unauthorized persons from traveling in PY vehicles. This includes individuals carrying weapons. Any exceptions must have prior approval from the Executive Director or Team Leader, channeled through the Security Manager/Security Officer/Safety Coordinator.
- **Approved Taxi Services:** Use only taxi vendors pre-approved by PY. While radio cabs, Uber, and Careem may be used, always seek prior approval before making a booking to ensure adherence to security protocols.
- **Vehicle Entry/Exit:** When feasible, enter and exit vehicles from within residential compounds to minimize on-street exposure. This applies whenever a secure road leads directly to your compound.
- **Overnight Stays:** Avoid overnight stays at project sites unless absolutely essential due to an extreme emergency. When overnight stays are unavoidable, ensure thorough security assessments and approval by the Security Manager/Security Officer/Safety Coordinator.

Additional Security Practices:

- **Situational Awareness:** Remain alert and observe your surroundings at all times. Report any suspicious activity or potential threats to the Security Manager/Security Officer/Safety Coordinator.
- **Travel Discreetly:** Avoid attracting unnecessary attention. Do not display PY logos or other identifying materials on vehicles, with the exception of mobile X-ray vans.
- **Minimize Valuables:** Do not carry large amounts of cash or visibly wear expensive jewelry or accessories.
- **Communication Protocols:** Adhere to established communication procedures. Maintain regular contact with your base of operations and report your location as instructed.

SOP 4 – Guard Responsibilities

Guiding Principles

- **Safety First:** Your primary duty is to preserve your own life and the lives of PY staff. Never confront armed individuals or engage in actions that directly endanger yourself.
- **PY Mission:** Familiarize yourself with PY's mission as a non-religious, non-political, non-governmental humanitarian organization. Understand that our work focuses on relief, including health, water, sanitation, and other crucial assistance to communities.
- **Public Image:** As a PY guard, you represent the organization. Maintain professionalism through your appearance, demeanor, and actions.

Core Responsibilities

1. **Protection of Staff:** Your vigilance is essential for the safety of PY staff within the compound. Your key roles include:
 - **Deterrence:** Your presence and alertness serve as a deterrent to potential threats.
 - **Early Warning:** Promptly identify and report any suspicious activity or potential security breaches to the Security Manager (SM)/Security Officer (SO)/Safety Coordinator (SC).
 - **Incident Response:** In case of an incident, immediately raise the alarm by blowing your whistle, sounding your personal alarm, or shouting a warning. Alert staff so they can seek cover and remain inside a designated Safe Room.

2. **Prevention of Theft and Property Loss:** Safeguard PY property while prioritizing your personal safety.
 - **Controlled Access:** Strict adherence to visitor procedures is mandatory. Never allow unauthorized individuals or vehicles into the compound. Insist on PY ID cards for staff you don't recognize.
 - **Weapons Ban:** Enforce the "no weapons" policy, ensuring no weapons of any kind enter the premises.
 - **Monitoring:** Regularly patrol the compound, checking for signs of intrusion, damage, or missing items. Report any irregularities to the SM/SO/SC.
3. **Professional Conduct:**
 - **Appearance:** Maintain a clean and tidy uniform at all times.
 - **Punctuality:** Arrive 15 minutes before your shift for a complete handover. Never leave before your relief arrives.
 - **Substance Ban:** It is strictly forbidden to be under the influence of drugs or alcohol while on duty.
 - **Alertness:** Stay awake, attentive, and never sleep or lie down during your shift. Two guards on night duty must stay active simultaneously.
 - **Respect:** Interact with residents and staff politely and helpfully, respecting their privacy.
4. **Situational Awareness:**
 - **Surroundings:** Observe both the interior and exterior of the compound, noting any changes or potential risks.
 - **Targeting:** Understand that attacks are often preceded by surveillance. Report unusual activity around the compound immediately.
5. **Additional Duties**
 - **Mail and Parcels:** Receive items on behalf of PY. Treat parcels without a specific name or sender information with caution and notify the SM/SO/SC before opening.
 - **Searches:** Conduct searches using a metal detector for all persons entering the compound, including staff. At the discretion of the Executive Director (ED)/Team Leader (TL)/SM/SO/SC, vehicles and large items carried by outgoing staff may also be searched.
 - **Parking Management:** Oversee vehicle parking and monitor activity in the surrounding area.

Patrol Procedures

- **Frequency:** At irregular intervals (not exceeding an hour).
- **Checklist:**
 - Check obscured areas and potential weak points for intrusion signs.
 - Ensure all doors and windows are secure.
 - Verify clear entry/exit paths.
 - Identify and report fire hazards.
 - Check for missing or moved assets.
 - Report any unusual or suspicious items found.
 - Ensure no PY vehicles are parked outside.

Shift Preparation and Essentials

- **Extended Shifts:** Be prepared to work up to 12-hour shifts without leaving the compound. Arrive well-rested, with food, water, and any other necessities, including appropriate clothing for changing weather conditions.

- **Clean Work Area:** Maintain a tidy and clutter-free work area. Dispose of litter and rubbish responsibly.

Fire Emergency Procedures

1. **Raise the Alarm:**
 - Immediately sound your whistle, activate the fire alarm, and shout "Fire! Fire! Fire!"
 - Alert the fire service, if available.
2. **Evacuation:**
 - Ensure the prompt and complete evacuation of all staff to the designated safe area.
3. **Firefighting (If Safe):**
 - Only attempt to extinguish the fire if you determine it is safe to do so. Use available resources like sand, water, or a fire extinguisher.
4. **Utilities:**
 - Shut off gas and electricity at the main isolation valves and switches, if accessible and safe.
5. **Staff Accountability:**
 - Maintain an updated list of all staff entering and leaving the office, including temporary exits.

Basic Equipment

- **Verify Functionality:** Check all equipment at the start of your shift and log its condition in the guard register.
- **Essential Items:**
 - Flashlight (with spare batteries and bulbs)
 - Fully charged mobile phone
 - Contact list (staff and emergency services)
 - Whistle/personal attack alarm
 - Vehicle undercarriage inspection mirror (if authorized by SM/SO/SFP)
 - Notebook and pen
 - Search wand (metal detector)
 - First Aid kit
 - Dry Chemical Powder (DCP) fire extinguisher
 - Guard logbook
 - Visitors' register
- **Weapons Prohibition:** You are strictly prohibited from carrying any type of weapon on PY premises.

Visitor Procedures

1. **Registration and ID Check:**
 - Require all visitors to complete the visitor's logbook with name, purpose of visit, arrival/departure time, and contact information.
 - Collect the visitor's ID card (national ID or passport) and issue a PY visitor's pass.
2. **Contact Staff Member:**
 - Contact reception to confirm the visitor's appointment with the relevant staff member.
3. **Security Search:**
 - Use a metal detector to search all visitors and their bags.
4. **Escort or Guidance:**
 - Escort the visitor to reception or their designated meeting point. If unable to leave your post, ask another available staff member to assist.

5. **Service Personnel:**

- Require service personnel (electricians, etc.) to complete the visitor log and have them wait for a Logistics staff member to receive them.

6. **House Visits:**

- Have visitors to residential areas wait outside the gate. Contact the relevant staff member to escort the visitor directly from the gate into the house.

7. **Events and Training:**

- Obtain a pre-approved guest list for events or workshops. Verify IDs against the list and issue visitor passes, which must be worn at all times. Return passes upon exit.

8. **Deliveries:**

- Verify that delivery personnel are familiar and from approved companies.
- Thoroughly inspect deliveries before they enter the compound.
- Staff members must personally collect food deliveries at the gate.

9. **Vehicle Restrictions**

- Do not allow visitor vehicles inside the compound unless absolutely necessary and authorized by Admin staff.

10. **Visitor Pass Management:**

- Issue visitor passes with a unique design that changes annually.
- Accurately account for all passes during shift changes. Report any discrepancies to the SM/SO/SFP immediately.

In Case of Any Incident

1. **Immediate Actions:**

- Close and lock the gate **only** if the threat is external.
- Sound the alarm (whistle/horn) to alert staff, unless doing so would endanger you.
- Press the panic button and call for help on the mobile phone, stating "Emergency!" and your location.

2. **Monitor and Respond:**

- Stay at your post as long as safe. Observe the situation and follow instructions from superiors.

3. **Targeted Incident Evacuation:**

- If PY is the target or an incident occurs nearby, help evacuate staff. Ensure the Emergency Assembly Point route is clear.

4. **Incident Reporting:**

- Immediately report the incident using the emergency contact list.

Additional Notes:

- **Polite Demeanor:** Be courteous and apologize for necessary delays.
- **Situational Awareness:** Remain vigilant and report any suspicious activity.

SOP 5 – Fire Safety

Introduction

PY prioritizes fire safety through proactive prevention, risk assessment, preparedness, and effective response. This SOP outlines essential procedures for all staff to minimize fire hazards, train for emergencies, and react swiftly to ensure safety in case of fire.

Fire Risk Assessment and Prevention

1. **Risk Assessment:**

- **Fire Warden:** The Admin Officer is the designated Fire Warden responsible for fire safety assessments, equipment maintenance, and drills.
- **Hazard Identification (Step 1):** Identify potential fire hazards in PY facilities including:
 - Flammable materials (fuel, chemicals, etc.)
 - Faulty electrical wiring and equipment
 - Combustible clutter and improper waste disposal
 - Gas appliances and potential leaks
 - Smoking areas

2. **Risk Mitigation (Steps 2-4):**

- **People at Risk:** Consider all staff, visitors, and residents who might be affected by a fire.
- **Evaluation and Reduction:** Assess the level of risk and take immediate action to remove or mitigate identified hazards.
- **Record Keeping:** Document findings, corrective actions, and maintenance schedules in a fire safety log.

3. **Prevention Strategies:**

- **Safe Storage:** Designate secure storage areas for flammable materials, away from buildings.
- **Responsible Waste Disposal:** Prevent buildup of potential fire hazards.
- **Electrical Safety:** Maintain electrical systems, avoid overloading sockets, and conduct regular inspections.
- **Gas Appliances:** Ensure proper installation, leak detection, and regular maintenance.
- **Smoking Restrictions:** Designate smoking areas with proper disposal measures.

Preparatory Measures

- **Evacuation Plans:** Display clear evacuation plans with marked fire exits and emergency gathering points. Conduct regular drills (at least twice a year).
- **Fire Equipment:** Ensure appropriate fire extinguishers, smoke detectors, and emergency ladders (for multi-story buildings) are readily available and in working order.
- **Maintenance:** The Fire Warden will inspect and test equipment at least monthly, with timely refills and repairs.
- **Training:** All staff receive training on extinguisher use, evacuation procedures, and location-specific fire safety plans.

IMMEDIATE ACTIONS IN CASE OF FIRE (To be displayed prominently throughout all facilities)

1. **Raise the Alarm:**

- Shout "FIRE! FIRE! FIRE!"
- Activate the fire alarm (if available).
- Call emergency services: Call 1122 Emergency service, or other locally relevant numbers.

2. **Evacuation:**

- Initiate building evacuation immediately.
- Assemble at the Emergency Assembly Point (EAP).
- Conduct a headcount using staff and visitor registers.

3. **Attempt to Extinguish (If Safe):**

- Locate the source of the fire.
- Use the appropriate extinguisher type (DCP for electrical fires; remember to turn off the electricity source).

- Do NOT risk personal injury.
- 4. **Containment and Reporting:**
 - If successful, monitor for re-ignition until emergency services arrive.
 - If unable to contain the fire, evacuate swiftly, closing doors and windows where possible.
 - Provide full information to firefighters.

Specific Guidance: Buildings

- **Evacuation Routes:** Familiarize yourself with designated escape routes. Plan for potential smoke or visibility issues.
- **Protection:** Use wet, non-synthetic coverings if necessary.
- **Check Doors:** Feel doors for heat before opening.
- **Stay Low:** Crawl to avoid smoke inhalation.
- **No Elevators:** Use emergency stairs only.
- **Last Resort:** If trapped, signal for help from a window, seal doors against smoke, and use wet coverings for protection until rescue arrives.

If Someone Is on Fire:

- **Stop, Drop, and Roll:** Act immediately to extinguish the flames.
- **Assist Others Safely:** Tackle the person to the ground only if you will not catch fire yourself.
- **Smother the Fire:** Use water, sand, blankets, or rolling to extinguish the flames. Do NOT beat flames with bare hands.

Remember: Prevention is key. Regular inspections, training, and responsible practices will significantly minimize the risk of fire incidents.

SOP 6 – International Visitor Briefing Pack

(To be emailed in advance before arrival)

Welcome to Pakistan!

PY warmly welcomes you. This guide provides essential information for a safe and enjoyable visit. Please contact us at any time for further assistance.

Pre-Arrival Checklist

- **Visa and Travel Documents:**
 - Complete your VISA application form and send it to PY.
 - Provide a valid passport, passport-sized photo, and an updated CV.
 - Contact Nasir Jomezai, Manager Safety and Security (+92 345 8328370, nasir@py.org.pk), for any visa-related questions.
- **Itinerary Confirmation:**
 - Email your detailed travel itinerary to the Senior Manager Security & Government Liaison.
 - At the departure airport, reconfirm flight status and the name of your driver at Islamabad Airport.

Arrival in Islamabad

- **Airport Pickup:**

- Your designated driver will be waiting with a sign displaying your name, the PY logo, or a "Welcome Pack" (see attached Annex).
- Verify the driver's identity with their license or ID card.
- Exercise caution with luggage; be aware of potential bag snatching. Use only authorized taxis.
- **Initial Contact:** Inform the Islamabad office of your arrival.
- **Security Briefing:** Upon arrival, meet with the Security Manager or Safety Coordinator for a comprehensive security update.

Important Contacts

- Nisar Ahmed (Executive Director): +92 333 3405055
- Nasir Jomezai (Manager Safety and Security): +92 345 8328370
- Muhammad Usman (Fleet Officer): +92 300 8541604
- Muhammad Abdullah Khan (Operations Manager): +92 302 8267298
- Muhammad Azam (Director Finance and Accounts): +92 301 8550422

Security in Pakistan

- **Detailed Briefing:** You will receive a thorough security briefing upon arrival, covering current conditions and important precautions.

Health and Wellness

- **Precautions:** The Security Officer or Safety Coordinator will discuss necessary health precautions, including recommended vaccinations and local medical advice.

Weather and Climate

- **Season-Specific:** The Operations Manager will email you detailed weather information based on your arrival season.

Food and Dietary Needs

- **Safe Choices:** Use reputable restaurants or food outlets recommended by the Operations Manager.
- **Special Requests:** Inform PY in advance of any dietary restrictions or preferences.

Cultural Considerations

- **Respectful Attire:** Dress modestly in public.
- **Religious Sensitivity:** Exercise discretion when discussing religion.
- **Alcohol:** Consumption of alcohol should be limited to private spaces or designated establishments.
- **Photography:** Be respectful when taking photos, especially of women.
- **Greetings:** While handshakes are common among men, women may not initiate them.
- **Ramadan:** Refrain from eating or smoking in public during the month of Ramadan.

Additional Notes

- **We are here to help!** Please feel free to contact PY with any questions or concerns. We want to ensure a safe and enjoyable experience.

SOP 7 - Office SOPs

Purpose: To safeguard PY staff, assets, and facilities by establishing clear procedures and protocols.

Scope: This SOP applies to all PY offices (Islamabad, Quetta, Hyderabad, Lahore) and staff members.

Security Guidelines: General

- **Restricted Access:** Main office buildings must remain locked at all times. Access is granted only upon authorization from designated Security personnel.
- **Key Management:**
 - The last person to leave the office hands over the main door key to the Security Guard, who locks the building in their presence.
 - The key is sealed in an envelope, logged, and kept securely at the guard post.
- **After-Hours and Weekend Access**
 - Requires prior approval from both the staff member's supervisor and designated Security personnel (Senior Manager Security for Islamabad, Security Officer/SC for other offices).
 - Reasons for access must be clearly communicated and documented.
 - Security personnel will inform higher management (ED for Islamabad, Team Leader/Regional Manager/ Coordinator for other locations) as needed.
- **Out-of-Station Travel:**
 - All out-of-station movements are restricted.
 - Exceptions require a case-by-case security assessment and approval by the Executive Director.

Office-Specific Procedures

Jacobabad Office:

- **Security Contact:** Senior Manager Security
- **Vehicle Usage:**
 - Requests for official vehicles are directed to the Senior Manager Security.
 - Office Maintenance Assistant or Duty Guard opens relevant rooms/building only upon Security clearance.
 - Staff member and Duty Guard maintain a log of entrance, key handover, and exit.
 - Key is sealed, logged, and handed to the Duty Guard for safekeeping.
- **Warehouse Access:**
 - Warehouse Officer opens the transit warehouse as required, adhering to the above guidelines.
 - Operations Manager issues slips for items leaving the office/warehouse.
 - Duty Guard verifies all items against slips and maintains a transaction log.
 - Senior Manager Security is informed.
- **Monitoring:** Senior Manager Security and Provincial Security Focal Points monitor the office via CCTV connected to their mobile devices.
- **Staffing:** Two guards are present at all times to ensure accessibility even in lockdown situations.

Quetta, and Karachi Offices:

- **Security Contact:** Security Officer/SC
- **Procedures:** These offices follow the same general protocols as the Islamabad office, with adjustments for local security personnel.

Additional Security Measures (All Offices):

- **Fleet Management:** Fleet Supervisor informs the Security Department of all planned vehicle movements. No vehicle leaves without prior authorization.
- **Item Removal:** Security Guards have the authority to check any items leaving office premises. A valid gate pass is required for all outgoing items.

Responsibilities

- **Staff Members:** Adhere to security protocols, obtain necessary permissions, and cooperate with Security personnel.
- **Supervisors:** Enforce security measures, approve access requests, and liaise with Security personnel.
- **Security Personnel:** Manage access control, conduct checks, maintain logs, report incidents, and monitor surveillance.
- **Executive Director/Team Leaders:** Provide overall security oversight and issue approvals for exceptional circumstances.

Remember: Security is everyone's responsibility. Report any suspicious activity or potential breaches to the designated Security personnel immediately.

SOP 8 - Office and Residential Security

Fundamental Principles

- **Zero Tolerance for Weapons:** PY maintains a strict "no weapons" policy. This applies to all staff, visitors, and premises, including legally held weapons.
- **Controlled Access:** All PY offices and residences must have strictly controlled entry points. Implement the following:
 - Visitor registration with guard
 - Issuance of visitor passes
 - Supervision of visitors at all times (refer to SOP 4 for detailed procedures)

Safety Measures

1. **Parking:**
 - Designate specific, well-monitored parking areas for staff and visitors.
 - Vehicles must be parked facing the exit for rapid departure, if needed.
 - Restrict visitor vehicles unless absolutely necessary and authorized.
2. **First Aid:**
 - **Kits:** Each office and residence requires an accessible, well-stocked first aid kit. Refer to Appendix 1 for contents.
 - **Maintenance:** Logistics Officer conducts monthly checks, replacing expired or used items.
3. **Blast Protection:**
 - **Assessment:** SM/SO/SC surveys buildings to determine the need for blast film on all exterior and interior glass.
 - **Installation:** Install blast film of appropriate thickness based on glass dimensions.
4. **Fire Safety**
 - **Equipment:** Adequate fire extinguishers (Dry Chemical Powder) must be present, with additional sand buckets/shovels for immediate response.

- **Placement:** Number each extinguisher and record its location. Install at all access/egress points, on each floor (especially stairwells), and near high-risk areas (generators, fuel storage). Kitchens require a fire blanket.
 - **Maintenance:** Admin Officer performs monthly inspections, logs findings, and agitates extinguishers.
 - **Drills:** Conduct quarterly fire drills at each location.
5. **Emergency Supplies (Hibernation Stocks):**
- **Preparedness:** Each guesthouse must have a secured container with emergency supplies sufficient for the maximum number of residents for 5 days.
 - **Item List:** Attach a detailed inventory (with expiry dates) to the outside of the container.
 - **Key Access:** Place keys in a sealed, attached envelope for emergency use.
 - **Maintenance:** Admin Officer conducts monthly inspections.
6. **Information Security**
- **Control:** Restrict access to sensitive hardcopy documents, especially outside work hours.
 - **Destruction:** Use cross-cut shredding or burning for documents containing personal details.
 - **File Classification:** Label files with a traffic light system (Red: Destroy; Orange: Carry; Green: Leave).
 - **Backups:** Create soft copies of essential documents. Staff should backup weekly:
 - Islamabad staff: to the main server.
 - Field office staff: to a central drive with two copies stored (one off-site with the Program Manager, one secured in the safe).

Responsibilities

- **Staff:** Adhere to security protocols, prioritize safety, and report concerns.
- **SM/SO/SC:** Conduct risk assessments, implement measures, and oversee security compliance.
- **Admin Officer:** Maintain equipment, conduct inspections, and manage supplies.
- **Logistics Officer:** Oversee regular first aid kit restocking.

Remember: Security is a shared responsibility. Vigilance and preparedness are essential for the safety of our facilities and personnel.

SOP 9 – Staff Training

Purpose: To ensure all PY personnel receive comprehensive induction training that fosters operational readiness, safety awareness, and alignment with humanitarian principles.

Training Records: All completed training must be documented on each employee's record card.

Core Training Modules

1. **Humanitarian Foundations**
 - Humanitarian principles (impartiality, neutrality, humanity, independence)
 - Overview of the humanitarian system
 - Red Cross/NGO Code of Conduct
 - Cultural context awareness (emphasize sensitivity and respect)
 - Appropriate dress and behavior
 - Essential personal equipment recommendations
2. **PY Orientation**
 - Mission, mandate, and values

- Organizational mission statement and operating context
- History of PY
- Community acceptance strategies and stakeholder engagement
- 3. **Comprehensive Security**
 - Risk assessment methodologies
 - Home and office safety precautions
 - Travel safety procedures and protocols
 - Military and non-state actor interactions
 - Security incident response (reporting, evacuation, tracking procedures)
 - Armed checkpoint procedures
 - Explosive hazard awareness (Mines, IEDs, UXO)
 - Basic fire safety and firefighting techniques
- 4. **Effective Communication**
 - Satellite phone and email usage
 - Standard reporting formats and procedures
 - Media interaction guidelines (if applicable)
- 5. **Vehicle Operations**
 - Required vehicle equipment
 - Pre-departure checks and basic maintenance
- 6. **Medical and Well-being**
 - Field health and hygiene practices
 - Stress management (individual and team contexts)
 - Medical evacuation procedures

Additional Training Considerations

- **Role-Specific:** Tailor training content to the specific responsibilities of each staff member.
- **Refresher Courses:** Provide regular updates on security protocols, medical practices, and any changes in the operational context.
- **Practical Skills:** Where possible, incorporate hands-on simulations or exercises to reinforce learning.

Responsibilities

- **Training Coordinator:** (Designated HR personnel) Develops and delivers training, maintains records, and identifies ongoing learning needs.
- **Supervisors:** Ensure staff complete required training and support continued learning.
- **Staff:** Actively participate in training, apply knowledge, and seek additional guidance as needed.

Training is an investment in the safety, effectiveness, and professionalism of our team. Stay informed, stay vigilant, and remain committed to the principles of humanitarian action.

SOP 10: Meeting and Office Visits During Pandemic Situations

Purpose: To establish safe practices for essential in-person meetings and office visits while minimizing the risk of disease transmission during a pandemic.

Prioritizing Safety

- **Remote Meetings:** Skype or other video conferencing platforms should be the primary means of communication whenever possible.
- **Risk Assessment:** Before approving any in-person gatherings, the Manager Security will carefully assess the pandemic situation, transmission trends, and the number of participants. Recommendations will be made to the ED accordingly.

Guidelines for Essential In-Person Meetings

- **Approval:** ED permission is required, granted only if the risk is deemed low and the meeting is absolutely necessary.
- **Location:** Hold meetings in open-air spaces within office premises whenever feasible.
- **Indoor Meetings:** If a meeting room is unavoidable, use the largest available space (preferably the conference room) and ensure:
 - Participants maintain 6 feet of distance (leave two chairs between individuals).
 - Strict no-contact policy (no handshakes, hugs, etc.).
 - Disinfect surfaces (table, chairs, door handles) before use.
 - Keep doors open for ventilation.
 - Avoid air conditioning.

Office Visits During Closure

- **Protective Measures:** Staff must always wear appropriate PPE (masks, gloves) and use hand sanitizer.
- **Disinfection Protocol:**
 - Before Arrival: Cleaner disinfects relevant rooms, surfaces, and equipment.
 - Door Handling: Guard opens/closes doors for staff to minimize contact.
 - Vehicle Use: Drivers disinfect vehicle touchpoints before and after transport.
 - After Departure: Cleaner repeats disinfection.
- **Social Distancing:** Maintain 6 feet of distance when multiple staff are present.
- **No-Contact Policy:** Enforce strict no-handshake/hugging rules.

Vendor Visits

- **Mandatory PPE:** Vendors must wear masks, gloves, and use hand sanitizer.
- **Social Distancing:** Strict social distancing is enforced.

Office-Wide Preventive Measures

- **Awareness Materials:** Display clear guidelines at designated locations (guard post, reception, meeting rooms, etc.).
- **PPE Availability:** Ensure adequate supplies for staff and visitors.
- **Hand Sanitizer:** Provide at entry points, conference room, washrooms, and kitchen for frequent use.
- **Disinfection:** Cleaners use approved disinfectants regularly in all areas.
- **Shared Responsibility:** Emphasize that all staff must contribute to maintaining hygiene and cleanliness.

Important Notes

- **Government Guidelines:** This SOP will be adapted as needed to align with evolving pandemic regulations.
- **Flexibility:** Be prepared to adjust procedures based on changing conditions and specific public health advice.

SOP 11 - Managing Cash

Purpose: To establish secure and efficient practices for handling cash, minimizing risk to PY personnel and assets.

Important Considerations

- **Minimizing Cash Transactions:** Whenever possible, prioritize electronic transfers (wire transfers, direct deposits, mobile banking) for salaries, payments, and other transactions. This significantly reduces security risks.
- **Responsibility:** Staff who choose to use cash for personal transactions bear the full responsibility for any loss or theft.

Collecting Cash (when absolutely necessary)

- **Unpredictability:** To prevent being targeted, vary the following:
 - Time and day of cash collection
 - Individual assigned to collect cash
 - Vehicle used for transport
- **Confidentiality:** Do not disclose the collection plan, even to drivers or other staff not directly involved.

Safe Storage

- **Secure Safe:** Safes must be securely fastened to the floor or wall within a designated room with reinforced doors, barred windows, or a separate grill door.
- **Minimal Balances:** Maintain only the minimum necessary cash reserves in the safe, especially during weekends and holidays.

Disbursements

- **Designated Area:** Never make payouts to service providers or beneficiaries in the Finance Office. Use a separate, less visible location to minimize exposure of cash and security arrangements.

Alternatives to Cash

- **Salary Payments:** Electronic transfers are the primary and safest method for salary payments. Non-payroll salaries should be rare exceptions.
- **Personal Cheques:** Staff are encouraged to cash their own personal cheques. If using other staff, clear liability rests with the cheque owner in case of loss or theft.

Additional Security Measures

- **Awareness:** Reinforce these guidelines through regular staff training and reminders.
- **Incident Reporting:** Promptly report any loss, theft, or suspicious activity related to cash to the Security Manager/SC.

Financial Regulations: This SOP complements PY's comprehensive financial regulations.

SOP 12 - Office and Compound Selection and Management

Purpose: To establish rigorous guidelines for selecting and securing PY offices and compounds, minimizing risks to staff and assets.

Understanding Context

- **Dynamic Risk Factors:** The suitability of a location can change over time due to shifting security situations, program changes, and organizational growth. Regular reassessments are essential.

Initial Site Selection Criteria

1. **Environmental Considerations**
 - **Neighborhood Stability:** Choose areas with low crime rates and minimal security risks.
 - **Proximity to Services:** Assess accessibility to police, hospitals, and fire services.
 - **Potential Targets:** Avoid locations near military installations, government buildings, or other high-profile targets.
 - **Community Demographics:** Prioritize stable residential areas.
 - **Construction Hazards:** Avoid areas with ongoing construction or wasteland that might conceal threats.
 - **Natural Disaster Risk:** Minimize exposure to floods, landslides, or other potential hazards.
2. **Specific Site Assessment**
 - **Strategic Location:** Ideally, opt for a location at least 1km away from high-risk targets, considering staff commutes through vulnerable areas.
 - **Multiple Access Routes:** Ensure the site isn't solely reliant on main roads.
 - **Neighboring Properties:** Gather information on neighbors, previous occupants, and the landlord's background.
 - **Perimeter Security:** A substantial perimeter wall is essential to deter intrusion and limit visibility. Sufficient parking is necessary.
 - **Concealed Approaches:** Avoid areas with sidewalks or dense foliage that could mask potential threats.
 - **Barbed Wire:** Employ this measure only if consistent with the surrounding properties.

Compound Enhancements

- **Alternative Exit:** Establish a secondary exit route, preferably at the rear. If unavailable, secure ladders on both sides of the wall or install a second gate with permission.
- **Strategic Lighting:** Install low-profile lighting for vulnerable areas, connected to UPS and generator power.
- **Emergency Accessibility:** Confirm proximity and routes to hospitals.
- **Blast Protection:** Apply appropriate blast film to all glass surfaces.
- **Fire Safety:** Install fire alarms and multiple fire extinguishers (Dry Chemical Powder preferred). Designate a fire point with sand, water, and firefighting tools.
- **Earthquake Resilience:** Verify the building meets earthquake-resistant standards.
- **First Aid:** Each location requires an adequately stocked first-aid kit, accessible to all staff.
- **Generator Placement:** Choose a location that minimizes noise disturbance to neighbors, using soundproofing measures.

- **Coordinate with Security Authorities:** Share GPS coordinates and photos of volatile area sites with UNDSS for potential "no strike" designation.

Perimeter Security

- **Controlled Access:** Guards must clearly identify visitors before granting entry. Designate a visitor waiting area, where staff must collect guests. All PY staff require visible identification.

Office Building Security

- **Ground Floor Protection:** Secure all windows and doors with lockable grills.
- **Internal Doors:** Each internal office must have lockable doors.
- **Secure Closing Procedures:** Establish a system for locking doors/grills at the end of the day. Maintain a secure, off-site duplicate key set.
- **Upper Floor Access:** Restrict access and secure vulnerable areas (grills, barbed wire on drainpipes if necessary).
- **Safe Room (Volatile Areas):** Designate a safe room (preferably a basement or interior room) large enough for all staff. Consider using sandbags for additional protection. Measures should be low-profile.

Security is an ongoing process. Regularly re-evaluate locations, adapt measures as needed, and train staff in security protocols.

SOP 13 - Visibility Strategy and Contingency Planning

Visibility Strategy

Peace by Youth (PY) adopts a proactive visibility strategy in Pakistan to enhance our organizational profile and promote our mission. This strategy includes:

- **Marked Offices:** PY's offices are clearly marked and identifiable, contributing to our transparency and accessibility in the communities we serve.
- **Identifiable Fleet of Vehicles:** Our fleet of vehicles is equipped with identifiable markings to establish a consistent and professional image while ensuring the safety and security of our staff.
- **Branded Clothing:** Staff and volunteers wear clothing branded with the PY logo for identity and unity, except in specific situations where neutrality is required. Branded clothing is used strategically to promote our presence and values during distributions and public engagements.
- **Social Media Engagement:** We leverage social media platforms for broader advertisement and visibility, showcasing our activities, achievements, and partnerships. This approach helps in engaging with our supporters and the communities we serve.
- **Adherence to Donor Branding Requirements:** When specific donor requirements dictate visibility protocols, PY adheres to these guidelines, ensuring donor recognition is handled with respect and in line with contractual agreements.
- **PY's Branding Guidelines:** PY maintains its own set of branding guidelines tailored for operations within Pakistan. These guidelines ensure a consistent and professional representation of our organization across all mediums and interactions.

Contingency Planning

- **Scope:** This section addresses major security incidents that could affect PY staff. Our primary goals are to safeguard lives, provide immediate medical care if needed, and minimize disruption to our mission in Pakistan.
- **Additional Plans:** Specific contingencies for relocation, hibernation, and evacuation are detailed in Annex E.

Contingency 1 - Kidnapping

- **Risk Assessment:** The threat of kidnapping for both expatriate and national staff remains a concern in Pakistan due to the security situation. Mishandling a kidnapping could have severe consequences for staff and PY operations.
- **Reference Documents:** Consult the PY Youth Safety Plan – Crisis Management Guide for in-depth kidnapping preparedness and response.

Preparation

- **Proactive Planning:** Thorough preparation is essential to manage a prolonged kidnapping situation and minimize its impact on staff and programs.

Crisis Management Team (CMT)

- **Structure:** In the event of a kidnapping or other crisis:
 - **HEAD OFFICE Leadership:** The Headquarters CMT (led by the Executive Director) will oversee strategy and decision-making.
 - **Operational Support:** The CMT will direct operations, potentially engaging external consultants.
 - **Local CMT Roles:** A local team will handle:
 - External consultant support
 - Coordination with relevant authorities
 - Press relations (international and local)
 - National staff and family support
 - Return arrangements
- **Focus:** CMT members may be relieved of normal duties to focus on crisis resolution.
- **Negotiations:** A designated negotiator will serve as the sole point of contact with kidnappers to maintain clear communication channels. The Executive Director will remain fully involved in the process through the Negotiator.
- **Actor Mapping:** Each office will maintain an updated "actor map" identifying individuals and relevant authorities who could assist in a kidnapping situation.

Contingency Planning

1. Crisis Management Team (CMT)

- **Headquarters Role:** The HEAD OFFICE CMT, led by the Executive Director, oversees all strategic decision-making for crisis response.
- **Base of Operations:** The CMT will operate from a secure and equipped location. To avoid disruption from media, this will likely be a private residence as designated by the Executive Director.
- **Essential Equipment (pre-assembled for rapid deployment):**
 - Log sheets for recording all kidnapper contacts
 - Voice recorder (with extra batteries)
 - 2 unused SIM cards (with credit)
 - 2 mobile phones and chargers
 - Thuraya phone and charger

- Reliable Internet access
- Whiteboard, stationery, maps, and crisis management supplies

2. Continuity & Communication

- **Managing Fatigue:** Crisis management is exhausting. Teams should rotate after 24-36 hours to ensure effectiveness and well-being.
- **Detailed Handovers:** Comprehensive documentation and briefings between teams are vital to maintain a seamless response and communication with kidnappers.

3. Immediate Actions (Kidnapping or Serious Incident)

- **Kidnapping:**
 - **Urban Area:** Contact UNDSS and police to initiate a lockdown (if possible). Immediately notify the embassy of the kidnapped individual's nationality.
 - **Rural Area:** Prepare for a delayed initial call. Consider strategic contacts for assistance.
 - **Key Contacts:** Warn other PY staff about the situation, and prepare to receive calls from kidnappers.
 - **Leadership Notification:** Immediately alert PY HEAD OFFICE (Director of Field Safety and Security or Director of Programs). The HEAD OFFICE CMT will take over strategic guidance.
 - **Victim Support:** Plan for the safe reception and care of the victim upon release.
- **Serious Incident:** (Injury, armed robbery, natural disaster, etc.)
 - **Report:** Incident is reported to the ED or Security Manager.
 - **Assessment & Warnings:** Security Manager consults with ED for rapid assessment and issues necessary warnings to mitigate further risk.
 - **External Support:** Request specialized assistance if needed (e.g., de-miners).
 - **HEAD OFFICE Notification:** Report the established facts to PY Head Office.
 - **Incident Review:** Post-incident, the Security Manager leads a review to identify lessons learned.

4. Contingency 3 – Medical Evacuation (Expatriate Staff)

PY (PY) is committed to ensuring the health and safety of all our staff, recognizing that expatriate employees may face unique challenges while working in Pakistan. In acknowledgment of these challenges, PY has established the following policy and procedures to manage medical emergencies and provide for the medical evacuation of expatriate staff when necessary:

1. **Local Partnerships and Healthcare Access:** PY will establish partnerships with accredited local healthcare providers to ensure expatriate staff have access to quality medical care. PY will maintain a list of approved medical facilities and emergency contacts, which will be regularly reviewed and updated.
2. **Comprehensive Health Insurance:** All expatriate staff will be required to possess health insurance that includes comprehensive medical evacuation coverage before deployment to Pakistan. PY will assist in identifying suitable insurance plans and facilitate discussions about coverage details.
3. **Embassy and Consular Engagement:** PY will maintain active communication with the relevant embassies and consulates to ensure support mechanisms are in place for expatriate staff. Staff will be provided with contact information for their respective embassies or consulates upon arrival in Pakistan.
4. **Emergency Fund:** PY will establish an emergency fund to provide immediate financial resources for the medical evacuation of expatriate staff if needed. This fund will be maintained with clear guidelines for its use and accountability.
5. **Training and Information:** PY will ensure that all expatriate staff receive appropriate orientation and ongoing training on health and safety, including emergency medical

procedures and evacuation protocols. Information on local healthcare facilities, emergency contacts, and procedures will be provided to all staff.

6. **Emergency Response Plan:** PY commits to maintaining a comprehensive emergency response plan, which includes specific procedures for medical emergencies and evacuation. This plan will be communicated to all staff and will be reviewed and practiced regularly.
7. **Review and Update:** PY will regularly review and update the medical evacuation policy and procedures to ensure they remain effective and relevant to the needs of our expatriate staff. Feedback from staff, healthcare providers, and security experts will be incorporated into these updates.

Contingency 4 – Responses

SECURITY LEADERSHIP CIRCLE (SLC)	SECURITY MANAGER (SM)	PERSONS AT SCENE
IED Attack		
▪ Monitor the situation ▪ Once details are known and particularly if staff have been either killed or injured, inform Head Office	▪ Establish location of all staff who are out of the office and if they have been effected by the incident ▪ Warn all staff via the SMS warning system of the attack and the location and tell them to remain, or if in the immediate vicinity, advise where to go to. ▪ If any PY staff are injured, start the medical evacuation procedures with authorities ▪ As further information becomes available, advise staff on what actions to take	▪ If on foot or and uninjured move away from the scene as quickly as possible and report to SC/SO/SM ▪ If in a vehicle and the road is blocked, leave and lock the vehicle and exit the scene with the driver and any other staff ▪ If staff are injured and unable to move, one preferably first aid trained person should remain with the patient and the rest of the party leave the area
Riot and Civil Disorder		
▪ Initial reaction is to hibernate if immediate danger ▪ Implement Relocation Contingency and then monitor the situation to decide when the danger is past and staff can revert to normal working arrangements. ▪ Inform Regional/ Head Office	▪ Manage the Relocation Contingency	▪ Report your location to the SC/SO/SM and wait for further instructions unless caught up in the riot in which case escape as best you can

Fighting – Artillery, Rocket Attacks, Gunfire Etc		
▪ Monitor the situation & be prepared to take decisions on relocation/ hibernation ▪ Inform Regional/ Head Office if fighting is serious e.g. a prelude to possible relocation /evacuation or staff have been killed / injured.	▪ Identify where staff are and if injured arrange for medevac with authorities ▪ Identify the area of the fighting and either relocate staff to a safer area and arrange for hibernation until fighting stops. Monitor the situation in case there should be another flare up and minimise staff movements.	▪ Report your location to the SC/SO/SM and wait for further instructions. ▪ If in danger, follow the advice in SOP 2 Threat Awareness
Mines & UXOs		
▪ Support the SC/SO/SM as necessary ▪ Once the facts have been established, inform Head Office	▪ Call the appropriate UN office to arrange for a specialist team to extract the staff from the minefield ▪ If there is an injury, warn authorities to be on standby to evacuate the patient(s). Also check with UN if the de-mining NGO have qualified medical support ▪ Arrange for PY staff to go to the nearest safe place to the incident location to assist as necessary and to recover any property, assets etc.	▪ Follow the advice in SOP for mines and UXO and particularly the advice on dealing with an injured person in the minefield. ▪ Report to the SC/SO/SM as soon as you are able to with the details of the incident, your location and information on any casualties ▪ Wait at the incident site until the specialist de-miners and medical evacuation staff arrive
Armed Robbery		
	▪ Once the incident has been reported, take steps to recover the victims to the office e.g. a vehicle hijacking ▪ Establish if there is any need for medical support/evacuation and make the necessary arrangements ▪ Report the incident to the police	▪ Follow the advice in SOP for threat awareness ▪ Report the incident as quickly as possible to the SC/SO/SM or any member of the SLC
Traffic Accident		
▪ Support/assist SC /SO/ SM ▪ Inform Head Office in the event of a serious	▪ Report the incident to the Police and ask them to go to the site.	▪ Give immediate First Aid to any injured persons ▪ Report to SC/SO/SM the location and details of the incident

incident involving loss of life or serious injury	▪ Arrange for PY staff to go to the site to assist and recover any property. ▪ If PY staff are injured contact authorities to arrange the evacuation	▪ Do not admit any liability. Expatriates should remain in the vehicle if possible and leave the driver and any other national staff to negotiate
Fire		
▪ Support/assist the SECURITY MANAGER ▪ Inform Head Office in the event of a serious fire	▪ Raise the alarm and contact the Fire Brigade. ▪ Check that all staff can be accounted for and no one is left in the building. ▪ Send staff away keeping only essential staff	▪ Actions in accordance with SOP for fire awareness
Medical Evacuation or Death of a Staff Member		
	▪ Telephone authorities and concerned institutes 24 Hours Operation Room ▪ Give the following information for each patient: ○ Name ○ Age ○ Gender ○ Nationality ○ Medical condition ○ Location ▪ Contact the nearest field office and send a team to assist at the site if required ▪ Authorities will plan the medevac based on the best options open and keep PY informed and also request any further assistance or decisions e.g. if there is a cost decision for national staff	▪ Give first aid ▪ Contact the SC/SO/SM or directly to authorities ▪ Remain with patient till assistance comes
Earthquake		
▪ Support/assist SC/SO/SM ▪ Inform Head Office in the event of a serious earthquake situation ▪ Once details are known and particularly if staff have been either killed or injured, inform Head Office	▪ Raise the alarm ▪ Check that all staff can be accounted for and no one is left in the building. ▪ Send staff away keeping only essential staff ▪ Establish location of all staff who are out of the office and if they have been effected by the incident	If indoors • DROP to the ground; • Take COVER by getting under a sturdy table or other piece of furniture; • HOLD ON until the shaking stops and it is safe to go outside. • Stay away from glass, windows, outside doors and walls, and

	▪ As further information becomes available, advise staff on what actions to take	anything that could fall, such as lighting fixtures or furniture. • Stay in bed if you are there when the earthquake strikes. Hold on and protect your body with the mattress and/or head with a pillow, unless you are under a heavy light fixture that could fall. In that case, move to the nearest safe place. Use a doorway for shelter only if it is in close proximity to you and if you know it is a strongly supported, load-bearing doorway. If outdoors • Stay there. • Move away from buildings, streetlights, exterior walls/utility wires • Once in the open, stay there until the shaking stops. Ground movement during an earthquake is seldom the direct cause of death or injury. If trapped under debris • Do not light a match. • Do not move about or kick up dust. • Cover your mouth with a handkerchief or clothing. Tap on a pipe or wall so rescuers can locate you. Use a whistle if one is available. Shout only as a last resort. Shouting can cause you to inhale dangerous amounts of dust.
Criminal Attacks		

▪ Immediately report SC/SO / SM ▪ The SC/SO/SM will establish the fact and immediately report the incident to nearest Police Sta. ▪ Inform Head Office in the event of a serious criminal assault	▪ Immediately report the incident to the nearest Police station and ask them to go to the site. ▪ Arrange for PY staff to go to the site to assist and describe the facts ▪ Establish if there is any need for medical or psychological support and make the necessary arrangements	Avoidance of attacks • Keep to know low risk and busy areas • Do not walk after dark • Do not go out alone Always carry a phone or radio always let Head Office know where you are going If attacked, do the following • Do not try to intimidate or be aggressive- the criminals have the initiative. If you have to speak, speak quietly and slowly – be aware that the criminals might not speak English • Keep hands visible and move slowly with precise gestures • Respond to request but do not offer more than has been requested • Never take physical risks in defence of property or money • If in a group, do not talk amongst yourselves Normally do not consider escaping. If armed, they will almost certainly shoot at you as you run away
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Note: The procedures to follow will vary depending on if the person is an expatriate or a national staff member.

Expatriate: Concerned authorities (Embassies), as part of their support, will repatriate bodies from Pakistan. This covers collection of the body, preparation for air transport in an airline approved coffin, all the necessary paperwork for leaving Pakistan and for entering the country of repatriation and delivery to the family. Actions by PY are as follows:

- Contact concerned authorities and request repatriation
- Contact the local authorities to tell them of the event.
- Liaise with the bereaved family, giving them as much information as possible and to see what their wishes are.

National Staff

This will be handled in accordance with Pakistan culture and the body should be given to the family as quickly as possible. This will be arranged by the Admin Coordinator or the Security Manager at the field offices assisted by other senior national staff. The ED or PD will be briefed on the process and advised of any problems. The bereaved family must be given an agreed immediate cash payment to assist with funeral charges.

Lessons Learnt

Once the incident is over and all the immediate actions have been taken and there is no longer risk to life, the Security Manager in conjunction with the SLC, must instigate a full inquiry into the incident to establish the following:

- What happened before during and after the incident?
- Why did it happen and could it have been avoided?
- Do the security protocols/SOPs need to be amended to avoid a recurrence?
- Where there any lessons to be learnt in the way the incident was handled?

Serious Incident Contingency Actions

- **Relocation** is the temporary move of staff from an insecure or potentially insecure location to a safer one often in an emergency. It is an action that takes place within the country and could mean moving staff from within a town e.g. vacating the office to a safe house or from one town to another e.g. moving staff from Quetta to Islamabad.
- **Hibernation** means lying low for an unspecified period. The choice of place could be the residence, the office or a safe house and it could be pre-emptive e.g. to avoid being around on a publicised event such as an election or planned protest march or it could be a reaction to an unexpected event e.g. civil unrest.
- **Evacuation** is the removal of staff, usually expatriate, from the country to an intermediate safe haven in other country and from there, staff usually return to their country of domicile. National staff would only be evacuated if there was strong proof that because of their work for the INGO, their lives would be directly threatened if they were left behind

Re-Location Contingency Plan

- **Introduction**
 - The need to relocate could be because of any of the following circumstances – civil disorder, rioting, factional fighting and the declining situation could develop and spread very rapidly leaving no time for lengthy preparations. The purpose of this contingency plan is to outline the preparatory measures to be taken by nominated individuals and staff and how the contingency will be executed.
- **Preparatory Measures**
 - **1). Security Manager**
 - Brief all staff on a quarterly basis and particularly those national staff who will be involved in the relocation.
 - Maintain a stock of emergency food .
 - Ensure that staffs at all offices and residences are able to escape from the compound by a tested route other than the main gate.
 - Maintain a list of safe houses and ensure that Alternate Security Officers and drivers involved in the relocation know where the houses are.
 - **Expatriate Staff:** Carry a grab bag (SOP 1 lists the recommended contents) with them as decided by the Security Manager including a satellite telephone.

- **Assumptions:** following assumptions have been made:
 - The decision to relocate will be taken by the SLC and the contingency will be executed by the Executive Director
 - PY must work on the assumption that they will receive no external help from the UN
 - National staff will be assisted if necessary, particularly female staff but they will be expected to make their own way to their residences
 - The mobile networks will be overloaded and satellite telephones will be the only means of reliable communications

- **Outline:** When it is clear that there is a developing and worsening security situation, the SLC will meet, be briefed by the Security Manager and take a decision; in a rapidly deteriorating situation, the ED and SM can take the decision alone if required. The first priority is to identify where all staff is, then based on the situation, collect them, and deliver them to a safe house or location, e.g. a guest house or hotel. Collection points and routes, allocation of drivers to assist, safe houses to use etc. are decisions that will be taken at the time by the SLC. Once all staff are in safe houses and all national staff have returned to their residences, the SM and ED will monitor the situation and keeping the PY Head Office updated. The decision to revert to normal working when the situation calms down will be taken by the ED but in the meantime, the Security Manager will keep staff updated on the situation and be prepared to relocate staff again if a safe house comes under threat.

- **Relocation Procedures:** The decision as to where expatriate staff go and how they get there will be managed at the time by the Security Manager but the general priority for relocation will be as follows:
 - Collect staff that are elsewhere in the city or field sites and deliver them to either a safe house or the office.
 - Collect staff/dependents from residences and deliver them to either a safe house or office. An option might be for staff to hibernate at the residence
 - Relocate staff in the office to safe houses.

This might change depending on the situation e.g. if there is an immediate threat to the office but the principle is to gather staff to a central point and to then relocate them to a safe house.

- **Expatriate Staff:** Once expatriate staff becomes aware of the security situation through either rumours or passage of information, they should remain where they are and wait for information from the Security Manager. Those outside the office e.g. at meetings, should report their locations, the Security Manager should identify any expatriate staff/dependents remaining in the residences e.g. spouses. All staff should await instructions from the Security Manager and when those instructions are given, follow them. Since staff might go straight from a meeting to a safe house, it is essential that they have their quick run bags with them. If an expatriate cannot get through on his mobile and does not have access to a satellite phone e.g. with a car and driver, he/she should remain where they are and the Security Manager will arrange for a driver to come and collect them at their last known location. If an expatriate does not report in or cannot be found, the Security Manager will send a driver to his/her last known location to search. Effective staff tracking is vital.

- **National Staff:** Once the order has been given to relocate, national staff less those listed below will help with the relocation should make their own way back to their houses or where they consider it to be safe for them and their families. Depending on the situation, PY would be prepared to help with transport particularly for female staff members. The following national staff will help the Security Manager with the relocation:

- Drivers:
- Communications:
- One guard to remain at each residence.

- **Office Documentation**

There will not be sufficient time to properly back up and take all essential documents from the office. All expatriate staff should take their laptops with them and national staff should give their laptops to the Logistics Officer who will arrange for them to be sent to a safe house. If essential documents can be easily carried e.g. one or two files, they should be given to the Security Manager and delivered to a safe house like the laptops. The same applies to any cash in safes.

- **Transport**

Only low profile vehicles should be used for the relocation operation. High profile vehicles should only be moved to a more secure location if the situation permits it and it involves no risk to the driver otherwise they remain at offices. The nominated drivers need to be briefed and rehearsed on how to respond to being confronted by a mob and what evasive action they can take.

- **Communications**

The conditions under which relocation takes place, particularly a riot or fighting in Islamabad, Quetta, Lahore or other field offices will be a stressful time in a fast moving and changing situation. It is essential that expatriate staff follow the instructions of the Security Manager and the driver assigned to move them. The Security Manager should, on a regular basis, pass information over available communications network.

- **Relocation options depending upon the country security situation:**

- **Option One- By Air**

- **Islamabad to Karachi** – Daily five flights –flight time approximately 01 hour 55 minutes
- **Islamabad to Lahore**- Daily three flights –flight time approximately 35 minutes
- **Quetta to Karachi** –Daily one flight- flight time approximately 01 hour
- **Quetta to Islamabad**- Daily one flight- flight time approximately 01 hour

The embarkation points will be at the Islamabad Benazir Bhutto International Airport, Lahore Allama Iqbal International Airport and at Quetta international airport.

- **Option Two-By Road:** In case travel by air to Lahore, Karachi is not possible then the travel by road will be adopted as second option:

- **Islamabad to Lahore**- Journey by road through GT Road (approximately 5 Hr: 30 Min) or Motorway (approximately 4Hr: 30Min) depending on security clearance from SC/SM on PY LOW PROFILE vehicles
- **Quetta to Karachi**- Journey by road through Costal/Super Highway (approximately 12 to 14 hours) or through Bolan Pass via Sibi, depending on security clearance from SC/SO/SM on PY LOW PROFILE vehicles
- **Muzaffarabad to Islamabad**- Journey by road through Murree or Kahola (approximately 3 to 4 hours) depending on security clearance from SC/SM on PY LOW PROFILE vehicles
- **Room Reservation:** Room reservation in the hotel will be done if required, by the admin staff in consultation with SC/SO/SM in advance.
- **Transport:** Transport at Karachi and Lahore airport for pick and drop from airport to hotel & back will be arranged through the hotel concerned.
- **Accommodation:** Admin Manager/ officer of head office will arrange the accommodation for the staff concerned.

Hibernation

The decision to hibernate will be taken by the SLC and it could be for a number of reasons. It could follow a re-location after civil disorder and a decision by the SLC for the whole office to keep a low profile and out of sight. It could be the prelude to an evacuation for the reason that of a complete breakdown of law and order. It could be pre-emptive to avoid a planned event e.g., an election or a potential flashpoint. The place of hibernation is ideally in your accommodation but could be the office or a safe house elsewhere in Islamabad.

- In the event of hibernation, national staff less those key individuals identified by the Security Manager e.g., may remain at their homes.
- Preparation is the key to hibernation and residences should have the following supplies:
- Emergency food for 5 days. This should be tinned and non-perishable food e.g., rice, pasta etc.
- Drinking water for 5 days based on 3 litres per person per day
- Water for washing, flushing lavatories etc.
- Hygiene supplies e.g. toilet paper
- Candles & matches
- Spare fuel for generator, cookers and lanterns
- Personal items such as any medication
- Communications – mobile telephones
- Your grab bag
- Bucket and plastic basin
- Route - As per the situation/ location
- One vehicle each will be deputed with each hibernating expatriate staff, these vehicles will remain parked in the parking area of the location being used for hibernation. Drivers will also remain present with the vehicles.
- In case the stay in the hibernating location is prolonged, Transport Officer will arrange rotation of the drivers in time, if the situation permits.

- In extreme emergency, special security arrangements will be made through local authorities. Safety Coordinator/ Government liaison will be responsible for coordination.
- Hibernating staff will not move out of the location unless advised by Safety Coordinator/ ED.
- The SLC will keep all staff apprised of the situation and what might be the likely outcome

Evacuation

- **Outline Plan:** A full evacuation of expatriate staff and the closure of PY programmes would be as a result of a declining law and order situation or the outbreak of full scale fighting which meant it was no longer safe to run programmes and for expatriate staff to stay. PY Head Office based on the advice of the SLC would take such a decision. In accordance with PY national staff evacuation policy, PY will relocate staff to the place of their original hire but would only evacuate them out of the country if their lives were directly threatened because of their work with PY. The way the evacuation is managed will depend on the situation in Pakistan at the time and the options that are open. These will vary from location to location. There will be separate contingencies for each location but the likely options for each office will be as follows:
- **Communication:** In particular, this will be used for communications between the PY Representatives in the area and PY's Safety Coordinator.
- **Consolidation of Evacuees:** If the security situation in the city makes movement and communication difficult, consider getting some staff to move in with colleagues, taking their emergency supplies with them. This will improve control before and during the evacuation and improve the morale of anyone who is anxious about the situation.
- **Essential staff:** If the security situation deteriorates to the extent that an evacuation appears to be likely, the Islamabad SLC at the direction of Executive Director should consider reducing staff to reduce the risk and make an evacuation easier to manage. Expatriate staff could be sent on leave, or attached to other offices and expatriate dependents could be sent home. Because of the difficulties of evacuating sick, injured or pregnant personnel, these people should be flown out at the onset of potential problems. This might entail evacuation by specialist medical personnel, which can be provided through a contracted evacuation services company.
- **Staff Not Included in the Evacuation:** Staff has privately hired domestic staff, there should be provision for their care. Some wages should be paid in advance.
- **Secure Storage:** In some security situations there may be an increased risk of crime, including looting. Some evacuees may be concerned about their most valuable possessions. The Islamabad SLC should consider whether it is necessary to arrange to store people's valuables in one location (possibly in one warehouse or residence) and arrange guards for this place. Any personal effects stored in this way should be listed and labelled. Consider the need for special insurance for this place.
- **Standfast:** "Stand fast" is a term used for an order for all staff to return to their residences. The aim of this is so that people will keep a low profile and be in less danger, and also so

that they can more easily be contacted if an evacuation starts. The “stand fast” order may be in place for some days and so there is a strong need for adequate emergency supplies to be stored. The SLC must work to keep people informed during such a situation. All individuals should monitor the news services and keep their telephone lines free as much as possible.

- **Assembly Point (JACOBABAD)**

The Assembly Point is where all PY evacuees will meet immediately prior to an evacuation. This will be at the PY office located at Behind Royal College, First Family Lane, Jacobabad. An alternate site should be considered in case the main Assembly Point cannot be used for any reason. This could be some guest house or a hotel in Islamabad or a building belonging to a friendly organization which is to be earmarked earlier.

- **Designated Office Emergency Wardens**

- i. Warden: Mr. Niaz Ahmed Mangi +923322852770
- ii. Deputy Warden: Saadat Ali +923337336208

- **Embarkation Point**

The Embarkation Point will be at the Islamabad International Airport or the alternate airport. Evacuees will be taken forward to the Embarkation Point at the last possible moment and will not remain there longer than is absolutely necessary. The SLC will again check that all personnel are accounted for. It should be noted that people without tickets are not allowed into airport terminal buildings. All evacuating employees should have a printout of their travel itinerary. Karachi/Lahore airport may be the next in priority respectively, if travel from Islamabad is not possible.

- **Release Point**

This is the place where the evacuation aircraft lands evacuees and where they then come under the direct administrative care of an external PY office. The planned Release Point for international evacuation is: Dubai UAE (Approximate journey time ...2 Hrs, 50 Mins). At least one flight daily from Islamabad –Dubai.

The alternative releases point in case travel to Islamabad is not possible will be Lahore –Dubai or Lahore –Bangkok (Approximate journey time ...6 Hrs). Daily flight between the two destinations.

- **Evacuation by Road (Islamabad)**

The security situation might dictate that Islamabad International Airport cannot be used or that an air evacuation is impossible altogether. There may be prolonged closure of airports or Pakistani air space. In these situations, road travel may be necessary.

Options for road evacuation could include the following:

- i. Travel
- ii. Travel to alternative airports within Pakistan, such as Peshawar or Lahore
- iii. Travel across the Afghanistan land border to Kabul. This can only be attempted if air evacuation from Peshawar has failed, if visas can be obtained and if travelling with an escorted convoy. This should be a last resort.

- **Assembly Point (Quetta)**

- **The Assembly Point** is where all PY evacuees will meet immediately prior to an evacuation. This will be at PY office Quetta. An alternate site should be considered in case the main Assembly Point cannot be used for any reason. This could be a Hotel Serena in Quetta or a building belonging to a friendly organization. Designated office emergency wardens are:

- I. Warden: Abdul Malik Tareen (Cell # +923337841037)
- II. Deputy Warden: Nasir Jogezeai (Cell # +923458328370)

- **The Embarkation Point.** The Embarkation Point will be at the Quetta International Airport or the alternate airport. Evacuees will be taken forward to the Embarkation Point at the last possible moment and will not remain there longer than is absolutely necessary. The Warden will again check that all personnel are accounted for. It should be noted that people without tickets are not allowed into airport terminal buildings. All evacuating employees should have a printout of their travel itinerary.
- **The Release Point.** This is the place where the evacuation aircraft lands evacuees and where they then come under the direct administrative care of an external PY office. The planned Release Point for international evacuation is: Islamabad (flight time approximately 01 hour) or as an alternative Karachi (flight time approximately 01 hour).
- **The Embarkation Point.** The Embarkation Point will be at the Quetta International Airport or the alternate airport. Evacuees will be taken forward to the Embarkation Point at the last possible moment and will not remain there longer than is absolutely necessary. The Warden will again check that all personnel are accounted for. It should be noted that people without tickets are not allowed into airport terminal buildings. All evacuating employees should have a printout of their travel itinerary.
- **The Release Point.** This is the place where the evacuation aircraft lands evacuees and where they then come under the direct administrative care of an external PY office. The planned Release Point for international evacuation is: Islamabad (flight time approximately 01 hour) or as an alternative Karachi (flight time approximately 01 hour).
- **The Embarkation Point.** The Embarkation Point will be at the Quetta International Airport or the alternate airport. Evacuees will be taken forward to the Embarkation Point at the last possible moment and will not remain there longer than is absolutely necessary. The Warden will again check that all personnel are accounted for. It should be noted that people without tickets are not allowed into airport terminal buildings. All evacuating employees should have a printout of their travel itinerary.
- **The Release Point.** This is the place where the evacuation aircraft lands evacuees and where they then come under the direct administrative care of an external PY office. The planned Release Point for international evacuation is: Islamabad (flight time approximately 01 hour) or as an alternative Karachi (flight time approximately 01 hour).

Security Focal Points

PY has a Security Focal Point, the Senior Manager Security and Government Liaison, supported by Safety Coordinators (SCs) in each office location. The SCs members have been chosen to manage the safety and security matters at the local level and support field teams at each location as first point of contact for all safety and security matters. The SCs of each location maintain

liaison with our partners in their respective areas of operations to gather first hand relevant security information and communicate to Security Focal Point.

Location	Name	Title	Contact Info
Quetta	Nasir Jomezai	Manager Safety and Security	+923458328370
Jacobabad	Saadat Ali	Manager Programs	+923337336208
Karachi	Abdul Haque	Focal Person	+923337202028

Security Policy

The following are PY' policies related to field security. These policies should be re-stated in every Youth Safety Plan of the region.

- **Applicability** - PY Security policies apply to all PY employees, volunteers, consultants, interns, and the dependents of these individuals who reside in the field under the auspices of PY, and guests to whom PY is formally a host.
- **Impartiality vs. neutrality** - PY operates on the basis of impartiality in humanitarian crises. As a signatory to the IFRC code of conduct, PY is technically not bound to neutrality, but rather we may highlight oppression and injustice in conflicts. We do not support combatants or warring parties. It is important for all staff to realize that combatants or criminal elements may perceive humanitarian response as a partisan activity, or simply have no regard for it.
- **Primacy of Life** - While PY staff are expected to exercise all due care and diligence to protect the assets with which our donors entrusted us, PY staff members should in no instance put their lives at risk in order to protect PY property.
- **Proportionate Risk** - Risk is inherent in varying degrees in all of our working environments. The work that can be achieved must always outweigh the risks taken. As such, PY is prepared to tolerate more risk in missions where there is more at stake than for others. PY will withdraw from projects or programs where the security risks are disproportionate to the potential program benefits.
- **Individual Responsibility** - While PY is responsible for security management in each country in which we operate, each employee must accept responsibility for the impact of their own behaviour – on or off duty - on their individual security as well as the security of the PY team, its mission and the overall humanitarian effort. It is very important that each PY employee understands and accepts this responsibility, and understands why failing to adhere to security and behavioural guidelines can put other members of the team at risk and lead to dismissal or other disciplinary action.
- **Safety and Security** – “Security” refers to threats of malice posed by acts of violence or crime. While the security of PY personnel and assets is a primary concern, in many situations’ “safety” threats - those related to injury, disease or accident – (vehicle accidents, malaria, water-borne disease, HIV and other health threats) pose equal or greater risks to staff. Many of the same management strategies apply to both safety and security threats and should thus be included in planning, training and orientation where appropriate.

- **Local Security Planning** - Security is best managed at the country level. Each PY office must develop local Security Management Plans that reflect the organizational mandate as well as the specific country mission. It is the responsibility of the Executive Director to ensure that these plans are reviewed, updated or revised at a minimum once a year. These local plans will be structured to reflect guidelines provided by PY headquarters including a clear threat assessment and operational strategies under each of the three elements of the security triangle; acceptance, protection, and deterrence. An effective local security protocol must appropriately balance all three elements. A strong acceptance strategy with supportive protection and deterrence elements is ideal. However, where local conditions limit the effectiveness of the acceptance strategies, it is necessary to build relatively stronger protection and deterrence capabilities.
- **No Ransoms or Bribes** - While PY will do everything ethically possible to secure the release of detained or kidnapped staff, PY will not pay ransoms for the release of kidnapped staff. Neither will PY offer rewards, inducements, or bribes to local officials or others outside the organization to carry out their normal tasks nor to perform illegal services. Similarly, PY staff shall not receive gratuities or gifts related to their roles or the performance of their duties for PY.
- **The Right to Withdrawal** - PY team members have the right to decline to take risks without suffering disciplinary action. At the same time, if such risks are continuous, there may be no logic in continuing employment in that location. If transfer options are not available, the only possible option may be for PY to terminate the contract.
- **Failure to Follow Security or Safety Guidelines is a Disciplinary Matter** - Staff who do not follow safety or security guidelines or act in ways that put themselves or others at risk are subject to disciplinary action up to and including discharge. This includes professional as well as personal behaviour while deployed in the field.
- **No Right to Remain** - PY has the right to withdraw its staff from situations that it considers to be dangerous. Staff are obliged to obey these instructions. This applies not only at the project level within country but also to the country program as a whole.
- **Evacuation Policy** - In the event of a security evacuation, PY will assume responsibility for the return of staff to the point of hire or to the address of record. Beyond this, PY cannot assume responsibility for the evacuation of national or refugee staff or their families. To the extent that resources, fairness, and legality permit, PY may attempt to relocate staff for reasons of security.
- **Equal Rights** - Different groups may face different levels of risk in different societies. PY' security rules are non-discriminatory. Staff members facing particular risks because of who they are will be advised of those risks and advised what measures they should take, but they will not be subject to additional restrictions. In some cases, PY will not be able to deploy staff of a particular group or gender in a particular area. The one exception to this rule is international staff who may at times be subject to additional restrictions because of their status as targets and the risk that incidents involving them pose to the program and team as a whole.
- **Weapons and Armed Security** – PY opposes in principle the use of armed protection as it undermines our humanitarian mission. However, we recognize extreme or ad hoc situations where armed protection may become necessary to protect staff from

immediate harm. The use of ongoing armed protection must be approved in writing by the Senior Vice President of Programs. The ad hoc use of armed protection may be approved by the Country or Director of Programs when an immediate decision is necessary to protect staff and programs – however, this should be reported immediately to the Senior Vice President of Programs. Under no circumstances should PY employees carry weapons.

- **Responsibility for Security Management** - Notwithstanding the identification of a Safety Coordinator, the Executive Director holds primary responsibility for security management in country and follows the normal chain of command within PY.
- **Safety Coordinator**
- Each PY office must identify a "Safety Coordinator". In many cases the focal person will be the Executive Director and, in most cases, the focal point will have other job responsibilities. The Safety Coordinator will be delegated the following responsibilities:
 - Monitor the security environment
 - Provide security briefings and updates
 - Monitors Minimum Operating Standards for Security (MOSS)
 - Report security incidents
 - Represent PY in security related forums
 - Organize staff security training
 - Update and circulate youth safety plan
 - Orient new staff (national and expatriate) in security
 - Point of contact for the Security Advisor/ GEO Director
- **Local Law and Custom:** PY programs and staff must reflect local law and custom. Where local laws conflict with international law or widely held ethical standards, a reasonable response should be designed in consultation with the Director of Programs.
- **Personal Property:** PY is not responsible for the personal property of its staff under any circumstances. Staff should decide independently what they should have with them overseas and, where needed, purchase appropriate insurance.



COMMITMENT FORM

Youth Safety Plan (YSP) Acknowledgement

I have thoroughly reviewed the guidance and procedures outlined in PY's Youth Safety Plan (YSP). I fully understand the importance of upholding these guidelines to ensure a safe environment for myself, colleagues, and the young people we serve.

I commit to the following:

- **Compliance:** I will conduct myself in accordance with all YSP protocols and any related instructions from the Executive Director or Safety Coordinator.
- **Responsibility:** I recognize that failing to follow the YSP could create security risks and potentially cause harm. Such negligence may result in disciplinary action, up to and including termination of my employment.
- **At-Will Employment:** I understand that this agreement does not modify my status as an "at-will" employee, meaning my employment can be terminated at any time, with or without cause.

By signing below, I acknowledge and agree to the terms of PY's Youth Safety Plan.

Signature: _____

Printed Name: _____

Date: _____

PEACE BY YOUTH (PY)

Security Leadership Circle (SLC)

Name	Title	Contact Telephone
Nisar Ahmed	Executive Director	+923333405055
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M. Muhammad Ayoub Khan	Operations Manager	+923018550454 ayoub@py.org.pk
Muhammad Azam	Director Finance and Accounts	+923344414000 aazam@py.org.pk
Saadat Ali	Program Manager	+923337336208 saadat@py.org.pk
Liaquat Ali Shaikh	Senior Technical Advisor	liaquat@py.org.pk

Regional Security Leadership Circle (Office #2) (QUETTA)

Name	Title	Contact Telephone
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Nasir Jomezai	Manager Safety and Security	+923458328370
Yasir Razzaq	Sr. Operations Officer	+923011018918

Security Leadership Circle (Office #3) (KARACHI)

Name	Title	Contact Telephone
Abdul Haque Malik	Project Manager	+92 333 7202028
Abdul Karim	Operations Officer	+92 310 2224356
Muhammad Farhan	HR Officer	+92 347 4342033

22. Crisis Management Team Roles and Responsibilities

Common roles during a crisis	PRIMARY Name, Title	ALTERNATE Name, Title
Primary Point of Contact	Mr. Nisar Ahmed Executive Director	Mahwish Saeed, Director of Programs
Communicates with family of national staff	Nisar Ahmed Executive Director	Abdul Malik Tareen – Balochistan Abdul Haque – Sindh team Abdul Mueed - rest of Pakistan

Point of Contact: Embassies: Invokes embassies services including medivac procedures or other medical advisory service. (Expatriate employees may also contact authorities on their own behalf).	Nisar Ahmed Executive Director	Nasir Jomezai Manager Safety and Security Tanveer Hashim Durrani IT Officer / Operations Focal Person
PoC - Field Media; coordinates on messaging with Headquarters.	Nisar Ahmed Executive Director	Mahwish Saeed, Director of Programs
Creates Incident report - forwards to Director of Programs, and Director of Field Safety and Security	Nasir Jomezai Manager Safety and Security	Office security focal person
Point of Contact – Embassies	Muhammad Ayoub Khan Operations Manager	Muhammad Azam Director Finance and Accounts
Point of Contact: Local authorities/National Gov't	Nasir Jomezai Manager Safety and Security	Muhammad Usman Logistics and Liaison Officer
PoC with Crisis Management Coordinator	Nisar Ahmed Executive Director	Nasir Jomezai Manager Safety and Security
Ensures security of remaining staff; Briefs staff	Nasir Jomezai Manager Safety and Security	Abdul Mueed Officer People and Culture
Communicates with donors (specify each donor & location)	Nisar Ahmed Executive Director	Mahwish Saeed, Director of Programs