



PEACE BY YOUTH (PY)

SECURELEAD: Youth Safety Plan

Organizational Safety & Security Plan | Safety & Security
Sindh & Balochistan • October 2026 – December 2027

OPERATIONAL COVERAGE

Sindh: Jacobabad • Shikarpur • Karachi
Balochistan: Jaffarabad • Nasirabad • Quetta

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DOCUMENT CONTROL, APPROVAL AND DISTRIBUTION

Field	Updated detail
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Next formal review due	31 December 2027
Review owner	Manager Safety & Security, under oversight of the Executive Director
Applies to	All PY staff, volunteers, interns, consultants, visitors, partners working under PY operational control, and PY-arranged travel/accommodation
Controlled distribution	Board/Senior Management, program and operations leads, People & Culture, Safety & Security focal persons, office copies, relevant partner focal persons. Public circulation is not authorized.

Approval roles

Role	Responsibility
Executive Director	Ultimate accountability for security, authorization of exceptional movements, crisis decisions, suspension/relocation/evacuation and approval of this plan.
Manager Safety & Security	Maintains risk picture, conducts briefings, issues advisories, oversees incident reporting, movement controls, drills and plan review.
Program/Project Managers	Integrate safety into program design, approve activity plans within delegated authority, ensure community acceptance and staff compliance.
Operations	Vehicles, drivers, premises safety, communications, emergency supplies, travel logistics and vendor checks.
People & Culture	Duty of care, onboarding, psychosocial support referral, safeguarding/harassment reporting, staff records and next-of-kin details.
All personnel	Follow the plan, maintain situational awareness, report incidents/near misses, challenge unsafe work and use the discretionary right to withdraw from imminent danger.

2026 Comprehensive Assessment of the Previous Plan

The previous SecureLead plan was updated on 14 January 2024, stated validity from 2024–2026, and set the next update due on 30 June 2026. The formal review date therefore passed before this revision. The 2026 assessment examined document currency, geographic coverage, risk methodology, emergency contacts, duty-of-care measures, crisis management, safeguarding, travel controls, climate hazards and usability.

Assessment area	Finding	2026 update
Governance & review cycle	Overdue review date; responsibilities existed but version control and interim trigger-based reviews were not sufficiently explicit.	Version 3.0 establishes annual/formal review, quarterly risk checks, and immediate review triggers after a serious incident, major program expansion or material context change.
Geographic coverage	Detailed local information was uneven; Jacobabad and Jaffarabad were covered, while current operational locations required stronger coverage.	Six current priority geographies are profiled: Jacobabad, Shikarpur, Karachi, Jaffarabad, Nasirabad and Quetta.
Demographic data	Several district indicators relied on 2017 census and older sector statistics.	Population and administrative context updated using Pakistan Bureau of Statistics Census 2023 and current PY operational information.
Security context	National narrative referenced older political and Afghanistan-related developments and did not reflect 2025–Q3 2026 escalation in Balochistan or attacks reported in Sindh.	Security analysis reframed as dynamic, source-based and non-partisan; 2025 PIPS and 2026 CRSS/PICSS patterns are incorporated into internal risk levels.
Climate/disaster risk	Floods and earthquakes were present, but extreme heat required stronger controls for Upper Sindh and eastern Balochistan.	Dedicated heatwave, flood/monsoon, earthquake, winter/cold and air-quality procedures added; heat thresholds trigger work-rest and movement changes.
Emergency contacts	Some local contacts were outdated, inconsistent or not independently verifiable.	Core government/official helplines re-verified; unreliable personal numbers removed from the general directory. District teams must maintain controlled local contact cards.
Travel and movement	Strong baseline controls, but no unified journey-management thresholds for the six focus districts.	Clear approval levels, check-in frequency, daylight rules, route risk checks, no-go triggers and lost-contact escalation added.
Safeguarding & inclusion	Harassment and assault appeared in risk assessment but needed operational integration.	Gender-sensitive movement, confidential reporting, survivor-centered response, PSEA/child safeguarding and disability inclusion integrated across SOPs.
Digital/cyber safety	Limited treatment of device/data exposure.	Cyber, device, phishing, geolocation, social-media and sensitive-data controls added, aligned with PY Data Management and Privacy Policy.

Assessment area	Finding	2026 update
Crisis management	Roles existed but escalation, incident severity and decision log requirements were fragmented.	Four-level incident classification, Crisis Management Team (CMT), family liaison, decision log, after-action review and communications controls consolidated.

Assessment conclusion

The plan remains conceptually sound in its life-first approach and shared-responsibility philosophy, but the operating context and internal footprint have changed materially. Version 3.0 is therefore a substantive revision, not a date-only refresh.

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CURRENT PY RISK RATING – OCTOBER 2026

Risk rating method

PY uses five internal operational levels: Stable, Moderate, Elevated, High and Extreme. Ratings combine threat likelihood, potential impact, organizational exposure, vulnerability, access to mitigation and current incident trends. These are operational decisions, not government security classifications.

Location	PY rating	Key risk drivers
Jacobabad	Elevated	Extreme heat; monsoon/flood; road safety; crime/kacha-area spillover; occasional infrastructure/militant incidents.
Shikarpur	Elevated	Road/crime risk; proximity to riverine/kacha areas; extreme heat/flood; occasional militant/infrastructure incidents.
Karachi	Elevated	Street crime; demonstrations/road closures; terrorism risk; heat, urban flooding, fire and building hazards; high-density movement exposure.
Jaffarabad	High	Balochistan security environment; road/IED risk; severe heat; monsoon/flooding; tribal/local disputes and access disruption.
Nasirabad	High	Material militant/IED exposure in wider division; flood/heat risk; road movement exposure and infrastructure disruption.
Quetta	High	Militant/terrorist and sectarian attack risk; security-force targeting; demonstrations; earthquake/winter hazards; urban crime.

Risk acceptance rules

- Stable/Moderate: routine operations with standard controls and local briefing.
- Elevated: documented journey/activity risk review, daylight movement as default, confirmed communications and local acceptance checks.
- High: specific management approval, live security review before movement, enhanced check-ins, contingency route and clear suspension triggers.
- Extreme: no routine PY movement or activity. Only life-saving/emergency action may be considered by the Executive Director following documented assessment and with appropriate specialist/security support.

1. INTRODUCTION AND SAFETY PRINCIPLES

SecureLead is PY's organization-wide Youth Safety Plan. It defines how PY manages foreseeable safety, security, safeguarding and emergency risks so that programs can be delivered without exposing staff, volunteers, participants, partners or communities to unreasonable harm.

1.1 Core principles

- Life and dignity first: the safety of people takes priority over assets, schedules, visibility and program targets.
- Shared responsibility: every person has a duty to act safely, challenge unsafe practice and report incidents and near misses.
- Do no harm and acceptance: quality, transparent and impartial programming is a primary security measure.
- Informed consent and right to decline: personnel may decline or withdraw from activity they reasonably believe presents imminent and unacceptable danger, without retaliation, while informing management as soon as feasible.
- Minimum necessary exposure: PY reduces visibility, sensitive data, cash carriage, predictable movement and unnecessary presence near high-risk sites.
- Inclusion: controls must consider women, persons with disabilities, younger staff/volunteers, minorities, visitors and people with health or mobility needs.
- Confidentiality: incident, safeguarding and security information is shared strictly on a need-to-know basis.
- Adaptive management: risk ratings and controls change when the context changes.

1.2 Scope and application

This plan applies during working hours, PY travel, field activities, PY-arranged accommodation, official events, remote work involving sensitive data, and emergencies affecting personnel or operations. Contractors and partner personnel under PY's operational direction are briefed on relevant controls before work begins.

1.3 Discretionary and mandatory withdrawal

Any team member may leave or seek immediate safe shelter when they reasonably believe they face imminent danger. Managers may order suspension, relocation, shelter-in-place or withdrawal based on current risk. No person may be required to remain in a location after a management withdrawal order.

1.4 Media, social media and political neutrality

Only authorized spokespersons may speak on behalf of PY. Personnel must not disclose live travel plans, accommodation locations, participant identities, security procedures or sensitive incidents on social media. When representing PY, staff maintain PY's apolitical and non-sectarian stance and avoid conduct that could reasonably be interpreted as organizational alignment with a party, faction or armed actor.

1.5 Security briefing

All new staff, consultants, visitors and volunteers receive a location-specific security briefing before deployment. Briefing covers current risk level, approved routes, restricted areas, emergency contacts, medical options, communication schedule, cultural norms, safeguarding, data security and actions on loss of contact.

2. OPERATING CONTEXT AND INFORMATION

2.1 Pakistan Operating Context

Pakistan is a federal parliamentary republic with four provinces and the Islamabad Capital Territory. PY operates through civil society and community-based programming and maintains a neutral, non-partisan stance. Security conditions vary considerably by province, district, urban/rural environment, time of day, public events and specific route.

2.1.1 2025–2026 security trend relevant to PY

Independent security monitoring shows that Balochistan remained one of Pakistan's most violence-affected provinces in 2025 and through 2026, with militant attacks, counter-terrorism operations and high-impact incidents affecting multiple districts, including Quetta and Nasirabad. Sindh experienced a lower overall militant incident burden, but attacks were reported in Karachi, Shikarpur and Jacobabad, alongside persistent urban crime and protest-related disruption. These trends justify location-specific controls rather than a single country-wide rule.

2.1.2 Natural hazards and climate

PY's priority areas face a compound hazard environment. Upper Sindh and eastern Balochistan experience extreme heat, while monsoon rainfall can produce riverine, flash and urban flooding. Quetta faces earthquake risk and winter cold/snow hazards. Karachi combines coastal/urban flooding, heat stress, fire, building safety and dense-traffic risks. Climate and security risks may interact by closing roads, disrupting communications, increasing public frustration and limiting emergency access.

2.1.3 Cultural and behavioural guidance

- Dress modestly and adapt to local norms; field teams should seek local advice before first visits.
- Ask permission before photography; never photograph security installations, checkpoints, sensitive infrastructure or people without consent.
- Do not discuss partisan politics, sectarian issues or armed groups in ways that could be interpreted as PY positions.
- Avoid carrying unnecessary documents, large cash amounts or participant lists during field movement.
- Mixed-gender teams should plan transport, sanitation, accommodation and timing with dignity and safety needs in mind.

2.2 District Profiles and Operational Risk

2.2.1 Jacobabad, Sindh



Operational locator map – Jacobabad. Maps support orientation only and are not for navigation.

Indicator	Current planning value
PY risk rating	Elevated
Population (Census 2023)	1,174,097
Area	2,698 km ²
Urban share	30.83%
Average household size	6.02
Administrative context	3 talukas: Jacobabad, Thul and Garhi Khairo
PY presence	PY Head Office: First Family Lane, Jacobabad – 79000

Jacobabad is the operational heart of PY and a major road/rail gateway between Upper Sindh and Balochistan. The 2023 census recorded 1.174 million people. Rural settlement patterns, high poverty and mobility constraints increase dependence on road access and local acceptance networks.

Primary operational hazards

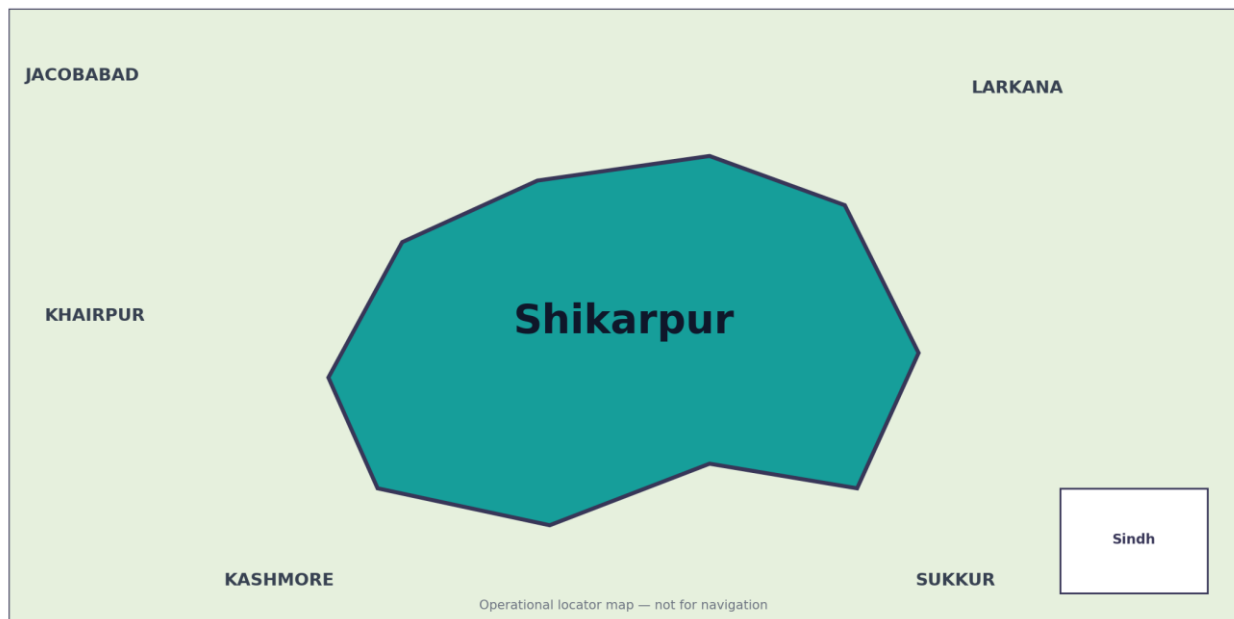
- Extreme heat is a primary life-safety hazard. Upper Sindh can exceed 50°C during severe heat events.
- Monsoon/riverine and local flooding can cut roads and disrupt electricity, mobile networks and health access.
- Road traffic risk is material due to mixed traffic, motorcycles, agricultural vehicles, poor night visibility and fatigue.
- Crime and kidnapping risk rises on isolated roads and around riverine/kacha areas; routes must be checked locally before movement.
- Security reporting in 2025 included an attack in Jacobabad and incidents affecting railway infrastructure in northern Sindh.

Mandatory local controls

- No routine field movement during the hottest hours when heat alerts are active; use work-rest-hydration controls.
- Avoid non-essential night travel and isolated/kacha routes.
- Use daily route confirmation and check-in discipline for inter-district travel.
- Maintain flood/monsoon alternate routes and pre-position drinking water/ORs during heat season.

Emergency access: Police 15; Sindh Emergency Rescue Service 1122; Tele-Tabeeb 1123; PDMA Sindh emergency 1736; Sindh flood emergency line 1080 when activated; Karachi Fire Brigade 16 where applicable. For any deployment, the team also carries the controlled local contact card for the relevant DC/DDMA, police focal point and referral hospital.

2.2.2 Shikarpur, Sindh



Operational locator map – Shikarpur. Maps support orientation only and are not for navigation.

Indicator	Current planning value
PY risk rating	Elevated
Population (Census 2023)	1,386,330
Area	2,512 km ²
Urban share	22.99%
Average household size	6.4
Administrative context	4 talukas: Shikarpur, Garhi Yasin, Khanpur and Lakhi
PY presence	No permanent PY office designated; activities are managed through approved project deployments from Jacobabad/Karachi.

Shikarpur is predominantly rural and closely connected to Larkana, Sukkur, Jacobabad and Kashmore. The 2023 census recorded 1.386 million people. Operational access depends heavily on road conditions, local stakeholder acceptance and seasonal conditions.

Primary operational hazards

- Extreme heat and monsoon flooding can affect travel and community activities.
- Robbery and kidnapping exposure increases on isolated roads and near riverine/kacha belts.
- 2025 security reporting recorded militant incidents in Shikarpur and attacks on railway infrastructure in northern Sindh.
- Community disputes, demonstrations and roadblocks may disrupt access with limited notice.

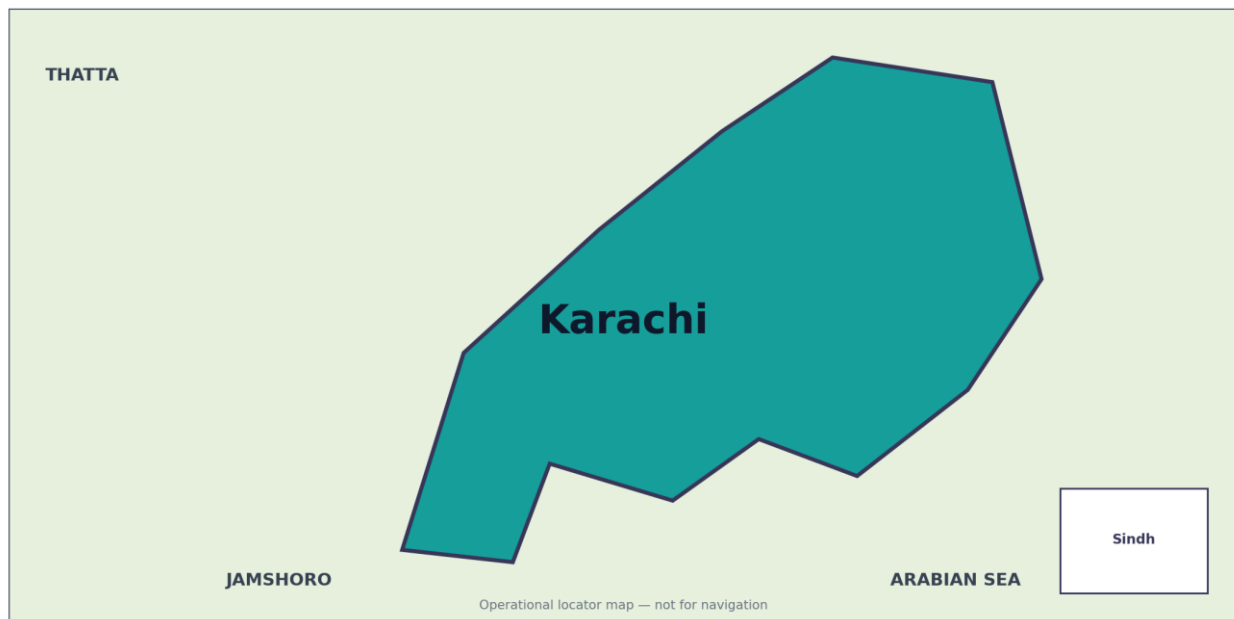
Mandatory local controls

- Use local route checks before every rural movement and avoid ad hoc shortcuts.
- Travel in daylight with approved drivers and reliable communications.
- Keep activity locations and participant lists on a need-to-know basis.

- Suspend movement when police/security operations or roadblocks affect planned routes.

Emergency access: Police 15; Sindh Emergency Rescue Service 1122; Tele-Tabeeb 1123; PDMA Sindh emergency 1736; Sindh flood emergency line 1080 when activated; Karachi Fire Brigade 16 where applicable. For any deployment, the team also carries the controlled local contact card for the relevant DC/DDMA, police focal point and referral hospital.

2.2.3 Karachi, Sindh



Operational locator map – Karachi. Maps support orientation only and are not for navigation.

Indicator	Current planning value
PY risk rating	Elevated
Population (Census 2023)	20,382,881 (Karachi Division); 18,868,021 urban Karachi city
Area	3,527 km ² (division)
Urban share	92.57%
Average household size	5.9
Administrative context	7 districts: Central, East, South, West, Korangi, Malir and Keamari
PY presence	PY Provincial Office – Sindh: Plot # 2, M, Ground Floor, Block 06, PECHS, Karachi

Karachi is Pakistan's largest metropolitan area and PY's Sindh provincial operating base. The 2023 census recorded 20.383 million people in Karachi Division and 18.868 million in the urban city area. Density, traffic, political demonstrations, street crime and infrastructure pressure shape day-to-day risk.

Primary operational hazards

- Street robbery, mobile-phone snatching and vehicle-related crime are persistent exposure drivers.
- Demonstrations, religious gatherings, VIP movement and road closures can rapidly disrupt traffic and access.
- Militant attacks and arrests linked to banned groups continue to create a low-frequency but high-impact terrorism risk.
- Heatwaves, urban flooding, fire and building emergencies can affect large numbers of people.
- Dense traffic and long travel times increase road-accident and fatigue exposure.

Mandatory local controls

- Use live route checks before movement; avoid protest routes and sensitive installations.
- Keep vehicle doors locked, phones out of sight in traffic, and valuables minimized.
- Avoid unnecessary stops and use secure parking.
- Maintain heat and urban-flood contingency plans; identify safe indoor fallback locations.

Emergency access: Police 15; Sindh Emergency Rescue Service 1122; Tele-Tabeeb 1123; PDMA Sindh emergency 1736; Sindh flood emergency line 1080 when activated; Karachi Fire Brigade 16 where applicable. For any deployment, the team also carries the controlled local contact card for the relevant DC/DDMA, police focal point and referral hospital.

2.2.4 Jaffarabad, Balochistan



Operational locator map – Jaffarabad. Maps support orientation only and are not for navigation.

Indicator	Current planning value
PY risk rating	High
Population (Census 2023)	594,558
Area	1,643 km ²
Urban share	27.48%
Average household size	7.2
Administrative context	District headquarters: Dera Allah Yar; operational links to Sohatpur, Naseerabad, Jhal Magsi and Jacobabad
PY presence	No permanent PY office designated; district operations are supported through Quetta/Naseerabad and project teams.

Jaffarabad is an agricultural, canal-irrigated district in southeast Balochistan and a key cross-provincial corridor with Sindh. The 2023 census recorded 594,558 people. Heat, flood exposure and the wider Balochistan security environment require enhanced controls.

Primary operational hazards

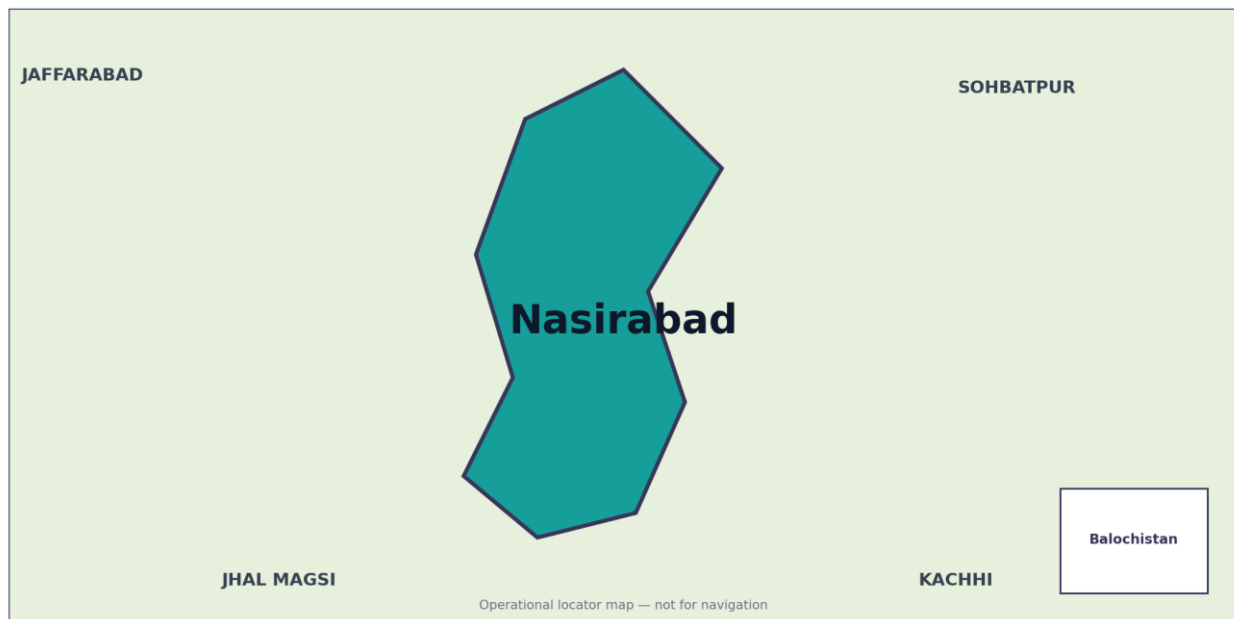
- Balochistan's 2025–Q3 2026 security deterioration raises risk of IEDs, armed attacks, roadblocks and security operations.
- Canal/monsoon flooding and waterlogging can isolate settlements and damage roads.
- Summer heat is severe and can become life-threatening for outdoor teams.
- Tribal/local disputes can create sudden access restrictions.

Mandatory local controls

- High-risk movement approval is required outside routine urban/local activities.
- Daylight travel only unless ED authorizes an exception.
- Avoid security convoys, checkpoints, military/LEA facilities and crowds.
- Confirm road status, fuel, communications and fallback location before departure.

Emergency access: Police 15; use Rescue 1122 where operational; PDMA Balochistan Provincial Emergency Operations Centre (PEOC) 081-9241133; Quetta Metropolitan Corporation Fire Brigade 081-9202014 for Quetta city; Edhi 115 where service is available. Local hospital/police focal numbers are maintained on the controlled movement contact card and verified before travel.

2.2.5 Nasirabad, Balochistan



Operational locator map – Nasirabad. Maps support orientation only and are not for navigation.

Indicator	Current planning value
PY risk rating	High
Population (Census 2023)	563,377
Area	about 3,387 km ²
Urban share	~19%
Average household size	6.44
Administrative context	District headquarters: Dera Murad Jamali; major tehsil areas include Dera Murad Jamali, Tamboo, Chattar and Baba Kot
PY presence	PY Coordination Office – Naseerabad: Ward # 3, near NADRA Office, Dera Murad Jamali, Naseerabad

Nasirabad is a major irrigated agricultural district and transport corridor in eastern Balochistan. The 2023 census recorded about 563 thousand people. Flood exposure is structurally important, while the provincial security environment has increased the significance of route and activity risk management.

Primary operational hazards

- PIPS recorded a comparatively high number of attacks in Nasirabad during 2025, making militant/IED exposure a material planning factor.
- Monsoon flooding, canal breaches and waterlogging can restrict access and create public-health hazards.
- Extreme heat and dehydration are major field-work risks.
- Road movement can be affected by checkpoints, security operations and local disputes.

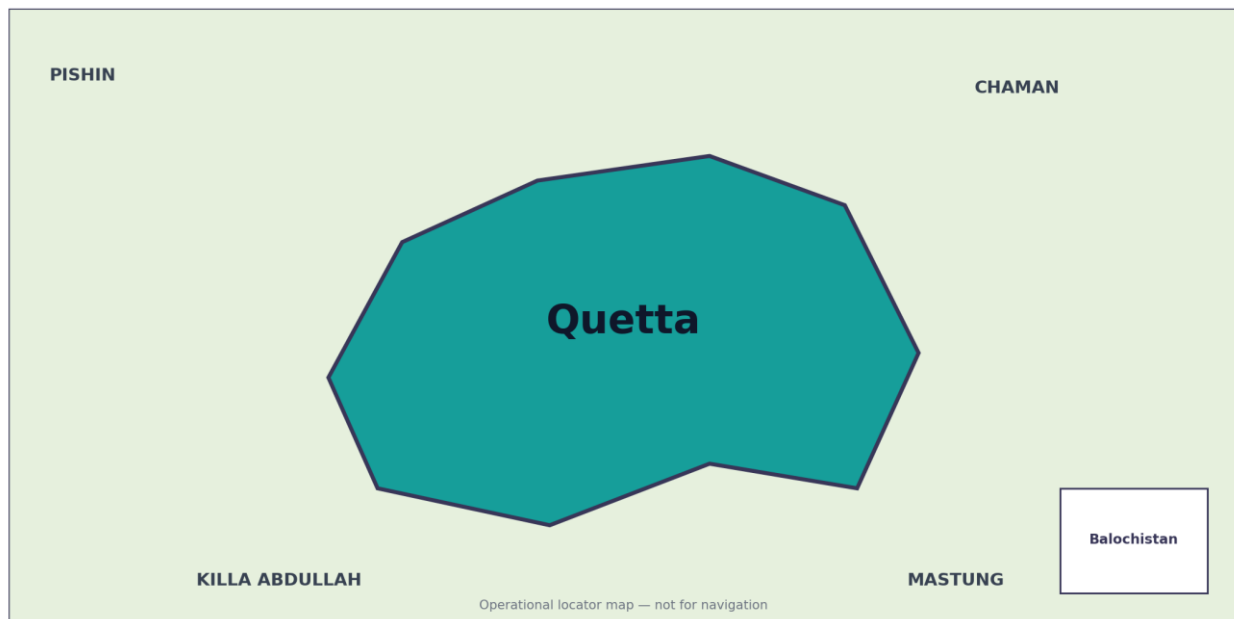
Mandatory local controls

- Use pre-movement security confirmation and avoid predictable routines.

- Keep clear distance from security-force installations and convoys.
- Maintain alternate routes and a no-movement trigger for active incidents or security operations.
- Carry water, ORS, first aid, charged communications and basic emergency supplies on field movement.

Emergency access: Police 15; use Rescue 1122 where operational; PDMA Balochistan Provincial Emergency Operations Centre (PEOC) 081-9241133; Quetta Metropolitan Corporation Fire Brigade 081-9202014 for Quetta city; Edhi 115 where service is available. Local hospital/police focal numbers are maintained on the controlled movement contact card and verified before travel.

2.2.6 Quetta, Balochistan



Operational locator map – Quetta. Maps support orientation only and are not for navigation.

Indicator	Current planning value
PY risk rating	High
Population (Census 2023)	2,595,492
Area	3,447 km ²
Urban share	60.32%
Average household size	8.99
Administrative context	Quetta District; provincial capital and major urban hub
PY presence	PY Provincial Office – Balochistan: House # 1, Gulshan-e-Iqbal Colony, Kirani Road, Quetta – 87312

Quetta is the provincial capital, a high-density urban center and PY’s Balochistan operational base. The 2023 census recorded 2.595 million people in the district. Security, earthquake, winter weather and traffic risks all materially affect operations.

Primary operational hazards

- Quetta remains exposed to militant and sectarian violence, including attacks targeting security personnel and public spaces.
- Q3 2026 reporting showed a significant worsening of violence in Balochistan overall, requiring conservative movement decisions.
- Earthquake risk is material; non-structural hazards and building safety require active management.
- Winter cold, snowfall/fog and road icing can affect access; summer heat and dust also occur.
- Demonstrations and security operations can produce sudden road closures and mobile/data disruptions.

Mandatory local controls

- High-risk movement approval and same-day context check are required for non-routine movement.
- Avoid security installations, political/religious gatherings, courts and known protest routes when tensions rise.
- Maintain earthquake-safe office layout, assembly points and winter vehicle kits.
- Use approved accommodation/venues with controlled access and emergency exits.

Emergency access: Police 15; use Rescue 1122 where operational; PDMA Balochistan Provincial Emergency Operations Centre (PEOC) 081-9241133; Quetta Metropolitan Corporation Fire Brigade 081-9202014 for Quetta city; Edhi 115 where service is available. Local hospital/police focal numbers are maintained on the controlled movement contact card and verified before travel.

3. SECURITY MANAGEMENT SYSTEM

3.1 Risk Response Unit (RRU)

Name	Role	Mobile	Email
Nisar Ahmed	Executive Director	+92 333 3405055	nisar@py.org.pk
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The RRU is the standing management structure for significant safety/security incidents. The Executive Director remains ultimately accountable. The Manager Safety & Security coordinates the operational response, while Operations, Programs, Finance and People & Culture activate functional support.

3.2 Incident classification and escalation

Level	Description	Examples	Minimum response
Level 1 – Routine	Contained locally, no serious injury or continued threat.	Minor accident, near miss, small theft without violence.	Line manager + security focal; incident log within 24 hours.
Level 2 – Significant	Injury, credible threat, serious theft, harassment, local disruption or repeated near miss.	Road crash with treatment; threatening surveillance; serious protest disruption.	Manager Safety & Security informed immediately; management review and corrective action.
Level 3 – Major	Life-threatening injury, armed incident, kidnapping attempt, major safeguarding case, office attack, major flood/earthquake impact.	Hospitalization; armed robbery; IED nearby; missing staff during incident.	RRU/CMT activation; ED decision authority; family liaison; external emergency services.
Level 4 – Critical	Multiple casualties, confirmed kidnapping/hostage incident, direct attack, mass-casualty disaster, prolonged loss of operational control.	Direct terrorist attack; staff abducted; catastrophic office collapse.	Full Crisis Management Team; relocation/evacuation options; donor/board notification; controlled external communication.

3.3 Information and decision cycle

Collect: security focal persons gather verified information from staff, government alerts, PDMA/DDMA, local authorities, peer NGOs and reputable security monitoring sources.

Assess: likelihood, impact, exposure, vulnerability and available controls are reviewed.

Decide: management sets risk level, movement/activity restrictions and suspension triggers.

Communicate: concise instructions are issued only to people who need them; rumors are clearly labelled as unverified.

Record: major decisions, approvals, incidents and lessons are logged.

Review: conditions are reassessed after any significant change or at least quarterly.

3.4 Visibility and acceptance strategy

PY uses a context-specific low-visibility approach. Branding may be used where it supports transparency and community acceptance, but donor or organizational visibility will never override safety. Teams explain PY's mission and activity purpose clearly, consult local stakeholders, apply transparent participant selection and maintain complaint/feedback channels. Foreign-donor branding, sensitive advocacy messages or high-profile events require separate risk review in elevated/high-risk settings.

3.5 Safeguarding and duty of care

Security management is inseparable from safeguarding. PY applies zero tolerance for sexual exploitation, abuse, harassment, child abuse and retaliation. Sensitive safeguarding reports are not handled as ordinary security rumors; they are referred confidentially through People & Culture/safeguarding channels, with survivor safety, informed consent, confidentiality and non-retaliation prioritized.

4. RISK ANALYSIS AND RISK REGISTER

Risk ratings below are residual planning ratings after standard PY controls. Activity-specific risk assessments may increase or reduce controls. Any High residual risk requires management approval; Extreme residual risk is not accepted for routine programming.

Risk	Likelihood	Impact	Residual	Main exposure	Core controls
Extreme heat/heat illness	Likely–Highly likely	Severe	High	Upper Sindh, Jaffarabad/Nasirabad; Karachi heatwaves	Heat alerts; work-rest cycles; water/ORS; shade; 11:00–16:00 movement restriction when severe; buddy checks; rapid referral.
Flood/monsoon/urban flooding	Possible–Likely	Severe	High	All six districts; strongest exposure in Jacobabad, Jaffarabad, Nasirabad and Karachi low-lying areas	PDMA/PMD alerts; route closure triggers; no driving through floodwater; alternate routes; pre-position communications and water.
Road traffic crash	Possible–Likely	Severe	High	All locations	Approved drivers/vehicles; seatbelts/helmets; no routine night travel; speed limits; rest; journey plan and vehicle check.
Street crime/robbery	Likely in some areas	Moderate–Severe	Elevated	Karachi; urban centers and isolated roads	Low profile; valuables minimized; safe parking; route choice; no resistance to armed robbery; incident reporting.
Kidnapping/abduction	Possible	Critical	High	Balochistan and isolated/kacha routes	Low predictability; route vetting; daylight travel; check-ins; no lone travel to higher-risk areas; crisis protocol.
Militant/terrorist attack/IED	Possible	Critical	High	Quetta/Nasirabad/Jaffarabad; low-frequency exposure in northern Sindh/Karachi	Avoid security targets/crowds; same-day threat check; standoff from suspicious objects; suspend after credible alerts/incidents.

Risk	Likelihood	Impact	Residual	Main exposure	Core controls
Demonstrations/roadblocks	Possible–Likely	Moderate–Severe	Elevated	Karachi/Quetta and district centers	Avoid gatherings; reroute early; no photography; shelter or return; program rescheduling.
Earthquake	Possible	Critical	High	Quetta; lower probability elsewhere	Building safety; heavy-item anchoring; Drop-Cover-Hold; assembly points; post-quake structural caution.
Fire/electrical incident	Possible	Severe	Elevated	Offices, venues, accommodations	Extinguishers; electrical checks; clear exits; no locked emergency exits; drills; assembly points.
Safeguarding/sexual harassment or assault	Possible	Severe	High	All locations	Code of Conduct; safe recruitment; confidential reporting; gender-sensitive transport/accommodation; survivor-centered response.
Cyber/data compromise	Possible–Likely	Moderate–Severe	All offices and mobile teams	MFA; encrypted devices; least privilege; no sensitive files on personal apps; remote wipe; phishing awareness; breach escalation.	
Communicable disease/medical emergency	Possible	Severe		First aid; referral planning; hygiene; staff medical information where voluntarily disclosed; emergency transport.	
Winter cold/snow/fog	Likely seasonally	Moderate–Severe	Elevated	Quetta and approaches	Weather alerts; winterized vehicle; warm clothing; reduced travel; daylight only on affected routes.

5. STANDARD OPERATING PROCEDURES

5.1 Travel and Journey Management

- All official travel requires a clear purpose, destination, passenger list, vehicle/driver, planned route, expected departure/arrival and contact person.
- Daylight is the default. Routine road movement after dark is prohibited in Elevated/High locations unless specifically authorized by the Executive Director or delegated senior manager.
- High-risk districts/activities require same-day security confirmation and documented approval before departure.
- No team may knowingly enter an active protest, security operation, floodwater, cordoned area, suspicious checkpoint or route with a credible current threat.
- Seat belts are mandatory for all occupants. Motorcycles may be used only where authorized, with certified helmets for rider and passenger.
- Drivers must be licensed, rested and fit for duty; phone use while driving is prohibited.
- Teams use main, known roads where feasible and do not take improvised shortcuts to save time.
- Vehicle fuel must not normally fall below half-tank during field travel. Basic first aid, drinking water, tool kit, spare tyre, torch and charging capability are carried.
- Check-in frequency: Moderate – departure/arrival; Elevated – departure, midpoint or every 2 hours, arrival; High – departure and at least hourly or at agreed control points.
- A missed check-in triggers calls to traveler/driver, then local focal person; after 30 minutes without explanation in High areas, the Security Manager initiates lost-contact escalation.

5.1.1 Travel stop/suspension triggers

- Verified armed incident or IED on/near route;
- Police/Levies/military closure or active operation affecting route;
- Large uncontrolled demonstration or violent crowd;
- Floodwater crossing the road or visibility so poor that safe driving is compromised;
- Driver fatigue, mechanical defect or communications failure without workable backup;
- Heat or medical conditions that make continued travel unsafe;
- Any credible local warning from authorities or trusted community/partner focal points.

5.2 Premises and Office Safety

- Maintain a visitor register and controlled access to staff-only areas.
- Emergency exits remain unlocked during occupancy, clearly marked and unobstructed.
- Fire extinguishers and first-aid kits are checked monthly; staff know their location and use.
- Heavy shelves, cabinets and equipment in Quetta are anchored where feasible; nothing heavy is stored above workstations.
- Generators, fuel and LPG are stored/used with ventilation and fire separation.
- Cash, sensitive records, spare keys and identity documents are kept in controlled storage.
- Each office displays an assembly point, evacuation route and emergency contacts.
- A premises safety inspection is completed quarterly and after relocation, renovation, earthquake or serious incident.

5.3 Communications and Information Security

- Every field team has at least two working communication options where practical (e.g., two networks or phone plus messaging).
- Phones are fully charged before movement; power banks are carried for long travel.
- Live location sharing is used only within approved internal groups and only for operational need.
- Passwords are unique; MFA is enabled on organizational systems where available.
- Sensitive beneficiary/staff information is not sent through open groups, personal email or unapproved cloud drives.
- Do not post future travel, hotel/guesthouse details, security incidents or participant lists publicly.
- Suspected phishing, stolen devices or data loss is reported immediately to the responsible IT/data focal person and Security Manager.

5.4 Medical, Fire and First Aid

- Call emergency services and provide the exact location, number of casualties, hazards and callback number.
- Provide first aid only within your competence; do not move a casualty with suspected spinal injury unless staying creates greater danger.
- In fire: raise alarm, call emergency service, evacuate by nearest safe exit, assemble, account for people, and do not re-enter until cleared.
- For serious injury/illness, one staff member accompanies the patient when safe, while another informs management and documents essential facts.
- Staff should not share a person's diagnosis or medical details beyond what is necessary for emergency care and duty of care.

5.5 Heatwave and Extreme Weather

Heat is a critical operational hazard in Jacobabad, Shikarpur, Jaffarabad and Nasirabad and can also be severe in Karachi and Quetta. PY follows PMD/PDMA advisories and may exceed government precautions when field exposure is high.

- During severe heat alerts, reschedule outdoor work to early morning/late afternoon and avoid 11:00–16:00 outdoor activity unless essential and specifically approved.
- Each traveler carries safe drinking water; field teams plan at least 3–4 litres per person for a long hot-weather day, adjusted to medical needs and activity.
- Provide shade, breaks, light clothing consistent with local norms, ORS and a buddy system.
- Heat exhaustion signs include heavy sweating, weakness, headache, nausea and dizziness; stop activity, cool the person and hydrate.
- Confusion, collapse, seizures or very hot skin may indicate heat stroke: treat as a medical emergency, cool rapidly and arrange immediate referral.

5.6 Flood, Monsoon and Water Hazards

- Monitor PDMA/PMD alerts during monsoon. Confirm route status immediately before travel.
- Never drive or walk through moving floodwater when depth/road integrity is uncertain. Turn around and use an approved alternate route.
- Do not shelter under damaged structures or near unstable embankments, drains, canals or electrified floodwater.

- Protect documents and electronics in waterproof bags.
- After flooding, treat water as potentially contaminated, use safe drinking water, and avoid exposed electrical installations.

5.7 Earthquake

- Indoors: Drop, Cover and Hold On; stay away from windows and heavy objects. Do not use lifts.
- Outdoors: move to an open area away from buildings, walls, poles and wires.
- After shaking stops: evacuate carefully, provide first aid, account for personnel and expect aftershocks.
- Do not re-enter visibly damaged buildings until assessed by competent authorities/engineers.
- Quetta office conducts at least two earthquake drills per year.

5.8 Civil Unrest, Demonstrations and Roadblocks

- Do not attend, observe or photograph demonstrations on behalf of PY unless specifically required for program work and separately risk-assessed.
- If a crowd forms ahead, turn around early rather than attempting to pass through.
- If trapped in a vehicle, keep doors locked, windows up, remain calm, and follow lawful police instructions.
- Avoid political symbols, debate and partisan social-media commentary while representing PY.
- Managers reschedule activities when demonstrations materially increase movement risk.

5.9 Armed Violence, IED and Terrorism

- Avoid lingering near police/Levies/military facilities, courts, political gatherings and other potential high-value targets.
- Treat unattended packages, wires, suspicious vehicles or recently disturbed road surfaces as potential hazards; do not touch or investigate. Move away, warn others and contact authorities.
- During gunfire/explosion: get low, move to hard cover if safe, stay away from windows, silence phones, and wait for a safer movement opportunity.
- After an attack, do not rush toward the scene; secondary devices or follow-on attacks are possible.
- If an incident affects PY directly, Level 3/4 crisis management is activated immediately.

5.10 Kidnapping, Abduction and Hostage Incident

Prevention is the primary control: reduce predictability, travel in daylight, use vetted routes, maintain check-ins and avoid unnecessary disclosure of travel and accommodation details.

- If an abduction occurs, witnesses prioritize their own safety and do not pursue. Record time, location, direction, vehicle and distinguishing details only if safe.
- Inform the Executive Director and Security Manager immediately; do not contact media or make public statements.
- The CMT centralizes communication with family, authorities and partners and preserves confidentiality.
- No PY staff member independently negotiates ransom, promises payment or contacts suspected abductors outside the CMT process.
- For a hostage, remain calm, avoid sudden movements, comply with instructions that do not directly create greater harm, observe details discreetly, and conserve physical/mental energy.

5.11 Crime, Robbery and Carjacking

- Do not physically resist an armed robber for property. Life takes priority.
- Keep hands visible, avoid sudden movements and comply calmly.
- After release/safe escape, move to a secure location, seek medical care if needed and report to police/management.
- Do not chase stolen vehicles/devices or use personal tracking to confront offenders. Remote wipe may be initiated for organizational devices.

5.12 Safeguarding, Harassment and GBV

- Any sexual exploitation, abuse, harassment, child abuse or retaliation is prohibited.
- A person reporting harm is not required to confront the alleged perpetrator.
- Immediate safety and urgent medical needs take priority; confidentiality is maintained and information shared on a need-to-know basis.
- Transport/accommodation arrangements must not place women, younger staff, volunteers or persons with disabilities in isolated or coercive situations.
- Safeguarding allegations are referred through PY's designated People & Culture/safeguarding process; criminal emergencies may also require law-enforcement referral, taking survivor wishes and legal duties into account.

5.13 Hibernation, Relocation and Evacuation

The Executive Director may order shelter-in-place (hibernation), temporary relocation or evacuation. Decisions consider threat proximity, route safety, medical needs, staff vulnerability, communications, shelter quality, fuel and the risk created by movement itself.

- Hibernation: stay in the safest available premises, restrict movement, conserve power/water, maintain check-in schedule and monitor verified information.
- Relocation: move temporarily within the same city/district to a safer pre-identified location.
- Evacuation: move out of the affected area/district when remaining presents greater risk.
- No one self-deploys to collect colleagues unless instructed.
- Maintain grab bags for offices/residences in High-risk locations: ID copies, medications, water, snacks, torch, power bank, cash, warm layer, hygiene items and essential contact list.

5.14 Incident Reporting and Post-Incident Care

- Immediate life-saving actions first; reporting must not delay emergency care.
- Security incidents and near misses are reported as soon as practical, normally within 24 hours.
- Reports state facts, not rumor or blame. Sensitive safeguarding details are restricted.
- Serious incidents trigger an after-action review within 7 working days when circumstances permit.
- People & Culture arranges confidential psychosocial support/referral after traumatic events.

6. TRAINING, MONITORING AND PLAN REVIEW

6.1 Minimum training cycle

Requirement	Frequency	Who
Security induction and location briefing	Before deployment / onboarding	All staff, volunteers, interns, consultants and relevant visitors
First aid	At least every 2 years; refreshers annually	Designated first aiders, drivers and field team representatives
Fire/evacuation drill	Twice yearly per office	All office personnel
Earthquake drill – Quetta	Twice yearly	Quetta office personnel
Heatwave briefing	Before hot season and during alerts	Sindh/eastern Balochistan teams
Journey management/driver safety	Annually	Drivers, Operations, frequent travelers
Safeguarding/PSEA/harassment	Onboarding + annual refresher	All personnel
Information/cyber security	Onboarding + annual refresher	All personnel using PY systems
Crisis management tabletop exercise	Annually	RRU/CMT and senior managers

6.2 Monitoring indicators

- 100% new personnel receive security induction before field deployment.
- 100% official High-risk movements have documented approval and check-in plan.
- All offices complete quarterly safety inspections.
- All incidents/near misses are logged and corrective actions tracked.
- Emergency contact directory verified at least quarterly.
- Two fire/evacuation drills per office per year; two earthquake drills per year in Quetta.
- Formal risk-rating review at least quarterly or after major incidents/context shifts.

6.3 Review and update triggers

The next formal full review is due on 31 December 2027. This date does not prevent earlier revision. The plan must be reviewed immediately following a staff fatality/serious injury, kidnapping/attempt, direct attack on PY, major office relocation, significant new geographic expansion, major legal/regulatory change, or sustained material change in local security/disaster conditions.

7. EMERGENCY CONTACT DIRECTORY

Use of this directory

Where a local number cannot be reliably verified from an official source, this plan does not retain an old personal number. Before each field deployment, the team verifies the local DC/DDMA, police focal point and referral facility on the controlled movement contact card. Core public emergency numbers below were re-verified in the 2026 review.

Service	Number	Note
Police Emergency	15	Pakistan-wide emergency police access (availability/response varies by location).
Sindh Emergency Rescue Service	1122	Sindh emergency rescue/ambulance.
Edhi	115	Ambulance/social emergency service where available.
Fire Brigade	16	Common fire emergency short code; specifically listed by Government of Sindh/KMC for Karachi.
Sindh Tele-Tabeeb	1123	24/7 health helpline listed by Government of Sindh.
PDMA Sindh Emergency	1736	PDMA Sindh disaster reporting/emergency helpline.
Sindh Flood Emergency	1080	Government of Sindh flood emergency line; use when activated.
PDMA Balochistan PEOC / Control Room	081-9241133	Provincial Emergency Operations Centre, Quetta.
PDMA Balochistan DG Office	081-9241118	PDMA Balochistan office.
Quetta Fire Brigade (MCQ)	081-9202014	Metropolitan Corporation Quetta fire service.
Motorway/National Highways Police	130	Road/motorway assistance where applicable.
Pakistan Railways inquiry	117	Railway inquiry.

PY internal primary emergency contacts

Name	Role	Contact
Nisar Ahmed	Executive Director	+92 333 3405055
Nasir Jomezai	Manager Safety & Security	+92 345 8328370
M. Ayoub Khan	Manager Operations	+92 334 5447797
Muhammad Azam	Director Finance & Accounts	+92 334 4414000
Muhammad Amin	People & Culture Officer	+92 333 7331968

Office locations used for emergency planning

Office	Address / contact
Head Office – Jacobabad	First Family Lane, Jacobabad – 79000 +92 333 3405055 info@py.org.pk
Provincial Office – Sindh	Plot # 2, M, Ground Floor, Block 06, PECHS, Karachi +92 21 34167524 info@py.org.pk
Provincial Office – Balochistan	House # 1, Gulshan-e-Iqbal Colony, Kirani Road, Quetta – 87312 +92 81 4165618 quetta@py.org.pk
Coordination Office – Naseerabad	Ward # 3, near NADRA Office, Dera Murad Jamali, Naseerabad +92 331 3304597 nd@py.org.pk

Annex A

Peace by Youth (PY)

Security Leadership Circle (SLC) / RRU

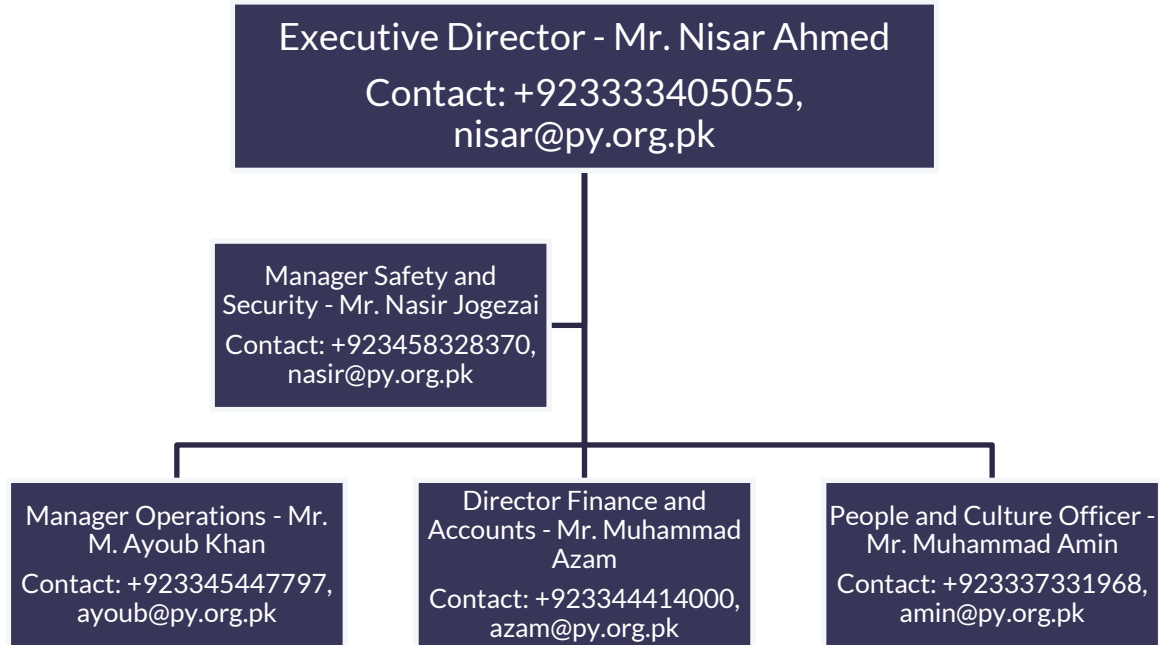
Support Structure

SECURITY LEADERSHIP CIRCLE (SLC)

Name	Title	Contact Telephone
Nisar Ahmed	Executive Director	+92 333 3405055 nisar@py.org.pk
Nasir Jomezai	Manager Safety and Security	+92 345 8328370 nasir@py.org.pk
Mahwish Saeed	Director of Programs	+923128482815 mahwish@py.org.pk
M. Muhammad Ayoub Khan	Operations Manager	+92 334 5447797 ayoub@py.org.pk
Muhammad Azam	Director Finance and Accounts	+92 334 4414000 azam@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



Annex C

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 Executive Management.	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 Manager Safety & Security Muhammad Ayoub Khan Operations Manager	Saadullah Logistics and Liaison Officer
Point of Contact – Embassies	Muhammad Ayoub Khan Operations Manager	Muhammad Azam Director Finance & 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

Annex D

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

Version-control note: Annex D is operational guidance and forms part of SecureLead Version 3.0. Where an older title, route, contact, visibility practice or approval path conflicts with Sections 1–7 of the core plan, the core plan and current RRU/CMT direction take precedence. Local contact cards and routes must be verified before deployment.

- SOPs reduce staff vulnerability when consistently applied.
- SOPs are adaptable management tools, essential for daily organizational operations.
- The detailed SOPs are retained in this annex for controlled distribution to relevant staff groups and must be read together with the core plan.
- Staff must obtain current location-specific instructions from the Manager Safety & Security or designated office Safety/Security Focal Person before deployment.
- These SOPs are reviewed with the main plan and whenever a major incident, operational expansion, legal change, or material context change requires revision.
- Staff are encouraged to submit lessons learned and proposed SOP revisions through their line manager and the Manager Safety & Security.

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 International / Visiting 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.
- **PY 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 and Other Transit Cities

When PY personnel transit through Islamabad or other cities outside the six core operating districts, apply the following baseline precautions and obtain a current location briefing.

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.

Additional Precautions for Islamabad and Other Transit Cities

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 international / visiting personnel 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.)
 - International / visiting personnel 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 Manager Safety & Security and the responsible Operations focal person.
 - At the departure airport, reconfirm flight status and the name of your driver at Islamabad Airport.

Arrival in Pakistan / Confirmed Entry City

- **Airport Pickup:**
 - Your designated driver will use the pre-agreed identification method. Avoid prominent organizational signage where a low-visibility approach is required.
 - 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 current PY offices and coordination locations, including Jacobabad, Karachi, Quetta and Naseerabad, and to temporary/project offices when activated.

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 (Manager Safety & 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: Manager Safety & Security**
- **Vehicle Usage:**
 - Requests for official vehicles are directed to the Manager Safety & 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.
 - Manager Safety & Security is informed.
- **Monitoring: Manager Safety & 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, Karachi and Naseerabad Offices:

- **Security Contact:** Security Officer/SC

- These offices follow the same corporate access-control, key-management, after-hours access, visitor, premises and incident-reporting protocols, adapted through a documented local risk assessment.

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 / Public-Health Emergencies

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:

- **Office visibility:** Office signage is proportionate to local acceptance and safety. In Elevated/High contexts, visibility may be reduced where prominent branding creates avoidable exposure.
- **Vehicle visibility:** PY normally uses low-profile vehicles for operational movement. Vehicle branding or flags are used only when a documented activity-specific risk assessment shows that visibility supports acceptance and does not increase risk.
- **Branded clothing:** PY-branded clothing may be used for transparent community activities when locally appropriate. It is not required where low visibility, neutrality, or personal safety calls for unbranded attire.
- **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.
- **Donor branding:** Contractual visibility requirements are implemented only after a context-specific safety review; life, dignity and staff safety take precedence over visibility.
- **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 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)

- **Head Office 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 (International / visiting 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 international / visiting staff when necessary:

1. **Local Partnerships and Healthcare Access:** PY will establish partnerships with accredited local healthcare providers to ensure international / visiting 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 international / visiting 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 international / visiting 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 international / visiting 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 international / visiting 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 international / visiting 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	▪ Identify where staff are and if injured arrange for medevac with authorities	▪ Report your location to the SC/SO/SM and wait for further instructions. ▪ If in danger, follow the advice in SOP 2 Threat Awareness

SECURITY LEADERSHIP CIRCLE (SLC)	SECURITY MANAGER (SM)	PERSONS AT SCENE
▪ Inform Regional/ Head Office if fighting is serious e.g. a prelude to possible relocation /evacuation or staff have been killed / injured.	▪ 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.	
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 incident involving loss of life or serious injury	▪ Report the incident to the Police and ask them to go to the site. ▪ 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	▪ Give immediate First Aid to any injured persons ▪ Report to SC/SO/SM the location and details of the incident ▪ Do not admit any liability. International / visiting personnel 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		

SECURITY LEADERSHIP CIRCLE (SLC)	SECURITY MANAGER (SM)	PERSONS AT SCENE
	▪ 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 ▪ As further information becomes available, advise staff on what actions to take	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 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

SECURITY LEADERSHIP CIRCLE (SLC)	SECURITY MANAGER (SM)	PERSONS AT SCENE
		- 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

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 PY, 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.
- **International / visiting 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 international / visiting 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.

- **International / visiting staff:** Once international / visiting 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 international / visiting 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 international / visiting 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 international / visiting 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

Embarkation points will be selected at activation from currently operational airports or other safe departure points, based on live route, flight, airspace and security information. Fixed schedules must not be relied upon.

- **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 international / visiting 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 international / visiting 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 international / visiting 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 Jogezai (Cell # +92 345 8328370)

- **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.
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Security Focal Points

PY has a Security Focal Point, the Manager Safety & 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	+92 345 8328370
Jacobabad	Saadat Ali	Manager Programs	+923337336208

Location	Name	Title	Contact Info
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 head office 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 personnel are prohibited from carrying weapons. Any exceptional use of a licensed third-party armed security service must be lawful, based on a documented risk assessment, proportionate to an immediate threat, and authorized in writing by the Executive Director with appropriate senior-management oversight. Such protection must never be treated as routine or replace acceptance and prevention measures.
- **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.
- **Employment terms:** This acknowledgement confirms understanding of the YSP and does not alter the individual's employment/engagement contract, statutory rights, or PY's approved People & Culture policies.

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) / RRU Support Structure

Name	Title	Contact Telephone
Nisar Ahmed	Executive Director	+92 333 3405055
Nasir Jomezai	Manager Safety and Security	+92 345 8328370 nasir@py.org.pk
Mahwish Saeed	Director of Programs	+923128482815 mahwish@py.org.pk
M. Muhammad Ayoub Khan	Operations Manager	+92 334 5447797 ayoub@py.org.pk
Muhammad Azam	Director Finance and Accounts	+92 334 4414000 azam@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
Abdul Malik Tareen	Provincial Manager	+923337841037
Nasir Jomezai	Manager Safety and Security	+92 345 8328370
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 Muhammad Amin- 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 Executive Management.	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	Muhammad Amin Officer People and Culture
Communicates with donors (specify each donor & location)	Nisar Ahmed Executive Director	Mahwish Saeed, Director of Programs

REFERENCES AND SOURCE NOTE

This 2026 revision was developed from the prior SecureLead Youth Safety Plan, PY's current organizational profile and policy framework, and current external sources. District statistics use the Pakistan Bureau of Statistics 7th Population and Housing Census 2023. Security trend analysis uses publicly available 2025–2026 reporting from the Pak Institute for Peace Studies (PIPS), Center for Research and Security Studies (CRSS), Pakistan Institute for Conflict and Security Studies (PICSS), and official provincial disaster-management sources. Emergency numbers are drawn from Government of Sindh, PDMA Sindh, PDMA Balochistan and Metropolitan Corporation Quetta sources checked during this review.

- Peace by Youth (PY). SecureLead: Youth Safety Plan, previous version updated 14 January 2024.
- Peace by Youth (PY). Detailed Profile – PY Updated (2026).
- Peace by Youth (PY). Strategic Plan 2024–2030.
- Peace by Youth (PY). People & Culture (HR) Management Policy Manual.
- Peace by Youth (PY). Code of Conduct – Updated 2024.
- Peace by Youth (PY). Data Management and Privacy Policy.
- Pakistan Bureau of Statistics. 7th Population and Housing Census 2023 – Sindh and Balochistan district tables and provincial census reports.
- Pak Institute for Peace Studies (PIPS). Pakistan Security Report 2025, published February 2026.
- Center for Research and Security Studies (CRSS). Security Report Q3 2026.
- Pakistan Institute for Conflict and Security Studies (PICSS). Monthly Security Profile, August 2026.
- Provincial Disaster Management Authority Sindh. 2026 contingency plans, heatwave alerts/SOPs and emergency guidance.
- Provincial Disaster Management Authority Balochistan. Monsoon Contingency Plan 2025–26, MHVRA resources and PEOC contact directory.
- Government of Sindh. Official emergency contacts.
- Metropolitan Corporation Quetta. Official fire service contact.

Map note: the Jacobabad and Jaffarabad locator maps are retained from the prior SecureLead document as operational orientation visuals. Other maps in this revision are simplified operational locator diagrams showing the correct operating geography/administrative context at a high level; none of the maps is intended for route navigation or boundary adjudication.

Document end

Controlled copy. When printed, verify that this is the current version before use. Next formal review due: 31 December 2027.