



# The value of our volunteers

A Volunteer Investment and Value Audit (MVA) Study on  
Youth Volunteers of Emergency Response Program

Pakistan Red Crescent Society

by

**Dr. Imran Khan**

Provincial Secretary Baluchistan  
Pakistan Red Crescent Society

**Firah Tariq**

Emergency Response Team Member  
Pakistan Red Crescent Society, Baluchistan

**Muhammad Zubair Khan**

Organizational & Branch Development  
Coordinator  
IFRC Pakistan Country Office



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*Strategy 2020* voices the collective determination of the IFRC to move forward in tackling the major challenges that confront humanity in the next decade. Informed by the needs and vulnerabilities of the diverse communities with whom we work, as well as the basic rights and freedoms to which all are entitled, this strategy seeks to benefit all who look to Red Cross Red Crescent to help to build a more humane, dignified, and peaceful world.

Over the next ten years, the collective focus of the IFRC will be on achieving the following strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disasters and crises
  2. Enable healthy and safe living
  3. Promote social inclusion and a culture of non-violence and peace
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**Asia Pacific Regional office**

The Ampwalk, Suite 10.02 (North Block)  
218 Jalan Ampang  
50450, Kuala Lumpur, Malaysia  
Tel: +60 3 9207 5700  
Fax: +60 3 2161 0670  
E-mail: [OD.asiapacific@ifrc.org](mailto:OD.asiapacific@ifrc.org)

P.O. Box 372  
CH-1211 Geneva 19  
Switzerland  
Telephone: +41 22 730 4222  
Telefax: +41 22 733 0395  
E-mail: [secretariat@ifrc.org](mailto:secretariat@ifrc.org)  
Web site: <http://www.ifrc.org>

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## Executive summary

This Volunteer Investment Value Audit focuses on the Emergency Response Team (ERT) of Pakistan Red Crescent Baluchistan Branch. The Emergency Response team was established in 2009 under emergency preparedness and response program. This study covers the activities of the Emergency Response Team in the year 2015.

### KEY FINDINGS

- A total of 35 volunteers provided services for 7,820 hours in the year 2015. The branch would have required 4 full time staff to conduct the equivalent activities.
- The PRC Baluchistan Branch has spent 203,700 Pakistani Rupees for the emergency response team and the average cost per volunteer is 5,820 Pakistani Rupees.
- The total volunteer value of the program is 539,280 Pakistani rupees.
- The VIVA ratio for the emergency response program of PRC Baluchistan branch is 3:1, meaning that for each Pakistani rupee spent on volunteers, the organization receives 3 rupees worth of services.

#### At a glance!

- Total number of volunteer hours: 7,280
- Equivalent full time staff for the total number of volunteer hours: 4
- total volunteer value: 539,280 Pakistani Rupee
- Investment: 203,700 Pakistani Rupee
- VIVA ratio: 3:1

#### Recommendations

1. Improvement in data monitoring and documentation to keep track of volunteer activities and hours spent
2. More emphasis on creating awareness regarding Emergency response especially among females.
3. Updated equipment for the ERT members to ensure efficient functioning of the team

*For full list of recommendations, turn to page 15.*

## 1. Introduction

This study aims to calculate the economic value as well as social value that volunteers of the emergency response team Baluchistan branch bring about as the result of their services. To understand the value of volunteers a mixed methodology was used. The quantifiable value was measured through formulas using the data obtained from the project records and interviews. In order to gain a deeper understanding of volunteer motivation and the value the program is bringing about in lives of the volunteers and also the beneficiaries, the volunteers were interviewed and their stories were analyzed to understand the impact of emergency response program..

### Objectives of the study

- To determine the value of the volunteers of emergency response team Baluchistan branch
- To provide practical recommendations backed by evidence to create more effective volunteer management programs.

### Pakistan Red Crescent

Pakistan Red Crescent was founded in Pakistan on December 20, 1947 by an Order called “The Pakistan Red Cross Order” issued by Quaid-e-Azam Muhammad Ali Jinnah, as Governor General of Pakistan and founding President of the Society. The initial name of the Society was Pakistan Red Cross, which got changed to the Pakistan Red Crescent Society in 1973.

Quaid-e-Azam Muhammad Ali Jinnah, Founder President PRC described the aim of establishing PRC on 15th March 1948 in following words, “Now that the Pakistan Red Cross Society has been established by us, it will I hope play its full and destine part in the service of humanity along with other bodies and organizations in the international field to afford all possible relief and help to suffering and distressed people wherever possible”.

### Youth in the Pakistan Red Crescent

Pakistan Red Crescent believes in the youth as agents of behavioral change and in order to achieve this objective, PRC is in the process of developing and strengthening the volunteers (youth) corps through Red Crescent Youth Clubs, Youth camps and



Volunteers shifting a casualty in an ambulance  
(PRC Media cell)



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“I used to believe that reality of life is to gain recognition and be successful but after joining emergency response team I believe reality of life is serving humanity.”

Ibrahim, youth volunteer PRC

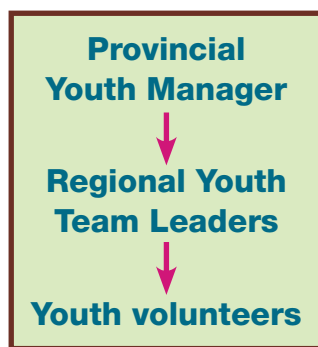
targeting youth as volunteers within each community which shall be trained to take up a leadership role as agents of change in their communities, and therefore, inspire a positive transformation of mindsets, attitudes, and behaviors in favor of promoting social inclusion, safe living and culture of non-violence and peace. These youth volunteers are also engaged

in wide-range activities including emergency services, rescue and relief operations, blood donation campaign, disaster risk reduction, fund raising, climate change etc. In addition, the youth volunteers are also provided an opportunity to compete at national and international level in different youth activities and represent PRC.

### Pakistan Red Crescent Baluchistan Branch

Baluchistan is one of the four provinces of Pakistan, located in the southwestern region of the country. Baluchistan is the largest province of Pakistan with an area of 347056 sq Km covering over 40% of the country's land mass. It is consisted of 32 districts and 6 divisions.

Red Crescent Baluchistan Branch was established in 1995. Right now it is covering 9 districts of the province. PRC has immersed itself in disaster preparedness and response activities since its inception. Also serving for humanity in peace time too by conducting different kind of activities to prepare people from various walks of life, mentally and physically both enabling them to protect their lives and provide assistance to others in any mishap.



PRC Baluchistan Branch have around 50 youth clubs established throughout the province including University, College, Schools and Community Youth Clubs. The Branch currently counts around two hundred thousand volunteers registered, with 50 active key volunteers working in every district (these active volunteers are youth leaders who have been recruited through RCY clubs).

In order to achieve the goals its service, 6 departments are operating in the Branch, namely RFL (Restoring Family Links), DM (Disaster Management) working in 8 districts, First Aid and Youth & Volunteer working in 9 districts, and Media & Communication.

Volunteers of all age are the back bone of the branch and the society as a whole, keeping in view their involvement in different programs as given below.

1. In Health, they give community sessions, dissemination, trainings of First Aid, CBHFA (Community Based Health and First Aid), involved in WATSAN (Water and Sanitation) activities and other health related activities
2. In DM they are involved in disaster response trainings and deployed in relief activities, involved in Climate change (tree plantation campaigns), fund raising during disaster, RFL activities, involved in Logistics activities, school safety program, and cash transfer program
3. In Youth and Volunteers programme, they are involved in youth camps, YABC (Youth as Agents of Behavioral Change) initiatives, volunteering in emergency, Recruitment drive, Advocacy and awareness, peer to peer education, youth conventions, and membership drive.
4. In OD, they are involved in image building, communication activities, involved in stake holders' meetings, youth and volunteer development, RM activities

PRC Baluchistan Branch is currently raising funds via Ambulance Service Revenue, Hall Rent, Membership Fund Raising Drive and First Aids trainings and many other projects are in pipeline.

ERT (Emergency Response Team) has been established in every district PRC Baluchistan Branch is present in. Especially in the capital city Quetta, eight ERT are established with minimum 6 members in each, and being deployed to all important events across the city. This story of the VIVA will have focus on the ERT and the role of the active Youth volunteers in it.

### **Emergency Response team Baluchistan Branch**

Emergency Response team Baluchistan was established in 2009 under emergency and preparedness program. The formation of team was much needed given the deteriorating situation of peace in the city. With each passing day the terrorism was on rise and the vulnerability of the citizens increased. The emergency response team started its services with a membership of 35 volunteers of which 100 % of them are Youth under PRC policy (including 7 female volunteers). All youth volunteers were trained in providing first aid and dealing in emergencies. The members for this team were selected on the basis of their vigilance and commitment to serve. The team was divided into 7 groups each group representing a zone of the city. The team since then has responded to over 350 incidents including bomb blasts, road accidents, deployment in major events such as convocations, sport galas and processions. The team has bagged appreciation of the security forces and the provincial government on their remarkable efforts to help humanity. The members of emergency response team have unique sense of responsibility and they try to reach the place of incident as soon as

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possible. Their motivation to help the humanity is evident through the commitment and responsibility they demonstrate. Team members are trained regularly on first aid skills and other emergency management skills so that the updated skills may be incorporated.

The provincial branch also collaborates with other organizations that work for the similar cause so that the team members can learn through the experience of each other and a better emergency management strategy may be devised. The emergency response team Baluchistan is growing ever since paralleling the motivation and enthusiasm of its member volunteers.

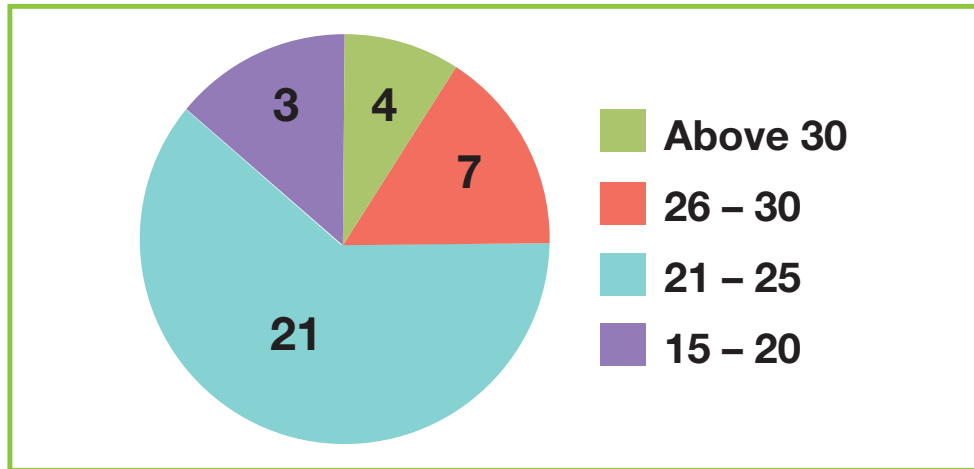


Fig: Age break-up of the ERT members

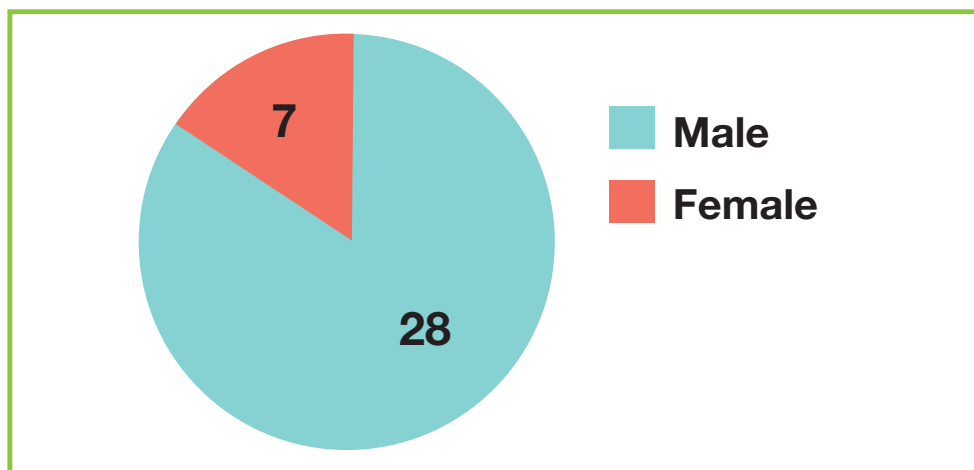


Fig: Gender disaggregation of the ERT members



## 2. The economic value of our youth volunteers

### A. Total number of volunteer hours

**Table 1. Total number of volunteer hours rendered by youth volunteers**

Category	Number of events	Hours
ERT Responses	37	2590
ERT Meetings	4	280
Celebrations	10	700
Others (deployment in sport galas, convocations, processions and major events in the city)	13	1820
Trainings	6	630
Simulation Exercises	12	1260
<b>Grand Total</b>	<b>82</b>	<b>7280</b>

The total members of Emergency Response team are 35 and the above table represent that they spent 7280 hours in a year in various activities.

### B. Full-time staff equivalent of the total number of volunteer hours

In order to carry out the work of the 35 youth volunteers, the branch would need the equivalent of 4 full time personnel. This was computed as follows:

$$\begin{aligned}
 \text{Equivalent full time staff} &= \frac{\text{Total volunteer hours}}{40 \text{ hours per week}} \\
 &= \frac{7,280 \text{ hours}}{48 \text{ weeks per year}} \\
 &= \frac{(7,280 \text{ hours}/40)}{48} \\
 &= 4 \text{ staff (round up)}
 \end{aligned}$$



Youth volunteers shifting an injured person.



ERT members giving first aid to Train incident victims.

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## C. Total volunteer investment

In order to carry out the work of the 35 youth volunteers, the branch would need the equivalent of 4 full time personnel. This was computed as follows:

**Table 2. Total volunteer investment in 2015**

Category of Expenditure	Cost Detail	Amount (PKR)	%
Transportation	This expense response includes fuel expense for trainings, deployments, emergency response, various activity celebrations and volunteer pick and drop, per-diems	100,000	49.00%
Training Expenses	It includes all the stationary, refreshment, meal, training material and venue charges.	77,000	38.00%
Simulation exercises	It includes the cost incurred during the exercises	22,600	11.00%
Meetings	This expense includes the cost incurred in ERT meetings	4,100	2.00%
<b>TOTAL</b>		<b>203,700</b>	<b>100%</b>

- **Transportation**

This expense response includes fuel expense for trainings, deployments, emergency response, various activities like celebration of first aid day and the per-diems in case transportation is not provided.

- **Training Expenses**

This category includes the expense incurred by providing trainings to the team members. The training included advanced skills to keep the team members updated with the latest protocols of first aid.

- **Simulation exercises**

One major part of the training of the volunteers is to prepare them for the different scenarios they might face in the course of their service. so this expense category includes all the expenses incurred in conducting such exercises. These simulation exercises are organized and conducted together with the Youth Team Leaders. They do all the coordination under the supervision of Provincial Youth Manager. The Youth volunteers enjoy their authority as they act and own the responsibility. The Youth Team Leaders for their respective regions even within the city are main mobilizers for other youth members. The youth coordination meetings are a platform where they exchange their views and ideas. These actions strengthen their mutual harmony and understanding to act as a team.

- **Meetings**

The emergency response team members meet up on regular bases to discuss the current performance of the team and to discuss the prospects of providing services in a more efficient manner. This category includes expenses of these meetings.

## D. Total volunteer value

This study analyses the functions carried out by youth volunteers and time spent on each activity, and matches it to the equivalent paid work at the market wage. This produces an estimated amount – what the national society would need to pay if it were hiring staff to carry out the same work. The table below presents the equivalent positions or paid works a volunteer is doing during the course of their duties:

**Table 3. Total volunteer value**

Volunteer Role	Equivalent Paid Job	Hourly wage	Hours Per year	Total Volunteer Value (PKR)*
First Aider	First Aider	50	2590	129,500
Event Organizer	Event Organizer	80	700	56,000
Simulator	Simulator	83	1260	104,580
Relief worker	Social worker	90	1820	163,800
Volunteer Trainer	Teacher	100	630	63,000
Planner	Planner	80	280	22,400
<b>TOTAL</b>			<b>7,280</b>	<b>539,280</b>

\*PKR=Pakistani Rupee

- **First Aider**

The first aider is equivalent to professional health care provider who are first responders. The wage rate is determined by the average wage rate of the country. The first aiders provide services in case of an emergency.

- **Event organizer**

The youth volunteers in this category arrange different events such as world first aid day and provide services of an event organizer.

- **Simulator**

This category represents youth volunteers who help arrange simulation exercises which otherwise would be conducted by the professional simulators

- **Relief worker**

The youth volunteers in this category perform the duties of social workers like performing duties in a sport event, in convocations and processions.

- **Volunteer trainer**

These are the youth volunteers that are already trained in first aid skills and they train the new recruited members of the Emergency Response team voluntarily.

- **Planner**

Youth volunteers in these categories plan ahead for the team in meetings.

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## E. The VIVA ratio

The VIVA ratio is computed using the formula:

$$\text{VIVA ratio} = \frac{\text{Total volunteer value}}{\text{Total volunteer investment}}$$

Using the values obtained during the VIVA exercise, we can reach the following calculation:

$$\begin{aligned} \text{VIVA ratio} &= \frac{\text{PKR 539,280}}{\text{PKR 203,700}} \\ &= \mathbf{3 : 1} \end{aligned}$$

This VIVA ratio calculation means that for every one Rupee spent on the emergency response team youth volunteers, the Pakistan Red Crescent Baluchistan branch receives 3 Rupee worth of value from services rendered by them.

## F. Per capita costs and contributions

The per capita contribution refers to the “volunteers mobilized in 2015”. Calculations on the hours, value and expenditure for each Emergency response team youth volunteer.

$$\begin{aligned} \text{Per capita hours} &= \frac{\text{Total number of volunteer hours}}{\text{Total number of volunteers}} \\ &= \frac{6,650}{35} \\ &= 223.52 \text{ hours per volunteer} \end{aligned}$$

$$\begin{aligned} \text{Per capita expenditure} &= \frac{\text{Total volunteer investment}}{\text{Total number of volunteers}} \\ &= \frac{203,700}{35} \\ &= \text{PKR 5,820} \end{aligned}$$

$$\begin{aligned} \text{Per capita value} &= \frac{\text{Total volunteer value}}{\text{Total number of volunteers}} \\ &= \frac{539,280}{35} \\ &= \text{PKR 15,408 per volunteer} \end{aligned}$$

The above calculations show that given the hours rendered by the members of the emergency response team each youth volunteer provide 190 hours in a year and the organization spend 5,820 rupees on each youth volunteer and in return gain a value of 15,408 rupees. These computations show that the branch is gaining profits regardless of the expenditure being made.

### 3. The social value of youth volunteering

Volunteering has an impact that extends to the society and brings about goodness for all. The interviews of the youth volunteers as well as the individuals and families that benefited from the services clearly depict that volunteering among young people had played a vital role in bringing about benefits for them. The youth volunteers who provide their services as first aiders consider their services an answer to the higher calling and get the motivation to continue by the satisfaction they achieve by helping those in need. Responding in emergencies have its own risks associated with it and like all human beings the emergency responders also fear death but the motivation to help the ones in sufferings overcome all the fears and they continue to help for the sake of humanity. Interestingly, the interviews revealed that the youth volunteers were even more enthusiastic to work as an ERT member after they provided their first responses. The satisfaction of saving a life of a human being was the motivation that pushed them to continue. The youth volunteers also felt that getting trained and having the appropriate first aid skills gave them the confidence to respond in emergencies. Being an emergency response team member has a positive impact on the lives of young volunteers as one of the ERT member mentioned: “my life has now a purpose, a purpose to serve humanity”.

On the other side of the story lie the ones who were benefited by the emergency response program. The youth volunteers also gain confidence and motivation from the recognition and prayers they receive when they help someone. It was analyzed through interviews that many people volunteered themselves to work as an emergency response worker after they were saved by the emergency response worker. One individual mentioned that: “I used to believe participating in volunteer activities is waste of time but once my life was saved because of a volunteer, I now believe volunteerism is the domain we should spend most of our time in, by helping others is the true meaning of the life achieved”. It was also mentioned by one of the family members of the beneficiary that more programs like this should be established and more awareness should be spread regarding first aid because it is often taken for granted but is one of the very important thing to survive and help those in need as most people die due to lack of health care provided immediately.

## Voices from the team members

### Muhammad Ibrahim

**ERT member (21 years old)**

I have been involved in activities of Pakistan Red Crescent Baluchistan branch since 2009. I am currently the team leader of emergency response team. I have been trained in First Aid and I have utilized my skills in various incidents like bomb blasts where people usually run away to save their own lives instead of helping the victims. The training and experience working with the emergency response team have enabled me to save many lives and I feel proud to help those in need. Working as an emergency response member has changed my perspective of life I now believe real meaning of life is helping others and I feel more confident and motivated by each passing day.

### Zarak Khan

**ERT member (24 years old)**

I started working as a PRC volunteer in 2011. I was impressed by the reputation of PRC that their words do not end up only as theory, but they ACTUALLY “walk the talk”. After attending First Aid training I decided to be a part of emergency response team. On my first response to a bomb blast, I was completely befuddled because of the situation. Yet at the same time, I got courage from my team leader and members, which enabled me to shift a causality in ambulance. The father of the person I saved thanked me and prayed that I live long...this motivated me to continue being part of this amazing team and together we have saved so many lives. I plan to continuously be part of this team and always keep in my mind to also motivate my friends to join – because the satisfaction of serving humanity and saving lives has no parallel to it.



ERT members giving first aid during various incidents.



## Voices from the other end

### Farah Khan

#### **Bomb Blast victim**

*It was one hot afternoon in the month of June and after our exam, we were rushing towards our university buses that were supposed to take us home. As I was about to board my bus a sudden blast blew everything away. I remember lying on the ground looking at all the chaos, the agonized screams of my fellows, the sirens of ambulances and people running away and then someone in red jacket came and asked if I was alright I remember blood flowing all over my face, the responder bandaged me and kept reassuring me that all was well. I also saw people in red jackets that read emergency response team; taking out bodies from the burnt bus I admired their courage. I was then transported to hospital in a PRC ambulance and while on the way I decided I wanted to be a part of this team because of the inspiration the ERT members gave upon me. The work they do requires extraordinary courage and sense of commitment. It is not easy to risk own life for others but they do!*

### Sameeullah

#### **Father of a blast victim**

*I and my son went for shopping one afternoon. I told my son to go in the market while I park the car. As I was going towards market after parking the car, I heard a terrible blast which was deafening. I immediately ran towards the market and saw a horrible scene, there were just injured people crying for help in pain, everybody else was running away from the site and I couldn't find if my son was there as well. While I desperately looked for my son, there was nothing I could do for the injured people except reassuring them for help. I tried to help few people in shifting injured in the cars. Fortunately, within minutes the PRC emergency response team arrived and took over the scene. The vigilant members started giving first aid to the injured and shifting them to the ambulances. I had given up hope for my son but then I saw him being carried away in a stretcher covered in bandages. I cannot explain the relief that sight gave me, and my heart prayed for the angels in red jackets who saved my son. I wish and hope that this great team grows day by day and to keep up the good work. I would definitely want my son to be a part of such team and become selfless like the ERT members.*

## 4. Other findings

- This project does create value for the PRC Baluchistan branch as the investment is less than the profits so it clearly depicts that the branch is benefiting from the emergency response program
- Interviews with the volunteers as well as the beneficiaries revealed that the volunteers have a significant effect on other people and their work motivates them to join the ERT too.
- The ERT has received considerable media coverage being present at the time of incidents and this gives visibility to the team and the government institutions recognize the work of PRC Emergency response team volunteers.
- the challenges encountered in this study were that due to lack of proper record maintenance, it was difficult to extract data like volunteer hours. Also the record of the beneficiaries wasn't maintained so it was difficult to reach people for interviews.
- Because of the success of Emergency response team in Baluchistan Branch and the professional work environment, the females of the conservative society has started showing interest towards first aid and many enthusiastic female volunteers can be seen emerging from the pool of volunteers.
- The Provincial Branch has provided an open and friendly environment to the youth volunteers, where they participated and exercised their ideas and enjoyed the sense of belongingness. Their dignity and respect was not compromised and their services were projected and recognized at all levels. They were also provided with opportunities at provincial and national level to represent the National Society. Many youth volunteers were also inducted to transform into staff on different projects.

## 5. Conclusion

This VIVA study shows that 4 full time full staff will be required by the PRC Baluchistan Branch to conduct the activities that now 35 emergency response team member is performing. The results also depict that the volunteers are adding value to the branch in terms of monetary and non-monetary benefits. The satisfaction of the beneficiaries clearly reflects the efforts of the response team and the impact they are leaving on the society, their work is a source of motivation for many and more awareness regarding emergency response will help towards the betterment of the society in the long run.



## 6. Recommendations

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- A more advanced procedure for reporting, monitoring and documentation of the activities of the volunteers should be devised. Keeping track of the hours volunteered through a log book and also the beneficiaries will help the branch improve its volunteer management system.
- Taking this study as an example, the engagement of youth volunteers to be further fostered, and more activities that enables youth involvement should be planned.
- More awareness shall be spread regarding emergency response and activities like motivational talks shall be arranged, emphasizing the importance of emergency response aiming to attract a pool of motivated and committed young volunteers. Also more females to be targeted to join volunteering, as in Baluchistan the females are not encouraged to participate in such activities so enhancing the importance of first aid will be beneficial.
- More attention shall be paid to the equipment for the emergency response team like proper and upgraded first aid kits so that these issues does not hinder the way of efficient emergency response.

## Acknowledgement



### **Dr. Imran Khan**

*Provincial Secretary Baluchistan (email: dr.imrankhan@yahoo.com)*

Dr. Imran Khan joined PRC Baluchistan Branch in 2009 as First Aid Coordinator. His experience includes more than 8 years of emergency preparedness and response. He is a master first aid trainer and also a member of RDRT. He has trained many volunteers in first aid, disaster and emergency response over the years. He also served as Provincial Program Officer responsible for managing, monitoring and coordinating all the programs of the provincial branch. Presently he is serving as Secretary PRC Baluchistan Branch. He has also been nominated for 'Sitara-e-shuja'at' that is a high ranked award in Pakistan given for an outstanding act of bravery.



### **Muhammad Zubair Khan**

*Organizational & Branch Development Coordinator (IFRC Pakistan Country Office)*

"Muhammad Zubair Khan is presently serving IFRC Pakistan Country Office as Organizational & Branch Development Coordinator. He started his RC career with Pakistan Red Crescent Society in 2000 as Provincial Program Officer, served ICRC Pakistan as Cooperation Manager and then joined IFRC Pakistan Country office in 2011. He served IFRC in different positions as Cash Transfer Program Officer and Integrated Recovery Program Coordinator. He specializes in programs like DM, Youth and Volunteer and Branch Development. He is RDRT Team Leader and served in Nepal EQ 2015, has qualified the Global Emergency Team Leader Training, is a YABC facilitator in Pakistan and a AP Region BOCA ToT facilitator. He has been engaged in managing and coordinating humanitarian assistance in conflict and non-conflict regions. His strength is his field and operational experience."



### **Firah Tariq**

*Emergency Response Team Member, PRCS Baluchistan*

Firah joined PRC Baluchistan Branch as a youth volunteer in 2007. She is the first female leader of the emergency response team Baluchistan branch. She has worked with the branch performing tasks such as facilitating first aid trainings, simulation exercises, awareness sessions, helping in fund raising projects and organizing youth camps. She is a post-graduate student researcher and her main area of study is the motivation of volunteers in Pakistan.

# The Fundamental Principles of the International Red Cross and Red Crescent Movement

**Humanity** The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

**Impartiality** It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

**Neutrality** In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

**Independence** The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

**Voluntary service** It is a voluntary relief movement not prompted in any manner by desire for gain.

**Unity** There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

**Universality** The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

For further information, please contact:

**PRCS National Headquarters H-8 Islamabad**

PH: +92-51-9250404-5

Fax: +92-51-9250408

Email: [hilal@isb.comsats.net.pk](mailto:hilal@isb.comsats.net.pk)

[www.prcs.org.pk](http://www.prcs.org.pk)

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OD Delegate**

The Ampwalk, Suite 10.02 (North Block)  
218 Jalan Ampang  
50450 Kuala Lumpur, Malaysia

**International Federation  
of Red Cross Red Crescent Societies**

PO BOX 372

CH-1211 Geneva 19

Switzerland



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of Red Cross and Red Crescent Societies

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