



Association for the Development of Pakistan

Chapter Guide

Dear Volunteer,

We are thrilled to know about your interest in starting an ADP chapter in your area!

Through this initiative, you will have the opportunity to bring together highly motivated people in your vicinity to help develop Pakistan. ADP prides itself for the quality of its volunteers and its global outreach. Running a local chapter is your chance to build on this global phenomenon at a local level by consolidating existing networks and forging new partnerships. By agreeing to help further our vision, you are accepting a challenge, albeit a mentally rewarding and socially fulfilling one.

ADP came about as a small group of like-minded individuals committed to affecting change in Pakistan. As the organization has scaled, we have felt an increasing need to reach out to volunteers across the world to help us achieve our objectives. Having active local chapters allows us to do just that.

Currently, multiple chapters exist worldwide. These chapters are run by volunteers who are keen to take up leadership roles. While the character of each branch varies with composition and geographical location, it is desirable that an element of consistency runs through each ADP Chapter. The following guidelines serve to achieve such consistency.

This document elaborates on various functions a chapter is required to serve. Tips on successfully running a chapter are also included. **Please read the entire packet before embarking upon your initiative and use it as a reference guide throughout.**

Finally, never hesitate to reach out to ADP resources if you have any questions. We are here to support you and help you succeed. Good luck!

Sincerely,

The ADP Team

Resources

PEOPLE

VOLUNTEER MANAGER

To help you launch the chapter initially and optimize volunteer experience for chapter members on an ongoing basis

FUNDRAISING LEAD

To help you align local fund raising objectives with those of the wider ADP global fund raising team

OPERATIONS DIRECTOR

To help you strategize sourcing, marketing, events and provide ongoing support for any other chapter related activity whenever required

TOOLS

ONLINE SHARED DRIVE & RESOURCES

To ease editing and sharing of chapter related documents and training materials between ADP leadership and you. You will be briefed on its usage separately

MAILING LISTS

To help you keep in touch with your chapter members and other chapters' leads for information dissipation and knowledge sharing

WEBSITE

Up-to-date information on ADP projects, latest news and volunteer opportunities

CHAPTER OVERVIEW

ADP aims to engage skilled volunteers to identify, evaluate and fund quality projects in Pakistan.

All chapter machineries are expected to work towards fulfilling this broad goal.

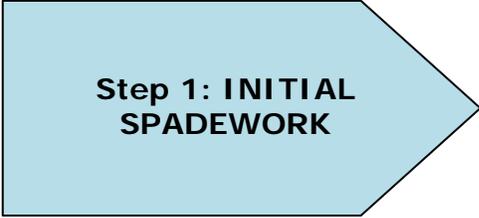
Specific tasks that fall within this domain include

1. Recruiting suitable volunteers through personal networks, local universities, NGOs and financial corporations.
2. Partnering with local organizations and soliciting proposals in and around your city, especially if you are based in Pakistan.
3. Participating in project evaluation by forming chapter based teams or helping with project site visits and local impact assessment for remote project teams
4. Training and engaging new volunteers on a rolling basis; retaining older volunteers by expanding on volunteer initiatives/opportunities
5. Planning and executing fund raising activities and events
6. Facilitating social gatherings for volunteers

You will find details on how to accomplish each of these in pages that follow.

Although essential, this list isn't exhaustive by any means. Chapters may engage in any other activity as long as it is in line with the broader goal outlined above.

Let us now look at how to get started.



Step 1: INITIAL SPADEWORK

- You should have received a list of registered volunteers in your area from the volunteer manager. Search for other suitable matches amongst coworkers, friends and family to build a local contacts' list
- Ask the volunteer manager to set up a mailing list on the developpakistan.org domain and send out an email, introducing you to the volunteer base as an ADP appointed chapter lead
- If possible, reach out to potential chapter members individually, explaining the rationale behind your initiative, outlining opportunities for them to volunteer and inviting them to the kick-off
- Schedule a kick-off meeting at a well-known location. Possible venues include university lecture rooms, cafes, coffee-houses, fast-food outlets
- Circulate an invitation to the meeting at least a week in advance of the planned date
- Plan your discussion for the meeting, paying special attention to
 - preparing an introduction to ADP for new volunteers
 - making a list of available opportunities for volunteers to take up
 - finalizing a plan for regular meetings and consistent follow-up

Contact the volunteer manager for relevant materials and latest status on volunteer opportunities

- After the meeting, send a thank-you note to the mailing list with "next steps" for attendees while encouraging those who could not show up to attend next time

Congratulations, you have just set up an ADP chapter. But that's the easy part! Read on to see how to keep your chapter alive and kicking.

Kick-off Tips

- Make sure you choose a relatively quiet and spacious venue
- Check if there are any past ADP volunteers in your city to share their experiences with new volunteers
- The number of attendees at kick-off is not an indicator of long term success or failure. It will be up to your proactive leadership to help the chapter gain and sustain momentum.



**Step 2:
VOLUNTEER
ACTIVITIES**

Running a chapter is pointless – indeed counterproductive – unless it’s serving as a platform to actively engage members. You should have a clear understanding of all ADP volunteer activities before you plan to launch a chapter. If there are any gaps in your information, reach out to the volunteer manager for further briefing on the way ADP functions and the range of volunteer activities available. As chapter lead, one of your important tasks would be explaining these opportunities to volunteers and, based on their skills and interests, figuring out the right “fits” for them.

Volunteer activities at ADP usually pertain to identifying, evaluating and executing quality projects as well as raising funds to finance the same. Chapters may be tasked with various other initiatives depending on geographical location or any particular expertise. Below is a sampling of the most common activities for chapter members:

Project Sourcing

In Pakistan: Identifying good projects is a key step in the ADP project cycle. Project solicitation therefore is pivotal, serving as a means by which quality projects can be sourced; it may be organization-centered or problem-centered.

For organization-centered sourcing, volunteers actively engage with local non-profits to not only market ADP as a funding resource for innovative projects but also work with them to fine-tune their proposals to ADP’s criteria. Moreover, by visiting local NGOs, volunteers gauge the competency of the staff and enquire about their previous projects, donor trends, future undertakings etc.

For problem-centered sourcing, volunteers choose a development area of interest or expertise (e.g. potable water, alternative energy, waste management, remote learning etc.) and investigate ways for ADP to get involved including possible solutions and potential local partners.

Solicitation volunteers should be well versed with ADP’s project criteria and project evaluation process. You should brief them on the exact steps involved in the solicitation process and depute them to non-profits in the city. Please refer to the **Project Sourcing** folder on the ADP shared drive for relevant resources.

Ask the Operations Director to provide you with an up-to-date list of NGOs in your city to start out with. Over time, you should continue to expand on it by networking with local organizations and contacts in the non-profit sector, identifying top-prospect outfits in the process.

You will be responsible for managing the volunteers at every stage of the solicitation process, particularly to see if volunteers are delivering on timelines and following up with their assigned NGOs, and making sure that any proposals received are sent to the Operations Director and duly acknowledged.

Outside Pakistan: If you are based outside Pakistan, you are unlikely to find as many project sourcing opportunities as your in-country counterparts. However, you should explore linkages leading back to Pakistan by engaging in discussions with academia, South Asian organizations and South Asian departments at universities/institutes to inquire about NGOs that exist in Pakistan but may not be in ADP's knowledge. Similarly, you may task volunteers in your chapter with researching potential solutions for third-world problems and exploring possibilities of partnerships between ADP and other non-profits.

Any knowledge of NGOs or potential projects gained through this process must be passed on to the Operations Director.

Sourcing Tips

- Project solicitation is an ideal entry point for first time volunteers; it entails a low risk, high yield task that allows prospective volunteers to get involved immediately and provides a good basic understanding of ADP's operating model. It is also ideal for high-school and college students interested in volunteering for ADP.
- Solicitors should view themselves not only as ADP marketers, but as consultants for NGOs. In cases where a straightforward match is not available, volunteers should be encouraged to work with the concerned organization to improve their proposed model, budget, overhead costs etc. Similarly, for certain proposals that are turned down, solicitors may be asked to reach out to the concerned organization to try and rework the proposal in to one that's a better fit for ADP.

Project Evaluation

Volunteer staffing for project evaluation is handled centrally by the volunteer manager. However, you should nominate suitable members for project evaluation from your chapter on a rolling basis. Committed volunteers with prior experience in development sector or background in investing are known to make good project evaluators.

On a given project team, we prefer staffing members from one geographical location to allow for easier communication and improved team-work. Therefore, teams of three to four members from your chapter may frequently be staffed for evaluation. In such cases, you will be called upon to regularly follow-up on progress.

Although chapter leads are not expected to train project evaluators, you should be able to effectively communicate the process of project evaluation to recruit suitable volunteers.

Project Team Tip

- If a project is approved, team members should be encouraged to raise funds and create awareness about the project in their area. However, this should not occur at the expense of their involvement with post-funding monitoring.

Site Visits

Site visit opportunities are naturally only available to volunteers inside Pakistan. They are an exciting way to experience development work first hand and enable chapter members to plan interesting excursions individually or in groups of two or three.

You will be notified by the volunteer manager whenever a site visit is pending in your locality. You will then need to identify suitable volunteers from amongst your members. Members should be encouraged to visit sites in groups to divide on-site workload, improve safety and foster team work.

Once the volunteers have been identified and staffed for a visit, they will be briefed on deliverables by the concerned project team.

Foreign chapters: Please check with the volunteer manager for any available opportunities if a member plans to visit Pakistan and is interested in conducting site visits.

Events and Socials

One of the most important functions of a chapter is to facilitate greater interaction amongst local ADP volunteers. Bringing chapter members together for social gatherings/events helps maintain enthusiasm, provides networking opportunities and facilitates exchange of ideas. Regular events and gatherings also allow for greater visibility for ADP in the local community which in turn helps recruit new volunteers as well as grow the donor base.

Interested volunteers should be staffed on an event management team to plan and execute social activities. A calendar of planned events should be drafted at the beginning of each quarter and shared with ADP leadership.

Details and invitations of an event should be circulated to members at least two to three weeks in advance. Please notify the operations director of the location and event type at the same time. RSVP's should be received one week before the event in order to make appropriate arrangements. If a speakers' series is being arranged, confirmation from speaker should be sought before circulating mass emails. Your event management team will be responsible for arranging logistics such as catering, photography, sound system/multimedia facilities and parking / security arrangements.

All chapter events need to be self-financed. This can be done by charging an entrance fee, getting a corporate sponsor or negotiating discounts at the venue. Events should be marketed thoroughly to maximize return on any investment made.

Meetings

- If blockbuster events are hard to come by regularly, make sure you organize a simple meeting, inviting everyone, **at least once a month**. Regular meetings are the single most important determinant for keeping everyone interested in devoting time and effort.

Fund Raising

Fundraising is a core function of a chapter, and involves an element of building the ADP brand in local communities as well as raising funds for specific projects and the ADP general pool. The ADP central fundraising team has put together a fundraising toolkit providing information and marketing material for your convenience. This can be found in the **Fund Raising** folder on the shared drive.

A chapter's responsibilities related to fundraising are categorized into two main areas:

1. Building awareness of ADP in the local communities especially the Pakistani sympathetic segments (in case of foreign chapters). Some suggested ways of achieving this are:
 - Social events such as annual galas, sports fixtures, concerts, comedy shows/ fashion shows, social mixers, dinners.
 - Partnering with local organizations (Pakistani diaspora community organizations etc) creating opportunities for ADP visibility

- Liaising with university organizations of relevance to build more brand awareness as well as recruit volunteers
- Distributing fliers or putting up posters at places/spots frequented by the target demographic
- Reaching out to local media organizations (TV channels, newspapers, blogs) to showcase accomplishments or advertise volunteer or donation opportunities

2. Building and expanding a donor network

- Reaching out and conducting meetings with high net worth individuals
- Building relationships and applying for corporate contributions
- Applying for grants from foundations and larger donor organizations

To accomplish these tasks, you will need to recruit a dedicated fundraising team, identify activities for the quarter/year, set targets and manage the exercise to yield fulfilling results. You will also be responsible for liaising with the global fundraising team by exchanging updates and attending monthly fundraising calls.

Fund raising Tips

- Students (within Pakistan as well as Pakistanis at universities abroad) are ideal volunteers for fund raising events and collection campaigns. Partnering with top schools in your city is also a great way to market ADP to students and alumni
- Fund raising events provide a good basis for chapter gatherings/socials



Step 3: VOLUNTEER RECRUITMENT

Once you have managed to get your initial members busy with volunteer activities, it's time to look out for fresh faces to expand your membership base.

There are a number of ways to reach out to potential volunteers. Broadly these methods can be categorized in to (a) individual referral and (b) mass recruitment.

Individual referrals: Existing members introduce suitable colleagues, friends and family members to ADP and contribute to building the chapter along their personal networks. This has multiple advantages

- Existing members usually have a good idea of the skill set ADP looks for in new volunteers; they are therefore able to target the right “fits” at the outset
- Bringing in friends and family helps increase one’s own interest and sense of ownership in the chapter
- The new recruit doesn’t require too much “ice-breaking” and feels more comfortable starting out
- Number of referrals can be fine-tuned to exact requirement on a weekly or monthly basis

Members should be encouraged to think carefully before they refer someone; they need not bring in all their office coworkers or college classmates. Instead they should try and identify only the most suitable and committed matches to add to chapter membership.

Mass recruitment: This refers to openly marketing volunteer opportunities at ADP to public, inviting interested individuals to enroll as volunteers/chapter members. This can be done by delivering presentations at universities and work places, distributing fliers or plastering posters at libraries or cafes/coffee-houses/restaurants, publishing ads in magazines etc. You will be provided with relevant marketing materials whenever required.

Mass recruitment is likely to yield large numbers of sign-ups with a range of skills and interests. Therefore, it is important to know how you plan on involving them before you roll out your marketing campaign. Mass recruitment is ideal if you are planning a major fund raiser or actively sourcing, evaluating and monitoring multiple projects in the city – tasks that can utilize added human resources.

Regardless of the mode of recruitment, **all** new volunteers should sign-up through the ADP website when starting out. Volunteers from your city who directly sign-up through the website will be automatically added to the chapter mailing list and asked to get in touch with you. You will also be notified of these sign-ups.

Recruitment Tip

- A robust chapter is an automatic attraction for the young and the passionate. As long as you are active and productive in achieving your goals, quality volunteers would come by easily and frequently.

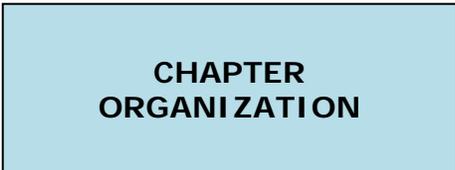


**Step 4:
VOLUNTEER
DEVELOPMENT**

As chapter lead, you will come across volunteers with a variety of experiences, skills and interests. You will need to figure out how to utilize this eclectic skill set to the fullest and facilitate further growth and development.

ADP offers multiple volunteer opportunities; interested volunteers should be rotated between different tasks enabling them to get a sense of various parts of the overall machinery. This allows them to engage more thoroughly with the non-profit sector, the organization as well as other volunteers within the chapter. Rotating volunteers in different roles along with progressively increasing their responsibilities is also ideal for preparing highly committed volunteers for future chapter leadership positions.

Volunteer Appreciation: Chapters are encouraged to adopt mechanisms through which members can be appreciated and their services acknowledged. This may be done by instituting monthly awards, writing recommendation letters or giving out certificates.

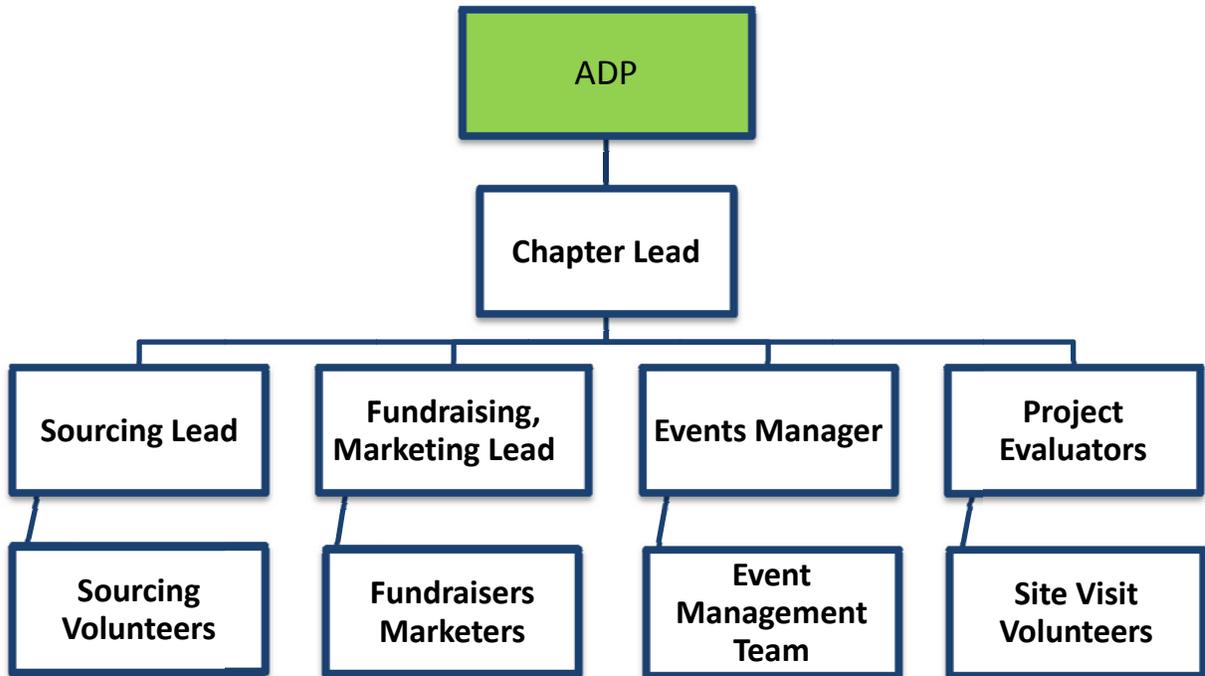


**CHAPTER
ORGANIZATION**

Organizational structures within different chapters may vary depending upon nature and extent of activities. The starting point is the appointment of a chapter lead who has had prior volunteering experience with ADP and shown exemplary commitment and leadership potential.

Chapter leads are responsible for delegating and monitoring all volunteer activities within their chapters. The volunteer manager will work closely with you to staff your chapter members to various tasks both within and outside your city. As the chapter grows (>20 members), it is recommended that you appoint deputies and allot them teams to look after specific areas such as project sourcing, fund raising, events, marketing etc.

The chart below shows a recommended organizational structure. Note that for all activities and initiatives, you will serve as the main liaison between ADP leadership and local volunteers.



Based on this structure, your primary administrative responsibilities include:

1. Defining chapter agenda and strategic direction for various activities in consultation with the Operations Director, Volunteer Manager and Global Fundraising Lead
2. Delegating area specific tasks to different teams and providing guidance and support to individual team leaders whenever necessary; ensuring attainment of each team's objectives
3. Maintaining contact with all volunteers and making sure their time and efforts are maximally utilized (volunteer logs should be maintained in the excel sheet format attached as **Appendix I**)
4. Submitting quarterly reports on chapter activities along with plans/projections for the next quarter

Succession

Rotation of chapter leads every two years is recommended. For succession planning you should always have three to four highly committed and capable volunteers on your radar. At the end of your tenure, you will need to make

recommendations on probable candidates, outlining their involvement history and reasons for/against their appointment as chapter leads. Final decision on the matter will be taken by ADP leadership.

Minimum commitment for chapter leadership role is one year. If you want to opt out of your leadership role at any point after that, you should notify the Volunteer Manager at least two months in advance and follow through until a successful transfer of responsibilities.