

Paper Kite is a 100% volunteer run charity. Like all organizations, the functioning of our team determines the success of Paper Kite and our social benefit. Knowing our individual role and those of our fellow volunteers will facilitate our working together in an enjoyable and productive manner. As such, this document is intended to clearly identify the roles and responsibilities of each of our Board members, Officers and general volunteers.

Establishing effective relationships requires our commitment to work in harmony amongst our Board members, officers and general volunteers. At the core of our relationships is the fact that we are volunteering our time and donating funds to improve the living conditions and futures of orphans in Bihar, India. Further considerations of a productive and enjoyable team environment include:

- ✓ clear goals
- ✓ respect for others' opinions
- ✓ trust
- ✓ unified commitment
- ✓ collaborative climate
- ✓ principled leadership
- ✓ standards of excellence
- ✓ results oriented structure
- ✓ competent members
- ✓ external support and recognition

### **Marketing and Communications**

Volunteers are needed to assist us with the development and management of marketing campaigns and promotion of key programs and projects

### **Public Relations**

Volunteers are needed to assist us with the development and implementation of Public Relations strategies

### **Event Planning**

Volunteers are needed to provide event planning support to various events

### **Fund Development**

Volunteers are needed to assist us with creating fund development and implementation strategies in order to diversify sources of income and program support

### **Research**

Volunteers are needed to assist us with research to cover various project-based requirements

### **Administration**

Volunteers are needed to assist us with day-to-day operations



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### **Technical Support**

Volunteers are needed to assist us with the design and maintenance of Paper Kite's website and other technical support.

### **Field Work in Bihar, India**

Volunteers have the opportunity to implement our [four programs](#) in Bihar, India

### **BOARD MEMBERS**

The role of our Board of Directors (Board) is to ensure Paper Kite is responsibly managed and accomplishes its goals effectively and efficiently. Our Board has overall responsibility for strategic planning, finances, organizational operations, community relations and human resources. Our Board is structured as a Working Board, which means our Board Members directly assist with the operations of Paper Kite, and is composed of our:

- ✓ Board Chair/President (voting): **Tarik Kadri**
- ✓ Secretary (voting): **Isabel Estan**
- ✓ Executive Director (non-voting): **VACANT**
- ✓ General Members (voting): **Abhishaek Rawal, Amanda Rogers, Angela Wong, Brian Newbold, Chester Cheang, Jean-Claude Lizé, Dr. Sukhi Muker**

The following are the core responsibilities for each of our Board Members:

Be totally committed to the goals of Paper Kite and act in Paper Kite's best interest at all times

- ✓ Regularly attend our Board meetings and related meetings
- ✓ Make a serious commitment to actively participate in Board matters
- ✓ Stay informed about Board matters, prepare well for meetings, and review and comment on minutes and reports
- ✓ Volunteer for and willingly accept assignments, including committee appointments, and complete them thoroughly and on time
- ✓ Get to know other Board members and build a collegial working relationship that contributes to consensus
- ✓ Represent Paper Kite at community activities to enhance our community profile
- ✓ Actively participate in the annual evaluation of our Board, Executive Director and any committees
- ✓ Elect a meeting Chair should both the President and Vice-President be absent
- ✓ Participate in our fundraising activities

### **BOARD CHAIR **Tarik****

Our Board Chair is the principal liaison between our Board and our Executive Director, and is responsible for the smooth operation of the Board.

Specific roles and responsibilities include:

- ✓ Acts as a facilitator and guide for our Board
- ✓ Reports to and is accountable to our Board



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- ✓ Clarifies Board and other volunteer responsibilities
- ✓ Manages our Board meetings
- ✓ Plans, in cooperation with our Vice President, the agenda for our Board meetings
- ✓ Appoints committee chairs
- ✓ Oversees recruitment, orientation and training of our Board members to develop the effectiveness of our Board
- ✓ Ensures that Board matters are handled properly, including preparation of pre-meeting materials and Board functioning
- ✓ Conducts official correspondence on behalf of our Board as appropriate and jointly with our Board when appropriate
- ✓ Encourages attendance at Board meetings

### **BOARD SECRETARY Isabel**

Our Board Secretary is responsible for the administrative functions of Paper Kite, directly for our Board and ensures they are completed for the remainder of Paper Kite.

Specific roles and responsibilities include:

- ✓ At the direction of our Board Chair, ensures the production and delivery of Board correspondence
- ✓ Produces and issues donor appreciation letters as per our fundraising plan for Board signature
- ✓ Issues notices of meetings to our Board members and other attendees
- ✓ Ensures the production and delivery of donor appreciation letters
- ✓ Records minutes at our Board meetings and distributes them to our Board members
- ✓ Ensures our administrative duties are completed, including securing office supplies
- ✓ Retains custody of all records and documents of the society (including meeting minutes, resumes, official correspondence) except those required to be kept by our Treasurer

### **EXECUTIVE DIRECTOR VACANT**

Our Executive Director is responsible for the successful management of Paper Kite according to the strategic direction set by our Board. The Executive Director works closely with and acts as a resource for our Board and other volunteers to successfully develop and implement our programs and policies.

Specific roles and responsibilities include:

- ✓ Maintains relationships with our Board members and other volunteers; works closely with our President and Vice President
- ✓ Allocates resources and supplies to the staff as required
- ✓ Provides guidance and information leading to programs and policy adoption
- ✓ Works with our Board to ensure Paper Kite is effectively organized
- ✓ Acts as an advisor to our Board on all aspects of Paper Kite's activities, including when to seek outside professional advice
- ✓ Identifies, assesses, and informs our Board of internal and external issues that affect Paper Kite



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- ✓ Identifies and evaluates the risks to Paper Kite's people (volunteers, clients, Board), property, finances, goodwill, and image and implement measures to control risks
- ✓ Drafts policies for the approval of our Board and prepares procedures to implement the organizational policies; reviews existing policies on an annual basis and recommend changes to our Board as appropriate
- ✓ Oversees the implementation of program and policy decisions of our Board
- ✓ Works with our Board to develop and maintain a strategic planning process with short- and long-range objectives
- ✓ Ensures the development of annual operational plans with goals and objectives that work towards the strategic direction of the charity as defined by our Board
- ✓ Leads our Fundraising Officer and Public Relations Officer to develop our annual public relations and fundraising strategy for Board approval
- ✓ Reports regularly and is accountable to our Board
- ✓ Attends and participates (without vote) in our Board meetings
- ✓ Coordinates and issues an annual operations report at the end of each year
- ✓ Participates in our fundraising activities as appropriate
- ✓ Acts as most common line of contact with all officers

## **OFFICERS**

### **PRESIDENT Tarik**

Our President is responsible for the successful leadership and management of Paper Kite according to the strategic direction set by our Board. Our President is the leader of our Board, Executive Director and functions as the head of volunteers. Our President's primary function is to lead our Board in setting policies and plotting the general direction of Paper Kite.

Specific roles and responsibilities include:

- ✓ Reports to and is accountable to our Board
- ✓ Acts as Paper Kite's Chief Executive Volunteer
- ✓ Works closely with our Board, Executive Director and other volunteers to achieve the goals of Paper Kite
- ✓ Acts as our principle liaison between our Board and Executive Director to ensure the planning, implementation and evaluation of Paper Kite's programs and operations
- ✓ Ensures that our programs and services contribute to the organization's mission and reflect the priorities of our Board
- ✓ In combination with our Public Relations Officer, acts as a primary spokesperson for Paper Kite as appropriate
- ✓ Ensures that an effective volunteer team, with appropriate provision for succession, is in place
- ✓ Maintains a climate that attracts, retains, and motivates a diverse range of top quality people
- ✓ Interprets and ensures we comply with our By-Laws and policies
- ✓ Acts as the final legal authority for the charity
- ✓ Approves expenditures within the authority delegated by our Board
- ✓ Participates in our fundraising activities as appropriate

### **VICE PRESIDENT Isabel**

Our Vice President advises our President on all matters related to Paper Kite and acts on his behalf should he be unavailable. The Vice President manages the administrable requirements of Paper Kite and provides general assistance as required.

Specific roles and responsibilities include:

- ✓ Acts as the President in their absence and assists the President with their duties and responsibilities
- ✓ Provides recommendations and suggestions on all aspects of the organization's activities
- ✓ Provides support to our Board by formulating meeting agendas (in cooperation with our President) and supporting materials
- ✓ Participates in our fundraising activities as appropriate

### **FINANCE OFFICER Nancy**

Our Finance Officer fulfills a crucial role in ensuring our donations are responsibly managed and Paper Kite operates according to government requirements. Our Finance Officer also regularly keeps our Board informed of our financial status.

Specific roles and responsibilities include:

- ✓ Ensures that Paper Kite follows sound bookkeeping and accounting procedures, and advises our Board on when to seek outside professional assistance
- ✓ Understands the requirements to maintain charitable status and maintains records to prove our adherence
- ✓ Ensures that Paper Kite complies with all government legislation including taxation and withholding payments
- ✓ Administers the funds of Paper Kite according to our approved budget and procedures
- ✓ Provides our Board with monthly reports that include a detailed accounting of our revenues and expenditures as well as pertinent analyses (e.g. cash flow projections, number of total donors, number of donations at certain levels)
- ✓ Works with our Executive Director or designate to prepare comprehensive annual and campaign budgets for Board approval
- ✓ Participates in our fundraising activities as appropriate

### **VOLUNTEER OFFICER James (Vancouver) & Natalie (Ottawa)**

Our Volunteer Officer manages our volunteers to assist in the delivery of our programs and services. This includes directly managing volunteers, and/or providing guidance, support, resources and tools to others who supervise volunteers.

Specific roles and responsibilities include:

- ✓ Ensures that our volunteers work in a safe, supportive and fun environment
- ✓ Develops and implements goals and objectives for our volunteer program which reflect the mission of Paper Kite
- ✓ Develops and implements effective strategies to source potential volunteers



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- ✓ Develops and implements an intake and interview protocol for potential volunteers to ensure the best match between the skills, qualification and interests of the volunteers and the needs of Paper Kite
- ✓ Establishes and implements a process for evaluating the contribution of individual volunteers and their level of satisfaction
- ✓ Trains and mentors volunteers as appropriate to improve performance for the benefit of Paper Kite and our volunteers
- ✓ Ensures that all volunteers receive an orientation to Paper Kite
- ✓ Ensures that volunteers receive the appropriate level of supervision
- ✓ Coordinates our volunteers and delegates responsibilities for all special events
- ✓ Promotes our volunteer program to gain community support for both our volunteer program and Paper Kite in general
- ✓ Holds monthly meetings for volunteers to keep them updated on Paper Kite initiatives
- ✓ Trains our Board and other volunteers to work effectively and cooperatively with fellow volunteers
- ✓ Ensures that records of volunteer hours are maintained according to established procedures
- ✓ Ensures that volunteer files are securely stored and privacy/confidentiality is maintained; provides records to our Board Secretary for retention
- ✓ Produces and issues volunteer appreciation letters for Board signature
- ✓ Identifies conflicts amongst volunteers and assists with conflict resolution; informs our Board of serious conflicts and unresolved conflicts for follow-up including potentially involving outside assistance
- ✓ Plans and implements formal and informal volunteer activities to recognize the contribution and importance of volunteers to Paper Kite
- ✓ Contributes a summary of our volunteer program to our Board meetings and annual report
- ✓ Works with our Executive Director to create an annual budget for volunteer recruitment, training and retention activities for Board approval
- ✓ Administers and monitors expenditures for our volunteer program against the Board approved budget
- ✓ Participates in our fundraising activities as appropriate

### **FUNDRAISING OFFICER VACANT**

Our Fundraising Officer fulfills a vital role in the ability of Paper Kite to achieve its goals. This position is responsible for ensuring Paper Kite has the funds and materials necessary to operate and complete our social programs.

Specific roles and responsibilities include:

- ✓ Works with our Board and other volunteers as required to secure adequate funding and materials for the operation of Paper Kite
- ✓ Creates a partnership with our Executive Director and Public Relations Officer to develop our annual public relations and fundraising strategy for Board approval
- ✓ Implements and completes our annual fundraising strategy
- ✓ Identifies and researches potential funding sources, or delegates and manages these tasks





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- ✓ Writes, or delegates writing, funding proposals for Board approval and submission to potential funding partners
- ✓ Provides monthly updates to our Board on the progress of our fundraising initiatives
- ✓ Maintains strong fundraising base with diversified sources of funding
- ✓ Work with our Public Relations Officer to optimize our fundraising returns through targeting the relevant communities
- ✓ Recommends to our Board, improvements to Paper Kite that will increase donations, including changes to our annual strategies
- ✓ Ensures that donor files are securely stored and privacy/confidentiality is maintained; provides records to our Board Secretary for retention
- ✓ Participates in our fundraising activities as appropriate

### **PUBLIC RELATIONS OFFICER VACANT**

Our Public Relations Officer is responsible for the public image of Paper Kite. This will directly impact our fundraising success, community support and ability to attract volunteers. Specific roles and responsibilities include:

- ✓ Works to achieve and maintain a positive, visible community image, assuring that Paper Kite is known as a charity and a valued social change and human service agency
- ✓ Coordinates social media campaigns including Facebook, Twitter and other viral promotion campaigns
- ✓ In combination with our President, acts as a primary spokesperson for Paper Kite as appropriate
- ✓ Seeks out and builds relationships with external community groups to promote Paper Kite and its programs/initiatives
- ✓ Ensures the communications team and other volunteers maintain the Paper Kite reputation
- ✓ Creates and distributes media packages as appropriate to gain media attention for our campaigns and Paper Kite in general
- ✓ Provides monthly updates to our Board on the progress of our public relations
- ✓ Creates a partnership with our Executive Director and Fundraising Officer to develop our annual public relations and fundraising strategy for Board approval
- ✓ Implements and completes our annual public relations strategy
- ✓ Supervises our Events Coordinators, Community Outreach Representatives and Advertising Coordinator and ensures they are functioning to Paper Kite's benefit and their enjoyment/satisfaction
- ✓ Participates in our fundraising activities as appropriate
- ✓ Crafts and revises key messages for specific projects, programs and events
- ✓ Updates and maintains media contact lists

## **MAJOR SPONSOR OFFICER VACANT**

Our Major Sponsor Officer plays a crucial role in ensuring Paper Kite has the funds necessary to successfully operate our social programs.

- ✓ Works with our Board and Executive Director to secure adequate funding for the operation of Paper Kite
- ✓ Creates a partnership with our Executive Director to develop out annual strategy for Board approval
- ✓ Tracks the success of our fundraising initiatives and reports on them to our Board and Executive Director
- ✓ Recommends to our Executive Director, improvements to Paper Kite that will increase donations
- ✓ Identifies and researches potential funding sources
- ✓ Writes funding proposals for Board approval and submission to potential funding partners
- ✓ Ensures that donor files are securely stored and privacy/confidentiality is maintained
- ✓ Participates in our fundraising activities as appropriate
- ✓ Actively participates in community events to attract potential donors