Resource Mobilisation Policy

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1. Organizational Profile

Bargad is a youth development organization actively working to promote peace, justice and cooperation amongst the youth[1] in Pakistan. The organization has focused on creating opportunities and amplifying the voices of the youth ever since its inception in 1997, leading to a vast network of around 3000 youth volunteers, known as the Bargad Volunteer Network (BVN) throughout the country.

Bargad's Vision:

Politically, socially and economically empowered youth and women, respect, protect and promote peace and harmony

Bargad's Mission:

a. Engage vulnerable youth and women in all diversity to their full potential through education, mentorship and innovative interventions designed to enhance their overall well-being.
b. To invest in youth-led and youth-centred ideas, to convene key stakeholders in the sector and advocate for systems and policy changes that meet youths' needs.
c. Engage youth to end violence against women.

Bargad has implemented more than 100 projects on youth training[2], youth mobilization and policy advocacy, including the provision of technical assistance to all the provincial governments of Pakistan, regions of Gilgit-Baltistan and the State of Azad Jammu Kashmir (AJK) for the formulation of their respective youth policies. These policies have been approved by the provincial governments of Punjab (2012), Khyber Pakhtunkhwa (2016) and Sindh (2018), and Balochistan (2024) resulting in governments' pledges to allocate 4% budget to sports and youth affairs, 15% on the women employment quota, implementation of the E-Rozgar programs, and on youth participation in the local governments, respectively. Bargad has also conducted Capacity Enhancement workshops on youth development with officials of the youth affairs departments of Punjab, Balochistan and Sindh.

Bargad has a youth network of 782 individuals, civil society organizations and government institutions, with Youth engagements with 64 Universities, 40 Colleges and 35 Higher Secondary Schools.

The organization has previously partnered with 26 membership based student organizations and 15 Youth Groups over Pakistan; producing the largest pool of researches and publications on

[1] Adolescents: 12-19; Youth age bracket in Pakistan: 15-29

[2] Since 2003, the organization has trained 7880 youth activists and young faculty only through training workshops and peer sessions in issues of social development.

various aspects of youth than any other civil society organization in Pakistan, while also pioneering a youth track of peace and diplomacy in the South Asian region.

The hallmark of the organization is that its core youth volunteers participate in all aspects of the projects - from action-planning to project execution, while also mapping in the course of its work; issues as well as challenges identified by the youth across the country[3].

2. Introduction

BARGAD depends on a combination of grants, partnerships, donations, functional income, in-kind contributions and other lawful sources of support to fulfil its mission and maintain the continuity of its programmes and organizational operations.

Resource mobilization is not limited to fundraising. It includes the development of institutional relationships, generation of mission-aligned income, mobilization of technical and non-financial resources, responsible stewardship of funds, and prudent use or investment of resources not immediately required for approved obligations.

BARGAD recognizes that long-term sustainability requires diversified sources of support and responsible management of the risks associated with dependency on individual donors, projects or funding arrangements. Resource mobilization must therefore remain consistent with BARGAD's mission, vision, governing objects, strategic priorities, organizational independence and commitment to transparency and accountability.

This Policy brings BARGAD's functional income-generation approach within its overall resource-mobilization framework. It also establishes the relationship between resource mobilization and BARGAD's Partnership Strategy, Grantmaking Policy, Financial Manual and other relevant institutional policies.

3. Purpose

The purpose of this Policy is to establish a consistent framework for the identification, solicitation, acceptance, generation, management and investment of resources by BARGAD.

The Policy seeks to:

- Diversify BARGAD's financial and non-financial resource base;
- Reduce excessive dependence on any single donor, project or source of income;

[3] The Youth in the mapping is part of the Youth Cohorts in the districts where Bargad has actively worked or is presently working.

- Ensure that resources are mobilised in accordance with BARGAD’s mission, vision and governing objects;
- Establish standards for ethical review and acceptance of funds;
- Regulate functional and earned-income activities;
- Clarify the relationship between resource mobilization, partnerships and grantmaking;
- Ensure appropriate authorization, financial control and recordkeeping;
- Provide a controlled framework for investment of organizational funds;
- Protect BARGAD’s independence, reputation and institutional interests; and
- Promote long-term organizational and programme sustainability.

4. Policy Statement

BARGAD shall mobilise resources only through lawful, transparent and accountable means.

All resources shall be used exclusively to advance BARGAD’s approved objects and shall not be distributed for the private benefit of its members, Board Members, employees or other connected persons, except for properly authorized remuneration, reimbursement or contractual payment for services.

BARGAD may receive or generate financial and non-financial resources from diverse sources, provided that the source, purpose, conditions and proposed use of those resources are consistent with:

- BARGAD’s mission and vision;
- Its Memorandum of Association and Rules and Regulations;
- Its strategic plan and Board-approved priorities;
- Applicable law and regulatory requirements;
- Donor and contractual obligations; and
- Relevant organizational policies.

Resource mobilization shall not compromise BARGAD’s independence, influence its programmes in a manner inconsistent with its mandate, or expose the organization and its stakeholders to unreasonable legal, financial, safeguarding or reputational risk.

5. Scope

This Policy applies to:

- The Board of Directors;
- The Executive Director;
- BARGAD employees and consultants;

- Volunteers or representatives authorized to mobilise resources on BARGAD's behalf;
- Organizational and project teams involved in proposal development, fundraising, partnerships, income generation or donor engagement; and
- Third parties expressly authorized to conduct fundraising or resource-mobilization activities for BARGAD.

It applies to all financial and non-financial resources mobilised or generated in BARGAD's name, including:

- Institutional and project grants;
- Government contracts and funding;
- Corporate partnerships and sponsorships;
- Individual donations;
- Public fundraising;
- Functional and earned income;
- Memberships or subscriptions, where applicable;
- In-kind contributions;
- Volunteer time and technical assistance;
- Joint or consortium funding;
- Legacies, bequests and major gifts;
- Zakat and other designated charitable contributions, where properly authorized;
- Investment income; and
- Any other lawful source approved under this Policy.

6. Relationship with Other Policies

This Policy shall be read together with BARGAD's:

- Memorandum of Association and Rules and Regulations;
- Partnership Strategy or Policy;
- Grantmaking Policy and Procedures;
- Financial Manual;
- Procurement Manual;
- Operations Manual;
- Anti-Fraud Policy;
- Conflict-of-Interest requirements;
- Whistleblowing Policy;
- Safeguarding and PSEA policies;
- Environmental Sustainability Policy; and
- Other relevant Board-approved policies.

Where resources are mobilised through an institutional relationship, the establishment and management of that relationship shall also be governed by the Partnership Strategy or Policy.

Where mobilised funds are intended for onward grants or sub-grants, the selection, due diligence, approval, contracting, disbursement, monitoring, suspension, termination and recovery of those grants shall be governed by the Grantmaking Policy and Procedures.

This Policy does not replace or incorporate the Partnership Strategy or Grantmaking Policy.

7. Definitions

For the purposes of this Policy:

Resource mobilization means the identification, solicitation, receipt, generation and stewardship of financial and non-financial resources required to advance BARGAD's mission and institutional sustainability.

Functional income means income generated through mission-aligned services or activities undertaken by BARGAD, including training, research, consultancy, technical assistance, publications, events and programme-management services.

Restricted funds means resources that may be used only for a purpose, activity, period or budget specified by a donor, agreement, appeal or applicable legal obligation.

Unrestricted funds means resources that are not subject to a donor-imposed purpose restriction and may be applied to BARGAD's approved institutional and programme priorities.

Donor means an individual or institution providing a grant, donation, contribution or other financial or non-financial support to BARGAD.

Partner means an institution or organized group with which BARGAD establishes a documented relationship to pursue agreed objectives, activities or resources.

Grantmaking means the onward award of funds by BARGAD to an eligible organization or recipient under the Grantmaking Policy and Procedures.

In-kind contribution means a non-cash contribution such as goods, facilities, equipment, professional services, technical assistance, transportation or venue support.

Investment means the placement of organizational funds in an approved financial instrument or activity for capital preservation, liquidity management or generation of lawful income.

Material commitment means a resource-mobilization, partnership, income-generation or investment arrangement involving significant financial exposure, long-term obligations, unusual risk or another matter reserved for the Board.

8. Guiding Principles

BARGAD's resource-mobilisation activities shall be governed by the following principles:

8.1. Mission and Vision

Resources shall be pursued and accepted only where their source, purpose and conditions are consistent with BARGAD's mission, vision, governing objects and strategic priorities.

8.2. Legality and Independence

All activities shall comply with applicable law, BARGAD's governing documents and organizational policies. BARGAD shall not accept conditions that compromise its independence or require it to act contrary to its mandate.

8.3. Diversification and Sustainability

BARGAD shall seek a diverse resource base and avoid excessive dependence on any single donor, project, partner or source of income.

8.4. Transparency and Financial Integrity

Resources shall be properly authorized, documented, received through approved channels and managed in accordance with the Financial Manual. Restricted funds shall be used only for their approved purposes.

8.5. Ethical and Voluntary Mobilisation

Fundraising shall be truthful, voluntary and respectful of the dignity, privacy and informed consent of the individuals and communities represented. It shall not involve coercion, deception, exploitation or avoidable harm.

8.6. Due Diligence and Risk Management

Donors, partners, income-generating activities and investments shall be reviewed in proportion to their value, complexity and potential legal, financial, safeguarding or reputational risks.

8.7. Conflict of Interest

Any actual, potential or perceived conflict of interest shall be disclosed and appropriately managed. A person with a material conflict shall not participate in the relevant decision.

8.8. Accountability and Learning

BARGAD shall fulfil its commitments to donors, partners, the Board and relevant authorities and shall periodically review the effectiveness, costs and risks of its resource-mobilisation approaches.

9. Sources of Resources

BARGAD may mobilise financial and non-financial resources from diverse and lawful sources, including:

9.1. Institutional Grants and Contracts

BARGAD may seek grants, contracts and technical-assistance arrangements from national and international donors, foundations, development agencies, multilateral institutions and government bodies.

9.2. Partnerships and Sponsorships

Resources may be mobilised through partnerships with government institutions, civil society organizations, educational institutions, private-sector entities, professional bodies and other appropriate stakeholders.

Such arrangements may include financial support, joint proposals, sponsorships, technical assistance, venues, equipment, services or other agreed contributions.

9.3. Individual Giving and Public Fundraising

BARGAD may receive individual donations, major gifts, recurring contributions, legacies and funds raised through public appeals, events, digital platforms or other authorized campaigns.

Donations collected through third parties or commercial transactions shall require clear donor consent and documented arrangements concerning collection, transfer and reporting.

9.4. Functional Income

BARGAD may generate income through mission-aligned activities such as training, research, consultancy, technical assistance, publications, events and programme-management services.

Functional income shall be governed by the requirements established in this Policy.

9.5. In-Kind and Voluntary Contributions

BARGAD may accept goods, equipment, facilities, venues, professional services and technical assistance where these contributions are useful, properly documented and do not create disproportionate costs or obligations.

9.6. Designated Charitable Contributions

BARGAD may mobilise Zakat or other purpose-specific charitable contributions only where appropriate legal, financial and religious guidance has been obtained and systems exist to ensure that the funds are collected, segregated, used and reported according to their designated purpose.

9.7. Investment Income

BARGAD may generate income through investments approved in accordance with the investment chapter of this Policy.

9.8. Other Sources

The Board may approve another lawful source of financial or non-financial support where it is consistent with BARGAD's mission, vision, governing objects and organizational interests.

10. Institutional Grants and Contracts

BARGAD may seek institutional grants, service contracts, government funding and technical-assistance arrangements that support its mission, vision and governing objects.

10.1. Identification of Opportunities

Funding opportunities shall be assessed against:

- Relevance to BARGAD's mandate and strategic priorities;
- Eligibility and institutional capacity;
- Financial and operational feasibility;
- Donor conditions and reporting requirements;

- Safeguarding, legal and reputational considerations; and
- The anticipated cost and benefit of pursuing the opportunity.

10.2. Proposal Development

Proposals, concept notes and budgets shall be prepared in coordination with the relevant programme, finance and management personnel.

Information submitted to a prospective donor shall be accurate, authorized and consistent with BARGAD's institutional records and approved positions.

10.3. Review of Funding Conditions

Before accepting an award or contract, BARGAD shall review its objectives, budget, duration, co-financing requirements, payment terms, reporting obligations, intellectual-property provisions, safeguarding requirements, termination clauses and other material conditions.

BARGAD shall not accept obligations that it lacks the authority, capacity or resources to fulfil.

10.4. Approval and Signature

Funding agreements and contracts shall be reviewed and approved according to BARGAD's delegated authority and applicable policies.

The Executive Director, as BARGAD's contracting authority, may sign approved donor and funding agreements on behalf of the organization. Material or exceptional commitments shall be referred to the Board where required.

10.5. Management of Funds

Institutional funding shall be received through authorized banking channels, recorded under the appropriate project or funding category, and managed in accordance with the approved agreement, budget, Financial Manual and donor requirements.

10.6. Onward Grants

Where institutional funding includes grants or sub-grants to other organizations, the relevant arrangements shall also comply with BARGAD's Grantmaking Policy and Procedures. Approval of a donor award shall not, by itself, constitute approval of any prospective grantee.

11. Resource Mobilisation through Partnerships

BARGAD may mobilise financial and non-financial resources through partnerships with government institutions, civil society organizations, educational institutions, private-sector entities, professional bodies, networks and other appropriate stakeholders.

11.1. Application of the Partnership Strategy

The identification, assessment, approval, formalization, management, review and conclusion of partnerships shall be governed by BARGAD's Partnership Strategy or Policy.

A partnership shall not be established solely because it offers access to funding. The proposed relationship must also be consistent with BARGAD's mission, vision, governing objects, independence and institutional interests.

11.2. Forms of Partnership Support

Partnership support may include:

- Joint funding proposals;
- Financial contributions or sponsorships;
- Technical assistance and expertise;
- Venues, equipment or other in-kind resources;
- Joint research, training or programme delivery;
- Access to networks, communities or institutions; and
- Consortium or lead-partner arrangements.

11.3. Partnership Agreements

The contributions, responsibilities and expectations of each party shall be documented through an appropriate agreement.

Where relevant, the agreement shall address the use of funds, reporting, safeguarding, confidentiality, branding, ownership of assets and intellectual property, duration, amendment, termination and outstanding obligations.

The legal effect of each agreement shall be determined by its terms. Funding, service, consortium and implementation agreements may create binding obligations, while an MOU may be expressed as non-binding where appropriate.

11.4. Corporate Sponsorship and Cause-Related Activities

Corporate sponsorships, employee-giving arrangements and cause-related fundraising shall clearly identify:

- The nature and value of the contribution;
- The purpose for which resources will be used;
- The use of BARGAD's name, logo or programme information;
- The responsibilities of each party; and
- The process for collecting, transferring and reporting funds.

Such arrangements shall not imply BARGAD's endorsement of a partner's products, services or wider activities unless expressly approved.

11.5. Government and Public-Sector Resources

Funding or in-kind support from government institutions shall be managed in accordance with the applicable agreement, public-sector requirements, BARGAD's policies and relevant law.

BARGAD shall maintain its institutional independence and shall not permit public-sector funding to be used for partisan political purposes.

11.6. Onward Grants

Where a partnership includes grants or sub-grants administered by BARGAD, the relevant provisions of the Grantmaking Policy and Procedures shall apply.

12. Individual Giving and Public Fundraising

BARGAD may receive individual donations, recurring contributions, major gifts, legacies and funds raised through public appeals, events, campaigns or digital platforms.

12.1. Authorization

All public fundraising activities undertaken in BARGAD's name shall require prior authorization from the Executive Director or another authority formally designated under this Policy.

No employee, volunteer, partner, or third party may independently solicit or collect funds in BARGAD's name without written authorization.

12.2. Voluntary and Informed Giving

Donations shall be voluntary. Fundraising communications shall clearly identify BARGAD, the purpose of the appeal, and whether the contribution is restricted to a particular activity.

BARGAD shall not use coercive, deceptive, or misleading fundraising practices. The dignity, privacy and consent of programme participants and communities represented in fundraising materials shall be protected.

12.3. Collection and Recording

Donations shall be collected through approved channels and recorded in accordance with the Financial Manual.

BARGAD shall issue receipts or acknowledgements where appropriate and maintain sufficient records of the amount, source, purpose and any conditions attached to the contribution.

12.4. Third-Party Fundraising

Where a business, institution, platform, or other third party collects donations on BARGAD's behalf, a written arrangement shall specify:

- The fundraising method;
- Donor-consent requirements;
- Collection and transfer procedures;
- Applicable fees and deductions;
- Use of BARGAD's name and identity;
- Reporting and reconciliation requirements; and
- Responsibilities for data protection and donor communication.

12.5. Public Events and Digital Campaigns

Fundraising events and digital campaigns shall be appropriately budgeted, approved and documented. Their anticipated benefit shall be reasonably proportionate to their financial cost, administrative burden and associated risks.

12.6. Restricted Appeals

Funds raised for a specified purpose shall be treated as restricted funds and used only for that purpose. If the original purpose cannot be fulfilled, BARGAD shall determine an appropriate course of action consistent with the terms of the appeal, donor expectations and applicable law.

13. Functional Income Generation

BARGAD may generate income through services and activities that are consistent with its mission, vision and governing objects. Functional income shall support BARGAD's nonprofit purpose and institutional sustainability.

13.1. Permissible Activities

Functional income may be generated through activities such as:

- Training and capacity-building services;
- Research, assessments and evaluations;
- Consultancy and technical assistance;
- Development or sale of publications, manuals and learning materials;
- Conferences, workshops and learning events;
- Programme-management and administrative services;
- Use of organizational facilities or resources where appropriate; and
- Other mission-aligned services approved under this Policy.

13.2. Assessment and Approval

Before commencing an income-generating activity, BARGAD shall consider:

- Its consistency with BARGAD's mission and vision;
- Institutional capacity and expertise;
- Anticipated income and full cost of delivery;
- Financial, legal, tax and reputational implications;
- Potential conflicts of interest;
- Use of organizational or donor-funded assets; and
- Any continuing contractual or operational obligations.

Activities falling within BARGAD's established expertise and ordinary operations may be approved by the Executive Director within delegated authority.

A new activity involving material investment, long-term commitments or significant legal, tax, financial or reputational risk shall require prior Board approval and appropriate professional advice.

13.3. Costing and Documentation

Functional-income activities shall be properly costed and documented through an appropriate proposal, agreement, work order, invoice or other approved instrument.

Costing should account for direct costs, staff time, administrative support, applicable taxes and the use of organizational assets or facilities.

13.4. Use of Donor-Funded Resources

Restricted funds, donor-funded assets or project personnel shall not be used for income-generating activities unless the relevant agreement permits such use or written authorization has been obtained.

13.5. Receipt and Use of Income

Functional income shall be received through BARGAD's authorized financial channels, recorded separately where appropriate and reported in accordance with the Financial Manual.

After meeting applicable costs, taxes and contractual obligations, the resulting income shall be applied exclusively towards BARGAD's approved objects and institutional or programme priorities.

13.6. Review

BARGAD shall periodically review the financial performance, institutional value and risks of its functional-income activities. Activities that are no longer viable or consistent with BARGAD's mission and vision may be revised or discontinued.

14. In-Kind and Voluntary Contributions

BARGAD may accept goods, equipment, facilities, professional services, technical assistance, and other non-cash support that contribute to its programmes or organizational operations.

14.1. Assessment and Acceptance

Before accepting an in-kind contribution, BARGAD shall consider:

- Its usefulness and relevance;
- Its condition, quality and estimated value;
- Any restrictions or continuing obligations;
- Storage, maintenance, insurance or disposal costs;
- Ownership and transfer requirements; and
- Any legal, safeguarding, environmental or reputational risks.

BARGAD may decline a contribution where its associated costs, conditions or risks outweigh its expected benefit.

14.2. Documentation and Recording

Material in-kind contributions shall be appropriately documented through a Goods Receiving Note (GRN). Records should identify the contributor, description, estimated value, intended use, restrictions and transfer of ownership where applicable.

Equipment and other assets shall be entered into BARGAD's asset records in accordance with the Financial Manual and applicable donor requirements.

14.3. Use and Disposal

In-kind contributions shall be used for their approved purpose. Their transfer, disposal or alternative use shall follow BARGAD's asset-management procedures and any conditions agreed with the contributor.

15. Review and Acceptance of Resources

BARGAD shall review the source, purpose, conditions and implications of proposed resources before accepting them. The level of review shall be proportionate to the value, complexity and potential risk of the arrangement.

15.1. Acceptance Considerations

The review should consider:

- Consistency with BARGAD's mission, vision and governing objects;
- Legality and regulatory requirements;
- The identity and authority of the contributor;
- Conditions or restrictions attached to the resource;
- Financial, tax, operational and reputational implications;
- Safeguarding and conflict-of-interest concerns;
- BARGAD's capacity to fulfil the associated obligations; and
- Compatibility with relevant donor agreements and organizational policies.

15.2. Routine Acceptance

Resources arising from approved grants, contracts, services, fundraising activities or established relationships may be accepted by the Executive Director within delegated authority, provided that the necessary financial and compliance checks have been completed.

15.3. Resources That Shall Not Be Accepted

BARGAD shall not accept a resource where:

- Its receipt or proposed use would be unlawful;
- Its source, purpose or conditions are expressly contrary to BARGAD's mission, vision or governing objects;
- It requires BARGAD to act beyond its lawful authority;
- It would provide an improper private benefit to a Board Member, employee, member or connected person;
- It requires unauthorized use of donor-restricted or purpose-restricted funds; or
- BARGAD cannot reasonably fulfil the material conditions attached to it.

A resource shall not be rejected solely because it is unfamiliar or presents manageable risk. Where it is not prohibited under this section, the Board may consider it after obtaining the professional advice and safeguards appropriate to the circumstances.

15.4. Conditions on Acceptance

The Board or Executive Director may make acceptance subject to appropriate safeguards, including:

- Written clarification or modification of funding conditions;
- Enhanced financial or programme monitoring;
- Separation or restriction of funds;
- Conflict-of-interest controls;
- Specific reporting arrangements; or
- Periodic review of the arrangement.

15.5. Recording the Decision

Material acceptance, conditional acceptance or rejection decisions shall be documented. The record should identify the resource, contributor, relevant conditions, review undertaken, approving authority and any safeguards imposed.

16. Restricted and Unrestricted Resources

BARGAD shall identify whether a resource is restricted or unrestricted at the time it is accepted and shall record and manage it accordingly.

16.1. Restricted Resources

A resource shall be treated as restricted where its use is limited by a donor agreement, approved proposal, budget, public appeal, legal obligation or other documented condition.

Restricted resources shall:

- Be used only for their approved purpose;
- Be recorded under the relevant project, fund or cost centre;
- Be managed within the approved budget and period;
- Be subject to the applicable reporting requirements; and
- Not be transferred to another purpose without the required authorization.

16.2. Unrestricted Resources

Unrestricted resources may be applied to BARGAD's approved institutional and programme priorities, including operational costs, programme development, reserves, co-financing and other purposes consistent with its mission, vision and governing objects.

Their use shall remain subject to approved budgets, delegated authority, the Financial Manual and Board oversight.

16.3. Recovery of Organizational Costs

Where permitted, project proposals and funding agreements should provide for reasonable programme-support, administrative or indirect costs incurred by BARGAD.

The basis for charging or allocating such costs shall be transparent, consistently applied and supported by appropriate records.

16.4. Changes in Purpose

Where BARGAD is unable to use restricted resources for their original purpose, it shall seek written authorization from the donor or other competent authority before reallocating them.

If authorization is not granted, the resources shall be returned or otherwise managed in accordance with the applicable agreement, appeal terms and law.

16.5. Unspent Balances

Unspent balances shall be identified at project or funding closure and managed according to the relevant agreement. They shall not automatically be treated as unrestricted income unless the donor or applicable terms permit this.

16.6. Separate Tracking

BARGAD shall maintain records sufficient to distinguish restricted resources, unrestricted resources, functional income and investment income and to demonstrate their appropriate use.

17. Alignment with the Grantmaking Policy

This Policy governs the mobilisation, receipt, generation and stewardship of resources by BARGAD. It does not replace or incorporate BARGAD's Grantmaking Policy and Procedures.

17.1. Application of the Grantmaking Policy

Where mobilised resources are intended for onward grants or sub-grants, the following matters shall be governed by the Grantmaking Policy and Procedures:

- Eligibility and selection of grantees;
- Calls for proposals;
- Assessment and due diligence;
- Approval of grant awards;
- Grant agreements;
- Disbursement of funds;
- Monitoring and reporting;
- Suspension or termination; and
- Recovery of misused or unspent funds.

17.2. Donor Agreements

Before accepting funding for grantmaking, BARGAD shall ensure that the donor agreement clearly addresses:

- The purpose and value of the grantmaking facility;
- Eligibility and selection requirements;
- BARGAD's administrative and programme-support costs;
- Disbursement and reporting arrangements;
- Monitoring, audit and compliance obligations;
- Treatment of unspent or recovered funds; and
- Any donor approval required for grant recipients or changes.

17.3. No Prior Commitment to Prospective Grantees

BARGAD shall not promise or guarantee funding to a prospective grantee before completion of the selection, due-diligence and approval requirements established in the Grantmaking Policy.

Donor discussions, proposals or partnership negotiations shall not bypass or predetermine the approved grantmaking process.

17.4. Separation of Decisions

The decision to accept funding from a donor shall remain distinct from the decision to award a grant to a recipient.

Where practicable, personnel involved in mobilising funds shall not exercise sole authority over the selection or approval of grantees.

17.5. Conflicts of Interest

Any relationship between a donor, prospective grantee, Board Member, employee or other person involved in a grantmaking decision shall be disclosed and managed in accordance with BARGAD's conflict-of-interest requirements.

17.6. Financial Identification

Resources intended for grantmaking shall be separately identified in BARGAD's accounts and used only for the approved grants, associated programme management and other purposes permitted by the donor agreement and approved budget.

BARGAD may invest funds that are not immediately required for approved programme, contractual or operational obligations. Investments shall be undertaken for prudent stewardship of organizational resources and not as an independent commercial purpose.

18. Investment of Organizational Funds

BARGAD may invest funds that are not immediately required for approved programme, contractual or operational obligations. Investments shall be undertaken for prudent stewardship of organizational resources and not as an independent commercial purpose.

18.1. Legal and Institutional Framework

Investment decisions shall be made in accordance with:

- The Societies Registration Act, 1860, including its provisions concerning the property and funds of a registered society;
- Applicable amendments, rules and regulatory requirements;
- The Punjab Charities Act, 2018;
- The Income Tax Ordinance, 2001 and applicable tax rules;
- BARGAD’s Memorandum of Association and Rules and Regulations;
- Board resolutions and delegated authority;
- The Financial Manual;
- Donor agreements and restrictions; and
- Other applicable laws and organizational policies.

This Chapter is intended to operate consistently with these requirements. Where the legal or tax treatment of a proposed investment is uncertain, BARGAD shall obtain appropriate professional advice before proceeding.

18.2. Investment Objectives

The objectives of investment shall be to:

- Preserve organizational funds;
- Maintain sufficient liquidity;
- Generate a reasonable and lawful return;
- Support institutional sustainability; and
- Protect resources required for programmes and contractual obligations.

The generation of a higher return shall not take priority over protection of BARGAD’s funds, liquidity requirements and nonprofit purpose.

18.3. Funds Available for Investment

Before investing funds, BARGAD shall determine:

- The source and restriction status of the funds;
- Current and anticipated cash-flow requirements;
- Programme, payroll, tax and contractual obligations;
- Donor restrictions and approval requirements;
- The required level of operational reserves; and
- The period for which the funds are expected to remain available.

Restricted funds shall not be invested unless the applicable agreement permits investment or the required written authorization has been obtained.

18.4. Routine Low-Risk Investments

Subject to applicable law and donor restrictions, the Board may approve investment in:

- Deposits or profit-bearing accounts with regulated scheduled banks;
- Fixed or term deposits with regulated scheduled banks;
- Securities issued or guaranteed by the Federal Government; and
- Other comparable low-risk instruments permitted by law.

The Board may authorize the Executive Director and finance function to administer approved routine investments within clearly recorded limits.

18.5. Other Investments

An investment falling outside the routine low-risk categories shall not be automatically prohibited merely because it involves a different type of asset, instrument or income-generating arrangement.

Such an investment may be considered where:

- It is not prohibited by law;
- It is consistent with BARGAD's mission, vision and governing objects;
- It does not involve unauthorized use of restricted funds;
- Its risks and anticipated benefits have been appropriately assessed;
- BARGAD will retain sufficient liquidity to meet its obligations; and
- It is approved by the Board after obtaining written legal and tax opinions and appropriate financial advice.

The Board may impose conditions, limits, monitoring requirements or exit arrangements appropriate to the proposed investment.

18.6. Investments That Shall Not Be Made

BARGAD shall not make an investment where:

- The investment or source of return is unlawful;
- It is expressly contrary to BARGAD's mission, vision or governing objects;
- It would result in an improper distribution or private benefit to a member, Board Member, employee or connected person;
- It requires unauthorized use of donor-restricted or purpose-restricted funds; or

- It would knowingly place BARGAD in breach of a statutory, regulatory, contractual or donor obligation.

An investment that is not prohibited under this section may be considered through the enhanced review and approval process established in section 17.5.

18.7. Board Approval

Each material investment shall be approved through a Board resolution recording:

- The amount to be invested;
- The source and restriction status of the funds;
- The proposed instrument, asset or activity;
- The institution or counterparty;
- The anticipated duration and return;
- The material financial, legal and tax risks;
- The professional advice obtained;
- The authorized signatories;
- Monitoring and reporting arrangements; and
- Any limits or conditions imposed by the Board.

18.8. Selection of Institution or Counterparty

BARGAD shall conduct proportionate due diligence on the institution or counterparty through which an investment is made.

The review should consider regulatory status, financial standing, reputation, fees, conflicts of interest, custody arrangements and BARGAD’s ability to access or recover its funds.

18.9. Conflicts of Interest

Any connection between a proposed investment or counterparty and a Board Member, employee, member or connected person shall be disclosed before the decision is made.

A person with a material conflict shall not participate in the assessment, recommendation, approval or administration of the investment.

18.10. Custody and Financial Records

Investments shall be made and held in BARGAD’s name through authorized accounts and institutions.

Investment certificates, agreements, statements and supporting records shall be maintained securely. No organizational investment may be held in the personal name or account of a Board Member, employee or other representative.

18.11. Investment Income

Investment income shall be:

- Received through authorized financial channels;
- Separately identifiable in BARGAD's accounts;
- Reported in accordance with applicable accounting and tax requirements; and
- Applied exclusively towards BARGAD's approved objects.

Where income arises from restricted funds, its treatment shall be determined by the applicable donor agreement and legal requirements.

18.12. Monitoring and Review

The Executive Director and finance function shall periodically report to the Board on:

- Current investments and their value;
- Income received;
- Maturity and liquidity;
- Compliance with approved conditions;
- Material changes in risk; and
- Any loss, default or concern requiring action.

The Board may direct the continuation, modification or withdrawal of an investment following its review.

19. Roles, Responsibilities and Approval Authority

Resource mobilisation shall be coordinated across BARGAD and undertaken only by persons acting within their assigned authority.

19.1. Board of Directors

The Board shall:

- Approve this Policy and substantive amendments;
- Provide strategic oversight of resource mobilisation and institutional sustainability;

- Approve material, unusual or high-risk funding and income-generation arrangements;
- Approve investments as provided in Chapter 17;
- Review significant funding dependencies, risks and conflicts of interest; and
- Review periodic reports on resource mobilisation, functional income and investment.

19.2. Executive Director

The Executive Director shall:

- Lead BARGAD's resource-mobilisation and income-generation efforts;
- Ensure alignment with BARGAD's mission, vision and strategic priorities;
- Coordinate donor, partner and funding relationships;
- Approve routine activities within delegated authority;
- Serve as BARGAD's contracting authority for approved agreements;
- Refer matters reserved for the Board;
- Ensure compliance with donor obligations and organizational policies; and
- Report significant opportunities, commitments and risks to the Board.

19.3. Finance Function

The finance function shall:

- Support proposal budgeting and financial review;
- Verify funding, tax, banking and reporting requirements;
- Record restricted, unrestricted, functional and investment income appropriately;
- Monitor expenditure, cash flow and financial obligations;
- Maintain relevant financial and investment records;
- Support donor reporting and audits; and
- Identify material financial or compliance concerns.

19.4. Programme and Resource-Mobilisation Personnel

Relevant programme and resource-mobilisation personnel shall:

- Identify and assess appropriate opportunities;
- Develop concept notes, proposals and supporting documents;
- Coordinate technical inputs and implementation arrangements;
- Maintain accurate donor and partner information;
- Monitor commitments, deadlines and reporting requirements; and
- Avoid making unauthorized representations or commitments on BARGAD's behalf.

19.5. Other Employees, Consultants and Volunteers

No employee, consultant or volunteer may solicit, negotiate, collect or accept resources in BARGAD's name without appropriate authorization.

All personnel shall refer prospective funding or partnership opportunities to the Executive Director or designated responsible person and disclose any related conflict of interest.

19.6. Delegation

The Executive Director may delegate specific resource-mobilisation or administrative responsibilities in writing, subject to clearly defined limits.

Delegation shall not relieve the Executive Director of overall accountability and shall not extend to matters reserved for the Board.

20. Financial Management and Recordkeeping

All resources mobilised or generated by BARGAD shall be managed in accordance with the Financial Manual, approved budgets, donor requirements and applicable law.

20.1. Receipt of Funds

Financial contributions shall be received through BARGAD's authorized banking or payment channels.

No Board Member, employee, consultant, volunteer or partner may receive or retain BARGAD funds in a personal account.

Cash donations shall be accepted only through approved procedures and shall be promptly receipted, recorded and deposited.

20.2. Financial Identification

BARGAD shall maintain records sufficient to distinguish:

- Restricted and unrestricted funds;
- Project and institutional income;
- Functional income;
- Public donations;
- In-kind contributions;
- Funds intended for grantmaking; and
- Investment principal and income.

20.3. Budgets and Expenditure

Resources shall be used within approved budgets and authorization levels. Expenditure shall be supported by appropriate documentation and shall comply with BARGAD's financial, procurement and donor requirements.

20.4. Cost Allocation

Shared, administrative and programme-support costs shall be allocated on a reasonable, consistent and documented basis.

Cost recovery charged to projects, contracts or functional-income activities shall comply with the relevant agreement and approved budget.

20.5. Reconciliation and Reporting

Banking, fundraising, functional-income and investment records shall be periodically reconciled with BARGAD's financial accounts.

Financial reports provided to donors, partners, the Board or regulatory authorities shall be accurate, complete and supported by organizational records.

20.6. Documentation and Retention

BARGAD shall maintain appropriate records of:

- Proposals and donor correspondence;
- Agreements and amendments;
- Approvals and Board resolutions;
- Receipts and acknowledgements;
- Restrictions and donor conditions;
- Financial transactions and supporting documents;
- Reports and reconciliations; and
- Investment decisions and statements.

Records shall be retained and protected in accordance with BARGAD's record-management requirements and applicable law.

20.7. Audit and Review

Resources mobilised under this Policy shall remain subject to organizational and project audits, internal review and any verification rights established in donor or partnership agreements.

Material discrepancies, misuse or control weaknesses shall be reported and addressed in accordance with BARGAD's applicable policies.

21. Risk Management and Compliance

BARGAD shall identify and manage the legal, financial, operational, safeguarding, reputational and security risks associated with resource mobilisation.

21.1. Risk Assessment

The level of assessment shall be proportionate to the value, duration, complexity and potential impact of the proposed arrangement.

The assessment should consider:

- The source and intended use of resources;
- Legal, regulatory and tax requirements;
- Donor or partner conditions;
- Financial sustainability and co-financing obligations;
- Safeguarding and PSEA risks;
- Fraud, corruption and conflicts of interest;
- Data protection and confidentiality;
- Security and operational implications; and
- Potential impact on BARGAD's independence and reputation.

21.2. Compliance Review

BARGAD shall complete the registrations, permissions, disclosures and reporting required for the relevant source or method of resource mobilisation.

Foreign funding, public collections, designated charitable contributions and other regulated activities shall not commence until the applicable requirements have been reviewed and fulfilled.

21.3. Fraud and Misconduct

Suspected fraud, corruption, misappropriation, false representation or misuse of resources shall be reported and addressed under BARGAD's Anti-Fraud and Whistleblowing Policies.

BARGAD may suspend a fundraising activity, payment, partnership or funding arrangement while a material concern is reviewed.

21.4. Safeguarding and Communications

Fundraising and donor-engagement activities shall comply with BARGAD's safeguarding, PSEA, anti-harassment and data-protection requirements.

Personal information, images or stories concerning programme participants shall not be used without appropriate authorization and consent.

21.5. Material Changes and Incidents

Material changes affecting an approved funding arrangement, income-generating activity or investment shall be reported to the relevant approving authority.

Significant losses, compliance failures, donor disputes, safeguarding concerns or reputational incidents shall be promptly reported to the Executive Director and, where material, to the Board.

21.6. Corrective Action

BARGAD may revise, suspend or conclude an activity where risks can no longer be managed appropriately or where continued implementation would conflict with this Policy, another organizational policy, a donor obligation or applicable law.

22. Monitoring, Reporting and Learning

BARGAD shall monitor its resource-mobilisation performance to support informed decision-making, accountability and institutional sustainability.

22.1. Monitoring

Monitoring may include:

- Diversity and concentration of funding sources;
- Value and type of resources mobilised;
- Restricted and unrestricted income;
- Proposal success rates;
- Functional income and associated costs;
- Public and individual donations;
- In-kind and voluntary contributions;

- Investment performance and liquidity;
- Outstanding donor and contractual obligations; and
- Material risks or compliance concerns.

22.2. Reporting to the Board

The Executive Director shall periodically report to the Board on:

- Significant funding opportunities and agreements;
- Progress against resource-mobilisation priorities;
- Dependence on major donors or projects;
- Functional-income activities;
- Investments and investment income;
- Material funding gaps or sustainability concerns; and
- Significant legal, financial or reputational risks.

22.3. Donor and Partner Reporting

BARGAD shall submit accurate and timely reports required under donor, funding and partnership agreements.

Reports shall be supported by appropriate programme and financial records and reviewed through the relevant internal processes before submission.

22.4. Learning and Adaptation

BARGAD shall use experience from proposals, partnerships, fundraising activities, functional income and investments to improve future resource-mobilisation planning.

Approaches that are ineffective, disproportionately costly or no longer suitable may be revised or discontinued. Effective approaches may be strengthened or expanded with the required approval.

23. Policy Administration, Review and Amendment

23.1. Policy Ownership

The Executive Director shall be responsible for coordinating implementation of this Policy and ensuring that relevant personnel understand their responsibilities.

The Board shall retain overall oversight of the Policy.

23.2. Procedures and Tools

The Executive Director may approve operational procedures, templates, due-diligence tools, donor records and reporting arrangements required to implement this Policy, provided that they remain consistent with its provisions.

Detailed fundraising plans, donor mappings and campaign approaches may be developed separately and updated without amending this Policy.

23.3. Exceptions

Any material exception to this Policy shall require prior approval from the Board and shall be documented with the reasons, risks and safeguards associated with the decision.

No exception may authorize an activity that is unlawful or contrary to BARGAD's governing documents.

23.4. Review

This Policy shall be reviewed at least once every three years or earlier where required by:

- Changes in law or regulatory requirements;
- Amendments to BARGAD's governing documents;
- Changes in tax or donor requirements;
- Significant institutional or funding developments;
- Audit or compliance findings; or
- Lessons arising from implementation.

23.5. Amendment

Substantive amendments to this Policy shall require approval through a formal resolution of the Board.

Operational procedures may be updated by the Executive Director within delegated authority, provided that such changes do not alter the Policy's principles or Board-reserved powers.

23.6. Effective Date and Supersession

This Policy shall take effect from the date of its approval by the Board and shall supersede BARGAD's previous Resource Mobilisation Strategy and Functional Income Generation Strategy to the extent that they address matters governed by this Policy.

Historical donor mappings, fundraising methods and implementation guidance contained in those documents may continue to be used as planning resources where they remain relevant and consistent with this Policy.

23.7. Approval Record

Approved by the Board of Directors on: ___________________________

Board Resolution Reference: ___________________________________

Effective Date: _____________________________________

Next Scheduled Review: _____________________________________

Signed on behalf of the Board:

Name:__________________________________

Designation: Chairperson, Board of Directors

Signature:

____

Date:

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