



Partnership Strategy

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Introduction

Bargad is a leading youth development organization in Pakistan working since 1998. It has collaborated more than 100 projects with dozens of local, national and international organizations on various aspects of youth development within its four programme areas of 1) inclusion of vulnerable youth, 2) youth health, 3) peace and youth cooperation and 4) amplifying women voices. It provides training, networking, advocacy, research, and policy support services to empower youth

Bargad has risen from a student-led grassroots organization and has enhanced thematic and skill-based competencies of youth, especially literate youth and has trained thousands of youth over the years based on 33 training manuals to prepare youth for their future roles. It works through young volunteers of Bargad Volunteer Network (BVN) that is a youth-led volunteer network of around 3000 volunteers working in 76 universities and 84 districts of all provinces of Pakistan. Volunteer youth have executed around 1200 social action projects.

Bargad has provided technical assistance to the provincial governments to formulate their official youth policies, among other initiatives, resulting in large scale investment on youth through implementation of Punjab Youth Policy (2012), Khyber Pakhtunkhwa Youth Policy (2016) and Sindh Youth Policy (2018). The organization also pioneered the youth track of peace diplomacy in South Asia. It has a massive social media presence and has worked with many notable national and international organizations, including UNFPA, UNDP, US Institute of Peace, Voluntary Services Organization, FCDO, Law and Justice Commission of Pakistan, Election Commission of Pakistan, ActionAid Pakistan, etc.

The present document briefs about Bargad's partnership strategies and rationalizes its practices of building partnerships to empower youth in three pillars of economic, social and political/civic lives. This process can be divided into the following key components:

1. *Bargad's Guiding Principles of Partnership*
2. *An Overview of Partnerships at Bargad*
3. *Identification of Potential Partners and Stakeholders*
4. *A Template of Mutual Expectations and Roles*
5. *Tips for Better Outcomes and Partnership Sustainability*

Bargad's Guiding Principles of Partnership

As Bargad continues our mission to empower and uplift the youth through our youth-empowering initiatives, it deems essential to recognize the significance of partnership development. Collaborating with like-minded organizations and stakeholders from the government, universities, civil society, youth organizations and communities has amplified our impact and created a more sustainable and comprehensive approach to youth development. Below are key points that the organization considers when engaging in partnership development:

- 1) **Shared Vision and Goals:** Seek out organizations that share our vision and goals for youth development. A strong alignment in objectives will ensure that all partners are working towards a common purpose, making collaboration more effective.

- 2) **Complementary Expertise:** Look for partners who bring complementary expertise and resources to the table. By pooling our strengths, we can address a wider range of youth development needs and tackle challenges from multiple angles. The organization is well-cognizant that the field of youth development is cross-cutting in public policy and public actions, it needs expertise from different fields to pool together i.e. youth, sports, finance and economy, gender, higher education, development, peace, human rights, etc.
- 3) **Geographic and Demographic Reach:** Identify partners with a presence in different geographic areas or those that specialize in serving specific youth populations. This will enable us to extend our reach to diverse communities and ensure that our programs are inclusive and impactful.
- 4) **Trust and Transparency:** Building trust is crucial in any partnership. Be transparent about our organization's capabilities and limitations and expect the same from potential partners. This openness fosters a healthy working relationship.
- 5) **Clearly Defined Roles:** Establish clear roles and responsibilities for each partner. This clarity helps avoid duplication of efforts and ensures efficient use of resources.
- 6) **Communication and Coordination:** Maintain open lines of communication and regular coordination meetings with partner organizations. Effective communication enhances collaboration and allows for timely adjustments to strategies and activities.
- 7) **Long-term Commitment:** Focus on forging long-term partnerships rather than short-term collaborations. Sustainable change in youth development requires ongoing efforts and continuity.
- 8) **Flexibility and Adaptability:** Be open to adapt and accommodate the needs of partner organizations. Flexibility in working together will help us navigate challenges and make the most of emerging opportunities.
- 9) **Monitoring and Evaluation:** Implement a robust monitoring and evaluation framework to assess the impact of our joint efforts. Regularly measure progress, learn from outcomes, and continuously improve our programs.
- 10) **Celebrate Successes:** Acknowledge and celebrate the achievements and milestones reached through our partnerships. Recognizing joint successes fosters a positive atmosphere and strengthens collaboration. Apart of other specific actions, the commemoration of international days every year can provide us such occasion effectively to celebrate and show case successes.

By prioritizing partnership development, Bargad has created create a powerful network of organizations working together to empower the youth, enabling them to realize their full potential and become meaningful participants in their communities and on campuses.

An Overview of Partnerships at Bargad

Bargad has a long history of working with universities and higher education institutions and the government bodies through 32 MOUs and other partnerships. It has collaborated with 36 notable national and international development agencies/ donors and has developed networking and working relationship with 782 youth and civil society organizations and government agencies and 86 universities and 40 colleges, 35 higher secondary schools 26 membership based student organizations and forums and 15 partner youth groups and civil society programmes across Pakistan.

Bargad also commands strong and visible social media presence through Facebook page (over 38,000 likes), Twitter account (4,582 followers), Instagram account (15 k), and Pakistan Youth Tube (2 K).

Bargad has a large base of youth volunteers in the form of BVN (Bargad Volunteer Network), which is a youth-led volunteer network of around 3000 volunteers working in 76 universities and 84 districts of all provinces of Pakistan including Islamabad Capital Territory; Azad Jammu and Kashmir; Gilgit-Baltistan, and Federally Administered Tribal Areas.

MOUs with government departments & universities

A list of list of past Memorandum of Understanding (MOUs) of Bargad is as following:

Sr	Memorandum of Understanding (MOU)	Province	Year	Sector
1	Tianjin University	Punjab	2023	University
2	Economic Affairs Department (EAD) till 2024	Punjab	2023	University
3	Islamia University Bahawalpur	Punjab	2023	University
4	Seeds Ventures	Sindh	2023	Civil Society
5	Fatima Jinnah Women University, Rawalpindi	Punjab	2023	University
6	National Taskforce on SDGs, SDGs Secretariat, National Assembly of Pakistan	Islamabad ICT	2022 (In process)	Government
7	University of Central Punjab, Lahore	Punjab	2022	University
8	The Standing Committee on Gender Mainstreaming (Women Development), Provincial Assembly of Punjab, Government of Punjab	Punjab	2021	Government
9	University of Home Economics, Lahore	Punjab	2019	University
10	Epiphany for Digiskills	Punjab	2019	Civil Society
11	Technical Education and Vocational Training Authority, Punjab (TEVTA)	Punjab	2019	Government
12	College of Agriculture, Bahauddin Zakariya University, Bahadur Campus, Layyah	Punjab	2019	University
13	Ten (10) Companies/employers in Layyah	Punjab		Private Sector
14	Institute of Management Sciences (Pak-AIMS)	Punjab	2018	University
15	Eye on Ivy	Punjab	2018	Private Sector
16	Youth Affairs, Sports, Archaeology and Tourism Department, Government of the Punjab-Work Order	Punjab	2018	Government
17	Punjab Information Technology Board, Government of the Punjab	Punjab	2018	Government
18	Chief Minister's Special Monitoring Unit, Governemnt of Punjab	Punjab	2018	Government
19	All Pakistan Private School Association, Layyah Chapter	Punjab	2018	Private Sector
20	Youth Affairs, Sports, Archaeology and Tourism Department, Government of the Punjab-Peace Core	Punjab	2016	Government
21	Youth Affairs, Sports, Archaeology and Tourism Department, Government of the Punjab-SDGs	Punjab	2016	Government
22	University of Central Punjab, Lahore	Punjab	2015	University
23	Gift University, Gujranwala	Punjab	2015	University

24	Technical Education and Vocational Training Authority, Punjab (TEVTA)	Punjab	2014	Government
25	Youth Affairs, Sports, Archaeology and Tourism Department, Government of the Punjab	Punjab	2014	Government
26	Tourism, Sports, Culture and Youth Affairs Department, Government of the Gilgit-Baltistan	Gilgit-Baltistan	2013	Government
27	Chief Minister Youth Mobilization Committee, Office of the Deputy Speaker, Provincial Assembly of the Punjab, Government of the Punjab for Development of Punjab Youth Policy	Punjab	2012	Government
28	Sports, Tourism/Archaeology, Museums and Youth Affairs Department, Government of the Khyber Pakhtunkhwa (KP)	Khyber Pakhtunkhwa (KP)	2012	Government
29	Department of Youth Affairs, Government of Sindh	Sindh	2012	Government
30	Ministry of Youth, Culture and Sports, Azad Jammu and Kashmir (AJ&K)	Azad Jammu and Kashmir	2012	Government
31	Chief Minister Youth Mobilization Committee, Office of the Deputy Speaker, Provincial Assembly of the Punjab, Government of the Punjab for Youth Development	Punjab	2012	Government
32	Youth Affairs, Sports, Archaeology and Tourism Department, Government of the Punjab	Punjab	2011	Government

Government relations and partnerships

Government relations and advocacy with decision makers has been a hallmark of Bargad's partnership portfolio. The organization has longtime working relations with all youth affairs departments/ ministries in the province. Under which it has helped the governments devise implementation of youth policy plans in Punjab, KP and Sindh province and assisted governments in different ways. It has collaborated on executing projects, developing concepts and proposals for the public sector, and co-launching campaigns and commemorating international days. Some of such engagements with youth affairs departments are as under:

YASAT Department, Government of Punjab

- ✓ Organized Post 18th Amendment Policy Dialogue: Challenges to Provincial Youth Ministries" in collaboration with YASAT
- ✓ Organized Launching ceremony of Punjab Youth Policy in collaboration with YASAT
- ✓ Assisted YASAT in the implementation of Punjab Youth Festivals
- ✓ Implemented project of "Punjab Youth Peace Core (Phase I and II)" in collaboration with YASAT
- ✓ Prepared and submitted the working paper on "Youth Directorate".
- ✓ Prepared and submitted working paper on "Youth Volunteerism"
- ✓ Hosted Punjab Youth Commission.
- ✓ Assisted in founding and hosting Punjab Youth Caucus in collaboration with YASAT
- ✓ Implemented "Green for White" Campaign in Collaboration with YASAT
- ✓ Implemented "Never Again" Campaign in Collaboration with YASAT

✓ Organized “Pur Aman Pakistan Conference” in collaboration with YASAT ✓ Organized “Provincial Youth Policies Forum” in collaboration with YASAT ✓ Celebrated of International Youth Day and Independence Day-2018 in collaboration with YASAT ✓ Celebrated International Youth Day-2019 in collaboration with YASAT
<u>Sports, Tourism, Archaeology, Culture and Youth Affairs Department, Government of Khyber Pakhtunkhwa (KP)</u> ✓ Organized Post 18th Amendment Policy Dialogue: Challenges to Provincial Youth Ministries” in collaboration with Youth Affairs Department, Govt. of KP ✓ Organized “Provincial Youth Policies Forum” in collaboration with Youth Affairs Department, Govt. of KP ✓ Organized launching ceremony of KP Youth Policy in collaboration in Youth Affairs Department, Govt. of KP. ✓ Developed and submitted briefing paper of “E-Rozgar Program” ✓ Organized Multi-stakeholder dialogue on the implementation plan of KP youth policy in collaboration with Youth Affairs Department, Govt. of KP under the project “Young Omang”. ✓ Organized “Provincial Youth Policies Forum” in collaboration with Youth Affairs Department, Govt. of KP. ✓ Implemented the project “Climate Mitigation in District Peshawar of Khyber Pakhtunkhwa through Youth” in collaboration with Youth Affairs Department, Govt. of KP.
<u>Youth Affairs and Sports Department, Government of Sindh</u> ✓ Organized Post 18th Amendment Policy Dialogue: Challenges to Provincial Youth Ministries” in collaboration with Youth Affairs Department, Govt. of Sindh ✓ Organized launching ceremony of Sindh Youth Policy ✓ Prepared and submitted the proposal and briefing paper of “E-Rozgar Program” ✓ Organized orientation workshop on “Sindh Youth Policy” with the youth of Sindh in collaboration with Youth Affairs Department, Govt. of Sindh under the project “Empower Youth for Work” ✓ Organized “Provincial Youth Policies Forum” in collaboration with Youth Affairs and Sports Department, Govt. of Sindh ✓ Organized Multi-stakeholder dialogue on the implementation plan of Sindh youth policy in collaboration with Youth Affairs Department, Govt. of Sindh under the project “Young Omang”
<u>Youth Affairs and Sports Department, Government of Balochistan</u> ✓ Organized consultations with different stakeholders for making draft of Balochistan youth policy ✓ Developed and submitted background paper of Balochistan Youth Policy to Youth Affairs Department, Govt. of Balochistan ✓ Developed and submitted working paper of Balochistan Youth Policy to Youth Affairs Department, Govt. of Balochistan.

✓ Developed and submitted four proposals for the inclusion of Government PC-1 ✓ Organized Post 18th Amendment Policy Dialogue: Challenges to Provincial Youth Ministries” in collaboration Youth Affairs Department, Govt. of Balochistan ✓ Organized “Provincial Youth Policies Forum” in collaboration with Youth Affairs Department, Govt. of Balochistan ✓ Organized Multi-stakeholder dialogue on the draft of Balochistan youth policy in collaboration with Youth Affairs Department, Govt. of Balochistan under the project “Young Omang”. ✓ Capacity Building of youth affairs officials on 18th Amendment and its effects on youth affairs ✓ Working paper on 18th Amendment
<u>Youth Affairs Department, Government of Azad Jammu and Kashmir (AJ&K)</u> ✓ Developed proposal, structure and SOPs of AJ&K Youth Parliament and printed its flyer ✓ Organized “Provincial Youth Policies Forum” in collaboration with Youth Affairs Department, Govt. of AJ&K.
<u>Youth Affairs Department, Government of Gilgit Baltistan (GB)</u> ✓ Developed GB Adolescents Strategy Document ✓ Organized consultation on GB youth policy draft ✓ Developed GB Youth Policy Draft ✓ Developed Background paper on GB youth policy ✓ Developed Working paper on GB youth policy ✓ Organized “Provincial Youth Policies Forum” in collaboration with Youth Affairs Department, Govt. of GB.

Bargad has been actively involved in various government and community initiatives in the province of Khyber Pakhtunkhwa and Punjab. Over the last five years, Bargad has been collaborating with the Human Rights and Minorities Affairs Department (HR&MA), contributing significantly to the advancement of minority rights. Their policy brief on minority quotas was acknowledged and referenced in the Punjab Minority Empowerment Package, showcasing the organization's influence in policy-making.

The organization has also engaged with the Sustainable Development Goals (SDGs) Secretariat Pakistan, resulting in the signing of a Memorandum of Understanding (MOU), demonstrating their commitment to broader sustainable development initiatives.

In 2021, Bargad provided technical assistance to the Ministry of Information Technology and Telecommunication (MOITT) in revising its Digital Pakistan Policy (DPP-2018). Additionally, they established a network and hosted its secretariat, indicating their dedication to effective implementation and coordination.

Through the Right Here Right Now National Network, Bargad has empowered Members of Provincial Assembly from Punjab, Sindh, KP, and Balochistan on various youth health issues, contributing to greater awareness and action in those regions.

Bargad has also made significant strides in advocating against early age marriages, actively engaging with parliamentarians and submitting six resolutions, which led to the revision of the child marriage act in the Punjab Assembly. Their efforts even involved engaging with the Governor of Punjab, where a young volunteer presented a petition with over 23,000 online signatures.

In 2015, Bargad worked with mainstream political parties in Punjab to establish the first-ever Provincial Youth Caucus (PYPC) and Punjab Assembly Peace Committee (PAPC), demonstrating their role in promoting youth participation in governance and peace-building efforts.

The organization has worked extensively to build the capacity of government ministries in Sindh, Punjab, and Balochistan on post 18th amendment changes and provincial autonomy, particularly in relation to youth issues.

Bargad has been an active participant in shaping youth policies at the national level, including the formulation of the National Youth Policy 2009. They have successfully advocated for the inclusion of youth councilors in provincial youth policies, leading to the allocation of 1% youth quota in local government.

Having developed strong networks and relationships with numerous organizations, universities, colleges, and schools across Pakistan, Bargad's reach and impact are far-reaching.

The organization's evidence-based advocacy has been particularly effective in bringing together stakeholders to address minority rights. Their policy brief on "Quota for Minority Students in Technical & Professional Institutions" has been instrumental in pushing for policy changes and has gained formal endorsement from the Department of Minority Affairs and Human Rights, Punjab.

Bargad has also focused on promoting social cohesion and cultural diversity through their endorsed coloring book, depicting practices and religious sites of different religions for young minds.

The organization frequently commemorates international days and celebrates religious events jointly with government departments and ministries, fostering interfaith harmony.

National and international donors

Partnerships with international donors have played a pivotal role in advancing youth development initiatives making available numerous benefits available, including access to financial resources, technical expertise, and innovative approaches to address complex youth challenges. By forging working alliances with 36 international donors, the organization has expanded its reach and impact of our programs, implement evidence-based practices, and foster knowledge exchange on successful interventions. Here is a list of national and international donors with whom Bargad has previously worked.

1	Action Aid Pakistan
2	AmplifyChange
3	Aurat Foundation funded by USAID
4	Canadian High Commission to Pakistan
5	Church World Service (CWS)
6	CIDA-PAGE
7	Collaboration Individual Land (IL) funded by USAID
8	Creative Associates International by USAID

9	Development Alternative Incorporated funded by USAID
10	Election Commission of Pakistan (ECP)
11	Embassy of the Kingdoms of the Netherlands
12	Environment Protection Department(EPD)
13	European Union
14	Gender Equality Project-GEP-DFID
15	Heinrich Boll Stiftung (HBS)
16	IDS-CRIED
17	Law and Justice Commission of Pakistan (LJCP)
18	Mama Cash
19	National Endowment for Democracy (NED)
20	Norwegian Church Aid
21	Oxfam GB
22	(Royal Norwegian Embassy) Norwegian Church Aid
23	Right Here Right Now (RHRN)- Chanan Development Association - CDA
24	SAP-PK
25	The British High Commission (BHC), Islamabad
26	Trust for Democratic Education and Accountability funded by USAID
27	UNDP
28	UNICEF
29	United Nations Development Fund for Women (UNIFEM)
30	United Nations Population Fund (UNFPA)
31	United States Institute of Peace-USIP
32	Urgent Action Fund
33	White Ribbon Campaign Pakistan (WRCP)
34	World Population Fund (Rutgers WPF) funded by Packard
35	Youth Affairs, Sports, Archaeology and Tourism Department, Government of Punjab

Universities and higher education institutions

Bargad was a pioneering organization from civil society that started collaborating projects in the 1990's in universities and higher education institutions in Pakistan. Though it crucial but also risky as practically the universities were physically occupied by various violent groups which were threatened by any student gathering. This critical but challenging endeavor required a comprehensive and multi-faceted approach. Bargad made its entry point by offering the institutions job skills mixed with thematic events. It created room for civil society concerns and linked personal development of youth with their social development. Today, Bargad has a list of 86 universities with which it has worked. Apart from this the organization has also collaborated with national and provincial higher education commissions to contributing to a conducive and positive learning environment for all on campuses. The list of collaborating institutions is given below

Sr #	University	District	Province/ Region
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1	University of Azad Jammu and Kashmir	Muzaffarabad	Azad Jammu and Kashmir (AJ&K)
2	University of Poonch	Rawalkot	AJ&K
3	Balochistan University of Information Technology, Engineering and Management Sciences (BUIITEMS)	Quetta	Balochistan
4	Lasbela University of Agriculture, Water and Marine Sciences (LUAWMS)	Uthal	Balochistan
5	Sardar Bahadur Khan University for Women	Quetta	Balochistan
6	University of Balochistan	Quetta	Balochistan
6	Bahria University	Islamabad	Islamabad Capital Territory (ICT)
7	Federal Urdu University of Arts, Science and Technology	Islamabad	ICT
8	International Islamic University, Islamabad	Islamabad	ICT
9	Iqra University, Islamabad Campus	Islamabad	ICT
10	Isra University, Islamabad Campus	Islamabad	ICT
11	National Defence University	Islamabad	ICT
12	National University of Modern Languages (NUML)	Islamabad	ICT
13	National University of Sciences and Technology (NUST)	Islamabad	ICT
14	Preston University	Islamabad	ICT
15	Quaid-e-Azam University	Islamabad	ICT
16	Karakoram International University	Gilgit	Gilgit Baltistan (GB)
17	Abasyn University	Peshawar	Kyber Pakhtunkhwa (KP)
18	Abbottabad University Science and Technology	Abbottabad	KP
19	Abdul Wali Khan University	Mardan	KP
20	Gomal University	D.I Khan	KP
21	Hazara University	Mansehra	KP
22	Institute of Management Sciences	Peshawar	KP
23	Iqra National University	Peshawar	KP
24	Khushhal Khan Khattak University	Karak	KP
25	Kyber Medical University	Peshawar	KP
26	Qurtuba University	D.I Khan	KP
27	Sarhad University of Science and Information Technology (SUIT)	Peshawar	KP
28	University of Lakki Marwat	Lakki Marwat	KP

29	University of Malakand	Malakand	KP
30	University of Peshawar	Peshawar	KP
31	University of Science and Technology	Bannu	KP
32	University of Science and Technology	Kohat	KP
33	University of Swabi	Swabi	KP
34	University of Swat	Swat	KP
35	Bahauddin Zakariya University	Multan	Punjab
36	Beacon House International University	Lahore	Punjab
37	COMSATS University Islamabad, Lahore Campus	Lahore	Punjab
38	COMSATS University Islamabad, Sahiwal Campus	Sahiwal	Punjab
39	Fatima Jinnah Women University	Rawalpindi	Punjab
40	Forman Christian College	Lahore	Punjab
41	Government College for Women University	Faisalabad	Punjab
42	Government College University	Lahore	Punjab
43	Government College University Faisalabad	Faisalabad	Punjab
44	Government College Women University	Sialkot	Punjab
45	Government Queen Mary Graduate College	Lahore	Punjab
46	Government Sadiq College For Women University	Bahawalpur	Punjab
47	Information Technology University	Lahore	Punjab
48	Khawaja Fareed University	Rahim yar Khan	Punjab
49	Kinniard College For Women University	Lahore	Punjab
50	Lahore College For Women University	Lahore	Punjab
51	PMAS-Arid Agriculture University	Rawalpindi	Punjab
52	Punjab Tianjin University	Lahore	Punjab
53	Rawalpindi Women University	Rawalpindi	Punjab
54	Riphah International University	Rawalpindi	Punjab
55	The Gift University	Gujranwala	Punjab
56	The Islamia University of Bahawalpur	Bahawalpur	Punjab
57	The National University of Modern Languages(NUML) Lahore Campus	Lahore	Punjab
58	The Superior University	Lahore	Punjab
59	The University of Faisalabad	Faisalabad	Punjab
60	University of Central Punjab	Lahore	Punjab
61	University of Education	Lahore	Punjab
62	University of Engineering and Technology	Lahore	Punjab
63	University of Gujrat	Gujrat	Punjab
64	University of Health Sciences	Lahore	Punjab
65	University of Okara	Okara	Punjab
66	University of Punjab, Gujranwala Campus	Gujranwala	Punjab
67	University of Sargodha	Sargodha	Punjab
68	University of Sargodha, Gujranwala Campus	Gujranwala	Punjab
69	University of the Punjab	Lahore	Punjab

70	University of Veterinary and Animal Sciences	Lahore	Punjab
71	Virtual University (Lahore Campus)	Lahore	Punjab
72	Benazir Bhutto Shaheed University Lyari	Karachi	Sindh
73	Federal Urdu University	Karachi	Sindh
74	Hamdard University	Karachi	Sindh
75	Institute of Business Administration	Karachi	Sindh
76	Institute of Business Management	Karachi	Sindh
77	Jinnah Medical University	Karachi	Sindh
78	Mehran University of Engineering & Technology	Jamshoro	Sindh
79	NED University of Engineering & Technology	Karachi	Sindh
80	Shah Abdul Latif University	Khairpur	Sindh
81	Shaheed Mohtarma Benazir Bhutto Medical University	Larkana	Sindh
82	Shaheed Zulfikar Ali Bhutto Institute of Science & Technology (SZABIST)	Karachi	Sindh
83	Sindh Agriculture University	Tandojam	Sindh
84	Sindh Madressa-tul-Islam University	Karachi	Sindh
85	University of Jamshoro	Jamshoro	Sindh
86	Ziauddin University	Karachi	Sindh

Identification of Potential Partners and Stakeholders

Since its inception, Bargad has a narrow mandate and defined focus on youth development and empowerment. In one sense it is facilitative and seems restrictive, but on the other hand the youth sector is

cross cutting and runs through different fields as shown in the illustration here on pillars of youth empowerment:

Secondly, youth is not a monolithic field. They are a diverse group who grow in different situations



differentiated on the basis of income groups (i.e. rich, middle class, poor family backgrounds), gender (male, female, transgender), geographic location (urban, rural), education attainment (literate, illiterate, madressah) and physical abilities and other socio-economic vulnerabilities (homeless, jail inmates, residents of disaster-prone areas), etc. The youth development work has to respond to these different youth cohorts in a flexible manner and be cognizant to who are the priority youth in its targets. In Bargad's case, vulnerable youth and their inclusion should be at the heart of the project interventions.

For Bargad:

- Primary stakeholders are those youths and communities whose interests lie at the heart of the project. They include the vulnerable youth who first-hand experience the problems (in the light of three pillars of youth empowerment) that the projects are aiming to solve and are usually users of services.
- Secondary stakeholders are potential mainstream providers and forums that need to be involved if to achieve its objectives. This group would include statutory agencies (such as government departments), universities, policy makers, practitioners and private-sector organizations, etc.

These stakeholders are where the main support will come from and usually where the main partners for the organization can be identified.

- Tertiary stakeholders are the youth mobilization groups, such as the BVN which are essential to mainstream the youth development work. These will include youth organizations, youth networks, civil society organizations and voluntary organizations working. Learning of tertiary stakeholders become more important and relevant as an initiative matures. This learning can be mainstreamed and replicated.

As a guiding practice, Bargad does not formalize its partnerships without executing prior projects and assessing the potential partners. It is a must that there has to be a history of working together and a need is acknowledged by the partners.

A Template of Mutual Expectations and Roles

A template of partnership works in the following way for Bargad:

The purpose and scope of the partnership is initially identified and determined: It entails a collaborative effort between both parties to work together on various youth development initiatives. These initiatives include youth training and capacity building, youth engagement and participation, volunteerism, youth-led awareness campaigns, research and data collection, internships, and establishing links between the market and civil society. These actions aim to groom and empower youth in partners' jurisdiction within the framework of the provincial youth policy and the Sustainable Development Goals (SDGs). Both partners should have a history of successful collaborations in youth empowerment, which may lead to the decision to formalize their cooperation through a formal partnership. By jointly pursuing their individual goals and mutual interests, the partners aim to enhance their impact and achieve further success in empowering the youth through friendly consultations and cooperation.

The activity under the partnership is specified and described. The partners involved in the collaboration aim to implement various indicative activities to foster youth development. These activities may include providing students from the partner university and higher education, for example, with opportunities in youth-oriented activities, training, workshops, festivals, seminars, dialogues, campaigns, and exchanges. Additionally, the collaboration seeks to promote youth volunteerism through on-campus and community outreach initiatives, social action projects, and internships. They would work on developing linkages between students and multiple stakeholders, such as government, civil society, academia, media, youth organizations, and groups. Moreover, they plan to engage rural youth from Bargad's relevant project offering them social and economic entrepreneurship, job, capacity building, and exposure opportunities as an extension of the partner's outreach activities. One of the key objectives of the partnership is to involve students in promoting awareness and orientation related to the Sustainable Development Goals (SDGs). The collaborative efforts may extend to youth training, capacity building, orientation, and awareness, as well as youth mobilization and networking, and linkages development for youth. Both partners should be confident that their institutions' mandates will significantly benefit from this collaboration, leading to effective implementation of the provincial youth policy and contributing to the achievement of SDGs in the mentioned areas.

The main objectives of implementing the partnership are spelt out: The partnership would aim to actively involve the partner institution's in the implementation of the provincial youth policy and the promotion

of Sustainable Development Goals (SDGs). By engaging students in these initiatives, the partners seek to empower young people to take an active role in shaping their communities and contributing to the achievement of national development goals. Efforts are made to enhance youth skills and competencies. By providing access to various training programs and capacity-building activities, the partners intend to equip young individuals with the necessary tools to excel in their personal and professional lives. Additionally, the collaboration aims to foster social cohesion in Pakistan by promoting understanding, tolerance, and cooperation among diverse groups.

Implementation of the partnership is expected to broaden the institutional reach and outreach of the parties to a larger population of young people. This expansion will include access to various youth groups, networks, and the beneficiaries of the relevant Bargad project, providing a broader platform to engage and empower youth. The collaboration with government and civil society will further strengthen the Parties' efforts in promoting an integrated approach to youth development.

An essential aspect of the partnership is to raise and mobilize resources for youth development initiatives. By working together, the Parties can pool their resources and leverage their collective influence to secure the necessary funding and support to implement impactful youth development projects effectively.

Overall, the objectives of Bargad's partnerships are to empower young individuals, enhance their skills, promote unity, and mobilize resources to create a positive and transformative impact on the lives of youth in the Punjab province.

The roles and responsibilities of both partners are defined to leverage their respective strengths and benefit from synergies. Bargad's primary role is to implement the partnership and partially fundraise for the activities. It is for youth mobilization, providing thematic support, reporting events, conducting social media campaigns, and developing linkages. Bargad also actively searches for funding opportunities, contacts potential donors, prepares fund applications, and schedules meetings with potential sponsors. The other partner's role is providing support and liaising with government bodies and higher education institutions, offering venue support, facilitating student availability, providing youth mentorship, and granting permission to use official halls. The other partner also offers communication support and media management.

Both partners also maintain regular communication on the status, planning, schedule, and execution of prospective initiatives. The implementing partner (Bargad) is responsible for reporting and other informational, educational, and communication (IEC) materials. Quarterly reviews of partnership initiatives are conducted to ensure effective progress. It is mutually understood and agreed between the partners that any changes or amendments to the partnership, if required, shall be made in writing after mutual consent. Both partners acknowledge that their collaboration is not legally binding but it is drafted and signed for mutual understanding and work-based collaboration. The intention is not to create legal rights, obligations, or commitments. The partnership also specifies its duration ranging from one (1) to three (3) from the date of signing and can be terminated by either partner with one month's prior written notice to the other partner at its official address.

Tips for Better Outcomes and Partnership Sustainability

- 1) **Specific Goals:** Set clear and specific goals for youth development initiatives and partnership projects. Define the outcomes you aim to achieve and establish measurable targets to track progress effectively.
- 2) **Meaningful Engagement:** Involve young people in the planning, implementation, and evaluation of youth development programs. Ensure their active participation and representation to make initiatives more relevant and impactful. BVN is a good example of this, because its members are a strong constituency which make partnership work through their own initiatives in communities and campuses, generally when Bargad has no physical presence there.
- 3) **Alignment with Needs:** Prioritize youth needs and interests while designing interventions. Conduct thorough assessments to understand the challenges faced by young people and tailor programs accordingly.
- 4) **Resource Mobilization:** Diversify funding sources and develop sustainable financial strategies for long-term partnership sustainability. Explore public-private partnerships, grants, crowdfunding, and other creative avenues to secure resources.
- 5) **Technology Integration:** Embrace technology to enhance outreach, communication, and program delivery. Leverage digital platforms to engage youth, provide online training, and disseminate information effectively.
- 6) **Capacity Building:** Invest in the training and capacity building of both youth participants and partner organizations. Empower them with relevant skills, knowledge, and leadership development to drive positive change. Regular learning meetings are also an effective tool.
- 7) **Collaboration and Networking:** Foster collaboration among various stakeholders, including government agencies, NGOs, academic institutions, and community-based organizations. Network and share best practices to create synergies in youth development efforts. Existing development frameworks like the provincial youth policies and relevant SDGs also provide a meeting place for such collaboration.
- 8) **Data-Driven Approach:** Collect and analyze data to inform decision-making and measure the impact of interventions. Use evidence-based practices to continuously improve programs and achieve better outcomes.
- 9) **Advocacy and Policy Support:** Engage in advocacy efforts to promote youth-friendly policies and support conducive environments for youth development. Collaborate with policymakers and influencers to advocate for youth rights and opportunities.
- 10) **Flexibility, Adaptability, and Informality:** Be open to adapting strategies based on feedback and changing circumstances. Flexibility allows for responsiveness to emerging needs and ensures better program outcomes. There should also be a room for informal interactions and helping each other in areas which don't even fall within the jurisdiction of the partnerships.
- 11) **Monitoring and Evaluation:** Establish robust monitoring and evaluation mechanisms to track progress and assess the effectiveness of youth development initiatives and partnerships. Regularly review and adjust strategies as needed.
- 12) **Recognition and Celebration, and Constituency Building for the Future Development Initiatives:** Celebrate successes and recognize the efforts of young people and partner organizations. Positive reinforcement boosts morale and motivates continued commitment to the cause. Remember that the youth development work is also about building a future constituency building. It is a long term

investment that helps in the future. Bargad's case has demonstrated that today's project affiliates are future bureaucrats, politicians, university administrators, media people, and civil society leaders who would be more than willing to help you out if you have properly recognized and celebrated their efforts today.

By following these SMART tips, youth development initiatives can achieve better outcomes, foster sustainability in partnerships, and create a lasting impact on the lives of young individuals.