



WAGAR PROJECT | Succession Planning Training

BUILDING COLLECTIVE POWER: COLLABORATION & IMPACT

Workshop Series | Session Five

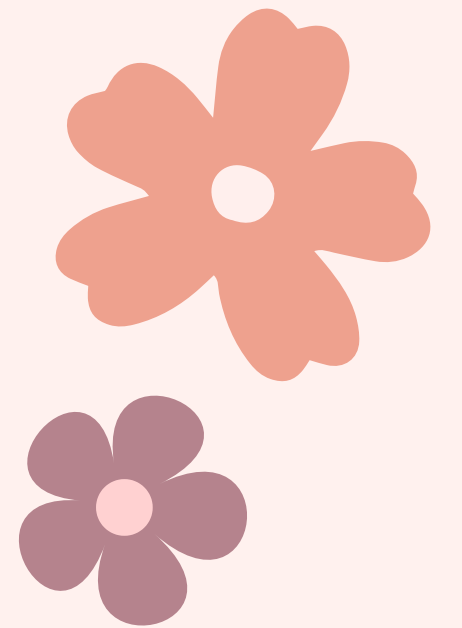
Thursday, 9th May

ICE BREAKER

Flower Petals:

What Made Me Who I Am Today

- ✿ Today, four women will be invited to share their flowers.
- ✿ Before sharing: reflect on the sharing before you by showing appreciation and mentioning what stood out to you.
- ✿ After sharing: pick a new person to share their flower.



SESSION 5 OBJECTIVES

1. Understand the relevant legal registration options to formalise the consortia/collective
2. Explore the various avenues of sourcing funding for the consortia/collective and its activities
3. Identify opportunities and considerations for impact-driven collaboration

TODAY'S TOPICS

Formalising: Registration

Financial Sustainability: Fundraising

FORMALISING: REGISTRATION

WHY FORMALISE & REGISTER?

As refugee community-based organisations in Malaysia, registering as a formal organisation is not straightforward, but may have some benefits:

- increased credibility as a formally registered organisation
- ability to hold bank accounts under the organisation's name
- qualified for funding with strict financial requirements
- capacity to enter legal contracts as a formal organisation
- enhanced governance structures as strong organisational foundations



REGISTRATION TYPES

**NON-PROFIT
SOCIETY**

**PRIVATE
BUSINESS**



EXISTING LIMITATIONS

NON-PROFIT SOCIETIES

- Malaysian law does not allow non-citizens to form registered societies
 - Requires seven local Malaysians to form the official board of directors and committee
- Organisations with mission, vision and objectives specifically for non-citizen communities struggle to get approval
 - Alternatively, organisations submit general outlines which do not specify or identify beneficiaries as non-citizens



EXISTING LIMITATIONS

PRIVATE BUSINESSES

- Non-citizens can register private businesses but must hold the relevant visa or work permit
- For private businesses registered as 'sendirian berhad' (Sdn. Bhd.), at least one shareholder must be appointed
 - Shareholders can be non-citizens (with the appropriate immigration documents) - however, additional legal compliances may be required when the owner and shareholder(s) are not local

WHAT ARE THE BENEFITS?

NON-PROFIT SOCIETY

- more opportunities for funding as a registered non-profit
- formally seen as an impact-driven non-profit group

PRIVATE BUSINESS

- easier registration process
- organisation data and files are more secured with less arbitrary government scrutiny

REGISTRATION PROCESS

NON-PROFIT SOCIETY

1. **Select a unique name** for the society that complies with guidelines from the Registrar of Societies (ROS)
2. **Draft a constitution** that outlines the objectives, structure, membership, rules and regulations of the society, which complies with ROS requirements
3. **Collect the necessary documents**, including the constitution, list of founding members, minutes of the first meeting and consent forms from officebearers
4. **Submit the registration application** to the ROS along with the required documents and payment of the prescribed fees
5. **Wait for the ROS application review** based on the documents submitted. If everything meets the requirements, the society will be registered, and a certificate of registration will be issued
6. **Apply for tax exemption status** from the Inland Revenue Board (IRB) if the society meets the criteria for tax exemption

REGISTRATION PROCESS

PRIVATE BUSINESS

1. **Conduct a name search** with the Companies Commission of Malaysia (SSM) to ensure the availability and reserve the desired company name
2. **Prepare the necessary incorporation documents**, including the Memorandum and Articles of Association to register a Sdn. Bhd.
3. **Register with SSM** by submitting the incorporation documents and the required fees. Upon approval, the company will be registered and a Certificate of Incorporation will be issued
4. **Register the company for taxation purposes** with the Inland Revenue Board (IRB) to obtain a tax identification number (TIN)
5. **Ensure compliance with ongoing regulatory requirements**, such as annual filings with the SSM and tax filings with the IRB
6. **Apply for tax exemption** as a non-profit private company from the IRB, ensuring that the criteria for tax exemption are met



REGISTERING

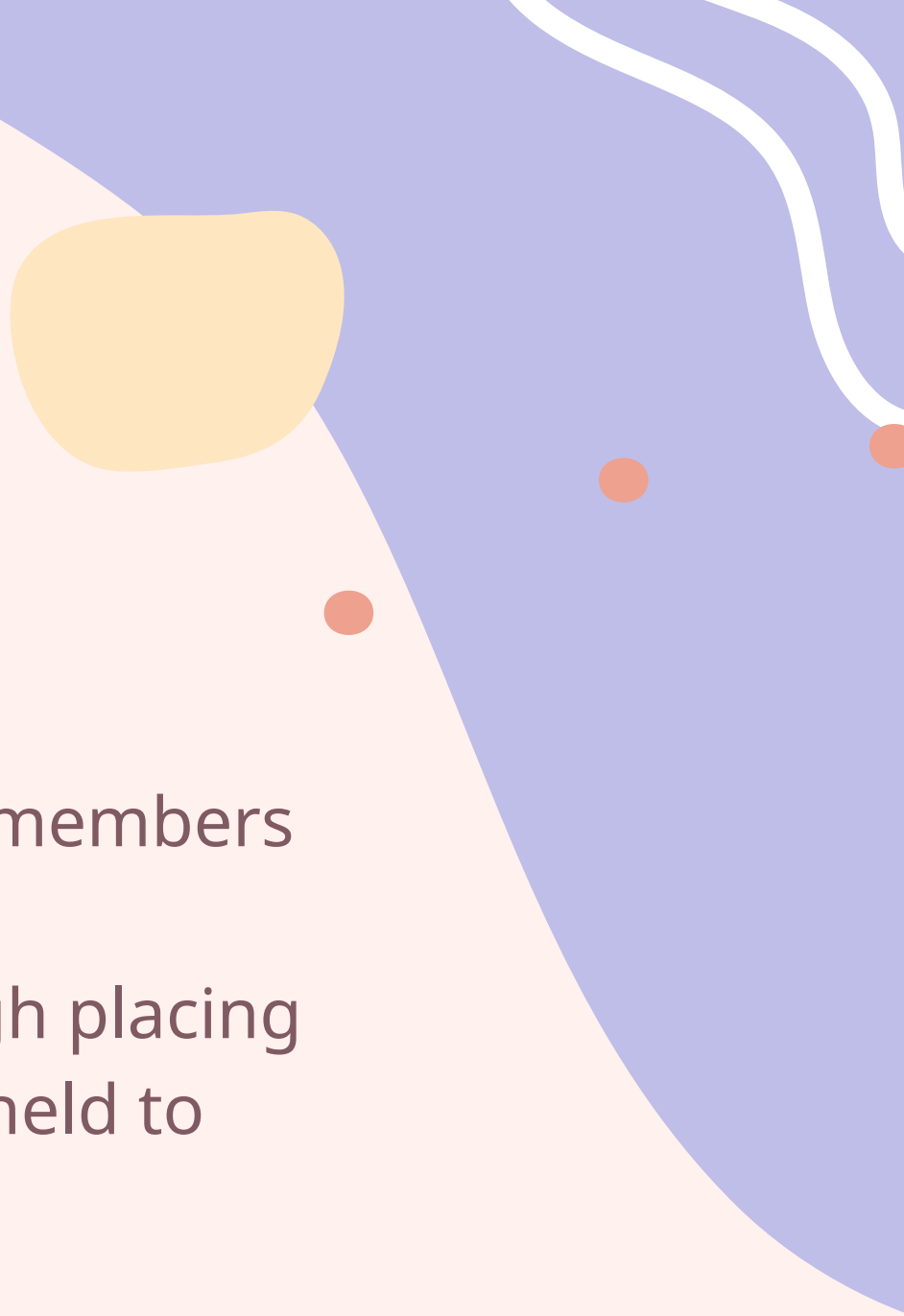
AS UNDOCUMENTED NON-CITIZENS

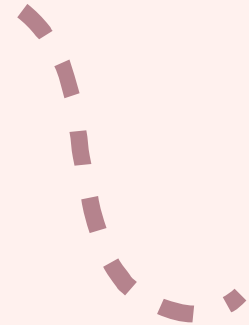
- Without the required immigration documents, it is highly likely that members of the consortium/collective will not be able to formally register the group independently
 - Depending on the registration type (society or business), allies who are either local or hold the necessary documents can be sought to help register
 - However, this would mean that they are the formal board (of decision-makers) or (business) owner, who will be legally responsible for the group's compliance of relevant laws (i.e. financial reporting, submission of documents, etc.)
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REGISTERING

AS UNDOCUMENTED NON-CITIZENS



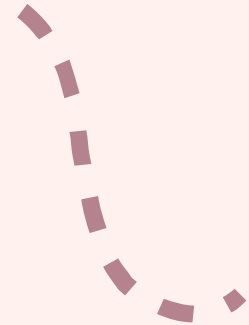
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- Establishing an MOU as an agreement between the allies and actual members and decision makers (refugee women) will help enforce:
 - decision-making within the power of the refugee women, although placing
 - accountability on the refugee women to ensure compliance is upheld to avoid issues faced by the allies who officially register the group
 - Consistent effort to ensure systems and processes are in place which adhere to the legal requirements for the society/business to exist and operate under Malaysian law must be prioritised.
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REGISTERING

AS UNDOCUMENTED NON-CITIZENS



- Some initiatives that can be taken up to ensure legal compliance are:
 - **Board advisors** - individuals with experience in registering and sustaining societies/businesses or with legal expertise to advise the group regularly
 - **Periodic checks** - set up regular administrative reviews (e.g. monthly, bi-monthly, quarterly) using systematic checklists with assigned personnel to coordinate, manage and oversee the tasks to ensure compliance
 - **Training and Capacity Building** - ensure that the refugee women understand legal and regulatory requirements, governance best practices, and organisational management principles
 - **Internal Control Measures** - implement measures such as financial controls, procurement policies and conflict of interest policies to reduce and avoid risks, while maintaining integrity
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FINANCIAL SUSTAINABILITY: FUNDRAISING



TYPICAL FUNDING AVENUES

FOR NON-PROFITS

**GRANT
APPLICATIONS**

*to Foundations,
International Organisations,
Embassies, UN Agencies*

**SHARING
PROPOSALS**

*with NGOs/CSOs, faith-
based organisations,
private businesses*

**CROWD
FUNDING**

*from general public and
communities*

MAXIMISING FUNDRAISING EFFORTS

- Identify your audience and craft your messaging accordingly
 - Grants: **Systematic** - facts, frameworks, evaluation
 - NGOs/CSOs: **Collaboration** - potential, partnership
 - Faith-based organisations: **Impact** - humanity, severity
 - Private businesses: **Opportunity** - reputation (PR), contribution
 - General public: **Emotional** - stories, urgency
- If resources are limited, focus on the most achievable target audience according to existing capacities (i.e. manpower, expertise, skill)
 - However, if possible, diversifying different funding sources by targeting many different sources increases chances



GRANT APPLICATIONS

- Often with strict deadlines, specific selection processes and particular financial due diligence (only awarded to registered organisations)
- May occur on a rolling basis (i.e. yearly) and application form/template provided for specific information requested
- Submitted
 - for a specific grant when the grant cycle timeline is active
 - when the organisation meets all requirements of the grant
 - if the proposed activity fits focus themes, geographical area and implementation timeline
- Potential grants: [FRIDA Fund](#) | [APNOR](#) | [U.S. Embassy Julia Taft Fund](#)



GRANT APPLICATIONS

IMPORTANT CONSIDERATIONS

- Often have strict financial due diligence, which means:
 - organisations must have good financial reporting processes and potentially be ready to be audited
 - requiring at least several years of operations to show
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 - May have specific outputs, hence proposed activities may have to shift and adapt according to funder expectations
 - Can be challenging, as grants often come from larger bureaucratic organisations - can lead to late fund disbursements, focus on numbers over human impact and detachment from on-ground experiences.
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SHARING PROPOSALS

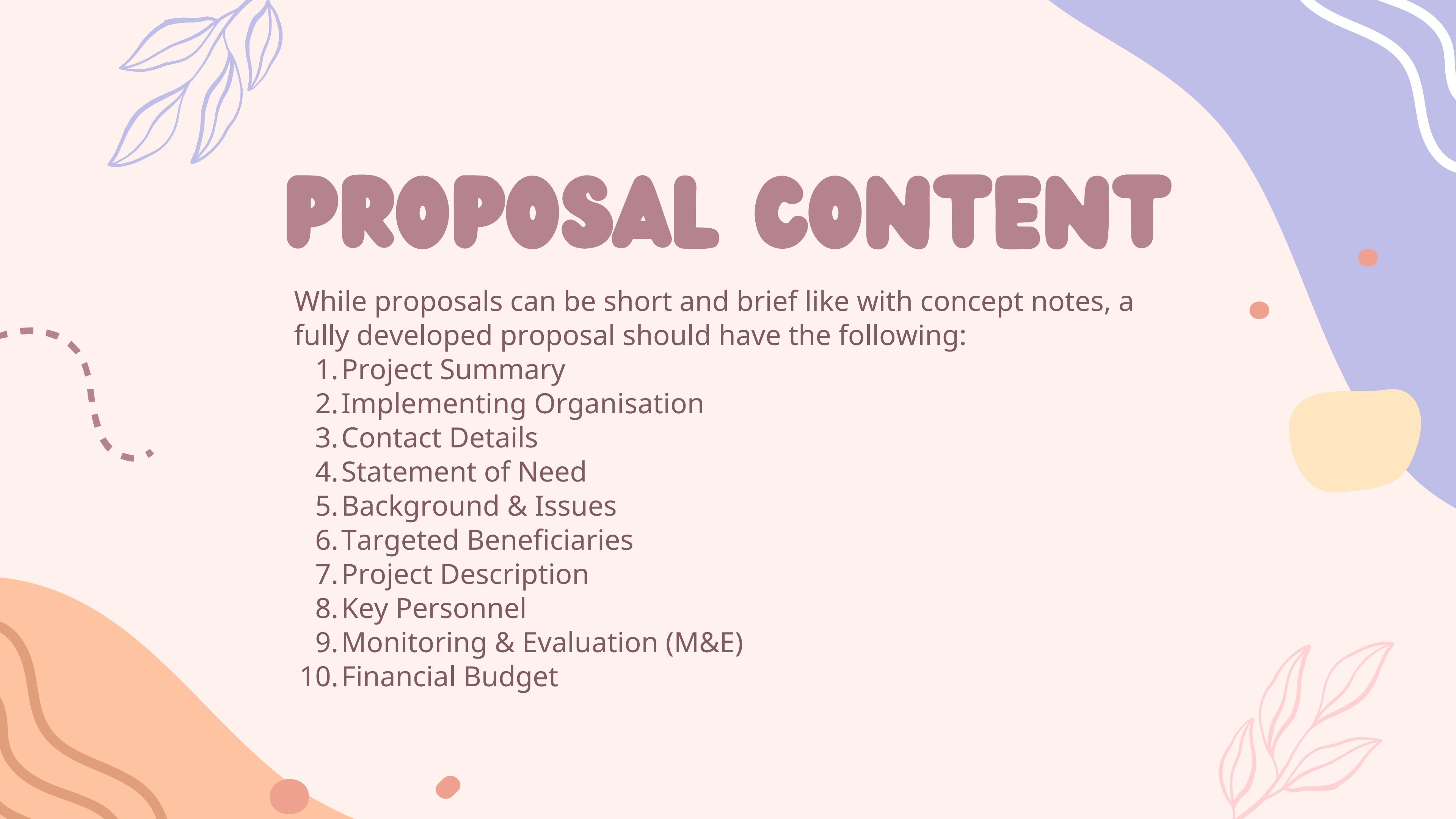
- Unsolicited sharing of proposals to potential funders and partners at any time and frequency - success rate depends on available resources or capacity to apply for funding together
- Can cover specific programmes, advocacy efforts or organisational development efforts
- Proposals should adequately include information which:
 - inform the audience about the problem; and
 - present the proposed solution
 - show how your organisation can credibly meet proposed outputs



SHARING PROPOSALS

IMPORTANT CONSIDERATIONS

- Proposed activities may be subjected to changes by funding organisations or partner organisations
 - Need for striking a balance of meeting halfway on funder/partner expectations and needs, while enforcing own experience and insights as grassroots CBOs with lived experience
- Aside from well-developed proposals which articulate the proposed activities in a concise and clear way, networking and building relationships can help increase success rates



PROPOSAL CONTENT

While proposals can be short and brief like with concept notes, a fully developed proposal should have the following:

1. Project Summary
2. Implementing Organisation
3. Contact Details
4. Statement of Need
5. Background & Issues
6. Targeted Beneficiaries
7. Project Description
8. Key Personnel
9. Monitoring & Evaluation (M&E)
10. Financial Budget

PROPOSAL CONTENT

Project Summary

- Title
- Period & Duration
- Implementing Organisation(s)
- Focus Area
- Beneficiaries
- Budget

Implementing Organisation

- Founding date
- Focus work areas
- Mission
- Vision
- Objectives
- Achievements

Contact Details

- Point-of-contact (POC) name
- POC role/job title
- POC phone no.
- POC email address
- Org address
- Website/social media links

Statement of Need

- gaps in services
 - urgency of issue
- 'Why does this issue need to be addressed?'

Background & Issues

- The context of:
- Beneficiaries
 - Location
 - Challenges faced
 - Policies/laws
 - Emerging issues

Targeted Beneficiaries

- Demographic breakdown
- Direct/indirect no. of beneficiaries

Project Description

- Who
- What
- Where
- When
- How

Key Personnel

- Staff involved
- Qualifications
- Relevant Experiences
- Project responsibilities

Monitoring & Evaluation

- Outputs
- Indicators
- Activities
- Implementation period

Financial Budget

- Detailed costs for each budget expense
- Monthly/yearly breakdown
- Multiple currencies. - if applicable



CROWDFUNDING

- Fundraising campaigns targeted at normal individuals and groups
 - Use of official bank accounts over personal accounts are advised to avoid issues with banks and the government
 - Internally: with own community, through WhatsApp, Facebook or offline donation drives
 - Externally: with local Malaysian or international communities, using online platforms such as: [Kita Fund](#) | [Give Asia](#) | [GoFundMe](#)
 - May include fees taken from a percentage of crowdfunded funds
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CROWDFUNDING

IMPORTANT CONSIDERATIONS

- Targeting the general public requires strategic campaigns which understand how to appeal to specific audiences
 - When using online crowdfunding platforms, 'competition' exists as there are many other campaigns on the site
 - Some crowdfunding sites required funding targets to be fully met for the funds to be disbursed
 - Although crowdfunding does not require strict financial reporting, accountability should be upheld, by providing periodic updates to donors on how funds were utilised and the impact achieved
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HOMEWORK

Deadline: Monday, 13th May

Individual | Reflection Journal

- If the refugee women groups formed a consortia/collective, do you feel the group should be formally registered? Why or why not?
 - If yes, which type of registration (society or business) do you think should be pursued and why?
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- List down 2-3 questions you would like to ask other networks of CBOs, to better understand more about forming and sustaining a collective/consortia.

**SESSION
FIVE END**