



WAGAR PROJECT

SUCCESSION PLANNING TRAINING

WORKSHOP SERIES

*Building Collective Power:
Collaboration and Impact*

WEEK ONE



FRI, 19 APR '24

ELISE ARYA CHEN



Years Of Experience

with refugee-led organisations & communities



Professional Roles

Tenaganita | *Program Officer* (2017 – 2020)

COBEM | *Coordinator* (2021)

MEWRO | *Coordinator* (2021), *Advisor* (Current)

Open Door Policy | *Program Lead* (2022 – 2023)

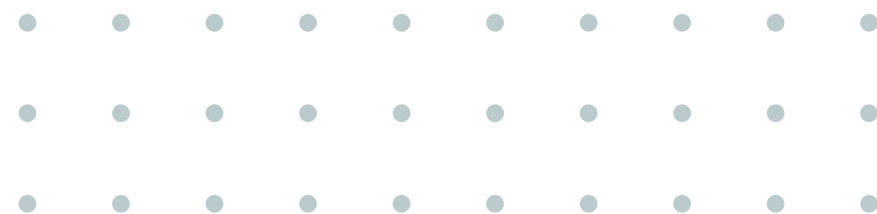
Tenaganita | *Consultant* (2023 – 2024)

Freelancer | *Writer, Trainer, Consultant* (Current)



Notable Achievements

- Supported the co-founding and led the organisational development of the **Myanmar Ethnic Women Refugee Organisation (MEWRO)**
- Initiated the founding and led the establishment of **Refugee Action for Change (ReAct)**
- Collaborated on the successful advocacy campaign challenging the **UNHCR Chin Cessation Policy**
- Provided direct support to the first female **Afghan community** leader in Malaysia, establishing effective organisational systems





ICE BREAKER

FLOWER PETALS: WHAT MADE ME WHO I AM TODAY?





ICE BREAKER

FLOWER PETALS: WHAT MADE ME WHO I AM TODAY?

✿ *Pick a flower and add your name.*

✿ *Change the text in each petal by answering "What made me who I am today?"*

Examples:

✿ **Family:** I am an older sister, I am a mother, etc.

✿ **Significant experiences:** I've lived in Malaysia for 5 years, I am a community leader

✿ **Significant people:** my mother, mentors, etc.

✿ **Values:** I believe in empathy, I stand for justice, I strive for women's empowerment



10 MINUTES



ICE BREAKER

FLOWER PETALS: WHAT MADE ME WHO I AM TODAY?

✿ *Over the next six workshop sessions, a few women will be invited to share their flowers with the group, using four minutes each.*

✿ *After sharing, she will need to nominate another new participant to share their petals.*

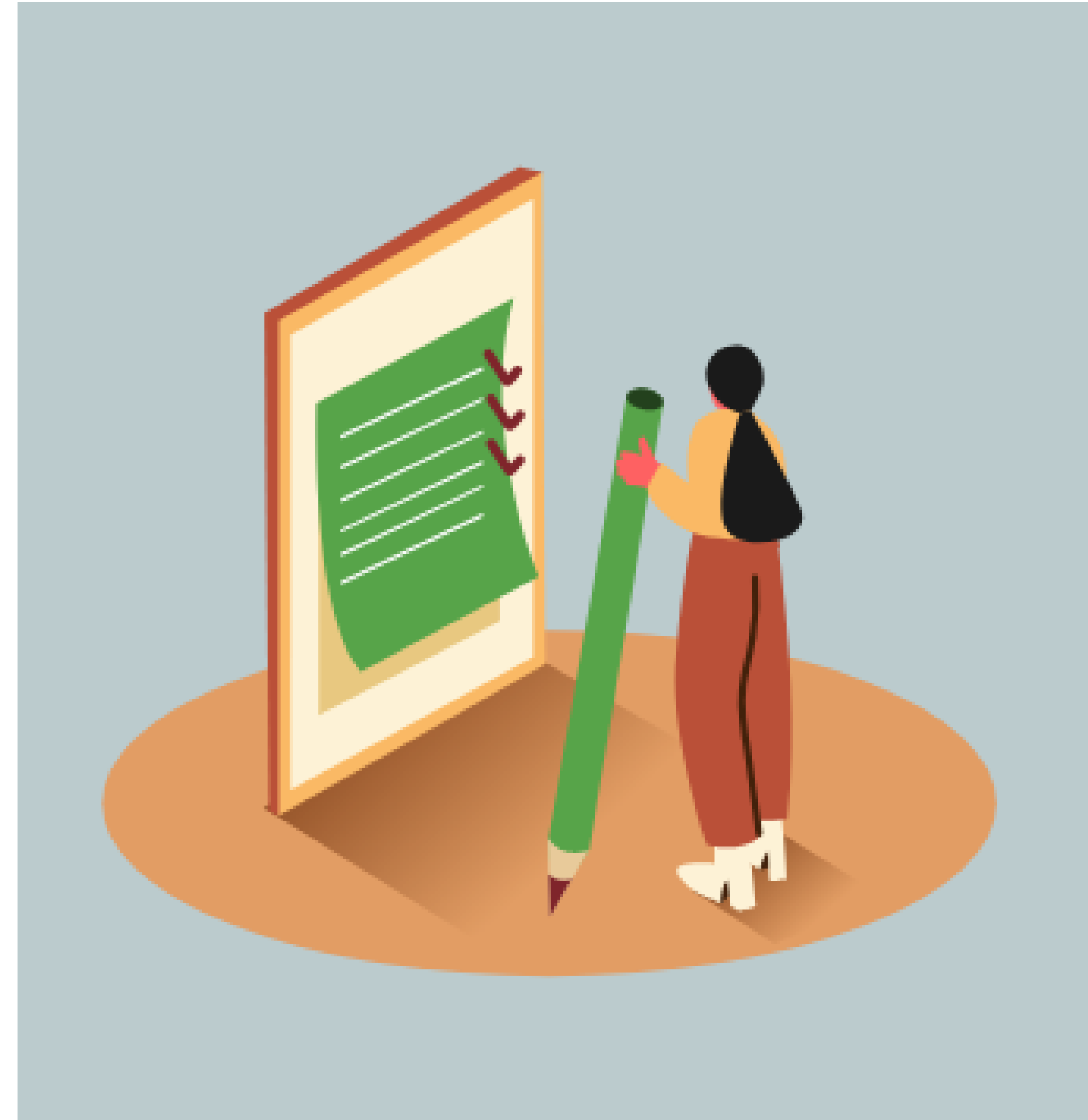
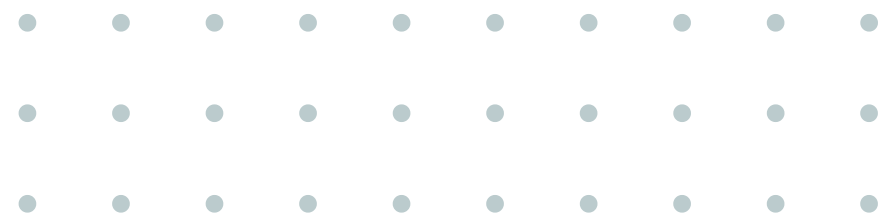
✿ *Before starting their story, the next person will need to reflect back on what they heard in an appreciative way by saying “thank you” and continuing with “I heard...”, “I noticed...”, “I appreciated...”, or “it made me feel...”*



30 MINUTES

GROUND RULES

- Be on time
- Participate actively and contribute
- Practice active learning
- Keep discussion relevant
- No side talking
- Limited mobile phone use
- Find ways to appreciate others.
- No judgments
- Complete homework timely





OBJECTIVES

Building Collective Power: Collaboration and Impact






Building Collective Power: Collaboration and Impact

OVERALL OBJECTIVE:

“Empower participants with the knowledge and skills to build and manage an effective collaborative group, which will enable them to work together to create positive change within their communities.”



WEEK 1 OBJECTIVES

ONE

Explore the concepts of consortia and collectives.

TWO

Understand the important foundations of effective organisations.

THREE

Identify opportunities and considerations for collaboration.

01. CONSORTIA AND COLLECTIVES

Definition

Characteristics

Differences

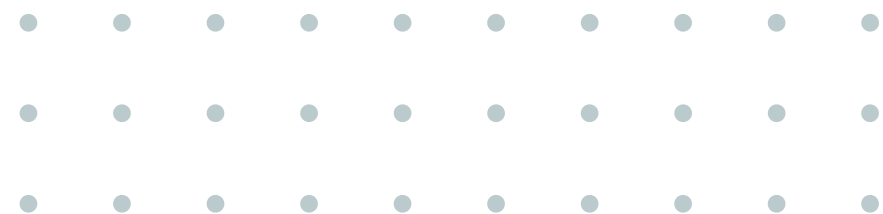
02. FOUNDATIONAL STRUCTURES

Direction

Governance Structures



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01.

CONSORTIA AND COLLECTIVES



DEFINITION

CONSORTIA AND COLLECTIVES

are both forms of collaborative arrangements between multiple organisations to achieve shared objectives,

but they differ in their structure, purpose and approach to collaboration.



CONSORTIA & COLLECTIVES

share a common commitment to **collective action, collaboration,** and **solidarity** in addressing complex social challenges and advancing the interests of the communities they serve.



CHARACTERISTICS

CONSORTIA AND COLLECTIVES

COMMUNITY ENGAGEMENT & EMPOWERMENT

COLLABORATIVE NATURE

FLEXIBILITY & ADAPTABILITY

NETWORKING & PEER LEARNING

PROMOTE EQUITY & INCLUSION

SHARED RESOURCES & EXPERTISE

AMPLIFY VOICES & ADVOCACY

CHARACTERISTICS

CONSORTIA AND COLLECTIVES

COMMUNITY ENGAGEMENT & EMPOWERMENT

Prioritise community engagement and empowerment, ensuring the voices of affected communities are heard and respected.

Work to build capacity, foster leadership and promote self-determination within the communities served.

CHARACTERISTICS

CONSORTIA AND COLLECTIVES

COLLABORATIVE NATURE

Formed to facilitate collaboration among multiple organisations.

Bring together diverse stakeholders with shared interests, goals or values to work together towards a common purpose.

CHARACTERISTICS

CONSORTIA AND COLLECTIVES

NETWORKING & PEER LEARNING

Provide opportunities for networking, peer learning and knowledge exchange among member organisations.

Create spaces for organisations to share best practices, lessons learned and innovative approaches to addressing common issues.

CHARACTERISTICS

CONSORTIA AND COLLECTIVES

SHARED RESOURCES & EXPERTISE

Enable member organisations to pool their resources, expertise, and capacities to achieve collective impact.

Address complex challenges more effectively than any single organisation could alone, by leveraging the strengths of individual organizations.

CHARACTERISTICS

CONSORTIA AND COLLECTIVES

Flexible and adaptable approaches, to allow member organisations to respond quickly to emerging needs, opportunities and challenges.

Can evolve over time to accommodate changing circumstances and priorities.

FLEXIBILITY & ADAPTABILITY

CHARACTERISTICS

CONSORTIA AND COLLECTIVES

Strive to promote equity, diversity and inclusion within their membership and in their work.

Prioritise representation and participation from marginalised or underrepresented groups and work to address systemic barriers to participation and access.

PROMOTE EQUITY & INCLUSION

CHARACTERISTICS

CONSORTIA AND COLLECTIVES

Amplify the voices of marginalised communities and advocate for their rights, needs, and interests.

Advocate for systemic change, influence policy decisions and raise awareness about issues, by uniting diverse organisations around a common cause.

AMPLIFY VOICES & ADVOCACY

CHARACTERISTICS

CONSORTIA AND COLLECTIVES

COMMUNITY ENGAGEMENT & EMPOWERMENT

COLLABORATIVE NATURE

FLEXIBILITY & ADAPTABILITY

NETWORKING & PEER LEARNING

PROMOTE EQUITY & INCLUSION

SHARED RESOURCES & EXPERTISE

AMPLIFY VOICES & ADVOCACY

DIFFERENCES

CONSORTIA AND COLLECTIVES

STRUCTURE

PURPOSE & FOCUS

MEMBERSHIP

DECISION MAKING & GOVERNANCE

APPROACH TO COLLABORATION

DIFFERENCES

CONSORTIA AND COLLECTIVES

STRUCTURE

CONSORTIA

- formal structure: designated roles, governance mechanisms and decision-making processes
- centralised leadership body: e.g. board of directors or steering committee, responsible for overseeing the activities of the consortium

COLLECTIVES

- informal structure: decentralised decision-making and horizontal leadership
- may lack a centralised governing body: rely on peer-to-peer collaboration among member organisations

DIFFERENCES

CONSORTIA AND COLLECTIVES

CONSORTIA

- formed to address specific challenges or achieve shared goals within a particular sector or industry
- focus on areas such as research, advocacy, service delivery, or resource-sharing, with member organisations pooling their expertise and resources to achieve collective impact

PURPOSE & FOCUS

COLLECTIVES

- have a broader purpose around collaboration, solidarity and mutual support among member organisations
- formed to amplify marginalised voices, promote social justice or address systemic inequalities, focusing on building community and grassroots initiatives

DIFFERENCES

CONSORTIA AND COLLECTIVES

CONSORTIA

- formalised membership criteria and procedures for admitting new members, which may include eligibility requirements related to expertise, capacity or geographic scope
- consortia membership is often based on organisational affiliation or sectoral alignment

COLLECTIVES

- more inclusive membership criteria, with a focus on diversity, representation and grassroots participation
- may welcome a wide range of organisations, including small grassroots initiatives, informal networks, and community-based organisations, regardless of their size or capacity

MEMBERSHIP

DIFFERENCES

CONSORTIA AND COLLECTIVES

DECISION MAKING & GOVERNANCE

CONSORTIA

- centralised: governing body or leadership team responsible for setting strategic priorities, allocating resources and making key decisions on behalf of the consortium

COLLECTIVES

- decentralised: collaborative decision-making through mutual agreement and dialogue among member organisations with equal decision-making power

DIFFERENCES

CONSORTIA AND COLLECTIVES

CONSORTIA

- formally structured collaboration focused on specific outcomes or deliverables within a defined timeframe – e.g. joint projects, shared resources, or coordinated advocacy efforts

COLLECTIVES

- organic collaboration focused on building relationships, trust and solidarity within the collective, which are more fluid and adaptable, allowing for spontaneous initiatives and grassroots-led action

APPROACH TO COLLABORATION

DIFFERENCES

CONSORTIA AND COLLECTIVES

STRUCTURE

PURPOSE & FOCUS

MEMBERSHIP

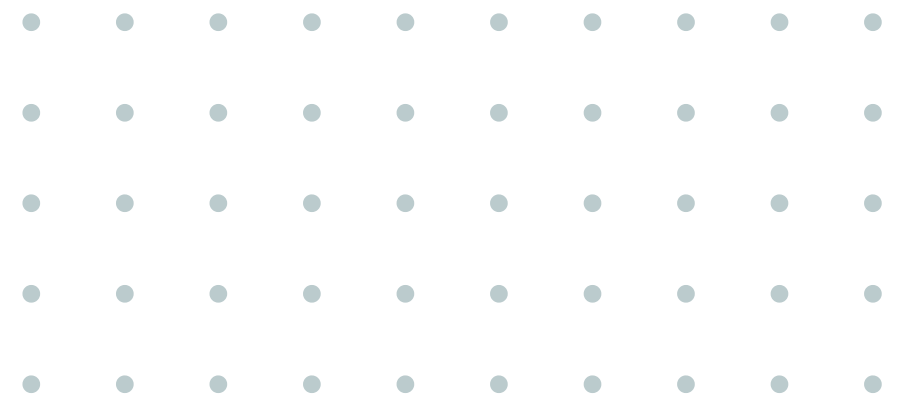
DECISION MAKING & GOVERNANCE

APPROACH TO COLLABORATION

02.

FOUNDATIONAL STRUCTURES





Vision

Mission

Objectives

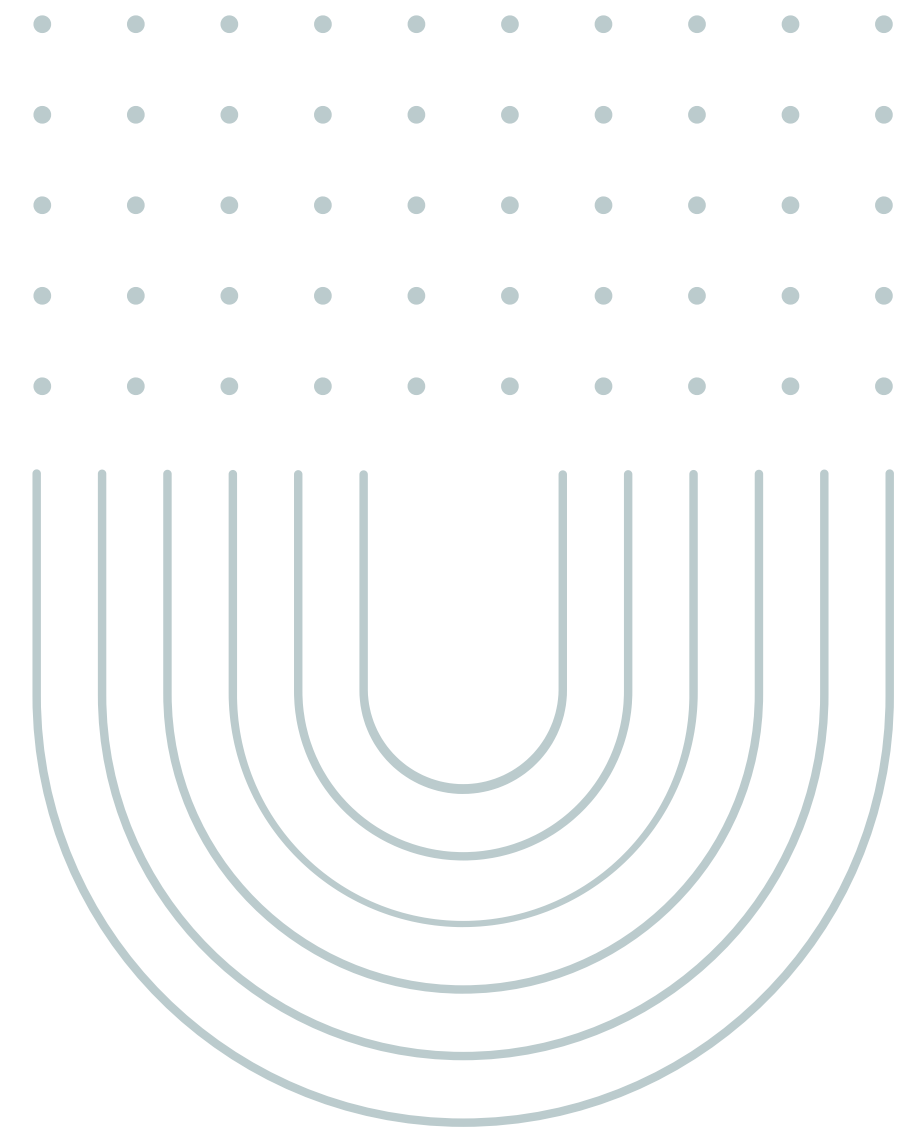
DIRECTION

Vision

The desired future state that the group aims to achieve
– “a perfect world”

It represents the organisation's ideal outcome or ultimate purpose, capturing its aspirations, hopes and dreams for the future.

A vision statement answers the question:
“What do we want to become or achieve?”

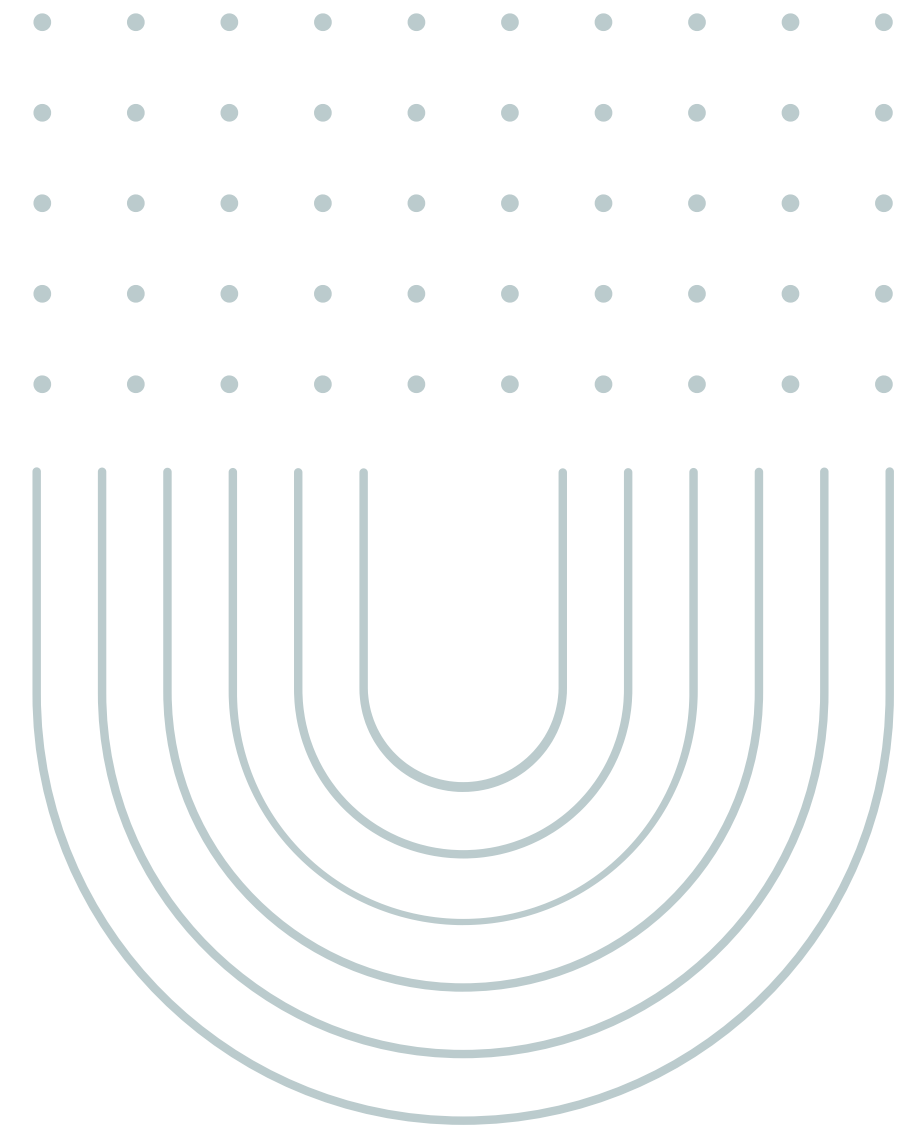


DIRECTION

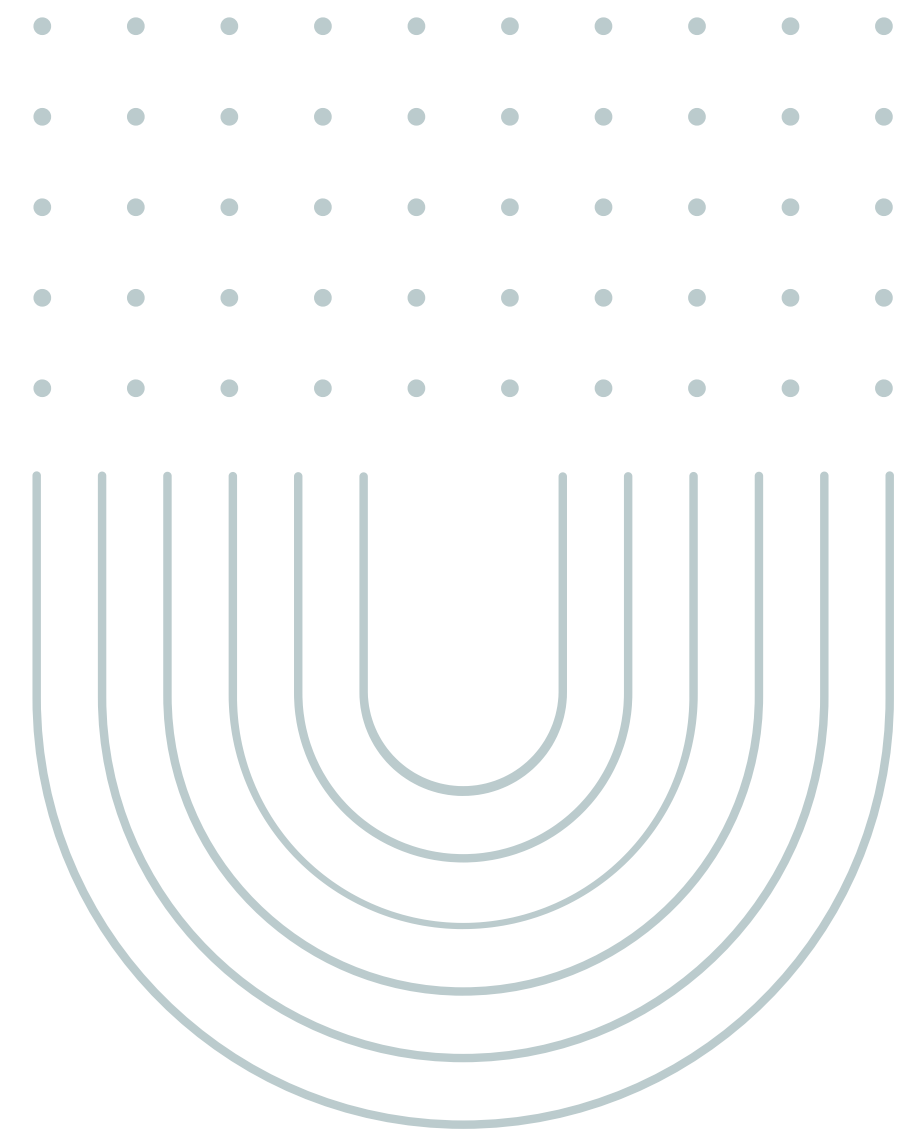
Vision

A well-crafted vision statement inspires and motivates members by setting a bold and ambitious direction, challenging the organisation to push beyond current limitations and strive for excellence.

A vision statement guides strategic planning, decision-making and resource allocation towards realising the organisation's long-term goals and aspirations.



DIRECTION



Vision

Examples:

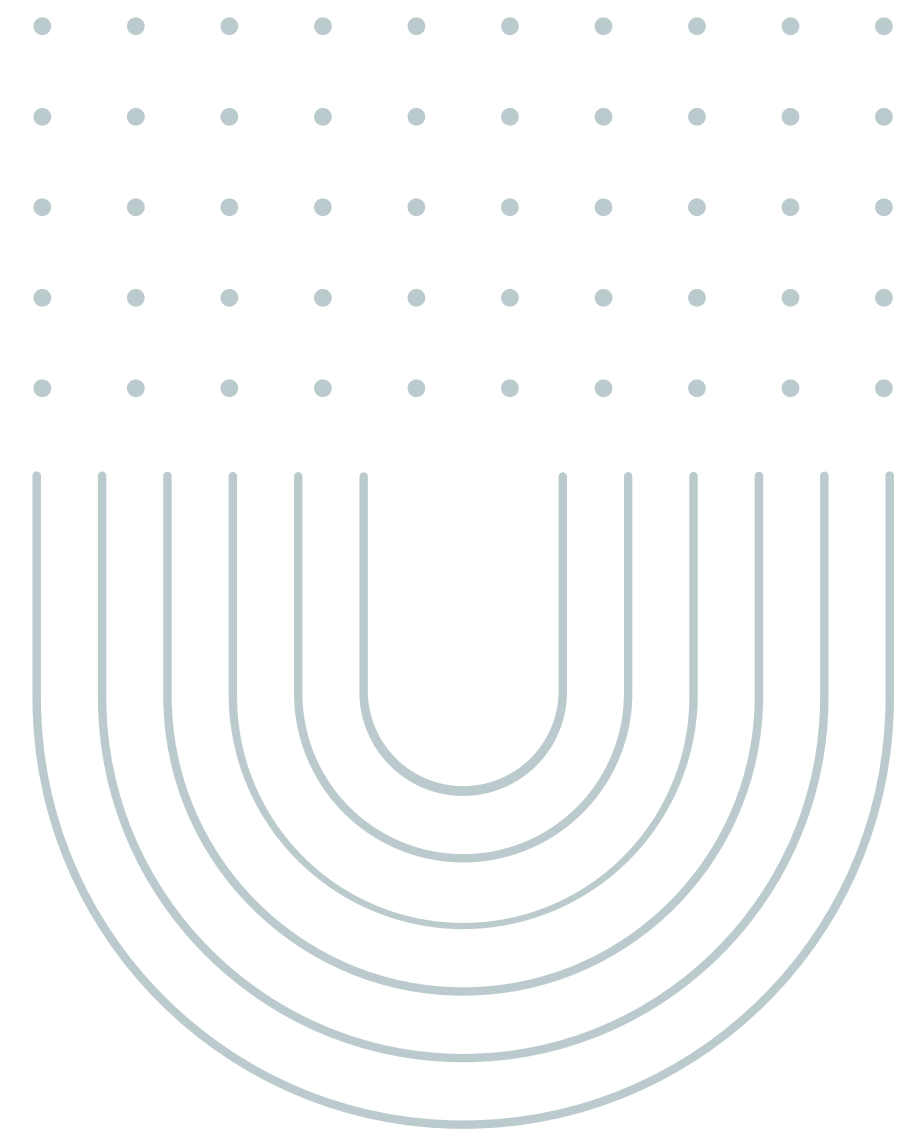
Good

"Refugee women in Malaysia are recognised, respected and empowered to lead fulfilling lives, contributing positively to their communities and society at large."

Bad

"A better future for refugee women."

DIRECTION



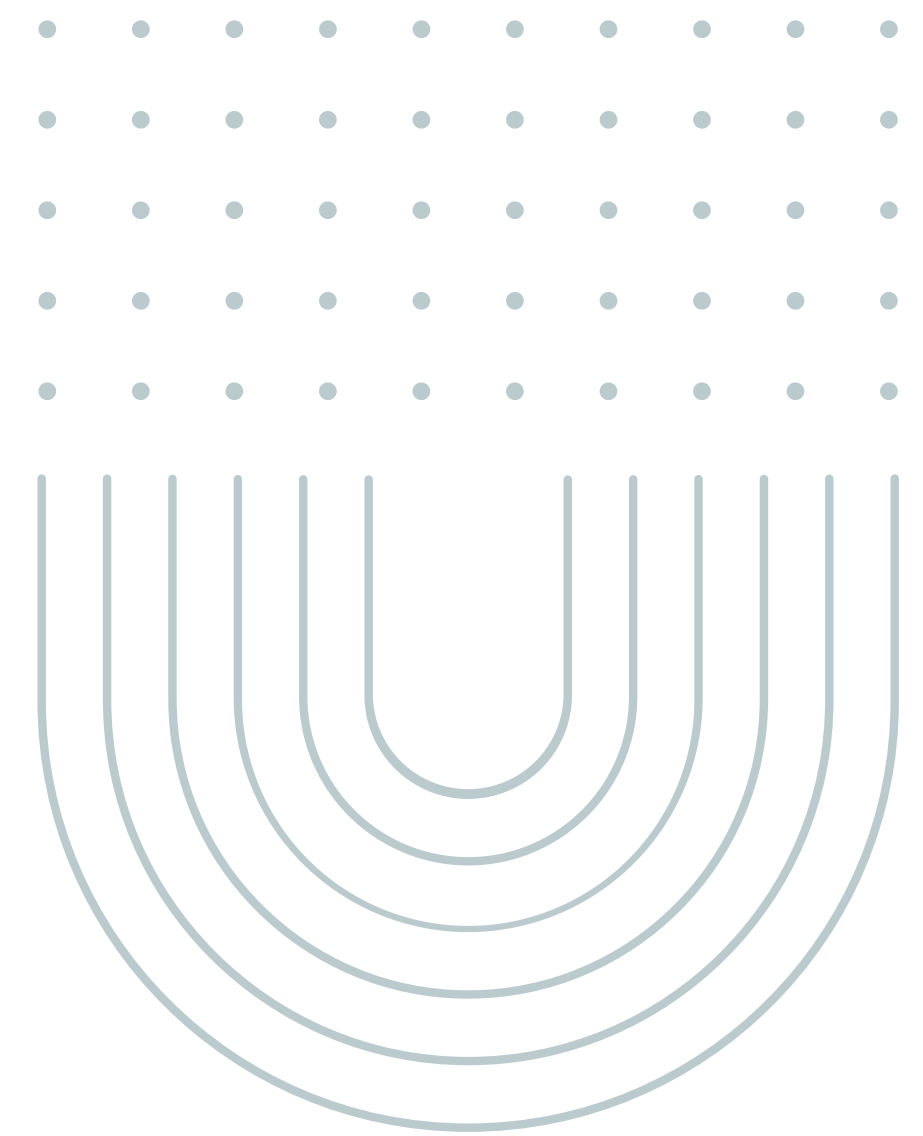
Mission

Outlines the fundamental purpose or reason for the existence of the group and its identity.

Defines the overarching collective goals and values of participating organisations, and the primary function that guides their activities, decisions and priorities.

A mission statement answers the question:
"What do we do and why do we do it?"

DIRECTION

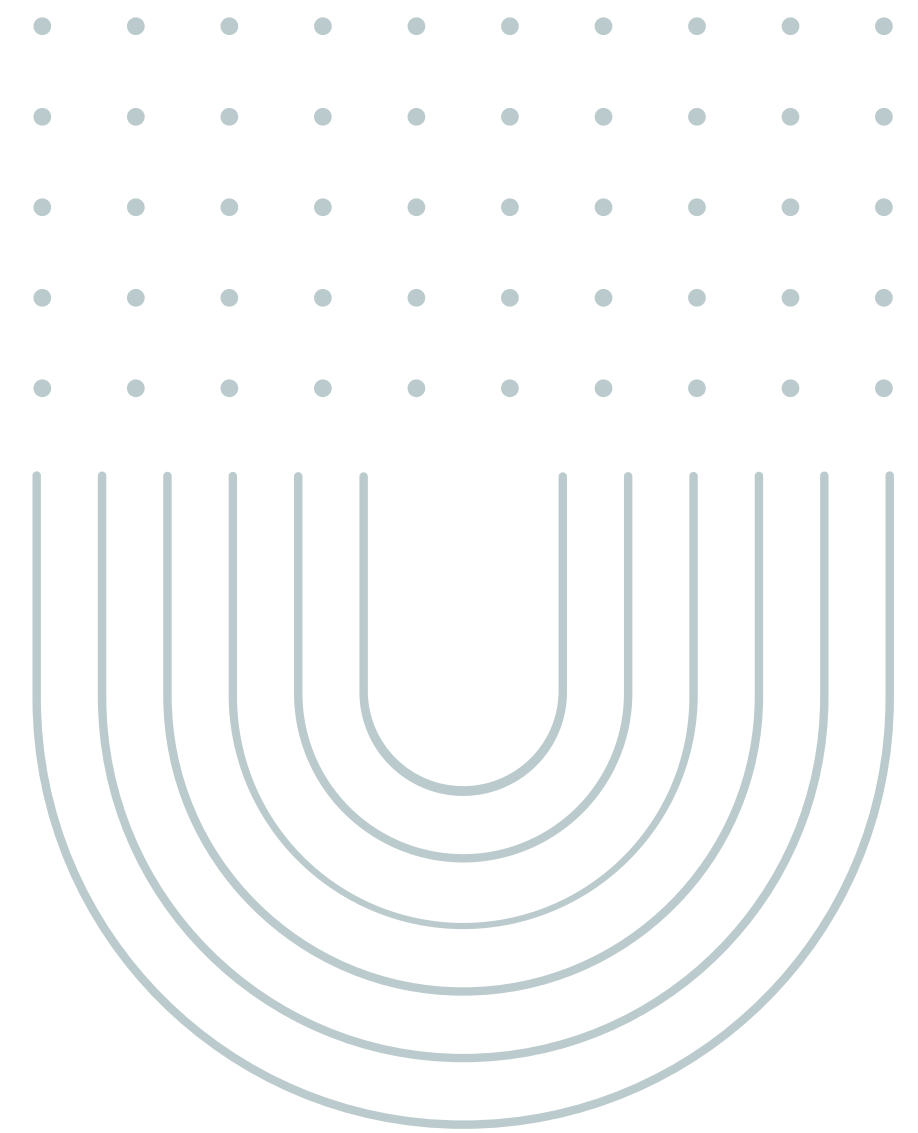


Mission

A well-crafted mission statement articulates the core values, principles and beliefs that shape the organisation's culture and behaviour.

Provides a clear sense of direction and purpose, aligning the efforts of staff, volunteers, stakeholders and supporters towards a common goal, and guides decision-making, ensuring that all actions and initiatives are in harmony with the overall mission and objectives.

DIRECTION



Mission

Examples:

Good

"Empowering refugee women in Malaysia to achieve economic independence, social inclusion and personal resilience through access to education, skills training and advocacy support."

Bad

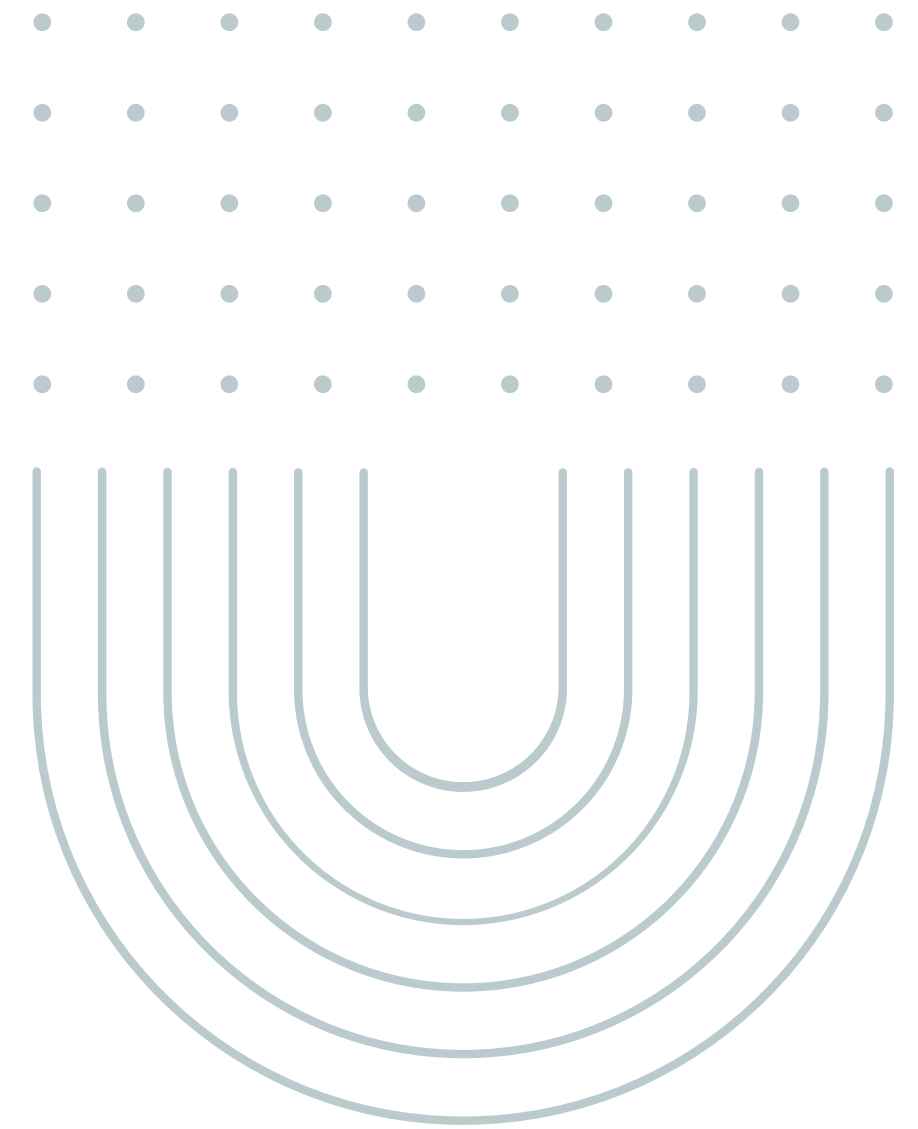
"Helping refugee women in Malaysia."

DIRECTION

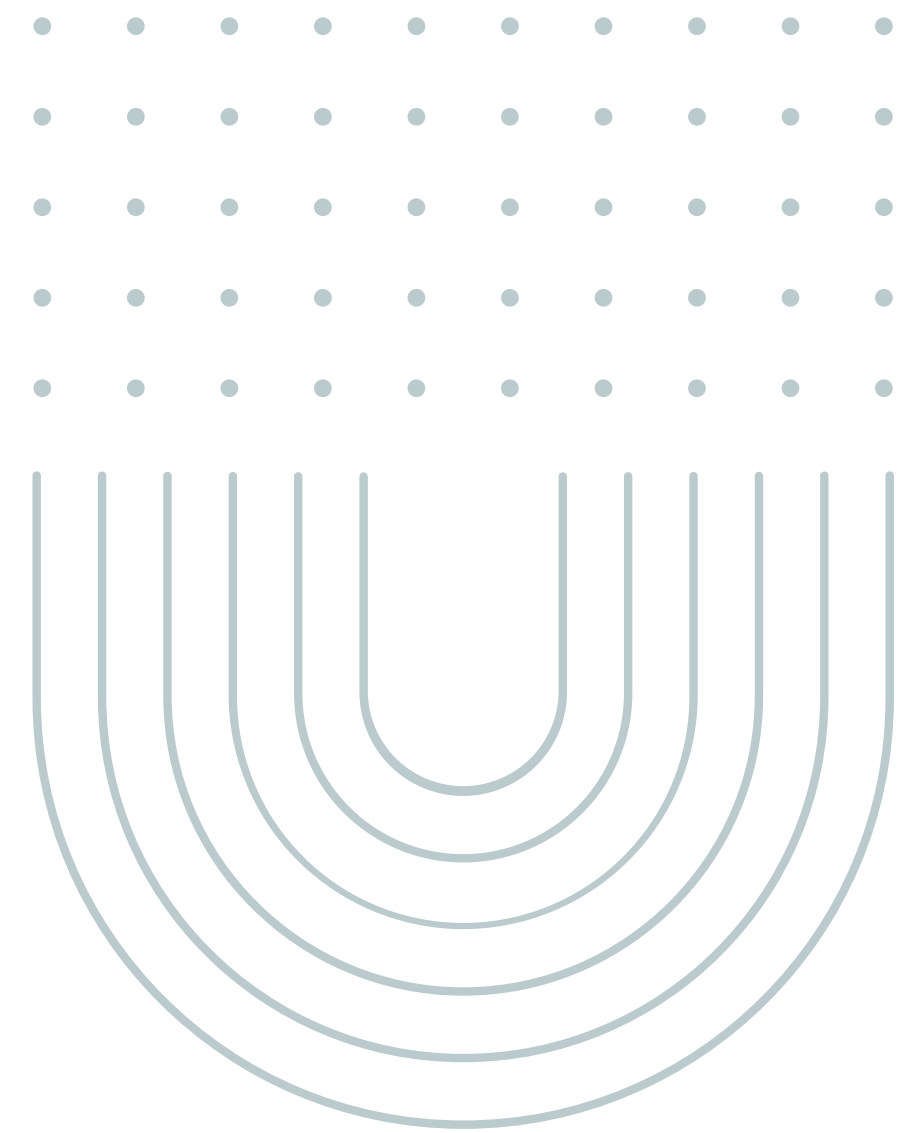
Outline specific, achievable and relevant objectives as the guiding principles and strategic goals of the group's activities, which are aligned with the mission and vision, addressing the most pressing issues faced by the communities served.

Unlike specific target outputs or activities, which may change over time in response to evolving needs and circumstances, objectives provide a stable framework for long-term planning and decision-making.

Objectives



DIRECTION

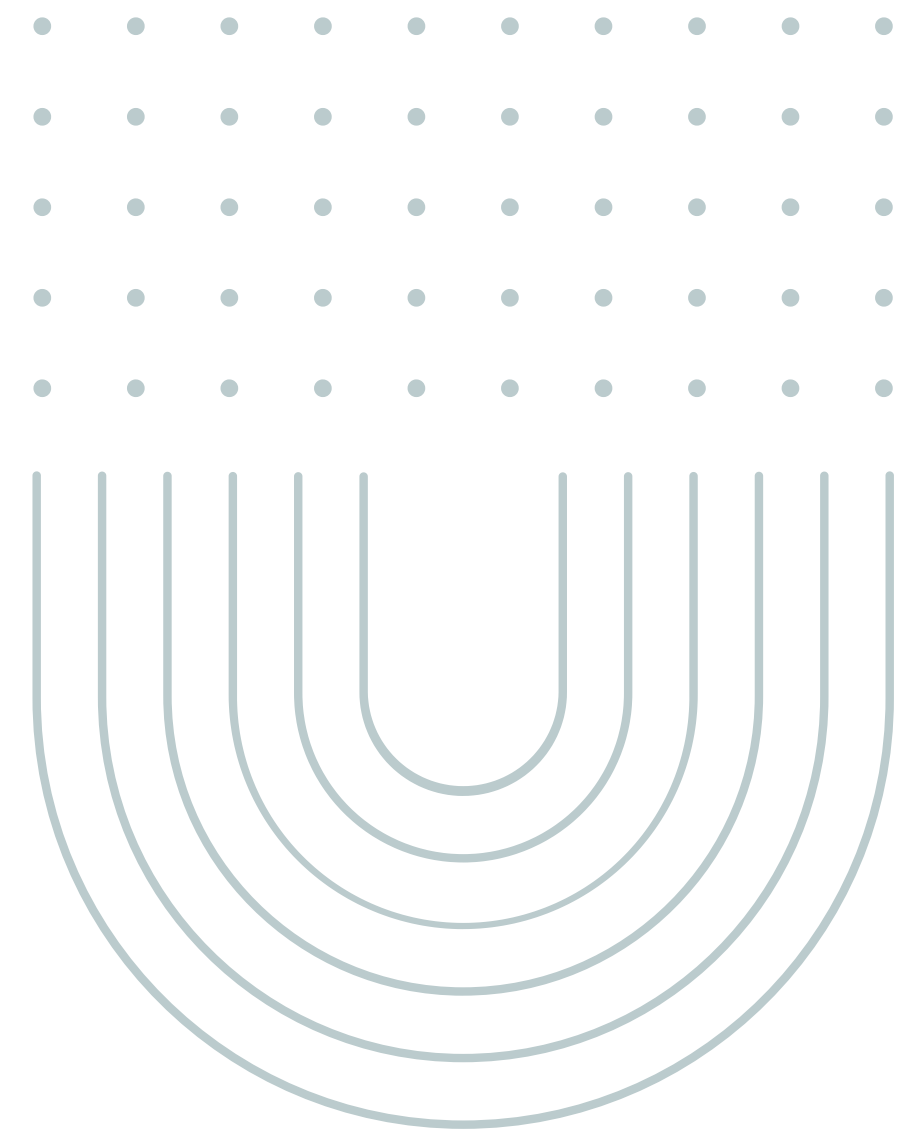


Should be broad, aspirational and reflective of the overarching purpose and values of the group, addressing the root causes of issues faced by the community, and setting a clear direction for collective action and advocacy.

Ideally periodically reviewed and updated to ensure relevance and effectiveness in responding to the changing needs and priorities of the member organisations and the broader community.

Objectives

DIRECTION



Examples:

Good

"Provide vocational training programs to refugee women in Malaysia, enabling participants in securing gainful employment or starting their own businesses."

Bad

"Help refugee women find jobs."

Objectives

DIRECTION

GOVERNANCE STRUCTURES

A framework of policies, processes and mechanisms that define how an organisation is governed, managed and operated.

Provide the foundation for effective decision-making, accountability and transparency within the organisation.

Ensure that the organisation operates according to its mission, vision, values and legal obligations, while also fostering integrity, fairness and ethical conduct.





GOVERNANCE STRUCTURES

KEY COMPONENTS

DECISION-MAKING PROCESSES

LEADERSHIP ROLES & RESPONSIBILITIES

MEETING PROCEDURES

COMMUNICATION CHANNELS

POLICIES & PROCEDURES

ACCOUNTING & REPORTING

CONFLICT RESOLUTION MECHANISMS





GOVERNANCE STRUCTURES

KEY COMPONENTS

DECISION-MAKING PROCESSES

Determine how decisions will be made within the organisation, whether through consensus, voting or another method that ensures all stakeholders have a voice.

Establish clear processes for agenda-setting, discussion and resolution of issues to promote efficiency and effectiveness in decision-making.





GOVERNANCE STRUCTURES

KEY COMPONENTS

LEADERSHIP ROLES & RESPONSIBILITIES

Define roles and responsibilities for key leadership positions within the organisation, such as the board of directors, executive director, and other senior management positions.

Establish the governing body and clarify the authority, duties, and expectations associated with each role, responsible for setting the strategic direction, policies, and priorities, to provide effective leadership, oversight, guidance and support to management, ensuring that the organisation operates in the best interests of its stakeholders.





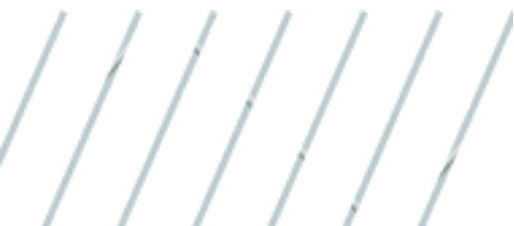
GOVERNANCE STRUCTURES

KEY COMPONENTS

MEETING PROCEDURES

Develop guidelines for conducting meetings of the board, committees and other governing bodies, including procedures for scheduling, agenda preparation, facilitation and documentation of decisions and actions.

Ensure that meetings are conducted according to established protocols and legal requirements.





GOVERNANCE STRUCTURES

KEY COMPONENTS

COMMUNICATION CHANNELS

Identify channels for communication and collaboration among stakeholders, including board members, staff, volunteers and external partners.

Establish clear lines of communication to facilitate information sharing, feedback and engagement, both internally and externally.





GOVERNANCE STRUCTURES

KEY COMPONENTS

POLICIES & PROCEDURES

Develop and implement policies and procedures governing various aspects of organisational operations, including financial management, human resources, risk management and compliance with legal and regulatory requirements.

Ensure that policies are aligned with best practices, relevant laws and the organisation's mission and values.





GOVERNANCE STRUCTURES

KEY COMPONENTS

Define mechanisms for monitoring and evaluating organisational performance, including metrics, indicators and benchmarks for measuring progress towards objectives.

Establish processes for reporting on outcomes, financial results and other key performance indicators to stakeholders, including donors, funders and the broader community.

ACCOUNTING & REPORTING





GOVERNANCE STRUCTURES

KEY COMPONENTS

Establish processes for addressing conflicts or disagreements that may arise within the organisation, including conflicts between board members, staff, volunteers or stakeholders.

Provide mechanisms for mediation, arbitration or other means of resolving disputes in a fair, transparent, and timely manner.

CONFLICT RESOLUTION MECHANISMS





GOVERNANCE STRUCTURES

KEY COMPONENTS

DECISION-MAKING PROCESSES

LEADERSHIP ROLES & RESPONSIBILITIES

MEETING PROCEDURES

COMMUNICATION CHANNELS

POLICIES & PROCEDURES

ACCOUNTING & REPORTING

CONFLICT RESOLUTION MECHANISMS





HOMEWORK

Deadline: Wednesday, 24th April

INDIVIDUAL

Journal Entry

Reflect on whether you prefer a consortium or collective structure when you imagine the group of the various refugee women-led organisations coming together. Share at least three reasons why. Send your completed journal entry via email to Elise.

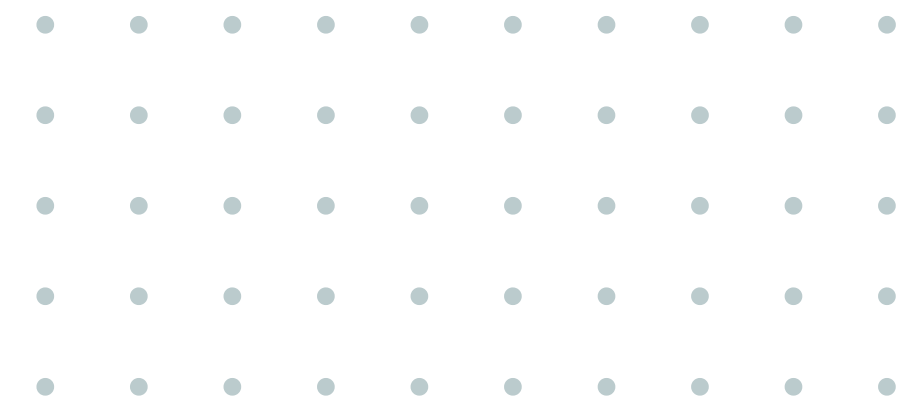
GROUP

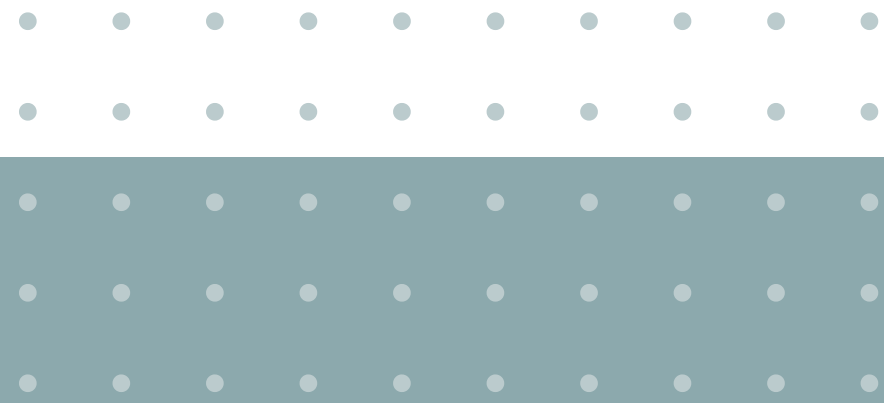
Presentation

In your own refugee women group, prepare a simple presentation with the following information based on the existing governance structures in your organisation:

1. Mission, Vision, Objectives
2. Decision Makers
3. Roles and Responsibilities
4. Meeting Procedures
5. Communication Channels
6. Accountability and Reporting
7. Conflict Resolution Mechanisms

Each group will present their homework next Wednesday and each person is required to participate.





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