

YAYASAN HASANAH

 A foundation of Khazanah Nasional

Lessons from the Field: Learnings from Seven Years with Yayasan Hasanah



Education



Community
Development



Environment



Arts, Culture
& Public Spaces



Knowledge

Lesson One: Financing Model

The endowment structure has helped us to be more **sustainable, stable** and **long-term** with our social mission - driving programmatic impacts with our partners.

Hasanah operates on a fixed annual budget.



**Orang Asal Bamboo Harvesters
Kg. Pos Poi, Perak**

Among participants of the Sustainable Bamboo Harvesting Program for Rural Empowerment by SEAD Industries, supported by Yayasan Hasanah

Lesson Two: Tax Status

Truly understand your needs and nature of operations. Tax exemption for NPOs under Income Tax Act 1967 - Subsection 44(6) may or may not be useful for you.

Some questions to ask: Will you be raising funds externally? Who actually needs the tax exemption status - parent company or the NPO?



**Azlina Zakaria (Kak Na), Entrepreneur
Kg. Pasir Gajah, Chukai, Terengganu**

Among participants of the economic empowerment program for B40 women by the Turtle Conservation Society of Malaysia (TCSM), supported by Yayasan Hasanah

Lesson Three: People & Organisation

- **Professionalise the Sector**

Attract the right talent and benchmark compensation correctly.

- **Strike a Good Balance**

Find a good balance of people from grassroots/developmental background and corporate/strategic experience.

This includes people who understand impact frameworks, monitoring & evaluation frameworks and work dynamics in the social context.

- **Power Dynamics**

Your approach to your grantee is based on a mutual trust partnership model - not a “client-agency” model.

Be wary of the power dynamics.



Nur Nilam Sari
Community leader in plastic waste management
Kg. Tengah, Puchong

Among participants of Beyond Bins, a plastic waste management project by Biji-Biji, supported by Yayasan Hasanah

Lesson Four: The Sector

Globally, there is a certain science and art in navigating the social sector. It is not a charitable space, but a developmental space anchored on **rights-based and justice frameworks**.

It is **key** to understand this as it influences the behaviour and approach of the funder to the ecosystem.



**Undocumented Bajau Laut Children
Pulau Omadal, Semporna, Sabah**

Sekolah Bajau Laut Omadal (ISKUL), an alternative education and nutrition program supported by Yayasan Hasanah

Lesson Five: Mission & Vision

The mission and vision of the foundations should be succinct. For Hasanah, **our vision and five focus areas** were attained by reviewing Malaysia's development plans including the Malaysia plans, economic transformation models, government transformation models, SDG commitments and others.

Our **aspirations and mission** are not linked to business but anchored on national development. This positions us as a neutral entity, playing the role of Convenor, Collaborator and Catalyst for Change.



**Jayah Anak Bohoi, Rural Farmer
Kg. Ensika, Sarawak**

Among the participating farmers in the "Combat Malnutrition for the Urban B40", a nutritional program by Whatmatters, supported by Yayasan Hasanah

Lesson Six: Robust Structures & Governance

Building **trust capital** on a **transparent** and robust **governance** structure matters. Develop clear grant application process, impact assessment and measurement framework, finance and audit functions -- all pertinent within a nonprofit lens. Board representation is also important.



Geethika Sree
Bharatanatyam Dancer, Sutra Dance Theatre
Titiwangsa, Kuala Lumpur

Among the 1,392 arts practitioners supported in Arts for All Seasons (ArtsFAS), an initiative by Yayasan Hasanah

Lesson Seven: Storytelling & Communicating Impact

Communicating impact is the **biggest challenge** for astute and commercially-trained stakeholders. Figure this out early.

Rule-of-thumb: Always share stories to attract and resonate with different audiences, conveying both qualitative and quantitative results.



Norfazilatun Mohd Zin
Animal Welfare Enthusiast & Rescuer
Ipoh, Perak

Part of the key committee at the Pusat Perlindungan Haiwan Jalanan (Noah's Ark Ipoh), supported by Yayasan Hasanah

Lesson Eight: Partnership & Collaboration

Let go of egos and logos. At times, getting stuck with who gets the credit jeopardises an otherwise fantastic and high-impact collaboration. Be mindful and sensitive to this. We must give credit where credit is due; and always be conscious of the objectives of others, not just that of our own.

Cikgu Zulkarnain Omar
Special Education Needs Teacher
SMK Batu Muda, Kuala Lumpur

Hasanah
The Hasanah Report 2021
Strength in Adversity



Each year, the Secondary School Alternative Assessment (PASM) benefits more than 30,000 special education needs students in Malaysia. PASM is a collaborative project by KNK Total Assessment, Yayasan Hasanah and Ministry of Education

Lesson Nine: Be aware (and beware!) of scope creep

Even with the best intentions, you cannot boil the entire ocean. Be prudent of not falling into the trap of trying to raise the tide for all boats. It is **crucial to set boundaries** and be wary of unproductive "scope creeps". Be clear of who you are and your mandate.



Tommy Chin Hong Wei
Teacher & Musician in Chinese Traditional Instruments
Kuala Lumpur

Among the artists supported in "Cultural Frontliners" musical initiative at Covid-19 vaccination centres; powered by Yayasan Hasanah

Lesson Ten: It is a journey of constant learning and improvement

You stand on the shoulders of those before you, and you have been passed the baton to **be stronger and do better**.

Build a national institution that is focused on nation-building, for the advancement of our society and environment – a legacy that contributes to generations to come. Remain apolitical.



**Mr. Hayari and family
Beserah, Kuantan, Pahang**

Among the 300 families assisted in the post-flood relief program by HARAP Kuantan, supported by Yayasan Hasanah