



Palmera.

2021 Annual Report



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Rewiring systems so no one is left behind

Everyday families fall through the cracks - because of a multitude of intersecting vulnerabilities, they are unable to overcome the barriers that exclude them from economic engagement.

2021 has been a particularly tough year, with COVID disruptions intensifying the daily struggles of so many vulnerable families across our programs.

But with struggle comes the opportunity to learn new ways of working, to lean on local partnerships that have been built over years, to experience how long term investment into families makes the whole community stronger and how rewiring systems can help families stand on their own two feet.

Our model of investing in our local partners means that we can live and work in the communities, stand shoulder to shoulder with the families and adapt our programming to meet challenges head on. This is how we work with the community to create sustained change and ensure no one is left behind.

A blue ink signature of Abarna Suthanthiraraj, consisting of stylized, flowing letters.

Abarna Suthanthiraraj
CEO

A black ink signature of Tamara Pararajasingham, featuring a large, bold initial 'P' followed by the name.

Tamara Pararajasingham
CHAIRPERSON

Our Mission

Today, over 50 million people across South East Asia are economically disadvantaged, struggling to meet their basic needs.

Palmera is a not for profit organisation that supports families who have been left behind so that they can earn a living income.

We achieve this by supporting and investing in evidence-based approaches that transform market systems, reduce vulnerability and accelerate pathways to a living income.

When this is achieved, the economic well-being of families is improved, which changes everything.



HOW WE WORK: SRI LANKA

As part of a global movement to ensure no one is left behind, we support localised models to propel the greatest change.

Palmera adopts an approach that starts and ends with the community. Over the years we have refined an evidence-based model that builds on local knowledge and experience, ensuring that local problems are solved by those within the community.

We are tearing up the old playbook of top down, blanket solutions imposed by western development models. Rather, we are developing new ways of working that supports locally led solutions.

Our team comes from the community, with many of our staff members having experienced the devastation of the civil war and its ongoing economic and social affects.

They understand the politics, the language and the culture. During COVID, this approach enabled the team to adapt quickly in an ever changing world and ensure families maintained their livelihoods and continued to prosper.

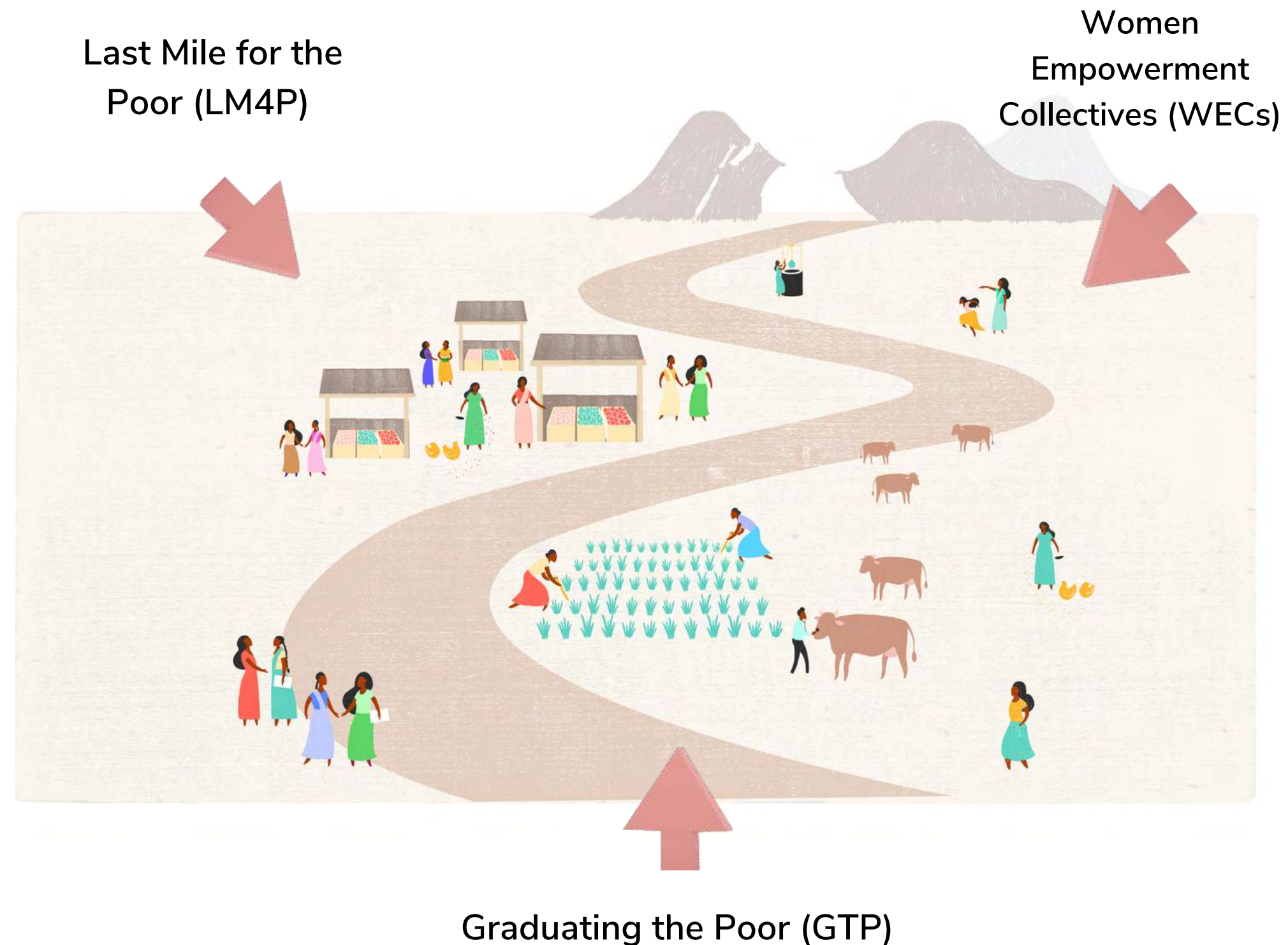


Village2Markets - Our Core model

We have an ambitious model called Village2Markets, that brings together three different approaches.

- **Last Mile for the Poor (LM4P)**, an inclusive market systems approach. This approach identifies profitable sectors and identifies the market and non market barriers that prevents vulnerable families from engaging in these sectors. It fosters stronger local ecosystems for profitable sectors in last mile areas and allows larger number of families to engage to improve their economic well being.
- **Graduating the Poor (GTP)**, a multifaceted set of interventions designed to address the complex nature of extreme poverty. This approach is focused on people who are food insecure struggling to meet their most basic needs.
- **Women Empowerment Collectives (WEC)**, institutions that build women's human, financial, and social capital through financial services programming that enables pooling of savings and risk, in combination with additional training and skills development, especially in addressing gender based barriers for economic and social well being.

When these approaches are implemented together in marginalised locations, we can ensure that no one is left out and every vulnerable family is uplifted to earn a living income. This holistic approach achieves the graduation of the vulnerable by connecting them to markets, strengthening social capital and empowering women.



Working with marginalised communities

Palmera is committed to ensuring no one is left out.

Outside of our focused geographical areas, where we implement our Village2Markets model, there are vulnerable communities who require tailored support in order to access a living income and overcome the barriers they face to economic inclusion and empowerment.

Palmera continues to identify these target groups to identify, incubate, implement and where feasible, support the scale of models that work.

In 2021, Palmera worked with families with high disability (Spinal Chord Injury) and Female sex workers. These vulnerable communities are left out from being afforded the opportunity to decent work.

Palmera identified groups of expertise, engaged local civil societies and ensured the deep participation of impacted communities and reflected on past lessons to design and launch targeted programmes. COVID curfews created significant impact on the programme's ability to ensure deep collaboration, however these programmes will continue into 2022 to ensure success and sustainability.





Against all odds

Our Impact in 2021

15,000

People Reached in 2021

54

Villages across Sri Lanka

\$1.5M

Raised

Our Programmes in 2021



Village2Market Programmes - Targeting Vulnerable Families in Excluded Area

Programme Name	Location	Reach across the life of the programme
Village2Markets Pilot (2015 - Dec 2021)	Northern Province - Puthukkudiyiruppu (Mullathivu), Mannar, Vavuniya Uva Province - Wellawaye (Monaragala) North Central Province - Madirigiriya (Polonnaruwa)	8,000 people
Village2Markets Sundandarapuram (2016 - Mar 2022)	Northern Province - Puthukkudiyiruppu (Mullathivu)	4,000 people
Village2Markets GROW (2019 - 2024)	Northern Province - Puthukkudiyiruppu (Mullathivu), Poonagery (Killinochi), Periyakulam (Killinochi), Eastern Province - Vavuntheevu (Batticola) Central Province - Dehigama (Dehigama),	28,000 people

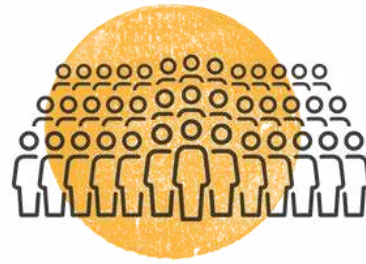
Other Programmes - Targeting Vulnerable Families

Programme Name	Location	Reach
Financial Fund for Disability (2020 - 2022)	Killinochi	1000 people
Water for Food Insecure (2020 - 2022)	Batticola	500 people
Transitioning Sex Workers to Decent Work (2022 - 2024)	Across the country	250 people

More on our Impact:

Our Work in 2021

Village2Market s Programmes



Engaged 3,756 women through Women Empowerment Collectives



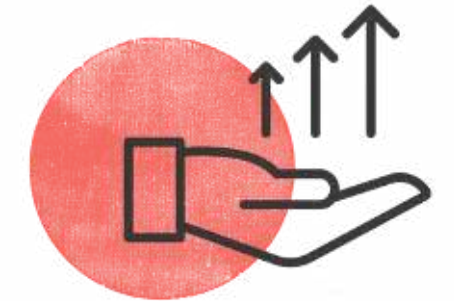
Supported 10.2 million LKR (\$72,857 AUD) in savings by women members



Facilitated 110% increase in production across profitable sectors through introduction of new technologies and practices



Strengthened 15 market actors across the villages to better serve farmers



Increased price on average by 120%

Other programmes / Initiatives



Provided critical relief to 4,500 people during COVID curfews



Supported 800 families to establish home gardens to ensure long term food security through COVID curfews



250 persons with a severe disability accessed loan from revolving fund established with Disability Organisation



Engaged and worked with 55 civil society organisations, designing, implementing and monitoring our local programmes



Hired 100% local team and maintained a 90% hire of women

SPOTLIGHT:

Link between Economic Exclusion and Violence against Women

Violence against women is one of the key inhibitors of women's effective inclusion in economic activities. Palmera's assessment prior to commencing the Village to Market (V2M) program revealed that 48% of women in its program locations, reported that they themselves or other women in their communities had experienced domestic violence. Alcohol consumption by men in the community was also high at 76%.

Since then we have worked with the Centre for Women's Research (CENWOR) to understand this intersection, and developed specific interventions such as; creating 'safe spaces' for women affected by violence, supporting village based committees linked to victim assistance services and running sessions to increase awareness on family and domestic violence.

Supporting women towards economic inclusion involves addressing both market and non-market barriers. This involves addressing factors that reduce women's access to financial capital as well as harmful norms that perpetuates violence and limits women's economic participation. Through this approach the V2M program has demonstrated significant impact, with:

- Average monthly income earned by the household increasing by 111%
- Decrease in the % of women experiencing family and domestic violence from 48% to 21%
- Decrease in the usage of alcohol from 76% to 15%

“Now most of the women in our area are no longer experiencing domestic violence - we now have the capacity to contribute towards addressing family needs, it enhanced our confidence and influenced men to understand our values and start supporting us”



SPOTLIGHT:

Link between Economic Exclusion and Education

Meet Vaishnavi

When we met her family over 2 years ago, they had aspirations that their daughter would study and go to university one day, but life was a daily struggle and just making ends meet took up all their energy.

Vaishnavi did not even think about university, a goal too far away and expensive to imagine, but now this has become a reality. Both her parents joined the Village to Markets program in 2020. Her parents are now able to cultivate their local land and no longer need to leave their home in search of daily work. Her mother shares "there is not just more money for us to educate our children, we have more time to focus on them and less worry about getting through the day".

Vaishnavi finished her exams and was one of the 2% of students in Sri Lanka admitted into University. She will not need to rely on a welfare program to support her through university, her family now have savings and a steady income to support her. They share, "we did not think this would be possible, 2 years ago we had overgrown land, now we cultivate over 5 acres and this has changed how we can support our children for their future".



Partner Spotlight

Palmera works with local partners to deliver the work that we do on the ground. With unique collaborative relationships, we work with many local agencies and civil society partners to deliver our work. One of our key partners is the Sri Lanka Centre for Development Facilitation (SLCDF). In 2021, SLCDF had a team of over 60 people working in Palmera funded programs, all were local hires with over 90% female representation. We have been deeply inspired by their depth of knowledge and experience and continue to collaboratively design, develop and implement our programs.



We work with agility and are continually learning from what we do and what others around us are doing to strengthen our impact in communities

Local Teams

COVID significantly impacted our ability to travel and put a spotlight on the need for local teams. Palmera has been committed to hiring local teams and it was this strategy that proved to be critical for us to continue much of our work through this period.

Understanding limitations of capacitation

Palmera has a focus on local capacitation, but as our programmes become more complex we are better understanding when we need to engage expertise to work closely with programmes and partners.

Long Term Donors

Palmera's investment in long term donors, rather than one off events was critical over these past two years. Having made this move a few years early, we were able to increase our revenue despite the challenges of curfews and meeting in groups.

Data Collection

Palmera is focused on data collection to understand our impact, however in 2021 we understood the challenges of ensuring quality data in the field given the low digital literacy in our team. We increased our training, added expert support and improved our collection platforms.

Remaining Agile

2021 was a year of many changes, with the impact of COVID and the start of an economic crisis, we had to replan our work on a regular basis. It highlighted the need for agile processes and ways of working to ensure everyone could understand the changes and respond efficiently.

In House Expertise

Palmera is increasingly understanding the need to develop and sustain in house expertise - whether it be in our impact data system or in technical programming. We have started to move from consulting support to increasing long term employees, contractors and outsourcers.

Lessons learnt in 2021

We have diversified fundraising streams to support our work.

The Village

The Village are a passionate and determined group of monthly givers. Not only did existing members stick by us throughout the year increasing average gifts by 15%.

Do it yourself fundraisers

Despite the long curfews, in 2021, supporters remembered loved ones, celebrated birthdays and ran marathons in the name of helping those in need. We launched an updated crowdfunding platform on our website that made it even easier for event organisers to share events and raise much needed funds.

High Net Givers & Foundations

Our donors who support us with regular donations of \$5K and above and without whom we could not invest in visionary and long term commitments.

Fund a Family Givers

In 2021 we launched a way for our donors to give directly to individual families through a project crowdfunding portal. It was a way for donors to connect with our individual families as we continue to grow our work.

Australian Government

We are one of a handful of international agencies that are accredited with the Australian Government and receive ongoing funding to understand our holistic work.

Brand Partners

This is a new area that we are hoping to grow - working with incredibly generous and creative organizations that choose to support our work through their businesses.

Unstoppable Supporters

Home Base

Palmera's head office is in Sydney and this is where all the fundraising and support operations happen. To keep our admin costs low, we leverage volunteers who support us on everything from video creation, editing, website development and data management! We could not deliver high quality programing without them!



Volunteer Hours

5,200

Costs saved through
volunteer support

\$650k

Virtual Meetings conducted

Hundreds!

Key Staff.

We have a lean staffing operation, leaning on local partners and local teams which is key to our localised approach.



ABARNA
SUTHANTHIRARAJ
CEO & Founding
Director



ABHIJIT
PATHAK
Impact Manager



SHAMINIE
CHANDRAHASAN
Donor Engagemnt
Manager



RUDRAN
SANMUGANATHAN
Finance Manager



SARAVANAN
KANESHALINGAM
Impact Data Officer



NISHAN
JEBANASAM
IT/Website Manager



LEONARD
JOHNSON
Technical Lead



DANTON
ANDRADO
Senior Programme
Manager

Volunteer Spotlight



NIVEDHA THIRU

Niv has been volunteering with Palmera for over a decade. A human rights lawyer based in Geneva, she volunteers with us to support that we have strong Development policies and the systems/tools to implement them.

Board.

Our volunteer board brings Wisdom, Work and Wealth to what we do and we couldn't achieve our goals without them.



TAMARA
PARARAJASINGHAM
Head of Social Impact at
Uniting



ABARNA
SUTHANTHIRARAJ
CEO & Founding
Director



SHANE
NICHOLS
Executive Director at
Good Return



PRAVEENA
KARUNAKARAN
Head of Compliance at Snowy
Hydro Limited.



MEGAN
DONNELLEY
Director of Product Management
and Design in the Innovation and
Ventures team



RICK
MILLEN
Retired partner of PWC



RAM
KANGATHARAN
Managing Director and Chief
Executive Officer of the Auto &
General Group

Financials.

This is a snap shot of our financials in 2021. For our full financials please see link below
www.palmera.org/reports-and-policies

Raised and Invested

\$1.5M for Economic Inclusion.

This year we continued to develop our approaches, our models and our adaptative way of working to ensure every dollar raised is used in the most effective way.

Fundraising costs

Our fundraising ratio was 3%.

We leveraged techhnology, digital engagement and other cost saving strategies to share deeply with our donors, without the costs. It is part of our commitment to transparency while ensuring your support reaches those in need.

Admin Costs

Our admin ratio was 3%.

We spend a lot of time ensuring that we look as professional we do without the cost - it means working on weekends, leveraging volunteers and usually working twice as hard but we know our donors want as much funds to go to the field.

ACFID Code compliant
financial statements
for the year ended
31 December 2021.

This summary financial report is
in accordance with the
requirements set out in the
ACFID Code of Conduct (Code).

The report has been derived
from and is consistent with the
financial statements for the full
financial year ended 31
December 2021.

For further information on the
Code please refer to the ACFID
website www.acfid.asn.au A
copy of the full financial
statements for the year ended
31 December 2021 is available
upon request emailing
hello@palmera.org.

Statement of profit or loss and other comprehensive income for the year ended 31 December 2021

	2021 \$	2020 \$
REVENUE		
Donations and Gifts		
Monetary	1,215,994	953,825
Non-Monetary	59,079	
Grants – Department of Foreign Affairs	210,001	92,820
Other Income	40,301	63,187
TOTAL REVENUE	1,525,375	1,109,832
EXPENDITURE		
Click to add text International Aid & Development Program Expenditure		
Funds to International Projects	1,369,939	910,681
Research Costs	-	642
Program Support Costs	169,420	77,173
Fundraising Costs	46,160	51,868
Accountability & Administration Costs	50,161	31,665
TOTAL EXPENDITURE	1,635,680	1,072,029
EXCESS OF REVENUE OVER EXPENDITURE	(110,305)	37,803
Other comprehensive income	-	-
Net surplus attributable to members of the entity	(110,305)	37,803
Total comprehensive income attributable to members of the entity	(110,305)	37,803

Statement of financial position as at 31 December 2021

	2021 \$	2020 \$
ASSETS		
Cash and cash equivalents	1,369,690	1,526,180
Trade and other receivables	-	6,226
Total Current Assets	1,369,690	1,532,406
TOTAL ASSETS	1,369,690	1,532,406
LIABILITIES		
Trade and other liabilities	91,189	143,600
Total Current Liabilities	91,189	143,600
TOTAL LIABILITIES	91,189	143,600
Net Assets	1,278,501	1,388,806
EQUITY		
Retained surplus	1,278,501	1,388,806
TOTAL EQUITY	1,278,501	1,388,806

Statement of changes in equity for the year ended 31 December 2021

	Retained Surplus	Total
BALANCE AT 1 JANUARY 2020	1,351,003	1,351,003
Comprehensive income		
Surplus for the year	37,803	37,803
Other comprehensive income for the year	-	-
BALANCE AT 31 DECEMBER 2020	1,388,806	1,388,806
BALANCE AT 1 JANUARY 2021	1,388,806	1,388,806
Comprehensive income		
Deficit for the year	(110,305)	(110,305)
Other comprehensive income for the year	-	-
BALANCE AT 31 DECEMBER 2021	1,278,501	1,004,927

DIRECTOR'S DECLARATION.

In accordance with a resolution of the directors of Palmera Projects ,
the directors declare that:

1. The ACFID Code Compliant financial statements are consistent with the statutory audited financial statements of Palmera Projects for the year ended 31 December 2021.
2. The full financial statements and notes (a) comply with the Australian Accounting Standards and the Australian Charities for Not for Profits Commission Act 2021 (b) give a true and fair view of the financial position of the company as at 31 December 2021 and of its performance for the year ended on that date.
3. In the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as when they become due and payable.

**This declaration is made in accordance with a resolution
of the Board of Directors.**



Tamara Pararajasingham
Chair — Director



Abarna Suthanthiraraj
Director

Report on the ACFID Code Compliant Financial Statements

The accompanying ACFID code compliant financial statements of Palmera Projects, comprising the Statement Of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Table of Cash Movements for Designated Purposes for the year ended 31 December 2021, and abbreviated explanatory notes, are derived from the statutory audited full financial report of Palmera Projects for the year ended 31 December 2021. We have expressed a qualified opinion on those statutory audited financial statements on our report dated 29 March 2022.

The ACFID code compliant financial statements do not contain all the disclosures required by applicable Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Act 2012. Reading the summary financial statements is not a substitute for reading the full audited financial report for Palmera Projects

Responsibility for the ACFID code compliant financial statements

The directors of Palmera Projects are responsible for the preparation and presentation of the ACFID code compliant financial statements, and the basis of preparation is appropriate for the purpose in which they have been prepared in accordance with the Australian Council For International Development (ACFID) Code of Conduct.

Auditor's responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 Engagements to report on Summary Financial Statements.

Auditor's Opinion

In our opinion, the ACFID code compliant financial statements derived from the full audited financial report of Palmera Projects are consistent, in all material respects, with the audited financial statements from which it was derived. However, ACFID code compliant financial statements should be read in conjunction with our audit report on the full statutory financial reports which contain a qualified audit opinion.



Steven Zabeti

Partner — Felsers, Chartered Accountants

Our Environmental Footprint.

In our direct operations, Palmera has a very minimal footprint. However, in everyway we can we continue to identify ways to reduce our footprint further and positively contribute to environmental sustainability. The communities we work with are subject to the impact of climate change and through our work, we seek to ensure that they have the tools to best adapt to these changes.

Reduce

Some ways in which we reduce our footprint include:

- Reduce vehicle travel by using public transport as much as possible, including our donor trips
- Stay in village based offices rather than hotels during field visits where possible
- We are largely paperless, leveraging technology

Reuse

Where possible we reuse this includes:

- Laptops and tablets - we partner with charities who provide us with second hand devices
- Motorbikes and bicycles - where possible we seek to identify programmes disposing of assets rather than making any new purchases.

Environmental Assessments

Each of our programmes undertakes an environmental assessment to ensure that our work does not create any adverse impacts to the environment. Our core work is also focused on supporting farmers to adapt to changing impacts of the climate, this includes the introductions of new technologies and practices like waste water management.

And so we press on

Until everyone has access to a living income.

Seven years ago when we transitioned from a volunteer-based group, we set out with a goal that no-one who was impacted by war and disaster in Sri Lanka would be left behind.

We made a commitment, and year after year, we have powered through highs, lows, and learning curves. Through the global disruptions in 2020 and 2021, we learned our most valuable lesson yet: nothing can stop us. Not even a pandemic.

And it's all thanks to the incredible community of donors who never left our side. We could not have weathered the year without you.



www.palmera.org



ACFID
MEMBER

Palmera is accredited by the Department of Foreign Affairs & Trade, the Australian Government agency responsible for managing Australia's overseas aid program. Palmera is a signatory to the Australian Council for International Development (ACFID) Code of Conduct - a voluntary, self-regulatory sector code of good practice. As a signatory we are committed and fully adhere to the Code, and carry out our work with transparency, accountability and integrity. For further information about the Code, please see www.acfid.com.au here you will also find information about how to make a complaint in relation to any breach of the Code. We welcome any feedback on this report, our operation and our conduct. Please write to the following address: Company Secretary, Palmera Projects, 57 Chalmers Road, Strathfield NSW 2135, Australia