



ANNUAL REPORT

2021-2022

CONTENTS

- OUR VISION AND MISSION
- BOARD OF DIRECTORS
- EXECUTIVE MANAGEMENT TEAM
- MESSAGE FROM CEO
- OUR WORK
- AUDIT REPORT



VISION

**A world where growth is inclusive and
diversity is celebrated**

MISSION

**Chrysalis transforms communities
and institutions to embrace diversity
and catalyze inclusive growth
for women and youth**

THE BOARD OF DIRECTORS



**Nelun
Gunasekera**
Board Chairperson



**Vidusha
Nathavitharana**
Hi5 Consultancy



**Audrey
Fernando**
Human Resources
Action Contre la Faim



Tim Bishop
International
Development and
Partnership Consultant



Tamara Bernard
Assistant General
Manager, Corporate
Banking at Commercial
Bank of Ceylon PLC.



Anan Kittaneh
Sr. Director Strategy
& Planning at CARE
USA Globally.

EXECUTIVE MANAGEMENT TEAM



Ashika Gunasena

CEO



Kushala Cooray

Head of Operations



Tharanga Silva

Head of Finance



Ahamed Rislán

Head of
Development Services



Vindhya Fernando

Head of
Advisory Services

Message from the CEO

While we had the ambition to succeed, we perhaps did not expect to be where we are today – a credible, valued, impactful, and financially viable local organization that is making a significant contribution to Sri Lanka’s inclusive growth. It is no wonder Nelson Mandela’s wise words "it all seems impossible till it’s done" continue to resonate! The relevance of our work with women and youth across the country continues to grow amidst the socio-economic and political crisis and people’s desire to build a better country.

Our work to build inclusive economic models, to engage women and youth as critical voices in the process of recovery, development, and growth of the country, to prevent gender-based violence, as well as our work to embrace diversity and build resilience are critical to addressing the current and future challenges in Sri Lanka. The most important factor that enabled our success is our TEAM, based across the country. Our diverse backgrounds, expertise, experience, leadership, and courage, are the envy of others in the sector. We continue to challenge ourselves and Chrysalis to be the best. I am privileged to be part of this great team – I can sleep well at night knowing we are in safe hands, and we are constantly looking to innovate and define the future. Sri Lanka is experiencing an unprecedented crisis. It is impacting all of us, especially those already vulnerable and marginalized. We as an organization too, are caught up in the storm. The only way to survive is to remain hopeful, thoughtful, and smart and never lose sight of our desire to create an inclusive and prosperous country.

Ashika Gunasena



OUR WORK

Emergency Response

Chrysalis provided emergency response to the COVID19 epidemic reaching the most vulnerable and marginalized communities. Chrysalis is committed to building resilient communities in the face of complex crises and emergencies. Our response upholds Chrysalis' commitment to women and youth and contributes to gender equality and women's empowerment. Our emergency programming covers the Northern, Eastern, Central, and Uva provinces, urban Colombo in the Western province and eight tea plantations.

Key results

- Distribution of Personal Protective Equipment (PPE).
- Installation of mobile hand washing stations.
- COVID-19 awareness and prevention health materials.
- Awareness raising for frontline officials.
- Donation of a High Flow Nasal Oxygen Machine to the Ministry of Health.
- A virtual awareness programme on the value and benefits of COVID19 certification for approximately 750 MSMEs restarting their businesses post pandemic, regarding the value and benefits of COVID-19 certification.
- Leaflets printed and distributed to pregnant mothers in the Uva province on protecting themselves and their babies from COVID19.
- Virtual awareness session on preventive measures and best practices for a COVID safe lifestyle in collaboration with the Health Education Officer in Mullaitivu, focusing on prevention measures and best practices for a COVID-safe lifestyle



Empowering Sri Lanka's tea plantation communities

The project began in May 2017 to improve the relationship between estate management and estate communities. The project was implemented by Chrysalis in partnership with CARE UK and funded by Twinings Tea. Collaboration between the tea companies and estate communities was strengthened to ensure a viable tea business with a content workforce enjoying improved social welfare and well-being.

We created the Community Development Forum (CDF) to achieve this objective. The CDF is an all-inclusive collective decision-making forum of stakeholders, including workers, non-workers, youth, women, estate management, estate staff, trade unions, governmental, non – governmental, and private organizations that addresses issues connected to the wellbeing of the community and the estate's productivity. The programme is being implemented in eight estates: Bogawana, Lethenty, Strathspey, Balmoral, Nyabedda, Dambetenna, Aislaby and Uva Highlands in the Badulla and Nuwara Eliya districts.

"I appreciate the timely involvement of Chrysalis to distribute PPE kits to frontline workers like us also invited me to do an awareness session for the estate management, staff of Aislaby estate as well as the community representatives. The estate community have become more vulnerable than earlier, specially the third wave of the Corona outbreak. It is absolutely imperative that this community needs to be educated constantly on the importance of being safe from this hazard. Since they live in line houses which are located very close by, and if the virus spread in one place, the whole estate is in danger. This will impact on the estate productivity as well as the everyday lives of the estate community."

*Dr. J.P.D. Jayasinghe
MOH Office - Bandarawela*

Key results

- Capacity of 322 CDF members built on; leadership and team building; communication; gender; participatory monitoring and evaluation; and financial management and record keeping.
- Capacity of 75 estate management and staff built on time and stress management and through outward bound training.
- 712 PPE kits were distributed to frontline workers and CDF members on all eight estates and 12 hand washing stations were installed.
- New CDF office opened on Aislaby estate CDF office at Uva Highlands estate upgraded.
- 113 estate members received community loans worth LKR 1,440,000.00.
- Construction of seven Child Development Centres repaired, a bus halt, and washrooms benefitting a total of 1,691.
- Service linkages made with the Government, private and other organizations.
- 1,750 women leaders participated in 37 Women's Day celebrations.
- 84 youth members trained on leadership and team building, communication, and gender to be agents of change on the estates.

The Right to Language: Effective implementation of the National Language Policy to enable bilingual service provision.

The 'Right to Language' project, funded by the National Language Equality Advancement Project (NLEAP), promotes the language rights of citizens living and working on the tea plantations, especially women and youth, in the district of Nuwara Eliya and covers the local authorities of Ambagamuwa, Kotmale, and Walapane.

Language is a major issue for estate residents attempting to access the services of the Pradeshiya Sabhas (PS) and Divisional Secretariats (DS). Estate residents are not comfortable visiting government offices on their own, which adversely affects women in the sector. The ability to speak Sinhala is a major boost to their confidence and allows them to communicate with officials independently.

The project outcomes align directly with the first core objective of the National Language Fund (NLF) to support and strengthen the Official Language Policy (OLP) implementation with the Ministry of Public Services, Provincial Councils (PC), local government, and affiliated institutions. The project contributes to increasing the capacity of local civil society organizations to ensure entitlement of language rights and contribute towards national integration and reconciliation.

Key Results

- 48-hour language course held over eight days for children at six locations on the plantations. Classes were held both physically and virtually due to COVID19 restrictions and participants were awarded a certificate of completion.
- Two-day training programme for Praja Mandalas (PM) and Community Development Forums (CDF) to develop advocacy proposals and action plans. Advocacy proposals were developed by using the concept of design thinking and completed in both the Sinhala and Tamil languages.
- 25 forum theater shows were performed on six of the estates to create awareness on language rights.



Chrysalis provides technical support to Malawi Community Development Forum project.

Chrysalis was invited by Twinings Tea to introduce the CDF model to two tea estates in Malawi, following the impressive impact seen in Sri Lanka and Assam, India. The expertise and technical support provided resulted in a three year project running from October 2019 to September 2021 on the Sayama and Minimini estates in Malawi's Mulanje district.

Chrysalis coordinated with CARE UK and CARE Malawi to develop the project proposal and provided online assistance in designing and implementing the estate development plans. We also gave the Malawi project team continuous support in addressing and resolving issues pertinent to their specific context.

Key results

- Supporting the development and implementation of the three year project in Malawi.
- Providing technical inputs for CARE Malawi's rapid impact assessment.
- Successfully negotiating a seven month cost free extension to complete activities delayed by COVID19.
- Sharing and adapting the CDF sustainability plan and performance assessment tools for Malawi context.
- Providing inputs and finalizing the Terms of Reference (TOR) for the project's final evaluation survey.

'Community Development Forum (CDF), is a people's forum molded on the principles of "Empowering the Poor". This unique design, experimented and implemented in Sri Lanka, was introduced to Malawi tea gardens in 2018 aiming at catalyzing a tea estate community empowerment process.

The capacity of CDF members is strongly built, giving them training on diverse skills that are needed to lead development priorities. CDF meets regularly to collectively decide, plan and implement estate /village level development priorities by the CDF members themselves. CDF, therefore, has earned a name and fame as a place for all to make transparent decisions that are implemented collectively.'

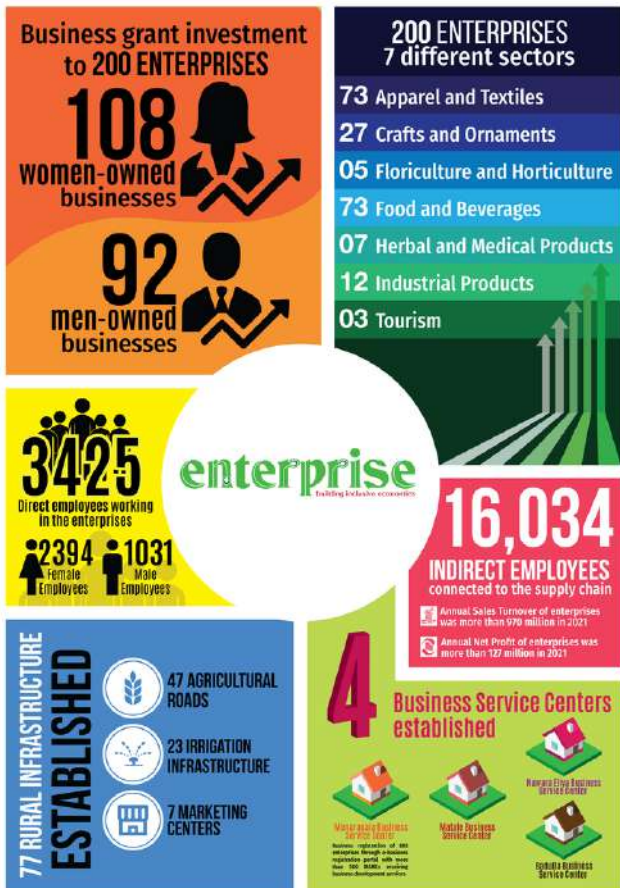
Jane Simwaka
CDF Project Manager
CARE international Malawi

Enterprise

The EU funded ENTERPRISE programme, implemented by Chrysalis and the British Council in Sri Lanka in partnership with CARE Deutschland-Luxemburg (CARE DL), provided an enabling environment for women and youth to create and participate in Micro, Small, and Medium Enterprises (MSMEs). The programme targeted the Uva and Central Provinces using inclusive business models to celebrate the diverse perspectives and experiences of those involved while ensuring profitability and supporting the growth of local economies. ENTERPRISE incubated enterprises and sought to amplify the voices of women and youth in economic decisions, as well as their influence over the Small and Medium Enterprise (SME) policies that impact them.

Key results

- 200 establishments led by women and youth contributed to a 25% increase in productive assets purchasing assets worth LKR 172.34 million with business grant investments.
- Formal financial services improved with investment from communities, state and private institutions 29% higher than at the start of the project.
- 62 enterprises received loans after grant investment and 43 before.
- 50 selected MSMEs received support on awareness, funding, networking and market access under the green business initiative. 47 of these received funding under the green enterprise fund.
- 39 MSMEs encouraged to contribute to the Employees Provident Fund (EPF) in awareness programmes.



Women Empowerment: Action, Voice, Enterprise (WEAVE)

Phase III of WEAVE was completed in July 2022. The programme, funded by H&M Foundation, strengthened and scaled-up business approaches that created an enabling environment for female entrepreneurs in the Northern Province with the goal of allowing them to excel in the SME sector and empower women-headed households economically and socially in order to enhance their safety, security and dignity. Phase III of the programme built on the learnings of the previous phases and emphasized advocating for structural change and implementation. This facilitated an enabling business environment for female-led enterprises, the lack of which has been their biggest stumbling block on their path to growth.

Key results

- 34 MSMEs, 73 female entrepreneurs, 38 men, 214 employees, and 45 informal employees linked to the value chains benefited from the programme. Most of the beneficiaries represented women-headed families, many of whom were widows, separated, or whose spouses' whereabouts were not known.
- Women Entrepreneurs Save, or WE Save, provided women with access to loans up to LKR 200,000 at low interest rates. The system was built with the Pasuntharakai Entrepreneurs Thrift Credit Cooperative Society ensuring sustainable operations.
- The Business Service Centre (BSC) will carry forward the legacy of the programme, continuing to develop the entrepreneurs' resilience by providing regulatory and collective business support services.
- The toolkit application, Biz Res, was introduced to assess the entrepreneurs business resilience.



Promoting women's engagement in social cohesion through solid waste management (SWM)

The SWM project was implemented in five Local Authorities – four in the Puttalam district and one in the Mannar district. The project's overall goal was to empower women through Solid Waste Management (SWM) to build and preserve peace in Sri Lanka. The SWM programme was completed successfully in November 2021 despite the challenges of the COVID19 epidemic. The project established PMs, community-based organizations mandated by local authorities and representing all segments of the community including women, youth, minorities, and displaced people. Activities were conducted through the PMs to both promote the organizations and mobilize community members to take ownership in addressing the issues they faced, including SWM, and finding solutions for them.

The project has changed how communities respond and react to problems with the local authorities, discussing possible issues and solutions and actively participating in these.

Key results

- Four Youth Task Force (YTF) groups established in the Puttalam district to raise awareness and implement initiatives.
- 45 action grants provided at PM level for SWM initiatives.
- Puttalam District Women's Councilors Caucus (DWCC) established.
- Mannar DWCC strengthened.
- Experience sharing exchange program organized between Puttalam and Mannar DWCCs.
- 1,340 households received technical and in-kind assistance to begin greening initiatives.
- Increase in income generation from green initiatives as the community mindset changed to see waste as an income opportunity.
- Leadership of women councilors promoted through SWM initiatives.
- Local authorities' capacity improved in terms of SWM services.
- Drop in SWM issues and waste-related conflicts within the community.



Economic empowerment of traditional ‘Sesath’ craftsmen/ women living in Unaveruwa village, Matale District

The Sesath project was funded by the Direct Aid Program (DAP), a flexible and competitive small grants programme funded by the Australian Government, and managed through the Department of Foreign Affairs and Trade's (DFAT) overseas post.

A Sesatha is a traditional Sinhalese umbrella with a long history of rich traditional and cultural values. The sesatha survives today in a single village, Unaveruwa, in the Matale district, and continues to be the source of its inhabitants' main livelihood despite losing its sociocultural and economic recognition.

Researchers have identified the lack of market opportunity, manpower, resources, peoples' attitudes, and design and technology as the five key factors in the decline of the Sesath craft.

The project provided sustainable livelihoods to these villagers by supporting the development of the industry and introducing sustainable economic development in the form of a social enterprise.



Key results

- 85 enterprises provided with raw material.
- Four trainings conducted by creative designers on value addition for product diversification and complementary production.
- Entrepreneurs trained on soft and demonstrative skills to run the demonstration center.
- Promotional notice boards displayed at key tourist attractions in surrounding towns.
- Publishing of newspaper and web articles featuring Sesath.



Made by Her:

Supporting women-led small businesses to grow, thrive and prosper



*"Grow.
Thrive.
Inspire."*

www.madebyher.lk

VISIT OUR STORE

07, Park Way,
Colombo 05.
077 198 9900

Made by Her, an inclusive e-commerce platform and network of women-led and managed enterprises, was launched in early March 2022. 21 female-led SMEs from the Central, Uva and Northern provinces took part in a physical sale held parallel to the launch in Colombo.

Made by Her is funded by the Canada Fund for Local Initiatives through the High Commission of Canada to Sri Lanka and the Maldives, and is partly funded by the Delegation of the European Union to Sri Lanka and the Maldives and CARE Netherland.

Women entrepreneurs are especially restricted by lack of knowledge, access to resources and networks, and societal norms on their capabilities and roles. The platform was inspired by these challenges and provides coaching and mentoring support on quality, standardization, branding, and knowledge of customer demands. Made by Her will allow women to diversify and revive markets, expand business networks, and show resilience in times of economic crises promoting women's contribution to Sri Lanka's economic growth.

Made by Her provides alternative market access, including digital and offline platforms, enabling national access to markets and business networks. It will ensure that products are market ready and allow female entrepreneurs to connect directly with their customers. The platform will build solidarity and business linkages between the female entrepreneurs and facilitate collective advocacy to address concerns, gender and otherwise, that they face.

The goal of Made by Her is to enable the growth of our MSME partners locally and globally with the ownership of the platform eventually being handed over to them. The women, who already participate in the business related decisions and terms, will thus define the structure and governance of the platform facilitating opportunities and inspiring change.

Chrysalis Advisory Services

Chrysalis leads the Gender Based Violence (GBV) in Development programming for CARE International globally under CARE International's Vision 2030 strategy. Our role involves providing thought leadership, technical expertise, innovation, impact measurement, scaling and learning on GBV across the confederation.

Highlights of the global GBV leadership April 2021 to March 2022

- Establishment of the GBV/ GBViE Community of Practice (October 2021): The inaugural meeting was convened in October 2021 and since January 2022 the Community of Practice (COP) met for learning events at least once a month. The COP has 170 members in 54 countries.
- Learning Agenda for the GBV/ GBViE COP: Learning events measuring social norms change in GBV programming; feminist principles for advocacy where the COP heard from colleagues from Ecuador, South Sudan and Niger; session on measuring impact and outcomes through CARE's global indicators; roll out of the GBViE Guidance Note.
- Global Directory of GBV staff and expertise through the COP: Chrysalis developed a database of COP members covering 19 areas of expertise on GBV programming to enable coordination and connection between global GBV staff. This is the most up-to-date inventory of global GBV staff and is regularly updated based on notifications received through regular email correspondence.
- Facilitated discussion on LGBTIQ dialogue, 'Becoming an Ally' in August 2021. Coordination of 16 Days Activism Campaign through the GBV COP and drafting a message with the global advocacy team for CARE International's CEO.
- Dialogue on Feminist Principles for Advocacy: Chrysalis facilitated a session on feminist principles for advocacy. Feedback from this session is incorporated into the GBV Guidance for development contexts.
- Coordinating and socialising key messages for International Women's Day 2022 from CARE's impact area leadership.
- Contribution to global GBV data validation and sensemaking: Chrysalis supported the global Monitoring Evaluation Accountability and Learning (MEAL) team with the validation of global GBV indicators 3 and 4. 26 projects reviewed for GEQ 3 and 39 projects reviewed for GEQ 4. Chrysalis facilitated a sense-making session for CARE global colleagues in March 2022.
- Development of GBV in Development Guidance Note: Chrysalis began work on guidance for stand alone GBV programming in CARE in March 2022. This note is expected to complement the GBV Integration Toolkit being developed by CARE USA.

Chrysalis


STATEMENT OF FINANCIAL POSITION

As at 31 March 2022

ASSETS	Note	2022 Rs.	2021 Rs.
Non Current Assets			
Plant and Equipments	4	671,187	623,195
Intangible Assets	5	2,628,041	1,924,015
		<u>3,299,228</u>	<u>2,547,210</u>
Current Assets			
Receivables	6	98,469,846	66,505,004
Cash and Bank Balances	7	217,132,845	228,768,931
		<u>315,602,691</u>	<u>295,273,935</u>
Total Assets		<u>318,901,919</u>	<u>297,821,145</u>
EQUITY AND LIABILITIES			
Capital and Reserves			
Restricted Funds	9	102,588,807	148,554,315
Unrestricted Funds		113,790,872	111,430,808
Total Equity		<u>216,379,679</u>	<u>259,985,123</u>
Non-Current Liabilities			
Retirement Benefit Obligations	8	7,876,125	8,008,802
		<u>7,876,125</u>	<u>8,008,802</u>
Current Liabilities			
Payables	10	32,422,171	13,537,377
Bank Overdraft	7	56,610,396	14,524,431
Income Tax Payable	15.2	5,613,548	1,765,412
		<u>94,646,115</u>	<u>29,827,220</u>
Total Equity and Liabilities		<u>318,901,919</u>	<u>297,821,145</u>

These financial statements are in compliance with the requirements of the Companies Act No. 07 of 2007.



 Finance Manager
 

The management is responsible for these financial statements. Signed for and on behalf of the Organisation by;



 Director
 



 Director
 

The accounting policies and notes on pages 07 through 19 form an integral part of the financial statements.



Chrysalis

STATEMENT OF COMPREHENSIVE INCOME

Year ended 31 March 2022

	Note	2022 Rs.	2021 Rs.
Incoming Resources	11	679,784,191	496,084,307
Project Expenditure			
Direct Costs	12	(656,235,875)	(429,187,746)
Net Surplus on Projects Activities		23,548,316	66,896,561
Income from Advisory Services		15,377,517	15,051,605
Direct Expenses from Advisory Services		(8,564,681)	(12,215,297)
Revenue Earned from Other Activities	13	418,328	453,463
Administrative Expenses	14	(29,222,996)	(17,664,099)
Finance Income		7,497,401	8,494,522
Net Surplus/ (Deficit) Before Tax		9,053,886	61,016,755
Income Tax	15	(6,693,822)	(5,610,492)
Net Income /(Deficit) after Income Tax		<u>2,360,064</u>	<u>55,406,263</u>

The accounting policies and notes on pages 07 through 19 form an integral part of the financial statements.



STATEMENT OF CHANGES IN ACCUMULATED FUNDS

Year ended 31 March 2022

	Unrestricted Funds Rs.	Restricted Funds Rs.	Total Rs.
Balance as at 01 April 2020	56,024,545	239,569,624	295,594,169
Total Comprehensive Income for the Year	55,406,263	-	55,406,263
Fund Received During the Year	-	364,540,291	364,540,291
Fund Receivable from Donor	-	37,433,937	37,433,937
Fund Returned to Donor	-	(554,232)	(554,232)
Fund Transferred to Statement of Financial Activities	-	(429,187,742)	(429,187,742)
Management Fee transfer to Unrestricted Income	-	(9,937,416)	(9,937,416)
Transfer to Unrestricted Income	-	(53,310,147)	(53,310,147)
Balance as at 31 March 2021	<u>111,430,808</u>	<u>148,554,315</u>	<u>259,985,124</u>
Total Comprehensive Income for the Year	2,360,064	-	2,360,064
Fund Received During the Year	-	551,548,099	551,548,099
Fund Receivable from Donor	-	80,444,089	80,444,089
Fund Returned to Donor	-	(6,713,513)	(6,713,513)
Fund Transferred to Statement of Financial Activities	-	(656,235,875)	(656,235,875)
Management Fee transfer to Unrestricted Income	-	(13,896,351)	(13,896,351)
Transfer to Unrestricted Income	-	(1,111,958)	(1,111,958)
Balance as at 31 March 2022	<u><u>113,790,872</u></u>	<u><u>102,588,807</u></u>	<u><u>216,379,678</u></u>

The accounting policies and notes on pages 07 through 19 form an integral part of the financial statements.

