

Thank you to everyone whose dedication and generosity helps carry the vision of Symbiosis International forward.

Our Vision is the transformation of the poor and marginalised within their communities in Bangladesh, such that they are freed from exploitation and dependency.

Our Mission is to empower the poor and marginalised in Bangladesh through group formation, education and training, collective savings and peer lending to deliver sustainable development outcomes within community organisations.

Our Values of cultural sensitivity, relationship, accountability, respect, innovation and inclusion underpin our work and drive our people.

Our Priority are people who are illiterate, mainly women in rural areas, disadvantaged groups including ethnic minorities and people with disabilities.

Symbiosis International work aligns with the goals outlined in the United Nations 2030 Agenda for Sustainable Development (SDG).

*all \$ figures are Australian dollars (AUD) throughout the report. BDT or TK. is for taka, the currency of Bangladesh.

*Data throughout this report is collected and analysed by our team to the best of our ability seeking to present the most accurate results. Some discrepancies in reporting from the previous financial year are due to more accurate counts and the reorganisation of groups which occurred at some projects.

Front cover photo: Arobi is secretary of the Noahbiil Self-Help group established through the Dhuboura-Haluaghat Project.

Back cover photo: Asha Prodip is a small Community Based Organisation making significant progress towards independence.

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From the Directors







Lisa West-Newman CEO Symbiosis International



Dr Abdur Rahman Country Director Symbiosis Bangladesh

Committed relationships underlie all our work, from our dedicated Board of decision makers through to the enthusiastic groups of women in savings cooperatives for mutual support and social action.

Committed relationships are not just an end to a means, but an end in themselves. That is, development is more than better economic outcomes.

Development is increased community prosperity in every area of life, including increasing trust and **community cohesion.** Symbiosis aims for holistic development, working to empower people not to take advantage of others, but to work with others for the benefit of all.

In last year's report we wrote about "a significant time of transition". This year has seen greater stability, with the planned sustainability working well. We are very thankful for the great result from the end of financial year appeal, but still need to obtain more funding to continue our work at its present level.

We welcomed three new directors in 2022. We're thankful for the new perspectives and skills each brings as we seek to embed our 2023 - 2025 organisational strategy.

The three primary goals guiding actions under our strategy are:

- 1. Independent community organisations arise from Symbiosis' activities
- 2. Strong relationships with partners
- 3. Build sustainable systems and ways of working

There is much to do but we're confident with this direction and the leadership within the organisation to achieve our objectives.

Working together with the 94 local community based organisations (CBOs) within our network, we have created a pathway towards independence. Their input has been invaluable.

While keen for ongoing partnership with Symbiosis, these CBOs also inspire us with their determination to become self-sustaining organisations impacting their communities for good.

Together we walk forward,

Settlinke disa manahan

The Way we Work



IDENTIFYING THE GREATEST NEED: The members of a community who are most in need are identified with help from local leaders.



AN INVITATION: Those identified are invited to join a group of 20, to meet together to gain a functional education.



Over eight months, members learn basic literacy and numeracy, gain life skills in health and sanitation, and increase their awareness of social issues such as gender equality and the environment, and develop ways they can make a difference.



WEEKLY SAVINGS: As trust develops, members begin to save approximately 20 taka (30 cents) per week together. They continue to meet weekly, growing a savings fund from which they can take loans.



THE PITCH: Members present loan proposals to their groups to start micro-enterprises. Once approved by the group, monthly repayments plus interest are returned to the group savings fund. These increase the group's capacity to fund loans for more start up opportunities.



INCREASING THEIR VOICE: When groups are well established, with each member consistently contributing to the savings and successfully repaying loans, they are invited to join with other groups to form a collective - a representative group in their wider area which is registered with the government as a Community Based Organisation.



COMMUNITY STANDING: Once registered with the government, Community Based Organisations are able to more effectively advocate for the needs in their communities and have increased capacity to invest in larger scale social enterprises.



Beyond the Model

Since the 2023 Change for Good Appeal, we have celebrated graduation ceremonies for five CBOs. This appeal raised funds for investment into CBOs for this current financial year (2023-2024) to "graduate" beyond needing consistent support of Symbiosis.

CBO independence leads to locally led and sustainable development. These graduating CBOs have committed members, inspired and able to support their organisation to grow. We are excited to see where they steer their organisations next for the benefit of their community.

However, other groups and CBOs encounter challenges or envision a different future. In seeking to transition Self-Help groups to become CBOs or graduate CBOs to become independent organisations, we have learnt that some are not ready or not interested to move beyond their status quo - which is fine - it is their group, time, savings and choice.

These findings indicate we need to look at our role when groups want to finish or sustain themselves without evolving to a CBO. A CBO may not be the final and most sustainable outcome for every group.

What does this mean? It means The Way we Work might change. Development is not linear and community groups don't always have consistent and committed membership.

Therefore, The Way we Work can't discount these realities. As we continue to invest in groups ready to walk ahead beyond the model as a CBOs, we are also being challenged by groups who want to operate and work with us towards a different vision of independence.

Highlights 12 Months in Review

In 2022 - 2023 Symbiosis operated 10 projects, across 12 districts and 31 sub districts in Bangladesh. Through these projects over 30 different program activities were delivered, supporting 57,625 people. These activities align with the UN Sustainable Development Goals (SDGs).



Community Development

SDG goal 1: No Poverty

16,691 people are a member of a Self-Help group

There are 94 operational CBOS and 895 Self-Help groups.



Education **W** & Training

SDG Goal 4: **Quality Education**

374 people completed vocational training courses

424 teachers received training on vision screening and identifying eye health issues in students.



Maternal & Child health

SDG goal 5: **Gender Equality**

678 women were supported with Ante or Post Natal care

50 CBOs are registered women's organisations with the government.



ጎ Health & • Wellbeing

SDG goal 3: Good Health and Wellbeing

38,388 engagements with health and wellbeing services including 12,015 school children who had vision screening.



Disability Support

SDG Goal 10: Reduced Inequalities

33 people were supported with allowances, assistive devices, referrals and special care for cerebral palsy.



Water, Sanitation & Hygiene (WASH)

SDG goal 6: Clean Water and Sanitation

160 people received training on simple arsenic testing

104 Safe Water tube well platforms were constructed.





Meet the Noahbiil group

Location: Dhobaura Haluaghat Project

Noahbiil is a Self-Help group formed three years ago following survey work conducted by Symbiosis Bangladesh in their area. They are named after the large 'biil' or lake that runs along their village.

Meeting every Monday morning, Arobi, Asma and Rima (pictured above L to R), were among the twenty women who completed the functional education course together and now make up the group's leadership team - Asma is the president, Arobi is the secretary and Rima is the treasurer.

Asma and Rima are both mothers and have taken loans for cows. While acknowledging the significant benefits of literacy and education, they felt the lessons on hygiene, sanitation and child marriage during their functional education course had the most influence on their lives and families.

"I will not let not let [my] girls get married young, even if someone offered a good price" - Asma

Within the group is also 18 year old, Amina - a year 11 student (and yet to be married). The savings and loans from the group are paying for her schooling as her parents could not afford to send her.

When Project Manager Aziz joined Noahbiil's weekly meeting, the group members were in a deep discussion about caring for their children, specifically keeping their little ones healthy with simple steps like wearing shoes to prevent hookworm.

It's only been a short time, however they are grateful for the support of one another, and the self respect, knowledge and confidence they have gained from coming together to learn and save.



Advancing education beyond the presence of a project

Location: Jamuna River Development Project

Planning for sustainability, we reconised the need to direct our resources towards our core work. So in July 2022, we made the difficult decision to finish funding our early-years education projects.

Among these was the Nishchintapur Symbiosis Primary School, established under the Jamuna River Development Project (JRDP) in 2003 with 60 students in Char Lakshmipur village. The first land was given by Ali Ashraf, the headmaster of the school.

Since then, the primary and pre-school shifted five times within 16 years due to river erosion. However, recent changes in river hydrology have resulted in less flooding and more permanent infrastructure and government investment on the sand-bar island.

In a lengthy consultation process with local community leaders, it was decided that three of the five schools would continue under local leadership.

So in December 2022, Symbiosis Bangladesh handed over the three schools to the local communities, including the Nishchintapur Primary School.

Thank you to the generous donors whose funding supported schools to grow and to be planted within the Jamuna River communities.

At the time of ceasing funding, there were 904 children being supported through either preprimary (30 children) or primary education classes (874 children).



Integrated Community Development approach

Meet Shorburi and Abushok

Location: Dhobaura Haluaghat Project

Shorburi Rangsha is a mother to 11 month old Abushok - he is her fourth child. While the other three children were born at home, Abushok was born in Shorgari hospital - a nearby government hospital - because Shorburi had a fever and could not eat.

During her pregnancy with Abushok, Shorburi attended Symbiosis community health education sessions run by Symbiosis midwife Prapti in her local Self-Help group. From the classes, she learned about health issues during pregnancy such as the dangers of high blood pressure and the importance of regular medical care.

Throughout her pregnancy and since birth, Shorburi had regular check ups with Prapti who checks blood pressure, hemoglobin, urine output, and monitors fetal growth. Shorburi also recently attended training provided by visiting international maternal and child health voluntary professionals. As she already had her baby, the training did not impact her preparedness for her own birth, but she believes it will prove useful in the future.

Shorburi smiles when asked if she plans to have any more children. She is not sure, but she is yet to have a girl which would be a great joy. Girls are highly valued among her people group, the Garo, a matrilineal society where family names and land rights are passed down through females.

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Summary of Project Reach and Core Work

Project Name	Total Engage- ments		Project Core Work		Status		
Symbiosis Composite	6,791	3	Total Self-Help Groups	85	Net Savings Fund	TK. 13,502,654	
Development Project			Total CBOs	9	Net CBO Funds	TK. 4,203,783	
(SCDP)			Total CBOs registered	6			
			Registered in 22-23 FY	3			
Gazipur Integrated	6,963	1	Total Self-Help Groups	60	Net Savings Fund	TK, 8,958,575	
Development Project			Total CBOs	9	Net CBO Funds	TK. 4,546,131	
(GIDP)			Total CBOs registered	3			
			Registered in 22-23 FY	1			
Integrated Community Development Project - Tangail (ICDPT)	14,879	1	Total Self-Help Groups	230	Net Savings Fund	TK. 39,834,098	
			Total CBOs	17	Net CBO Funds	TK. 13,983,596	
			Total CBOs registered	17			
			Registered in 22-23 FY	1			
Jamalpur Sherpur	7,548	2	Total Self-Help Groups	191	Net Savings Fund	TK. 30,074,631	
Development Project			Total CBOs	18	Net CBO Funds	TK. 16,346,780	
(JSDP)			Total CBOs registered	11			
			Registered in 22-23 FY	2			
Jamuna River Sandbar	3,386	2	Total Self-Help Groups	125	Net Savings Fund	TK. 19,280,913	
Development Project			Total CBOs	12	Net CBO Funds	TK. 4,739,295	
(JRDP)			Total CBOs registered	4			
			Registered in 22-23 FY	0			



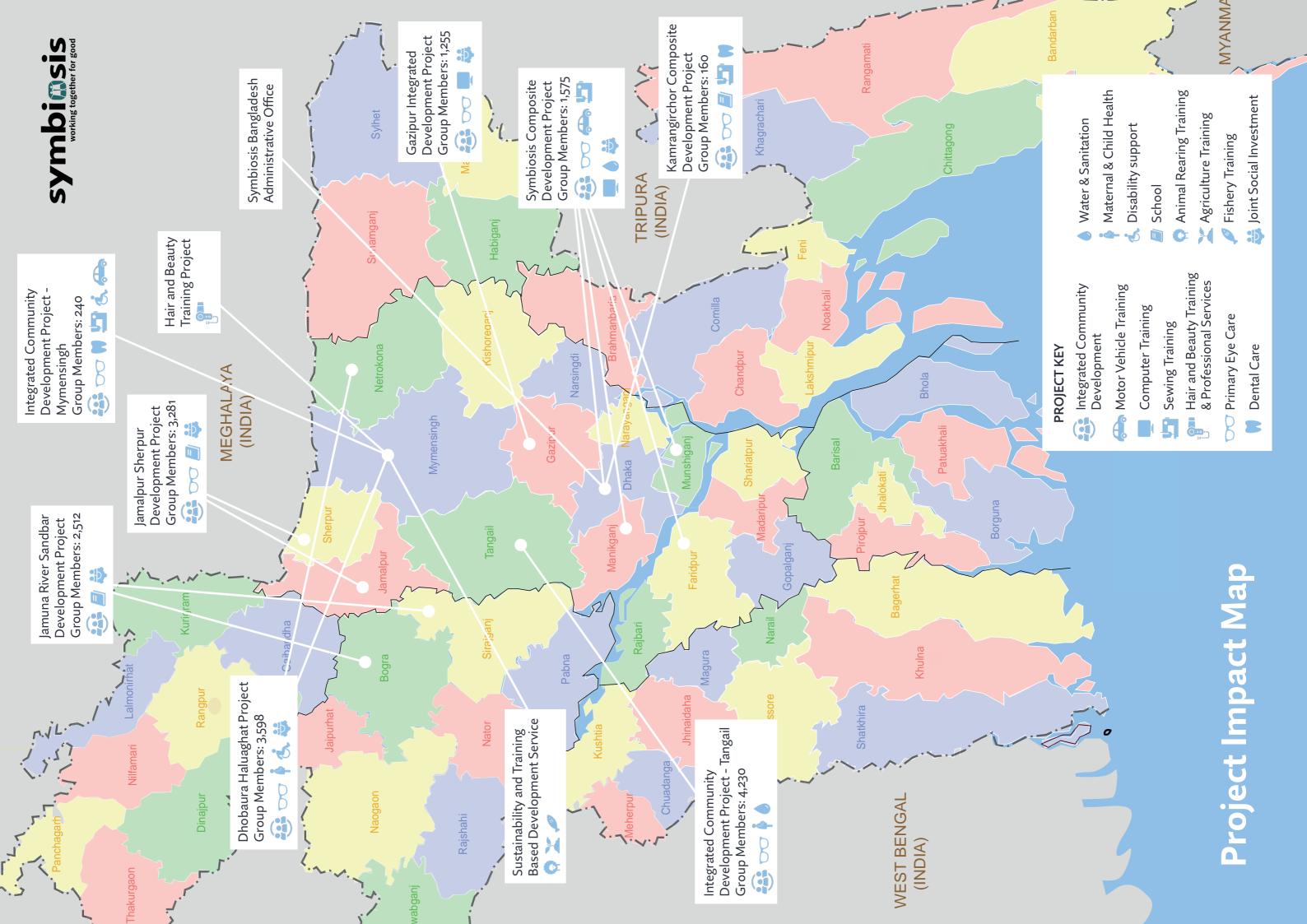
Project Name	Total Engage- ments	Working Districts	Project Core Work		Status		
Dhobaura Haluaghat Project (DHP)	10,500	2	Total Self-Help Groups	192	Net Savings Fund	TK. 16,790,422	
			Total CBOs	23	Net CBO Funds	TK. 3,077,299	
			Total CBOs registered	9			
			Registered in 22-23 FY	0			
Kamrangirchor Composite Development Project (KCDP)		1	Total Self-Help Groups	8	Net Savings Fund	TK. 403,650	
Community Development Project - Mymensingh	3,646 1	1	Total Self-Help Groups	12	Net Savings Fund	TK. 3,472,897	
			Total CBOs	6	Net CBO Funds	TK. 1,884,227	
			Total CBOs registered	0			
(ICDPM)			Registered in 22-23 FY	0			
Sustainability	60	1	Agriculture training		20 trainees in progress		
and Training Based			Animal Rearing training		20 trainees in progress		
Development Service (STDS)			Fish Farming training		20 trainees in progress		
Hair and Beauty		1	Long training course		29 Graduates		
Training Project			Medium training course		10 Graduates		
			Short training course		10 Graduates		
			Graduates employed		34 Employed		
Jennifer Spa Parlour	3,811	1	Palour Visits	3811	N/A		

^{*} Total engagements counts the number of interactions between people and Symbiosis International projects. To note, is that the same person may engage with multiple services or activities offered by a project.

Total Group and CBO metrics were taken at the end of the 2022 - 2023 financial year. The number of graduates and parlour visits are also for the 2022 - 2023 financial year.



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Improving our Impact

In 2022 - 2023, we recommenced our formal evaluation program of our projects - the first time since the COVID-19 pandemic due to its compounding constraints.

While the full report is still being prepared, these are our initial findings for the following projects:

- » Hair and Beauty Training Project
- » Motor Driving Training Project
- » Symbiosis Composite Development Project (SCDP)
- » Integrated Community Development Project- Mymensingh (ICDPM)
- » Jamalpur Sherpur Development Project (JSDP)

What did we do?

Our evaluation team of experienced staff, led by John Davis CPO, conducted:

- » 26 focus group discussions
- » 10 interviews with group members
- » 9 interviews with former group members
- » 8 interviews with trainees or graduates

Other interviews were also conducted as required.

What did we find?

Overall, savings are really important and the main driver for people to join and stay in a Self-Help group. Women particularly, need a place to deposit savings where it is safe from family members so they can use them for medical needs, house repairs, children's education or financing a family member overseas.

They invest savings and loans into small trading businesses, auto rickshaws and other ventures.

Sustainability: Barriers for CBO leaders

Like all volunteers, the leaders of Self-Help groups and CBOs can become fatigued with their responsibilities. Many find themselves time poor and therefore, the level of expectation placed on them to lead and conduct the duties required for a group to function needs to be reasonable. Sometimes, members don't want the burden of responsibility beyond what they already contribute as a member.

Social benefits of Symbiosis groups

This line of inquiry presented mixed findings. Some groups are simply savings focused and function with minimal face to face engagement. Other groups value meeting and talking together and connect over shared lived experiences such as challenges of disability. Members help each other when in need and generally are able to speak to the health and social awareness topics presented by Symbiosis.

More inquiry is needed to ascertain the degree to which they implement or promote the practices to any effect.

What's next?

Further evaluation of our projects and model will continue in the coming years.

Also, a review of the maternal and child health program began in August 2023. This initial assessment involved community and stakeholder meetings regarding the available support and attitudes towards women during the perinatal period.



Symbiotic

Symbiotic is a local Bangladesh company established to enable social enterprise activities alongside the development projects of Symbiosis International.

The focus over the past year was developing opportunities within existing assets like the Friendship Tower, a six-storey commercial space in Mymensingh. During the year, Symbiotic was able to continue to increase activities since the COVID-19 restrictions were reduced in early 2022.

This meant inviting the community back into the tower, encouraging promotion of the space to be used for weddings and business meetings. Good utilisation of each floor has been the focus, alongside improving efficiency of management processes and governance.

The team has also been focusing on how they can strengthen relationships across the NGO sector in the local area, recognising the space has great capacity for multi-use such as for training and events.

Symbiotic has also reflected on the closure of the fish hatchery venture in Joyramkura announced in the 2022 Annual Report.

The following lessons will guide future investment into social enterprise decision-making.

Location

While the land available was right for the hatchery and resulted in production of good quality fingerlings, the project's growth was often hamstrung with the size of the plot and distance from the rest of the market. This exacerbated issues with capital experienced throughout the life of the hatchery.

Seek out partnership

Partnership with other local businesses or business persons would have added to the existing business knowledge within the enterprise, helping to navigate some very contextualised challenges and introduction of new systems presented to locally hired staff.

Thank you again to supporters and volunteers who contributed to the hatchery. We look forward to taking these lessons forward as an organisation and strengthening our existing and future activities.

Photo Above: Mr Juljalale Wale Rahman Sweet, Building Manager of the Symbiosis Friendship tower.





INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SYMBIOSIS INTERNATIONAL

accountants + auditors

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Report on the Audit of the Financial Report

Opinion

We have audited the accompanying summarised financial report of Symbiosis International Ltd and Controlled Entities (the Group), which comprises the summary consolidated statement of financial position as at 30 June 2023, summary consolidated statement of profit and loss and other comprehensive income, consolidated statement of changes in equity for the year then ended, and related notes, which was derived from the consolidated financial report of Symbiosis International Ltd for the year ended 30 June 2023. We expressed an unqualified auditor's opinion on that financial report in our auditor's report.

In our opinion, the information reported in the summarised financial report is consistent, in all material respects, with the financial report from which it was derived. This auditor's report should be read in conjunction with our audit report on the financial report for a better understanding of the scope of our audit.

Directors' Responsibility for the Summarised Financial Report

The directors of the Group are responsible for the preparation and presentation of the summarised financial report in accordance with Australian Accounting Standards – Simplified Disclosures (including Australian Accounting Interpretations) and the *Australian Charities and Not-for-profits Commission Act 2012.*

Auditor's Responsibility

Our responsibility is to express an opinion on the summarised consolidated financial report based on our procedures, which were conducted in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements.

Independence

In conducting our audit, we have complied with the independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

MGI Audit Pty Ltd

S C Greene Director

Institute Chartered Accountants Australia & New Zealand Member No: 537462 Registered Company Auditor No: 497855

18 October 2023 Brisbane

Finance Snapshot

Throughout the 2022-23 financial year, we benefited from the great generosity of our everyday, loyal supporters.

However, macro-economic pressures including increasing inflation (particularly in Bangladesh) negatively weighed during the year. Despite the AUD devaluing against the USD during the year, so did the Bangladesh Taka, resulting in an overall exchange gain. We set an optimistic end of financial year fundraising target and were blown away when the target was exceeded! Accordingly, we finished the financial year with a similar amount of cash in the bank overall (in AUD) compared to last year.

Activities that rely heavily on income produced in Bangladesh have continued to bounce back from their pandemic lows, particularly the Symbiosis Friendship Tower in Mymensingh, but also the Jennifer SPA Parlour and SPECS Vision centres.

Our staff are our most important asset and Employee Benefits / Salaries and Wages make up 63% of our cash expenses (#1). Despite the increasing Australian cost of governance, compliance, administration and leadership, 73% of cash expenses are spent in Bangladesh (#2).

During the year, options were considered for winding up the Disaster Relief Reserve due to regulatory requirements. In the process the board concluded that the purpose for which they were originally given many years ago have been fulfilled and that the funds should be available for operational expenditure.

The board set aside 2/3 to be used for Bangladesh staff wage increases over 2 financial years. The remaining 1/3 will be granted towards the Symbiosis Foundation (a Bangladesh national NGO) to contribute to the purchase of property in Dhaka to be used in the future as the administration offices of both Symbiosis Bangladesh and Symbiosis Foundation.

In 2023-24, we are working towards prioritising the improvement of our systems and processes for greater organisation sustainability.

The full financial statements and audit report are available at http://acnc.gov.au or from the Symbiosis office.

Footnotes:

- #1. Cash expenses are derived from the financial reports (including note 2 of the full financial statements) and includes all expenses except: In-Kind Services, Depreciation, Income tax.
- #2. Bangladesh cash expenses are derived from the financials reports and includes all expenditure undertaken in Bangladesh and foreign currency gain or loss

Major Funders 2023



Cash Funding Revenue are derived from the financial reports and includes all Income on receipt. It does not include: Interest, Commercial Activities Income, Government Subsidies and In-Kind Services

Charity Expenses 2022



Cash Charity Expenses are derived from the financial reports and includes all Expenses except: Commercial Activities Expenses, In-Kind Services

Consolidated Statement of Profit or Loss and Other Comprehensive Income for the Year Ended 30 June 2023

	2023	2022
REVENUE	\$	\$
Membership Fees	653	757
Grants from Australian Charities	202,171	153,337
Grants from Overseas Charities	83,322	21,322
Donations (Monetary)	493,129	563,985
Commercial Activities Income	150,119	126,286
Non-Monetary (In-Kind) Services	38,818	38,818
TOTAL REVENUE	968,212	904,505
OTHER INCOME		
Interest Received	14,691	13,776
TOTAL OTHER INCOME	14,691	13,776
EXPENSES		
Bangladesh Programs	(468,276)	(555,576)
Bangladesh Program Support	(186,931)	(204,011)
Community Education	(23,951)	(28,969)
Fundraising (Public) Expenses	(26,533)	(19,966)
Accountability and Administration	(124,761)	(101,277)
Non-Monetary (In-Kind) Expenses	(38,818)	(38,818)
Commercial Activities Expenses	(101,148)	(113,428)
TOTAL EXPENSES	(970,419)	(1,062,046)
SURPLUS (DEFICIT) BEFORE INCOME TAX	12,484	(143,765)
Income Tax Expense	(3,945)	(3,315)
SURPLUS (DEFICIT) FOR THE YEAR	8,539	(147,080)
OTHER COMPREHENSIVE INCOME		
Foreign Currency Revaluation	(24,278)	(7,248)
TOTAL OTHER COMPREHENSIVE INCOME	(24,278)	(7,248)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	(15,739)	(154,328)

Consolidated Statement of Financial Position as at 30 June 2023

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Trade and Other Payables Restricted Staff Funds OTAL CURRENT LIABILITIES NON CURRENT LIABILITIES Provisions OTAL NON CURRENT LIABILITIES OTAL NON CURRENT LIABILITIES		
Restricted Staff Funds OTAL CURRENT LIABILITIES NON CURRENT LIABILITIES Provisions OTAL NON CURRENT LIABILITIES OTAL LIABILITIES		
OTAL CURRENT LIABILITIES NON CURRENT LIABILITIES Provisions OTAL NON CURRENT LIABILITIES OTAL LIABILITIES	59,648	37,448
Provisions OTAL NON CURRENT LIABILITIES OTAL LIABILITIES	583,236	647,117
Provisions OTAL NON CURRENT LIABILITIES OTAL LIABILITIES	642,884	684,565
OTAL NON CURRENT LIABILITIES OTAL LIABILITIES		
OTAL LIABILITIES	5,623	3,557
	5,623	3,557
	648,507	688,122
NET ASSETS	,464,724	1,504,767
MEMBERS EQUITY		
Reserves		
Retained earnings	88,159	325,352
OTAL MEMBERS EQUITY 1	88,159 1,376,565	325,352 1,179,414

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Consolidated Statement of Changes in Equity

	Retained Earnings	Foreign Currency Revaluation Reserve	Restricted Disaster Relief Reserve	Reserve Fund	Total
	\$	\$	\$	\$	\$
BALANCE AT 1 JULY 2021	1,339,525	20,332	194,699	105,634	1,660,190
Surplus (Deficit)	(147,080)	-	-	-	(147,080)
Other comprehensive income for the year	-	(7,248)	(1,096)	-	(8,344)
Transfer to Reserves	(13,031)	3,305	9,585	141	-
BALANCE AT 30 JUNE 2022	1,179,414	16,389	203,188	105,775	1,504,767
			•		
BALANCE AT 1 JULY 2022	1,179,414	16,389	203,188	105,775	1,504,767
Surplus (Deficit)	8,541	-	-	-	8,541
Other comprehensive income for the year	-	(24,278)	(24,305)	-	(48,583)
Transfer to Reserves	188,610	(1,525)	178,883	(8,202)	-
BALANCE AT 30 JUNE 2023	1,376,565	(9,414)	-	97,573	1,474,724

The Directors of the Company declare that:

 The accompanying concise consolidated financial report is presented fairly in accordance with applicable Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Act 2012.

They are consistent with the consolidated June 2023 financial statements

- (a) The consolidated financial statements, associated notes and the accompanying summary reports comply with Accounting Standards Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities, the Australian Charities and Not for profits Commission Regulation 2022 and the requirements of the Australian Council for International Development (ACFID) Code of Conduct; and
- (b) Give a true and fair view of the consolidated financial position and performance as at 30 June 2023 and of the performance for the financial year ended on that date.

2. In the Directors' opinion there are reasonable grounds to believe that the Group will be able to pay its debts as and when they become due and payable.

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

Symbiosis International is a member of ACFID and a signatory to the ACFID Code of Conduct, which is a voluntary, self-regulatory sector code of good practice.

As a signatory we are committed and fully adhere to the ACFID Code of Conduct, conducting our work with transparency, accountability and integrity.





The Board of Directors



Dr Neil Parker Board Chair



Mr Noel Harvey AO Deputy Chair



Mrs Lisa West-Newman Ex-officio CEO



Mr Andy McCulloch Board Member



Mr Nicholas Young Board Member



Mrs Savaen Cameron Board Member



Mrs Krystal Wallis
Board Member



Mr Scott Dale Board Member



Mr Adam Robinson
Board Member



