



# **SANASA Movement**

Post-Tsunami activities

Planning for the future

Colombo  
2<sup>nd</sup> August 2005

# SANASA is an established, Island-wide institution fully applying cooperative principles

## SANASA Structure



### ▶ Focus on cooperative development

- Democratic, autonomous village based institutions
- Promoting self-reliance
- Supporting cooperative values

### ▶ Significant, established institution

- 8000 societies, 800,000 members
- Active across the country, including N & NE
- Supported by national professional infrastructure

### ▶ Proven sustainability and impact

- Active for over 100 years
- Active in rural communities
- Typically members are poor, majority are women

**SANASA Primary Society name-board**



# The Tsunami – 360 societies, 70,000 members impacted



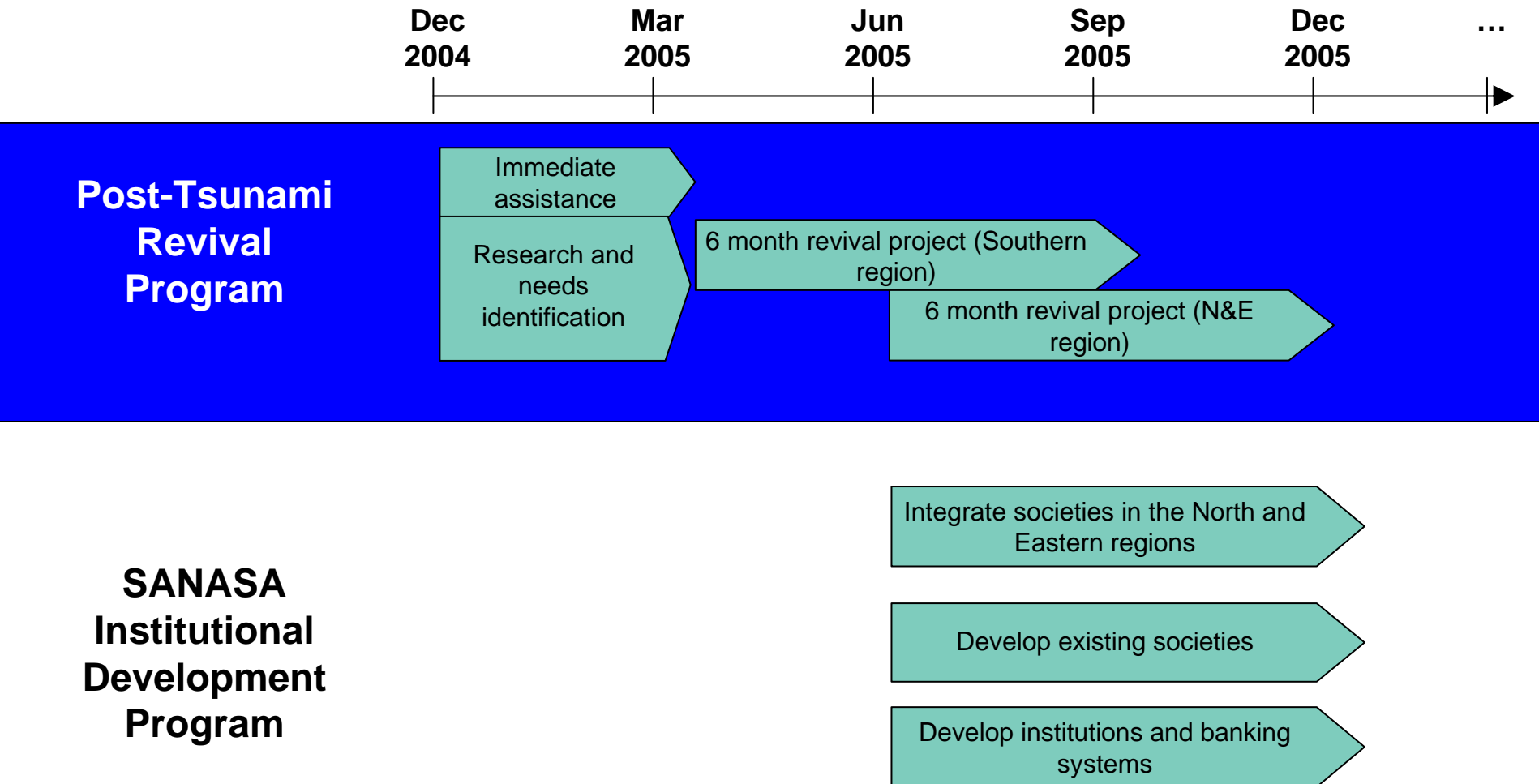
## ► Impact on SANASA

- 360 Primary Societies in Tsunami impacted areas
- 152 Primary Societies were totally destroyed.
- 205 were damaged
- Loss of equipment, records, cash
- Loan losses
- A number of staff and elected leaders were killed

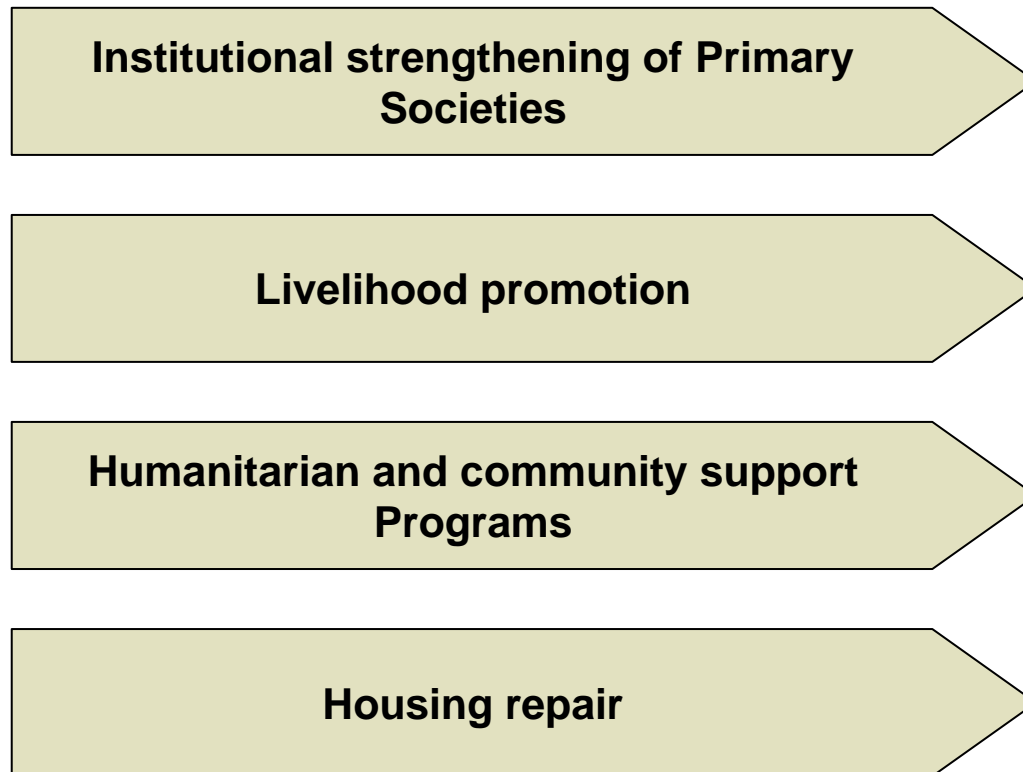
## ► Impact on membership

- Membership of 70,000
- Housing, livelihoods destroyed

# SANASA's post-Tsunami Program started with revival of the moment, and has now moved to long-term development



# Elements of the initial Post-Tsunami Revival Program



## Overall objective

Reconstruction assistance

to SANASA societies and their communities

over six months

# A main area of focus has been re-building and supporting the Primary Societies

## Need

- ▶ **152 Societies were destroyed, 205 damaged**
- ▶ **Increased demand**
  - Increased loan demand
  - Deposits being called
  - Increased bad-debt
- ▶ **New societies starting**

## Approach

- ▶ **Planned re-building Program**
  - Re-construction
  - Institutional development
  - Liquidity support
- ▶ **Create strong long-term societies**
  - Credit discipline
  - Leadership development

## Lessons learnt

- ▶ **PSs have re-grouped rapidly**
  - Looking for loans
  - New / rejuvenated societies
- ▶ **Loan losses – major issue**
- ▶ **Need to support national institutions**
  - Use existing structures
  - Capacity building required

# Primary Society manager – damaged society



## Examples of impacted documents



## Primary Society Chairwoman – Re-built society





# Primary Society Re-opening ceremony

PS Revival



# A locally managed, coordinated approach is required to get members earning again

## Need

- ▶ **Severe disruption to work**
  - Destruction of assets
  - Loss of markets
- ▶ **New income sources required**
  - Loss of bread-winner
  - Female-headed households

## Approach

- ▶ **Integrated approach**
  - Mobilisation / motivation
  - Training
  - Credit

## Lessons learnt

- ▶ **SANASA movement able to provide livelihood support**
- ▶ **Link to economic realities**
- ▶ **Needs to cover all area – including areas not flooded**

# Primary Societies provided social and humanitarian support immediately following the Tsunami

## Need

- ▶ Immediate humanitarian need
- ▶ PSs not able to operate as no community spirit
- ▶ Large number of vulnerable members
  - Orphans
  - Female headed households
  - Pensioners

## Approach

- ▶ One-off programs immediately following Tsunami
  - Religious festivals
  - Local celebrations
  - Children's events

## Lessons learnt

- ▶ PSs are well placed to rebuild community structure
- ▶ Little skilled staff or funding for psycho-social counselling – Cooperative societies can take their place

# Recreation activities for children



# Primary Societies have organised housing repair work independently – but little external funding has been available

## Need

- ▶ Large number of houses damaged by Tsunami
- ▶ Families unable to fund or manage repairs
  - Unable to afford materials
  - No income earners
  - Local labour not mobilised

## Approach

- ▶ Prioritise locally – through PS – 10 houses for repair per society
- ▶ Construct locally – mobilise voluntary labour
- ▶ Support nationally – through SEDCO

## Lessons learnt

- ▶ Some PSs have organised repairs independently
- ▶ Little funding available for repair

# Candidate for repairs

Housing



# Current status of Post-Tsunami Revival Program

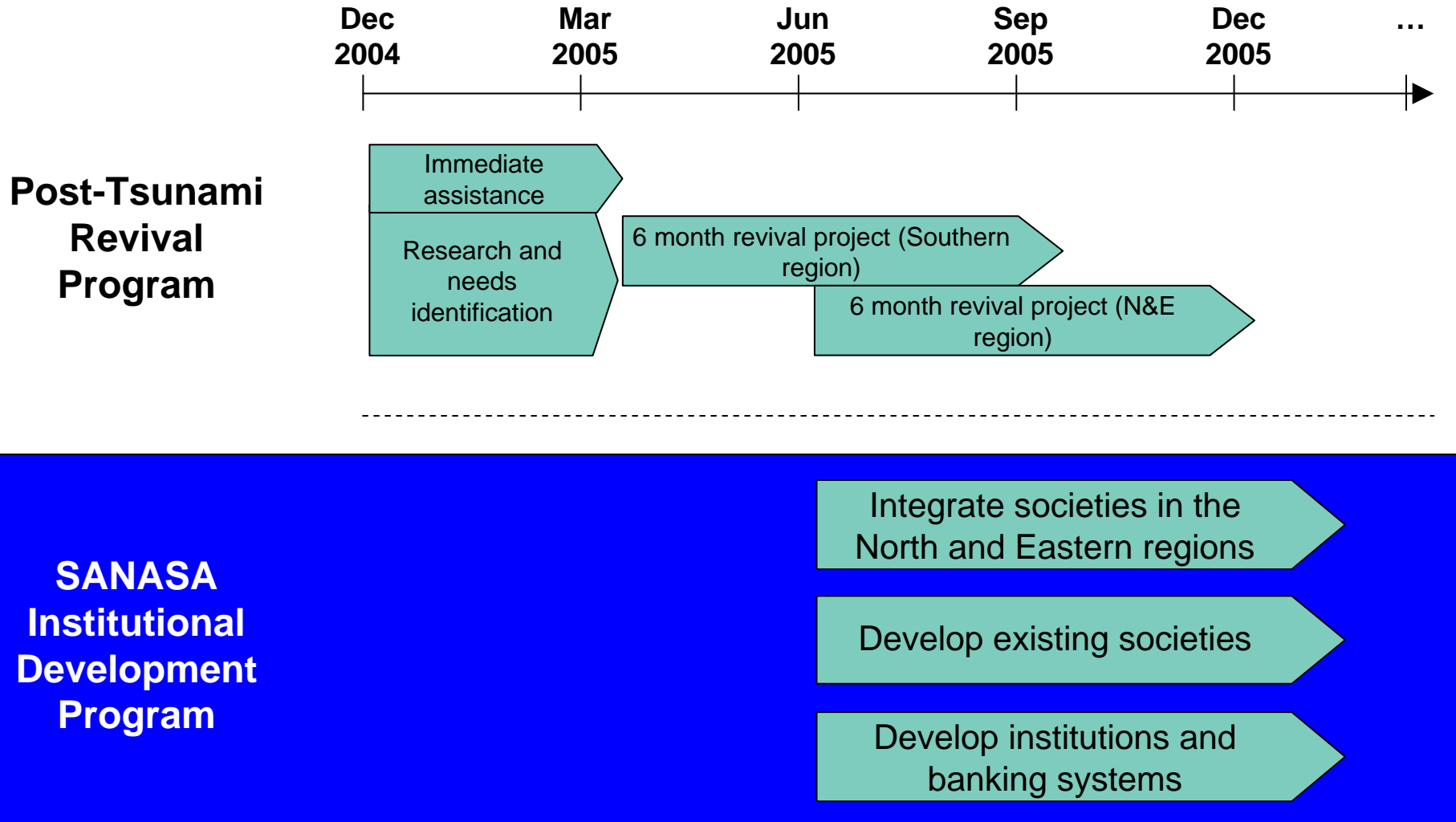
## South – Current status

- ▶ **Society revival complete – largely self-funded**
  - Building re-constructed, Records re-created
  - Regular meetings
  - Members are saving, looking for loans
  
- ▶ **Now assisting members**
  - Loan programs
  - Livelihood development programs
  - Social programs
  - ?? Housing

## East and North East – Current status

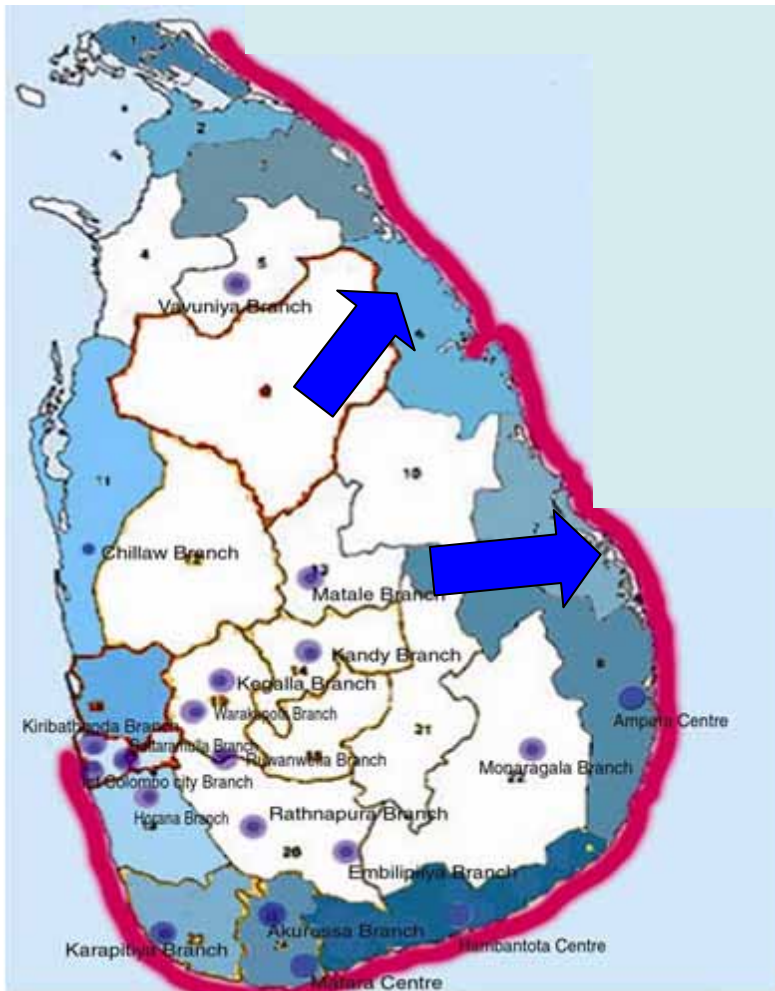
- ▶ **Reviving societies**
  - 252 societies
  - Program to year end
  - Short of funds
  
- ▶ **Re-build livelihoods and assets will follow soon**
  
- ▶ **Channel for other development assistance**

# SANASA's post-Tsunami Program started with revival of the moment, and has now moved to long-term development



# SANASA is a strong integrating force between communities – and can support the development of the N&E

## Integrate societies in the N&E



**Informed local population**

- ▶ Out-reach to 252 Tsunami impacted societies in N and NE areas ...
- ▶ ... and 1450 non-impacted Societies

**Integrated systems and community networks**

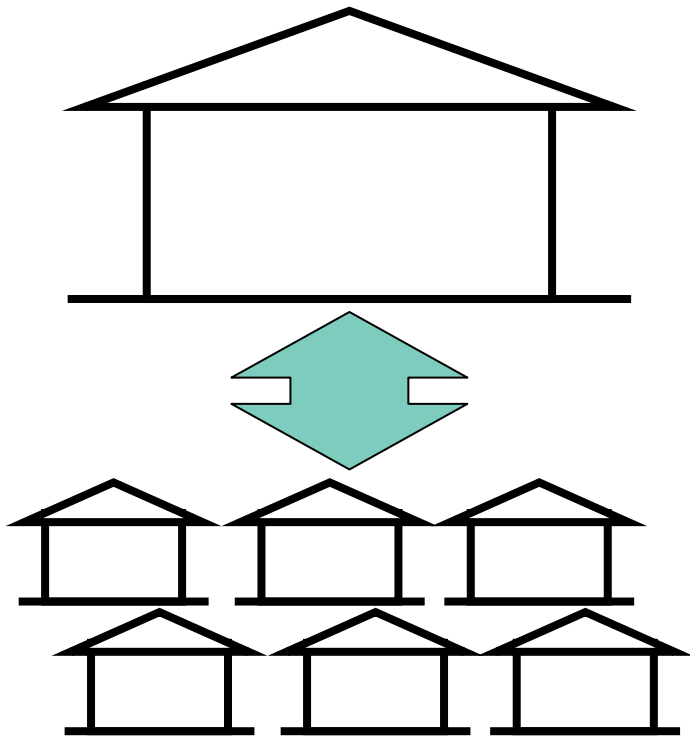
- ▶ SANASA Development Bank, ALMAO, etc.
- ▶ Participate in national movement

**Re-generated existing societies**

- ▶ Training
- ▶ Social programs
- ▶ Motivation programs

# The long-term development of the movement will require stronger central institutions and systematised banking processes

## Develop institutions and banking systems



**Security for deposits**

- ▶ Disaster recovery systems
- ▶ Documentation
- ▶ Audit and controls

**Standardised systems**

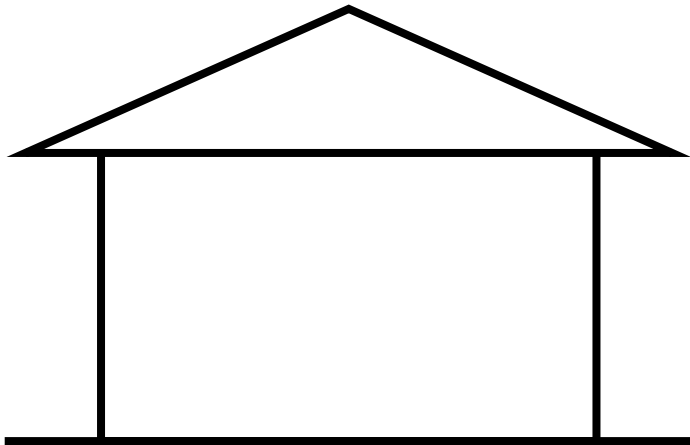
- ▶ Standard, integrated processing systems
- ▶ Information systems

**Broadened product range through Primary Societies**

- ▶ Wider range of products
- ▶ Supported by National institutions

# Development of existing societies is critical to the long-term success of the movement

Develop existing societies



Professional leadership and staff skills

- ▶ Training
- ▶ Professional development

Mobilised membership

- ▶ Develop existing societies
- ▶ Community mobilisation

Coordinated development approach

- ▶ 3 year strategy development plans in each area

Increased lending and liquidity

- ▶ Funding / implementation of loan-pool

# **SANASA has an established consortium of international partners**

## **Active consortium members**

- ▶ **Asian Confederation of Credit Unions**
- ▶ **Canadian Cooperative Association**
- ▶ **Developpment International Desjardins (DID), Canada**
- ▶ **Ethimos Microfinanza Nei Sud Del Mondo / Banca Etica**
- ▶ **International Cooperative Alliance**
- ▶ **Rabobank Foundation, Netherlands**
- ▶ **NTUC Income, Singapore**
- ▶ **World Council of Cooperative Credit Unions**

## **Principles of SANASA's interaction with Partners**

- ▶ **Support long-term cooperative development**
- ▶ **Be led by local needs**
- ▶ **Build institutional capacity**
- ▶ **'Win-win' institutional arrangements**
- ▶ **Be coordinated**

## Next steps

- ▶ **Partner with national programs. Proposals are prepared, staff trained.**
  - Primary Society Revival in North and North East
  - Funding loan losses
  - Livelihood training
  - Funding to loan pool
  - Social development
  - Housing repair
  
- ▶ **Support Central Capacity** – to develop and monitor programs
  
- ▶ **Partner at local level – channel for development assistance**
  - Work with Primary Societies to channel development assistance – Contact through National Coordinator / ‘Development Camps’
  - Develop project plans

**Make SANASA movement stronger than before**