

**SUCCESS STORY** April 2014

**Limping NANASO sets off on the road to better health**



Executive Director Sandie Tjaronda (middle), receives check from the Namibia Port Authority in response to NANASO's resource mobilization drive

**Launched in 2010, the USAID-funded Building Local Capacity for Delivery of HIV Services in Southern Africa Project (BLC) strengthens government, parastatal, and civil society entities to effectively address the challenges of the HIV and AIDS epidemic.**

*Throughout the Southern Africa region and with specific activities in six countries, BLC provides technical assistance in organizational development, including leadership, management, and governance in three key program areas: 1) care and support for orphans and vulnerable children; 2) HIV prevention; and 3) community-based care.*

Organizations, like people who succeed, do not give up if they fall down. They dust themselves off and find the courage to re-engage, without losing sight of the positive future they want to create.

The history of the Namibia Network of AIDS Service Organisations (NANASO) is a good example. When an organization concentrates on delivering a single flagship program and neglects other aspects of its development, it declines and may eventually collapse. In NANASO's case, the decline coincided with changes in the external environment, when international donors began to pull funding from the country in favor of internal resources after the World Bank designated Namibia an upper middle-income country.

Sandie Tjaronda took up the Executive Director position of what he called a "limping NANASO" in December 2012. The organization was paralyzed by inadequate funding and low staff morale. It lost 10 staff members who resigned in quick succession over salary disputes. Poor performance affected the sub-recipients of its Global Fund grant and its network members, who lost confidence in NANASO. As a result, network membership fell from 400 to 50.

After implementing recommended interventions, a year later NANASO was on the road to recovery. In August 2013 NANASO signed Phase 2 of the Global Fund grant on HIV and Tuberculosis worth \$28 million. The sub-recipients slowly began to re-engage partly as a result of Tjaronda's inclusive leadership style. The Executive Director ensured that the sub-recipients participated in the development of the Phase 2 grant and used the opportunity to engage them in dialogue on the Global Fund implementation process and ways to mitigate risks.

A recent important development is that Global Fund has shifted from quarterly to bi-annual reporting, allowing NANASO more time to focus on other organizational needs.

Download the BLC and NANASO Mapping and Capacity Assessment of HIV and AIDS Civil Society Organizations in Namibia Report from the SHARE website:

<http://www.hivsharespace.net/node/3007>

More information on the location of the surveyed CSOs in Namibia is available on the website.

“Without BLC <sup>1</sup> support NANASO probably would not have made it. The exodus of staff meant that we could not produce quality reports and could not attend to queries because we had no capacity to respond. BLC helped us to produce quality reports and respond to management letters within the given timeframes. As we gradually started getting new staff in, BLC helped us orient and train them. We are now able to train our own staff. BLC also helped us complete a mapping of our members. We now know where our members are located, what their training needs are and what we need to do to increase our membership.” said Tjaronda.

NANASO completed a strategic review and decided an important area was enabling people living with HIV to contribute meaningfully to the economy. In addition to basic needs like food, medication and housing, people living with HIV need opportunities to work and obtain income. NANASO will continue advocating for policies and programs that protect opportunities for people living with HIV particularly in Namibia’s productive fishing and diamond industries. The work resonates with stakeholders that are interested to promote a culture of self-sufficiency in Namibia, including government, the private sector, and non-governmental and community based organizations.

Building off a new resource mobilization and communication strategy, in October 2013 NANASO hosted the first HIV Sustainability Investment Conference as a platform for dialogue on funding the HIV and AIDS response. Namibia’s unequal income distribution, compounded by frequent droughts, makes it imperative for civil society to mobilize resources to deliver services in a sustainable manner. Consequently, NANASO is actively encouraging its members to be part of the local AIDS coordinating structures to tap into available resources and strengthen service delivery to communities.

<sup>1</sup> The USAID-funded Building Local Capacity for Delivery of HIV Services in Southern Africa Project

“It has been a great experience for me to work with an organization that actually lives up to its name and builds local capacity. I have seen growth and change in NANASO as a result of our partnership with BLC. I want to make sure that by the time BLC leaves we have integrated the new knowledge, skills, and tools into our day to day operations” said Tjaronda.

In Namibia, BLC is supporting the Namibia Network of AIDS Service Organisations (NANASO) as a Global Fund Principal Recipient, as well as providing institutional capacity building to be responsive to the needs of its members, develop a resource mobilization strategy, and have strong leadership, management, and governance ability among its board and senior management.

The Namibia Global Fund program focuses on high impact interventions including treatment, care and support, Prevention of Mother to Child Transmission of HIV, scaling-up voluntary male medical circumcision, prevention for men who have sex with men and sex workers; and cross-cutting activities such as strategic and targeted behavioral change communication, HIV counseling and testing, and condom promotion and distribution.

**For more information contact:**

**Building Local Capacity Project (Regional Office)**

Ditsela Place  
1204 Park Street (Cnr Park and Jan Shoba Streets)  
Hatfield, Pretoria, South Africa  
Tel: +27 12 364 0400; Fax: +27 12 364 0416  
blcsouthernafrica@msh.org; www.msh.org

**Building Local Capacity Project (Namibia)**

31 Feld Street  
Ausspanplatz, Windhoek, Namibia  
Tel: +264 61 228 016; Fax: +264 61 220 361



**Access BLC publications online:**  
[www.hivsharespace.net/collection/blc](http://www.hivsharespace.net/collection/blc)

This publication is made possible by the generous support of the United States Agency for International Development (USAID) under the Leader with Associates Cooperative Agreement GPO-A-00-05-00024-00. The contents are the responsibility of The Building Local Capacity for Delivery of HIV Services in Southern Africa Project and do not necessarily reflect the views of USAID or the United States Government.