
4. STRATEGY BASELINE

The Strategy baseline put forward here is based on the understanding that the sector strategy focuses on cross-cutting issues rather than operational projects. Based on this understanding, the programme areas identified include the following:

4.1 Policy Formulation and Development

Representatives from the provincial governments and the eight sub sectors of the Transport Sector will be responsible for assisting in policy formulation, policy alignment, policy development and review. Their role will be to focus on macro policy issues through policy workshops, external, local and international expertise. They will be in a position to review institutional frameworks, procedures and methods of programme development and implementation. The provincial government representatives will ensure that appropriate reporting is done and relationships with relevant government structures are in place. The sub sector representatives will ensure that they work from an informed basis as far as information and decision processes are concerned with regard to their respective sub sectors.

4.2 Strategic Planning

Strategic planning is seen to be the responsibility of the representatives from the eight sub sectors in the Transport Sector in South Africa. The representatives will develop strategies based on experience in HIV/AIDS prevention and support within South Africa, the SADC region and international projects. The focus would be on identifying sub sector priorities and developing relevant strategies to meet the needs of each sector. The Transport Sector will rely on the proven ability of private voluntary organisations and non-governmental organisations in developing such strategies. In addition, the sector will use the feedback that is received from various provincial and district structures to draw appropriate strategies.

4.3 Co-ordination

The National Transport HIV/AIDS Coordinating Committee will overall be responsible for the co-ordination and monitoring of programmes. To ensure the success of the committee, it is expected that each organisation will identify and appoint a special projects officer to manage the co-ordination within their organisation. Provincial structures have been designated coordination points for each sub sector where reasonable links have been established. Each provincial government have appointed a co-ordinator. Among other activities the provincial coordinator will maintain and establish provincial working groups as part of creating a well co-ordinated programme of action. The co-ordination will oversee operational plans, budget cycles, programme and financial reporting. In addition to this the co-ordinator will be responsible for ensuring that formative assessment and baseline research, monitoring and evaluation, management information systems, programme development, human resources development and appropriate intervention models within the sub sectors are in place. The co-ordinator will ensure that capacity building and institutional development are done. Capacity building may involve skills development in the areas of programming and fundraising.

4.4 Communication and Advocacy Promotion of Best Practices

Communication will be developed among sector partners such as National Department of Transport, Cross Boarder Road Transport Association, Taxi Associations and Non-Governmental Organisations. This communication will ensure the continued networking and collaboration of organisations for purposes of mobilising resources, brainstorming on programming issues, stakeholders identifying their needs and assets as part of developing and implementing, their projects. It is expected that advocacy for the Transport Sector and beneficiaries will be promoted by the national and provincial governments as well as other NGOs working in collaboration with the Transport Sector. (See Annexure A) for a comprehensive list.

4.5 Monitoring and Evaluation Systems

In order for one to have an idea of success or failure in a project, monitoring and evaluation systems may need to be put in place in an organisation. Currently, most organisations involved in AIDS interventions do not have a systematic way of monitoring the process and outcomes of their interventions. The monitoring is either based on personal communication, non-systematic observation and workshops.

Appropriate methods of monitoring and evaluation need to be selected, determined on the basis of the character of the interventions. A common set of points to conduct monitoring and evaluation from time to time, in projects have been identified. These are:

- Efficient monitoring and evaluation must be simple and usable
- Monitoring must be continuous
- Monitoring must be supportive, giving room for participation
- Monthly process indicator forms for monitoring monthly projects activities must be in place
- Written reports from participants stating accomplishment, limitations, frustrations, constraints and failures should be used in the monitoring
- Be able to draw an overall picture of the project activities with participants
- Be able to make a follow up of the project activities by regular site visits
- Examine record keeping and other documents of project experiences to guide planning and organizing
- Assessing whether or not content of the information on training is relevant by discussing with participants



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The common issues for evaluation are:

- Components of evaluation must cover process and impact /outcome evaluations
- Be able to determine whether or not the project is accomplishing the stated objectives
- Be able to determine what the project has achieved since its inception
- When conducting evaluation make use of some of the following methods:
 - Direct field observation
 - Participant observation
 - Formal interviews
 - Informal interviews
 - Conversation with key informants
 - Focus group discussions
 - Survey questionnaires
- Collapse the information and reduce it to readable chunks in the form of a document
- Keep the document in the appropriate readership deposit
- Provide feedback to participants and other involved sectors as soon as possible
- Be in a position to justify the project in terms of its outcome and economic costs.