LIMPOPO PROVINCIAL GOVERNMENT REPUBLIC OF SOUTH AFRICA	REF:2/8/5-DEPT LDPW IDIP Evaluation Report 12/13 Version 001 Rev:000
IDIP EVALUATION REPORT 2012/13	

ACKNOWLEDGEMENTS

The work of the Evaluation team comprising of Manager Evaluation and District Administration Officers who served as foot soldiers / fieldworkers during the course of the study collecting survey data from all sites covered by the study amid difficult organizational environmental factors is acknowledged.

We further acknowledge the work of our colleagues in HRD for editing this report.

We wish to thank the Senior Manager M&E for supporting this evaluation project throughout the project duration.

It is further warmly envisaged that the contents of this report will serve as a stimuli that will trigger positive management response to address pertinent issues mentioned in the report to reposition the department within the immovable infrastructure sector.

ABSTRACT

IDIP is a government initiated service delivery improvement programme introduced in the department with the aim of putting into place best practice project management initiatives envisaged to turnaround building infrastructure delivery in the province.

This formative evaluation study aims at ascertaining if IDIP is implemented efficiently and effectively. Further it determines if some of the intended IDIP results are already realized. Lastly this evaluation project is taken to ascertain if the department should continue or discontinue with IDIP (IDMS)

The evaluation research study adopted a mix of qualitative and quantitative research methodology. The purposive sampling technique was employed as some information requires interviews with specialist personnel viz TA, GM Construction Management and Project Managers. The remainder part of the sample was drawn from External Customers comprising of Hospitals CEOs, Schools principals and SGBs. The total number of internal and external participants is 15 & 9 respectively. The total number of participants is 29 including individual specialist's i.e. TA, GM, SM, and 2-DMs working under IAR.

The findings revealed that IDMS has positively influenced the delivery of infrastructure projects in the department. Personnel in Construction Management were introduced to IDIP/IDMS Toolkit. On-the-job training was conducted on the implementation of PMIS. Some Project Managers were assisted with professional registration with their respective professional bodies.

IDIP effects are evident in improved project planning and reporting. The relationship between client departments and LDPW as the implementing department has improved compared to the period prior to the introduction of IDIP.

Identified weaknesses are that Projects Managers rely a lot on external PSP with regard to project quality control. Project monitoring does not comply with IDMS initiatives and departmental service standards time periods. Individual Projects risk and communication plans are not implemented. Consultation with relevant stakeholders is sometimes overlooked when implementing projects.

Provincial User Departments Forum is established and meetings are held monthly. Departments were inducted on how to develop U-AMPs. TA is assisting LDPW on developing C-AMP. At the time of this report departments have submitted U-AMPs for 2011/12 and 2012/13 FY.

It is recommended that GMs for Construction Management and Property and Facilities Management should enforce the implementation of IDMS initiatives. IDMS initiatives should be incorporated in employees Performance Instruments or work-plans. Personnel within GIO should be inducted on Batho Pele Change Management Engagement Programme. IDMS programme should take its full contract duration and if possible the contract be renewed when it expires until the job maturity level in the implementation of IDMS initiatives has improved significantly.

The limitation with this evaluation study is that the sample could not cover all districts due to shortage of staff in Evaluation Unit. Only Head Office and three districts viz Mopani, Sekhukhune and Waterberg participated in this evaluation research project.

TABLE OF CONTENTS

		Page
1.	Acknowledgement	i
2.	Abstract	ii
3.	Abbreviations	iv
4.	List of Tables	v
5.	List of Figures	v
6.	Introduction	1-3
7.	Research method	3-4
8.	Results	4-10
9.	Discussions	10-11
10.	Conclusion	11
11.	Recommendations	12-13
12.	Reference	14
13.	Appendices	15

LIST OF ABBRIVIATIONS

CEO:	Chief Executive Officer
CPM:	Construction Project Manager
EXCO:	Executive Committee
GM:	General Manager
GIO:	Government Infrastructure Operations
IDIP:	Infrastructure Delivery Improvement Programme
IDMS:	Infrastructure Delivery Management System
IPMP:	Infrastructure Programme Management Plan
IPIP:	Infrastructure Programme Implementation Plan
ISO:	International Organization for Standardization
JBCC:	Joint Building Contracts Committee
MTEF:	Medium Term Expenditure Framework
PMU:	Programme / Project Management Unit
PI:	Performance Instrument
PM:	Project Manager
PQP:	Project Quality Plan
PUDF:	Provincial User Department Forum
PSP:	Professional Service Provider
QMS:	Quality Management System
STANSA:	Standard South Africa
SDM:	Service Delivery Model
SM:	Senior Manager
TA:	Technical Assistant / Advisor

LIST OF TABLES

	Page
Table 1 Number of years experience in LDPW	4
Table 2 Number of years in current post	4
Table 3 Service delivery improvement	5
Table 4 Project delivery improvement	5
Table 5 Performance improvement	5
Table 6 Project planning improvement	5
Table 7 Project implementation improvement	5
Table 8 Project monitoring improvement	6
Table 9 Project reporting improvement	6
Table 10 Agree and not agree table	6
Table 11 Projects allocation	7
Table 12 Closed projects	7

List of Figures

Fig 1.1 IDMS project delivery cycle model	1

1. INTRODUCTION

Infrastructure Delivery Improvement Programme (IDIP) was introduced in LDPW as from 2007 to date aiming at accelerated projects delivery in the province. This programme was later updated and changed to Infrastructure Delivery Management System (IDMS). IDMS scope covers Construction Management and the implementation of GIAMA within Property Management. The IDMS implementation duration was divided into 3 phases with the same planned outcomes. According to IDMS the effective implementation of infrastructure projects should follow the following model:

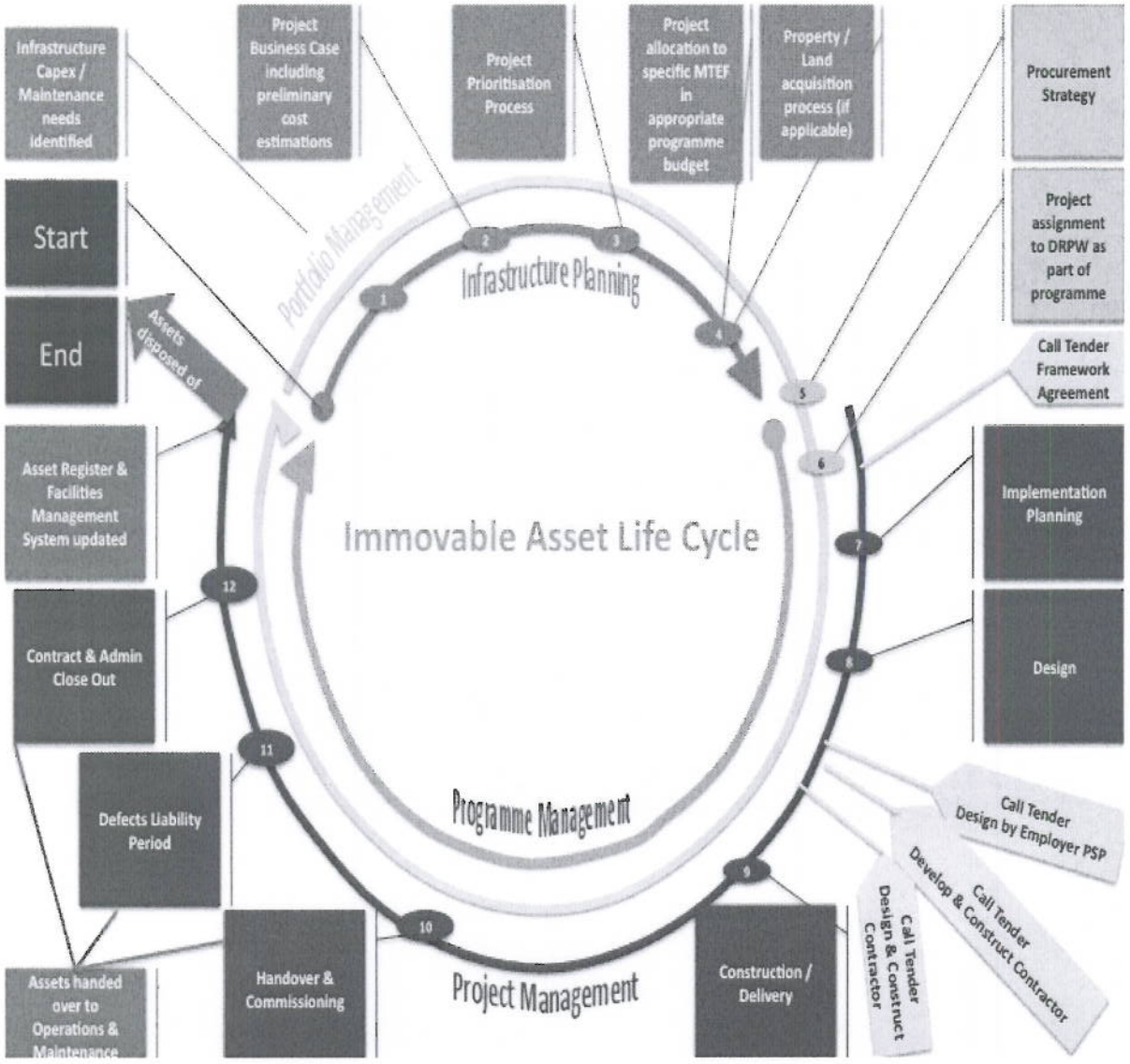


Figure 1.1 IDMS Project Delivery Model

IDMS Project Delivery Model outlines the high level process in the delivery of infrastructure. It guides the departments as to what to do by when in order to remain aligned to MTEF planning cycle. IDMS toolkit and GIAMA further indicates how to perform all tasks and activities within the infrastructure delivery cycle.

The following are IDMS planned outcomes and objectives:

Outcomes:

Outcome 1, Education Portfolio: To eradicate learning under trees and condemned schools.

Outcome 2, Health Portfolio: Reduce distance travelled to the nearest health facility to approximately 5km, relative to the number of population within a particular geographic area.

Outcome 3, Provincial Departments: Accelerated provision of office accommodation, libraries, market stalls etc.

Outcome 4, Improved management of immovable assets in the custodian IAR.

Objectives:

- Improved project planning by aligning project delivery to MTEF
- Improved project reporting by adhering to IDMS initiatives.
- Accelerated provision of infrastructure projects
- Improved projects quality by implementing IDMS project management best practice initiatives.
- Effective IAR
- Effective management of all immovable assets contained in IAR.

Evaluation Questions:

- Do client department submit IPMPs / Business Plans in time to the implementing department?
- Is the implementing department's IPIP running concurrently with MTEF cycle?
- Are monthly and quarterly reports credible?
- Are monthly and quarterly reports produced timeuosly.
- Are project reports uploaded on the PMIS?
- Do Project Managers monitor projects as per required standards?
- Is quality control conducted as in the project quality plans?
- Is risk audit conducted as in the project risk management plan?
- Are projects implemented within the given triple constraints, scope, budget and time?

- Do all stakeholders apply the best practice project management tools and techniques across the entire infrastructure delivery value chain?
- Is the asset register updated regularly?
- Are U-AMPs developed by client departments and submitted to LDPW in time?
- Is C-Amp developed and submitted to treasury in time?
- Is condition assessment conducted as required by GIAMA?

2. RESEARCH METHOD

2.1 Design

A combination qualitative and quantitative research methodology was employed in this study. Face to face interviews and survey questionnaires were utilized in data gathering process. The units of analysis were completed infrastructure projects and project managers. The study design was guided by (Mcqueen 2006) research design format.

2.2 Participants

The sample frame comprised of LDPW employees from Construction Management, Property and Facilities Management, external customers and IDIP Technical Assistant (TA). The sample of 15 participants was drawn from Construction Management but only 9 completed questionnaires were returned; 25 external customers were earmarked for the sample but only 15 participants were interviewed. All in all 29 respondents participated in the study.

The participants are disaggregated as follows: internal participants comprising of a white male TA, 1-GM black female youth;1-SM black male at pensionable age, 6-black middle aged males Construction Project Managers, 2- black female youth Construction Project Managers and 2-white female middle aged Deputy Managers.

External participants comprised of Hospitals CEOs disaggregated as follows: 2-Black females,1-White female, 1-Indian male, and 1-White male (Artisan Superintendent) attached to Hospital Physical Planning, and 1-Black male Manager Assets. The external participants included schools and the interviewed participants were 2-Black females, 7-black males.

2.3 Apparatus

- Stationery and photo copy machines to produce 45 questionnaires were utilized.
- Two (2) GG Vehicles were utilized to gather data at Mopani and Sekhukhune Districts respectively.
- One (1) Private vehicle was utilized to coordinate the entire evaluation project, and assisting with the gathering of data in Waterberg District.

2.4 Procedures

The Operational Plan 2012/13 requires Evaluation Unit to conduct two (2) programme performance evaluation projects within a year viz IDIP (Construction Management) and GIAMA (Property and Facilities Management). These two programme evaluation projects were conducted as a single project as they are both related to provisioning of immovable infrastructure.

The sample was drawn from employees within GIO. Interviews with TA, GM Construction Management, SM Immovable Asset and Deputy Directors Immovable Asset Register were conducted. Another sample was drawn from completed school and hospital projects (2010-2011/12). Questionnaires were developed, critiqued and submitted to district Customer Care Officers to administer data gathering. Due to time and resources constraints only three districts and head office were identified as evaluation sites viz Mopani, Waterberg and Sekhukhune.

3. RESULTS

As stated in the above paragraph, the sample comprised of a nucleus of project managers responsible for implementing projects, the Senior Managers Construction and Property and Facilities Management as overseers of GIO work, LDPW Technical Assistant who assists the department in the implementation of IDMS and the external customers who are the recipients of service. The findings were as follows:

3.1 Completed questionnaires from Construction Project Managers

Section A

3.1.1 Number of years' experience in LDPW

1-7years	8-20 years	21-35 years
3	4	2

Table 1

3.1.2 Number of years in current post:

1-5 years	6-10 years	11-15 years	16-20years	21-35 years
2	6	-	1	-

Table 2

3.1.3 IDIP is government programme aimed at improving planning, implementation, monitoring quality and reporting (improving service delivery)

Agree	Disagree
8	1

Table 3

3.1.4 IDIP is a programme aiming at improving project delivery:

Agree	Disagree
7	2

Table 4

3.1.5 IDIP is a programme aiming at performance improvement:

Agree	Disagree
7	2

Table 5

3.1.6 IDIP initiatives strive to improve project planning:

Agree	Disagree
7	2

Table 6

3.1.7 IDIP initiatives strive to improve project implementation:

Agree	Disagree
7	2

Table 7

3.1.8 IDIP initiatives strive for improving project monitoring:

Agree	Disagree
7	2

Table 8

3.1.9 IDIP initiatives strive for improving project reporting:

Agree	Disagree
8	1

Table 9

SECTION B

On whether the participant agrees with statement or not:

	Statement	Yes	No
1.	I was trained on MS Project through the implementation of IDIP.	3	6
2.	I make application of MS Projects in planning for my projects.	2	7
3.	I make application of MS Projects in monitoring my projects.	2	7
4.	I make application of MS Projects in generating projects reports.	1	8
5.	I was introduced to PMIS through the implementation of IDIP.	6	3
6.	PMIS is functioning smoothly.	1	8
7.	I am uploading projects progress reports on PMIS.	0	9
8.	I was introduced to Project Quality management.	3	6
9.	Each and every Project I implement has a Project Quality Plan	6	3
10.	I conduct quality checks on my projects.	9	0
11.	I ensure that Consultants conduct quality tests on my projects.	8	1
12.	I develop Risk Management Plan for each and every project.	3	6
13.	I implement risk mitigating initiatives during project implementation	4	5
14.	Each and every project I implement has a communication plan.	9	0
15.	I opened a procedure manual for my work.	4	5
16.	I ensure that relevant processes, documented procedures, policies, records etc. are filed in the procedure manual.	6	3
17.	IDIP is adding value to LDPW.	4	5

Table 10

SECTION C: PROJECTS ALLOCATION

	Projects allocation	
1	Number of projects allocated during 2010/11-2011/12 FY (sampled Project Managers)	28
2	Completed projects by 31 March 2012	13
3	Incomplete projects	15

Table 11

	Closed projects	
	Projects closed as at 31 October 2012 (last date of gathering these data)	4
	Projects still to be closed (of 13 completed)	9
	Projects still to be completed and closed	15

Table 12

3.2 **Completed Questionnaires from External Customers**

3.2.1 It was found that in some hospitals two different Implementing Agents (client department PMUs and Public Works) were involved in the management of different projects but the findings are similar on both Implementing Agents.

3.2.2 It was revealed that stakeholders especially Hospital CEOs or their representatives are either not consulted at all or consulted late during project implementation. Most participants echoed the same sentiment that, they are not consulted during the Planning and Design phase of projects. As project beneficiaries, they need to give inputs to the designs of project drawings. Practical examples: The CEO of Ellisras Hospital indicated that she is satisfied with the quality of the Doctors/Nurse residence building but very dissatisfied with the area of rooms. Witpoort Hospital CEO spelt it out that she is not happy at all about how projects are implemented in her premises more especially with the recent construction of Malaria Block. She only became aware of the project when she saw strange people roaming around the hospital premises. This situation forced her to call DoH Head Office seeking clarity about the project and the contractor on site.

3.2.3 Findings on school projects indicated that formal project steering committees are established and meetings are held as scheduled. But only one respondent from Kenneth Masekela Primary School Project in Sekhukhune District's Elias Motswaledi Municipality indicated that site meetings were not held as scheduled. The participants registered the concern that neither the Principal Agent nor LDPW was represented full time on site. On project quality control, 8/9-participants (school projects) indicated dissatisfaction with the quality of material and workmanship for their projects under a questionnaire section on general remarks.

3.2.4 It was further revealed that courtesy principle is not fully implemented during the construction of projects e.g. at some schools during construction, classroom furnishers were placed on an open space without any cover to protect it from storm, rain and sun. Some furnishers were damaged in the process. At some projects, contractors utilized school electricity and other resources to perform their work but did not offer any compensation of some sort to schools.

3.2.5 Under general remarks on the questionnaire eight out of nine (14/15) external customers respondents indicated that projects start late, and are completed long time after the project contract period.

3.3 Interview with General Manager Construction Management

The interview took place in the normal work setting in General Manager Construction Management's office. It was stated that IDIP is good programme to improve project delivery in the province. At the present moment some of IDIP initiatives are already achieved namely, improved planning and reporting. To a certain extent the delivery of projects has improved with the exception of few challenges beyond their control. The main challenge encountered by the implementing department is that client departments' IPMPs and business plans are submitted late making it impossible for LDPW to plan and implement all projects on business plans within one financial year. The other challenge is delays with regard to projects' scope confirmation and the rapid scope creep during implementation resulting with shortage of funds before projects are completed. Another challenge is that some completed projects cannot be closed due to lack of funds by client departments.

3.4 Interview with Public Works IDIP Technical Assistant

The interview took place in LDPW premises in an office allocated to Technical Assistant. The TA confirmed that the aim of IDMS is to accelerate infrastructure project delivery in the province by putting into place good planning, implementation and reporting. Planning should be aligned to MTEF cycle and the implementation of small projects should be completed within a year, only large projects should be allowed to span for more than one year. Implementation should be strictly in accordance with contract documents (working drawings, bill of material, specifications and conditions of the contract). Underperformance and shoddy workmanship by Consultants and Contractors should not be tolerated as the penalty clause needs to be effected. Consultant's performance need to be closely monitored against SLA and reports generated. JBCC form of contract is recommended to be utilized in LDPW for all building infrastructure projects.

Capacitation programme is on-going. According to the TA all Project Managers were introduced to MS Projects course. PMIS on-the-job training was conducted and all Programme and Project Managers were registered as PMIS Users. PMIS was tested by uploading one Project Manager's projects reports on the

system. It was found that all project reports were successfully captured by PMIS to show that the system is functional.

National Treasury has secured funds to implement the new infrastructure service delivery model. This SDM aims at capacitating LDPW to reposition itself as the sole Implementing Agent/Department for all building infrastructure projects in the province. The new organizational structure to propel the SDM is developed and is at the final stage of approval. At the present moment the structure is with the AO and HOD and just needs to be deliberated by the departmental EXCO. At the time of this report vacant OSD posts funded by NT through DoE and DoH grants were advertised and are expected to be filled by the end of the current financial year 2012/2013.

Professional development is continuous as the existing personnel within Construction Management are supported with professional registration with their respective professional bodies. So far approximately 5-officials are registered and others are either in the process of registration or upgrading their qualifications.

Challenges encounter in the implementation of IDMS are as follows:

- The department has a Planning and Design executive programme, but all 22-posts are still vacant.
- There is no person dedicated to infrastructure planning function.
- There is no IDIP Champion who will make sure that IDMS initiatives on planning are implemented after the withdrawal of the programme intervention.
- The current structure does not have a post of an SGM who should be playing a coordinating role within all core programmes (Planning & Design, Construction Management, Property and Facilities Management). This makes it difficult for the TA to make sure that all IDMS initiatives permeate through all organizational layers.

3.5 Interview with Property and Facility Management

All interviews took place within the natural work setting in LDPW premises.

3.5.1 Interview with Senior Manager Immovable Assets Directorate

The Director spelt out that IDIP is a good programme that expanded the scope of work through GIAMA within the government property field. This expansion of scope triggered a demand in technical knowledge and skills. There are functions which were previously outsourced to PSP but due to GIAMA implementation these functions need to be performed internally. So the current departmental skills matrix does not match the demand as there is a great deal of knowledge deficiency gap within Property and Facilities Management. IDIP is adding value to the department as the TA is assisting User and Custodian department/s with the implementation of GIAMA. The major achievements are:

- Departments are able to conduct immovable assets conditional assessment and inclusion of reports in U-AMPs.
- Most departments are able to develop U-AMPs and submit same to the Custodian department.
- Custodian department is able to compile C-AMP, and submit to Treasury.

- Scheduled meetings are held between custodian department and User department through PUDF.

3.5.2 Deputy Managers Immovable Asset Register

It was revealed that 1037 immovable assets are captured on the immovable asset register and 4 000 identified properties are not yet captured on the asset register as they are on communal land and still need to be vested and registered in the name of the province before they can be captured on the immovable asset register. It was further indicated that neither documented procedures nor policies guiding the functioning of the immovable asset register is available. The Unit rely solely on GIAMA in the executing its tasks.

The following were mentioned as challenges to the effective management of the immovable asset register:

- Late response by Department of Rural Development on LDPW property vesting/registration applications.
- Aktex line is frequently off-line. (Aktex line is the line through which participants can access property ownership and title deeds information)
- There is lack of staff in vesting and immovable asset register divisions.
- There is lack of transport for field work.
- The restriction on kilometers (1 750 km) to be travelled per month has a negative impact on field work.
- Lack of support from GM Property and Facility Management as many requests and submissions are made by the divisions but are not responded to.

4. DISCUSSIONS

4.1 Project Planning Phase

The research results show that twenty-eight (28) projects were allocated to nine (9) sampled Project Managers for two financial years. Mathematically this is translated into two (2) projects per Project Manager per annum. This contributes to just twenty percent of the number of projects one Project Manager should manage per annum. This picture shows that LDPW is allocated very few projects as some projects are still self-managed by client departments. This problem is beyond the department's control, as the decision to allocate departments mandates rest with the provincial EXCO.

Key Client departments implement IDMS initiatives by developing IPMPs and U-AMPs, but the submission of these documents to the implementing department leaves much to be desired. The department always experience late submission of IPMPs and U-AMPs from client departments.

The findings from interviews with external customers revealed that many projects do not start as planned and sometimes finish long time after contract completion period expired. These shortcomings show that

both client departments and implementing agents are not fully implementing IDMS initiatives according to the given triple constraints viz scope, budget and time.

Projects are delayed due to long time taken for confirmation of scope by client departments. Public Works Supply Chain Management directorate does not adhere to the procurement processes, procedures and standards in construction procurement. Sometimes bids are re-advertised due to lack of information and clarity on bids.

4.2 Implementation

4.2.1 Site handing-over

The research results under textual data obtained from interviews and questionnaires from external customers on page-8, indicate that site handing-over is done long time after the expected contracts start date.

4.2.2 Monitoring

Some Project Managers are lacking relevant knowledge and skills for managing projects. Three out of nine (3/9) Project Managers conduct risk assessment on their projects and only three out nine (3/9) Project Managers were trained on project quality management. This weakness is exposed by the textual data from interview and questionnaire responses from external customers (Schools) whereby eight out of nine (8/9) respondents indicated dissatisfaction with the quality of work provided by the department under the general remarks on the questionnaire. It further revealed that there is no full time person on site representing the department. So the critical function of checking and testing material quality on arrival is the sole responsibility of the contractor.

4.2.3 Reporting

The new introduced manual reporting format is fully implemented by Project Managers as evident in their reporting during Departmental Coordinating Committee meetings. The quality of reports has improved significantly.

4.3 Commissioning

Completed projects take long time to be closed due to lack of funds from client departments. Out 28 projects allocated during the years under review (2010/11-2011/12), only 4 were closed, 9 still to be closed and 15 projects still to be completed.

5. CONCLUSSION

From the discussions above one may deduce that to a certain extent since IDIP was introduced in the department, project delivery has improved. This is evident under the results section of this report (Interview with GM Construction Management, SM Immovable Assets and the TA). Most Programme and Project Managers have embraced the best practice as espoused by IDMS. They see IDMS as two-fold viz

accelerated project delivery and personal professional development. This is quiet a milestone in achieving the NDP vision 2030 (Establishing a Capable and Developmental State).

6. RECOMMENDATIONS

6.1 It is recommended that infrastructure delivery mandates be allocated to the implementing department i.e all building infrastructure projects in the province should be managed by the provincial Department of Public Works.

6.2 It is recommended that key client departments and the implementing department should implement IDMS initiatives as they were trained on IDMS Toolkit. Submission of IPMPs and IPIP should be according to the set standards.

6.3 It is recommended that both Client and Implementing Departments should consult all major project stakeholders during planning and design phase of the project life cycle. To avoid unnecessary project risk, Hospitals and Health Centers CEOs, School Principals and SGBs and districts government department officials should be consulted and kept informed about the implementation of projects in their districts.

6.4 PMIS should be fully operationalized and all Project Managers should begin uploading reports on the system.

6.5 Further training of personnel in Construction Management on MS Projects is required.

6.6 It is said that quality is built into the product i.e. during project construction phase, Project Managers should put into place Quality Management System initiatives by developing and implementing Project Quality Plans for all projects. Monitoring should be conducted as outlined in the IDMS toolkit and departmental service standards.

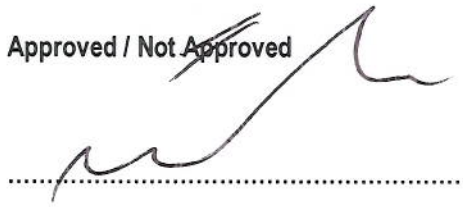
6.7 Individual project Risk plans should be developed per project, IPIP corporate risk plan does not substitute project risk plan. Each project is unique in nature therefore no two projects even if similar will have the same risk plan. The geographic location of the project has inherent risk.

6.8 Communication is said to be the lifeblood of all management activities, therefore each project should have a communication plan detailing site meeting schedule and how minutes and reports will be disseminated to all project stakeholders.

6.9 It is recommended that IDIP/IDMS should be continued in the department until such time that there is evident high job maturity level on IDIP implementation.

6.10 The following critical posts in Infrastructure Operations should be filled viz: Senior General Manager and General Manager Planning and Design. The incumbent of these posts should serve as IDMS Champions in the department.

Approved / Not ~~Approved~~



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8. APPENDICES

LIMPOPO PROVINCIAL GOVERNMENT REPUBLIC OF SOUTH AFRICA	REF:2/7/1 LDPW IDIP Evaluation Questionnaire Version 001 Rev:000
IDIP EVALUATION QUESTIONNAIRE	

The purpose of this survey questionnaire is to obtain information about the implementation of Infrastructure Delivery Improvement Programme in the department to ascertain if the programme is effective or not. The findings will reveal if it will be to the advantage of the department to continue or discontinue with the programme or to make some improvements to the programme.

Respondent Name (optional):.....

Capacity:.....

Institution / Project :.....

District:.....Municipality:.....

Project Start Date:.....Project Completion Date.....

Contract Sum.....

IDIP IMPLEMENTATION QUESTIONNAIRE (BENEFICIARIES)

Section A:

Please indicate if you disagree (DA), or Agree (A) with the following statements:

	Statement	DA	A
1.	The project steering committee was established.		
2.	Steering Committee meetings were scheduled.		
3.	Steering Committee meetings were held as scheduled.		
4.	Steering Committee was represented in all site meetings.		
5.	Inputs from Steering Committee Reps were taken into consideration.		
6.	All members of the project steering committee were given full access to contract documents.		

Section B

Complete the following question items by putting yes if you agree and no if you disagree with the statements:

	Statement	Yes	No
1.	The project started as planned.		
2.	The Consultant was represented full time on site.		
3.	Project Manager (Public Works) visited the project at regular interval.		
4.	Professional Engineers conducted project quality checks.		
5.	I am satisfied with the quality of the project.		
6.	I am satisfied with how the project was managed.		
7.	To a certain extent the deliverable improved the quality of our service		

Section 3

State any other challenges experienced during project contract period.

.....
.....
.....
.....
.....

State any lesson learned from the implementation of the project.

.....
.....
.....
.....
.....

Thank you for completing the questionnaire.

LIMPOPO PROVINCIAL GOVERNMENT REPUBLIC OF SOUTH AFRICA	REF:2/7/1 LDPW IDIP Evaluation Questionnaire Version 001 Rev:000
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Respondent Name (optional):.....

Capacity:.....

Institution / Project :.....

Project Start Date:.....Project Completion Date.....

Contract Sum.....

IDIP IMPLEMENTATION QUESTIONNAIRE (PROJECT MANAGERS)

Section A:

Please indicate if you disagree (DA), or Agree (A) with the following statements:

	Statement	DA	A
1.	IDIP is government programme aiming at improving service delivery.		
2.	IDIP is a programme aiming at improving project delivery.		
3.	IDIP is a programme aiming at performance improvement.		
4.	IDIP initiatives strive for improving project planning.		
5.	IDIP initiatives strive for improving project implementation.		
6.	IDIP initiatives strive for improving project monitoring.		
7.	IDIP initiatives strive for improving project reporting.		

Section B

Complete the following question items by putting yes if you agree and no if you disagree with the statements:

	Statement	Yes	No
1.	I was trained on MS Project through the implementation of IDIP.		
2.	I make application of MS Projects in planning for my projects.		
3.	I make application of MS Projects in monitoring my projects.		
4.	I make application of MS Projects in generating projects reports.		
5.	I was introduced to PMIS through the implementation of IDIP.		
6.	PMIS is functioning smoothly.		
7.	I am uploading projects progress reports on PMIS.		
8.	I was introduced to Project Quality management.		
9.	Each and every Project I implement has a Project Quality Plan		
10.	I conduct quality checks on my projects.		
11.	I ensure that Consultants conduct quality tests on my projects.		
12.	I develop Risk Management Plan for each and every project.		
13.	I implement risk mitigating initiatives during project implementation		
14.	Each and every project I implement has a communication plan.		
15.	I opened a procedure manual for my work.		
16.	I ensure that relevant processes, documented procedures, policies , records etc. are filed in the procedure manual.		
17.	IDIP is adding value to LDPW.		

Section 3

Please complete the following questions concerning the projects you implemented in 2010/11 financial year.

Your Projects Portfolio: Education, Health, or Other Departments (delete which ever not applicable).

1. How many projects were allocated to you in 2010/11 financial year?.....
2. How many of the allocated projects were completed at the end of the financial year? .....
3. How many projects were not completed at the end of the financial year?.....
4. Give a brief reason why projects were not completed at the end of the financial year?

.....
.....

5. How many completed projects are closed?.....
6. How many are still to be closed?.....
7. Give brief reason for projects that are not yet closed:

.....
.....

8. How can LDPW further improve on project delivery?

.....
.....

Thank you for completing the questionnaire.