

SECTION 2 TAKES YOU THROUGH THE ORGANISATIONAL STRUCTURING PROCESS STEP BY STEP. IT CONTAINS THE FOLLOWING:

- **CHAPTER 6: GIVES AN OVERVIEW OF THE PHASES IN THE ORGANISATIONAL DESIGN PROCESS AND TOOLS THAT CAN BE USED. EACH PHASE IS THEN DISCUSSED IN DETAIL IN THE SUBSEQUENT CHAPTERS.**
- **CHAPTER 7: PHASE 1: DIAGNOSIS**
- **CHAPTER 8: PHASE 2: DETERMINING ORGANISATIONAL REQUIREMENTS**
- **CHAPTER 9: PHASE 3: DESIGNING THE STRUCTURE**
- **CHAPTER 10: PHASE 4: DEVELOPING THE BUSINESS CASE AND PLANNING THE IMPLEMENTATION**
- **CHAPTER 11: PHASE 5: IMPLEMENTING THE STRUCTURE**
- **CHAPTER 12: PHASE 6: MONITORING AND EVALUATION**
- **CHAPTER 13: PLANNING AND MANAGING THE ORGANISATIONAL STRUCTURING PROJECT**
- **CHAPTER 14: MANAGING CHANGE AND TRANSITION**

(NOTE: BEFORE YOU EMBARK ON AN ORGANISATIONAL STRUCTURING PROCESS, IT IS ADVISABLE TO FAMILIARISE YOURSELF WITH CHAPTER 13: PLANNING AND MANAGING THE ORGANISATIONAL STRUCTURING PROJECT)

CHAPTER 12

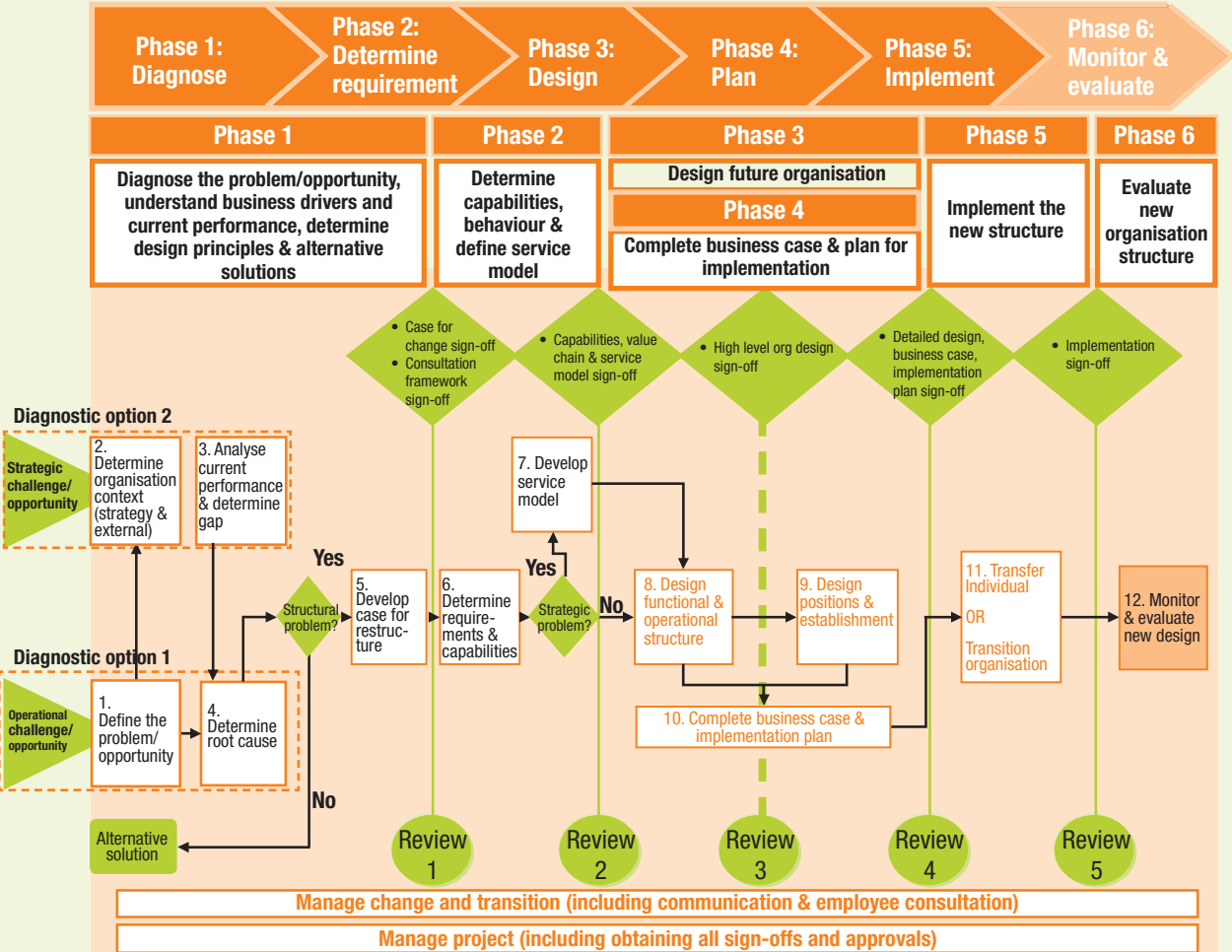
PHASE 6:

MONITORING AND EVALUATION

CHAPTER 12

12. PHASE 6: MONITOR AND EVALUATE

12.1 OVERVIEW OF MONITORING AND EVALUATION PROCESS



Phase 6

**Evaluate
new
organisation
structure**

**12. Monitor
& evaluate
new design**

Purpose

The monitoring and evaluation of the new structure.

Objective

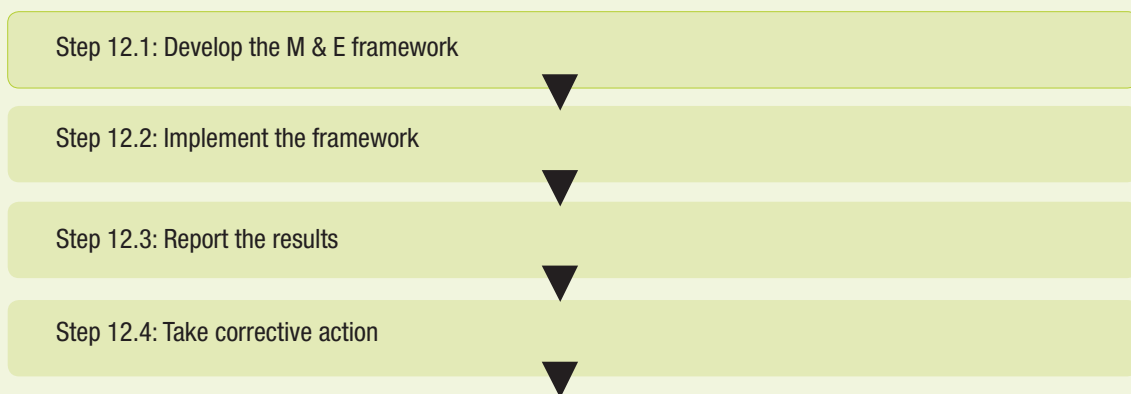
To determine what works and what does not work and how this can be improved or strengthened.

Approach

There are a variety of options when monitoring and evaluating:

- Collecting information yourself.
- Collecting information by all employees collectively.
- Central analysis and reporting vs. team reporting.
- Observations, KPIs, reviewing results, groups and interviews.

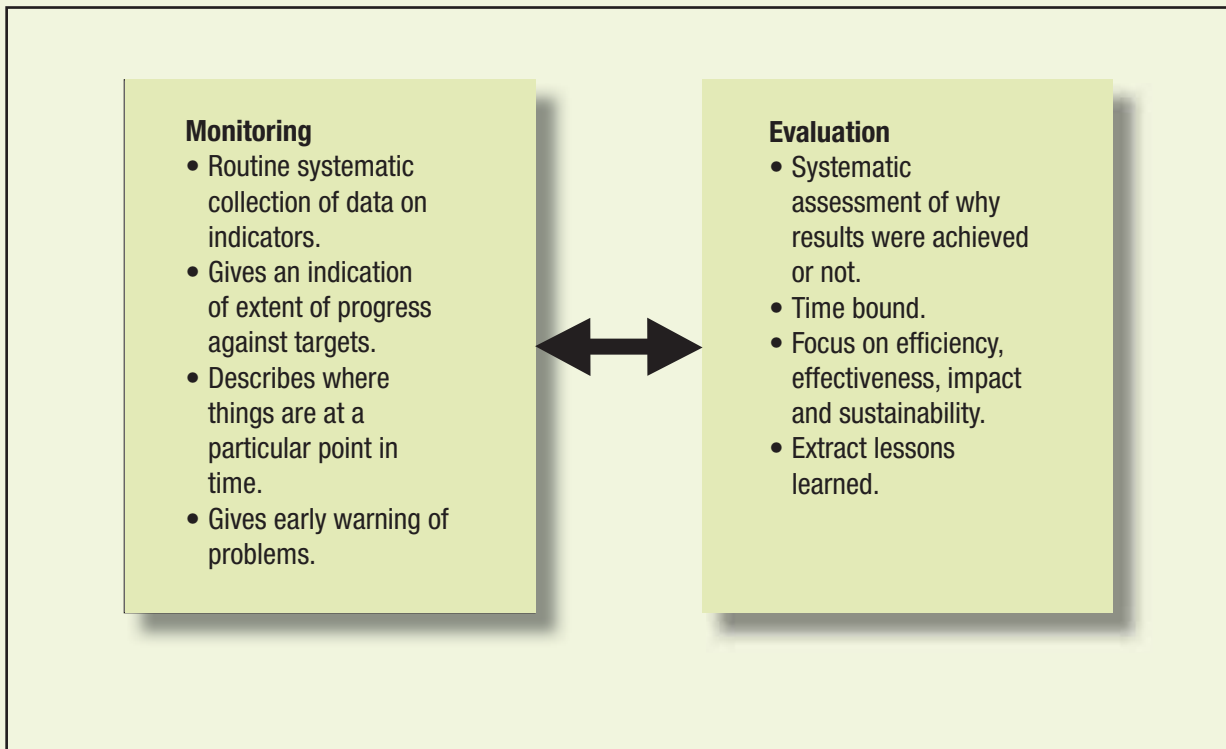
12.1.1 PROCESS FOR STEP 12



Monitoring and evaluation (M&E) is a useful management tool. It helps you to:

- Track progress with implementation of a programme or strategy.
- Detect problems as early as possible.
- Assess the efficiency and effectiveness of a particular programme or strategy.
- Account for progress or results.
- Learn from what works and what does not work.

M&E has become increasingly important in the public service with government's drive to improve service delivery and general efficiency of the public service. The terms "monitoring" and "evaluating" are used interchangeably. However, they are two distinct, but complementary, processes as shown in the figure below.



12.1.2 WHY MONITOR AND EVALUATE STRUCTURE?

Monitoring and evaluation too often is an afterthought in the organisational design process. There are a number of reasons why you should monitor and evaluate the new or revised structure:

- To keep track of progress with the implementation of the new or revised structure.
- To alert you to problems with the structure early on so that you can take or recommend corrective action.
- To determine whether or not the structure is achieving the objectives set out in the business case for the structure (or restructure).
- To provide information and learning that can assist your organisation in improving its performance.

12.1.3 TOOLS FOR STEP 12

The following tools can be used for monitoring and evaluation:

- M&E framework.
- Monitoring and evaluation planning template.
- Monitoring and evaluation report template.

12.1.4 HOW TO EXECUTE STEP 12

Step 12.1: Develop the M&E framework

The M&E framework sets out what you will monitor and evaluate, how you will go about it, who will collect information, what information you will collect, when and how you will report results. Below is a suggested framework that you can adapt to suit your needs.

Monitoring process planning elements	Description
Aim	<ul style="list-style-type: none"> To monitor progress with implementation.
What will we use to measure progress?	<ul style="list-style-type: none"> Time frames and other targets set in implementation plan.
How will we collect information?	<ul style="list-style-type: none"> Monthly progress reports by the implementation team. Staff survey. Comments box.
Reporting results	<ul style="list-style-type: none"> Monthly progress report to EXCO. Quarterly progress report to Executive Authority.
Corrective action	<ul style="list-style-type: none"> Recommendations to be made in progress reports. System for following up corrective action to be put in place.
Timing of the monitoring	<ul style="list-style-type: none"> Can begin as soon as implementation of the new structure starts.
Who should do it?	<ul style="list-style-type: none"> Internal team can do the monitoring. Identify upfront who will be responsible for monitoring the implementation of the structure.
What resources will be required?	<ul style="list-style-type: none"> Outline the budget (staffing and finance) for monitoring the implementation.

Evaluation process planning elements	Description
Aims	<ul style="list-style-type: none"> To evaluate the effectiveness of the new or revised structure.
What will we use to evaluate effectiveness?	<ul style="list-style-type: none"> Objectives set out in the business case. Benefits of the new structure as set out in the business case, for example: <ul style="list-style-type: none"> Financial benefits. Benefits for service recipients. Internal process benefits. People and innovation benefits.
How will we collect information?	<ul style="list-style-type: none"> Questionnaires. Interviews with citizens. Observations. Review of documents, including internal and external reports.

Evaluation process planning elements	Description
Reporting results	<ul style="list-style-type: none"> • Written report documenting the results of the evaluation. • Presentation to management. • Presentation to staff and stakeholders.
Corrective action	<ul style="list-style-type: none"> • Report should contain recommendations for corrective action: <ul style="list-style-type: none"> o What action is needed. o Who should take action. o By when should action be taken. o Who will be accountable for taking corrective action. o Follow-up or routine monitoring of corrective action.
Timing of the evaluation	<ul style="list-style-type: none"> • The new structure needs time to be implemented and embedded. Evaluating too early can give inaccurate results. It is preferable to evaluate no earlier than 12 months following the implementation.
Who should do the evaluation?	<ul style="list-style-type: none"> • The evaluation can be done by an internal team. It is advisable to have the evaluation done by those who were not involved in the organisational design. An external evaluator can lend objectivity to the evaluation, especially if contentious issues are likely.
What resources will be required?	<ul style="list-style-type: none"> • Outline the budget (staffing and finance) for evaluating the effectiveness of the structure.

The following potential areas of benefit should be evaluated:

Areas of benefit	Explanation
Financial benefits (direct and indirect)	<ul style="list-style-type: none"> • The direct savings, increase in revenue, reduced unit cost, percentage of funds spent on actual service delivery vs. admin, overheads, expenses, equipment rental, procurement, reduced losses/damage.
Service recipient and service provision benefits	<ul style="list-style-type: none"> • Increased volume, decreased waiting time, improved satisfaction, reduced cost to receive service, reduced queuing time, number of queries not answered by the first service provider (employee), reduced accidents, infections, deaths.
Internal process benefits	<ul style="list-style-type: none"> • Reduction in processing time, increased volume of product/people serviced, turnaround time (from application to delivery), rework and downtime, transaction time, number of telephone calls not answered, reduced fraud, reduced legal action, reduced risk or hazardous events.
People and innovation benefits	<ul style="list-style-type: none"> • Improved morale, reduced absenteeism, increased competence, increased number of ideas, number of employees involved in service recipient service, increased employee alignment, citizen/service recipient exposure, improved image, motivation, or decreased staff turnover, dissatisfaction, vulnerability, exposure, ambiguity, confusion.

Complete the monitoring and evaluation planning template provided on page 21-2 in Section 3 of the Guide.

Step 12.2: Implement the framework

The M&E framework you establish under this step will guide your implementation.

Helpful tips	Addressed Yes/No
√ Before implementing the framework, test it with others in your organisation and make refinements.	
√ Ensure that management are aware of the framework and support it.	
√ Ensure that you have sufficient resources to conduct the monitoring and evaluation.	
√ Allocate responsibility for the work.	

Complete the data collection part of the monitoring and evaluation planning template provided on page 21-2 in Section 3 of the Guide.

Step 12.3: Report the results

Helpful tips	Addressed Yes/No
√ Keep reports concise and clear.	
√ Ensure that all relevant people receive the results. Have a checklist of who should receive the results and reports.	
√ Add presentations to explain the results, especially where there has been a major or complex evaluation.	
√ Ensure that results and recommendations are supported by evidence.	

Complete the monitoring and evaluation report template.

Step 12.4: Take corrective action

One of the aims of M&E is to identify areas for change or improvement. When monitoring the implementation of the structure, you may come across problems in the implementation.

Helpful tips	Addressed Yes/No
√ When you uncover a problem with the structure, identify the problem accurately.	
√ Make clear proposals for corrective action. This should include: <ul style="list-style-type: none"> • What action is needed. • Who should take action. • By when should action be taken. • Who will be accountable for taking corrective action. 	
√ Put in place the mechanism for follow-up or routine monitoring of corrective action.	