

SECTION 3 OUTLINES A RANGE OF TOOLS FOR USE IN THE ORGANISATIONAL STRUCTURING PROCESS.

- **CHAPTER 15: INTRODUCES THE TOOL KIT AND PROVIDES AN INVENTORY OF TOOLS**
- **CHAPTER 16: DESCRIBES TOOLS FOR USE IN PHASE 1: DIAGNOSIS**
- **CHAPTER 17: DESCRIBES TOOLS FOR USE IN PHASE 2: DETERMINE REQUIREMENTS**
- **CHAPTER 18: DESCRIBES TOOLS FOR USE IN PHASE 3: DESIGN FUTURE ORGANISATION**
- **CHAPTER 19: DESCRIBES TOOLS FOR USE IN PHASE 4: BUSINESS CASE AND IMPLEMENTATION PLANNING**
- **CHAPTER 20: DESCRIBES TOOLS FOR USE IN PHASE 5: IMPLEMENTATION**
- **CHAPTER 21: DESCRIBES TOOLS FOR USE IN PHASE 6: MONITOR AND EVALUATE**
- **CHAPTER 22: DESCRIBES TOOLS FOR USE IN MANAGING CHANGE AND TRANSITION**

CHAPTER 21

DESCRIBES TOOLS FOR USE
IN PHASE 6: MONITOR AND EVALUATE

CHAPTER 21

21. TOOLS FOR PHASE 6, STEP 12: MONITORING AND EVALUATION

Tools	Highly recommended	Recommended	Nice to have
Monitoring and evaluation framework	X		
Monitoring and evaluation planning template	X		
Monitoring and evaluation report template	X		

21.1.1 TOOL 64: MONITORING AND EVALUATION FRAMEWORK

The monitoring and evaluation framework sets out:

- What you will monitor and evaluate.
- How you will monitor and evaluate.
- Who will collect information.
- What information should be collected.
- When and how you will report results.

The following is a suggested framework that you can adapt to suit your needs:

Monitoring process planning elements	Description	Monitoring planning
Aim	<ul style="list-style-type: none"> • To monitor implementation progress. 	
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 from the implementation team. • Staff survey. • Comments box. 	
How will we report 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 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	Evaluation planning
Aim	<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. Service delivery indicators. Staff retention rates. Customer satisfaction ratings. 	
How will we collect information?	<ul style="list-style-type: none"> Questionnaires. Interviews with customers. Review of documents, including internal and external reports. 	
How will we report 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	<p>Report should contain recommendations for corrective action:</p> <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. Follow-up or routine monitoring of corrective action. 	
Timing of evaluation	<ul style="list-style-type: none"> The new structure needs time to be implemented and embedded. Evaluating too early can produce inaccurate results. It is preferable to evaluate no earlier than 12 months following the implementation. 	
Who should conduct the evaluation?	<ul style="list-style-type: none"> The evaluation can be conducted by an internal team. It is advisable not to have the evaluation conducted by those who were involved in the organisation design. An external evaluator can lend objectivity to the evaluation, especially if there are likely to be contentious issues. 	
What resources will be required?	<ul style="list-style-type: none"> Outline the budget (staffing and finance) for evaluating the effectiveness of the structure. 	

21.1.2 TOOL 65: PLANNING AND DATA COLLECTION TEMPLATE

1. SOLUTION OVERVIEW	
Solution	Description
Restructuring description	<ul style="list-style-type: none"> Provides an overall description of the intended restructuring and what the organisation would look like afterwards (if restructuring is an option).
Description of problem or opportunity	<ul style="list-style-type: none"> Gives an overall description of the business problem or opportunity that the project will be addressing. This should not include technical specifications or jargon, but should focus on the business area concerned, the market offering and how it will benefit or add value to the customer. "Why is the project important to the organisation?"
Proposed solution or strategy	<ul style="list-style-type: none"> Provides an overview of the suggested solution which may or may not include restructuring as an option.
Potential benefit and solution management considerations	<ul style="list-style-type: none"> Gives an overall description of the business benefits of addressing the problem or opportunity. This should include quantitative and qualitative benefits which the business area will have to measure and prove.

2. BENEFIT DESCRIPTION	
2.1 Financial benefits	
Direct benefits (financial) (examples)	KPIs/measure (examples)
<ul style="list-style-type: none"> Reduced overheads (staff, equipment, facilities). 	<ul style="list-style-type: none"> 10% reduction on salary bill. 10% reduced monthly equipment cost. 10% savings on facilities.
<ul style="list-style-type: none"> Reduced transaction costs (reduce the cost of providing the service through technology, fewer phone calls). 	<ul style="list-style-type: none"> Reduced unit cost (cost per passport reduced by R10). Increased number of citizens serviced per service counter per day (from 40 to 70 per day). Travelling costs reduced by 10%.
<ul style="list-style-type: none"> Reduced cost of poor quality (less waste, less downtime [waiting time], less checking [auditing]) 	<ul style="list-style-type: none"> Reduction in rework of applications from 20 to fewer than five per day. Reduction in hard copy waste (no hard copy waste). No waiting time for anybody in the team (no idle time due to other people needed to complete a task). Reduced checking of quality.
<ul style="list-style-type: none"> Reduced material and other expenses 	<ul style="list-style-type: none"> Less inventory (from R5m to R1m). Savings on procurement (reduction of 20% in services procured). Reduced utilisation of external service providers.
<ul style="list-style-type: none"> Reduced losses/damages 	<ul style="list-style-type: none"> Fraud reduced by x%. Damage reduced by x%. Legal costs reduced by x%.

Indirect benefits (financial)	KPIs/measure (example)
<ul style="list-style-type: none"> • Cost of duplication 	<ul style="list-style-type: none"> • Application handed over only once till completion. • No duplication of tasks between teams/units/other departments. • All employees fully utilised (no idle time because of process or structure).
<ul style="list-style-type: none"> • Service recipient costs (reduction in direct cost for service recipients to receive the service [less travelling time, shorter distance to travel, reduced number of phone calls, single point of contact, electronic applications, etc.]). 	<ul style="list-style-type: none"> • Reduced average cost of travelling by recipients.

2.2 Process benefits	
Direct benefits (examples)	KPIs/measures (examples)
<ul style="list-style-type: none"> • Reduced transaction costs (reduce the cost of providing the service through technology, fewer phone calls). 	<ul style="list-style-type: none"> • Reduced unit cost (cost per passport reduced by R10). • Increased number of citizens serviced per service counter per day (from 40 to 70 per day).
<ul style="list-style-type: none"> • Increased volume per day (waiting time in queues, submitting more than one application, single point of contact, etc.) 	<ul style="list-style-type: none"> • Reduced waiting time. • Increased number of applications processed (from two to 10 per day)
<ul style="list-style-type: none"> • Cost of duplication 	<ul style="list-style-type: none"> • Application handed over only once till completion. • No duplication of tasks between teams/units/other departments. • All employees fully utilised (no idle time because of process or structure).
<ul style="list-style-type: none"> • Reduced losses/damages (fewer incidents which have an indirect impact on departmental costs). 	<ul style="list-style-type: none"> • Fewer accidents. • Fewer injuries. • Fewer infections.
<ul style="list-style-type: none"> • Reduced turnaround time. 	<ul style="list-style-type: none"> • Turnaround time reduced. • Average waiting time in queues. • Maximum two phone calls required by service recipients.

2.3 Service quality benefits	
Qualitative benefits (examples)	• KPIs/measures (examples)
<ul style="list-style-type: none"> Service recipient costs (reduction in direct cost for service recipients to receive the service [less travelling time, shorter distance to travel, reduced number of phone calls, single point of contact, electronic applications, etc.] 	<ul style="list-style-type: none"> Reduced average travelling distance to service points. Increased number of electronic applications.
<ul style="list-style-type: none"> Reduced losses/damages (reduction in incidents which have an indirect impact on departmental costs). 	<ul style="list-style-type: none"> Fewer accidents. Fewer injuries. Fewer infections.
<ul style="list-style-type: none"> Customer satisfaction 	<ul style="list-style-type: none"> Reduced travelling costs/time. Reduced waiting time. Increased quality of information. One-stop service (no handover from one person to another).
<ul style="list-style-type: none"> Improved image of service delivery 	<ul style="list-style-type: none"> Nine hours' uninterrupted service per day. 80% of phone calls answered in five rings.
<ul style="list-style-type: none"> Service experience 	<ul style="list-style-type: none"> Reduced number of complaints.

2.4 Employee benefits	
Intangible benefits	• KPIs/measures (examples)
<ul style="list-style-type: none"> Improved employee morale 	<ul style="list-style-type: none"> 90% employee satisfaction. Increased number of innovations and ideas implemented. Reduced number of incidents of miscommunication. Reduced number of duplications or uncertainties.
<ul style="list-style-type: none"> Innovation 	<ul style="list-style-type: none"> Increased number of ideas implemented. Increased number of employees involved in decision making. Increased number of employees involved in process improvement groups.

3. ASSUMPTIONS AND PREREQUISITES

Identify the key assumptions made when identifying benefits

Key assumption	Rationale

4. SOLUTION MANAGEMENT APPROACH	
What is the proposed approach to collecting each of the KPIs?	
KPI	Approach

5. SAMPLING TECHNIQUE		
What sample size will be taken for each KPI and why?		
KPI	Sampling technique	Rationale

6. MONITORING AND EVALUATION PLAN	
6.1 Roll-out and operationalisation	
What are we going to do to operationalise the monitoring and evaluation plan?	
Activities	Timing

6.2 Monitoring sequence and timing		
KPI measurement	Timing	Frequency

7 BENEFIT TRACKING RECORD	
7.1 Baseline KPI	
KPI	Baseline status (status when the decision was taken to restructure)
Cost and financial	
1	
2	
Process and service delivery	
3	
4	
Citizen and service quality	
5	
6	
Employees and innovation	
7	
8	

7.2 Landed KPI	
KPI	Actual status (status as measured after restructuring)
Cost and financial	
1	
2	
Process and service delivery	
3	
4	
Citizen and service quality	
5	
6	
Employees and innovation	
7	
8	

7.3 Baseline comparison		
Baseline KPI	Landed KPI	% Variance
1		
2		
3		
4		
5		
6		
7		
8		

7.4 Benefit comparison		
Proposed rand benefit	Landed rand benefit	% Variance
1		
2		
3		
4		
5		
6		
7		
8		

21.1.3 TOOL 66: PROGRESS REPORT

1. VARIANCE EXPLANATION		
Highlight issues that drove variation in realised benefits to the original proposed benefit		
Benefit realised	% variance (anticipated vs actual benefit)	Reason

2. ACTIONS TO ADDRESS	
Identify issues which resulted in variance and devise plans to prevent recurrence.	
Issues	Proposed action

3. KEY LESSONS	
What should be documented as key lessons for future projects?	
Key lessons	Suggested actions