



STANDARD OPERATING PROCEDURE

Performance Improvement Plan

How Saha identifies, supports and reviews water treatment centres that fall below the water availability target.

AVAILABILITY TARGET

85% of the time

PIP DURATION

Three months

LAST REVIEWED

17 January 2024



This is Saha's own standard operating procedure for Performance Improvement Plans, used by its frontline teams. It is published as an example for partners, district assemblies and practitioners managing community water service delivery of their own.

ABBREVIATIONS

PIP	Performance Improvement Plan
FLC	Front Line Coordinator
FLS	Front Line Supervisor
AT	Aquatab, the chlorine tablet used in treatment

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Purpose

WHAT PROBLEM DOES A PIP SOLVE?

- It helps centre Water Service Operators to be consistent in water treatment and also be proactive whenever they need any assistance from the Saha team.
- It helps them understand what they are required to do as Water Service Operators.

SOLUTION

At the end of each month, the Front Line Coordinator (FLC) evaluates water availability data from their communities. The goal is that water is available 85% of the time.

02

When a Community Is Put on PIP

A community is considered for PIP under the following conditions:

< 75%

Water availability

< 1

Refill rate per month

Approval

The FLS or FLC gives approval for PIP

TIMING NOTE

When a PIP is due during a seasonal transition period, such as the rainy season or a dry dugout, consider starting the PIP after the period. You will need to keep track and inform the Water Service Operators accordingly.

The Front Line Supervisor (FLS) is responsible for administering the Performance Improvement Plan, which involves the Water Service Operators and their husbands or close relatives at the time of administering PIP for the first time, visiting the community at least every two weeks for the next three months. On these visits, the supervisor will work with the Water Service Operators to address any identified issues. The FLS will create progress reports monthly to share with the team and the Water Service Operators.

If in the next 3 months availability is not over 85%, Saha will need to work with the community to replace the current Water Service Operators. Otherwise, Service Delivery resumes as normal after the Performance Improvement Plan is completed and necessary performance improvement is achieved.

Roadmap

First meeting

"I am sorry to say this community had water less than 75% of the time last quarter, or has not sold any water in the past month(s). So we will have to put you on a mandatory Performance Improvement Plan. After this plan, if you are still below the target then we will have to replace you, or resume normal Service Delivery in your community."

The FLS makes enquiries to understand why the target was not met and to find possible solutions. Some of these questions can be asked:

- I want to know more — how do you think the past three months have been?
- What worked well and did not work well for you?
- What do you think we can do to make things better for you?

Administering a PIP

1. Saha treated water should be available and accessible all the time.
2. Water Service Operators call to give updates and also for supplies for the water business every week for the next three months.
3. The front line team will visit the community to monitor performance of the business on a weekly basis.
4. The FLS visits every two weeks to gather information, including customer feedback and how the centre is running, for the monthly progress report.
5. The FLS prepares a monthly progress report that is delivered to both the weekly Service Delivery meeting and the Water Service Operators themselves, in person if possible. Progress is tracked on the PIP dashboard.
6. At the end of the PIP, a final report is prepared by the FLS and presented to the Service Delivery team for consideration.

Measuring Success

1. Availability of water at the centre 85% of the time.
2. Number of ATs used should have increased by at least more than 20% of last quarter.
3. Water Service Operators should not fail to call us if they need supplies or technical support.
4. Customers should be satisfied with the services provided by the Water Service Operators.
5. Water quality testing comes back clean the majority of the time.

Options to Conclude the PIP

If successful

Have a formal meeting with all Water Service Operators. The purpose is to let them know they met all the requirements for the PIP and so will be put back on normal Service Delivery visits.

If failed

1. After the PIP, if the centre is still the same without improvement; if the number of ATs used is less than or the same as before; if they do not call often to check in; and if customers are not satisfied with their services, such as accessibility of water at the centre.
2. Put them on a second PIP if they fail for the second time.
3. Organize for Water Service Operators to be replaced.

Note. Water Service Operators can only get a second chance if they meet all the requirements of the PIP and get back to normal operation; if along the line they drop, they can then be put on a second PIP.

Lessons Learned Documentation

- What really went well from their perspective?
- What could we do well next time we do a PIP?
- What other things could we put in place to prevent places from falling into PIP?

Corner Cases

- If Water Service Operators are sick, travelling or they lose a close relative — “corner cases” — we need to ask the Water Service Operators what we can do, should something of that sort happen, to make sure that people can still get clean drinking water.
- Next steps for corner cases: the Service Delivery team can all sit and explore options to get the business up and running.
- During seasonal transition, such as the rainy season or when the source dries out, PIP will pause until conditions are normalized, then PIP can resume.

Document Control

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PIP Monthly Report

This report tracks the monthly performance of the under-listed community to ensure it is in line with the PIP provisions and to assist Water Service Operators in areas they need to improve.

COMMUNITY NAME

MONTH

PIP DURATION (START AND END DATE)

NAME OF FRONT LINE SUPERVISOR

NAME OF WATER SERVICE OPERATOR(S)

Tracking Progress

GOAL 1 Availability and accessibility of water at the centre 95% of the time.

AVAILABILITY AT START OF PIP	MONTH 1 (%)	MONTH 2 (%)	MONTH 3 (%)	REMARKS

GOAL 2 Number of ATs used should have increased by at least more than 20% of the last quarter.

NO. OF AT AT START OF PIP	AT USE (MONTH 1)	AT USE (MONTH 2)	AT USE (MONTH 3)	REMARKS

GOAL 3 Number of times Water Service Operators call to check in should exceed 70% for the period they are required to call to update the FLS.

Record the number of times Water Service Operators called in each month. This includes calls made to other teammates from the Water Service Operator.

MONTH 1	MONTH 2	MONTH 3	REMARKS

GOAL 4 Satisfaction — how difficult is it for you to get Saha treated water to drink anytime the need arises?

Response from the Customer Satisfaction Survey.

MONTH 1	MONTH 2	MONTH 3	REMARKS

GOAL 5 Water quality testing comes back clean the majority of the time.

MONTH 1	MONTH 2	MONTH 3	REMARKS

Areas of Concern

State areas of concern that need to be addressed. Mention specific things that need to be done.

Observations, Previous Discussions or Counseling

Recap dates and times you have addressed the issues in the recent or relevant past.

Questions to Guide the Conversation with Water Service Operators

1. How was the business centre before the PIP? This question will help us to track performance afterwards.
2. How many ATs were remaining before they started the PIP?
3. When did they last treat water?
4. How many blue drums scooped?
5. How many ATs used?
6. How full was the polytank?
7. What days have you put in place for the big reopenings?
8. How many customers came after you treated water? At least give us two households that came out for water.
9. How do customers get water at the centre?
10. What plans did you put in place if you are not around and the customer needs water?
11. How are your phones working for you?