

UNECE Conference

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Ajman wastewater concession since 2009 (25 years)



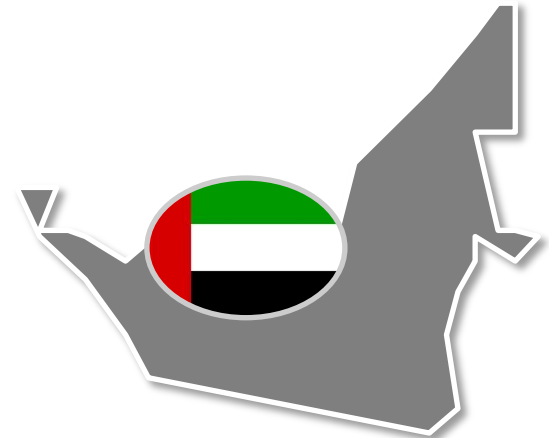
Large array of innovative delivery models

Options → Considerations ↓	PPS	Alliance	Delegated Management	O&M	DBO	Concession
Ease of Procurement	●●●	●●●	●●●	●●	●●	●
Savings and Efficiencies Achieved	●●●	●●●	●●●	●●●	●●	●●
Agreeable to Employees	●●●	●●●	●●●	●	●	●
Ease of Cancellation	●●●	●●●	●●●	●●	●●	●
Rate Mitigation Potential	●●●	●●●	●●●	●●	●●	●
Speed of Implementation	●●	●●●	●●	●●●	●●●	●●●
Allocation of Risk to the Private Sector	●	●●	●●	●●	●●●	●●●
Injection of Cash Available to City	●●	●	●	●	●	●●●



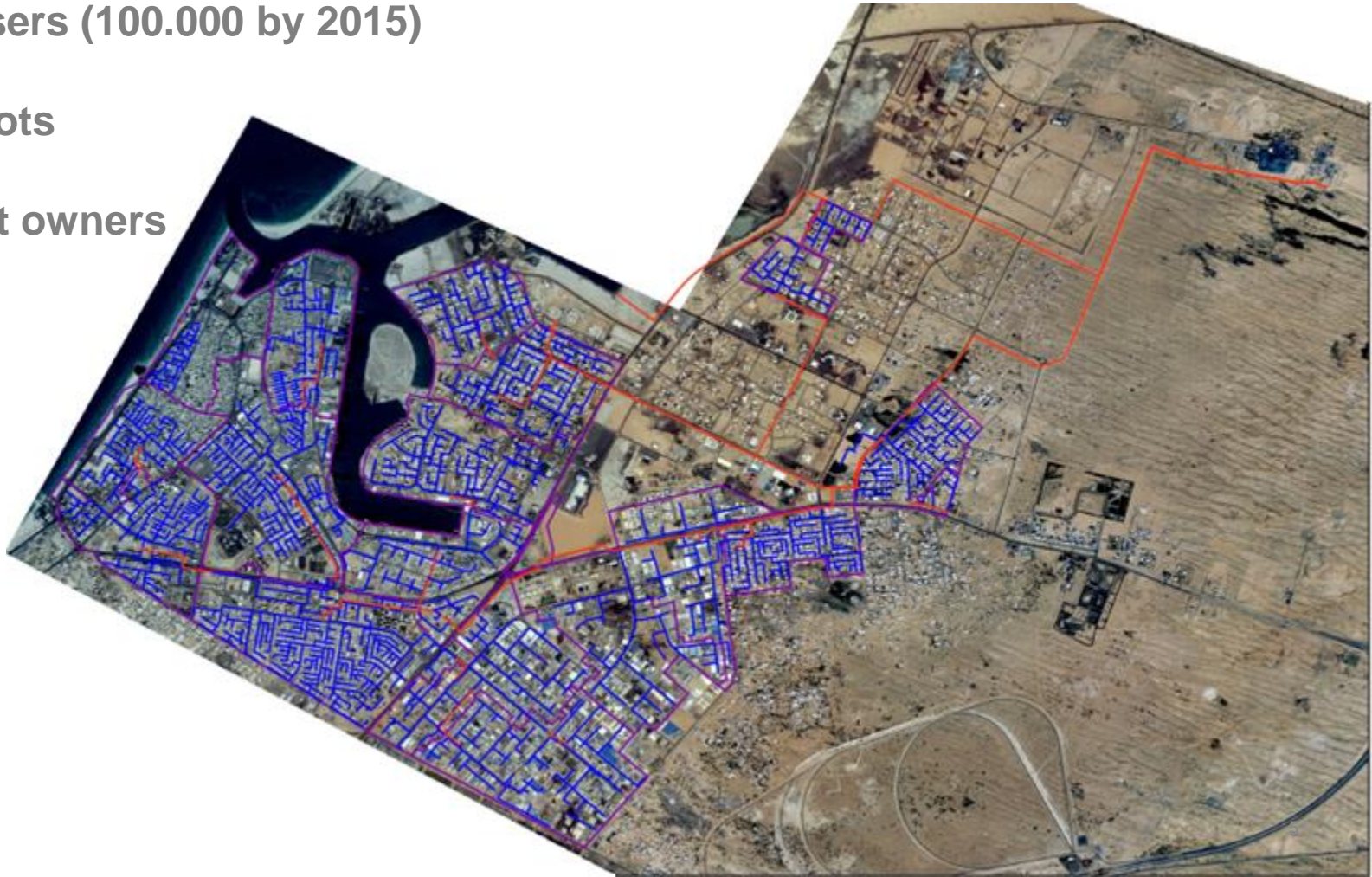
ASPCL at a glance

- **Type of contract:**
- Concession between Government of Ajman and Ajman Sewerage Private Company Limited (including a specific O&M contract)
- **Duration:** 25 years starting 1 of June 2009 (substantial completion date)
- **SPC:** ASPCL (Gvt of Ajman 40 % + VW 20 % + Besix 40 %)
- Turn over : 223 M AED / 47,5 M €
- **O&M company:** Moalajah (VW 50 % + Besix 50 %)
- **Activity:** a 50,000 m³/days wastewater treatment plant serving 250,000 population equivalent + customer services including collection and billing (1 main Customer Service Centre + 4 satellite centres, 1 Call centre)

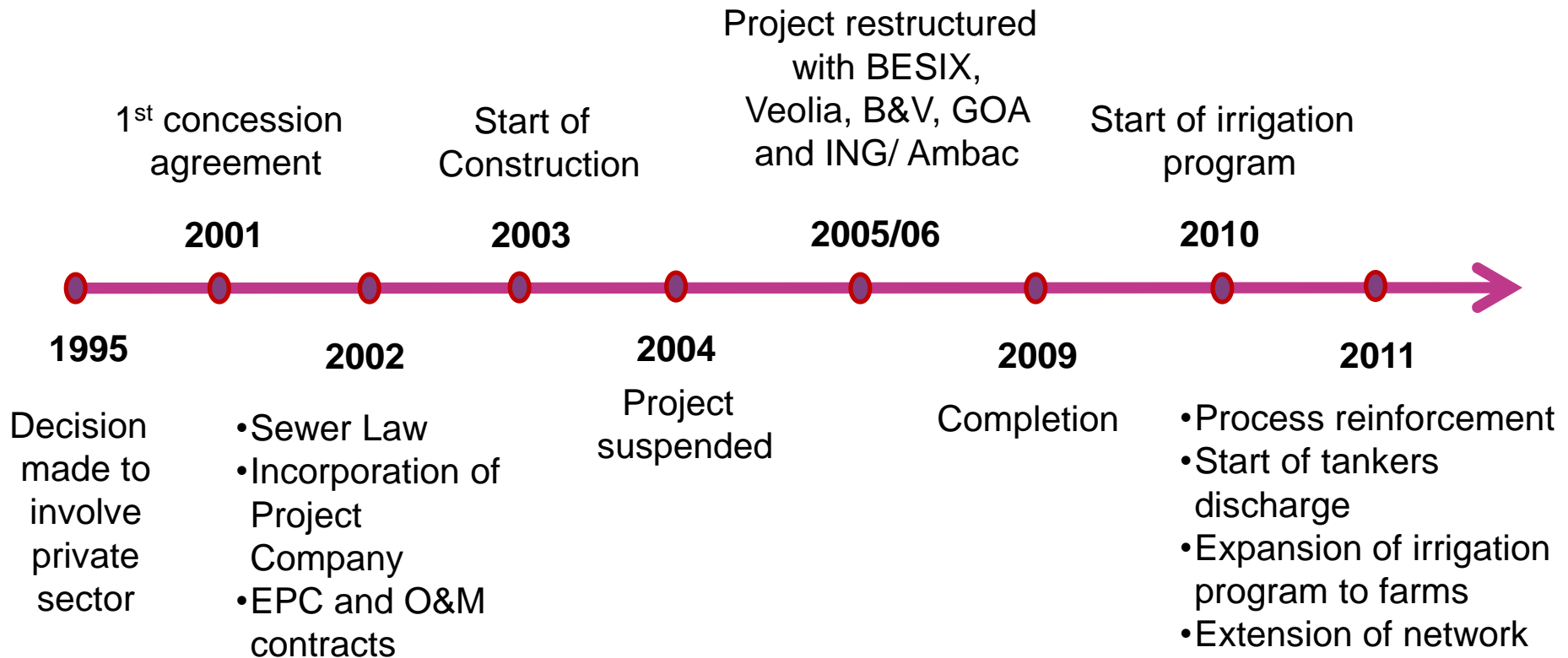


Ajman concession perimeter

- 275.000 Ajman residents
- 90.000 Users (100.000 by 2015)
- 12.500 Plots
- 7.500 Plot owners



Challenges of developing a sewage network & implement a high standard of effluent's treatment



Ajman model



Technical details



1 wastewater treatment plant of 75,000 m³/day capacity based on UASB (Upflow Anaerobic Sludge Blanket) technology + activated sludge plant

10,500 connections

310 km of gravity sewer and connection pipes

30 km of rising mains

21 pumping stations (ranging from 10 l/s to 1000 l/s)

Capital Investment Planning Studies to identify major projects that will increase the reliability of the wastewater systems by adding treatment capacity, and reducing energy consumption.

Estimated CAPEX : 280 M€.

Efficient customer service in place



Customer Service Complaints	%	Average No/Month
Billing complaints	0.3%	21
Collection complaints	0.1%	4
Contact Centre complaints	0.00%	1
Front Office complaints	0.00%	2
Total	0.4%	29

O&M Complaints	%	Average No/Month
Odor	0.11%	9
Blocked Sewer / Overflow	0.47%	38
Construction related	0 %	0
Other Emergency	0 %	0
Others	0.01%	1
Total	0.6%	48

- **Payment options**
 - *Flexible payment period*
 - *4 payment centres + 3rd parties (kiosk, bank, online payment)*
- **Enforcement**
 - *Voluntary/call outs: 77%*
 - *Sewer tariff officer: 13%*
 - *Power disconnection threat: 10%*

Human Resources, Quality and CSR approach



- **Develop a utility management system (UMS)** to capture data from the field, issue and track work orders, and collate data at an asset level
- New **tanker discharge facility** to receive effluents
- **Optimization of energy** with advanced online control system (planned for (2016))
- Quality, safety and environmental management system: OHSAS 18000



- **150** employees and **16** nationalities
- **Ethics campaign** has been launched in 2013
- Development of a **personnel assessment program**
- **Training program** to increase the knowledge transfer of technicians and agents

Ajman: a model that works !

- Willingness to pay
- High collection rate
- Affordable tariff
- Asset well managed
- Highly efficient
- High standard of Service
- Constant improvement
- Financially strong – positive rating

