MANAGEMENT OF WATER UTILITIES IN REGULATED ENVIRONMENT

Faizal Othman / Ranhill Utilities Berhad
Corporate Structure

Ranhill Utilities Berhad

Engineering & Construction

Power  Water  Energy  Infrastructure

Asset Ownership & Operation
- Develop
- Manage
- Engineer

Develop
 Manage
 Engineer

- Construct
- Own
- Operate

Construct
 Own
 Operate

Facilities in Infrastructure, Utilities, Power and Oil & Gas Industries

1,500 Projects over 30 years in 18 countries

Central America
- Jamaica

Middle East
- Saudi Arabia
- Qatar
- Iraq
- Iran
- Turkey

Africa
- Nigeria
- Sudan
- Libya
- Algeria

South Asia
- India
- Pakistan

East Asia
- Malaysia
- Singapore
- China
- Thailand
- Vietnam
- Philippines
- Myanmar
- Brunei
- Indonesia

Develop
 Manage
 Engineer

Construct
 Own
 Operate

Facilities in Infrastructure, Utilities, Power and Oil & Gas Industries

1,500 Projects over 30 years in 18 countries

Central America
- Jamaica

Middle East
- Saudi Arabia
- Qatar
- Iraq
- Iran
- Turkey

Africa
- Nigeria
- Sudan
- Libya
- Algeria

South Asia
- India
- Pakistan

East Asia
- Malaysia
- Singapore
- China
- Thailand
- Vietnam
- Philippines
- Myanmar
- Brunei
- Indonesia
Ranhill Utilities Berhad

70%

Ranhill Water Technologies (RWT)
- Provision of technology driven solutions for water and wastewater treatment
- 4 BOT (15 - 29 years) wastewater and recycle water projects in Thailand and 2 water projects in China

100%

SAJ Holdings (SAJH)
- 30 years potable water supply concession for the entire Johor State
- Successful turnaround of SAJ Sdn Bhd from loss making to profitable business and improving service levels

100%

Ranhill Water Services (RWS)
- NRW management, networking modeling and geographical information system (GIS) service
- Provide operational services to water companies and agencies

* investments and undertakings through other SPV - special purpose investment vehicles
China:
On going
1. Yichun 100mld WTP, BOT-29years, (2003-2031)
   Annual Turnover: USD 6.6 mill
2. Xiao Lan, 30mld WWTP, BOT-29years
   Annual Turnover: USD 1.2 mill
3. He Fei, 30mld WWTP, BOT-25years
   Annual Turnover: USD 2 mill

Malaysia:
On going
1. SAJ Holdings: 30years water supply concession (2000-2029) for the state of Johor. Annual turnover: USD 235 mill (18 months) for 2006
2. Melaka Water Supply :Management Contract, 5 years Potential annual turnover: USD 1.4 mill
3. JB City Sewerage Management Contract, 22 years (2008-2029) Potential annual turnover: USD 25m
4. Safeskin, WWTP (O&M), 2years renewable contract, Annual turnover: USD 2.2 mill

Thailand:
On going
   Annual Turnover: USD 0.4 mill
2. Amata Nakorn WTP, WWTP & Reclaimed plant, BOT-20years (2005-2024)
   Annual Turnover: USD 0.2 mill
3. Safeskin, WWTP (O&M), 2years renewable contract, Annual turnover: USD 2.2 mill

Precursor to PPP Projects:
On going
1. NRW reduction contract for State of Johor: 5 years contract with annual turnover of USD 4 mill
   • NRW reduction contract for the State of Melaka: 1 year pilot contract with turnover of USD 0.3 mill
   5 years contract with annual turnover of USD 1 mill

Saudi Arabia:
On-going

PPP Projects world wide
30-year water supply concession in Malaysia

State Government

Catchment Area, rivers & some dams

Concession: Source to Tap Capabilities (1,737 employees)

Abstraction

From river and dams

- 43 treatment plants
- Production 1,315 mld
- Capacity 1,624 mld

Production

Distribution

Customer

- 487 reservoirs
- >12,000 km pipeline
- 3.1 mil population
- 830,000 accounts
- >99% coverage

- Successful turnaround from loss to profitable business and improving service levels.
- Average tariff: MYR 1.54/m3
- Guaranteed IRR band: IRR of 14-18%
- To design, construct, operate and maintain assets, including increasing capacity by 1,337 mld

- Drinking Water Quality >98%
- Compliance (Ministry of Health Standards), through establishment of Central Lab - accredited with ISO/IEC 17025 certification (Dept of Standard Malaysia)
- Country highest reduction of NRW from above 45% to 29.9% (Sept 2006)
- Malaysian Water Association award for Best Management 2002

State of Johor

Spintelligent
## Summary of selected projects outside of Malaysia

<table>
<thead>
<tr>
<th>Location</th>
<th>Concession</th>
<th>Concession period</th>
<th>Counterparty</th>
<th>Minimum offtake</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Water supply and wastewater treatment**  | **Water supply and wastewater treatment**  | 20 years  | Amata Quality Water Company Limited | Water supply – 15.5 mld  
Wastewater – 13.0 mld  
Reclaim water – 10.4 mld  | *Six build, operate and transfer potable water, wastewater and recycled water projects in Amata City Industrial Park and Amata Nakom Industrial Park, Thailand.*<br>100mld water treatment plant in Yichun China on a 29 year build, operate and transfer (BOT) basis. The plant has been commissioned on 15th October 2005 and is currently in operation. Tariff adjustments are allowed every five years as set out in the concession agreement |
| **Water supply in Yichun, China**  | **Water supply treatment**  | 29 years  | Yichun Municipal Government | 50-100mld escalating with concession years | 100mld water treatment plant in Yichun China on a 29 year build, operate and transfer (BOT) basis. The plant has been commissioned on 15th October 2005 and is currently in operation. Tariff adjustments are allowed every five years as set out in the concession agreement |
| **Wastewater treatment in He Fei, China**  | **Wastewater treatment**  | 29 years  | AnHi Municipal Government | 90% o contracted capacity | 30mld wastewater treatment plant in Anhi Province China on a 29 year build, operate and transfer (BOT) basis.|

---

**Location:**<br>Amata Industrial Parks, Thailand  
**Concession:**<br>Water supply and wastewater treatment  
**Concession period:**<br>20 years  
**Client:**<br>Industrial customers  
**Capacity:**<br>Water supply – 20.5 mld  
Wastewater – 16 mld  
Reclaim water – 10.4 mld  
**Counterparty:**<br>Amata Quality Water Company Limited  
**Minimum offtake:**<br>Water supply – 15.5 mld  
Wastewater – 13.0 mld  
Reclaim water – 10.4 mld  
**Description:**<br>Six build, operate and transfer potable water, wastewater and recycled water projects in Amata City Industrial Park and Amata Nakom Industrial Park, Thailand.  

---

**Location:**<br>Yichun, China  
**Concession:**<br>Water supply treatment  
**Concession period:**<br>29 years  
**Client:**<br>Municipal customers  
**Capacity:**<br>Phase 1 – 50 mld  
Phase 2 – 50 mld  
**Counterparty:**<br>Yichun Municipal Government  
**Minimum offtake:**<br>50-100mld escalating with concession years  
**Description:**<br>100mld water treatment plant in Yichun China on a 29 year build, operate and transfer (BOT) basis. The plant has been commissioned on 15th October 2005 and is currently in operation. Tariff adjustments are allowed every five years as set out in the concession agreement  

---

**Location:**<br>He Fei, China  
**Concession:**<br>Wastewater treatment  
**Concession period:**<br>29 years  
**Client:**<br>Industrial customers  
**Capacity:**<br>Phase 1 – 30 Mld  
**Counterparty:**<br>AnHi Municipal Government  
**Minimum offtake:**<br>90% o contracted capacity  
**Description:**<br>30mld wastewater treatment plant in Anhi Province China on a 29 year build, operate and transfer (BOT) basis.
Water industry in Malaysia

- **Recent developments**
  - Establishment of Ministry of Energy, Water and Communications
    - Oversee the provision of utility services.
    - Merger of water and wastewater agencies under one ministry.
  - Change in Federal Government’s role in Water Services
    - Passing of two new water related bills:
      - Water Industry Services Act (WSIA) – water services on concurrent list
      - Suruhanjaya Perkhidmatan Air Negara (SPAN) - setting up of a National level regulator
  - The National Water Master Plan, covering the planning horizon up to year 2050, sets out strategies and guiding principles for the future development and conservation of national water resources.
  - Under the masterplan, a projected MYR 52.9 bn (USD 15bn)is required to ensure efficient and reliable water supply system up to 2050
    - demand increase by 5.4% per annum
  - Competitive pressures in the water industry are quite limited by virtue of what is generally a natural monopoly
  - Stabilisation of revenues for water utilities is driven mainly by increase in scheduled tariff gazetted and capacity expansion arising from demand growth.
THE ROLE OF NATIONAL WATER SERVICES COMMISSION (SPAN) WATER ASSET MANAGEMENT COMPANY (WAM Co)

SPAN – National Regulator
Regulates overall industry, including WAM Co and Water Operators

Water Asset Management Company (WAM Co):
• Owner of all water/waste water assets
• Provide asset leasing services to operators
• Finance and implement major capital works

Water Companies / Operators:
• Operator responsible for water & waste-water management works involving:
  Water and Sewerage services
  • Water and Sewerage treatment, distribution / collection
  • Customer services
  • Finance and implement operational improvements

Water Companies / Operators:

- Lease Assets
- Rent Assets

Functions and Powers of SPAN include:
- Advisory to Parliament.
- Review and recommend tariffs
- Formulate National Water and Sewerage Procedures, Standards, Guidelines, Policies
- Control of the National Water and Sewerage Development Plan
- Decide on Implementation of priority Water and Sewerage Projects
- Communication, Public Education and R&D Program
The Ministry of Energy, Water and Communications has expressed its view that states are encouraged to adopt a corporatisation model.

- It is anticipated that private sector participation will be in the following ways
  - Strategic partnerships
  - Equity participation (minority)
  - O&M contractors – operators
  - Specialist technical input
  - Private funding initiatives

- This exercise seeks to increase the commercial viability of the water utility sector in Malaysia through increased private sector participation in the market.

- It also presents an opportunity for the growth of service providers in the sector.

* - vehicles to also provide services outside of group; i.e. EPC, NRW etc
** - vehicle to be set up
Malaysian Water Industry - Key Challenges
Addressing Funding Challenges Through WAMCo

Government

Water Dam

Water Asset Management Company (WAMCo)

Bond / Capital Market
Investors

Build water asset e.g. WTP, distribution network, etc.

Lease Payments
(Based on affordability and outstanding loans)

Funds

Ownership

Lease
TRANSFORMATION OF JOHOR WATER SUPPLY

TURNAROUND ACHIEVEMENTS

- **Financial**
  - Funds Injection
  - Profitability
- **Operational Re-engineering**
  - Organisation structure
  - Business focus
  - Productivity & Cost control

### TIME LINE

- **Before 1989**
  - Public Agency
  - Water Supply Section – Public Works Dept

- **Jan 1989**
  - Public Agency
  - Water Supply Section – Public Works Dept

- **Feb 1994**
  - Corporatised Company
  - Syarikat Air Johor Sdn. Bhd.

- **March 2000**
  - Private Company
  - SAJ Holdings Sdn Bhd

**LOCATION**

- Public Works Dept
- Johor Water Supply Dept
- SAJ Holdings Sdn Bhd
- Public Agency
- Corporatised Company
- Syarikat Air Johor Sdn. Bhd
Operating Regulatory Structure in Malaysia

- **SAJ Holdings Sdn Bhd**
- **Bulk Water suppliers**

**SAJ Holdings Sdn Bhd**

- Supply treated water
- Distribute treated water
- Pay Concession Charges
- Pay bill

**Water Treatment Operators**

**Water Distributor**

- Regulate
- Lease immovable assets

**CUSTOMERS**

**State Water Regulatory Body**

- State Government / Syarikat Air Johor Sdn Bhd
Malaysian Water Industry - Transition process between Concession and Corporatisation model

- In the corporatisation framework, existing concessionaires will have an option to retain their existing concessions or to take part in the privatisation program.
- There is a two year window in which they can make a decision.
- Successful private sector participation through Concession models allowed to continue.
- However, the new corporatisation model will also present new opportunities, such as, participation in sewerage and other supporting services.
- Under both scenarios, operators shall be regulated by SPAN.
- Flexible approach to capitalise on successful models.

**Concessionaires**
**Existing Licensees**

**Authorisation to continue operations**
Interim period – 2 year (may be extended)
Operators must decide on migration

**Concession Agreements (CA)**

- To continue with CA
  - Authorisation continues
    - For the term of CA
    - CA continues until expiry
      - Must comply with KPI’s
  - Authorisation fee

- Migrate to new license
  - Benefit from Federal Government financing facilities
  - Integrate with sewerage services in the future

- Mutual agreement to terminate

Option 1
Option 2

In the corporatisation framework, existing concessionaires will have an option to retain their existing concessions or to take part in the privatisation program.

- There is a two year window in which they can make a decision.
- Successful private sector participation through Concession models allowed to continue.
- However, the new corporatisation model will also present new opportunities, such as, participation in sewerage and other supporting services.
- Under both scenarios, operators shall be regulated by SPAN.
- Flexible approach to capitalise on successful models.

In the corporatisation framework, existing concessionaires will have an option to retain their existing concessions or to take part in the privatisation program.

- There is a two year window in which they can make a decision.
- Successful private sector participation through Concession models allowed to continue.
- However, the new corporatisation model will also present new opportunities, such as, participation in sewerage and other supporting services.
- Under both scenarios, operators shall be regulated by SPAN.
- Flexible approach to capitalise on successful models.

In the corporatisation framework, existing concessionaires will have an option to retain their existing concessions or to take part in the privatisation program.

- There is a two year window in which they can make a decision.
- Successful private sector participation through Concession models allowed to continue.
- However, the new corporatisation model will also present new opportunities, such as, participation in sewerage and other supporting services.
- Under both scenarios, operators shall be regulated by SPAN.
- Flexible approach to capitalise on successful models.

In the corporatisation framework, existing concessionaires will have an option to retain their existing concessions or to take part in the privatisation program.

- There is a two year window in which they can make a decision.
- Successful private sector participation through Concession models allowed to continue.
- However, the new corporatisation model will also present new opportunities, such as, participation in sewerage and other supporting services.
- Under both scenarios, operators shall be regulated by SPAN.
- Flexible approach to capitalise on successful models.
### Key Parameters Comparison Before and After Privatisation

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (USD per annum)</td>
<td>56.7</td>
<td>130</td>
</tr>
<tr>
<td>Profit Before Tax (USD per annum)</td>
<td>-48.9</td>
<td>42</td>
</tr>
<tr>
<td>Coverage (%)</td>
<td>99</td>
<td>100</td>
</tr>
<tr>
<td>Staff (per 1000 connections)</td>
<td>2.8</td>
<td>2.1</td>
</tr>
<tr>
<td>Non Revenue Water (Gross %)</td>
<td>45</td>
<td>30 (12 mths average)</td>
</tr>
<tr>
<td>Billing Cycle (days)</td>
<td>40</td>
<td>31</td>
</tr>
<tr>
<td>Collection Period (days)</td>
<td>75</td>
<td>34.3</td>
</tr>
<tr>
<td>Active Debts/Revenue (%)</td>
<td>28.4</td>
<td>10.4</td>
</tr>
<tr>
<td>Production Cost (USD/m³) (ex plant)</td>
<td>0.06</td>
<td>0.05</td>
</tr>
</tbody>
</table>
### Competitive & Functional Benchmarking - Against UK Companies

<table>
<thead>
<tr>
<th>Benchmark (OFTWAT report)</th>
<th>UK (average)</th>
<th>SAJH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water quality</td>
<td>99.9%</td>
<td>98.6%</td>
</tr>
<tr>
<td>Bills for metered customers (At least one bill per year)</td>
<td>99.5%</td>
<td>99.9%</td>
</tr>
<tr>
<td>• Majority of UK accounts are not metered but pay for water in relation to property size. At SAJH, bills are issued on a monthly basis.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level of metered billing total customers</td>
<td>39.4%</td>
<td>100%</td>
</tr>
<tr>
<td>Level of metered billing domestic customers</td>
<td>21%</td>
<td>100%</td>
</tr>
<tr>
<td>NRW (NRW figures for UK are only approximate)</td>
<td>22%</td>
<td>30%</td>
</tr>
<tr>
<td>Response to written billing enquiries (less than 10 days)</td>
<td>99.8%</td>
<td>97.6%</td>
</tr>
<tr>
<td>Water mains pressure (measurements are recorded differently)</td>
<td>99.9%</td>
<td>93%</td>
</tr>
<tr>
<td>• In the UK the pressure measurement is 10 meters head at a flow of 9 liters per minute at the property or 15 meters head at the main near to the property.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• SAJH measures pressure of 10 meters at any reticulation point</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated consumption l/person/day</td>
<td>145</td>
<td>203</td>
</tr>
<tr>
<td>KEY IMPROVEMENT INITIATIVES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ORGANISATION STRUCTURE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Restructuring from multi function responsibility at local level to a central management based on business and operational functions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Staff empowerment and ownership of actions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Reduce hierarchical overlaps to ensure more focused management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Management Information System for informed and timely decision making</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CUSTOMER FOCUS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Transformation from Public Entity into Private Company</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Staff Appreciation as a Service Company</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Implement new work culture based on customer satisfaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>LEVEL OF SERVICE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Meeting the Rising Expectations of Consumers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Setting Benchmarks for Service Levels at all aspects of the operation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Implement new work culture based on customer satisfaction</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
KEY IMPROVEMENT INITIATIVES

PRODUCTIVITY

- Employee’s productivity is improved by 25%
- Overtime payment is reduced by 50%

BILLING & COLLECTION

- Introduction of Spot Billing, allowing current period billing.
- Reduce Billing Cycle to 30.9 days
- Reduce Collection Period to 39.4 days, from 75 days
- Collection Efficiency improved to more than 98%
- Spot Billing provides for detection of anomalies in the bills.

PRODUCTION COST

- Production Cost is the major cost driver of the Company
- Concerted effort to reduce Production Cost

Prior to Privatisation

- 1997: RM 0.251
- 1998: RM 0.215
- 1999: RM 0.224
- 2000: RM 0.193
- 2001: RM 0.192
- 2002: RM 0.191

After Privatisation

- 2003: RM 0.191

24% reduction

RM 0.19 = USD 0.05
NRW REDUCTION PROGRAMME

AT RANHILL WE RECOGNISE THAT:

- NRW program requires **company-wide** commitment as NRW occurs at every level of operation.

- NRW **reflects** upon Ranhill efficiency as a water company.

- NRW has a direct effect on Company **financial** position.

- As a **concession** holder, NRW is one of our **commitments** to be fulfilled.

- It demonstrates our **corporate value**, as water is a precious commodity entrusted upon Ranhill to manage.
Non Revenue Water Reduction activities in Johor, Malaysia

- DMA Establishment
- Leak detection
- Flow balancing
- Reservoir Monitoring
- GIS
- Network modelling

- Over 700 DMA established with 80% coverage
- 12,052 found and repaired in 2005
- Currently with 90 leakage detection staff
- 20 nos of flow balancing analysis carried to date with significant results
- 127 reservoirs on RMS and a further 360 monitored manual on a six month basis.
- 95% of water assets transferred into GIS (over 12,000km mains)
- Integration with WAQIS, BIS, JMS, etc.
- Strategic model constructed
- All main models under construction
## QUALITY OBJECTIVES

<table>
<thead>
<tr>
<th>CUSTOMER QUALITY REQUIREMENT</th>
<th>QUALITY TARGET 2006</th>
<th>Achievement 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Quality (MOH Standard)</td>
<td>99 % Compliance</td>
<td>99.7% Compliance</td>
</tr>
<tr>
<td>Continuous Supply</td>
<td>Scheduled disruption not more than one 24 hrs per customer/ 90 days</td>
<td>100%</td>
</tr>
<tr>
<td>Adequate Pressure</td>
<td>At any point in reticulation ≥ 10 meters residual pressure.</td>
<td>93%</td>
</tr>
<tr>
<td>Water Quantity</td>
<td>Min. 120% supplies capacity against demand. Min. 12 hrs storage capacity at reservoirs.</td>
<td>119% Average 24 hrs</td>
</tr>
<tr>
<td>Safe Working Environment.</td>
<td>Zero penalty, Zero hospitalization, 100% PPEs compliance and 0/1000 personal/year injury time</td>
<td>0/3 - 168 hrs</td>
</tr>
<tr>
<td>Environmental Compliance.</td>
<td>Provide sludge treatment for all plants &gt; 5 mgd capacity</td>
<td>Development work in progress (Design stage)</td>
</tr>
<tr>
<td>New connections</td>
<td>Individual connection within 3 days Developer application within 7 days Plan approval within 3 months Response within 30 days.</td>
<td>99.1% 99.7% - 80%</td>
</tr>
<tr>
<td>Water Supply Approval CF Support</td>
<td>Average 30 days.</td>
<td>31.1 days</td>
</tr>
<tr>
<td>Billing cycle</td>
<td>Concession target 20% by 2010</td>
<td>30% in 2006</td>
</tr>
<tr>
<td>CRITERIA</td>
<td>Target (%) 2006</td>
<td>Achievement 2006</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-----------------</td>
<td>------------------</td>
</tr>
<tr>
<td>1) Water supplied in compliance with MOH requirement</td>
<td>98%</td>
<td>98.6%</td>
</tr>
<tr>
<td>2) Customers informed of all planned interruptions more than 24 hours in advance</td>
<td>100%</td>
<td>98.3%</td>
</tr>
<tr>
<td>3) Pipe bursts repaired within 24 hours upon receiving of complaint</td>
<td>100%</td>
<td>89%</td>
</tr>
<tr>
<td>4) Pipe leaks repaired within 3 working days upon receiving of complaint</td>
<td>100%</td>
<td>98%</td>
</tr>
<tr>
<td>5) Bill queries at the counter shall be attended to within one hour</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>6) Queries and complaints requiring a visit to the premise shall be attended as follows:-</td>
<td>100%</td>
<td>95%</td>
</tr>
<tr>
<td>i) Visit to the premise within 3 days from date of complaint received.</td>
<td></td>
<td>98%</td>
</tr>
<tr>
<td>ii) Complaint resolved within 10 days from date of complaint received.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7) New water meters shall be installed at the premise as follows:</td>
<td>100%</td>
<td>99.4%</td>
</tr>
<tr>
<td>i) 2 working days for individual household after deposit paid</td>
<td></td>
<td>99.5%</td>
</tr>
<tr>
<td>ii) 7 working days for housing developer after deposit paid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8) Disconnected water supply shall be reconnected within 3 working days after the related payment is received.</td>
<td>100%</td>
<td>99.5%</td>
</tr>
<tr>
<td>9) Deposit money will be returned within 3 weeks upon the application to terminate supply along with related document have been received.</td>
<td>100%</td>
<td>96%</td>
</tr>
<tr>
<td>10) Application for the approval of reticulation plans and internal plumbing shall be responded to within 3 weeks from the date the application is received.</td>
<td>100%</td>
<td>97.2%</td>
</tr>
<tr>
<td>OPERATIONS CENTRE</td>
<td>CUSTOMER OUTREACH PROGRAM</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Open 24 hours / 7 days a week</td>
<td>• Promote better rapport with consumers and improve customers’ service and getting feedback</td>
<td></td>
</tr>
<tr>
<td>Toll free line 1-800-88-7474</td>
<td>• SAJ Holdings has established a web site in year 2000 at ww.saj.com.my to disseminate information electronically</td>
<td></td>
</tr>
<tr>
<td>• Serve as a nerve centre to receive feedback and complaints from consumers</td>
<td>• As part of SAJH’s effort in developing Consumers’ awareness in water conservation</td>
<td></td>
</tr>
<tr>
<td>• Database on customers’ calls provides information for evaluation, planning, decision making, and management’s actions.</td>
<td>• Visited JKK, Ketua Kampung, Community Leaders covering all parliamentary constituency</td>
<td></td>
</tr>
<tr>
<td>• The centre currently receives more than 300 calls per day and through the job management system (JMS), creates jobs and report its status.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
• Our operation in Johor has been recognised by the World Bank as a Training Centre for water supply operation, maintenance and management.

• 3 batches of delegates from Laos, have attended trainings at SAJH.

• Educational visits have been made by delegates from Thailand, Indonesia & Bangladesh.

• Preparation is being made for the next batch of delegates from Indonesia to attend water treatment plant operation training at SAJH.

**NATIONAL RECOGNITION**

Malaysia Outstanding Water Award For Management

In recognition of SAJH’s excellence in

• Total Water Management and Operations Efficiency

• Sound Financial Performance

• High Quality and Standards that meets Customers’ satisfaction
Contact the organizers

For any additional information please do not hesitate to contact the Metering, Billing/CRM India 2007 management!

Julia Former
Spintelligent (Pty) Ltd
Spintelligent House, 31
Bell Crescent, Tokai
PO Box 321, Steenberg, 7947, South Africa
Tel +27 21 700 3500
Fax +27 21 700 3501
julia@spintelligent.com
www.spintelligent.com

Event website: www.metering.com/india