

Waste Management Privatization in Bahrain (Case Study)

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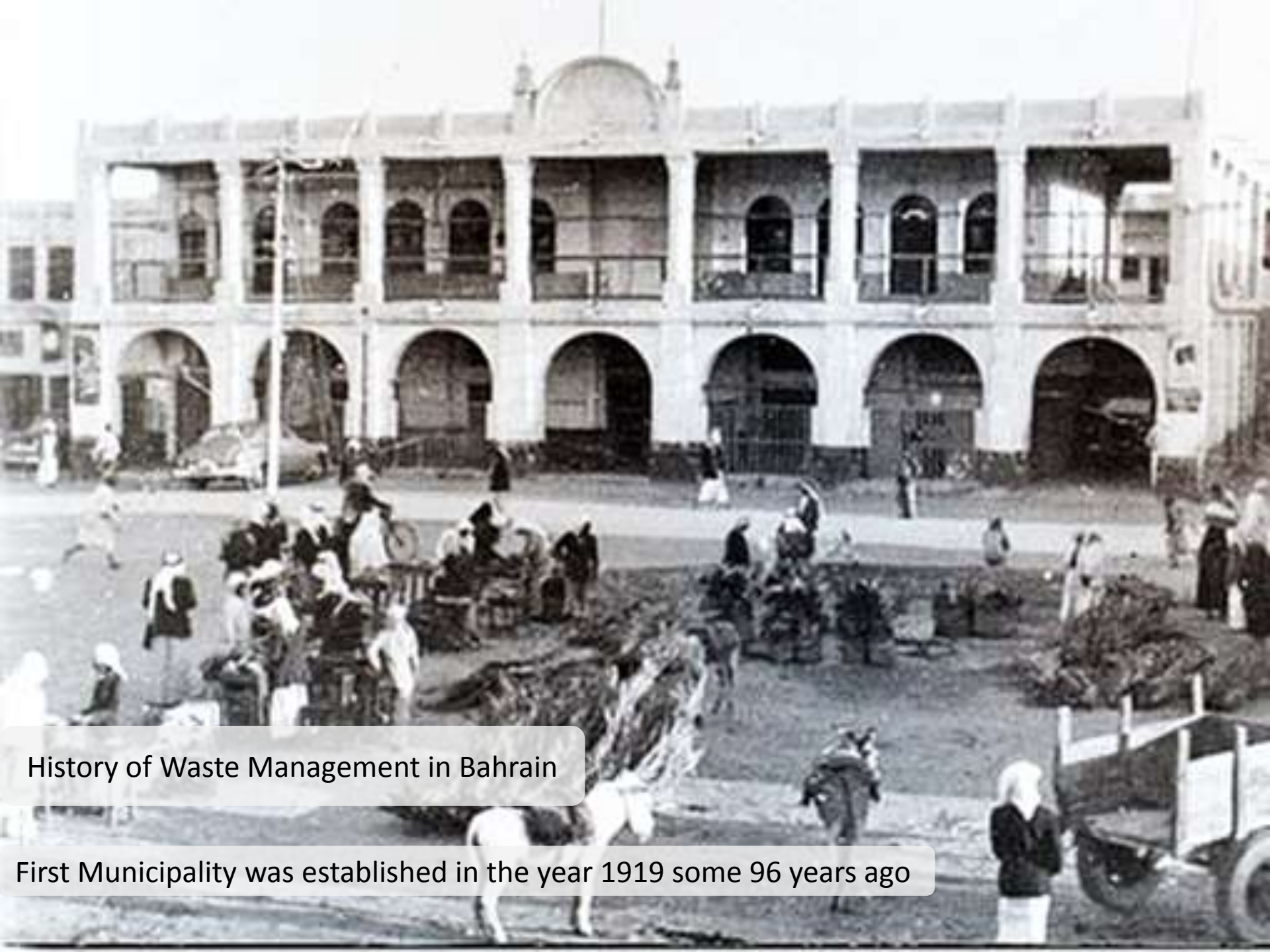
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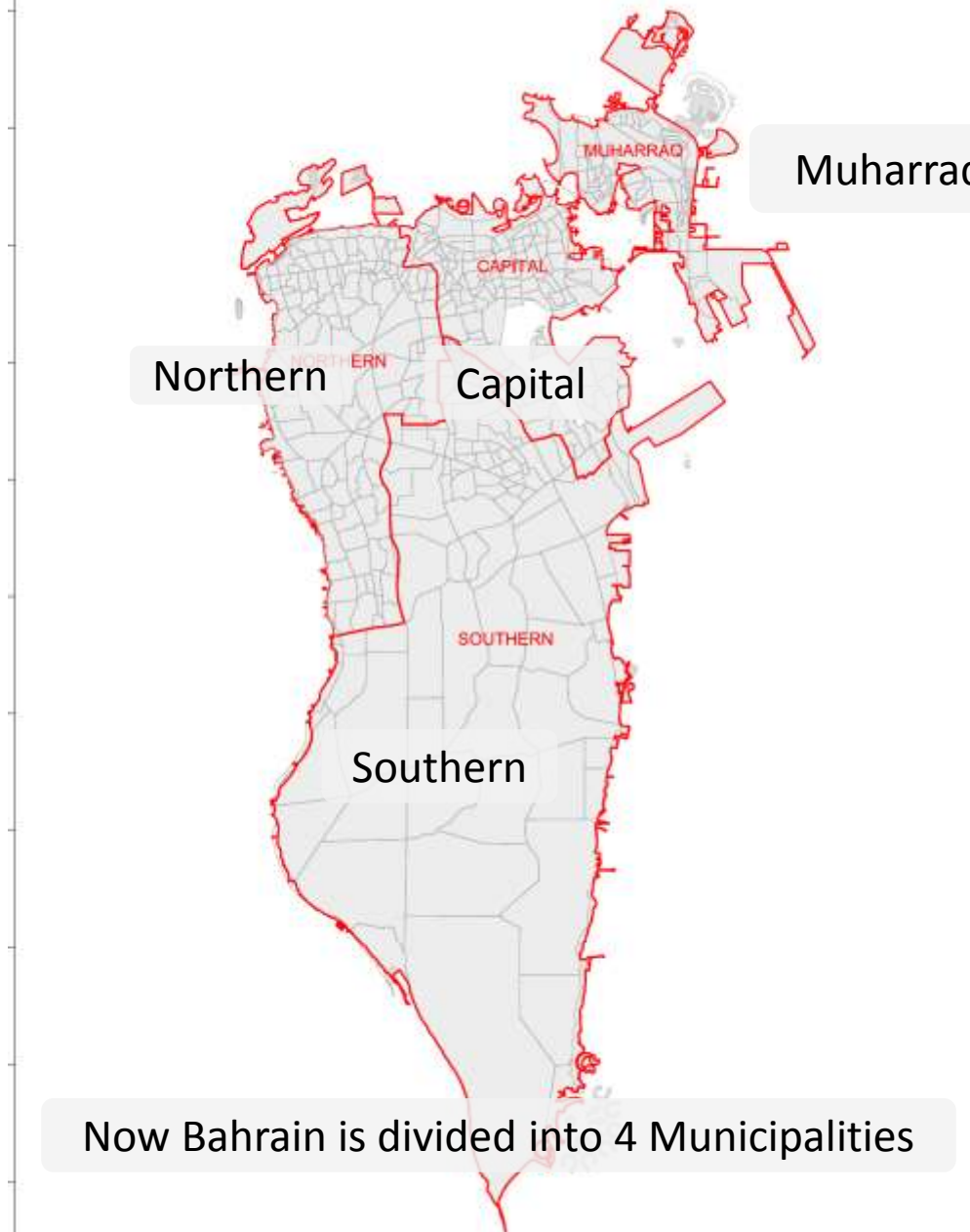
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History of Waste Management in Bahrain

First Municipality was established in the year 1919 some 96 years ago

KINGDOM OF BAHRAIN
OUTLINE MAP OF BAHRAIN GOVERNORATES

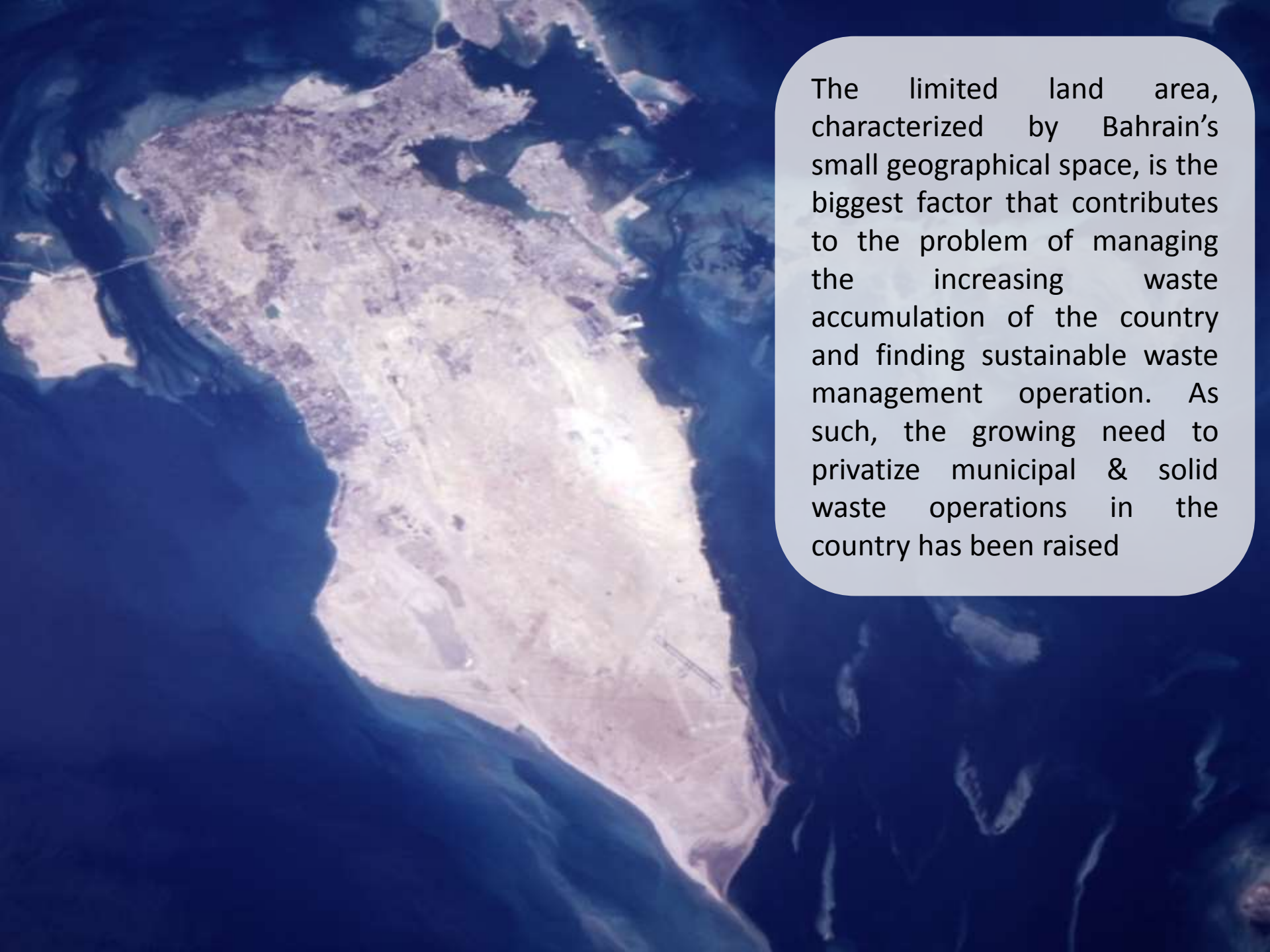


The limited land area, characterized by Bahrain's small geographical space, is the biggest factor that contributes to the problem of managing the increasing waste accumulation of the country and finding sustainable waste management operation. As such, the growing need to privatize municipal & solid waste operations in the country has been raised.



Waste management has been acknowledged as one of Bahrain's biggest challenges to the country. Data gathered within the past thirty years have all revealed significant increases on waste quantity generated in the country along the categories of residential, commercial, construction, demolition, industrial, and agricultural wastes.



An aerial photograph of the island of Bahrain, showing its coastal features, urban areas, and surrounding waters. The island is a light tan color, contrasting with the dark blue of the sea.

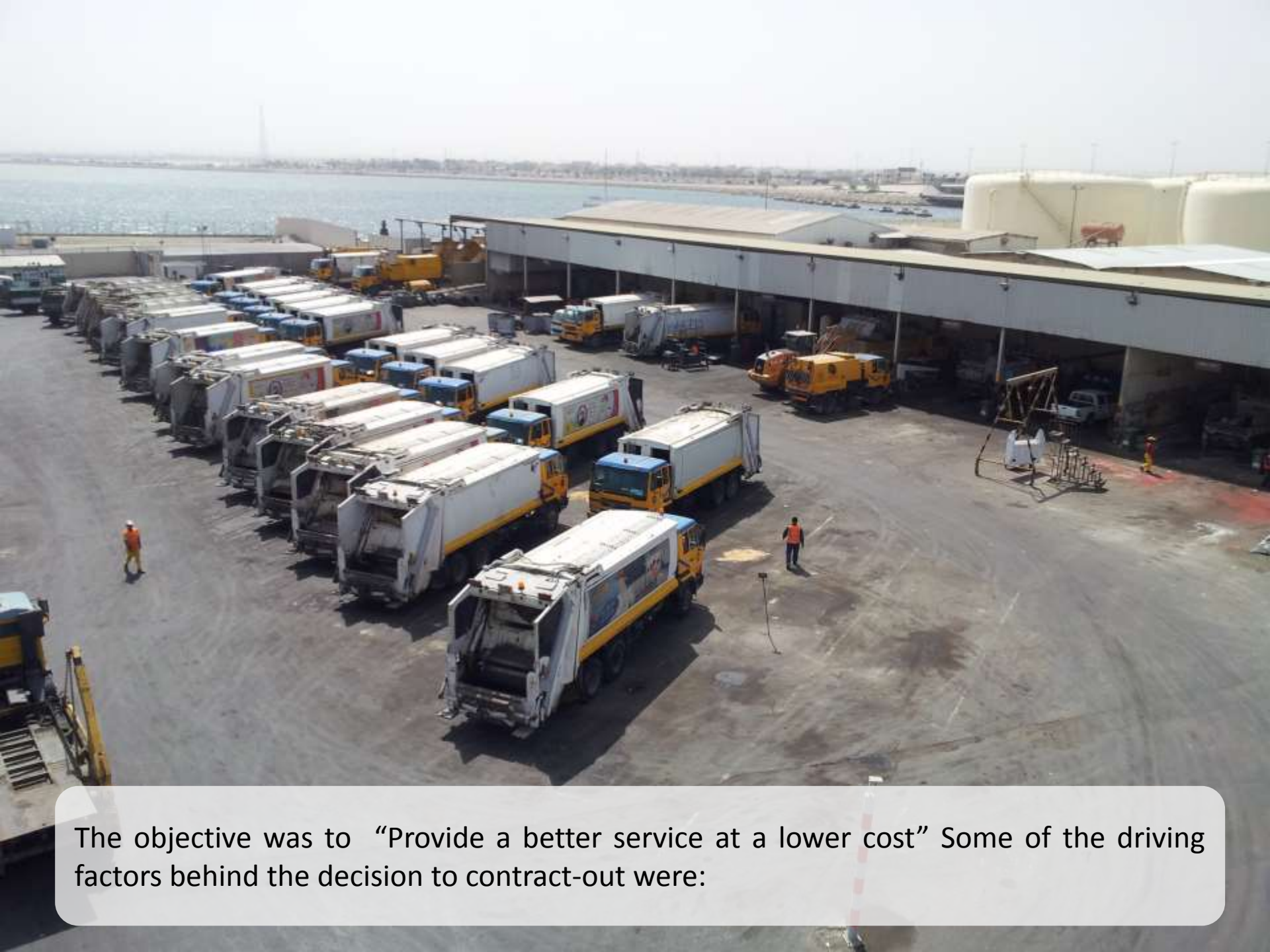
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PRIVATE

Why did the Municipality decide to privatise?

In the year 2000, the Central Municipal Council, as it was then, before the reorganization into 4 separate Municipalities, conducted a feasibility study into contracting out the waste collection services. The government, at that time, had introduced a policy to out-source services wherever it was in the best interest of the country.



The objective was to “Provide a better service at a lower cost” Some of the driving factors behind the decision to contract-out were:



Irregular allocation of capital budgets to renew the fleet meant that vehicles were running far beyond their economical life.

Garage costs were spiraling to cope with the above

Government tendering processes, as well as pressure from local suppliers, meant that new vehicles had to be the cheapest, not particularly the best suited for the work, ending up with a mixed fleet of vehicles requiring stockholding of many brands of spares. Every time a tender was issued for replacement vehicles a new brand of chassis and bodies were introduced.

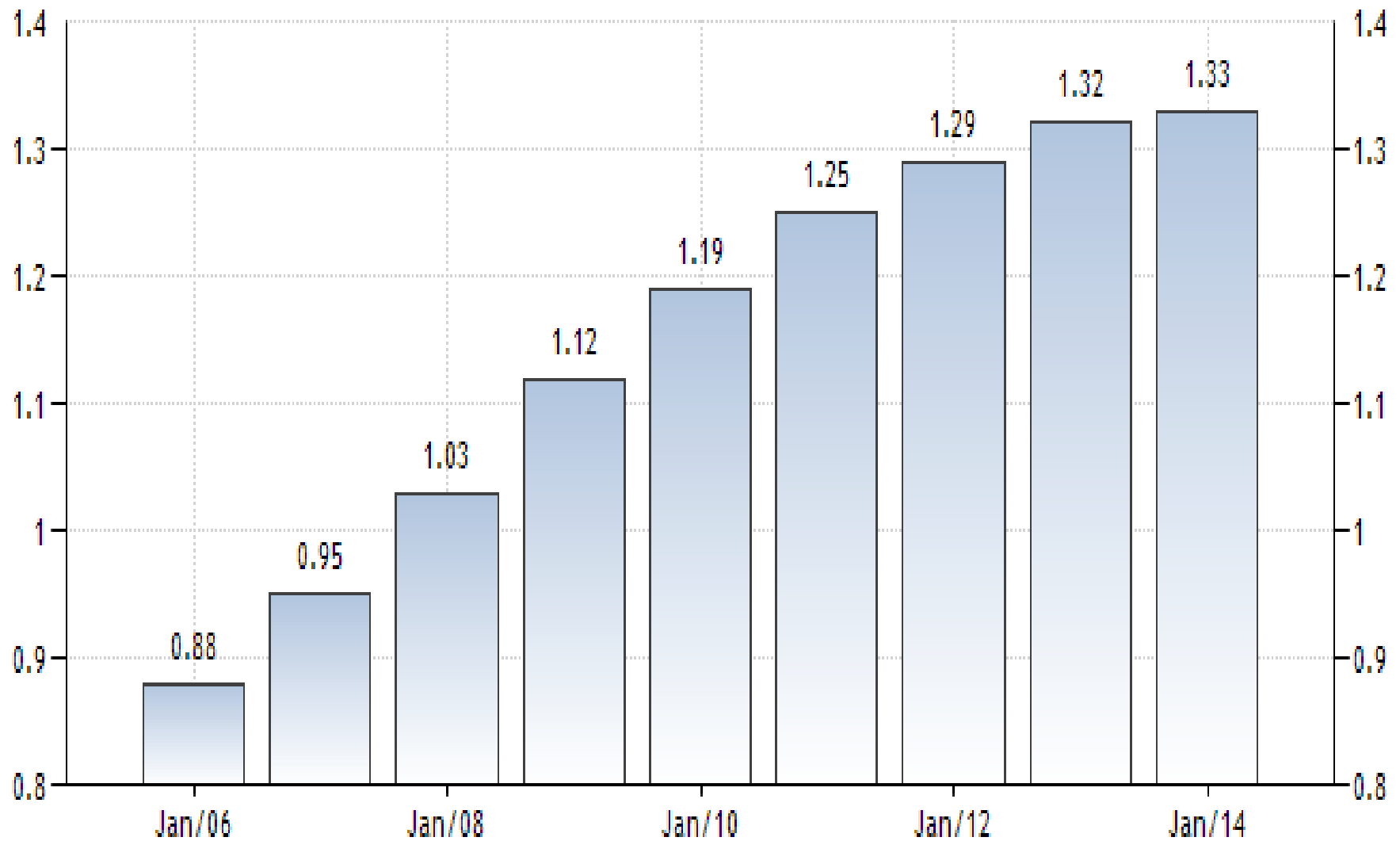


Increasing difficulties to manage and control an increasing expatriate labour force, accommodation, transportation, salaries, etc. The Municipality did not have accommodation for the workers, and most lived in houses privately rented throughout the country leading to problems mobilizing the workforce early morning.

Overstaffing of drivers laborers and Municipal inspectors to oversee the work



BAHRAIN POPULATION



Rapid growth in the population, and commercial and industrial growth was stretching the limitations of the Municipality to react to such change.



Obtaining a fixed price from a contractor for a fixed period of 7 years was more suitable for budget planning.

The estimated cost of the Municipality work at that time in 2000, was BD5.5 million per year, (increasing annually) and the cost of contracting out the collection services was a fixed price for the two contracts, of BD5.2 million per year. Therefore, the cost over the seven years was predicted to be less than the Municipality cost, whilst at the same time, there was improved production, new vehicles, new containers, etc.

BENEFITS



Lower Costs

Increase in the Recycling Rates

The Private Sector is responsible for innovation

More Trained and skilled staff

New fleet and equipment

Less cost for Improved Services

The Profit Motive will encourage the companies to produce services at a lower cost



Challenges

Rapid Increase in volumes & changing characteristics and municipal solid waste

Consequences of Municipal Solid Waste Management

Waste not been viewed as recourses

Empowering & Formalizing the informal sector through trade union

Awarding overseas companies may lead to them leaving every thing behind

Monitoring the contractor and making sure that tasks are achieved in a satisfactory level



Contracts should be awarded based on technical submission not only the Price Factor

A clear KPI system that monitors contractors performance

Performance Manager is a unique system for managing contractual performance. It has been customized for Bahrain and some of the key features include:

★ Favorites | ★ Metastorm BPM | ★ Suggested Sites | ★ Free Hotmail | ★ Web Slice Gallery

Management of all stages of contract services including hotline service, municipality staff approvals, contractor works, default & penalty procedures, etc.



Provision of real-time information to all system users



Process [All]	Stage [All]					
PM019454_SR	AL MANAMA - Block: 356; Road: SHAIKH SALMAN HIGHWAY - Task Force Services	10/27/2011 9:57 AM	Contractor: Task Assigned	6	11/5/2011 12:12 PM	Response to Appeal submitted by MA SVR
PM019455_SR	AL MANAMA - Block: 324; Road: 2406 - Beaches	10/26/2011 6:11 AM	Contractor: Task Assigned	6	11/5/2011 12:48 PM	Response to Appeal submitted by MA SVR
PM019498_SR	AL MANAMA - Block: 324; Road: 2421 - Builders Rubble Removal	10/23/2011 10:34 AM	Contractor: Task Assigned	6	10/28/2011 12:44 PM	Response to Appeal submitted by MA SVR
PM019510_SR	AL MANAMA - Block: 325; Road: 2506 - Builders Rubble Removal	10/25/2011 6:34 AM	Contractor: Task Assigned	6	10/29/2011 8:15 AM	Response to Appeal submitted by MA SVR
PM019570_SR	AL MANAMA - Block: 303; Road: 0230 - Builders Rubble Removal	10/25/2011 6:43 AM	Contractor: Task Assigned	6	10/29/2011 9:47 AM	Response to Appeal submitted by MA SVR
PM019589_SR	AL MANAMA - Block: 314; Road: KING FAISAL HIGHWAY - Garden Waste Collection	10/25/2011 6:44 AM	Contractor: Task Assigned	6	11/3/2011 10:15 AM	Response to Appeal submitted by MA SVR
PM019632_SR	AL MANAMA - Block: 318; Road: 1862 - Beaches, Foreshores & Coastline - Cleaning	10/24/2011 6:49 AM	Contractor: Task Assigned	6	10/29/2011 10:39 AM	Response to Appeal submitted by MA SVR
PM019633_SR	AL MANAMA - Block: 314; Road: 1405 - Beaches, Foreshores & Coastline - Cleaning	10/25/2011 10:28 AM	Contractor: Task Assigned	3	10/29/2011 12:55 PM	Response to Appeal submitted by MA SVR
PM019633_SR	MUHARRAQ - Block: 251; Road: 5114 - Builders Rubble Removal	10/24/2011 8:12 AM	Contractor: Task Assigned	6	10/31/2011 7:25 AM	Response to Appeal submitted by MA SVR
					10/31/2011 7:36 AM	Task Assigned to GCCC-SVR

Provision of audit trails and management reports to monitor performance

It is fully compliant with Bahrain's corporate IT strategy

It is web browser based and integrates GIS throughout , It is user-friendly & highly customizable

Entered By: MAN-SVR 10/26/2011 10:00

Type	Service Request
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Current Status **Open - With Contractor**

Customer Details

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Customer Details

Customer Details

[View On Map](#)[View On Map](#)

Assigned to GCCC-SVR

Assigned to GCCC-SVR

Additional information on the service completion provided by the contractor.



Size

191 KiB

191 KiB

Appeal



Type Service Request

Appeal Type *

Additional Time Required (hrs)

Reason(s) *

Appeal History Appeal of type 1 - More time required, raised by GCCC-SVR, Date: 27/10/2011 05:46

Reason: أجلت المهمة لتشغيل سيارة الكس في منطقة أخرى.

Current Deadline: 27/10/2011 10:54

Additional Time Required: 168 hours.

Response to appeal by MAN-SVR: Date: 27/10/2011 06:22

Decision: Appeal Accepted

Reason:

Revised Completion Target: 03/11/2011 10:54



Summary Report for All Services - AL MANAMA

Report Period: 21/09/2011 to 20/10/2011

SERVICE REQUESTS

KPI: Completed on time: 93%



Total for Period:	680
Completed on time:	632
Completed late:	41
Pending with Contractor (on time):	3
Pending with Contractor (late):	4
Pending owner identification:	0
Resolved (no action required):	0
Under appeal:	2

DEFAULT NOTICES

KPI: Completed on time: 84%



Total for Period:	43
Completed on time:	34
Completed late:	7
Pending with Contractor (on time):	2
Pending with Contractor (late):	0
Pending owner identification:	0
Resolved (no action required):	0
Under appeal:	2



Summary Report for All Services - MUHARRAQ

Report Period: 21/09/2011 to 20/10/2011

SERVICE REQUESTS

KPI: Completed on time: 100%



Total for Period:	192
Completed on time:	190
Completed late:	0
Pending with Contractor (on time):	2
Pending with Contractor (late):	0
Pending owner identification:	0
Resolved (no action required):	0
Under appeal:	2

DEFAULT NOTICES

KPI: Completed on time: 100%



Total for Period:	43
Completed on time:	43
Completed late:	0
Pending with Contractor (on time):	0
Pending with Contractor (late):	0
Pending owner identification:	0
Resolved (no action required):	0
Under appeal:	0





For any further inquiries please do not hesitate to contact me 😊

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