



المصدر AL MASDAR

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39 الامارات العربية المتحدة
NATIONAL DAY
الامير الوطني
UNITED ARAB EMIRATES

**DEWA celebrates the UAE 39th National Day,
Golden Jubilee and the New Hijri Year**



Launching "Dubai Global Energy Forum 2011"



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A memorable anniversary dear to our hearts

These days, we are celebrating a very dear and valuable occasion beloved to our hearts, this occasion which has become the equivalent of prosperity and development; it is the 5th anniversary of the Accession Day of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. On this occasion, I am delighted to extend my sincere congratulations to His Highness as well as all the Emirati people whether nationals or residents.

We can hardly count the achievements accomplished by His Highness not only for his own country and people but also for the entire Arab nation. It requires volumes to chronicle all his achievements, to which he had dedicated all his creative and innovative capabilities so that his country could secure the highest position, and in the mean time he didn't forget his responsibility towards his Arab and Islamic nation. He worked miracles in a record time.

His Highness Sheikh Mohammed bin Rashid Al Maktoum has reshaped life on this beloved land. This can be clearly seen and felt through great deeds, development, progress in all aspects of life which surpassed even advanced countries. We couldn't have achieved all this but for His Highness's leading personality, broad vision, penetrating insight and stated mission which donates that all his efforts and dedication are directed to his country and nation.

In addition to all these traits, there are other aspects of his character such as his humanitarian and philanthropic nature, which is well known in many countries all over the globe, especially poor ones. Some good examples of these are his initiatives "Dubai Cares", "Nour Dubai", and "Mohammed Bin Rashid Al Maktoum Humanitarian and Charity Establishment"

Dubai Electricity and Water Authority promises His Highness again in his 5th anniversary of Accession Day to have ambitions and visions and to follow in the footsteps of our leadership and abide by their directives and make them reality on the land of Dubai achieving the aspirations and strategy of our judicious Government.

Saeed Mohammed Al Tayer
MD & CEO of DEWA



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Our Dear Readers, This magazine was a result of your contribution, and meant to be available for you. Therefore we welcome further suggestions and valuable thoughts, by which we can then achieve our aim, of open dialogue and easy communication. We thank you for your continuous efforts, and cooperation, with our sincere best wishes to you.

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Festive Season

DEWA celebrates the UAE 39th National Day, Golden Jubilee and the New Hijri Year



ACHIEVEMENTS, EXCELLENCE AND GLOBALIZATION

DEWA GOLDEN JUBILEE



Under the patronage of Sheikha Hind:

DEWA sponsors the 1st Environment Conference as the strategic sponsor

Over four days, Dubai Electricity and Water Authority celebrated UAE 39th national day, its Golden Jubilee and the New Hijri Year where the feelings of rejoice overwhelmed the whole country with decorations, flags, rulers' photos and lights covering its buildings and public departments, streets, vehicles and public squares. Colorful fireworks were launched, traditional celebrations and festivals were held everywhere as well as bands performed a verity of heritage arts and traditional dancing, contests programs, poems and songs.

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"Global Icon"
828 Meters high in the sky



Dubai electricity and water Authority
wins Golden Category in Suggestion
System Assessment



365 Day & Night



Dubai International Energy Forum opens next April.
An International platform to exchange experiences
and discuss sustainable development challenges



Ahmed Al Mullah
Mastering work is my success imprint



"We in the UAE, led by my brother, UAE President His Highness Sheikh Khalifa bin Zayed, are continuing the work begun by the late Sheikh Zayed bin Sultan and our father the late Sheikh Rashid bin **Saeed in the early 1970s, when they took the first steps towards forming our blessed federation**"



"UAE people are not living in a state of luxury disconnected from the world around us; we feel the pain and suffering of our fellow man around the world, and we make a positive and effective contribution to alleviate the suffering of others; we help the needy to combat poverty, hunger and disease around the globe".



"Dubai's success is an extension of Abu Dhabi's success and vice-versa. The same dynamic applies to the other emirates; Sharjah, Ajman, Umm Al Quwain, Ras Al Khaimah and Fujairah. The union of these seven emirates represents an unshakable force and an impregnable fortress that cannot be weakened by challenges. This **union is the source of all our confidence and our strength**".



Quotes of

H.H. Sheikh Mohammed Bin Rashid Al Maktoum

Vice President and Prime Minister of UAE and Ruler of Dubai



DEWA- The 1st. Government Department to launch Windows 7 (WP7) Phone Application



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 - o Office Location on Map
 - o Office Address
 - o Phone Numbers
 - o Working Hours
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HH.Sheikh mohammed attend part of the 39th National Day celebrations



H.E.Al Tayer with DEWA's employees during the 39th national Day celebrations

Over four days, Dubai Electricity and Water Authority celebrated UAE 39th national day, its Golden Jubilee and the New Hijri Year where the feelings of rejoice overwhelmed the whole country with decorations, flags, rulers' photos and lights covering its buildings and public departments, streets, vehicles and public squares. Colorful fireworks were launched, traditional celebrations and festivals were held everywhere as well as bands performed

a verity of heritage arts and traditional dancing, contests programs, poems and songs.

National Day celebrations were all over UAE, where all nationals and expatriates of different nationalities expressed their joy and happiness and hailed the Leader of the UAE H.H. Sheikh Khalifa Bin Zayed, the President of the UAE, and H.H. Sheikh Mohammad Bin Rashid Al Maktoum, Vice President, Prime Minister, and the Rul-

er of Dubai and their bothers the members of the Supreme Federation Council, the rulers of the emirates who built the foundations of national synergy and instill the seeds of love and loyalty in all people and reflected in one country for good and joint work in the march of love, loyalty and giving.

H.H. Sheikh Khalifa Bin Zayed Al Nahyan, since his accession with the consensus of the Higher Federation Council in the 3rd of November



H.E. Al Tayer with , Al Hajri and Ahmed Abdullah with the member of women's committee

MD & CEO of DEWA:

We are optimistic with the future and our "Jubilee" is a celebration for all the UAE.

The unity of the leadership and peoples is a good example for our pioneership.

2004 after his father and the founder of the UAE, the Late H.H. Zayed Bin Sulatn Al Nahyan, has pursued with the assistance of his brother H.H. Sheikh Mohammad Bin Rashid Al Maktoum, the responsibility of the national work according to clear objectives and vision that underlined the mechanisms and means to realize the remarkable achievements in the foundation phase. Their highnesses had an interactive role in pursuing the development plans to establish a community of prosperity, growth, knowledge and science for the urban, economic and cultural advancement and to make UAE as an example for the nations of the world. The UAE experience has become a unique experience of its kind regionally and internationally; especially that It has combined the modern civilization and authenticity.

Wise Leadership

This rich experience is embodied by the wise leadership of H.H. Sheikh Khalifa Bin Zayed Al Nahyan in the last, present and future achievements and the joint vision of their highnesses the members of the Higher Federation Council who worked hand in hand on pursuing the march of our ancestors. Despite the relative short period not exceeding 39 years, however, the results were great compared to remarkable development and achievements at all different aspects of life where prosperity and modernity is witnessed by all parts of the UAE. These developments and achievements have touched education, transport, telecommunications, health, electricity, water, tourism, aviation, manufacturing and others. Thanks to its wise leadership, UAE has become a hub for businessmen, investors, entrepreneurs, tourists from different countries as a stable, safe and secure destination. Therefore, UAE has presented itself, its experience as a crucial model for nations worldwide loving peace and life.

DEWA, witnessing the federation experience, has tasted the good of it by all achievements and challenges, and witnessed all aspirations looked impossible in the past. It has celebrated the golden jubilee during the celebration of the UAE 38th National Day as the interiors and exteriors parts



Participation in the cooking competition



>>>



H.E. Al Tayer with student during the ceremony



DEWA's employees while Listening to poems



Children of DEWA «child care center» while participating in the 39th National day celebrations

of its buildings were decorated with UAE flags, rulers' photos bearing the logo "Kulluna Khalifa". Two tents were erected on the sides of the head office, East of Zabeel. The place was filled with joy, memories and happiness for the achievements and developments of the UAE. The memories of the glorious history were narrated by youth generation of UAE about the achievements of the fathers and grandfathers, and a bright future in the horizon, while at the background of this scene lies the "Elnaham" on the rhythm of the "Groans" and "Hilalilt", and the tunes of the flute flirting the tunes of happiness. UAE mothers are inside and outside the tents busy with preparing the delicious "Louqaimat"

sweets or handcrafts such as matters- es, prayer uniform, pillows, accessories with UAE flags. Craftsmen were busy making "Qaraqeer" and "Fishing grids". Where Salem and Abdullah Bin Ali Al Shahi, from "Shamel Society for Traditional Arts and Heritage" were sitting finishing the last wire in the "Qarqor" which witnesses higher demand these days as they said. They are buying the raw material from Chinese factories due to cheap prices. Sitting next them, Abdullah's mother who has "Al Teli" between her hands sending a hidden gleam to a dress hanged on the other side of the tent displaying "Julfar" Society exhibits.

Large number of civil community establishment have taken part in

Kuluna Khalifa" event organized by DEWA in the two tents. The activities were inaugurated by H.E. Saeed Mohammed Al Tayer, MD & CEO of DEWA accompanied with a number of DEWA's employee. Among the participating incorporations, Sharjah Social Empowerment Society, Dubai Center for Traditional Heritage, Ras Al Khaimah Development Society, Shaml Society for Traditional Arts and others. The exhibits included handcrafts and hand make clothes, embroidery, carpet, key chains, pencil case, table covers, pillows, accessories which all simulate this national occasion. Some are inspired from the color and some from works. Many of these products were decorated with the UAE flag and rulers' photos, and phrases marking the celebrations of the 39th National Day.

Serenity Session

In the dialogue followed the opening of the exhibition, an intimate and warm debate between the H.E MD and some members of the societies taking part in the exhibition. Also they spoke about their aspirations and ambitions, and their role in development march which continues to give and growth thanks to the wise leadership that appreciate the responsibilities and roles of woman. H.E. referred to DEWA's celebration with two happy occasion at the same time; the 39 National Day and DEWA Golden Jubilee, Saying "Our celebration today with all these accomplishment achieve in a short notice is stemmed from the high pride of what has been achieve till now. This would not have been realized without the efforts, ambitions and aspiration and hardworking which turned dream into reality. Eventually, the rewards were in line with the efforts exerted and DEWA accomplishments represent one aspect of development over fifty years of time during which we tell the success story of the first lamp on Dubai Creek and in the building of the Late Sheikh Saeed and till today. Water and electricity are the most vital elements in the development of the UAE. This development touched



all official and non official bodies, departments and ministers. All these accomplishment were the ladder which get us there now and the DEWA's Jubilee is a day for Dubai as it's the country's day for all of us.

Moza Al Ameri, Deputy Director of Dubai Heritage Center said "We as a family must engross the love of our country in the hearts of our children. From this point, the celebration of the National Day is not a phenomena, but an expression of loyalty and patriotism which must be instilled in the our children.

She wondering : How can we achieve this role? And how can we activate the role of the Development Centers in this trend. And added, we must

give the chance for father and sons to live the life of our ancestors, away from all aspects of modern technology and systems, and to move them to interact with their past to know their path in the future. As our late father Sheikh Zayed stated " Who has no past, has no present" and I think that our heritage can play a significant role in this frame if employed properly. Therefore, our concern stems from the heritage and past.

In the other hand, Abdullah Al Hajeri, EVP, Director of Customer Care Servicers in DEWA, affirmed the importance of the woman role in promoting the loyalty concept for home country, and stressed on the importance of paying special attention to special needs, elders and to employ heritage to serve national

principals. He said "Heritage is a wisdom", therefore we have to employ it properly to achieve sought objectives, and to communicate with others. Our celebration with the National Day during which we stress on that the love of home country is always exits inside us. Our vision towards future is increasing and we see it always the best. We have many prospects to be optimistic, and the UAE nationals are the only who call their leader as their father, it's rare to find this anywhere worldwide. In fact, the cohesion between the leadership and the nation is between the family members. The National Day celebration with all this people's and official momentum alike is just a proof and proud to all gathering under one rule.

Al Tayer:

We are proud with the wisdom of our leadership which turned the dream into reality.





ACHIEVEMENTS, EXCELLENCE AND GLOBALIZATION DEWA GOLDEN JUBILEE



Celebrating its 50th anniversary, Dubai Electricity and Water Authority has scored many achievements in various aspects and infrastructure marking a glorious milestone in the development mission witnessed and will be witnessed by Dubai. The 3rd quarter of 2010 has witnessed some of these great achievements including the completion and operating two main 132 kv electricity plant out of 92 plants under construction. Also 15 km of 132 kv electricity wires were laid down and desalinated water were pumped from M plant, Electricity and Desalination Generation Plant for the first in the Authority's network.

The year 2010, also, witnessed the completion of the phase 4, 5 and 6 of the storage complex in "Mishrif" area with a total storage capacity of 180 million gallons. Currently, work is underway to establish the monitor and control system "SCADA" and the water pipelines with a diameter of 22 inch

and above and a length of 278, and 23 km of water distribution pipeline with a diameter of 22 inches and below and a length of 859. 45 km and installing 8040 new water pipeline connections of different diameters, and 11445 electricity connections of various capacities. In addition the generation of electricity in-

creased by 6. 7%, and network requirements by 5. 7% compared to the same period of the last year. The "peak" load has increased by 6. 9% compared by the same period of the last year.

288 (6.6/11) kv transformers plants were established and 1080805 electricity and water meters were in-

stalled compared to the total number of 972646 meters in the same period of the last year.

Excellence and Globalization

We can call the present phase of the DEWA as the “Excellence and Globalization” phase after the position achieved at the national level. Also, DEWA has seized many opportunities allowed the shifting from the national to the regional and global levels. This forms a real testing phase for the Authority’s ability to compete and measure its achievements and plans compared to its counterparts and the best international practices.

DEWA has successfully achieved unprecedented levels through its practices and plans nationally and internationally. These achievements were crowned by several world class awards at GCC, Arab or world countries levels. The authority reviews these awards here to encourage and urge for more development, improvement, innovation and excellence to maintain its leading position. These awards are represented in the application of operations management systems and quality according to international standard specifications whereas the Authority underlines the operations management system and adoption of its international standards. DEWA achieved the ISO 9001 certification at the sectors level since 1998, and at the organizational level in 2000, and ISO 14001 certification at sectors level since 1998 and organizational sector since 2006 and OHSAS18001 certification since 2003 and ISO 27001 certification in information security level in the year 2010.

DEWA also awarded the “5 star” Safety Management Certificate since 2002 by the British Safety Board reflecting the commitment of DEWA with the international standards of safety. Also DEWA was awarded Investor in People Award twice in 2004

and 2007. This award is an international criterion depends on the good exercising of job and development through the human resources in the organization to realize work objectives. The investment in human resources measure provides a practical framework for organizations to improve their performance and achieve objectives through active management and development of human resources. This tool was developed in 1990 and reviewed every 3 years according to the requirements of the International Quality Center (the Approving authority for Investment in People Award). DEWA is one of the first public departments in the Government of Dubai to receive this International Award in 2004 & 2007.

The International Hall of Fame Award in Strategic Planning

In 2008, DEWA received the International Hall of Fame Award, the most elite international award in the field of organizational strategic planning and application through balanced performance scoreboard. The Authority is the first organization in MENA region to win such award whereas the Authority’s strategic planning management system has been adopted as an international practice.

Integrated Management System Award

DEWA was the first authority to apply this system among all other departments. Integrated Management System (IMS) is a system that combines all systems and operations in one framework to enable the organization to work as a unit under one unified objective which is to improve performance. This system gives a clear image of the various working aspects in the Authority and how they are influenced by each other, in addition to related risks. Also it helps in decreasing duplicity and facilitates the introduction of new systems in the future. Among the main objectives that





DEWA is striving to achieve by applying such system are the encouragement and activation of risk management, giving a competitive distinctive to improve the organizational performance and the enhance the satisfaction of all concerned parties.

Sword of Honor Award

The Sword of Honor Award is most prestigious award in safety awarded by the British Safety Board. Wining this award for three consecutive years (2007, 2008 and 2009) confirms that DEWA is one of the few elite organizations worldwide that ensure highest degree of safety and health for its people. This award represents a global acknowledgement with the Authority's distinctive practices in the field of professional safety and health, and fosters our competitiveness and elevates the morale of our human resources.

GCC Environment and Saving Award, 2008

This award confirms DEWA's believe in and support environment and the sustainability of resources. It's a real confession with the Authority's vigorous efforts to maintain the environment and to enhance the awareness on the importance of saving the resources, and to exchange these practices at the GCC level.

GCC Electronic Award, 2009, for the best Electronic Service (Second Place), and the best electronic project (third position) during the 1st GCC Electronic Government Conference with the objective of allowing GCC's government authorities the opportunity to exchange field experiences and applications with regard to information technology and international standard for electronic government excellence.

SA 8000 Certificate for DEWA's Social Accountability accomplishments, 2009.

This award aims at enhancing the Authority's reputation for adoption of social accountability concepts, applica-

tion of social and moral issues methodologies that inspire all concerned parties, especially our people, customers, partners, and local societies.

Investors in Excellence Award, 2009.

It's the top award at European level in terms of excellence for the approval and application of excellence model with higher efficiency. This award aims at the measurement of the organizational performance level achieved by the Authority compared with best international practices. The Authority, also strives to enter the Hall of Fame in this field to be one of the international organizations recognized for being one of the "Investors in Excellence".

GCC 1st Electronic Government Conference Awards, 2009

In the frame of its participation in the GCC 1st Electronic Government Conference Award held in Oman, DEWA came in the second place in the best electronic service category for the electronic invoices payment service. Also, the Authority came third within the best electronic project category for SAP System "Facilities Services" for invoices and customers services management.

Among other important awards was the ARAB ELECTRONIC GOVERNMENT SHIELD, 2010. DEWA has won the Arab Electronic Government Shield for visional creativity category of the United Arab Emirates and the 15th ME Electronic Government and Services Award, 2010 by "Middle East Institute for Excellence Award". DEWA was selected according to the approved standards in tacking and applying the best achievements and innovation in the government, electronic transactions, information technology and telecommunication. In addition, DEWA has won the golden class for Tawasl software for suggestions in the United Kingdom and in 2010 DEWA won the golden award in the British evaluation of suggestions systems "WALK" in the 24th international conference titled "UK Thoughts".

An eye on Development, the other eye on environment

Dubai Electricity and Water Authority plays an important and leading role in development as its services constitute the most important factor in economic and social renaissance, as well as protecting our environment. While carrying out projects in the field of power production and water desalination, DEWA is fully aware of the importance of conserving the environment. DEWA complies strictly with Dubai's vision which aims to make the environment in Dubai a stimulus to bring in investments and encourage tourism through connecting its projects with sustainable development. This can be clearly seen in DEWA's requesting contractors to adhere strictly to its policy, performing all its terms and conditions, and insisting on using the most up-to-date technologies to control and monitor the pollutants resulting from its different operations.

DEWA's general policy keeps an eye on all considerations, health and safety while carrying out its projects and in all its operations to ensure the conservation of the environment. These are DEWA's basic guidelines which call for strict adherence to both the provisions and the spirit of all the approved legislations so as to protect the environment, health and public safety. Besides, DEWA co-operates and coordinates with all the governmental and non-governmental organizations concerned with conserving the environment, applying and developing environmental criteria, as well as urging all its contractors to supply and use materials that don't cause any harm to the environment. Additionally,

DEWA works hard to reduce the emissions of harmful pollutants. In this regard, it has set up Dubai's Carbon Management Centre to contribute to protecting the environment. DEWA is keen on conserving energy, rationalizing consumption, using wastes from industry (if possible), as well as recyclable materials.

To implement its strategy aiming at conserving the environment, DEWA has been keen, while setting environmental awareness and training programs, that these programs will have a close relation and connection with its strategy and other internal systems. Training plan has determined the proposed training programs including main topics, the type of targeted trainees, the purpose of training and the potential sources of these training programs.

As a result of the increase in the environmental awareness for all DEWA staff, the higher management was satisfied to apply to obtain the ISO 14001 Environmental Excellence Award for the energy production complex in Jebel Ali. After training more than 300 employees in all topics during the first year, the results were promising as DEWA got the ISO for environment in March 1998, only six months after the process of qualification and preparation, to become the first utility to win such an award. This reflects the good reputation that DEWA enjoys in



Dubai, the entire UAE as well as all over the world.

It is worthy of notice that DEWA has hired an environment expert in 1997 in compliance with the directives of Government of Dubai to maintain its leadership in all fields, especially protecting the environment, sense of responsibility towards society and generations to come. Today, Dubai Electricity and water Authority goes on with its five-decade march to consolidate its special environmental programs, giving full support to those who work hard to conserve the accomplishments of the country and its national identity, co-operating with all institutions, organizations and Public Benefit Associations to protect and conserve environment and minimizing pollution as well as its causes.





Consolidating national identity and sense of belonging

Dubai Electricity and water Authority signed a memorandum of Understanding with “Watani” Program

As part of its celebrations of the UAE 39th National Day and within the framework of enhancing mutual co-operation with local departments and authorities, especially those concerned with society development programs, Dubai Electricity and Water Authority, represented by H.E. Saeed Mohammed Al Tayer MD & CEO of DEWA and “Watani” Program represented by H.E. Yousuf AbdelKhaleq Al Sharah Director General have signed a memorandum of understanding in order to motivate contributions to in the societal development program, regulate the mutual programs between them in the fields of consoli-

dating national identity and deepening the concept of good citizenship, as well as disseminating the culture of conservation, protecting the environment and conserving our natural resources.

This Memorandum was signed at the main Headquarters of Dubai Electricity and water Authority in Zabeel East in the presence of a number of senior officials from both sides.

On this occasion, HE Saeed Al Tayer pointed out that signing this memorandum comes in line with the directives of H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE

and Ruler of Dubai, which stress the necessity of collaborating efforts among all different Government Departments and Authorities so that performance will reach the highest levels of excellence. HE also said that this agreement constitutes a good move towards co-operation with Watani Programme, especially society development programmes.

HE Al Tayer expressed his happiness as signing this agreement coincides with the UAE celebrations of the 39th National Day which marks the emergence of the UAE. This unification has laid the foundations for bases of society derived from Islamic prin-



Al Tayer: We are in dire need to promote the culture of conservation

Al Sharah: We target all the sections of society

ciples as well as national culture and identity. These foundations represent the cornerstone for a solid national unity and great accomplishments at all different economic and social levels.

Signing this agreement will help both parties and pave the way for solid cooperation in social activities, outreach and informative campaigns for DEWA employees and customers through forming a committee for following up and coordination so as to monitor the execution of this agreement," HE Al Tayer added.

On his part, HE Yousuf AbdelKhaleq Al Sharah, Director General of Watani programme stated: "This step corresponds with the aspirations and objectives of the programme which aim to toughen the bonds of communication and cooperation with pioneering institutions which render great services for society either in the Emirate of Dubai or in the UAE. We aspire to work hand in hand with our partners at Dubai Electricity and Water Authority to set and tailor initiatives and common social activities that contribute to strengthening national identity, the practices of good nationalism, as well as peaceful co-existence among all the classes of society."

"This Memorandum of Understanding is an important base for exchanging expertise and knowledge between both parties, especially in matters related to voluntary work, social responsibility, deepening national sense, which all together align with the UAE vision. We work as per the slogan "We're All United In Vision" set by His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. Also,

I would like to take this opportunity and congratulate Dubai Electricity and water Authority on the success it has achieved, the awards and certificates it has bagged, as well as on its golden jubilee. "Watani" Program is really delighted to have signed such a memorandum with it." HE Yousuf AbdelKhaleq Al Sharah added.

In reply to a question raised by Al Masdar Magazine concerning the mechanisms and plans for implementing programs of consolidating national identity, H.E. Yousuf AbdelKhaleq Al Sharah, Director General of Watani programme stated: "Our aim behind this memorandum is to reach all the classes of the UAE society. This can be done through a number of camps which will be organized at three stages. They include holding specialized symposiums, lectures and courses for more than 20,000 participants both males and females. Also, we have a plan targeting all embassies and clubs to hold lectures with the purpose of consolidating national identity and sense of belonging. We have had a previous experience with the Authority, which we have seen its impact on the children at the age of seven till university students. This campaign will cover all the UAE reaching people at homes and coordinating with all the UAE schools."

H.E. Saeed Mohammed Al Tayer MD & CEO of DEWA commented: "Serving the society is part of the Government's strategy even if it differs from one organization to another. Frankly speaking, DEWA has several initiatives and programs in the fields of education, sports and social work, in collaboration with societies of public benefit. DEWA also participates in

municipal and sports council as well as other sectors. The main objective of social work is the same strategic objective of "Watani" Program as they both sharpen the national sense and citizenship. Talking about programs, policies and strategies, we then need to elevate the culture of conservation and conserving our natural resources which all converge at one point – serving our country."

"DEWA comprises several segments. That's why it regularly organizes lectures on organizational loyalty of both nationals and expatriates alike. We all live in one society despite the various nationalities. Our judicious leadership represented by our president His Highness Sheikh Khalifa Bin Zayed Al Nahyan, and His Highness Sheikh Mohammed Bin Rashid Al Maktoum have opened the UAE to all the countries of the world. We hail "Watani" Program for such important role which it plays in our life." H.E. Al Tayer added.

After signing the memorandum, H.E. Al Tayer and H.E. Al Sharah toured Dubai Electricity and Water Authority which was decorated with the UAE flags and photos of the leaders. They both put their fingerprint on Loyalty Map and then they were warmly received by the female students of Al Qala'a School in Sharjah. The students performed some UAE folklore which appealed to all the attendees. Afterwards, they both visited the tent of the UAE 39th National Day set up by DEWA. This tent contained exhibits such as hand crafts and heritage products displayed by a number of societies, which contributed to consolidating the UAE culture and disseminating it among the UAE individuals."



Dubai Electricity and water Authority signs Memorandum of Understanding with Emirates Scout Association



Within the framework of effectively promoting and enhancing partnerships between both sides, as well as strengthening and consolidating the ties and coordination in the field of social cooperation, Dubai Electricity and Water Authority signed a Memorandum of Understanding (MOU) with Emirates Scout Association. This MOU aims at creating common activities, propagating environmental awareness and consolidating the culture of rationalizing electricity and water consumption between the two sides.

This MOU was signed at DEWA's Headquarters by H.E. Saeed Mohammed Al Tayer MD & CEO of DEWA and H.E. Major General/ Abdulrahman Mohammed Al Rafeah – Chairman of Emirates Scout Association – in the presence of senior staff from both sides.

H.E. Saeed Mohammed Al Tayer MD & CEO of DEWA stressed the fact that signing this MOU comes in line with DEWA's efforts to promote and develop cooperation with Emirates Scout Association and the coordination between both of them in the field of social cooperation.

H.E. Al Tayer pointed out, "This MOU contributes, in line with DEWA's plans, to activating DEWA's efforts aiming to sponsoring some social programmes and events, as well as contributing to developing some capabilities of Dubai Scout Association headquarters to realize social support. In collaboration with Dubai Scout Association, there will be coordination between both sides in order to spread field awareness among students along with providing them with outreach brochures, which will be demonstrated in scout events related to rationalizing electricity and water consumption".

H.E. Al Tayer concluded saying, "Through this MOU, we aim at promoting our cooperation with Emirates Scout Association along with mu-

tual and common work to accomplish as much saving in electricity and water as we can.

On its part, Emirates Scout Association, in coordination with Dubai Electricity and Water Authority, will hold educational and entertaining events, social occasions serving DEWA's objectives, participating in holding seminars and plays and preparing the utilities of Emirates Scout Association for these events, in addition to propagating and circulating awareness and making campaigns for electricity and water rationalization, which serve individuals, families, customers and society.

On his part, H.E. Major General/ Abdulrahman Al Rafeah – Chairman of Emirates Scout Association – stated, "Partnership between Dubai Electricity and Water Authority and Emirates Scout Association is based on serious and planned work, and today we really have the honor to be here to see the fruit of this cooperation between both of us in the form of an effective and systematic partnership. Indeed, this step is worth admiration and should be followed by all different organizations in society.

Also, H.E. Al Rafeah added, "Signing this MOU today emphasizes how much responsibility Dubai Electricity and Water Authority with all its leaders feel towards other people as it is part and parcel of the Emirate of Dubai and the UAE. We are looking forward to opening up vistas of this partnership that can positively reflect on both sides supported by our sense of responsibility towards our scout sons so as to be active and effective members of society, and to spread illuminated awareness about DEWA's vital role in the fields of electricity and water in terms of rationalizing consumption among students in particular and in society in general

DEWA signs an Agreement on the Activation of Electronic Link with the "Department of Economic Development"



In line with fostering and enhancing the relations among public departments in the Emirate of Dubai to promote the level of services provided to customers, DEWA concluded a partnership agreement with the Department of Economic Development in order to coordinate cooperation with the two departments, particularly in the field of activating the electronic link between the two parties through commercial licenses

and consumers account systems.

H.E. Al Tayer clarified that the signing of this memo is in line with DEWA's strategic plan according to the aspiration and ambition of the leadership in translating its vision, mission and objectives through the consolidation of the principles of partnership between DEWA and partners, particularly the Department of Economic Development.

On his part, Sami Al Qamzi, Director General of the Department of Economic Development said "This agreement is in line with DED directives towards enhancing the economic growth and investment opportunities in the Emirate of Dubai which plays a vital role as a catalyst for growth and economic development in the ME and we hope this agreement will increase the horizon of cooperation and achieving the sought objectives.

DEWA AND CISCO ENHANCE COOPERATION OPPORTUNITIES



DEWA and Cisco have concluded a memorandum of understanding to enhance the cooperation opportunities between the two parties.

Commenting on this memorandum of understanding, H.E. Saeed Mohammed Al Tayer, the MD – CEO of DEWA said "This new achievement is an integral part of our strategic plan to increase the professional efficiency, productivity and development of the its employees and to enhance DEWA's services network platforms. Also it's in line with our efforts to implement

the electronic empowerment which shall provide high quality services for customers as well as simplifying our procedures.

On his part, Wayen Hall, Director General of Cisco, UAE said " We are proud to work closely with DEWA in using the latest applications and technologies to achieve the customer satisfaction and to enhance Dubai's vision through the provision of high level distinguished services.

Engineer Marwan Salem Bin Haidar, EVP – Head of IT sector in DEWA said "Today's declaration is a leading step in our cooperation with Cisco and we believe that combining the comprehensive infrastructure and DEWA services with Cisco's long experience serving the network would enhance the access of information and services provided through our multiple channels".



Under the patronage of Sheikha Hind: DEWA sponsors the 1st Environment Conference as the strategic sponsor



H.E. Al Tayer and Amina Al Dabass while signing the sponsorship Agreement

Dubai Electricity and Water Authority has participated in Latifa Bint Mohammed Bin Rashid Award For Child Creativity in sponsoring the “Children Environment Awareness Conference. This conference is the first environment gathered organized last November under the patronage of the Wife of H.H. Sheikh Mohammed Bin Rashid Al Matkoum, Vice-President and Prime Minister of the UAE and the Ruler of Dubai ; H.H. Sheikha Hind Bin Maktoum Bin Juma Al Matktoum the chairman of “Latifa Bint Mohammed Bin Rashid Award For Child Creativity”.

The sponsoring of such events by DEWA stems for its policy to preserve the environment and support educational and social campaigns which deepen the communication with the community and entities for serving the public interest. In addition to enhance the concept of preserving

the environment and eliminate pollution in the minds of our children and to develop their creative and innovative skills to save the natural resources, and to consolidate the sustainable development concept and to stop the waste in natural resources.

H. E. Saeed Al Tayer, MD & CEO of DEWA affirmed that sponsoring this important event serves the UAE’s strategy as H.H. Sheikh Mohammed Bin Rashid Al Maktoum has launched several initiatives to preserve and protect the environment from pollution such as Zayed Global Environment Award and Green Building Systems, and the save of resources and many others, as well as H.H. continuous support of all environment activities forming an integrated system which set our country at the top of countries that actively contributes to the environment issues at the global level.

He added that DEWA, as part of its programs and vision, is prudent to support all activities that enhance communication with community at all levels (education, sports, social and health...etc). Also DEWA pays special priority in its policy and strategy and designated part of its services to promote the culture of environment protection with well-studied scientific methods.

H.E. Al Tayer concluded his speech with thanking to the wife of H.E. Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE, the ruler of Dubai; H.H. Sheikha Hind Bin Maktoum Bin Juma Al Matktoum the Chairman of “Latifa Bint Mohammed Bin Rashid Award For Child Creativity” for her kind patronage of this conference and the organizers of the Award and Conference.

Amenah AlDaboos, the Executive Director of “Latifa Bint Mohammed Bin Rashid Award For Child Creativity” stressed that this conference has contributed in consolidating the environment education in community in general and family in particular. Also, she pointed out to the pioneer and vital role of family in promoting and preserving the environment awareness in addition to stress on the roles of the public and private sectors, private and voluntary societies in supporting environment campaigns, identifying pollution risks whereas everybody is a partner in sustainable development and preserving the natural resources.



Al Tayer Hails the Environment Initiatives Launched by the Vice President of the UAE



H.E. Al Tayer during the launch of the first environmental forum

H.E Saeed Al Tayer, MD & CEO of DEWA hailed the environment initiatives launched by H.E. Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE, the ruler of Dubai such as Zayed Global Environment Award, and Green Building and other during the 1st Environment Conference. These initiatives, which in total form an integrated system, have put UAE ahead of the countries contributing effectively in the environment issues at the national, regional and international levels.

H.E. also appreciated the initiatives of H.E. Sheikh Mohammed Bin Rashid Al Maktoum on environment and referred to the positive and unprecedented results of such initiatives. He clarified that Green Buildings initiative represents a new division in environment friendly building as a significant aspect of saving the water and electricity consumption, and therefore, to prevent the depletion of our resources and preserve our environment from pollution. He also stressed on the great role performed by Zayed Global Environment Award in the environment at local and international levels and to encourage environment activities and support researches and

studies related to environment protection. In addition to many environment trends and direction supported by His Highness.

H.E. stated that DEWA's strategy adopts all aspects of Government of Dubai' Environment Strategy which will make the environment of Dubai safe, attractive, clean and sustainable.





"Global Icon"

828 Meters high in the sky

**LIGHTS AND FIREWORKS STIMULATE
IMAGINATION AND DREAMS**

**"We built the high-rise for people with
strong will and determination"**

Mohammed Bin Rashid

"Burj Khalifa" has been designated the "Global Icon 2010" award and title to be the first building to win this award organized by the US Council for Supertall buildings. In the testimony attached to the award, the council stated that "Global Icon" is a new award which may be awarded every 10-15 years, since the "Best Supertall Award of the year" is not enough to reflect the extent of the great achievement realized by the human brain and the architectural engineering of this tower, therefore the judges introduces this new title.



The launch of Burj Khalifa

Last January, fireworks illuminated the sky, the waters of the fountain danced on the flutes tunes and musical instruments, and the courageous paratroopers landed from the sky on the tower's parameter in celebration of the official inauguration of Burj Khalifa as the tallest skyscraper in the world.

"We built the high-rise for people with strong will and determination. The highest point in the world should be linked to the big names and I announce today: the opening of Burj Khalifa". H.H. Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai said as unveiling the commemorative plaque of the tower.

"The inauguration of this tower is a good example that UAE is strong by its leadership, people, economy and infrastructure. We have determination and leadership, faith in Allah, our peoples capabilities, and patience to confront the influence of the global financial crises" H.H. Mohammed Bin Rashid Al Maktoum added.

On this historical day, Dubai also celebrated the 4th anniversary of H.H. Sheikh Mohammed Bin Rashid Al Maktoum's as the ruler of the Emirate of Dubai representing the dawn of new history.

Facts and Figures

Burj Khalifa was completed after 6 years of work including the parameter of the tower Dubai Tower downtown, hotels, residential, commercial and touristic facilities.

The tower pole height exceeds 828 meters compared with 508 meters for Taipei Tower and 452 meters for Petronas Towers in Malaysia, 415 meters for the US Empire Estate and 300 meters for Eiffel Tower.

The control terrace height is 442 meters above the ground forming the highest terrace worldwide.

The Tower is served by 54 lifts for residents. The speed of some of these lifts reach 10 meters/sec. which enables users to reach the floor 124 in one minute and to the top of the tower (160 floors) in two minutes. For the first time, Dubai Tower operates two stories lifts which can take passengers to two consecutive floors. The Main Service Lift is making a complete trip along a distance of 504 meters.

The tower can endure wind with speed of 300 km/hr and earthquakes of 7 degrees.

The foundations of the tower comprise of 192 columns and are 50 meters in depth under the ground joined together with a thick belt of reinforced concrete. The diameter of each column is 1.5 meters. The tower is made of concrete frame with a height of

600 meters and a tower of steel with a height of 150 meters to 200 meters.

Piere Markoah, the world famous designer of festival shows who designed many events such as "the Dawn of History" show in Lyon, France, the opening of Dubai Shopping Festival for several years, and Dubai World Cup in 2008, has designed, directed and coordinated the details of the inauguration ceremony for "Burj Khalifa" including the light show, music, fireworks and the fountains. Masdar had the following interview with him:

Can you tell us in brief how the concept and design of Burj Khalifa inauguration ceremony were developed?

It's my dream since the start of the construction works in "Burj Khalifa". I imagined the opportunity of being assigned with the designing and decoration of the tower. As time passed and the tower is getting higher, I had the chance to visit the work site and put of some ideas about the inauguration ceremony.

I wanted to do something that fits the value and status of this huge and beautiful tower which can be seen from all over Dubai and represent an architectural and engineering masterpiece and great modern technological achievements for humanity. Frankly, I had many thoughts in my mind, how-

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ever, the basic concept I worked on is to keep “Burj Khalifa” the star the ceremony and to present everything that expresses the meaning of its existence as the tallest building in the world.

Can you describe the details of this show?

We wanted to present a show that everyone can see from any point in the city and to concentrate on the sensations felt by the show; the sensations of amazement and splendor, especially the light show. In general, when we stand at the bottom of the tower, we realized the height and size of the tower and we felt its greatness. Therefore, we worked on showing this side and respecting and appreciating the beauty of its design and architect. We concentrated on the beauty of its base through lights in the shape desert roses and tried to put its shape on the water coming out from the fountain. The most difficult challenge we have faced was how to show the height of the tower, so we used light reflections and music at the same time to give the sense of height and combined the elements of water, fire and light.

What is the duration of the show?

The show lasted for 12 minutes and ended with fireworks show. Mainly, we worked on showing the beauty, elegance and strength of the tower and not to forget safety factor as the fire-

works were launched from all parts of the tower without endangering the neighboring buildings.

How did you develop and selected this concept and how long time you needed?

When we have a great goal, the matter of time is not important. The head of the project thought it was a beautiful and attractive concept and he liked so much. In general, we have been working on this concept since three years.

What is the music you have used in this show and why?

We started the show with Orient music and then a western music in co-operation with Paris Opera and used many Arabic instruments combining the modern with the traditional music and the oriental with the international music. The time of the music was perfectly calculated to be in line with the light and fireworks show.

Can you tell us about your start in this region and your creative work?

I’ve been always attracted to the Levant and when I performed a show in Paris in 1997 which was attended by Mr. Mohammed Al Abbar, he invited me to work on Dubai Shopping Festival shows and to be honest I have found UAE as a source of inspiration and new ideas. I’ve organized a lot of shows at high levels. Here in UAE, I



had the chance to fly with my imaginations without limits and restrictions and away from the tight security measures in Europe which may limit the artist options and imaginations.

What inspired you first to work in this field?

When I was young, colored "lights bulbs" were everywhere and I had this desire to use them in decorating places, however, the first thing that inspired me was in Casablanca City, when I passed the Grand Mosque there, and I wanted to put lights there and this is what really happened after few months.

Can we say that your first passion is lights?

My great passion is to decorate and light any civilized place, to create a world of dreams that dazzles people and makes them feel that they never have seen such scene before.

What kind of materials you work with beside water, music and lights?

I like to work with video shots, fireworks and flames and all other advance techniques which can be used in harmony, natural and creative way. This is what we used in this show as we used the largest projector in the world.

BURJ KHALIFA

Some of DEWA involvements during construction

DEWA was actively involved in building the electrical infrastructure and services at various stages of design, construction and commissioning of the Burj Khalifa, the world's tallest building.

The project consultants started interaction with DEWA for discussion and arranging power source for the project in the year 2003.

The entire electrical loads except the Air-conditioning, which is supplied from external District cooling system, are connected through 20 Nos. DEWA 11KV feeders. Approximately 32 KM, 11KV cables were installed for the above feeders.

The Air-conditioning system of the tower is supplied from the external District cooling system. 12 Nos. DEWA HV feeders are installed for a total connected load of 38 MW which include the tower and some of the other buildings in the Burj development area surrounding the tower.

64 Nos. 2 MVA private transformers are being provided in the tower, out of which 50 Nos are in service (Total installed capacity 100 MVA). The total installed electrical load in the tower is approximately 83.5MW. Seven double storey height mechanical floors houses these transformers along with associated switchgears and panels, to cater the loads of around every 30 floors from each of the mechanical floors. 4Nos of the 64 Transformers provided are intended for rearrangement of loads at a later date and 10 Nos transformer provided as idle for emergency replacements (2 No in Electrical Room.1 , 3 Nos in Electrical room.2 at the concourse levels and 1No. each at the mechanical floors -17th , 40th , 73rd , 109th and 136th).The challenges included

selection of cable sizes, taking in to consideration the voltage drop and also the service shaft size limitations.

In order to reinforce the reliability of power supply, 5 Nos 11KV, 2 MVA generators are also being provided in the tower for back-up.

The electrical installation of the entire project was subjected to DEWA Regulations and Services of technical design & shop drawing approval and field Inspection & tests prior to commissioning. In order to remove the high level Crane and exterior Service Elevator for completing the external finishing works of the tower as per schedule, DEWA had commissioned initially 4 of the 20 HV feeders in Jan 2009. This preliminary power connection was very crucial for the project as it was not possible to provide generators at high level and the elevator control systems are too sensible for temporary generator supply. Further inspection and release of power supply to the tower was made in phases as per the project progress and commissioning of all the 20 Nos. HV feeders & final release of power supply was completed in October 2009. Official launch ceremony of the Burj Khalifa was made in January 2010.



With a total cost exceeds 915 million Dh. Al Tayer inspects Cables and Transformation Plant Projects in Al Mamzar

In order to increase the efficiency and reliability of electricity transfer grid to meet the demand on its services, Dubai Water & Electricity Authority is going on executing vital projects, especially in the infrastructure in line with the directions of H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE, aiming at the consolidation of Dubai leading position in the region and enhancing its role as an international economic and financial hub.

In this framework, H.E. Saeed Mohammed Al Tayer, MD & CEO of DEWA inspected the work progress in the 400 kv cables extension underground and the construction of a 132/400 kv main electricity transformation plant in Mishrif, Nahda and Al Mamzar areas.

The total cost of the cables extension is Dh. 450 million and the total cost of the Transformation Plant Project is Dh. 465 millions. This project is featured with using and connection of high voltage 400 kv cables technology through ground tunnels in the Emirate of Dubai, for the first time.

On this project, H.E MD & CEO of DEWA said "The 400 kv Main Electricity Transformation Plant comprise of 4 transformers with transforming capacity of 505 MVA each with a total capacity of 2020 MVA which will be used in the Plant up to 19.5 km by 11.5 km to connect Mishrif and Al Mamzar Area, in addition to 8 km of cables to link Al Nahda and Al Mamzar to enhance the efficiency of electricity transfer in Deira. Each cable can 1500 MVA of power and it's expected to complete extension works by next May.

He added : DEWA is going ahead with its development projects through the construction and operation of main electricity transforming plants, and the extension of cables in different parts of Dubai as currently work is underway to accomplish these projects in line with DEWA's efforts to provide the necessary resources form

electrical power to meet the increasing needs of the Emirate and to support the projects of development and projection in different fields.

It's worth to mention that DEWA seeks to increase the productivity and operational efficiently to contribute in pushing the sustainable development march forward as DEWA is adopting the best international advanced technologies in addition to abide with the maximum measures of safety and environment commitment.

Enhancing the Development Requirements

CLEAN COAL TO MEET THE DEMAND FOR ENERGY IN DUBAI

In line with the vision of H. H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and the Ruler of Dubai regarding the enhancement of future development requirements in the Emirate of Dubai, the Higher Council of Energy as part of its strategy, has supported the implementation Diversification of the energy resources such as safe nuclear technology and clean coal, exploration of oil and gas



and oil products. Therefore, DEWA has commenced search for alternative energy sources such as coal and other sources of energy to meet the demand on the electrical power in Dubai in the future. The launching of these initiatives aim at the provision of future Dubai requirements from energy, and to introduce a successful models for helping economic and commercial businesses according to the best available technologies and the world class standards to diverse the current resources used by DEWA to generate electricity and water and the increase of production. DEWA has started this strategic step by conducting this study to evaluate the technologies used in generating electricity by employing coal technology as an alternatives and possible sources of energy production.

DEWA realizes the importance of preventing air pollution, greenhouses gases and the global warming, therefore, it looks at finding a friendly environment new technological application allows the generation of clean energy through production plants working by coal.

The project includes studies and recommendation of electricity generation in accordance with advanced techniques for commercial use such as SCPC and integrated compound cycle coal boiler for gas. These techniques allows the separa-

tion, storage and collection carbon dioxide from power generation plants operated with fossil fuel or production facilities, storage deeply underground. The study will use techniques to extract and store carbon, efficient use energy policy which represent one of the strategic objectives of Dubai as the proper way to reduce the carbon influence footprint.

It's worth to mention that many great industrial countries, for instance USA, China and South Korea, are using coal technology to diverse the sources of its production from energy. In this framework, China's dependency on coal reached more than 80%, USA by more than 50%

and South Korea by more than 30%. Dubai can set an example for the countries of the world to prove that using coal in producing energy is not linked to the negative environment impacts caused by pollutions, on the contrary, clean energy can be produced through advanced technology to generate power from coal and to catch carbon dioxide prior the burning and separation which lead to very low emissions.





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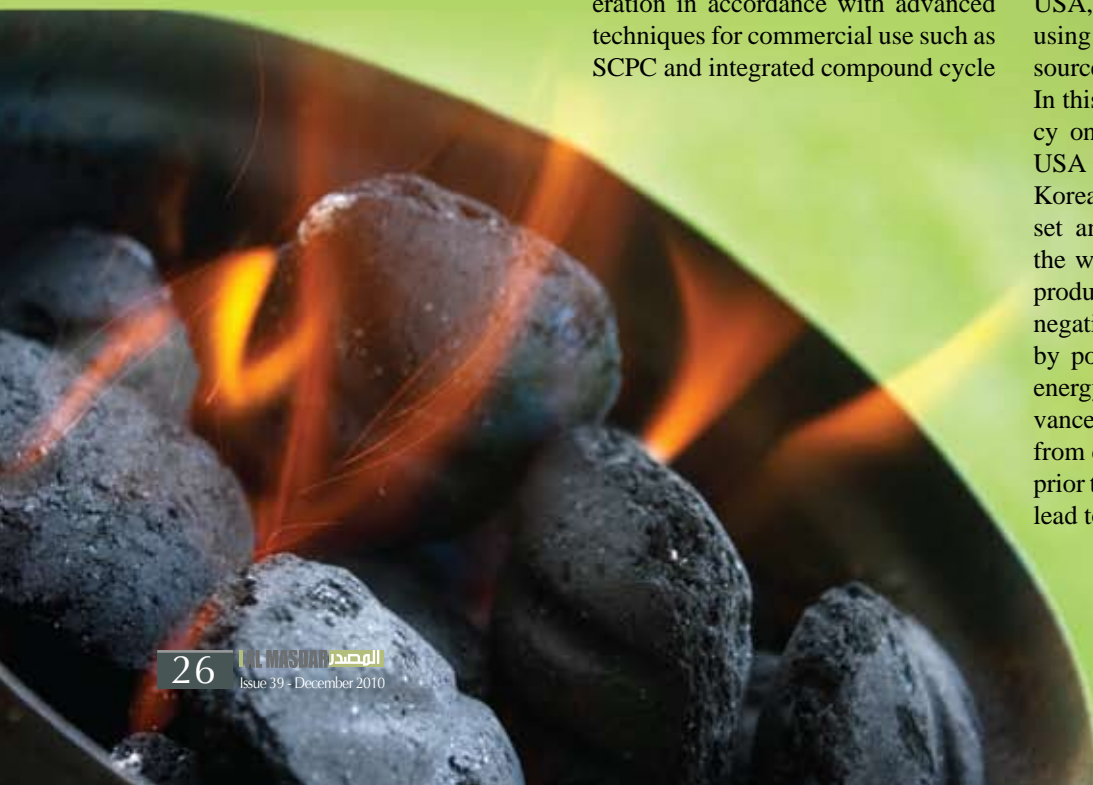
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Dubai electricity and water Authority wins Golden Category in Suggestion System Assessment

Dubai Electricity and Water Authority has crowned the train of its accomplishments by winning recently the Gold Prize organized by "Ideas UK" Competitions through Tawasol Suggestion Scheme, which urges DEWA's staff to think creatively and innovatively. Set up in 1999, Taswasol is a system that allows employees to submit their suggestions, and it is now used in all DEWA's sectors and departments. This scheme encourages employees to submit their constructive ideas so as to develop and improve DEWA's services as well as enhancing job satisfaction.

The prize was received by Dr. Yousef Al-Akraf, Vice President of HR, and Fatima Demass, Sr. Manager of Employees' Relations, during the honorary dinner organized on the occasion of holding the 24th International Conference of "UK Ideas" in Cardiff.

On this occasion, HE Saeed Mohammed Al Tayer - MD & CEO of DEWA stated: "This winning is an addition to DEWA's accomplishments as it bags prizes both regionally and internationally. At DEWA, we work hard according to the vision of H.H. Sheikh Mohammed Bin Rashid Al Maktoum - Vice President and Prime Minister of UAE and Ruler of Dubai - to disseminate innovation as a culture that must prevail in our society. Tawasol Scheme is part of DEWA's strategy aiming to encourage and develop its employees' capabilities and talents so as to enhance

their job satisfaction and loyalty to motivate them to render the best performance levels and top quality services for DEWA customers."

"Tawasol aims to motivate creative and constructive thinking especially in the specialized sectors of technicians and engineers by giving them the opportunity to develop and apply their submitted initiatives and ideas, to optimize the efficiency of measures at power and water stations, simplifying them as well as encouraging employees to think innovatively," HE Al Tayer added.

On his part, Dr. Yousef Al Akraf - Vice President of HR, said: "Tawasol Suggestion Scheme, applied by DEWA, has proven fruitful and effective as it has won this prestigious award. At DEWA, we are keen on studying and evaluating all the suggestions submitted by employees by qualified and competent people in this regard. Also, we make sure that a proper reward is delivered to employees whose suggestions are applicable in order to streamline DEWA's

services and procedures."

"DEWA is committed to supporting its employees by giving them an opportunity to develop and carry out their suggestions as well as polishing up their talents as part of its developmental and stirring plans to disseminate and circulate the culture of opinion-giving and proposing creative and innovative ideas," DR Al-Akraf added.

It is noteworthy "Ideas UK" Competition is regarded as a benchmark for testing performance, and it attracts various participants from all over the world. Dubai electricity and water Authority won the award after the evaluating visit paid by "Ideas UK" Organization in last October where it was closely acquainted with Tawasol Suggestion Scheme.





Dubai International Energy Forum opens next April. An International platform to exchange experiences and discuss sustainable development challenges



Under the patronage of H. H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and the Ruler of Dubai, the Higher Council of Energy holds the “2011 Dubai International Energy Forum” under the title “Challenges of Energy Sector and Opportunities for Sustainable Future” during the period from the 17 to 19th of April 2011. This event attracts large number of researches and scientists, decision makers, Chairman of leading companies from all over the world.

In a press release, H.E. Sheikh Ahmad Bin Saeed Al Maktoum, Chairman of the Higher Council of Energy stat-



ed that this forum will concentrate on main issues discussing the active policies in the field of energy and potential opportunities, exploring the future outlook on renewable and alternative energy resources, exploration processes, growth possibilities, as well as the contributions of the nuclear energy to sustainable development. "Furthermore, this event will shed the light on the challenges and solutions for the energy sector to ensure the steady supply, and foresee and manage increasing demand for energy, sustainable governance of energy sector and the forum will discuss efficient and successful solutions for the energy sector" he added.

On the other hand, H.E. Saeed Mohammed Al Tayer, the Vice Chairman of the Higher Council of Energy, Dubai said "This forum is in line with the Council's endeavor to ensure the availability of future needs of energy for the growing economy in Dubai by the provision of raw material with suitable costs. In addition to eliminate negative impacts harming the environment and also integrating with the active planning of the energy sector, and setting the suitable programs to meet Dubai's requirements from energy and to contribute in the development of Dubai's energy strategy plan".

"The Council realizes the great im-

portance of the energy related issues like power generation and water desalination within a vision aiming at the enhancement of the production capacity and to cope the increasing demand on electrical in Dubai" he added.

2011 Dubai International Energy Forum is the first of its kind in Dubai and held in correlation with the strategy of the Government of Dubai for discussing the key issues and innovative solutions specialized in the renewable and alternative energy future to achieve sustainable development and in line with Dubai Higher Council of Energy's strategy aiming at providing and diversification of energy sources.

At the cost of 250 million dirhams Two centres to control distribution of medium capacity power



H.E. Saeed Mohammed Al Tayer, MD & CEO of DEWA, has explored the current works in Al Qusais center for electricity distribution control with the capacity of 33 and 11 KV, and Al Warsan Centre which includes two buildings – one for electricity distribution control with the capacity of 33 and 11 KV, and the other for monitoring and controlling electricity generation and transmission with the capacity of 400 and 132 KV. The two centres will work simultaneously where each centre will receive monitoring signals from Dubai Electricity Grid.

“Each centre comprises a main control room including 8 computer workstations, a hall designated for the system of control simulation for the purpose of training, rooms for equipment, rooms for the staff and entertainment halls. The approximate total cost of the two centres is 100 million Dirhams combined with electrical equipment at the approximate cost of 150 million Dirhams with the aggregate of 250 million Dirhams. Works in both centres are going on well and it is estimated that these works will have been finished by March 2011,” HE Al Tayer said.

Al Multaqa...

"Pursuing Success"

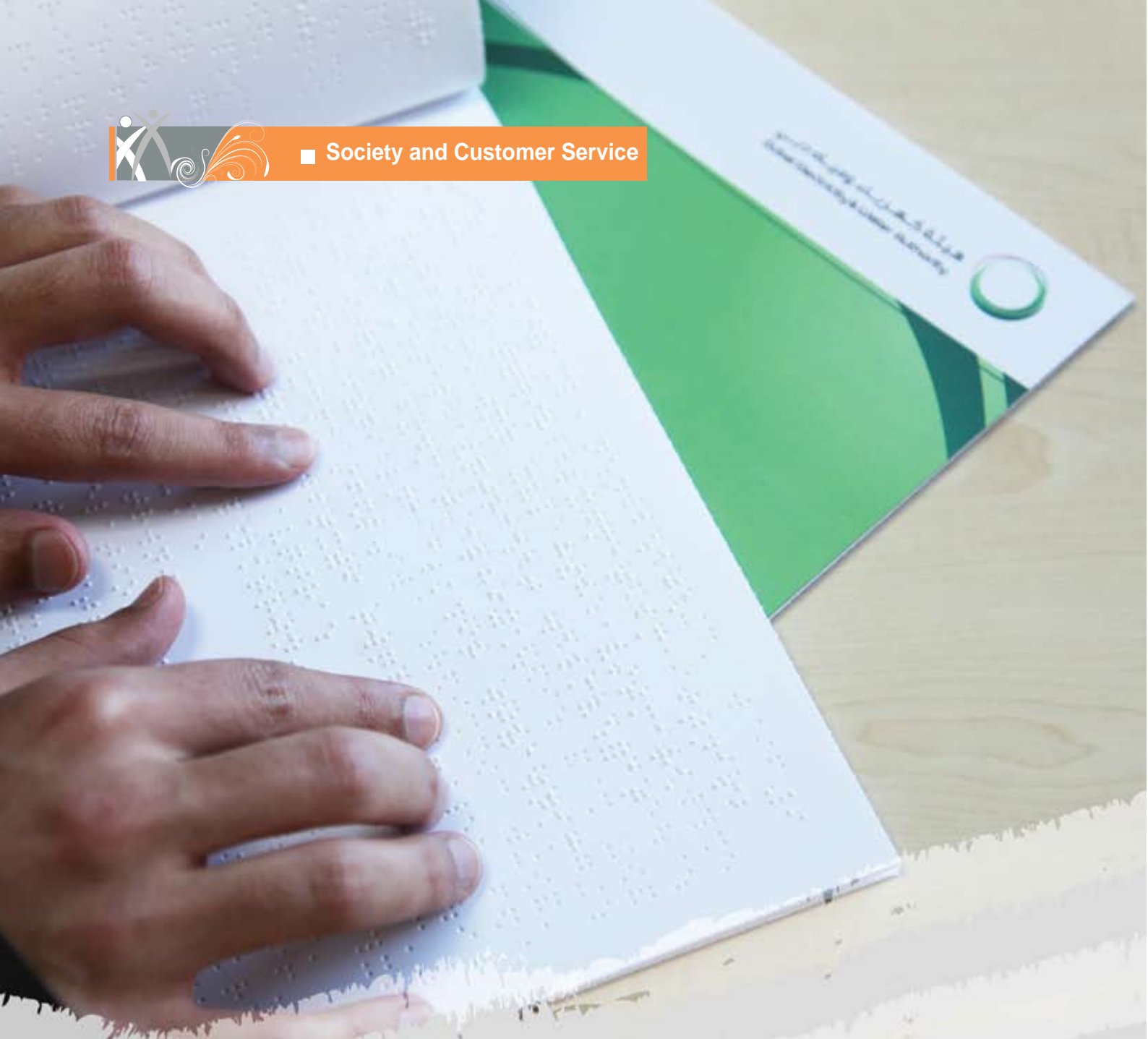


The second Al Multaqa meeting between Customer Relations Department management and branch managers was held on Thursday 7th October 2010 in Al Hudaiba Customer Service Centre. The gathering consisted of an open discussion between management and employees, which revolved around various topics such as roles and responsibilities, weekly operational reports, customer complaints and suggestions, best branch awards including other important topics.

"Al Multaqa" is a new initiative introduced by Customer Relations Department to enhance relations between Customer Relations management and employees. It is a platform on which

management will be able to listen to employee needs, discuss vital issues and ideas and involve employees in Customer Relations action plans and development processes.

In attendance were Amal Al Suwaidi, Vice President-Customer Relations, Adel Bin Tamim, Sr. Manager-Service Development, Saleh Al Marzouqi, A.Manager-Customer Service Centres, Omar Bin Sahoo, Manager-Customer Care Centre, Jassim Ahmed –A.Manager-Cust.Comm & Serv. Improv, Zainab Juma, Manager-Service Feedback & Effectiveness, including branch managers and other Customer Relations management and team members.



CRD Releases Customer Guide Booklet in Braille System

In an effort to assist visually impaired customers and provide them with the best possible services, an initiative by Shuaa Al Darwish, Assistant Manager – Service Effectiveness Unit (Customer Relations Department) has been implemented.

DEWA's customer guide booklet, a comprehensive guide of the process of complaints, process of suggestions, various channels of bill payment and

customer service centres timings has been released in Braille System. The Braille system is a method used by visually impaired people to read, and comprises of lines of fine dots that represent letters and numbers.

The above was carried out in collaboration with the Emirates Association for the Blind, and is now available at all DEWA Customer Service Centres.

365

Day & Night

'365 Day & Night,' an integrated campaign developed and deployed to position Dewa as an authority that relentlessly pursues excellence, for the sake of providing an excellent customer experience in the world of electricity and water in Dubai. Uninterrupted utility deliverables and related quality services, exceeding customer satisfaction, and committed to the cause of preserving our natural resources were the overriding messages of the campaign. In short, the campaign's essence was to portray: Excellence round the clock – any-time, all time.

The campaign's strategic aim was to enhance the reputation of Dewa that it truly deserves, so that the authority is perceived in greater light, by communicating the following objectives of the authority:

Dewa is reliable; providing them with uninterrupted supply of electricity and water, of high international standards, and related and efficient customer services.

Dewa is a world-class utility provider evaluated and endorsed by international assessment bodies; Dewa has an excellent record on complaint-response mechanism and resolution, endorsed by none other than McKinsey.

Dewa's conservation effort, for the cause of minimizing global warming and climate change, is an ongoing endeavour throughout the year.

Dewa is an authority that continuously strives for excellence, with a workforce of around 8,000 - for the sole purpose of satisfying the customer.

The '365 Day & Night' campaign featured in Newspapers, Magazines, Radio and Television, and in various media vehicles / locations across Dubai - on Billboards, Bridge Banners, Lamp Posts and other outdoor media.

The campaign in totality was well received and appreciated across various audiences and stakeholders alike; was able to facilitate and trigger for the authority – new credentials upon a thought-leadership organisation.

Call-for-action Campaign

After the launch of the '365 Day & Night' campaign, Dewa has efficiently embarked on a 'Call-for-Action' campaign on 06/12/2010, to support and strengthen Dewa's '365 Day & Night' integrated strategic communication platform-campaign that was launched on 10/10/10.

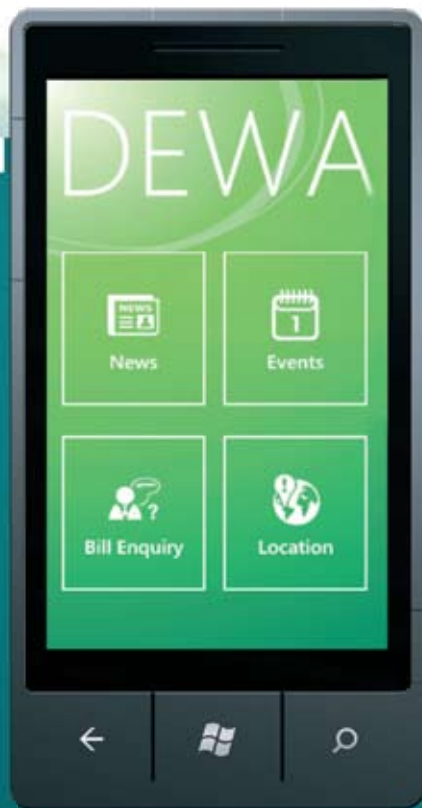


The call-for-action campaign (print, radio and television & marketing collaterals) aims to instil enhanced conscientiousness and commitment amongst the consumers as for the role they need to play in conserving electricity and water, inasmuch as the authority's commitment to the cause of preserving our precious resources – for the cause of its residents' and nation's well-being.

The call-for-action campaign propagates utility-conservationism through intense awareness-raising drives through smart lectures and workshops, engagement programmes, school visits etc.

Bottom line message of the campaign is: Preserve resources for a prosperous future; every individual should take responsibility in this invaluable endeavour.

DEWA unveils the latest applications compatible with "Windows 7 mobile" phones



In line with Dubai Electricity and Water Authority's strategy to establish a balanced and effective electronic infrastructure that can enhance our electronic shift and constant thrive to deliver the best e-services to its customers in order to save their time and efforts, DEWA unveiled today the latest applications compatible with "Windows 7 mobile" phones.

The new "Windows 7 mobile" features enable the access to DEWA's latest news and events, billing inquiry, bill payments through mPay service via text messages, displaying geographical and selecting addresses and locations of customer service centers in details along with their working hours, browsing the DEWA's official website, sending e-mail, notes, and suggestions to customer service centers while adding information on these offices and their phone numbers, sending business cards, viewing the video gallery, with an added advantage of logging complaints and sending GPS coordinates and photos of defects.

On this occasion, HE / Saeed Mohammad Al Tayer MD & CEO of DEWA: "In line with the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum - Vice President, Prime Minister and Ruler of Dubai, which aim to consolidate Dubai's leading position in the region and strengthen its role as an international, economic and financial pole, DEWA has put on top of its priorities the acquisition of state-of-the-art technologies in order to use them in its various electronic services in line with Dubai strategic plan's objectives".

His Excellency added: "This new accomplishment comes within the framework of promoting the application of e-services and encouraging the use of e-portal, reducing the queuing in government departments, rendering top quality expertise in the field of customer service as well as setting up a new era of government work by complying with the best practices which can contribute to realizing

balanced and sustainable development."

Engineer/ Marwan Salem bin Haider – Vice President – Chief of IT in DEWA said: " Windows 7 "phones applications are adding new options to users by providing them with the freedom to choose what suits them from the Microsoft applications, and therefore complying with the quality of services needed. The research and development working group at DEWA's IT division is continuing to develop software and applications."

Eng Bin Haider added: "DEWA's customers will be notified through e-mails and SMS, as well as by advertising on the website on how to download the software only to subscribers who have updated their data. This new service is considered part of DEWA's strategy aiming to give its customers a wide variety of services already available for iPhones , Blackberry, iPad and Androids".



& unveils its latest applications for "Android" phones

www.dewa.gov.ae

In a first of its kind step among Government Departments, Dubai Electricity and water Authority (DEWA) unveiled its latest applications compatible with "Android" operating system, which is both a programming platform and operating system for mobile phones. Being developed by "Google Corporation" and then "Open Handset Alliance", "Android" relies on the kernel of Linux System. These new applications adopted by DEWA via "Android" operating system provide some benefits like remaining updated on DEWA's latest news and events, bill enquiry, showing and pinpointing locations of customer service centers in detail, viewing video streams, submitting proposals and complaints, paying bills through mPay service, as well as registering new customers.

This comes within DEWA's preparations to participate in "GITEX 2010" held from 17th to 21st of this October, as well as its strategy to set up balanced and effective electronic infrastructure which can enhance the march of eTransformation, and its tireless efforts to deliver the best e-services to its customers in order to save their time and effort. Besides, DEWA has put on top its priorities the acquisition of the latest technologies and solutions and applying them to the different e-operations so as to be integrated with Dubai Strategic Plan in line with the directives of H.H. Sheikh Mohammed Bin Rashid Al Maktoum - UAE Vice-President, Prime Minister and Ruler of Dubai - which aim to consolidate Dubai's pioneering and lead-



Eng. Marwan Salem bin Haider

ing position in the region and to promote its role as an international, economic and financial pole.

On this occasion, H.E. Saeed Mohammed Al Tayer MD & CEO of DEWA stated, "This new accomplishment comes within the frame of promoting the application of e-services and encouraging the use of e-portal, reducing the queuing in government departments, introducing top quality expertise in the field of customer service as well as setting up a new era of government work by complying with the best practices which can contribute to realizing balanced and sustainable development".

On his part, Engineer/ Marwan Salem bin Haider - Vice President - Chief of IT in DEWA said, "DEWA's IT work team exerts continuous efforts to develop and update our programmes and applications. The applications of "Android" operating

system give the opportunity to smart identification of screen size in devices using it, and consequently allow compatibility with these devices regardless of their make".

Eng. Bin Haider added, "These application can be downloaded free of charge from DEWA's website: www.dewa.gov.ae, Android store, Slide Me store, Samsung store. These applications are compatible with "Android 2.0" and newer versions.

This new service is regarded as part of DEWA's strategy to provide its customers with opportunities to avail themselves of its different services available, too, for iPhone, Blackberry, and iPad.

Dubai electricity and water Authority won first place in the general assessment of e-services of Dubai Government Departments carried out by Dubai e-Government in 2008 and 2009. Total results of e-services assessment of Dubai Electricity and Water Authority increased by 88% in 2008 and 2009 compared with 2007. Also, DEWA won first place in 2007.

It is noteworthy that DEWA provides regular payment channels through its offices from 7:30 a.m. to 8:00 p.m. except Fridays, and also through petrol stations such as ENOC and EPPCO, Emirates Post Offices, Etisalat and Banks' payment machines, mpay through the website: mpay.dubai.ae, and through DEWA's electronic portal (www.dewa.gov.ae). DEWA offers now 118 services in their three formats: the electronic, the interactive and the procedural.

At "Electricity Smart Grids World" conference

Al Tayer: We have taken the decisions to shape the future of electricity grids up to 2020 and beyond



During his speech at "Electricity Smart Grids World" conference which was held in last November in Dubai, in the presence of Engineer Ali Al Barak, CEO of the Saudi Company of Electricity, and a big number of energy experts and CEO's from the Cooperation Council of the Arab States of the Gulf, H.E. Saeed Mohammed Al Tayer MD & CEO of DEWA stated that during the past decades Dubai Electricity and Water Authority developed electricity grids and met the needs of electricity and water of the UAE. To achieve this, DEWA has relied on aligning the processes of supply and demand applying highly- efficient economic methods. H.E. Al Tayer stressed the fact that DEWA has taken decisions to shape the future of electricity grids up to 2020 and beyond.

"DEWA continues its march of great accomplishments while applying "Smart

Grids Systems" due to the close relation between both electricity and water sectors." H.E. Al Tayer called for the necessity that future systems must have comprehensive methodology to ensure the complete benefit from any relations of cooperation and coordination among us as the Middle East and North Africa face several challenges such as those related to environment, overpopulation, the ever-increasing demand for electricity and water, the dire need to ensure continuous and sustainable supply, and most importantly making sure of the capability of these countries to meet supply.

Concerning DEWA's application of the combined cycle-generation process in the electricity generation and water desalination utilities, H.E. Al Tayer stated: "Despite the harsh climate conditions, DEWA has been able to raise the efficiency of its

stations through using the new and smart technology of gas turbines at a small additional cost. Besides, DEWA has implemented a number of smart technology procedures in electricity grids such as the application of the most up-to-date SCADA systems. Moreover, we have developed distribution grids through converting most grids with the capacity of 6.6 KV to higher capacity grids of 11 KV, and more importantly, DEWA has greatly succeeded in reducing the waste and loss in electricity and water grids through the processes of rehabilitation, design, engineering and maintenance of grids.

H.E. Al Tayer also focused on the fact that while executing smart grids systems, DEWA was keen on linking electricity grid with neighboring power stations. This, of course, contributed to promoting power exchange.



As for the matter of demand, H.E. Al Tayar stated: "It's now three years since putting sustainability in Dubai to tender, which was crowned by the initiative of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, on the green buildings. According to this initiative, DEWA will work to reduce the consumption of power and water through the using new methods of design, construction and operation. Also, other measures will come into force so as to conserve environment. Some of these measures include energy-saving lights and replacing unfit water faucets with smart control systems to conserve electricity and water.

"DEWA realizes the importance of securing demand for power and water through the strategy of conservation and using various kinds of fuel for power generation so as to achieve progress. Also, DEWA looks forward to produce power from clean fuel and gas combined cycle-generation process as well as other possible sources of energy in the future. Moreover, DEWA sees that sources of energy which are small, well-distributed, clean and natural sources of energy such as solar energy can effectively contribute to securing a various supply of electricity in the future due to the constant development in solar energy technology," H.E. Saeed Mohammed Al Tayar MD &

CEO of DEWA. Al Tayar added.

H.E. Saeed Mohammed Al Tayar MD & CEO of DEWA concluded: "We, at Dubai Electricity and Water Authority believe that there are some obstacles that smart grids systems face. These obstacles must be harnessed. Some of these obstacles are cultural barriers including consumer's conduct, cost of implementing and developing, risks of electronic security in case the internet is used as a means of communication. Using smart grids systems may involve the application of new policies and regulations, providing incentives for investment, projects of display and new technical criteria. In addition to these, we'll have to make sure those smart

grids systems work effectively and safely, and more importantly, to carry out much research and promote collaboration between both the industrial sector and the academic one."



In Continuation of its Pioneering March in the field of Safety and Health Dubai Electricity and water Authority launches “The Public Week of Health, Safety and Environment”



Dubai Electricity and Water Authority stresses the importance of making workplaces and houses a safe environment for work, production and residence.

“The Week of Public Health, Safety and Environment” comprises different events held at the site of celebration

such as drawing and painting workshops, competitions of safety carnival, as well as different competitions related to safety and playing safely inside houses. Dubai Ambulance Centre presented first aid drills for both children and parents this week. Also, Al Diyafa Medical Centre participates in these events through free blood pressure check-up,

free coupons for blood screening for blood sugar, blood cholesterol, free coupons for consultation with general practitioner in the centre, etc.

Following the launch of the exhibition, H.E. Saeed Mohammed Al Tayer MD & CEO of DEWA stressed the importance of safety and occupational health in any firm. Besides, H.E point-



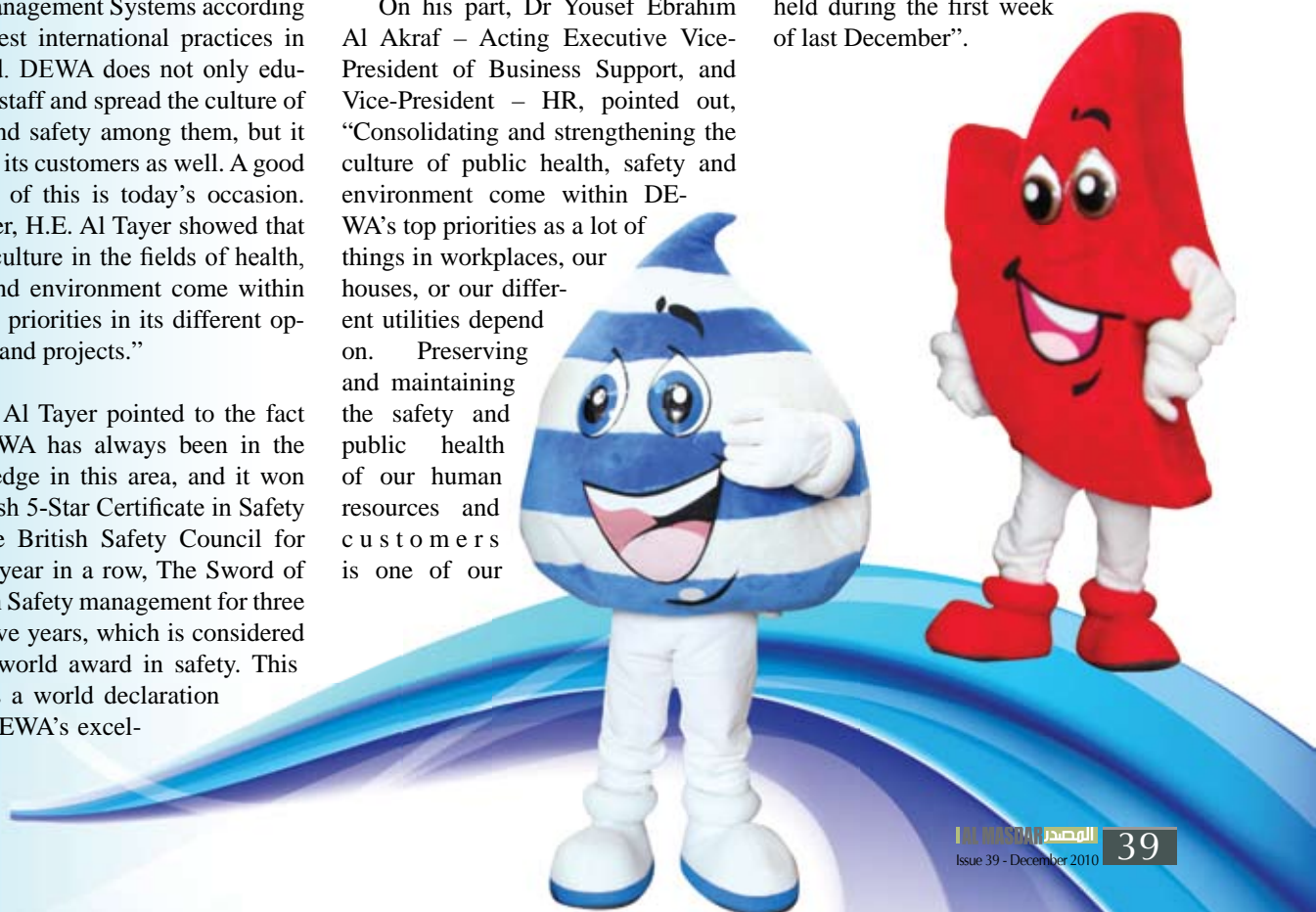
ed out that DEWA applies the best Quality, Health, Safety and Environment Management Systems according to the best international practices in this field. DEWA does not only educates its staff and spread the culture of health and safety among them, but it involves its customers as well. A good example of this is today's occasion. Moreover, H.E. Al Tayer showed that quality culture in the fields of health, safety and environment come within DEWA's priorities in its different operations and projects."

H.E. Al Tayer pointed to the fact that DEWA has always been in the cutting-edge in this area, and it won the British 5-Star Certificate in Safety from the British Safety Council for seventh year in a row, The Sword of Honor in Safety management for three successive years, which is considered the top world award in safety. This award is a world declaration as for DEWA's excel-

lent practices in the field of safety and health.

On his part, Dr Yousef Ebrahim Al Akraf – Acting Executive Vice-President of Business Support, and Vice-President – HR, pointed out, "Consolidating and strengthening the culture of public health, safety and environment come within DEWA's top priorities as a lot of things in workplaces, our houses, or our different utilities depend on. Preserving and maintaining the safety and public health of our human resources and customers is one of our

ends, and this week constitutes a reminder of the previous events held during the first week of last December".





Ahmad Al Mulla
Mastering work is
my success imprint

In every issue, we are used to interviewing one of the elite employees at Dubai Electricity and Water Authority - those employees who work in silence and march steadily towards success while performing their jobs proficiently. In today's interview, we'll have a close look at one of those rich experiences through which we can get a lot of useful lessons. Such people are good examples that provide guidance and support to all excellence and innovation seekers in all different walks of life.

Tell us about your job progression.

When I first joined Dubai Electricity and water Authority in 1989, I worked as a deputy manager of Stores section . At this time, purchase was detached from financial department and it was created as a new section. Consequently, I held the post of head of purchase section .After the merger of Dubai Electricity Company with Dubai Water Department to form Dubai Electricity

and Water Authority, I held the post of deputy manager of local purchase section till 1993. Afterwards, I transferred to Contracts Department as deputy Contracts manager till today

What are the responsibilities of your job? Why is it important?

Generally, my job involves helping with the works of Contracts Department

which really involve purchasing and providing the needs of all the departments and sections at the Authority (including materials, projects or services). This job is important as I coordinate among the concerned departments and the local or global markets to provide materials and services in time, at top quality and reasonable prices. This is done through tender system which comprises various types such as public tender which is

advertised in local newspapers in both Arabic and English languages against very few charges. Another type is the limited or optional tender, which is sent to specific companies free of charge. After opening the envelopes of price bids, they are examined and select the best bidder.

What are the challenges that you face?

We face various challenges including the ever-increasing prices of materials, which makes it necessary for us to find alternative sources to provide the same materials or similar ones at reasonable prices. We can also negotiate with suppliers to bring prices down reasonably.

Moreover, some companies are unable to comply with the instructions made to them for special reasons. In this case, we have to handle this matter and find alternative solution without delay in delivery. Another type of challenges occur when there is an emergency to provide the required materials in a short period of time.

How can you overcome difficulties of work that you face daily?

These difficulties are the huge amounts of tender documents in comparison with the few number of employees at Contracts Department, especially when there are urgent or emergent demands. We can overcome such difficulties by working for extra hours and on holidays. Also, we try to find new employees with sufficient expertise and proficiency to help with the numerous tasks and assignments of Contracts Department.

What are the characteristics of your own way of management?

My way of management is really characterized by sharing opinions and participation. I don't like centralization – I make each employee a manager in his/her area of work. In this way I create a sense of the real work, and I give each employee the chance to take the proper measures concerning his/her work, and thus, increase the sense of creativity and thinking. I'm also well-known of quiet-



ness, patience and tolerance. Besides, I don't like being unnecessarily hasty.

Some of the values of Dubai Electricity and Water Authority are transparency, integrity, teamwork, concentrating on customer service, etc. How can you make these value a matter of fact not just mottoes?

These values are basically important for employees who work at Contract Department. We apply transparency through being completely honest with our customers and suppliers. As for the conditions and specifications of the required items, we give them detailed answers for whatever inquiries they may have. Also, we declare the prices after opening the envelopes either on the notice boards or on the Authority's website. Since work in Contract Department requires integrity, we know by heart the Hadith of our Prophet's (PBUH) which says, "Whoever makes sinful gains will definitely be in hell." Honestly speaking, we are all well-known of our integrity, and we pray to Allah to guide us all.

As for teamwork, it is one of our better traits. Each employee is poised to help his/her colleague and carry out his/her work in case of absence. Also, there is an atmosphere of cooperation among employees and this can be clearly seen during discussions. As part of our strategy at Contracts Department, we believe that customers have the full right to get the top-quality services. We are always ready to help

customers, we give them clarifications, and we discuss with them the conditions and even the technical details.

Do female employees have an effective role within your department? What's their the percentage ?

Female employees have a great role at Contract Department as they hold different posts. There are female engineers, administrators, secretaries. Those female employees carry out a big deal of work and follow-up. They constitute 22% of the total number of employees.

What's your success imprint at work? How far did you succeed?

I consider mastering my work to be the imprint of success. I act as per the Hadith of Our Prophet (PBUH) which says, "Allah orders you to do your work properly." The mere doing of work doesn't guarantee success, it is mastering working and doing it properly that ensures success. A good example of this is Japan which excelled in work. Therefore, its products have become of top quality and spread all over the world.

Which hope do you want most to achieve both in your work and in your personal life?

I hope there will be great commitment to communicating and speaking in Arabic language at the Authority, especially if the memos and correspondences are issued by an Arab person and intended for another Arab one.

A Religious Lecture on "Job Loyalty"



As part of its initiatives to hold useful events and attracting lecturers and scholars to give lectures to its employees in different walks of working life and family life, Dubai Electricity and Water Authority hosted the Islamic preacher Sheikh Suliman Al Gubilan, who gave a lecture on the importance of "Job Loyalty and Love of Work". This lecture was attended by H.E. Saeed Mohammed Al Tayer MD & CEO of DEWA, Dr Yousef Ebrahim Al Akraf – Acting Executive Vice-President of Business Support, and Vice-President – HR, as well as a big number of DEWA's staff.

H.E. Al Tayer stated: "We are fully committed to applying the vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President And Prime Minister of the UAE and Ruler of Dubai, which aims at developing working efficient staff and focusing on the culture of excellent performance in line with the quote of His Highness, "Ex-

cellence is not a mere hope, it is effort exerted and work done, however". Additionally, H.E. Al Tayer stressed, "As part of its strategy and vision, DEWA is keen on providing the motivation working environment in order to contribute to enhancing their job loyalty, creativity and innovation. DEWA greatly interested in awarding all employees from different divisional levels."

On his part, Dr. Dr Yousef Ebrahim Al Akraf – Acting Executive Vice-President of Business Support, and Vice-President – HR, stated: "DEWA is keen on organizing events and lectures that conveys a mission regarding the importance of devotion and dedication at work and its relation with job loyalty. Moreover, such lectures play a role in motivating and educating our employees to do their duties devotionally and dedicatedly. All these, of course, will lead to promoting employees' creativity and then the common good of our country."

"In my own point of view, the concept of "corporate loyalty" means the close connection between employees and the corporate at which they work. This connection reflects positively on their productivity, dedication and love of work. Also, this helps employees realize the importance of creativity-motivating regulations of Dubai Electricity and Water Authority," Dr. Al Akraf said.

H.E. Saeed Mohammed Al Tayer MD & CEO of DEWA follows up the Customers' Service Department at Umm Rammol

H.E. Saeed Mohammed Al Tayer MD & CEO of DEWA explored Customers' Service Department at Umm Rammol. H.E. Al Tayer followed up work at Automatic Response section , and thanked all employees at the department for their efforts to promote and develop work and the services they deliver to customers.

H.E. Saeed Mohammed Al Tayer MD & CEO of DEWA follows up the Customers' Service Department at Umm Rammol



H.E. Saeed Mohammed Al Tayer MD & CEO of DEWA explored Customer Service division at Umm Ram-mol. H.E. Al Tayer followed up work at Automatic Response section , and thanked all employees at the department for their efforts to promote and develop work and the services they deliver to customers.

