Dubai Electricity & Water Authority

For Generations to Come

www.dewa.gov.ae

Message of His Excellency Saeed Mohammed Al Tayer MD & CEO of DEWA

Over the past four decades, Dubai recorded significant progress in its growth to become one of the most important, inspiring, flourishing and attractive cities worldwide. The visionary thinking of its wise leadership has played a pivotal role in laying the foundations for one of the world's most vibrant cities by achieving significant growth rates and making tremendous progress in human, urban, economic and environmental development.

The prosperity of Dubai has driven a fast-paced increase in demand on electricity and water services, and Dubai Electricity and Water Authority (DEWA) is proud to have adroitly met the various needs to deliver electricity and water services at the highest levels of reliability, availability, efficiency and quality. Thus, DEWA has become a leading contributor to Dubai's economic, social and environmental development, and a key partner in achieving the vision of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to further underline Dubai's status as a global hub for trade, finance, tourism and green economy.

Over the years, DEWA has made great strides in terms of infrastructure and productivity, reaffirming its commitment to fully meeting customers' demand for electricity and water. Led by DEWA's vision of becoming a sustainable world-class utility, we work hard to upgrade our services, enhance our competitive advantages and achieve customer satisfaction by exerting great efforts to realise the aspirations of our visionary leadership in promoting Dubai's status as the smartest city in the world.

DEWA's successes and achievements have notably contributed to consolidating the UAE's global status. Led by the efforts of DEWA, the nation is now ranked first in the Middle East and North Africa and fourth internationally for getting electricity, according to the World Bank Report 2015. Our world-class achievements, accolades and awards include Best Government Electronic Gate and Best Smartphone Application awards at the GCC eGovernment Awards ceremony, in addition to the Award for Best Government Service via Mobile Phone at the Hamdan bin Mohammed Award for Smart Government.

On the road towards success and excellence, customers have always remained our top priority. Having ranked first in Customer Satisfaction at the Dubai Government Excellence Programme 2014, we continue our relentless efforts to provide all Dubai sectors with electricity and water services according to the highest international standards. Customer Minutes Lost was reduced to 4.9 minutes compared to 16 in Europe and the USA, while electricity grid losses reached 3.26% compared to 6–7% for leading European and American companies. DEWA has also proactively adopted the best international environmental, health and safety standards to provide a secure and healthy environment for our employees.

We will keep going in this direction in future years, employing our national, qualified and experienced workforce to elevate DEWA's performance to unprecedented levels of performance excellence, supporting its role in fulfilling the Dubai Integrated Energy Strategy 2030 to enhance sustainability through initiatives and programmes that contribute to diversifying energy sources and demand side management.

In addition to our strategic projects, we adopt the most advanced technological solutions which further enhance our operational efficiency, improve the quality of our services and customer satisfaction, and achieve the highest environmental sustainability standards. In support of the Smart Dubai Initiative, DEWA has launched three initiatives that will contribute to transforming Dubai into the smartest city in the world within three years and promoting sustainable development. These initiatives include: installing solar power in homes and buildings, setting up smart meters and grids, and developing electric vehicle charging stations and infrastructure.

We are moving forward towards excellence based on clear strategies to achieve Dubai's growth objectives. We remain firmly committed to achieving the vision of our wise leadership and reinforce the pillars of development and sustainability, for generations to come.

UAE Vision 2021

UAE VISION 2021

The UAE Vision 2021 was launched by HH Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, at the closing of a Cabinet meeting in 2010.

The Vision aims to make the UAE among the best countries in the world by the Golden Jubilee of the Union. In order to translate the Vision into reality, its pillars have been mapped into six national priorities which represent the key focus sectors of government action in the coming years.

1. **Cohesive Society And Preserved Identity**

   The UAE Vision 2021 National Agenda strives to preserve a cohesive society proud of its identity and sense of belonging.

2. **Safe Public And Fair Judiciary**

   The UAE Vision 2021 National Agenda aims for the UAE to be the safest place in the world.

3. **Competitive Knowledge Economy**

   The global economy will witness significant economic changes in the coming years and the UAE Vision 2021 National Agenda aims for the UAE to be at its heart.

4. **First-Rate Education System**

   Education is a fundamental element for the development of a nation and the best investment in its youth.

5. **World-Class Healthcare**

   Since success requires an open mind and healthy body, the UAE Vision 2021 National Agenda aims to achieve a world-class healthcare system.

6. **Sustainable Environment And Infrastructure**

   The UAE Government wants to ensure sustainable development while preserving the environment, and to achieve a perfect balance between economic and social development.

Green Economy for Sustainable Development initiative

In January 2012, HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, launched the national long-term initiative, called Green Economy for Sustainable Development, to build a green economy in the UAE. One of its objectives is for the UAE to become a world leader in this field and a centre for the export and re-export of green products and technologies, in addition to maintaining a sustainable environment that supports long-term economic growth, the initiative includes a number of programmes and policies focused on energy, agriculture, investment, sustainable transport, and new environmental construction policies for the construction and property development industries that improve the quality of life in the UAE.

HH Sheikh Mohammed bin Rashid Al Maktoum emphasised that the UAE, under the leadership of HH Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE, seeks to become a global hub and a successful model for the new green economy, which will enhance its competitiveness and drive sustainable development in the UAE, protecting its environment for generations to come.

The Green Economy for Sustainable Development initiative includes six major fields covering a wide range of legislation, policies, programmes and projects.

The first field

Consists of a group of programmes and policies to promote the production and use of renewable energy and related technologies as well as to drive the use of clean fuel for energy production. It also calls for developing standards and enhances the efficiency of energy consumption in both the public and private sectors.

The second field

Includes government policies aimed to encourage investments in the green economy and to facilitate the production, import, export and re-export of green products and technologies, as well as to work to create job opportunities for citizens in these areas and preparing national cadres in this field.

The third field

Comes under the heading, Green City and it consists of a large group of urban planning policies aimed at preserving the environment and raising the efficiency of housing and buildings environmentally. It also includes initiatives to promote environment friendly. This is in addition to programmes designed to promote air quality in the UAE to provide a healthy environment for all.

The fourth field

Consists of means for dealing with the effects of climate change through policies and programmes designed to reduce carbon emissions from industrial and commercial sites. It will also promote organic agriculture through a series of incentives at the federal and local levels. It includes programmes to maintain biodiversity and to protect the ecological balance, wildlife and marine environment in the UAE.

The fifth field

Of the Green Economy for Sustainable Development initiative is called the green life, which involves a set of policies and programmes aimed at rationalising the use of water resources, electricity, and natural resources as well as projects to recycle waste generated by commercial or individual uses. It also includes awareness-raising initiatives and environmental education.

The sixth field

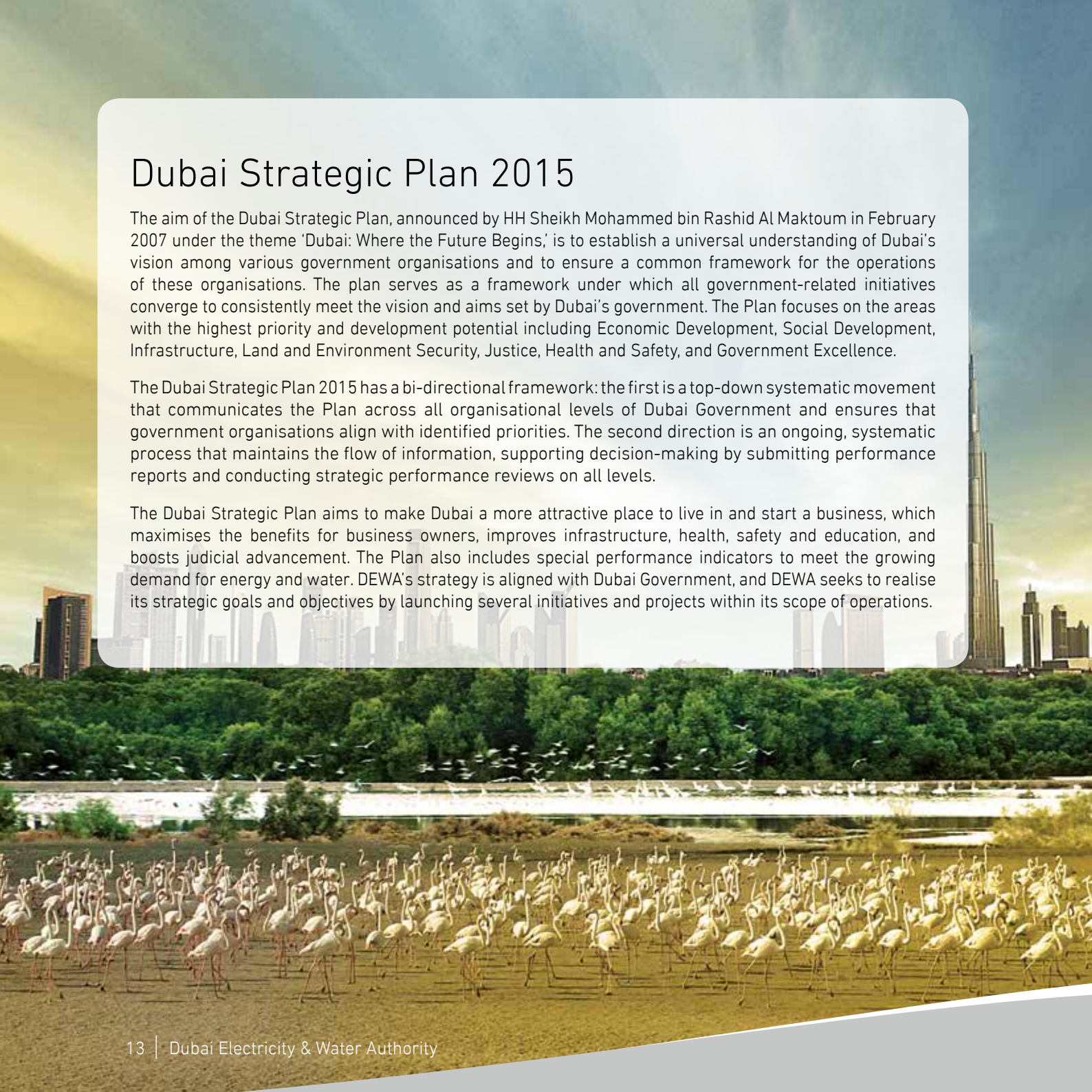
Of the Green Economy for Sustainable Development initiative includes development and promotion of green technology, and its first phase of its implementation includes carbon capture and conversion of waste into energy.

Dubai Strategic Plan 2015

The aim of the Dubai Strategic Plan, announced by HH Sheikh Mohammed bin Rashid Al Maktoum in February 2007 under the theme 'Dubai: Where the Future Begins,' is to establish a universal understanding of Dubai's vision among various government organisations and to ensure a common framework for the operations of these organisations. The plan serves as a framework under which all government-related initiatives converge to consistently meet the vision and aims set by Dubai's government. The Plan focuses on the areas with the highest priority and development potential including Economic Development, Social Development, Infrastructure, Land and Environment Security, Justice, Health and Safety, and Government Excellence.

The Dubai Strategic Plan 2015 has a bi-directional framework: the first is a top-down systematic movement that communicates the Plan across all organisational levels of Dubai Government and ensures that government organisations align with identified priorities. The second direction is an ongoing, systematic process that maintains the flow of information, supporting decision-making by submitting performance reports and conducting strategic performance reviews on all levels.

The Dubai Strategic Plan aims to make Dubai a more attractive place to live in and start a business, which maximises the benefits for business owners, improves infrastructure, health, safety and education, and boosts judicial advancement. The Plan also includes special performance indicators to meet the growing demand for energy and water. DEWA's strategy is aligned with Dubai Government, and DEWA seeks to realise its strategic goals and objectives by launching several initiatives and projects within its scope of operations.



Dubai Supreme Council of Energy

The Supreme Council of Energy is responsible for ensuring an uninterrupted energy supply and overseeing the effective planning of the energy sector in Dubai, organising the rights and duties of energy service providers in enhancing the cost-effectiveness and quality of the services provided to supply energy, rationalising the use of energy and ensuring environmental sustainability in Dubai.

The primary focus of the Council is on energy sustainability for Dubai in line with the rest of the UAE, the region and the world. Member organisations of the council include DEWA, Dubai Aluminium (DUBAL), Emirates National Oil Company (ENOC), Dubai Supply Authority (DUSUP), Dubai Petroleum, Dubai Nuclear Energy Committee, Dubai Municipality (DM) and Roads and Transport Authority (RTA).

HH Sheikh Ahmed bin Saeed Al Maktoum is the Chairman of the Council and HE Saeed Mohammed Al Tayer is the Vice Chairman. The Council has a Secretary General and an Advisory Committee comprising a number of specialists and experts. The Council has the full support of the Government of Dubai for the governance of the energy sector. Dubai Government also shares the Council's quest to secure energy for continuous sustainable development.

Dubai Integrated Energy Strategy 2030

Under the visionary guidance of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, the Dubai Integrated Energy Strategy 2030 (DIES) was announced in 2011 to set the strategic direction of Dubai towards securing a sustainable supply of energy and enhancing the demand efficiency of water, power and fuel. The Supreme Council of Energy is the governing body tasked with planning and coordinating with the relevant organisations and energy bodies to deliver new energy sources while employing a balanced approach to protecting the environment.

Dubai Integrated Energy Strategy 2030 aims to diversify the energy mix of the Emirate to be 71% natural gas, 7% nuclear, 7% clean coal, and 15% solar by 2030, while reducing energy consumption by 30%.

Vision

Dubai to be a role model to the world in energy security and efficiency.

Mission

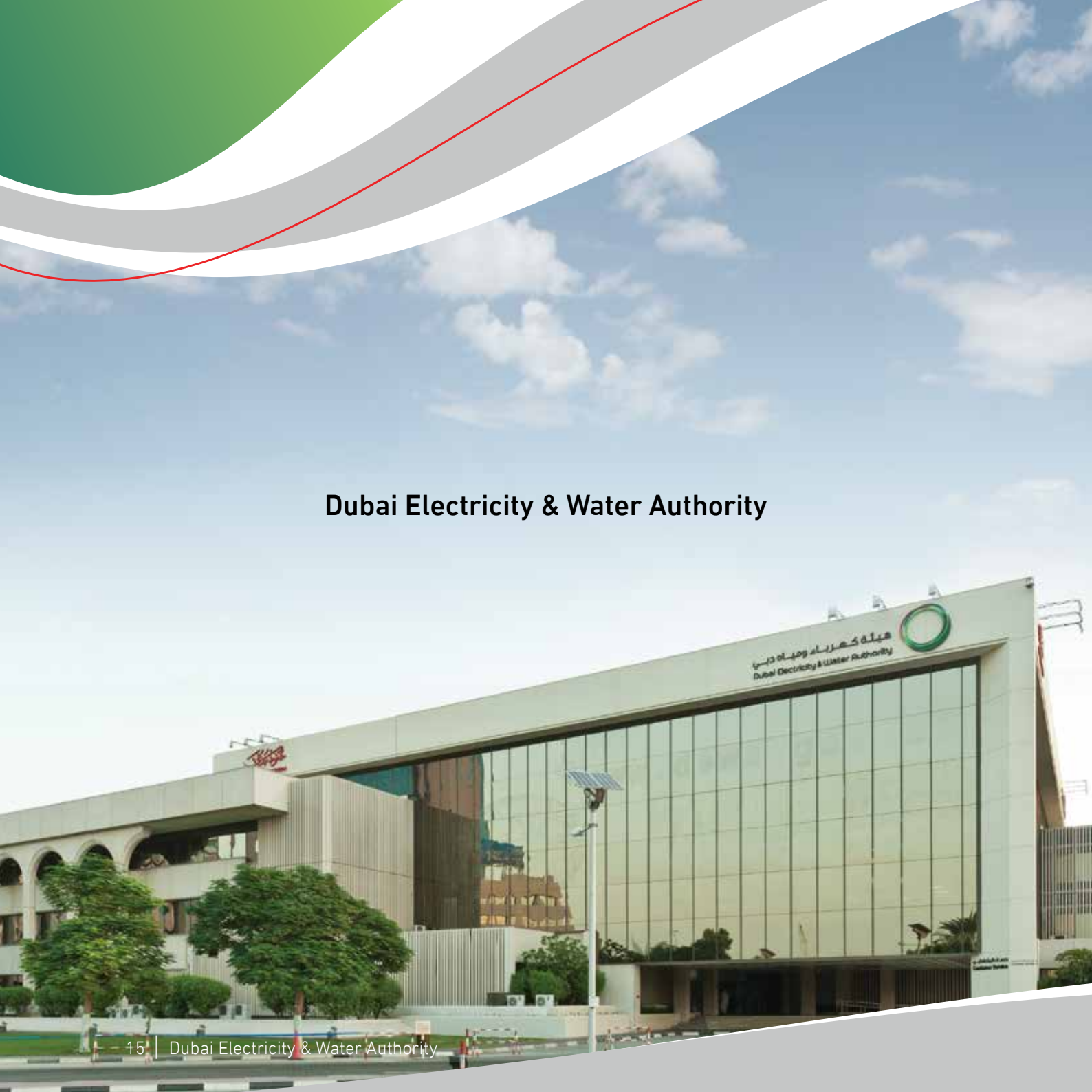
Support Dubai's economic growth by securing energy supply and efficient energy use while meeting environmental and sustainability objectives.

Dubai Supreme Council of Energy's Strategic Priorities

The Dubai Supreme Council of Energy has set a dynamic strategic direction to achieve immediate reduction in power and water consumption. A balanced approach is employed to drive feasible renewable energy projects while developing the regulatory framework and adaptation of technologies.

المجلس الأعلى للطاقة
Supreme Council of Energy

Dubai Electricity & Water Authority



DEWA's Strategic Direction

DEWA's strategic plan aligns with the Dubai Strategic Plan 2015 and the directives of HH Sheikh Mohammed bin Rashid Al Maktoum to consolidate Dubai's position as a global hub for trade, finance, tourism and sustainability. This in turn will help to achieve the UAE Vision 2021 and the Green Economy for Sustainable Development initiative announced by HH Sheikh Mohammed bin Rashid Al Maktoum.

DEWA is implementing the strategy for energy demand management under the guidance of the Supreme Council of Energy. The strategy has eight programmes to manage energy demand such as specifications and regulations for green construction, retrofitting existing buildings, district cooling, wastewater reuse, regulations to raise the standards and efficiency of devices and lighting. Besides, DEWA is working with private companies to have 30,000 buildings in Dubai retrofitted by 2030.

DEWA has made sustainability its goal, by underlining its vision to become a Sustainable World-Class Utility, and its mission: Meeting customer satisfaction and promoting Dubai's vision through delivery of electricity and water services according at a world-class level of reliability, efficiency, safety and environment by a competent workforce and effective partnerships; supporting resources sustainability and doing so, for generations to come.

Strategy Pioneers Initiative

DEWA launched the Strategy Pioneers initiative on 7 September 2013, in collaboration with organisations that have achieved excellence and entered the Hall of Fame for implementing their strategies in the region.

This initiative will serve as a platform for knowledge partnership and to exchange information, experience, international best practices, and administrative updates in strategy planning and develop strategic planning systems. It will also enable the strategic management of efficient systems in government, semi-government and private organisations in the region.

The initiative will hold annual workshops and regular meetings where member companies will meet to review corporate strategy and strategic planning. It will also attract global speakers and support partnerships among its members.

Dubai Electricity & Water Authority

Our Vision

A sustainable Innovation World-Class Utility

Our Mission

We are committed to the happiness of our stakeholders and promoting Dubai's vision through the delivery of sustainable electricity and water services at a world-class level of reliability, efficiency and, safety in an environment that nurtures innovation with a competent work force and effective partnerships; supporting resources sustainability.

Our Motto

For Generations to come

Our Values

Integrity, Fairness, Transparency, Teamwork, Industry Leadership, Professionalism, Corporate Social Responsibility, Customer Focus and Sustainability

A Brief History of DEWA

DEWA was formed on 1 January, 1992, by a decree issued by the late Sheikh Maktoum bin Rashid Al Maktoum to merge Dubai Electricity Company and Dubai Water Department that had been operating independently operating for several years until then. Both these organisations were established in 1959 by Sheikh Rashid bin Saeed Al Maktoum, the late Ruler of Dubai. Dubai Government provided its full, unwavering support to Dubai Electricity Company and Dubai Water Department with the objective of making available to the people of Dubai an adequate and reliable supply of electricity and water.

Today, after five decades, DEWA is an inspiring success story known for its efficiency and reliability in every facet of its operations. Constant planning and forecasting to meet the growing demand of the customer has always been DEWA's well-entrenched philosophy. Owing to this policy, DEWA has come a long way in serving the customers and thereby making its own contributions to the economic growth of Dubai.

For 50 years, DEWA has been providing its services as per the highest, world-class standards of availability, efficiency and reliability. Today, DEWA generates 9,656 kilowatts of electricity and 470 million imperial gallons of water per day, and has a workforce of over 10,000 employees serving over 670,000 customers in Dubai, which illustrates DEWA's ready-capacity to support Dubai's future development projects.

DEWA expands continuously to meet the ever-growing demand for electricity and water. DEWA also reinforces its corporate structure and capabilities to play a vital role in the lives of Dubai residents led by the latest scientific approaches and state-of-the-art technology, which pave the way for DEWA to further build on its track record in the future.

DEWA adopts the third-generation Balanced Scorecard system which provides a structured mechanism for initialising and implementing DEWA's strategic plan by capitalising on a group of strategic scorecards representing DEWA's higher Strategic Themes.

DEWA adopts the fundamental principles of corporate sustainability for its Strategic Themes, based on its vision of becoming 'a sustainable Innovation world-class utility.' The standard perspectives of the Balanced Scoreboard have been modified to reflect DEWA's strategy of corporate sustainability. The Financial Perspective standard was upgraded from only focusing on DEWA's financial outputs to a three-dimensional Sustainability Perspective to direct DEWA's outputs towards achieving a perfect balance among three aspects of sustainability: finance, environment and society.

The Customer Perspective standard was also enhanced to become the Stakeholders Perspective in line with DEWA's corporate sustainability concepts focused on providing value for all six stakeholder categories: government organisations, partners, suppliers, employees, the society and the customers.

DEWA 's Corporate Strategy Map 2021

A Sustainable Innovative World-Class Utility

Triple BottomLine

Sustainable Growth

- TBL01 Optimised costs, revenues and investments
- TBL02 Supporting Dubai's sustainable development
- TBL03 Minimized environmental footprint

Stakeholders

- S01 Reliable and high quality supply of electricity and water
- S02 Happy stakeholders
- S03 Socially responsible business practices

Internal Processes

Operational and smart service excellence

- IP04 World-class customer service
- IP03 & World-class Health Safety and Environment practices
- IP02 World-class governance and management standards
- IP01 Asset management that delivers world class standards of availability, reliability and efficiency

Stakeholder engagement

- IP07 World class integrated internal and external communication
- IP06 Implementation of best practice stakeholder engagement
- IP05 Integrated/comprehensive Corporate Social Responsibility framework

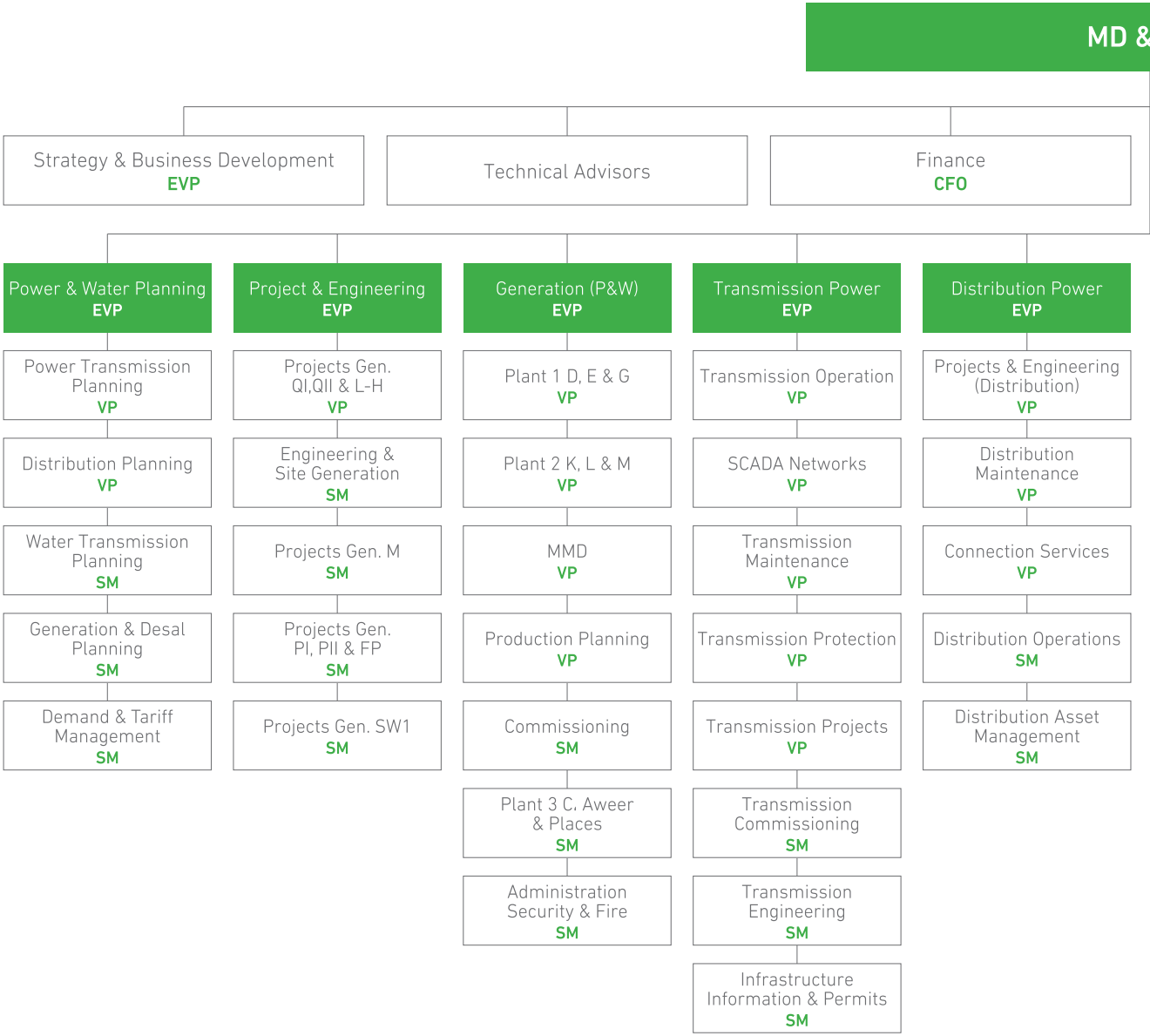
Strategic innovation

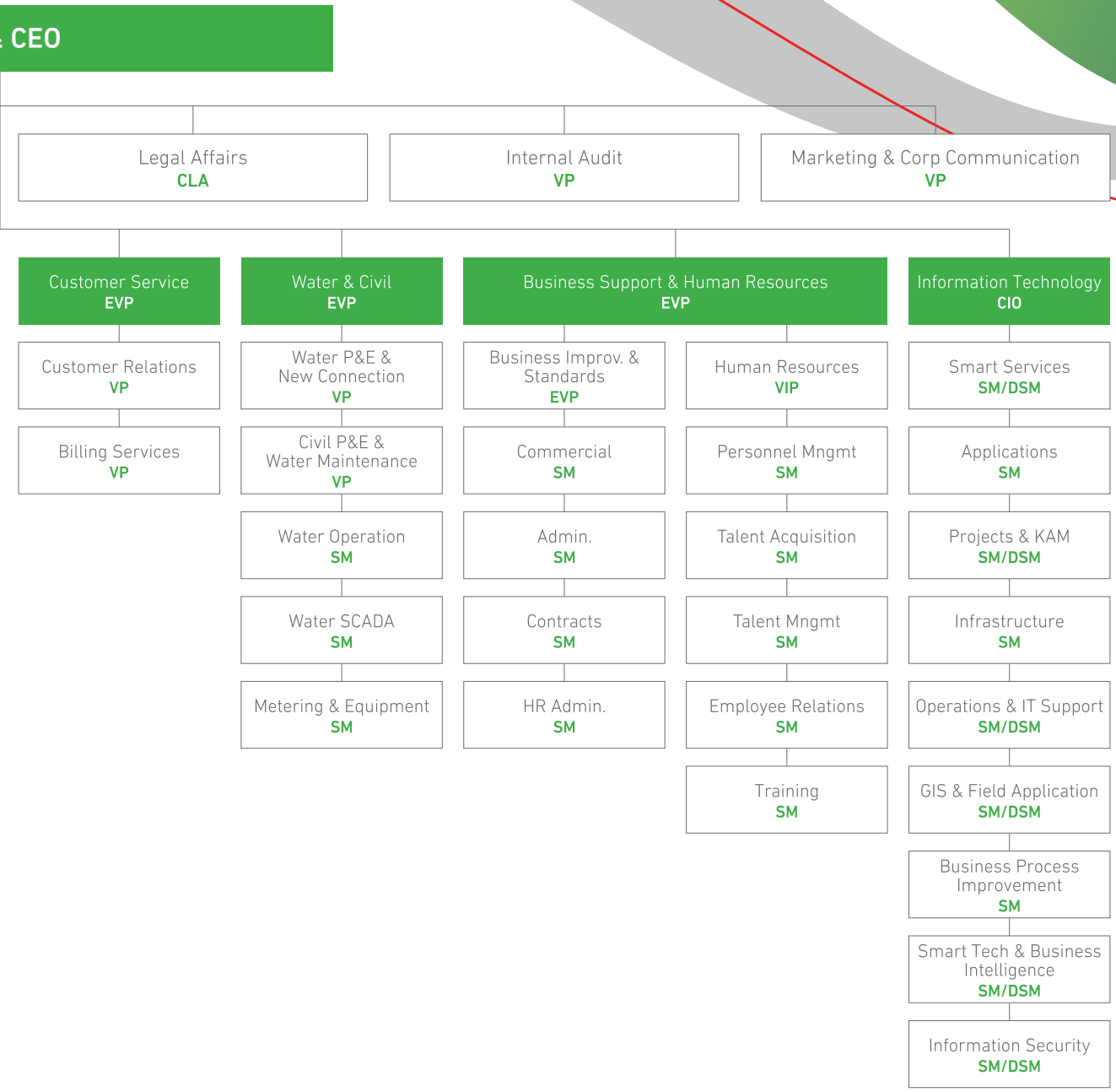
- IP12 Diversified investment portfolio
- IP11 Effective demand side management
- IP10 Enabling Smart city
- IP09 Enabling Smart city
- IP08 Effective R&D and innovative solutions and technologies

Support, Learning & Growth

Competent capabilities and happy culture that fosters National Identity

- SLG01 Attract and retain the right talent
- SLG02 Skilled and experienced workforce with effective KM
- SLG03 Smart integrated technology to support our business
- SLG04 Positive energy and happy work environment
- SLG05 Effective Emiratization


MD &
Strategy & Business Development
EVP
Technical Advisors
Finance
CFO
Power & Water Planning
EVP
Power Transmission Planning
VP
Distribution Planning
VP
Water Transmission Planning
SM
Generation & Desal Planning
SM
Demand & Tariff Management
SM
Project & Engineering
EVP
Projects Gen. QI,QII & L-H
VP
Engineering & Site Generation
SM
Projects Gen. M
SM
Projects Gen. PI, PII & FP
SM
Projects Gen. SW1
SM
Generation (P&W)
EVP
Plant 1 D, E & G
VP
Plant 2 K, L & M
VP
MMD
VP
Production Planning
VP
Commissioning
SM
Plant 3 C, Aweer & Places
SM
Administration Security & Fire
SM
Transmission Power
EVP
Transmission Operation
VP
SCADA Networks
VP
Transmission Maintenance
VP
Transmission Protection
VP
Transmission Projects
VP
Transmission Commissioning
SM
Transmission Engineering
SM
Infrastructure Information & Permits
SM
Distribution Power
EVP
Projects & Engineering (Distribution)
VP
Distribution Maintenance
VP
Connection Services
VP
Distribution Operations
SM
Distribution Asset Management
SM


& CEO
Legal Affairs
CLA
Internal Audit
VP
Marketing & Corp Communication
VP
Customer Service
EVP
Customer Relations
VP
Billing Services
VP
Water & Civil
EVP
Water P&E & New Connection
VP
Civil P&E & Water Maintenance
VP
Water Operation
SM
Water SCADA
SM
Metering & Equipment
SM
Business Support & Human Resources
EVP
Business Improv. & Standards
EVP
Commercial
SM
Admin.
SM
Contracts
SM
HR Admin.
SM
Human Resources
VIP
Personnel Mngmt
SM
Talent Acquisition
SM
Talent Mngmt
SM
Employee Relations
SM
Training
SM
Information Technology
CIO
Smart Services
SM/DSM
Applications
SM
Projects & KAM
SM/DSM
Infrastructure
SM
Operations & IT Support
SM/DSM
GIS & Field Application
SM/DSM
Business Process Improvement
SM
Smart Tech & Business Intelligence
SM/DSM
Information Security
SM/DSM

Organisational Chart

DEWA operates through both primary and supportive specialised divisions, and each sector includes its own organisational departments, sections and units that manage the sector's operations in accordance with key performance indicators and plans which support DEWA in delivering its services competently and efficiently.

1 General Management

2 Power and Water Planning

3 Generation

4 Transmission Power

5 Distribution Power

6 Water and Civil Engineering

7 Customer Services

8 Business Support & Human Resources

9 Information Technology

DEWA Divisions

1. General Management

General Management consists of the MD&CEO's Office and a team of specialised experts and senior consultants for all sectors, as well as the MD&CEO's administrative support section and a number of specialised departments including:

- **Finance**

  The Finance Department plays an important strategic role that supports DEWA's vision, mission, and strategic direction. The Finance Department's responsibilities include financial planning, providing finance for DEWA's short, medium, and long-term needs, preparing capital and operational budgets and monitoring spending, regulating and monitoring financial and accounting operations, cost accounting for services and operations, assisting in studying financial implications of projects, and providing decision-makers with timely and accurate information and financial reports.

- **Legal Affairs**

  Legal Affairs provides counsel and case preparation, and offers advice to the MD & CEO about legal issues, disputes and lawsuits. The department also oversees the process of fee collection and damage costs, reviews DEWA's contracts and agreements and follows up on how they are put into effect, represents DEWA in legal work and in court.

- **Internal Audit**

  Oversees the highest levels of performance in quality, occupational health and safety, the environment, the Cyber Security Department, as well as corporate governance, IT governance, risk management, e-complaints, key performance indicators, and the Dubai Excellence Programme requirements.

- **Strategy and Business Development**

  Oversees the process of developing, implementing and reviewing DEWA's strategic plan in coordination with all sectors and departments by managing DEWA's corporate strategy and performance. S&BD also supervises business development, strategic initiatives, corporate risk management, corporate partnerships, privatisation and business development, rules and regulations, investment management, sustainability and climate change.

- **Marketing and Corporate Communications**

  Responsible for developing systematic strategy and plans for internal and external corporate communication in line with DEWA's objectives and Dubai Government's communication strategy. The department also manages and governs corporate communication and ensures its efficiency, and promotes and spreads awareness of DEWA's role, services and products through the appropriate mix of marketing, communication channels, supporting demand initiatives, and energy rationalisation. M&CC guarantees that the different communication channels convey DEWA's corporate identity for the purpose of preserving it and promoting its positive image internally and externally.

2 Power and Water Planning

Power and Water Planning's (PW&P's) main objective is to develop short, medium and long-term plans for designing sustainable systems of power generation, transmission and distribution to meet Dubai's demand according to the highest international standards of reliability, efficiency and environmental safety at reasonable costs. PW&P's tasks also include creating and implementing power and water management initiatives, and conducting studies related to costs and fees.

3 Generation

To achieve DEWA's vision, mission and values, the Generation division mainly manages, operates and maintains very reliable power generation and water desalination plants to meet Dubai's power and water needs at the highest standards of reliability, efficiency, quality and environmental safety, while supporting the sustainability of resources at the same time. The sector also oversees the process of project implementation, inaugurating and operating newly-established power generation and water desalination plants.

4 Transmission Power

Primarily providing the delivery services for customers in Dubai, the Transmission Power's responsibilities also include implementing and managing transmission projects and asset management by utilising the best international systems and applying best practices in operating and maintaining the transmission grid with its 28,997 substations and about 29,000 – kilometres of cables and overhead lines.

5 Power Distribution

This division is responsible for power distribution from generation plants to transmission grids, adhering to the highest standards of reliability, efficiency, safety and quality. By 31 December, 2014, the number of 400 kV and 132 kV substations reached 19 and 201 respectively.

6 Water and Civil Engineering

One of DEWA's key divisions, Water and Civil Engineering consists of five departments with multiple tasks and responsibilities such as establishing and maintaining grids and peak load stations, managing transmission and distribution, maintaining metres and equipment and developing and managing the water supervisory control system.

7 Customer Services

This division strives to meet customers' needs in time and according to the best quality standards, Customer Services consists of two departments: Customer Relations and Billing Services. It also has a dedicated section for key accounts management. DEWA has 15 Customer Services Centres.

8 Business Support & Human Resources

Providing various services for DEWA employees across all DEWA's divisions, Human Resources consists of six departments: Employee Relations, Human Resources (Administrative Affairs Management), Personnel Management, Talent Acquisition, Talent Management and Training. Business Support covers a variety of activities and events across all DEWA's sectors and consists of Business Improvement and Standards, Contracts, Commercial Affairs and Administrative Affairs departments.

9 Information Technology

IT provides high-quality services by developing a wide range of applications and smart solutions which complement DEWA's services to achieve the Smart City initiative. The sector also plays an integral role in connecting DEWA's systems to those of other government organisations, private institutions and banks to provide new interactive and procedural channels. IT also provides infrastructure services and technological solutions to different international institutions, authorities and exhibitions.

Contents

Quote by His Highness Sheikh Khalifa bin Zayed Al Nahyan
President of the United Arab Emirates

Quote by His Highness Sheikh Mohammed bin Rashid Al Maktoum
Vice President and Prime Minister of the UAE and Ruler of Dubai

Quote by His Highness Sheikh Hamdan bin Rashid Al Maktoum
Deputy Ruler of Dubai, UAE Minister of Finance and President of Dubai Electricity & Water Authority

Message of His Excellency Saeed Mohammed Al Tayer 7
MD & CEO of Dubai Electricity & Water Authority

UAE Vision 2021 9

UAE Strategy for Green Development 11

Dubai Strategic Plan 2015 13

Dubai Integrated Energy Strategy 2030 14

DEWA Strategic Direction 16

Vision 17
Mission
Motto
Values

About DEWA 18

Organisational Chart 20

DEWA Divisions 25

Electricity & Water Projects 29

Initiatives 39

Investments & Strategic Direction 45

Exhibitions & Social Activities 55

Partners 69

Awards & Achievements 71

Contact Us

BE SAFE

Electricity & Water Projects

Generation Plants

DEWA Installed Capacity			
Site	Production Capacity		Station
	Water (Million Imperial Gallons per Day)	Power (MegaWatts)	
Jebel Ali, Dubai	35	1,027	D
	35	616	E
	85*	818	G
	60	918	K
	125	2,362	L
	140	2,060	M
Aweer, Dubai	-	1,846	H
Seih Al Dahal, Dubai	-	10	Mohammed bin Rashid Al Maktoum Solar Park
-	470	9,656	Total

* Includes the reverse osmosis plant

M Station

The largest of its kind in the UAE, M Station was inaugurated in Jebel Ali in April 2103 by HH Sheikh Hamdan bin Rashid Al Maktoum, Deputy Ruler of Dubai, Minister of Finance and President of DEWA.

M Station was established in keeping with the latest and most advanced international power and water desalination technologies at a total project value exceeding AED 10 billion, and production capacity of 2,060 megawatts (MW) of electricity and 140 million imperial gallons per day (MIGD) of desalinated water.

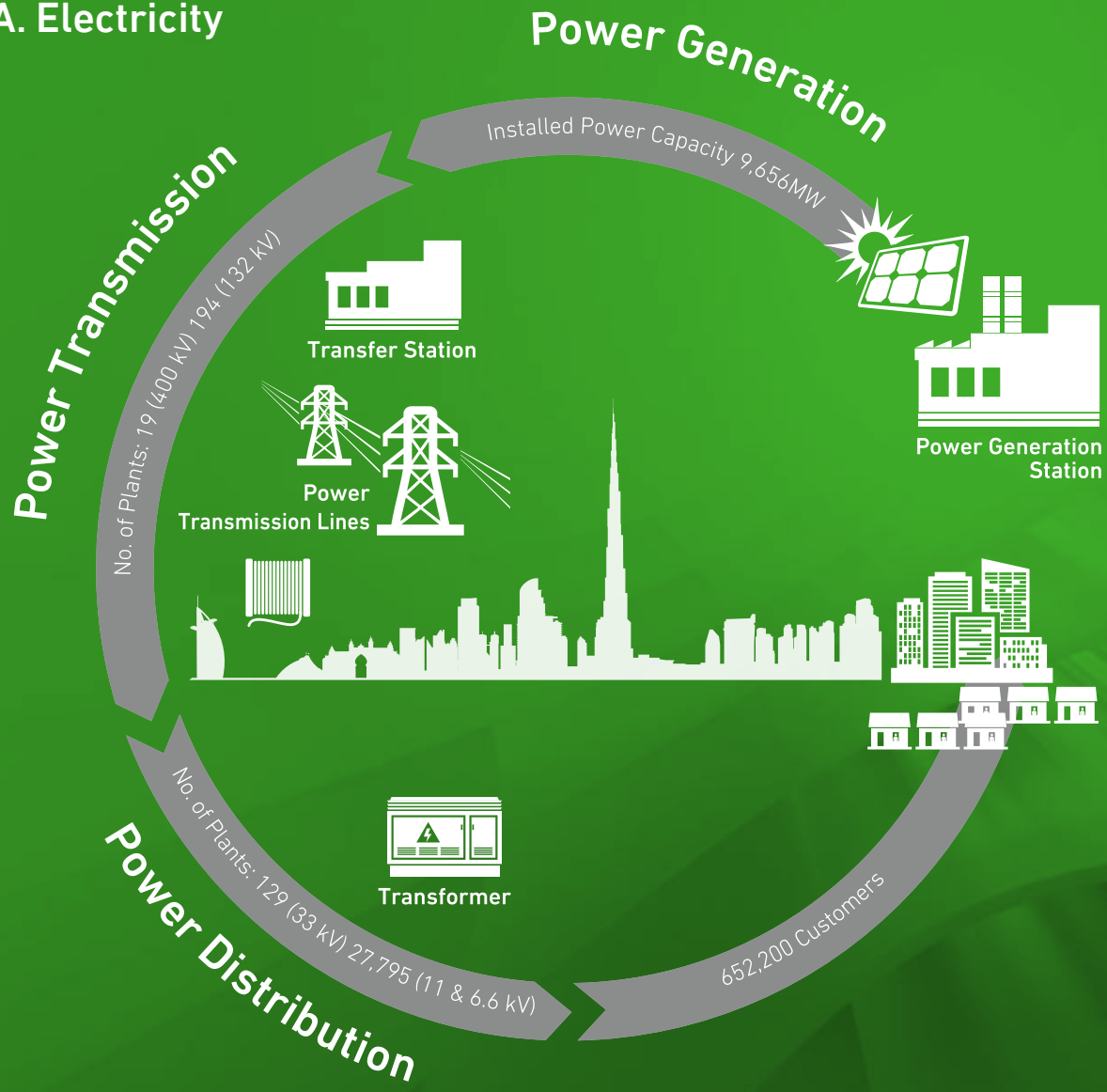
Four months after inauguration, DEWA announced it would be expanding the station by adding more power generation units with a production capacity of 700 MW, raising M Station's total capacity to over 2,700 MW by the completion of expansion in 2018.

M Station is the result of DEWA employees' careful planning and unremitting efforts to raise DEWA's installed capacity, which is currently at 9,656MW of electricity and 470 MIGD of water. This will meet Dubai's present and future needs of electricity and water including the new urban expansion projects, complementing the prosperity and economic development of the Emirate.

M Station (After Expansion)

- **Gas Turbines: 8**
- **Steam turbines: 4**
- **Heat recovery units: 8**
- **Production capacity upon expansion completion: 2,700 MW**

A. Electricity

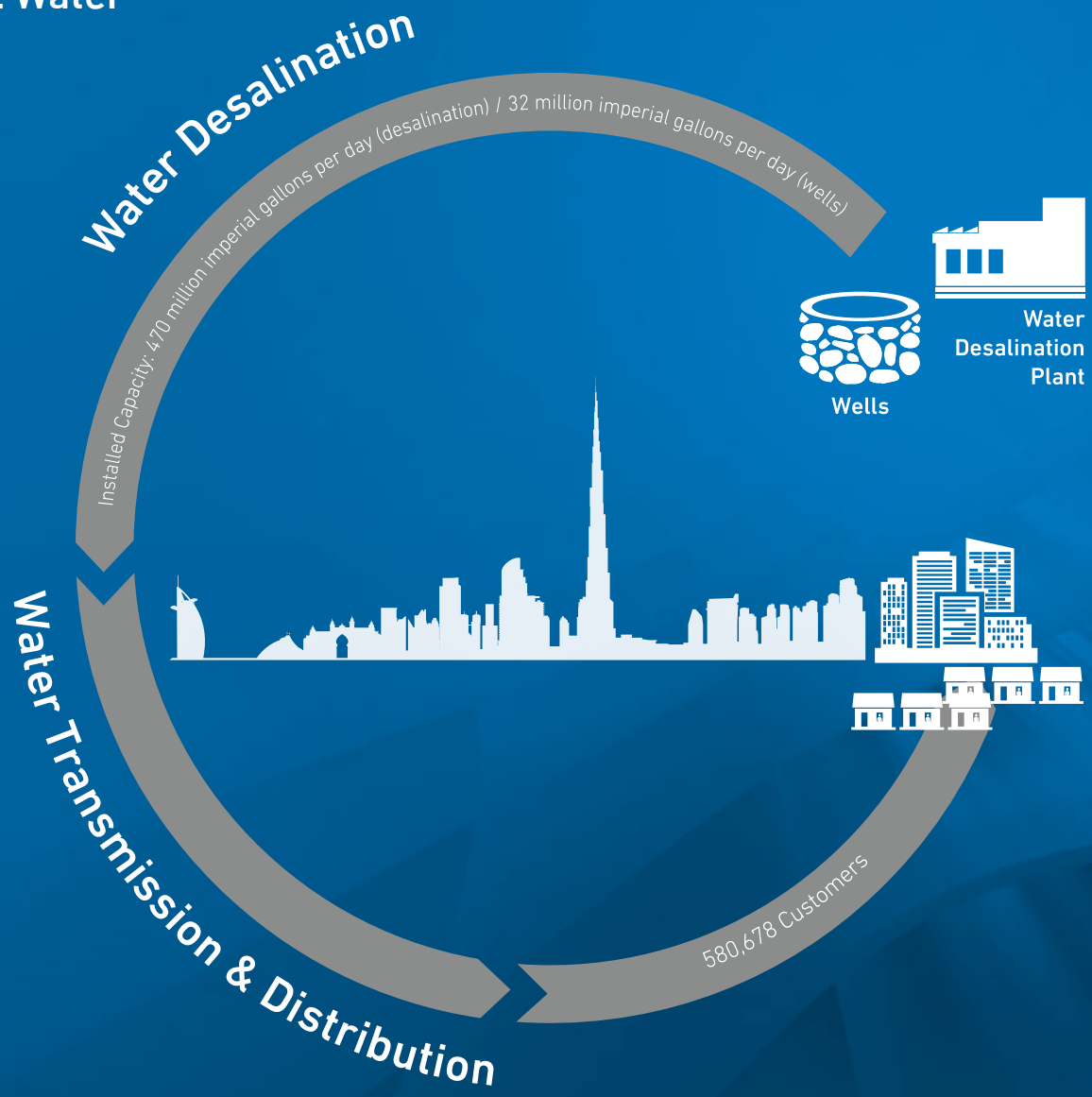


Power Transmission and Distribution Stations and Grids

No. of Substations	2014
400 kV	19
132 kV	201
33 kV	123
11 & 6.6 kV	28,874

Transmission & Distribution Lines		
Overhead Lines		
400 kV	1,119	km
132 kV	437	km
33 kV	113	km
Ground Lines		
400 kV	23	km
132 kV	1,638	km
33 kV	2,047	km
11 & 6.6 kV	26,876	km

B. Water


Water Desalination
Installed Capacity: 470 million imperial gallons per day (desalination) / 32 million imperial gallons per day (wells)
Wells
Water Desalination Plant
Water Transmission & Distribution
580,678 Customers

Water Generation, Transmission and Distribution Plants

Water		2014
Installed Capacity		
Water Desalination Stations	470	Million imperial gallons / day
Wells	32	Million imperial gallons / day
Annual Desalinated Water Peak Load	316	Million imperial gallons / day

Transmission Pipelines		2014
1,200mm	1,102	Km
900mm	327	Km
Storage Capacity	767	Million imperial gallons

Control Centres

Introduction

DEWA uses control centres as part of its strategy to upgrade and automate its systems to meet the rapidly-increasing demand for power and water services that conform to the highest levels of sustainable quality and reliability, all of which are driven by Dubai's growth. DEWA's power control centres are divided in two categories:

- Power Generation and Transmission Control Centres
- Power Distribution Control Centres

Power Control Centres - Main Objectives:

- Ensuring instantaneous and secure remote control of transmission across the grid.
- Reconnecting power after emergency outages as soon as possible, and from the nearest support site.
- Securely disconnecting distribution equipment planned for maintenance in coordination with DEWA's other sectors.
- Monitoring the grid's quality and performance indicators to achieve sustainability and reliability.
- Studying the prospects of expanding the grid and keeping pace with the ongoing expansion.
- Boosting the levels of strategic coordination among all Dubai's control centres.

DEWA Control Centres

- 1979: Transmission and distribution control centres at temporary sites established.
- 1980: New SCADA system adopted at Mushrif Control Centre.
- 1982: SCADA system inaugurated at Mushrif Control Centre.
- 1988: Mushrif Control Centre enhanced and capacity expanded.
- 1995: Temporary SCADA system introduced.
- 1997: Upgraded SCADA system introduced to support the old Siemens system at Mushrif Control Centre.
- 1999: New GRS system goes live at Al Quoz, Mushrif becomes an emergency control centre.
- 2005: Distribution grid control centre separated from the two generation and transmission control centres.
- 2012: New SCADA system goes live at Al Quoz and Warsan Control Centres.
- 2013: NEW SCADA system goes live at Qusais and Warsan Transmission Control Centres.

Sustainable Building

In a pioneering step to consolidate the foundations of environmental sustainability in Dubai, DEWA opened the Sustainable Building in al Al Quoz in February 2013 as the UAE's first sustainable government building and the world's largest government building to receive a LEED platinum ranking by the US Green Buildings Council, scoring 98 points out of 110.

The Sustainable Building achieves an energy-performance-efficiency level of over 66% by providing additional insulation to its walls and roof. Special glass has been installed to reduce heat transfer into the building, which decreases air-conditioning power consumption, and contributes to downsizing carbon emissions to protect the environment. Moreover, highly-efficient water-cooled chillers, low powered LED lights and automatic lighting control systems with occupancy sensors cut down energy consumption. Additionally, renewable energy is available through an on-site 660 kW solar power plant.

The Sustainable Building also employs an integrated storm-water management plan that ensures recycling of water for irrigation. Special regulators, sensor taps, low flow fixtures and waterless urinals help reduce water consumption by up to 48%. All sewage water is 100%-treated and recycled by a grey-water treatment plant and sewage treatment plant.

More than 20% of the project site area features vegetated open spaces while waste reduction is aided by an easily-accessible dedicated area for the collection and storage of materials for recycling. The building exceeds the standards of design in energy and environment by 20% by extracting and manufacturing 28% of the materials within 800 km of the project

The new building accommodates 1,000 DEWA employees, and provides high-quality benchmarked services such as registering new customers, bill enquiries and payments, final bill requests, change of billing addresses, clearance certificates, and sourcing suggestions and complaints and general enquiries.

"The UAE is striving to develop and boost its rich resources and expertise in international energy markets and enhance its leading role as a world centre for renewable energy research and development."

Our Initiatives

Diversifying Energy Resources

Renewable Energy

Mohammed bin Rashid Al Maktoum Solar Park

The Mohammed bin Rashid Al Maktoum Solar Park was announced in January 2012 in line with the vision and directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, and Ruler of Dubai, to enhance the sustainable development of Dubai. It also supports the Dubai Integrated Energy Strategy 2030, to diversify Dubai's energy source and increase the share of renewable energy in the Emirate.

Dubai Electricity and Water Authority (DEWA) is constructing the Solar Park, which is one of the largest renewable-energy projects in the region with a planned production capacity of 3,000 MW on completion in 2030, including:

- The Solar Power project of 3,000 MW by 2030
  - First Phase: 13MW launched on 22nd October 2013
  - Second Phase: 200MW will be launched in April 2017
- Research and Development (R&D) Centre with a solar testing facility
- Innovation Centre
- University and Training Centre

[HH Sheikh Mohammed bin Rashid Al Maktoum announces plans to build the Mohammed bin Rashid Al Maktoum Solar Park in January 2012]

[HH Sheikh Mohammed bin Rashid Al Maktoum inaugurates the 13 MW first project and launches the 100 MW second project, in October 2013, accompanied by HH Sheikh Hamdan bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Dubai Executive Council, and HE Saeed Mohammed Al Tayer, DEWA MD & CEO.]

Other Renewable Energy Programmes and Initiatives

Distributed Renewable Resources Generation programme

The programme promotes the use of energy renewable resources to achieve Dubai's sustainable development by creating a framework for facilitating the process of connecting these resources to DEWA's grid. The programme includes the implementation of the required regulatory and legal frameworks, commitment to the technical standards, internal capacity building, and the study of connecting the private grids to the renewable energy projects.

Atlas Project

The Dubai Supreme Council of Energy, in cooperation with Masdar Institute, has launched the Atlas Project, to conduct assessment studies of Dubai's renewable energy resources through a satellite receiver station located at DEWA.

International Renewable Energy Agency (IRENA): Capacity Building Programme

DEWA is cooperating with the International Renewable Energy Agency (IRENA) for a Capacity Building Programme to support Dubai's efforts towards tapping renewable energy and promoting sustainability initiatives by skill development and enhancement.

DEWA Academy

DEWA decided to establish its vocational academy based on its firm belief in the importance of promoting the concept of citizenship, consolidating the spirit of loyalty and belonging in Emirati nationals, and encouraging students to assume their national responsibilities and participate in training and preparing the academy's students.

DEWA Academy targets the scientifically talented students, and its programme includes various scientific workshops to qualify a national workforce of technicians to be later employed and counted as second-generation technicians upon their completion of the programme, which is accredited by the British Business and Technology Education Council. The programme employs highly-competent and accredited engineers as per fair and equal international standards for their age category.

Cooperation between DEWA and the students' parents covers various issues of common interest such as:

- Studying technical activities that students can participate in, and spreading awareness among parents on the importance of national vocational work and encouraging them to contribute as part of their duties towards the country and society.
- Motivating school students to join the programme and introducing them to areas and activities they can take part in as part of the process of preparing the second level of DEWA technicians.
- The opportunity of using DEWA's facilities and real workshops in field training.
- Facilitating the process of joining the Academy, and contributing to serving the country and preserving its accomplishments.
- The duration of study is three years starting from the date of enrollment, and DEWA guarantees a job opportunity upon success in completing the course work.

DEWA BSc. Programme in Renewable Energy

DEWA introduced the BSc. Programme in Renewable Energy for high-school students in cooperation with the best US universities. DEWA also has various other independent programmes for its employees, in line with the best international standards and practices to prepare the UAE national workforce, build their skills, and exchange knowledge in this field. The programme supports the Dubai Integrated Energy Strategy 2030.

Clean Coal Power Generation Initiative: Hassyan Power Plant

In August, 2013, DEWA announced the launch of the Clean Coal Power Plant in the Hassyan area, which is DEWA's first project in the field of power generation using clean coal technology. The first of its kind in the region with a production capacity of 1,200MW (2 x 600MW) by 2021. The project will cover 7% of Dubai's total energy sources according to the Dubai Integrated Energy Strategy 2030. Implemented over two phases, the Hassyan Power Plant will be an Independent Power Producer (IPP) private-public partnership project.

Our Investments and Strategic Directions

Strategic Investments

Emirates National Grid (ENG)

DEWA's share: 30%

The UAE National Power Grid is a national, strategic and economic project that connects the grids of all national electricity utilities in one unified power grid. Abu Dhabi Water and Electricity Authority, Dubai Electricity and Water Authority, Federal Electricity and Water Authority and Sharjah Electricity and Water Authority participate in the project, which is supervised and coordinated by the UAE Ministry of Energy. ENG will boost stability and reliability to avoid both partial and total blackouts, activate the economic exchange of energy and reduce the levels of demanded reserve, the limits of reserve capacities for each utility (thus reducing operational and maintenance costs) and investment costs. ENG will also be contributing to the GCC Interconnection Grid project.

The National Grid project has so far witnessed a number of implementation stages from conducting the technical and economic studies in cooperation with an international consultant, to signing agreements with the seven project implementation companies, and finally completing the process of interconnecting the utilities. Furthermore, the Emirates Control & Coordination Centre was established to monitor the grid and coordinate the efforts of the member utilties. The grid is currently being developed to meet the requirements of the latest developments.

Emirates Central Cooling Systems Corporation (EMPOWER)

DEWA's share: 70%

Emirates Central Cooling Systems Corporation (EMPOWER) was established as a joint venture between DEWA and TECOM (Dubai Technology and Media Free Zone) to provide efficient District Cooling Services (DCS) to real estate developments in Dubai and the surrounding region. EMPOWER currently provides district cooling services to a number of Dubai's vital areas.

Ducab for High Voltage Cables Systems Company

DEWA's share: 25%

In November 2011, DEWA, in partnership with Abu Dhabi Water & Electricity Authority and DUCAB, established the region's first AED 500-million high-voltage and extra high-voltage cables factory in Dubai. The cables can transmit from 66,000 volts to 400,000 volts, and the factory's annual production capacity is 1,500 kilometres of ground cables, equalling 30,000 tonnes of cables per year.

Dubai Carbon Centre of Excellence (DCCE)

DEWA's share: 35%

Another first for the region, the Dubai Carbon Centre of Excellence (DCCE) leverages Dubai's economic potential in carbon through Clean Development Mechanisms and other best practices. DCCE is a key component of the Supreme Council's efforts to develop a sustainable-energy economy for Dubai and plans to offset several million metric tons of carbon annually by selling carbon credits in the international market.

By designing, managing, implementing and applying procedures to limit greenhouse emissions, DCCE contributes to facing global climate change and reinforces the region's sustainable development in an economically viable way. Dubai has started to transform into a carbon-free economy, and DCCE is one of the basic elements of this transformation.

H.H. Sheikh Khalifa bin Zayed Al Nahyan
President of the UAE

الاتحاد للطاقة
Etihad ENERGY

Etihad Energy Services Company (Etihad ESCO)

DEWA share: 100%

Implementing the Dubai Integrated Energy Strategy 2030, which aims to reduce greenhouse emissions by increasing energy efficiency levels and lowering energy consumptions in residential, commercial and industrial compounds, DEWA established Etihad Energy Services Company (Etihad ESCO) to function as a public-private partnership-led (PPP) super ESCO Company.

Etihad ESCO seeks to create a local market for the energy services business to attract major international companies in this field and support local companies.

ESCO also aims to lead all energy saving activities to lower transactions costs by providing consultancy services and technical and financial support, as well as offering performance efficiency guarantees.

RWE Energy Middle East
(Energy Consultancy)

DEWA's share: 50%

DEWA, in partnership with RWE, established the energy consultancy company to realise the following objectives:

- Increasing DEWA's contribution in the field of energy consultancy.
- Diversifying income sources and increasing revenues.
- Increasing utilisation efficiency of available resources.
- Technology, training and knowledge sharing and exchange.
- Providing easy access to the best international solutions and practices.
- Be part of promoting the leading role of Dubai.

Mai Dubai Water Bottling

DEWA share: 100%

Dubai Electricity & Water Authority established Mai Dubai in 2012 to:

- Boost income resources and increase revenues.
- Promote DEWA's investment position.
- Benefit from the surplus of desalinated water production capacity.
- Benefit from the similarity between DEWA's operations in general and those of the project.
- Be part of consolidating the leading role of Dubai.

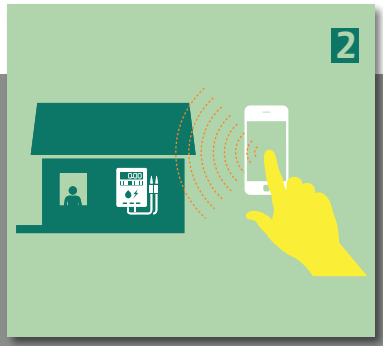
Strategic Direction

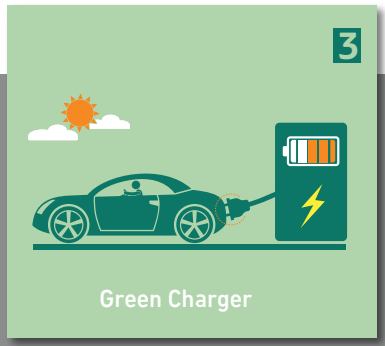
Smart Grid

Promoting the Smart Government initiative, launched by HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to make a significant improvement in the services offered to customers and stakeholders and transform Dubai to a Smart City by managing all facilities and services through connected, intelligent systems to enhance the quality of life for all residents and visitors of Dubai, DEWA rolled out a clear, AED 7 billion investment strategy for building one of the world's best water and power grids. This investment allows us to develop solid infrastructure systems that support the demand side management programme.
Thus, committing to these ambitious initiatives and projects, and based on its vision of becoming "A Sustainable World-Class Utility" and our mission of achieving customer satisfaction, DEWA has developed a roadmap to upgrade its current smart services and launch new ones to be consistent with the initiative's objectives of providing round-the-clock customer services. DEWA is a pioneer among UAE government organisations in launching applications for the world's most popular smar phones & devices

Smart Initiatives

In line with the Smart Dubai initiative and the vision of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai to transform Dubai into the smartest city in the world, DEWA emphasises its readiness to achieve this vision through a number of smart initiatives and services that help in building smart Dubai through three new smart initiatives that will help to achieve the sustainable development of the Emirate.





DEWA's three Smart Initiatives are:

Installing Solar Power in Homes and Buildings

The initiative encourages households and building owners to install photovoltaic solar panels to generate electricity, which can be consumed within the premises with the surplus exported to DEWA's grid. This will encourage the adoption of renewable energy resources, increase their share in power generation and contribute to diversifying Dubai's energy sources in line with the Green Economy for Sustainable Development initiative, announced by HH Sheikh Mohammed bin Rashid Al Maktoum, and the national agenda.

Installing Smart Meters and Grids

Installing Smart Meters allows DEWA to provide numerous features and applications for its customers including access to accurate, automatic and detailed current and historical readings, which helps them monitor their actual consumption of electricity and water over a specific period of time. This will enable customers to better rationalise their consumption rates, find energy consumption solutions and make comparisons with normal consumption rates. Smart Meters also support renewable sources of energy in the residential, commercial, and industrial sectors by comparing energy usage from a demand and supply perspective.

Electric Vehicle Infrastructure and Charging Stations

The project involves the construction of electric vehicle charging stations in various locations across Dubai, which will improve the efficiency of the power grid. DEWA installed and managed the required infrastructure, as they decrease air pollution and protect the environment against the impact caused by the Emirate's transportation system. DEWA will establish the infrastructure in collaboration with several stakeholders, including car manufacturers, airports, Dubai Municipality, malls, petrol stations, the Roads & Transport Authority, hotels, and car parks.

World Energy Day

An initiative adopted by HH Sheikh Mohammed bin Rashid Al Maktoum, along with 54 countries from around the world and representatives of the United Nations, the Arab League and the African Union in conjunction with the Dubai Declaration of Energy on 22 October, 2012.

Emirates Energy Award

Under the patronage of HH Sheikh Mohammed bin Rashid Al Maktoum, DEWA organises the Emirates Energy Award in cooperation with Supreme Council of Energy every two years to encourage the rational use of energy and resources. The award promotes the best practices and pioneering work in energy efficiency, alternative energy, sustainability and protecting the environment.

WORLD ENERGY DAY
22 OCTOBER

جـائـزة الإمـــارات للـطـاقـة
EMIRATES ENERGY AWARD

For more information, please visit the Award's website:
www.emiratesenergyaward.com

Our Exhibitions and Social Events

Water, Energy, Technology, and Environment Exhibition (WETEX)

Held under the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, and under the patronage of HH Sheikh Hamdan bin Rashid Al Maktoum, Deputy Ruler of Dubai, Minister of Finance of the UAE and President of DEWA, DEWA organises the Water, Energy, Technology, and Environment Exhibition (WETEX) in line with Dubai's vision to build a sustainable future for the Emirate.

WETEX is a unique global exhibition that is comprehensive and complete in its strategy, content, substance and participation. Its serves as international platform that offers major opportunities to manufacturers, investors, companies and commercial representatives to display the latest technologies in the fields of water, energy, environment, oil and gas and other relevant industries. WETEX also includes a variety of activities pertaining to rationalising energy and water consumption, protecting the environment, waste management, green buildings and the latest technological solutions for reducing carbon dioxide emissions.

Since its inception in 1999, WETEX has succeeded in attracting major international companies and institutions to Dubai. It serves as the perfect platform for opportunities to develop commercial ties and communicate with government-level and other decision makers in the UAE and other countries in the region. It also brings together an array of companies specialised in various aspects related to the exhibition's core sectors under one roof. Over three days, WETEX tackles important issues related to the rapid developments and challenges faced by the electricity, water and environment sectors, as well as finding the best green solutions and practices to face environmental challenges. WETEX also discusses the latest oil & gas and environmental sustainability solutions.

At The Forefront of Sustainability

Themed 'At the forefront of sustainability,' WETEX 2014 witnessed over 1,500 local, regional and international companies and institutions from more than 40 countries, exhibiting state-of-the-art technologies in water, energy, the environment, oil and gas and green buildings among others. Representatives of specialised companies and regional and international energy government institutions met the experts and decision makers, shared the latest energy technologies, launched strategic partnerships and agreements, signed deals and met customers and business developers.

WETEX 2014 recorded unprecedented success in terms of number of participants, with over 23,000 visitors from more than 90 countries. Some 32 scientific seminars and specialised workshops were held on the sidelines, which were attended by 3,500 engineers and technicians from the different participating organisations. The seminars handled a variety of topics to shed light on the latest global developments in water, renewable energy, the environment, green economy and sustainable development.

The 16th WETEX was the largest to date, spread over 49,000 square metres in 9 halls at Dubai International Convention and Exhibition Centre. WETEX 2014 attracted 16 Strategic Sponsors, 10 Platinum Sponsors and 32 Gold Sponsors, who represent the energy, water, electricity, oil and gas and environment sectors in the region and the world.

World Green Economy Summit 2014

The first World Green Economy Summit was held in conjunction with WETEX 2014 under the theme World Partnerships for Sustainable Future. The Summit brought together experts in energy, finance, and business, in addition to government leaders, and international organisations. The success of the summit exceeded expectations.

The 2014 Summit resulted in the Dubai Declaration, which includes commitments to support and promote green economy at the regional and international levels. Dubai is committed to supporting the World Green Economy Summit to promote green economy and businesses in preparation for Expo 2020 and to achieve the UAE Vision 2021 and enhance the position of Dubai as a hub for green economy.

SmarTech

Organised by DEWA as part of the Water, Energy, Technology, and Environment Exhibition (WETEX), SmarTech is the only B2B and B2C marketing platform dedicated to encouraging the responsible use of resources in all sectors of the community.

DEWA adopts the strategy of consolidating the principles of sustainable development, raising the levels of environmental awareness and encouraging eco-friendly behaviour to preserve natural resources for future generations.

DEWA promotes SmarTech through a marketing campaign targeting businesses and consumers alike, in addition to organising road shows worldwide. SmarTech is the first of its kind in the region and endeavours to promote business partnerships and business development among companies and institutions, support the region's environmental strategies to spread environmental awareness and consolidate the concept of sustainable development to preserve natural resources and reduce waste.

Through SmarTech, DEWA aims to drive the concept of energy conservation by making it a part of one's daily lives and facilitating the adoption of best practices in both the commercial and residential sectors. This can be achieved by allowing people to exchange knowledge and innovative ideas and support strategies for the efficient use of energy to drive environmental change and help combat global warming and build a sustainable future for planet earth.

"We recognise that preserving our energy resources will be one of the greatest challenges in our drive towards sustainable development. This, however, will not materialise unless the different facets of our society integrate energy conservation principles in their core values. Future generations will be the main beneficiary of our achievements and the best judge of what we accomplish in this field."

Green Week

DEWA organised its first Green Week during WETEX 2014, to raise awareness on environmental sustainability and the rational consumption of electricity and water. The inaugural Green Week also coincided with leading sustainability and green economy events.

The launch of the Green Week forms part of DEWA's campaign to spread a culture of sustainability and green solutions among different segments of society. DEWA organises a series of activities and educational programmes to highlight sustainability solutions and demonstrate their viability and the optimal methods of rationalising the consumption of energy resources.

The main objective of Green Week is to promote a culture of environment sustainability among all members of the community and urge them not only commit to it but also promote it. This annual event will feature major environmentally-focused events in Dubai while promoting best green practices.

Aligned with the Green Economy for Sustainable Development initiative, Green Week endeavours to become a leading green initiative within the framework of DEWA's strategy to achieve the best sustainable results and create a sustainable environment that will support long-term economic growth.

The activities of the Green Week included a series of social, education and entertainment activities as well as workshops and presentations to raise awareness about the conservation of electricity and water.

DEWA also launched the Green Ribbon sustainability pledge campaign to develop a culture of conservation. The campaign raises awareness on the best conservation practices and urges participants to adopt them. For example, participants can choose daily green practices and pledge to abide by them all year-long. This, along with other activities, supports the reduction of electricity and water consumption and cuts down on carbon dioxide emissions.

Corporate Social Responsibility (CSR)

DEWA's Corporate Social Responsibility approach contributes to realising its vision, mission, and strategic objectives by linking CSR initiatives to its integrated administrative work schemes and executive plans across all business sectors. DEWA's methodical social work scheme also contributes to reinforcing its leading position in the field of social responsibility by partnering with all the organisations involved in social communication, sustainability, the environment, professional health and safety and partner relations, and joining hands with all segments of society to help DEWA achieve its vision of becoming A Sustainable Innovation World-Class Utility.

By adopting a clear CSR policy in line with the best international practices, DEWA has developed a highly efficient framework that meets CSR standards and requirements, defines responsibilities, and sets the benchmarks to reach the desired social satisfaction levels. This can be achieved by setting up international-level work mechanisms to study the actual needs of society in terms of sponsoring and implementing social initiatives, and evaluating internal and external social programmes to determine how relevant they are to the true needs of society. DEWA is keen on sourcing opinions, feedback and impressions from different segments of society regarding its CSR initiatives and projects, as they will enable DEWA to strengthen the positive nature of its activities and work on developing enhancement programmes in the future. DEWA encourages its employees to volunteer to take part in its CSR initiatives through its Rewards and Incentive programme for all employees and departments. DEWA also cooperates closely with all internal departments to organise joint CSR initiatives to achieve its vision and support that of Dubai Government's in creating a cohesive society for the UAE.

Social Campaigns

DEWA places utmost importance on the approach that using electricity and water rationally is a basic-yet-essential step for the sustainable development for all nations, as it helps maintain a clean environment, preserve natural resources and enhance the country's reputation.

The primary objective of DEWA lies in conceptualising and carrying out communication campaigns to realise the goals of the Dubai Strategic Plan that fulfils the vision of HH Sheikh Mohammed bin Rashid Al Maktoum for the city to serve as a global hub. DEWA strives to achieve this goal by adopting the highest international standards of rationalisation, based on extensive studies and plans, and various experiences.

DEWA has launched a series of specialised campaigns using the latest and most effective means of mass communication to raise awareness and educate the public about the importance of rationalisation as a culture, a daily practice and an ever-present behaviour.

This ambitious approach demonstrates DEWA's sustained efforts and engagement in adopting creative ways to communicate with its customers and stakeholders, raising awareness levels in Dubai and offering the required knowledge and education to conserve electricity and water resources.

Year	Power Saving (kWh)	Participants	Carbon Footprint (Kg)
2008	100,000	5,000	60,000
2009	146,000	5,000	88,000
2010	170,000	5,000	102,000
2011	204,000	5,000	122,000
2012	216,000	5,000	130,000
2013	200,000	5,000	120,000
2014	255,000	6,000	153,000

Earth Hour

In cooperation with Dubai Supreme Council of Energy, DEWA observes Earth Hour in Dubai under the patronage of HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Dubai Executive Council.

Under the directives of HH Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, and his long-term strategy for green development, Dubai focuses on strengthening its international leadership in the field of green economy.

Dubai was the first Arab city to host Earth Hour activities in 2007, and followed up on its efforts by urging all of society to play a positive role in building a more sustainable economy for the Emirate.

Earth Hour is the single largest international event to promote better living on Planet Earth, whereby millions of people from around the world unite to switch off all unnecessary electrical appliances and lights to face the most serious threat to the environment: climate change.

Conservation Award For a better tomorrow

DEWA launched the Conservation Award under the theme 'For a better tomorrow' in partnership with the Knowledge and Human Development Authority (KHDA) to honour efforts by educational institutions and best applied practices in reducing electricity and water consumption and wastage rates. The Award also highlights the individual achievements of students, faculty members, teachers and staff.

The Conservation Award received the Dubai Government Excellence Program Award in the Joint Government Project category in 2009 for achieving outstanding rationalisation rates, in addition to the increase in the number of participants over the previous few years.

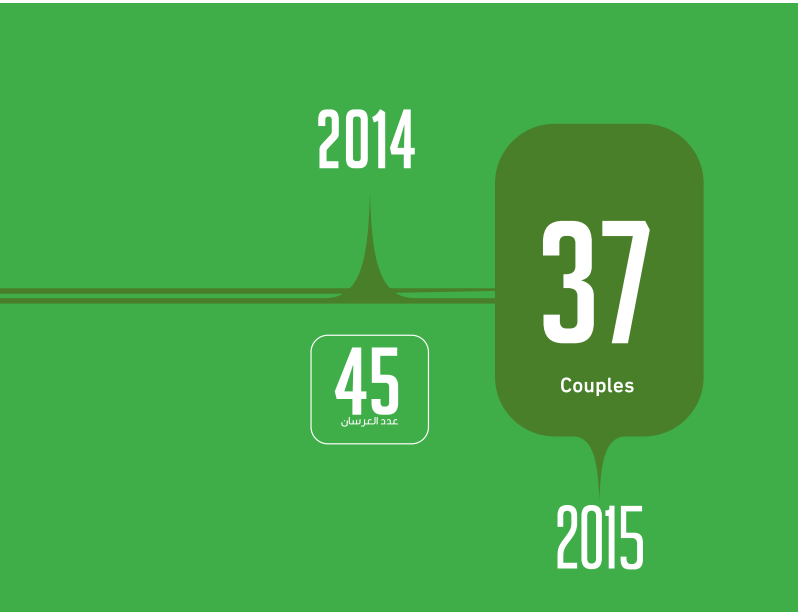
Best Consumer Award

DEWA organises the Consumer Award every year in support of its efforts to raise awareness among all segments of society and to establish rational consumption as a way of life. This is in line with DEWA's strategy to encourage customers to rationalise their electricity and water consumption to conserve natural resources and ensure their sustainability for generations to come.

The Consumer Award encourages DEWA's customers from the residential sector to adopt rational electricity and water consumption habits as well as follow environment-friendly practices to reduce the consumption of natural resources needed to produce electricity and desalinate water. This helps reduce pollution and carbon dioxide emissions resulting from using these resources.

DEWA has achieved excellent results from this awareness campaign. It has recorded decreases in electricity and water consumption between 2009 and 2014 to around 1,162 GW/h of electricity and 5.35 billion gallons of water. This is equal to AED 752 million and over 535,000 tons of carbon dioxide emissions.

2007	2009	2010	2011	2012	2013
36	48	44	36	43	34
عدد العرسان	عدد العرسان	عدد العرسان	عدد العرسان	عدد العرسان	عدد العرسان

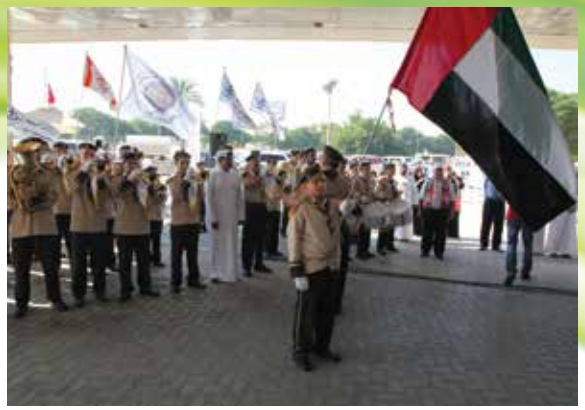


Mass Wedding Initiative (Anwar Dubai)

DEWA annually organises its mass wedding 'Anwar Dubai' for UAE national employees under the patronage and in the presence of HH Sheikh Hamdan bin Rashid Al Maktoum, Deputy Ruler of Dubai, Finance Minister and President of DEWA.

DEWA has placed a high priority on promoting psychological and family stability for its employees. This will lead to increased productivity and promote business performance and efficiency, which in turn benefits society as a whole.

The mass wedding is organised within the framework of DEWA's social responsibility, demonstrating its role as a utility that communicates and interacts with all branches of society. DEWA spares no effort in providing all social services to employees and members of society to promote their wellbeing and stability.



Our National Identity

In line with its strategy to promote national identity and to highlight and preserve the traditional Emirati values, DEWA has established the National Identity Committee to strengthen loyalty and national belonging, which are fundamental to consolidating the foundations of a cohesive society and fostering a sense of common identity and belonging to the same nation, and its religion, language, heritage, civilisation, culture and ethics.

The Committee has launched a comprehensive programme featuring different activities that address all segments of society including Emiratis, residents and visitors to assert the national identity rooted in the values and culture of the UAE.

Partners

H.H. Sheikh Mohammed bin Rashid Al Maktoum

Vice President and Prime Minister of the UAE and Ruler of Dubai

Partnerships

Partnerships have been fundamental to the success of Dubai Electricity and Water Authority (DEWA) which considers its partners as one of the main pillars necessary to its success in service delivery, achieving strategic objectives and contributing to the implementation of Dubai's Strategic Plan. DEWA is keen to cooperate with its partners to enhance its operations and mutual performance, and provide high quality services to its customers.

DEWA is keen to establish close relations with all its partners and enhance mutual and fruitful cooperation with them to support the Dubai Strategic Plan and serve the public good.

Types of Partnerships

DEWA has two types of partnerships, each has certain features:

1. Strategic partnerships established with government or private organisations to participate in achieving a strategic objectives. Strategic partners have an impact on DEWA's vision, mission and values, and support DEWA in achieving its strategic objectives.
2. Key partnerships established with organisations and corporations to achieve mutual benefit: delivering their services to DEWA's customers, and transferring knowledge and expertise in specialised areas to further promote operational efficiency.

DEWA's Awards and Achievements

- Ranked first in the Middle East and North Africa and fourth internationally for getting electricity, according to the World Bank: Doing Business Report 2014.
- The Sword of Honour Award in Health and Safety from the British Safety Council.
- The Globe of Honour in Environment from the British Safety Council.
- Investors In People Award – (Gold Category) in Human Resources.
- Investors in Excellence Award.
- Ranked first in the Dubai Smart Government's review of Dubai Government organisations' websites.
- Ranked first in the Dubai Smart Government's quality review of Dubai Government organisations' websites.
- First MENA government organisation to develop a Microsoft Windows 8 application.
- Best Global Practices Award from Cisco Systems.
- Re-certified for the Integrated Management Systems (ISO 9001:2008, ISO 14001:2004 & OHSAS 18001:2007), ISO 10002:2004, ISO 27001:2005, and Social Accountability (SA-8000).
- Ideas.Arabia Awards 2013 in Financial Category.
- Best Programme Administrator of the Year 2013 at the Ideas. America Conference.
- Best Suggestion Scheme Award 2013 at the Ideas UK Conference.
- Dubai Government Excellence Programme Awards 2013:
  - o Financially Distinguished Government Entity
  - o Best in Customer Satisfaction
  - o Distinguished Inter-Governmental Project (Global Competitiveness in Building Licensing)
  - o Unsung Heroes
- Best Mobile Phone Government Service 2013 at the Hamdan Bin Mohammed Award for Smart Government.

- Best Government e-Portal and Best Smart Phone Application awards in the 3rd GCC eGovernment Award, Conference and Exhibition.
- Arab e-Government Excellence Award 2014 for technical innovation in the category of official and governmental organisations in the UAE by the Arab Organisation for Social Responsibility and the Pan-Arab Web Awards Academy.
- Mobile Applications Excellence Award 2014 at the 19th Middle East eGovernment and eServices Awards.
- Two awards from MEED for the Sustainable Building and the Mohammed bin Rashid Al Maktoum Solar Park

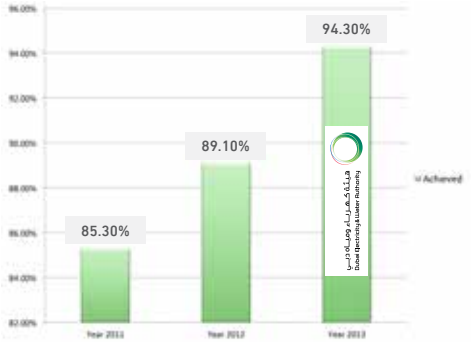
World Class Corporate Results

Dubai Electricity & Water Authority has achieved remarkable results on a global scale including:

- Customer Minutes Lost significantly decreased from 20.62 in 2008 to 4.9 minutes in 2014, compared to developed countries where Customer Minutes Lost exceeds 15 minutes.
- Impressive results achieved through DEWA's rationalisation campaigns which led to a decrease in electricity and water consumption between 2009 and 2014 to 1,162 GWh of electricity and 5.35 billion imperial gallons of water.
- Network Line Losses decreased from 7.3% to 3.26% between 1998 – 2014, which is less than US and the UK, which averages at 6.28% and 7.7% respectively.
- Water Network Losses decreased from 42.5% in 1989 to 9.10 % in 2014.
- First place among large government organisations in 2013 with Customer Satisfaction Index reaching 94.3%, a record high on the global level surpassing major international companies that achieved 90% in 2012.

Some of DEWA's International Accomplishments

Customer Satisfaction Index

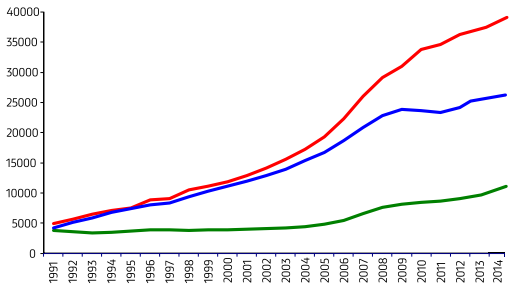


First place among large government organisations in 2013 with Customer Satisfaction Index reaching 94.3%, a record high on the global level surpassing major international companies that achieved 90% in 2012.

Getting Electricity

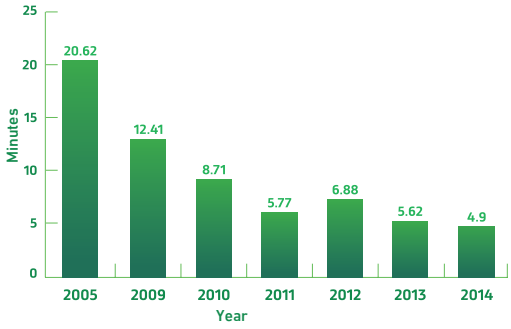
Dubai Electricity and Water Authority has made a new significant contribution to the UAE's global standing, as the nation is now ranked first in the Middle East and North Africa and fourth internationally on getting electricity according to the World Bank Doing Business 2015 Report

Eight-fold electricity production increase
6.3 -fold water production increase
Manpower increased only by 2.7 from 1991 to 2014



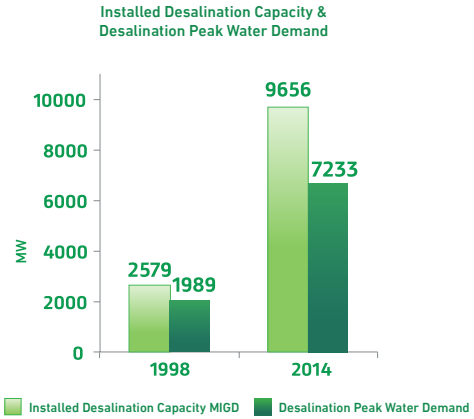
Eight-fold electricity production increase and 6.3-fold water production increase, while manpower increased only by 2.7 from 1991 to 2014

Customer Minutes Lost

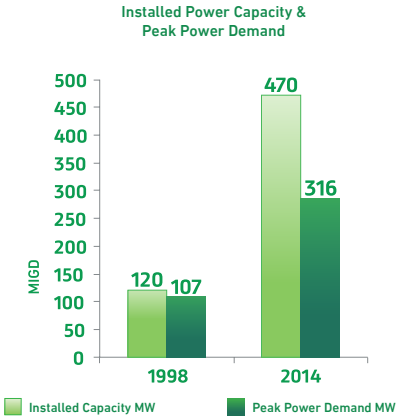


Reduce customer minutes lost for electricity consumers per year to a world record (4.9 minutes in 2014 compared with more than 15 minutes in developed countries)

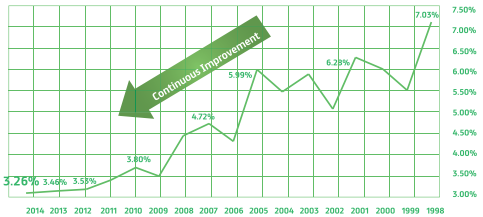
Meeting the increasing demand for water continuously



Meeting the increasing demand for electricity continuously

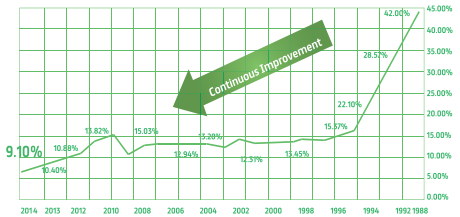


Electricity Line Lossess



Reduce electricity line losses to a world record (from more than 7% in 90s to 3.26% only in 2014).

Water Line Lossess



Reduce water line losses percentage to a world record (from over 40% to 9.10% in 2014).

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H.H. Sheikh Hamdan bin Rashid Al Maktoum

Deputy Ruler of Dubai, UAE Minister of Finance and President of Dubai Electricity & Water Authority