



هيئة كهرباء ومياه الشارقة  
Sharjah Electricity & Water Authority

# SEWA 2020

ROADMAP TOWARDS A BRIGHTER FUTURE



People

Performance

Planet

Projects

Positioning

Partners

Prosperity

Profit

# SEWA 2020

ROADMAP TOWARDS A BRIGHTER FUTURE

## CONTENTS

**07**  
Keep Challenging  
Tomorrow

**16**  
SEWA Mission/  
Vision

**42**  
Vision 4:  
Projects

**66**  
Conclusion

**09**  
Chairman's Quote

**18**  
Core Values

**48**  
Vision 5:  
Positioning

**10**  
Customer Experience  
Strategy

**24**  
Vision 1:  
People

**52**  
Vision 6:  
Partners

**12**  
The 3 Aces

**30**  
Vision 2:  
Performance

**56**  
Vision 7:  
Prosperity

**15**  
Chairman's  
Message

**36**  
Vision 3:  
Planet

**62**  
Vision 8:  
Profit



## Keep Challenging Tomorrow

If we had to describe what the future of work is all about, we would explain it in just three words: Keep Challenging Tomorrow.

Now, what does this actually mean? 'Keep Challenging Tomorrow' is all about challenging the conventional; it is about defying or changing commonly held beliefs, ideas and perceptions. We have to anticipate needs and define innovative strategies, and not wait for but create opportunities. Tomorrow's winners are those who are flexible, better organized and can stay ahead of the rapid pace of change.

Our mantra therefore is to never get complacent because there is always room for improvement. Compete with yourself and build up the right competencies while you challenge your abilities and capabilities. This is the only way to innovate and be prepared for tomorrow.

**SEWA Marketing & Branding Team**

ROADMAP TOWARDS A BRIGHTER FUTURE

“

**“The best way to predict a bright and sustainable future is to create it. Success comes to those who learn from their setbacks and move on...”**

Dr. Rashid Alleem  
SEWA Chairman

”

The wisdom embodied in the above quote by our Chairman is the source of inspiration for every employee at SEWA to strive to push beyond their capabilities and rise up even in the face of setbacks.

We believe that success comes with a price tag. Remember, no pain, no gain!

Under our Chairman’s leadership, SEWA has crafted an ambitious strategy to enhance its competitiveness while promoting a culture of excellence, efficiency and innovation. Articulating this winning strategy is the SEWA Vision 2020 which renews our commitment to meet challenges and seize opportunities by building collaboration through teamwork and trust.

## Customer Experience Strategy

A Harvard Business Review study has found that companies who tactfully manage and execute customer experience strategies reap enormous rewards. They achieve higher customer satisfaction, increased revenue, and greater employee satisfaction which in turn leads to employee engagement.

Moreover, with the ever-rising competition, creating a highly differentiated customer experience can help turn dissatisfaction or indifference into delight. People like being wowed and having their expectations exceeded; and SEWA does just that. We are committed to 'excellence-driven customer service'.

Customers and customer experience are an integral part of SEWA's growth model. As a matter of fact, they are the driving force behind the inception of our growth model. We believe growth, prosperity and success rests heavily upon exceeding customer experience.

How do we make our customers happy and delighted? We have derived a simple yet effective strategy for that.

## The 3 D's of Customer Experience Strategy

*Desire*  
for experience-focused proposition.

*Deliver*  
value for the customer.

*Develop*  
capable employees to please customers again and again.

**D**  
Customer Experience

Using the above strategies, we have formalized our amazing customer experience.



*1: Why is vision important?*

*2: What makes SEWA Vision 2020 unique?*

*3: How will SEWA Vision 2020 impact the community we live in?*

## Dear Readers

Our vision is bold but realistic. We need a roadmap that creates the right balance between short-term expectations and long-term experience. SEWA's 2020 strategic framework is a five-year guideline for tactical annual work plans and is based on SEWA's vision, mission and core values.

If you want to draw a roadmap that will lead a company towards a brighter and sustainable future, we believe that you have to be able to respond to the 3 Aces. Our responses to the 3 Aces have been translated into our vision strategy.

SEWA Vision 2020 is our blueprint to lead us towards a globally successful, highly innovative and sustainable tomorrow. Achievement of this vision is dependent on 8 pillars that represent our core priorities and will be our key focus in the coming years.

We call it the 8 Ps of SEWA Vision 2020 and they form the foundation of our future strategy and are an integral part of our branding and marketing future plans.

**SEWA Chairman**



## Chairman's Message

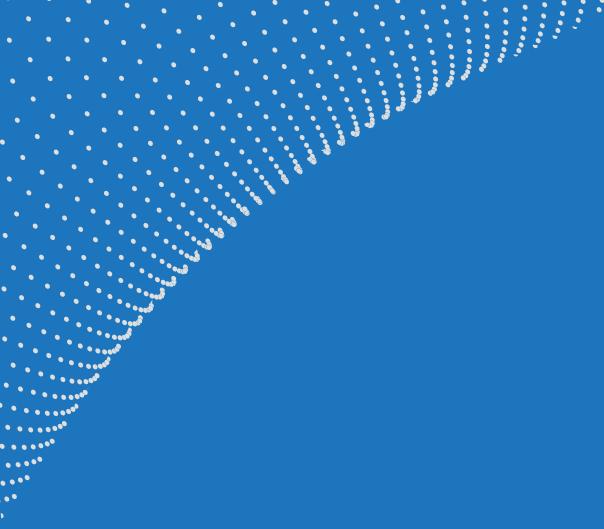
Having a vision gives us inspiration. Being clear about our goals helps turn that inspiration into results. SEWA Vision 2020 defines why we exist as an organization and our goals set out what we want to achieve. The two are intertwined: achieving our goals helps us to fulfill our vision; and vision contextualizes goals. Our core values and priorities act as pragmatic guidelines that help bring tangible outcomes to stimulate our organization to action.

We will measure our progress through the eight visions that support our future goals. We will be working on the eight areas outlined in the following pages. They comprise the key drivers that will lead SEWA into a sustainable and brighter future. In the course of this process, SEWA will focus all its actions on the requirement of its consumers, partners, employees as well as society. Personally I want to ensure that the next generation of SEWA leaders inherits a better company. That is my responsibility.

As a proud and grateful Chairman, I would like to extend my heartfelt gratitude and appreciation to all the employees of SEWA - from the top management down to the support staff - for the excellent team effort in pursuing our goal of delivering an exemplary standard of services.

I am confident that our sincere intentions and determination will lead us onward to achieve the SEWA Vision 2020.

**Dr. Rashid Alleem**  
**SEWA Chairman**



## **Vision:**

To be among the best authentic organizations in the world.

## **Mission:**

Create value and make a difference through teamwork, positive attitude and high standard of service in a fun environment.

# Core Values

## 1 Authentic and Effective Leadership



Leadership at SEWA is built on an ethical foundation and promotes openness. It is defined by the courage to seize the right opportunity and shoulder responsibility while being accountable for the same. It is about 'seeing the bigger picture' - to have a clear vision of SEWA's aims and objectives and, of course, build a strong business and diverse talent.

## 2 People & Safety



Our employees are our most valuable assets. We invest in the development and support of our staff and leaders. Safety is never compromised at SEWA. It is a conscious effort and an absolute commitment that no job is so urgent that it cannot be done in a safe and an environmentally responsible manner.

## 3 Passion for Customers



We strive to develop a long-term customer relationship by consistently delivering quality, innovation, and business value that meet or exceed our customers' expectation. SEWA is obsessed with customer service excellence and practices quick responsiveness to complaints with 100% adherence to ISO 10002 standards and values customer feedback.

## 4 Embracing Excellence



Excellence is a continual quest at SEWA. We work in unison to achieve world-class standards in all aspects of our operation. We have a dedicated team focusing on "Quality & Excellence" which encourages the passionate pursuit of excellence and improvement through a formal system of benchmarking and assessment.

## 5 Ownership



A sense of engagement, responsibility and accountability is another step towards employee motivation and the key to think like an owner. We purposefully focus on employee involvement in the decision making process (big or small) - whether it is owning the problem or owning the project. Mutual interdependency is the way of life at SEWA. The employees treat company assets as their own and SEWA, in turn, believes in ensuring fairness and trust in the workplace to ingrain the concept that 'We are a family'.

## 6 Ethics & Integrity



Acting in an ethical manner is the bedrock of our business. We believe in being honest and straightforward. We are guided by a moral compass of integrity and respect for our customers as well as towards each other. We follow the SEWA way to foster the values of high professional standards and an unwavering commitment to uphold the principles of the organization.

## 9 Trust



We have confidence in each other's capabilities and intentions. SEWA believes that all individuals can and want to contribute to their fullest potential. We take tough calls with the trust in ourselves to push our boundaries and explore new opportunities. The company invests in its employees to help them grow and prosper by providing opportunities for participation in global training programs and development plans. We believe that only if we have implicit trust amongst ourselves can we transfer it to our customers.

## 7 Teamwork



This leverages our individual strength. It binds us to a common goal which is to be among the best organizations in the world. Everyone is expected and encouraged to actively participate and communicate up, down and across the organization. The diversity of workforce makes SEWA an arena of burgeoning ideas where everyone willingly shares their ideas and resources. Be it a veteran or a novice, we "teach and learn" from each other. TEAM (Together Everyone Achieves More) is what we believe in.

## 8 Passion for Winning



We have a healthy dissatisfaction with status quo. Driven by our compelling desire to improve and win we are determined to be the best in everything that we do. We love success and celebrate achievements. Each employee gets a chance to be coached and mentored which in turn enables them to accomplish positive results. And the best way to celebrate success is as a group. All in all, we are a winning team.

## 10 Every Idea Counts



At SEWA, everyone has a voice and each individual's contribution is respected and valued. Our success depends on encouraging the knowledge, skills and creativity of the employees and instilling in them the sense of being admired and appreciated. No idea is tossed aside; rethinking the familiar is our way of being "innovative and creative".

| VISION  | OUR GOALS   | OUR SYSTEM PRIORITIES  | OUR SYSTEM PRIORITIES  | OUR GOALS  | VISION  |
|---|---|--|--|--|---|
| <b>People</b><br>       | Be one of the great places admired and to work for in the world   | <b>Competent capabilities and happy culture that fosters National Identity</b> <ul style="list-style-type: none"> <li>• Attract and retain the right talent</li> <li>• Skilled and experienced workforce with effective Knowledge Management</li> <li>• Smart integrated technology to support our business</li> <li>• Create Positive energy and happy work environment</li> <li>• Effective Emiratisation</li> </ul>   | <b>Create a unique impression in the consumer 's mind so that the consumer associates something specific and desirable with our brand and services.</b> <ul style="list-style-type: none"> <li>• Well written Marketing and Branding strategy</li> <li>• Participate in networking events</li> <li>• Latest trend solutions and technologies</li> <li>• Expand locally, regionally, internationally through exhibitions, conferences, forums, etc.</li> </ul>  | Establish a distinct position in the mind of the consumer in a way that effectively communicates our core values         | <b>Positioning</b><br> |
| <b>Performance</b><br> | Meeting and exceeding customer satisfaction and expectations through delivery of reliable services of electricity, water, and natural gas at an excellent level of safety and quality standards in line with the most advanced technologies and under supervision of qualified and skilled employees. | <b>Sustainable Growth</b> <ul style="list-style-type: none"> <li>• Continuous optimization</li> <li>• Ensure sustainable gas supply</li> <li>• Diversify fuel resources</li> <li>• Implement ISO 50001 – 2011 Energy Management</li> <li>• Demand peak load management</li> <li>• Supporting Sharjah's sustainable development "Sharjah Planning Council"</li> <li>• Reliable and high quality support of electricity, water and Natural Gas</li> <li>• Socially responsible business practices</li> </ul>   | <b>Partners are one of the pillars of SEWA vision</b> <ul style="list-style-type: none"> <li>• Have a round table discussion with our partners to improve our business/services practices</li> <li>• Update each other on the sustainability principles</li> <li>• Carry out joint workshops, training, and development programs</li> <li>• Mutual interdependency for Long-term relationship</li> <li>• Promote face to face interaction and visits</li> </ul>  | Create ongoing win-win partnership with our partners through strong corporate governments and fundamentals               | <b>Partners</b><br>    |
| <b>Planet</b><br>      | Reduce energy and water consumption and carbon emissions as well as reducing the environmental impact on our operations   | <b>Reducing our impact on climate and environment</b> <ul style="list-style-type: none"> <li>• Promote water and energy conservation awareness for 2 million consumers</li> <li>• Work with local and global organizations to help promote access to clean water and alternative energy sources</li> <li>• Increase the use of sustainable materials and recycle content</li> <li>• Promote using eco-friendly machines and equipments</li> <li>• Ensure access to affordable, reliable, sustainable and modern energy for all</li> <li>• Conduct visibility studies to incorporate environmental impact assessment (EIA)</li> </ul> | <b>Excellent services</b> <ul style="list-style-type: none"> <li>• Superlative services</li> <li>• World –class health, safety and environment practices</li> <li>• Highest corporate governance and management standards</li> <li>• World-class integrated internal and external communications</li> <li>• Happy stakeholders</li> </ul>  | Authentic leadership building enduring institution and built to last business  | <b>Prosperity</b><br> |
| <b>Project</b><br>   | Successful and Sustainable delivery of right projects on the right time   | <b>Projects to be completed Before time, below budget, on specifications by using SEWA project life cycle model</b> <ol style="list-style-type: none"> <li>1. Imagineering</li> <li>2. Ecomagination</li> <li>3. Critral thinking</li> <li>4. Execution</li> <li>5. Knowledge Management</li> </ol>  | <b>Efficient revenue growth</b> <ul style="list-style-type: none"> <li>• Operate the lowest cost manufacturing and logistics in business /service, while maintaining quality standards</li> <li>• Use of new technologies, tools and techniques for economic profit growth</li> <li>• Introduce cost management</li> <li>• Increase the overall revenue by 2% annually</li> <li>• Have a close monitoring to our assets and benchmark them with the global best practices to ensure breakthrough performance all the time</li> </ul> | Improving the revenue stream and the bottom line while maintaining the balance between social and commercial obligations | <b>Profit</b><br>    |



# 1<sup>st</sup> Pillar People

## Our System Priorities

Competent capabilities and happy culture that fosters  
National Identity

- Attract and retain the right talent
- Skilled and experienced workforce with effective Knowledge Management
- Smart integrated technology to support our business
- Create positive energy and happy work environment
- Effective Emiratisation

“

*Employees are a company's greatest asset - they are your competitive advantage. You want to attract and retain the best; provide them with encouragement, stimulus, and make them feel that they are an integral part of the company's mission.*

Anne M. Mulcahy

”

## Goal

Be one of the great places to  
work for in the world.

Even the best strategy will not succeed unless it is supported by strong employees. That is why we at SEWA live and foster an ownership culture – a culture that encourages every individual in our organization to give his/ her best shot - every single time. We believe employee development is essential for extracting the best out of employees.

Hence our first vision is People. SEWA has taken great strides to promote a happy work environment. Employee satisfaction is one of our priorities because we know that happy employees mean happy customers which in turn lead to the success of the organization. For SEWA, its people are not only an asset but also a competitive advantage.

We leave no stone unturned in earning employee loyalty, because it gives us the confidence to face any future challenges. Staying relevant is one of the biggest challenges which employees face world-wide. Improving their skills through continuous training programs enables them to stay updated in their relevant field of expertise. We also believe in 'learning from experience'- especially first-hand experience; so SEWA offers its employees opportunities for direct interaction with organizations/companies abroad to educate themselves about the global best practices; learn about innovative technologies and acquire processes and tools that have the potential to be replicated or adapted in-house.

In alignment with the ambitious strategy of the emirate of Sharjah, SEWA is now stepping up efforts to earn a distinctive status as one of the best places to work for in the world. We intend to achieve our goal for 2020 by attracting competent capabilities and sustaining a happy culture that fosters national identity and in doing so; SEWA will adhere to the following system priorities:

#### **Attract and retain the right talent**

The training division develops employee evaluation systems and provides training and technical assistance in performance planning and evaluation. The objectives are to



align individual and organizational priorities and promote continuous improvement. Developing and enhancing capabilities of staff also calls for adopting and implementing relevant HR best practices and ensuring a high level of employee engagement and motivated work environment. We believe in holistic talent management; the focus is therefore on developing everybody in the organization not just the super achievers. The SEWA talent management strategy ensures that every employee is provided with the guidance and support to achieve their full potential.

#### **Skilled and experienced workforce with effective knowledge management**

SEWA is in a continuous search for tools that could enhance employees' competencies. We have developed three programs to measure productivity, create a framework for training and development and place greater focus on training future leaders.

The Performance Management System adopted by SEWA in 2016 consists of three areas: Targets, Competencies, and



Core Values. These key elements enable SEWA to measure its performance and sustain its growth as well as sustain its unique identity. SEWA has introduced its competency framework that includes 12 competencies under four categories: basic, behavioral, leadership and technical with a set of performance indicators ensuring close monitoring of its manpower and expected future growth, which has also been linked to its training programs and recruitment practices.

#### **Smart integrated technology to support our business**

SEWA embraces the smart way of doing things. By leveraging our operating IT framework for competitive advantage and through the innovative use of technology, we aim to leapfrog into our next phase of growth.

We believe that aligning business and technology is critical to mitigating business risks and maximizing benefits from the technologies. The value proposition of transformation from a traditional model to a digital business is immense and a strong digital workplace is also vital to achieving an organization's goals in the digital economy.

A high-performance work system also builds on and develops the skills and abilities of frontline workers to achieve gains in speed, flexibility, productivity, and customer satisfaction. At SEWA, smart technology adoption is being used most effectively and both customers and employees are reaping benefits.

#### **Create a happy work environment**

SEWA is committed to safe and healthy working conditions. We respect the dignity of the individual and support the right of employees to freedom of expression of ideas, thoughts, views, decisions, etc. We will ensure transparent, fair and confidential procedures for employees to raise concerns.

To create a friendly and motivating work environment, SEWA has launched a number of creative initiatives:

**Takreem:** Aimed at encouraging and motivating employees to excel, this initiative creates a favorable competitive environment by honoring outstanding employees in various categories including Hidden Hero, Time Manager, SEWA

Pioneers, Partners and Conservation, I am Creative and Teamwork awards.

**My Round in SEWA:** To raise awareness about the functions and responsibilities of the various departments at SEWA, field familiarization visits are organized to several worksites, stations and facilities where the select employees can make their comments and suggestions about the nature of work, if any.

**Volunteering:** SEWA recognizes that volunteering has an enormous impact on the health and well-being of communities. As such, volunteering activities of SEWA employees with any social or charitable organization will be given due consideration in his/her annual performance appraisal.

**Business Meal:** Under this initiative, the Manager of the Department or the leader of the work team may meet his/her members outside the work premises in order to lead a friendly discussion on matters relating to work.

### Effective Emiratisation

In line with the vision of the UAE government of unlocking the potential of nationals by enabling them to be a driving force of the UAE's economic development, SEWA accords top priority to emiratization. Accordingly, annual recruitment plans are in place to target male/female UAE nationals for jobs at all levels in technical and non-technical disciplines. Apart from providing development programs for managerial and general career levels, in-house workshops and specialized training opportunities are also provided to create a talent pool of nationals endowed with leadership and technical skills. In addition, personal development plans and policies have been developed to create a work environment that appeals to the national cadre.





# 2<sup>nd</sup> Pillar Performance

## Our System Priorities

### Sustainable Growth

- Ensure sustainable gas supply
- Diversify fuel resources
- Implement ISO 50001 – 2011 Energy Management
- Demand peak load management
- Supporting Sharjah's sustainable development through Sharjah Urban Planning Council
- Reliable and high quality support of electricity, water and natural gas
- Socially responsible business practices

“

*You are not here merely to make a living. You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand.*

Woodrow Wilson

”

## Goal

Meeting and exceeding customer satisfaction and expectations through delivery of reliable services of electricity, water and natural gas at an excellent level of safety and quality standards in line with most advanced technologies and under supervision of qualified and skilled employees.

SEWA's performance vision for the year 2020 is to continuously develop customer satisfaction and anticipation by using the unfailing services of electricity, water and natural gas. SEWA wants to achieve this by having a reliable demand in electricity during peak hours, a reliable gas and water supply to Sharjah residents and in commercial areas. SEWA will use advanced technologies, the services of major international companies and skilled employees to meet its customer satisfaction along with legitimate business practices.

### Continuous optimization

Continuous improvement is important, but SEWA goes beyond that to focus on continuous optimization to ensure that our services meet or exceed consumers' expectations. We achieve this by making our operations, processes and projects as fully effective and functional as possible. To achieve our objectives for continuous optimization, we ask a simple yet important question, "How do we make it most effective?"

One of the major achievements that SEWA has secured in the recent past is the successful completion of the four ISO policies.

**ISO 9001:2008 (Quality)**

**ISO 14001:2004 (Environment)**

**OHSAS 18001:2007 (Occupational Health and Safety)**

**ISO 50001:2011 (Energy)**

Achieving excellence is the result of continuous high performance throughout the entire organization. Every process performed in SEWA has an external or internal consumer as its end beneficiary.



## Ensure sustainable gas supply

Natural gas presents a solution to the world's economic and environmental challenges in a safe and sustainable manner. It is one of the cleanest hydrocarbons and is easy to maintain, easily distribute and be used. As Sharjah is becoming a touristic hub and more expatriates are moving to live in the city, there is a greater demand on energy use. One of the services provided by SEWA, which is of great importance, is the provision of natural gas. All domestic, commercial and industrial areas in Sharjah have been supplied with piped natural gas. However, SEWA is always on the lookout to improve its supply of natural gas to reach its residents without delay.

## Diversify fuel sources

All around the world, countries have started to look for ways to make, save and correctly use energy. SEWA has started looking into "greener, cleaner energy resources" by using LED lamps on all street lights in the emirate of Sharjah. LED lights use less energy and last longer. Solar panels installed in SEWA's parking areas light up the street lamps as well as the residential areas. SEWA is thus taking small yet meaningful steps towards a greener future.

## Implement ISO 50001 – 2011 Energy Management

Using energy efficiently helps organizations save money as well as conserve resources and tackle climate change. ISO 50001 supports organizations in all sectors to use energy more efficiently, through the development of an energy management system.

ISO 50001:2011 provides a framework of requirements for organizations to:

- Develop a policy for more efficient use of energy
- Fix targets and objectives to meet the policy

- Use data to better understand and make decisions about energy use
- Measure the results
- Review how well the policy works, and
- Continually improve energy management.

## Demand peak load management

In the UAE, steady growth in population is leading to increased demand for power and peak load demand management is becoming crucial. In Sharjah, like in other emirates, demand for electricity varies throughout the day and across seasons. Electricity system infrastructure is designed to meet the highest level of demand, so during non-peak times the system is typically underutilized.

SEWA has therefore optimized Smart grids which can reduce peak demand by providing information and incentives to consumers to enable them to shift consumption away from periods of peak demand.

To effectively manage the supply of energy to its consumers during peak load hours, SEWA will hold an annual Peak Hour initiative as 'One Hour Saving', which will be held on July 1st each year. This day coincides with the highest demand for power and water during the summer season, and the initiative intends to raise awareness regarding a balanced usage of electricity and to reduce toxic emissions.

## Supporting Sharjah's sustainable development through Sharjah Urban Planning Council

The Sharjah Urban Planning Council (SUPC) seeks to enable citizens and businesses to establish a meaningful role in shaping communities that enrich people's lives by managing the right balance of new development and essential services, environmental protection, and innovative change - all in perfect synergy. The vision is for Sharjah to become more sustainable, as a place of great experiences from a vibrant downtown with connected neighborhoods all the way to open spaces and productive industrial areas.

Sharjah is also reducing its ecological footprint through proactive energy efficiency policies, and adapting to the challenges of climate change in partnership with other governmental institutions and the community. SEWA is one of the board members of SUPC and supports the "smart city infrastructure" for sustainable urban planning and development that has been adopted. SUPC's main aim is to develop an overall urban strategy to ensure that the infrastructure will match the accelerated pace of economic growth and urbanization in Sharjah.

## Reliable and high quality support of electricity, water and natural gas

SEWA aims to have a constant supply of electricity, water and natural gas for its residents, commercial and industrial areas. Its robust and diverse energy utility infrastructure ensures access and reliability to match the demands of its customers at an affordable cost. Our priority in making energy and water available is a critical factor in the promotion of economic and social development of the emirate of Sharjah. We are also focused on conserving the many resources with which we have been entrusted.

## Socially responsible business practices

SEWA strives to be a trusted corporate citizen. As an integral part of society we are committed to fulfilling our responsibilities to the societies and communities in which we operate. As a government entity and utility provider, our aim is to balance the needs of our customers and the communities in which we serve with the needs of the environment in which we operate.

Through reducing lifecycle costs, developing and empowering our workforce and focusing on conserving resources, we reiterate our commitment to keep the environmental impact of our business at a bare minimum and maintain a sustainable operation.



# 3rd Pillar Planet

## Our System Priorities

Reducing our impact on climate and environment

- Promote water and energy conservation awareness for 2 million consumers
- Work with local and global organizations to help promote access to cleanwater and alternative energy sources
- Increase the use of sustainable materials and recycle content
- Promote using eco-friendly machines and equipments
- Ensure access to affordable, reliable, sustainable and modern energy for all
- Conduct visibility studies to incorporate environmental impact assessment (EIA)

“

*Like music and art, love of nature is a common language that can transcend political or social boundaries.*

Jimmy Carter

”

## Goal

Reduce energy and water consumption and carbon emissions as well as reducing the environmental impact of our operations.



**P**romote water and energy conservation awareness for two million consumers

With around two million customers dependent on SEWA for water, electricity and natural gas, SEWA recognizes that only a change in consumer behavior and energy consumption practices will lead to sustained reductions in the use of our natural resources.

The Tarsheed Initiative was therefore introduced with the aim of raising awareness of the need to conserve natural resources, especially water, which is the lifeblood of every city and a feature of cultural progress. Tarsheed empowers consumers by providing them with a set of educational and practical tools that aid in facilitating behavioral change to reduce energy and water consumption by 30% in the next five years.

**W**ork with local and global organizations to help promote access to clean water and alternative energy sources

SEWA is committed to building a sustainable tomorrow and aims to become a zero waste company with low carbon emissions. We will achieve this goal through innovation, collaboration and global partnerships to increase understanding of environmental issues and disseminate good practices. SEWA also believes that teaching the young to develop environment-friendly values and behaviors is vital for the future of our children and the future of all life.

SEWA has signed a Memorandum of Understanding with Beea'h to recycle its waste as our commitment to adopt environmental sustainability initiatives and minimize the environmental impact of our operations and service activities. Currently more than 200 SEWA vehicles are running on CNG (Compressed Natural Gas).



**I**ncrease the use of sustainable materials and recycle content

The most compelling argument in favor of energy efficiency improvements is that they represent an opportunity to free up resources that would otherwise be spent on energy costs, allowing water and wastewater facilities to use those resources to make other needed improvements.

Energy and natural resources have been closely linked to our community growth. The availability and efficient use of energy and water have become key factors in SEWA's efforts to promote economic and social development and the preservation of the environment. Sustainability is the cornerstone of the SEWA Vision 2020.

**P**romote use of eco-friendly machines and equipment

SEWA's Smart Home initiative presents some very exciting opportunities to change the way we live and work, and to reduce energy consumption at the same time. This enables you to monitor how much energy your house has saved.

Smart home technology therefore provides many opportunities for achieving more sustainable outcomes. For instance, we have replaced all our light bulbs with Philips LED lights and have taken measures to recycle the printer ink.

In addition, by ensuring that our pumps are of the appropriate size and by installing variable frequency drives whose speed varies to match flow conditions, we are further reducing energy costs.



**Ensure access to affordable, reliable, sustainable and modern energy for all**

Lack of access to modern energy is a serious hindrance to economic and social development. At SEWA, we are always meeting customer satisfaction and promoting Sharjah’s vision by providing electricity and water services adhering to international standards of reliability, efficiency, safety and environment by a competent workforce and effective partnerships by supporting resources sustainability.

SEWA is the first utility provider in the Arab world that has secured 50001:2011 (Energy Management) and applied the principles of energy resources maintenance. We believe that using renewable and lean energy technologies will ensure a secure and prosperous future and a healthy environment for generations to come.

**Conduct visibility studies to incorporate environmental impact assessment (EIA)**

SEWA is committed to making continuous improvements in the management of our environment impact and to the long-term goal of developing a sustainable business. Accordingly, we conduct environmental impact assessment (EIA) studies wherein we evaluate the environmental impacts of a proposed project or development, taking into account inter-related socio-economic, cultural and human-health impacts, both beneficial and adverse. The aim of adopting this systematic framework is to provide affordable, reliable, and sustainable water as well as energy for SEWA’s valuable consumers.



# 4<sup>th</sup> Pillar Projects

## Our System Priorities

Projects to be completed before time, below budget, on specifications by using SEWA's project life cycle model

- Imagineering
- Ecomagination
- Critical thinking
- Execution
- Knowledge Management

“*Time passes faster and faster, but with every project I always want to find the next challenge and the next challenge is just as exciting as the previous one.*”

Alexander Wang



## Goal

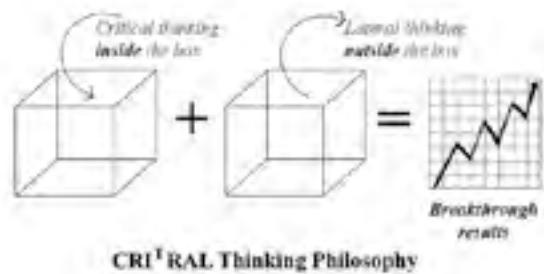
Successful and sustainable delivery of right projects on the time.

**S**EWA Project Life Cycle model has five phases and they are elaborated below:

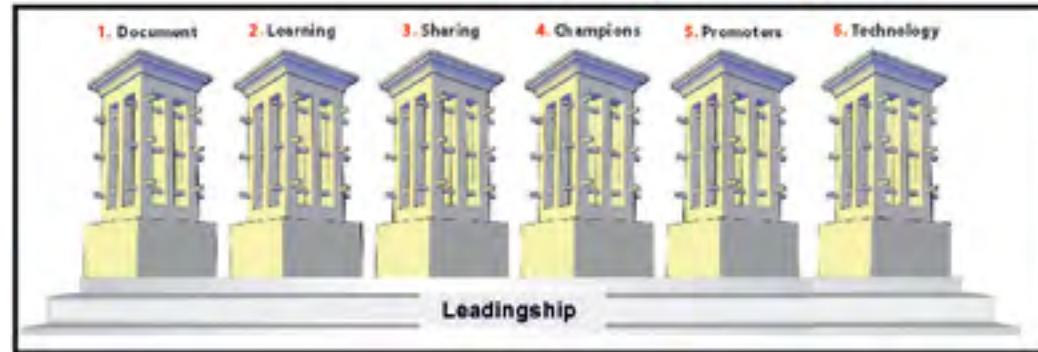
**Imagineering:** Imagineering is a concept that blends imagination and creativity with engineering to implement innovative ideas and technological advancements. It is about reimagining the everyday; as no object is so perfect that it cannot be redesigned.

**Eco imagination:** This is our commitment to build innovative solutions to enhance resource productivity and drive economic growth while reducing our environmental impact. Eco imagination lays a foundation to establish ideas that enhance ecologically positive designs where use of non-hazardous, non-polluting, non-toxic materials and substances are considered and renewable sources of energy are incorporated.

**CRI<sup>T</sup>RAL Thinking:** A combination of critical and lateral thinking wherein the former uses reason to analyze ideas and dig deeper to get to our true potential and the latter resorts to an indirect and creative approach to solve problems. Striking the right balance between these two will help you better connect the dots and lead to breakthrough results.



## SEWA Six Pillars of Knowledge Management



**Execution:** A critical phase in the success of a project, this refers to the effective and efficient utilization of resources, time, money and energy in the implementation stage of the project management life cycle. A range of management processes need to be implemented to properly monitor and control the execution of the project.

### Knowledge Management

SEWA follows six pillars of Knowledge Management (KM) which is a multi-disciplinary approach to achieving organizational objectives.

1. Document relates to collecting and coding information. Through this analysis, the wisdom of experience is transferred back to the project organization which will help future project teams.
2. Champions are those with a focused vision and the aptitude to align knowledge management with business tactics. They usher strong and dedicated leadership to SEWA.
3. Facilitators develop and promote knowledge. They create, collaborate and align the operational processes of SEWA's strategy with the KM framework.

4. Technology: This is the tool that leverages the SEWA KM framework. Any technical solution adds value to our processes, and the lack of it leads to failure.
5. Learning: The best tools and strategies fall flat if the desire to learn and acquire knowledge is missing. Hence, learning is a never-ending process at SEWA.
6. Sharing: Knowledge should be free-flowing for it turns to wealth when multiplied and shared. At SEWA, we believe, the more you give, the more you get back.

Leadingship forms the solid base of KM framework that the six pillars stand upon.





5th Pillar

# Positioning

## Our System Priorities

Create a unique impression in the consumer 's mind so that the consumer associates something specific and desirable with our brand and services.

- Well written marketing and branding strategy
- Participate in networking events
- Latest trend solutions and technologies
- Expand locally, regionally, internationally through exhibitions, conferences, forums, etc.

“

*The basic approach of positioning is not to create something new and different but to manipulate what's already in the mind, to retie the connections that already exist.*

Al Ries

”

## Goal

Establish a distinct position in the minds of the consumer in a way that effectively communicates our core values.



Operational excellence, customer care, reliability, and efficiency - the values close to the hearts of our consumers are the qualities we live up to, every day of the year.

#### Well-written marketing and branding strategy

This is crucial for SEWA as it drives us to deliver on the promise we make. It gives a quality image to the brand. A great brand strategy also helps us communicate more effectively with our customers. Our bi-monthly magazine and newsletter contain industry insight and information and communicate our values to the readers.

#### Participate in networking events

SEWA not only actively participates in networking events but also enjoys membership status with 13 business councils such as British, Canadian, German, French, etc. At SEWA, we

believe that networking is an effective low-cost marketing method for developing sales opportunities and contacts, and is a great way to exchange knowledge, share our achievements and learn of new opportunities.

#### Latest trend solutions and technologies

Adoption of emerging technologies offers a distinctive business advantage and impacts our organization's long-term plans, programs and initiatives. It makes a huge difference to the way our business operates, and how well our staff carries out their tasks. At SEWA, we believe in the power of the social media platforms including our corporate website, Facebook, Twitter, YouTube, LinkedIn, and others which have become an important tool of communication to build a strong, direct relationship with our consumers and partners.



#### Expand locally, regionally, internationally through exhibitions, conferences, forums, etc.

SEWA participates in conferences and forums to strengthen relations with our existing partners and establish contact with new clients. Our engineers and experts from various departments represent SEWA at domestic and international exhibitions where they showcase the latest developments and techniques used in the field of energy and water. This face to face interaction is pivotal to building and increasing the awareness of our brand.





6th Pillar

# Partners

## Our System Priorities

Partners are one of the pillars of SEWA vision

- Have round table discussions with our partners to improve our business/services practices
- Update each other on the sustainability principles
- Carry out joint workshops, training, and development programs
- Mutual interdependency for long-term relationship
- Promote face-to-face interaction and visits

“

*Alliances have become an integral part of contemporary strategic thinking.*

Fortune Magazine

”

## Goal

Create ongoing win-win partnership with our partners through strong corporate governments and fundamentals.



For more than a decade we have partnered with the world's greatest companies to ensure sustainable delivery of water, electricity and natural gas to cater to the needs of the people of Sharjah. Our customers, suppliers and partners will attest that we are also committed to fostering trusting relationships.

We are now focusing on the below system priorities because we want transformational change. By joining hands with our partners, our aim is to drive a fundamental radical change to the whole system.

**Have round table discussions with our partners to improve our business practices**

Cooperation is integral to the SEWA Vision 2020. The cooperation between SEWA and its valuable partners including Oracle, ABB, Philips and Schneider amongst a host of others, aims to establish an ongoing win-win dynamic partnership.

At SEWA, we hold roundtable discussions to engage in direct and interactive communication with our partners and to improve the quality of our service practices. Our partnerships are built to be dynamic and flexible and achieve results for both SEWA and our partners.

**Update each other on the sustainability principles**

The annually held SEWA Partners Meet is designed to encourage a transparent communication environment and deliver innovation, enhance the competitive edge, build up global reputation and generate sustainable revenue and benefits.

Each partnership is distinctive and has an impact on our vision, mission, and sustainability.

**Promote face-to-face interaction and visits**

SEWA Vision 2020 aims to continue and improve the joint workshops which are integral to boosting SEWA's close



relationship with its partners. We exchange latest knowledge and practices, training and development programs with our partners. We believe this is key to a sustainable long-term relationship.

SEWA has also joined a number of business councils in the UAE to learn and share new experiences and knowledge whilst also gaining access to the latest developments in the energy and alternative energy industry. It also enables our international partners to know about our facilities and the opportunities offered by the sole supplier of water, electricity and gas in Sharjah.





7th Pillar

# Prosperity

## Our System Priorities

Excellent services

- Superlative services
- World-class health, safety and environment practices
- Highest corporate governance and management standards
- World-class integrated internal and external communications
- Happy stakeholders

“

*Thinking is progress. Non-thinking is stagnation of the individual, organization and country. Thinking leads to action. Knowledge with action converts adversity into prosperity.*

Dr. APJ Abdul Kalam

”

## Goal

To create authentic leadership, building enduring institution and built-to-last business.



To attract people of the highest integrity who can aid in building the organization to meet the needs of all the stakeholders.

### **Superlative services**

The key to good customer service is building good relationships with your customers. Thanking the customer and promoting a positive, helpful and friendly environment will ensure they leave with a great impression. SEWA aims to provide the best services to its consumers and customers.

Our employees work hard to maintain an excellent standard of service and certain departments stay open 24/7 to cater to any needs of the residents of Sharjah.

### **World-class health, safety and environment practices**

SEWA buildings are approved by the Fire Department as adhering to its standards.

OHSAS 180001, the certificate given to organizations that have occupational health and safety management systems, was awarded to SEWA by ISO. This helps put in place behaviors and controls necessary for an organization to ensure the best possible working conditions that are in tandem with internationally recognized best practices.



**Highest corporate governance and management standards**

Corporate governance includes the processes through which an organization's objectives are established and followed in the framework of the social, regulatory and market environment. We ensure transparency in all our dealings to ensure the company's culture and public image is that of an open, well and fairly run organization.

**World-class integrated internal and external communications**

All internal communication at SEWA is via e-mail. However, our employees are free to leave the office to hold meetings in an out-of-office environment to discuss issues related to work. Every month managers of all departments present their monthly progress report to SEWA's Chairman; and every month, deserving staff are recognized for their achievements.

Our external communications relays information about SEWA to the public, customers and company stakeholder, all of which serve to strengthen our public relations efforts.

**Happy stakeholder**

We realize that it is vital to keep our stakeholder satisfied. By communicating progress and performance of key areas at regular intervals, actively listening to their concerns of the project and ensuring that stakeholder is on the same page as far as project goals are concerned, we keep our stakeholder happy.





8th Pillar

# Profit

## Our System Priorities

Efficient revenue growth

- Operate the lowest cost manufacturing and logistics in business/ service, while maintaining quality standards
- Use of new technologies, tools and techniques for economic profit growth
- Introduce cost management
- Increase the overall revenue by 2% annually
- Have a close monitoring to our assets and benchmark them with the global best practices to ensure breakthrough performance all the time

“

*Profit is not the legitimate purpose of business. The legitimate purpose of business is to provide a product or service that people need and do it so well that it's profitable.*

James Rouse

”

## Goal

Improve the revenue stream and the bottom line while maintaining the balance between social and commercial obligations.



The SEWA way of doing business is to focus on our consumers and customers, our employees and the communities we serve in while adhering to the principle of clear accountability in all our actions. Sustaining a profitable organic growth is imperative but not at the expense of quality. This can be done by close monitoring of our activities and benchmarking them with the global best practices.

**Operate the lowest cost manufacturing and logistics in business/services, while maintaining quality standards**

Reducing manufacturing and logistic costs is often the number one priority for the bottom line of any business. There are many methods that can help improve supply chain processes and in turn save business money. Methods of reducing manufacturing and logistic costs can range from optimizing inventory levels, to creating better processes, to improving supplier or third party relationships and so on.

**Use of new technologies, tools and techniques for economic profit growth**

Installing Supervisory Control and Data Acquisition (SCADA) software can increase the efficiency of process monitoring and operating control.

**Introduce cost management**

Cost management is one of the fundamental and yet most challenging tasks for a project manager. This form of management accounting allows a business to predict impending expenditures to help reduce the chance of going over budget. By following the cost management process our aim is to increase the overall revenue by 2% annually.

**Close monitoring of our assets and benchmark them with the global best practices to ensure breakthrough performance all the time**

Second to labor, energy use is one of the highest manufacturing costs associated with running any operations. Once you have optimized the process and the workforce, what is needed is to run at a slower pace to save energy. By making production decisions based on demand, we can save on energy costs without sacrificing output or customer satisfaction.

Below are the seven areas to focus on:

1. Optimize air compressors and fix leaks
2. Overhaul or replace aging HVAC systems
3. Create an energy management team
4. Reschedule usage of high powered electric machinery
5. Continuous improvement strategy
6. Conduct an energy assessment

## Conclusion

Dear readers, if you remember, at the beginning of this book we asked you an interesting question: “What makes SEWA Vision 2020 unique?” We hope that you have now found the answer.

At SEWA, we believe that our Vision 2020 is unique because the goals and priorities are very practical, realistic and above all actionable. This is what makes it extraordinary and achievable for every generation to come. No one can predict the future; but planning is important. Crafting a vision, laying out a roadmap, following a guide and working on the right path are some of the first steps to be taken to keep us on track. Our aim is to create a generation of focused employees, workers, partners and leaders - who can shoulder the responsibility of being accountable whilst moving towards a much brighter and sustainable future.

The logo for SEWA 2020 features the word "SEWA" in a bold, white, sans-serif font. Below it, the year "2020" is rendered in a large, white, stylized font where the zeros are interconnected. The background of the entire page is a vibrant blue with a pattern of small white dots that form a subtle, curved, dotted line on the left side.

ROADMAP TOWARDS A BRIGHTER FUTURE



هيئة كهرباء ومياه الشارقة

Sharjah Electricity & Water Authority

[www.sewa.gov.ae](http://www.sewa.gov.ae)



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