

KAHRAMAA

Issue 52 3Q 2012



QSTEC AND KAHRAMAA SIGN MOU TO DISTRIBUTE SOLAR POWER IN QATAR IN THE FUTURE



KAHRAMAA Organized 9th GCC Benchmarking Committee Meeting



KAHRAMAA Participates in 44th CIGRE Conference - Paris



Kahramaa commissions five major water stations and new water reservoirs to raise its strategic water reserve



Al Nasr: The objective of all our projects is to increase subscribers' satisfaction

MISSION

Our Mission is to provide our customers with high quality electricity and water services, whilst creating value for our shareholders.

THE OBJECTIVES

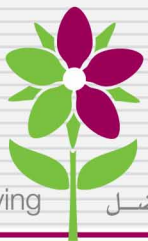
Our objectives are to:

- ▶ Efficiently meet our obligations to supply Qatar's needs for electricity and water.
- ▶ Operate on a commercial basis.
- ▶ Comply with local and international health, safety, and environmental standards.
- ▶ Maximise the employment of capable Qatari nationals, and develop them to the competence level of employees in leading international companies.

CORPORATION'S CULTURE AND VALUES

In carrying out our business we aim to:

- ▶ Always remember that we are providing a vital service to the public, and that we are here to serve our customers.
- ▶ Be open, honest and responsive in our dealings with our stakeholders.
- ▶ Continuously seek to raise our performance standards and hold ourselves publicly accountable against these standards.
- ▶ Work as a team in which everyone shares concern for KAHRAMAA's performance of its responsibilities and takes collective pride in its achievements.



KAHRAMAA

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Corporation

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Conservation is a season without end

On the occasion of the holy month of Ramadan, KAHRAMAA appealed to all customers to conserve electricity and water and limit their usage to essential uses since this month is spiritual season that inspires many values in our lives including conservation. While this season calls for entrenching the culture of conservation, KAHRAMAA considers conservation as a lifestyle that is not limited to a specific month or season.

Hence, we bring to mind the National Campaign for Conservation and Efficient Use of Water and Electricity «Tarsheed» launched by KAHRAMAA, under the patronage of Heir Apparent HH Sheikh Tamim bin Hamad Al Thani, with the slogan “Keep Qatar Pulsing”, driven by our wise leadership’s belief in the importance of conservation to keep the growth rates high in order to achieve the vision of Qatar 2030.

KAHRAMAA calls on all society categories and segments to interact positively, participate in achieving the objectives of the campaign and adopt a culture of conservation as a lifestyle not only during Ramadan but also throughout all months of the year to ensure preserving the resources for future generations to achieve the campaign’s goals.

The mission of the campaign is to promote a culture of conservation and raising the efficiency of water and electricity use in the State of Qatar through spreading a culture of conservation to create an ideal environment and achieve a successful social partnership, preserve Qatar’s vital resources while taking into account its social and economic growth and attain the desired objectives of reducing levels of consumption of electricity and water for the next five years.

ABDULLAH ANBAR AL-JASSIM EDITOR IN CHIEF

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Keep Qatar
pulsing.
Consume
wisely.



Tarsheed

الحملة الوطنية لترشيد ورفع كفاءة استخدام المياه والطاقة الكهربائية
NATIONAL CAMPAIGN FOR THE CONSERVATION AND EFFICIENT USE OF WATER AND ELECTRICITY



“KAHRAMAA”

HELD THE 2ND CPR MEETING 2012

Qatar General Electricity and Water Corporation “KAHRAMAA” held the Corporate Performance Review (CPR) meeting of the 2nd quarter 2012 on Wednesday 1/8/2012. The meeting was chaired by KAHRAMAA President H.E. Eng. Essa Hilal Al-Kuwari, in the attendance of KAHRAMAA Directors and Managers. As a leading corporation and key partner in the sustainable development in Qatar, the CPR meeting is meant to monitor performance, review the strategic plans in line with the approved plans, and strengthen KAHRAMAA values.

At the beginning of the meeting, Al-Kuwari extended greetings to all employees on the KAHRAMAA new achievement for maintaining at the top of GCC countries for the third straight year in terms of performance level compared with GCC similar electricity and water companies as

FOR THE THIRD STRAIGHT YEAR: KAHRAMAA FIRST IN GCC IN TERMS PERFORMANCE LEVEL

Demand growth by

8.0 %

for non industrial consumption and

21%

for industrial

Call center 991: qualitative leap in average response time

Decrease in tanker dependency to

0.37%

per the 12 approved GCC KPIs for electricity

and water sectors. KAHRAMAA President appreciated the high quality of customer services and KAHRAMAA call center 991 that witnessed a qualitative leap in terms of average response time at electricity and water contingencies. It is worth to mention that during the 2Q 2012, the non industrial demand witnessed growth by 8.8 while the industrial grew by 21%. Demand for water increased to 276 MIGD. Prices of electricity and water from IWPP decreased by 4.1% for m3 and 4.1 for KW. A new achievement in 2Q 2012, Water tankers decreased to less than 0.37 compared with the 0.41% recorded at the same period of 2011. Since inception, KAHRAMAA approved strategic and corporate planning to reach its objectives. The senior management reviewed corporate performance for all KAHRAMAA departments on quarterly basis as per the five year plans and KPIs.



KAHRAMAA – QTEL PROMOTION

ENCOURAGES PEOPLE TO USE ENVIRONMENTALLY-FRIENDLY, EASILY ACCESSIBLE NATIONAL NETWORK

Customers can win a brand new iPad3 when they pay KAHRAMAA bills at a Qtel Self-Service Machine (SSM) in an exciting new promotion launched today.

The promotion will be open to anyone using one of Qtel’s more than 200 SSM around the country to pay water and electricity bills.

Up to 10 third-generation iPad devices are available to win during the contest, which will see customers entered into a draw every time they pay their bill. The iPad 3 offers incredible picture quality, faster processing and a wide range of applications as standard, including Safari, Mail, Photos, Video, YouTube, Music, iTunes, App Store, Maps, Notes, Calendar, Game Center, Photo Booth, and Contacts

Forming a part of a wider collaborative agree-

ment between KAHRAMAA and Qtel, the payment option on Qtel SSM was launched in November last year, in one of the world’s first instances of a major water and power corporation linking services with a leading telecommunications operator.

Conforming to the world-class security standards, the service is indicative of both KAHRAMAA and Qtel’s dedicated, continually-evolving strategy to provide world-class integrated customer support.

Qtel’s SSM are primarily situated in locales open 24/7 across Qatar, including drive-ins, supermarkets, Qatar airport, malls and petrol stations. The promotion run from 15 July until 15 August 2012.

With over 220 Qtel SSMs mostly located at 24

hours open locations including super markets, airport, malls and petrol stations across the country, the new agreement means that customers can quickly and easily pay electricity and water bills. They will also be able to use Qtel’s Drive-Through SSMs, so that they can fully manage their accounts without leaving the comfort of their cars. Customers can also pay via KAHRAMAA website www.km.com.qa or Qtel website www.qtel.qa.





KAHRAMAA PARTICIPATED IN HAMAD MEDICAL CORPORATION (HMC) CAMPAIGN FOR BLOOD DONATION



In line of Qatar General Electricity and Water Corporation “KAHRAMAA” work towards social and volunteer activities and seriously fulfilling its social responsibility role, KAHRAMAA has participated in Hamad Medical Corporation campaign for blood donation.

The gesture was made under the guidance of His Excellency Engineer Essa bin Hilal Al Kuwari, KAHRAMAA’s President in a contribution to the enrichment of the blood bank where a mobile unit with its technical and nursing crew has stayed in KM HQ Building on Wednesday 11th of July since eight o’clock am until end of working hours at KAHRAMAA.

The Health, Safety and Environment Department in collaboration with the Public Relations and Communications Department have organized this campaign with the Blood Donation Centre at HMC, where Mr. Abdulrahman Al-Naama Health, Safety and Environment Department Manager said that this campaign is part of the continuing KAHRAMAA contribution to community service and fulfilling the role entrusted to KAHRAMAA to achieve high level of health and public services.

Mr. Abdullah Al Anbar Al Jassim, Public Relations and Communication Department Man-



ager said we launched the “campaign through internal advertising and continuing awareness with the staff to donate blood, the campaign met with popular and overwhelming response by employees to contribute to the humanitarian campaign to help save lives. This gesture helped raise awareness of the importance of blood donation and that one of the areas in which we can provide support for our local

community.

It is worth mentioning that KAHRAMAA participates in this campaign every year in collaboration with Hamad Medical Corporation in order to contribute in providing a sound stock of blood in hospitals and KAHRAMAA still looks forward to providing more service to the community.



QSTEC AND KAHRAMAA SIGNED MOU TO DISTRIBUTE SOLAR POWER IN QATAR IN THE FUTURE



Qatar Solar Technologies (QSTec) committed to supporting Qatar General Electricity & Water Corporation “KAHRAMAA” with the future distribution of solar energy by signing a Memorandum of Understanding on Sunday 29/7/2012.

Dr Khalid Klefeekh Al Hajri, Chairman and CEO of QSTec and Engr. Essa Hilal Al-Kuwari, President of KAHRAMAA both signed the MOU at KAHRAMAA President’s office, KAHRAMAA headquarters in Dafna, Doha.

Dr Khalid Klefeekh Al Hajri, Chairman and CEO of QSTec said, “Solar energy is definitely emerging in Qatar and is the key to providing a sustainable alternative source of energy whilst conserving and protecting the country’s natural resources for the future. So we are extremely proud to be teaming up with KAHRAMAA to ensure that solar power is able to reach every single person in Qatar and provide alternative energy sources to a wide variety of solar applications.”

“QSTec’s collaboration with Qatar Electricity & Water Company (QEWC) and now KAHRAMAA brings us full circle in solar energy; from the manufacturing of solar technologies and applications, to everyone in Qatar receiving energy from the sun directly into their homes,” Dr Al Hajri added. “We look forward to working on many projects together using solar energy.”

Qatar Solar Technologies’ number one priority is providing solar solutions that are sustainable, efficient and the very best quality. QSTec will start by producing high quality, solar grade polysilicon; the key ingredient that goes into making the world’s most efficient solar technologies such as solar cells and modules that convert the power of the sun into energy.

In the not too distant future, QSTec hopes to build solar modules made in Qatar, made from QSTec’s own polysilicon and then exported to the rest of the world.

In Qatar, there are already some projects using solar energy in unique ways. The Qatar National

Food Securities Program is looking at using solar to power its desalination plants, the 2022 World Cup will be the first carbon neutral World Cup and will be utilizing solar energy for its air conditioned solar stadiums and fan zones. QSTec’s parent organisation, Qatar Foundation, has several projects such as the Qatar National Convention Centre, the new student housing complex and the Msheireb Properties development that will derive a percentage of their electricity needs using solar energy.

Engr. Essa Hilal Al-Kuwari, President of KAHRAMAA said, “This MoU comes as under KAHRAMAA alignment of its objectives and strategies with QNV 2030 objectives and incorporation with other government institutions. And this to ensure sustainability of the state energy and water recourses through the energy and water conservation / DSM, renewable energy and new technologies and finding alternatives of energies sources. To Interface with the state’s short/medium/long term goals and



objectives KAHRAMAA ensures and maintains sustainable, continuous, stable electricity & water supply for the State of Qatar at least costs for better living of tomorrow.”

KAHRAMAA commitments to no carbon / low carbon to maintain sustainable environmental development.

KM's mission is to provide the people of Qatar with high quality electricity and water services, whilst creating value for these services for better living by:

Harmonizing economic growth, social development and environmental protection, by Achieving balance between development needs and

protecting the environment.

Achieving projects while complying with health, safety, and environmental standards.

Decreasing carbon emissions, preserving the environment and distributing clean and pure potable water.

Built on 1.2 million square meters of land in Ras Laffan Industrial City, Qatar, QSTec's US\$1 billion polysilicon manufacturing plant will produce 8,000 metric tons per year (MTPY) of polysilicon per year but it is designed to expand as demand grows. Eventually, more than 45,000 MTPY of polysilicon can be produced with the plant being designed to seamlessly incorporate

ingots, wafers, cells and modules.

There is a growing demand within the GCC and the world for solar technologies and applications that are sustainable, reliable and that will bring a lasting benefit to the region and the world and QSTec is well placed to expand to meet this demand.

KAHRAMAA has the privilege of being the sole transmission and distribution system owner and operator for the electricity and water sector in Qatar. This latest Memorandum of Understanding agreement is important step towards enabling QSTec to provide Qatar with a sustainable source of energy.



OMANI DELEGATION OF MAJAN ELECTRICITY COMPANY VISITED KAHRAMAA

In the framework of joint cooperation and exchange of experience in the electricity sector among the Gulf Cooperation Council (GCC), Qatar General Electricity and Water has received a delegation representing Majan Electricity Company from Oman, headed by Mr. Sultan Mahrouqi in order to benefit from the experience of KAHRAMAA in the field of Call centers that meet the needs

of customers and respond to their queries. The delegation visited Customer Services Department to stand on the latest developments with regard modern management services applied in the call center 991 and the most important mechanism used to facilitate the implementation of operations with the latest technology used in KAHRAMAA. At the end of the visit, the head of the delega-

tion thanked eng. Hassan Mohammed Al-Hail, Customer Services Acting Manager & Engineer Nasser Al-Khuzai Head of Call center and officials in KAHRAMAA. Eng. Al-Hail said that the visit comes within the framework of supporting cooperation between the GCC and the exchange of future experience and the latest methods and means in the management of work.



KAHRAMAA COMMISSIONS FIVE MAJOR WATER STATIONS AND NEW WATER RESERVOIRS TO RAISE ITS STRATEGIC WATER RESERVE



Qatar General Electricity and Water Corporation KAHRAMAA announced the initial commissioning of five main water stations: Al Duhail, Umm Qarn, Misaimmer, Doha South, And Muaizer; and water reservoirs at existing water stations at a total cost of more than QR2 billion.

The stations were chosen in accordance with geographical distribution considerations to help raise the capabilities of the network, solve the problem of low water pressure in some areas, distribute the pressure as equally as possible among a bigger number of stations, and ensure the availability of more than one operational supply station in each residential area so as to cater for any accidental failure of any of the stations.

Al Duhail station, which comprises a water





pumping facility and five reservoirs of 117 million gallons each was commissioned. Costing QR397,659,589, the project will supply water requirement of Lusail, Al Kheesa and Raoudat Al Hamam areas. Umm Qarn station, costing QR751,306,733, was also commissioned with three reservoirs of 21 million gallons to supply Umm Qarn, Sumaismah and neighboring areas.

Doha south station is formed of a water pumping facility and three reservoirs of a total capacity of 36 million gallons. An additional 12 million gallon reservoir is going to be added to the

station, which supplies Doha airport, Al Hilal, Al Matar Al Qadeem, Al Roudah and Ain Khalid.

The QR476,268,274 Misaimer station comprises two large reservoirs with a total capacity of 36 million gallons; and it will supply Misaimer and neighboring areas.

The QR436,089,164 Muaizer station, which has two reservoirs with a total capacity of 42 million gallons, was commissioned to supply Bani Hajir, Muaizer, Saliya and neighboring areas. At the cost of QR296,374,595, KAHRAMAA has also recently commissioned seven

51 million gallon water reservoirs in existing stations including Salwa industrial area, Bani Hajir, Al Ghrafa and the West Bay.

Kahrama continues to improve its water services through network expansion and line replacement. 302,981 meters long distribution lines of different sizes ranging from 100mm to 1,200mm were extended and replaced in various areas in and outside Doha including Al Rumaila, Umm Al Saneem, Madinat Al Shamal, Umm Slal, Umm Qarn, Muaizer, Miraikh, Al Wakrah, Bani Hajir, Alwikair, Industrial Area, Ras Imlajjah, Ras Mraidhgah, Al Hilal, Al Ghara-fa, Al Maseela, Fareej Al Ali, Madinat Khalifa, Al Sadd, Al Matar, Inaizah, Al Hitmi, Bani Imran, Al Rafaa, and Al Khilafiyat.

Future projects

KAHRAMAA is in the process of implementing the large reservoirs project to secure water supplies to various areas in the country. This project is one of the most vital developments and will contribute considerably in improving water supply in the country as its first phase will secure a seven-day contingency reserve of water till the year 2026. The project includes the construction of a number of large water reservoirs and pumping stations and water transportation lines in the new neighboring areas. KAHRAMAA awarded the project's design contract to a consultant company in February 2012, and designing work has started.



SUMMARY OF PROJECTS, AREAS AND COST

Station	Capacity	Area	Cost
Al Dihail, comprising a pumping facility plus five reservoirs	117 million gallons	Supplies Lusail and Al Kheesa	QR751,306,733
Umm Qarn, comprising three reservoirs	21 million gallons	Umm Qarn, Semaismah and neighboring areas	
Doha South project, comprising a pumping facility and three reservoirs	36 million gallons. An additional 12 million gallon reservoir will be commissioned	Doha Airport, Al Hilal, Al Matar Al Qadeem, Al Roudah and Ain Khalid	QR397,659,589
Misaimeer project, comprising two large reservoirs	36 million gallons	Misaimeer and neighboring areas	QR476,268,274
Meazir pumping station, comprising two large reservoirs	42 million gallons	To pump water to Bani Hajir, Muaizer, Saliya and neighboring areas	QR436,089,164
Reservoirs project, 7 reservoirs in existing stations (Salwa Industrial Area, Bani Hajir, Al Gharafa, and West Bay)	51 million gallons		QR296,374,595

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التواصل الاجتماعي تعزيزاً
للخدمات الرقمية في المؤسسة

Social Networking to
promote e-service in
KAHRAMAA

AL NASR: THE OBJECTIVE OF ALL OUR PROJECTS IS TO INCREASE CUSTOMER SATISFACTION

In the recent years, Qatar General Electricity and Water Corporation KAHRAMAA achieved a quantum leap in the electricity sector by launching a number of important and crucial projects in order to provide customers with better service and keep pace with the growing demand resulting from the large increase in the number of customers in light of the comprehensive boom currently taking place in the State of Qatar.

The Corporation also achieved multiple successes regarding upgrading electricity networks and developing smart grids. To know Kahramaa latest achievements and projects in this regard, we catch with Eng Ahmed Nasser Al Nasr, Director of Technical Affairs, Kahramaa.

What are the steps taken by Kahramaa for the development of its network?

According to the United Nations Population program, Qatar is the first globally in terms of economy growth. So, there are several current and future challenges facing KAHRAMAA regarding managing the power grid, whose growth rate is over 10% per annum, managing power generation from renewable sources, providing convenient and high quality services and expanding electricity and water systems to meet the emerging demand for hosting 2022 FIFA World Cup. Therefore, there was a trend of implementing a smart grid in the State of Qatar, where the accelerating growth and the transition to the use of renewable energy sources are two forces that push in this direction. To facilitate the transition process, Qatar General



Electricity and Water Corporation KAHRAMAA chose an integrated solution from Siemens for the first phase of the project which covers Doha city to manage the meter data. KAHRAMAA is aware that the smart grid will ensure achievement of many goals. Therefore, KAHRAMAA signed a contract with Siemens, one of the leading companies in this field, to provide integrated smart metering solutions including the data management system EnergyIP.

What made KAHRAMAA choose Siemens and EnergyIP?

The answer to this question lies in the smart grid main requirements and KAHRAMAA'S determination to make a significant impact relatively quickly. In mid-2000, KAHRAMAA avoided inviting tenders for automatic meter reading systems that are less complicated because of the accelerated technological developments as KAHRAMAA realizes that any smart grid must match with the development of technology in the future.

Through its experience and consultations, KAHRAMAA realized that any smart grid must allow interchangeability in order to avoid any "monopoly" of software and hardware. KAHRAMAA also should be sure that the data management software of the smart grid can interact with all kinds of hardware and software.

Another criterion also is scalability, which is important in view of the rapid growth of the electricity grid. KAHRAMAA manages currently electricity generation, transmission and distribution of a network of a size that has increased threefold in ten years. The annual growth rate of the network has been more than 10% since mid-2000 and is expected to continue at this rate over the next ten years.

The final requirement is that the solutions

should be flexible. Kahramaa has realized that it can not forecast all types of the current and future demands of the smart grid. Therefore, for this initial phase "the technology itself will be tested to determine our needs and test all the options."

What will these solutions and techniques offer the customer?

The customer is the top of KAHRAMAA'S priorities. All our projects aim to upgrade our services to increase customer satisfaction. While the network is expanding in all directions, from generation to customer home appliances, implementation range is broad as well. Since KAHRAMAA realizes the importance of making the customer feel the usefulness of our projects because the projects target our customers, KAHRAMAA has focused on showing concrete results relatively quickly and then will concentrate on data management. In this project, work on generation may take four years, hence nobody will feel that.

However, data management is more associated with the customer. In addition to that, it will give KAHRAMAA more control with respect to subscribers and billing. It will also enable us to quickly achieve the important goal of increasing customer satisfaction.

The flexibility of the meter data management solutions provides a range of applications that enable the customers to view on their personal pages their consumption directly and read the meters efficiently and accurately. It will also improve the billing process.

EnergyIP system is an integrated solution expected to be implemented in June 2013. This project represents the initial phase of the project of smart meter dissemination at the state level over a period of five to seven years.

Flexibility, scalability and interoperability characterize Siemens' EnergyIP Meter Data Management program. It is also commensurate with the future as it allows KAHRAMAA to read and download a larger volume of data from the smart meters in the network for billing.

Since this technology is high, is the cost also high?

The cost was not the focus of our attention when we awarded the contract, as we wanted to make sure at this stage that the winning bidder was the one with the lowest bid but rather the best technology.

In terms of technology, Siemens is one of the leading companies in this field and it has extensive experience at the international level. However, given the high technology of the solution, the price quoted is competitive.

What actions you are taking to ensure the quality of the system?

There will be a process of testing the system. As part of the testing process managed by KAHRAMAA, one of the largest real estate companies in the Doha will be supplied with smart meters and connected to EnergyIP system to measure interoperability.

In addition to that, two adjacent regions in Doha with a population estimated in June 2012 by Qatar Statistics Authority at 1,722,438 will also participate in the pilot phase, which will give KAHRAMAA experience about the customers, region types and infrastructure age. KAHRAMAA and Siemens are partners. Our aspirations regarding Siemens are great as it will help us build knowledge and learn how to operate and manage the project. KAHRAMAA will lead the change to smart grids in the region with the support of its partner and hopes that this process will be done effortlessly.



THE GRAVITY OF APPLYING UNAUTHORIZED OVERLOADS



Overloads are considered one of dilemmas of electricity networks all over the world. It is found in Qatar, although the procedures taken by Qatar General Electricity & Water Corporation “KAHRAMAA” to minimize in order to protect the electricity network especially in summer where temperature and humidity increase and thus appliances experience massive use.

Overloads can be divided into:

Overloads in substations: KAHRAMAA has taken all procedures to control

Overloads incurred by customers: illegal increase in circuit size in a violation to KAHRAMAA standards and criteria. It causes overloads on transformers, feeders, cables, fuses, and circuits and thus the network as a whole. The situation come worse when customers apply extensions to their premises without referring to KAHRAMAA to get the due approvals.

Dangers of overloads on customers and the network:

- Cables, feeder cabinet, some transformers, and fuses catch fire
- Customer meters catch fire
- Main cable feeding customer building catch fire
- Wires, and electricity installations to damage appliances.
- Overloads cause faults and damage for the network and reduced the hypothetical age of extensions and appliances.

KAHRAMAA procedures to control overloads:

- KAHRAMAA asks customers to consider overloads when adding additional loads
- Organizing awareness media campaigns, while stressing the indispensability of getting the due approvals before adding loads, warning against changing circuits and feeders without KAHRAMAA permit.
- KAHRAMAA relocate loads from overloaded feeders and relocate customers to feeder with no overloads

Legal procedures for customer to add

loads:

- Customer has to apply for KAHRAMAA and fill in the required form to get the -due approvals
- Contracting with an authorized electrical contractor

Punishments:

KAHRAMAA statistics in this context indicates that violations are mainly found in commercial sectors (companies, stores, and restaurants) and industrial sectors (workshops and factories), as well as residential sector like buildings and farms.

There are severe punishments as a violation is recorded by law enforcement officers where a fine is due. In some cases violators can experience current interruption till they settle situation.

In this regards, it is worth to stress the great responsibility on electrical contractors who add loads without getting KAHRAMAA period permission in violation to rules and regulations.



KAHRAMAA ORGANIZED 9TH GCC BENCHMARKING COMMITTEE MEETING

Qatar General Electricity & Water Corporation “KAHRAMAA” hosted the 9th meeting of GCC benchmarking committee and 10th meeting of electricity and water cooperation team during the period from 25-26 September 2012.

The meeting tackled a number of issues related to the technical and economic benchmarking at GCC electricity and water sectors. It also discussed the organizational aspects of the committee and the affiliated teams. The meeting agenda included the review of the annual report 2011 to submit a recommendations to their Excellency concerned ministers.

Chairman of GCC benchmarking committee Eng. Yousuf Janahi Corporate Planning and Business Development said, “the meeting has followed up the annual report to set a five year plan to be included in the KPIs. A workshop will be held to discuss the results of the previous two years to improve the two sectors.” Janahi added that KAHRAMAA participation is meant to create an ideal environment for sharing information about KPIs to cope with the future plans and vision of the committee. “We will review the availability of holding a benchmarking forum as done in the developed countries” Janahi clarifies.

Deputy head of electricity benchmarking team Eng. Abdullah Al-Theyab, Quality & Continual Improvement Department Manager said, “the decisions and recommendations of the electricity and water cooperation committee are meant to upgrade performance and unified technical and economic benchmarking for electricity and water sectors at planning, operation, and man-



agement activities.

It is worth to mention that Qatar suggested to establish the committee at the 20th meeting of electricity and water cooperation on 7/11/2007

where it was agreed upon in the 21th meeting held on 5/11/2008 for the benchmarking committee to be established under the chairmanship of the State of Qatar.



KAHRAMAA

PARTICIPATED IN 44TH CIGRE CONFERENCE - PARIS

A senior delegation of Qatar General Electricity & Water Corporation «KAHRAMAA» participated in 44th Cigre international Conference in Paris – France during the period from 25-31 August 2012. The conference is organized by International Council on Large Electric Systems (Cigre) in cooperation with the regional committees including GCC Cigre chaired by Eng. Ali Jasim Al-Najar KAHRAMAA Electricity Network Affairs Director.

A meeting was held for the chairpersons of cigre committees on 25 / 8 / 2012 in Paris. It was chaired by Eng. Ali Jasim Al-Najar Chairman of GCC Cigre. The meeting discussed various technical affairs including the financial situation of board of directors and the Cigre chairmanship election.

KAHRAMAA delegation was formed of Eng. Ali Jasim Al-Najar Electricity Network Affairs Director, Eng. Ahmed Naser Al-Nasr Technical Affairs Director, Eng. AbdulRahman Al-Bakr, Eng. Zuhair Al-Shaiba, Eng. AbdulAziz Al-Shafie, and Eng. Ahmed Al-Kuwari.

KAHRAMAA participation in the conference comes in the senior management interest in KAAHRAMAA participation in the scientific and specialized conference to get acquainted with the recent development. The conference is a good opportunity to exchange experience and review Qatar experience in electricity sector operation, management and maintenance within the increasing economic growth the State witnesses at all sectors.

KAHRAMAA has a paper prepared by Eng. AbdulAziz Al-Shafie and Eng. Hatem Ali as well as Dr. Khaled AL-Laithi from Qatar University.



Researches and work papers tackle equipments, insulation, substations, operation, and protection.

It is worth to mention that KAHRAMAA has attained various international and regional prizes. It won a prize of best project in GCC Cigre 2010 conference in Doha for a paper prepared by KAHRAMAA un cooperation with QU on measuring the magnetic fields of OHL.

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HOW TO CREATE A DISTINGUISHED WORK TEAM?

Since the dawn of history groups were formed to achieve goals and carry out tasks. The small group whose members work collaboratively and supportively for their common good or survival is the oldest form of social organization. Work at today's organizations is considered a teamwork of the first class; and the people working there are the essence of the whole work process. Organizations achieve their objectives through team work. This obvious fact forced many private and public, small and large establishments and organizations all over the world, especially in the United States of America, Europe and Japan to increase their efforts to build and upgrade the competence of their work teams out of their firm conviction that success in team management would no doubt lead to success in achieving their objectives. The importance of work team building lies in the (technical) nature of teamwork, and in the fact that teamwork is a modern technique used to help understand and accept the other human elements participating in the same work, anticipate the behavioral scope, underlying motives, tendencies, abilities and creative potential of each one of them. This understanding helps to decide the right manner of interaction and facilitates communication which in turn are reflected in coordinating the efforts between the members of the team; resolving the differences and contradictions; eliminating misunderstanding; and consolidating support, agreement, trust and loyalty.

Work teams were created at the organizations as a result of strong pressures to upgrade performance and productivity, with due consideration of the requirements of the stakeholders and the nature of organization's staff.

Let's us sum up the underlying reasons behind the need to form work teams as follows:

1. The effect of weak specialization:

Working as part of a work team reduces monotony (routine) and requires that workers develop their competence and skills, or even change the way they deal with their colleagues, and pay more attention to the others' points of view. Thus, they can broaden their perception and learn that courtesy is necessary to achieve results in the workplace and gain the spirit of teamwork which will have a positive impact on the performance of the team, and eventually on the overall performance of the organization.

2. The limitations of administrative structures:

Traditional administrative structures in which the activities of the administration are divided into separate sections cannot meet all the requirements of the organization, or meet all the challenges confronting the organization internally and externally. It is expected and required that the ministries and government departments be-



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come more specialized to avoid conflict of authorities and responsibilities. However, there are many challenges and problems that are not limited to a specific department or authority, but common to all of them. Moreover, work teams are characterized by flexibility. This is why they are more responsive to the changes than the traditional administrative structures which lack flexibility in most cases.

3. Work Conditions:

Some of the circumstances or challenges that the organization may pass through re-

quire various skills, backgrounds and experiences to deal with them. In such cases using the diverse skills and experiences of the workers becomes a necessity; and this cannot be done effectively and efficiently enough without grouping these workers in an integrated work team with a unified goal.

4. Engaging and Empowering The Workers:

The benefits of a work team are not limited to achieving more effectiveness and efficiency. Rather, work teams provide the chance to stimulate and empower the workers, and create an atmosphere conducive to enhancing trust and participation. This, in turn, contributes to raising the standard of performance and improving the quality of the services extended by the workers.

By forming a work team to achieve a specific objective, the organizing management is practically telling the member workers of that team that “we have confidence in your capabilities, skills, integrity and conscious discharge of the mission assigned to you”. This indirect message delivers a considerable encouragement and motivation to most of the workers.

The stages of progress of the effective work team:

These stages are: launching – effort – development – achievement – innovation; and each stage has elements as follows:

Launching stage:

- Specifying the message.
- Formulating the goals and priorities.
- Agreeing on the policies and work controls of the team.
- Reaching unanimity on the final formulas.
- Continually remembering and abiding by the agreed work techniques.

Effort stage:

- Explaining the responsibilities and roles of the team members.
- Assigning the roles.
- When the objectives become clear, and the team members reach an agreement

about them, team members should start organizing themselves to achieve those objectives.

There are several types of work teams. Some of them are official, and some are not; and each type should be charged with a number of tasks to discharge.

Official work teams:

Official work teams are indispensable in all organizations. They are commonly characterized by stability and continuity, and by practicing a number of repeated routine work; and they usually take the following forms:

-Work teams of diverse membership specialties formed at the executive level to assemble a high degree of expertise.

Functional work teams representing various administrative levels formed with a view to assemble the level of knowledge required to solve the problems that may obstruct the implementation.

Work teams at the level of the project aiming to notify the staff that have similar levels of expertise of the long term objectives of the team and charge them with certain tasks.

Work teams that enjoy official support and aim to advise the experts of the internal management on the actual work progress.

Unofficial work teams:

There is a group of workers who meet unofficially within the same organization to discharge the following tasks:

- Planning the meetings of temporary activities team to discharge certain jobs.
- Organizing the discussion by the change team of the strategy through which to deal with some problems.
- Stimulating the inclination for creativity in practicing the activities. This is why such groups are called «the hot groups».
- Dealing with some emergency crises that may face the progress of the organization's activity.

The difference between the official and unofficial work teams:

Let's begin by saying that the greater the of-

ficial level in the formation of the team, the more its leadership is committed. The following are the advantages of the official teams: Concerted team observation of work rules and procedures.

Expanding the scope of report preparation. Following up the progress towards achieving the designated objectives.

Observing the legal rules in realizing the desired goals.

Similarly, the greater the unofficial level in the formation of the team, the greater is the tendency towards the following:

Following unofficial procedures.

Depending on negative relations in soliciting the ideas and finding solutions for the problems.

Slack adherence to the official rules of work. It is important to remember that the leadership of the work team is usually judged by the results it achieves whether the team is official or unofficial. For example, we find that due to the ad hoc or emergent nature of the hot team the process of stimulating the tendency for creativity should adhere to the work rules of the team.

Acknowledging the challenges and obstacles

Coordination

Coordination is:

- Reaching integration, synchronization or an organized form of the group's work to achieve the goals.
- building good and coordinated relations between various activities in line with the decided strategies.
- creating acceptable level of equilibrium between the activities through suitable coordination and organization of the tasks.

Types of Coordination:

1. internal coordination:

It is the harmonization of activities within the team; and it is divided into two sections: Vertical coordination: the two-way coordination between the head and members of the work team.

2. Horizontal coordination:

coordination between people at the same

level.

external coordination:

- It is the process of building a coordinated relationship between the activities of the team and the activities of other sectors for the sake of the program through:
- benefiting from the expertise of others.
- identifying the symptoms of the shortcomings of the team; and taking action to identify the causes and remedies.

Development stage:

- Encouraging exchange of advice (feedback).
- Adhering to a systematic method of solving the problems.
- Cooperating in the field of creativity.
- Recording and showing interest in all ideas, and changing prejudices and impressions.
- Practicing decision making.
- Empowerment

Achievement stage:

- Maintaining the desired level of enthusiasm and motivation.
- Maintaining the spirit of partnership and energizing the meetings of the team.
- Documenting the achievements of the team.
- Highlighting the successes and the roles of those who contributed to them.
- Ensuring the attainment of the goal / goals.

Innovation stage:

Replacing and renewing the thinking elements of the team.

Thinking hats:

- White = objective thinking (information)
- Red = emotion, passion, intuition
- Black = prejudice, caution, pessimism, negative thinking
- Green = creativity, new ideas, optimism
- Blue = discipline

The team's handling of the problems

Although the members of the team usually seek to solve the problems, they may also cause them.

Due to this, it is important to develop the spirit of loyalty among them in such a way as to help surmount the difficulties that may result from personal, procedural or operational

reasons.

Upgrading the spirit of the team:

The spirit of the team can be upgraded among members of the team through the following means:

- Telling every member of the team why he/she was chosen for the task in question.
- Designating general objectives for the team, and other specific ones to enhance the spirit of challenge among the team members.
- Encouraging good communication between the team members.
- Asking for advice from the team and giving due consideration thereto.
- Assigning enough time to respond to the queries of the team members and preparing the reports.

Specifying the problem:

We can predict the existence of a problem by directing a number of questions, or from the emergence of cases of general dissatisfaction among the team members. In this case we much refer to the strategy according to which the team was formed.

Discussing the problem with the team members:

After designating the problem, it is necessary to discuss it with the concerned team members. The leader should listen to the feedback to recognize the underlying reasons of the problem, and at the same time resort to his past experience to assess the attitudes of the team members towards the problem.

Solving the differences between the team members:

After discussing the problem with the concerned team members, the leader should look for the right means through which to rectify the relations between the concerned team members, and consider redistributing the tasks among the members.

Acknowledging the essence of the problem:

The essence of the problem should be assessed through displaying it to the team members and giving each member the chance to express their views and propose a solution.

A member of the team should be chosen to solve the problem and be given the required authority and resources. The real reason of the problem should be recorded in a special register that can easily be accessed in similar cases.

The reasons of failure of work teams:

- Failure to choose the right atmosphere for organization.
- Loss of senior management and workers' trust in the competence of the team.
- Failure to train team members on the practices of team work.
- Lack of the required understanding of the stages of development and growth of organizations. Such understanding is essential to choose the right type of team for each stage.
- Overlooking the negative effects of work results at some organizational levels.
- Prolonged meetings and absence of effective democratic practice in the dialogue process.

Finally:

Introduce the spirit of cooperation among the team members so that they all feel that success lies in their unity and collaboration. See how prophet Mohammed (peace and blessings of Allah be upon him) created that spirit between himself and all the Muslims until each one of them was able to express their views in a healthy atmosphere of shoorā (consultation) and full guarantee of freedom of speech. On Badr Day (the first battle between the Muslims and disbelievers after hijra) Alkhabbab Ibn Al Munthir came forward with all due respect for the prophet (peace and blessings of Allah be upon him) and suggested that the army camp at Badr plain should be in front of the water wells so as to prevent the disbelievers from accessing the sources of water before the war started. That creative opinion was one of reasons behind the victory of the Muslims on that glorious day.

Key references:

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PS. Names of references are a translation and may not be the real names (A. Moneim)

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WITHIN ITS STRATEGIC PLAN: KAHRAMAA HELD THE 4TH INDUCTION MEETING FOR NEW EMPLOYEES



Under the patronage of HE Eng. Essa bin Hilal Al Kuwari, the President of Qatar General Electricity and Water Corporation «KAHRAMAA», Human Resources Department held the 4th Induction meeting for the new Qatari employees in July 1st at KAHRAMAA headquarters. The meeting was meant to achieve one of the most important principles of Qatar Vision 2030 and National Development Strategy 2011-2016 namely, sustainable human development.

The meeting is meant to welcome the new recruits and highlight all their rights, responsibilities as well as KAHRAMAA values and culture.

KAHRAMAA has won a prize as first corporation on the level of energy and industry in 2011 in terms of support of training and development. KAHRAMAA pays the first priority to the development of the human element in order to promote performance to provide

best services as per the highest standards.

A presentation was displayed clarifying the significance of the induction meeting meant to incorporate the new recruits in the work environment.

The meeting is meant to open a link between KAHRAMAA and the new employees to promote work performance and provide ideal environment for employees.