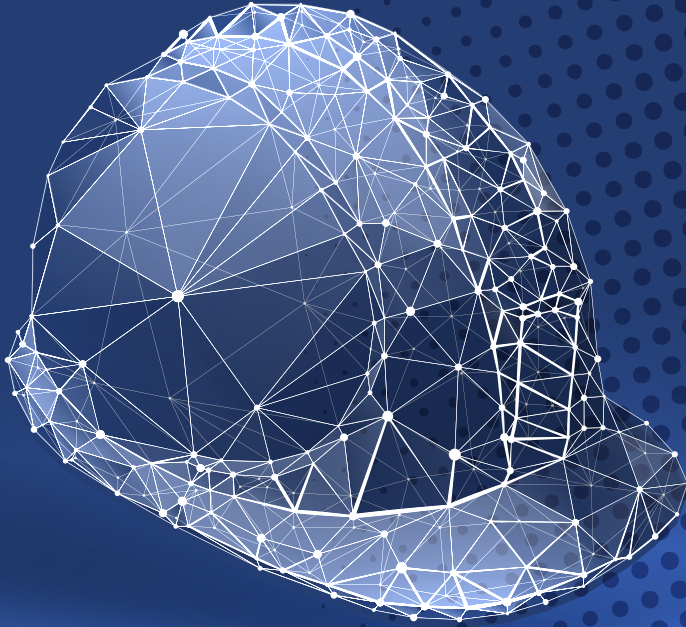


SOQOOR PROGRAMME GUIDE

A Performance Assessment and Recognition
of Consultants and Contractors





His Highness Sheikh Mohamed Bin Zayed Al Nahyan
President of the United Arab Emirates



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



His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum
Crown Prince of Dubai, Deputy Prime Minister and Minister of Defence



MESSAGE FROM THE MD & CEO

Following our nation's wise leadership, at Dubai Electricity and Water Authority, we are not only excelling but also pioneering in adding value and making a difference in service delivery, which helps us delight our customers. We continually engage our stakeholders in our leading initiatives and projects for this purpose.

DEWA developed the SOQOOR initiative, which is the first of its kind in a government organisation, to assess the performance of consultants and contractors in terms of their compliance with requirements, standards, guidelines, terms and conditions during the service applications submissions and site operations for their projects.

SOQOOR increases approvals from first application submission, to reduce resubmissions, violations and damage to DEWA assets and services. The best consultants and contractors with the highest results on different project type categories will receive onstage recognition.

SOQOOR will encourage consultants and contractors to enhance the quality of their service application submissions and site operations.

His Excellency Saeed Mohammed Al Tayer
MD and CEO of DEWA

DEWA'S STRATEGIC DIRECTION

OUR PURPOSE

Providing globally leading sustainable, efficient, and reliable power and water services, and related innovative smart solutions towards Net-Zero Future.

OUR VISION

A globally leading sustainable innovative corporation committed to achieving Net-Zero by 2050.

OUR MISSION

We are committed and aligned to Dubai's 8 Guiding Principles and 50-Year Charter supporting the UAE's directions through the delivery of global leading services and innovative energy and potable water solutions enriching lives and ensuring the happiness of our stakeholders, for a sustainable Net-Zero carbon 2050.

OUR MOTTO

For generations to come.

OUR VALUES

- Stakeholders Happiness
- Sustainability
- Innovation
- Excellence
- Good Governance

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DEFINITIONS

Black Point Penalty Points issued to the violating contractors

Customer Any private company, government organization, or developer, who is enrolled with DEWA and submits application to the offered services, including the consultants and contractors

DEWA Dubai Electricity and Water Authority

Green Points Credit Points issued to contractors according to site performance improvement criteria decided by DEWA.

SOQOOR A performance assessment and recognition programme that evaluates consultants' and contractors' compliance with DEWA requirements for service applications and site operations on non-DEWA projects

Supplier/Vendor A consultant or contractor who executes DEWA projects.

INTRODUCTION

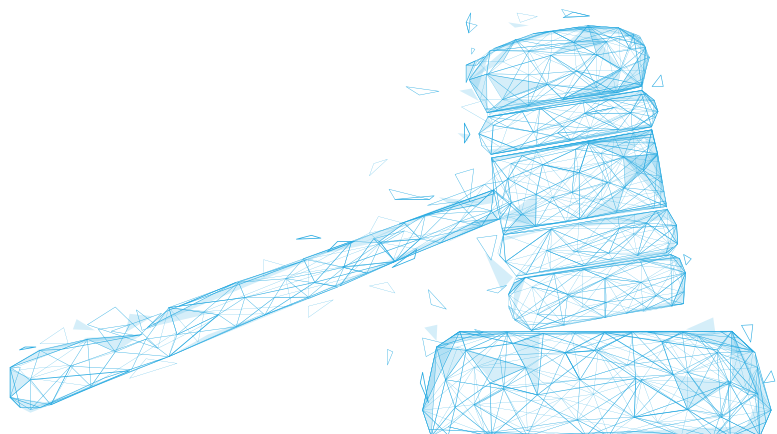
DEWA has established SOQOOR Programme to assess how well contractors and consultants operate and perform. SOQOOR is a corporate performance scheme that uses specific measurements and criteria, such as the quality of submission documents, and protecting DEWA's assets.

SOQOOR helps customers by informing them about DEWA's standards and guides, improving the quality of their applications, and reducing non-compliance, all of which will result in safer site operations. It also helps customers to get approvals on first application, reduce resubmissions, and decrease or avoid violations, damages, and fines. This helps consultants and contractors to save time and streamline their work. These create benefits such as faster project progress, improved customer ranking, and increased customer marketability, and increased customer and stakeholder happiness, which eventually helps achieve the Smart Dubai and increase the UAE competitiveness.

The best performing consultants and contractors on various project categories will receive the SOQOOR recognition and award at a dedicated award ceremony.

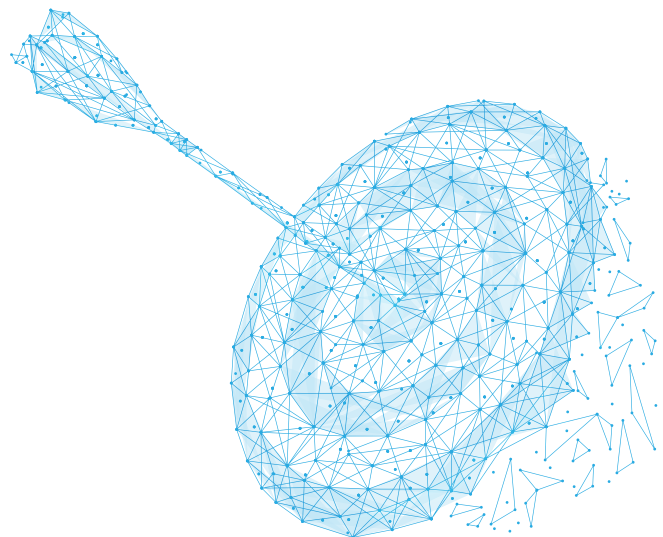
LAWS AND REGULATIONS

- Law No. 6 of 2015 for the Protection of General Network of Electricity and Water in the Emirate of Dubai was published in the Official Gazette and came into effect as of 24 April 2015.
- This Law included important rules aiming to protect DEWA's General Network, which requires the adherence of the contractors and consultants to it, each in his field of work and specialty.
- In supporting and facilitating the implementation of this Law, the Legal Affairs Department (LAD) at DEWA prepared the Contractors and Consultants Guide to comply with.
- Violating the law and the Contractors and Consultants Guide is considered illegal and subject to legal actions and financial implications.
- As per the law and the Contractors and Consultants Guide, consultants and contractors are required to submit service applications for the design and construction of their projects.
- If the service application is not complying with DEWA submission and technical requirements, then DEWA will not approve the application and will inform the customer accordingly. Otherwise, DEWA will issue the approval for six months, which requires revalidation after that.
- Working without valid approval and not complying with the approval conditions and standards are considered illegal and subject to legal actions and financial implications.
- DEWA judicial officers will issue Violation Control Report to the violating Consultants and Contractors.



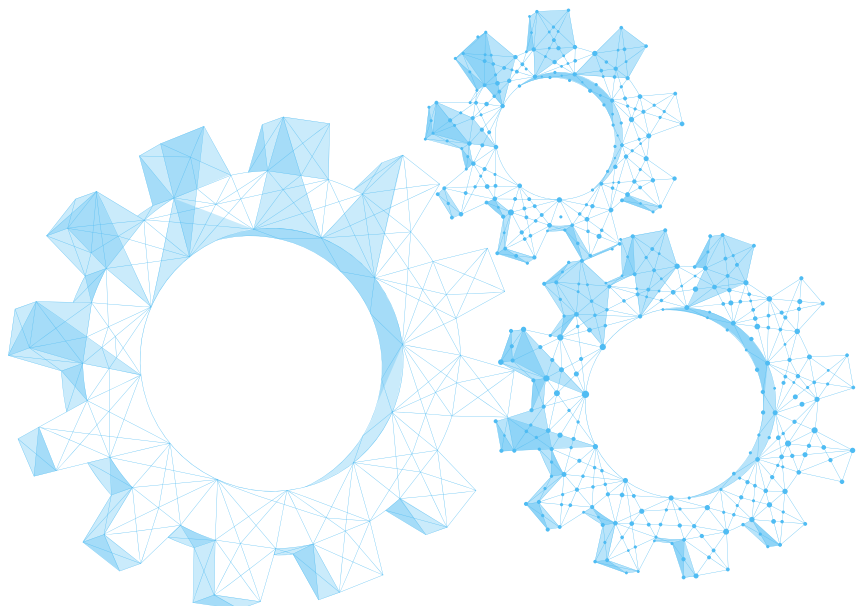
STRATEGIC DRIVERS

- One of DEWA strategic objectives is 'Engaged and Happy Stakeholders', especially the customers. Consultants and contractors represent an important segment of DEWA customers as they make service applications.
- DEWA engages with its customers through awareness workshops, training courses, and annual surveys, and takes into account their insights in its continuous improvements to deliver leading services to make them happy.
- Consultants and contractors require approval for service applications on their first submission to deliver their projects in a timely manner to meet client expectations.
- To meet the customers' requirements, DEWA published its submission and technical requirements and made these available to customers around the clock.
- Moreover, DEWA has been conducting awareness sessions to its customers to provide further clarification on these requirements.
- To monitor the compliance of customers with the submission and technical requirements, DEWA analysed the service applications database and found that a significant portion of these service applications were not approved from first submission. The analysis showed that the resubmitted applications went through increased revisions, which wastes time and effort for customers.
- To monitor the compliance of consultants and contractors with the approval conditions, DEWA analysed the customer violation control reports database and found that some customers have been violating approval conditions and damaging DEWA's assets and image.



SOQOOR'S PRINCIPLES

- DEWA will evaluate enrolled consultants using the Service Application Performance Assessment parameter.
- The overall assessment for enrolled contractors has two parameters with equal weighting:
 - 1) Service Application Performance Assessment.
 - 2) Site Operations Performance Assessment.
- The overall customer performance assessment results will be published online. Enrolled consultants and contractors, government authorities, and developers can view these results.
- The best performing consultants and contractors on various project categories will receive a SOQOOR award.
- The SOQOOR programme is intended to create healthy competition between consultants and contractors to continually comply with DEWA requirements.

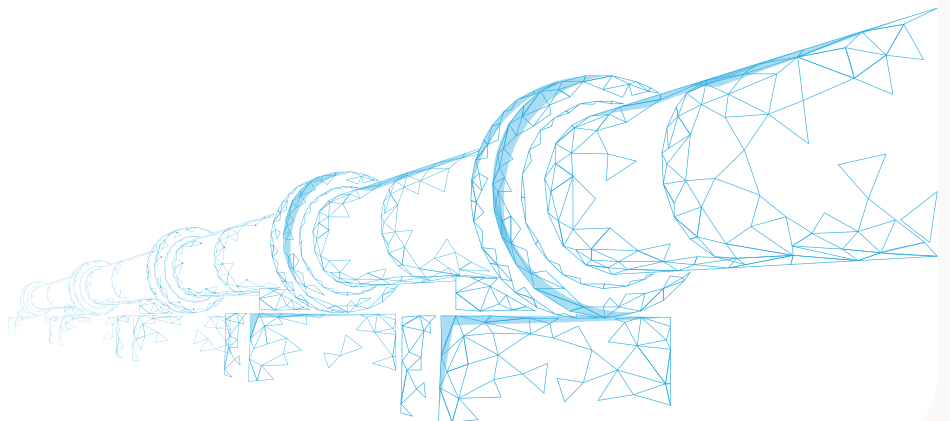


SERVICE APPLICATIONS PERFORMANCE ASSESSMENT

- The customers who are enrolled with DEWA send their service applications.
- Each service application submission is assessed separately in order to calculate the Application Assessment Result (AAR).
- If the application is complete and complies with DEWA's submission and technical requirements, it will receive a full mark of 10/10, and its AAR will be 10.
- If the application is incomplete and incompliant according to DEWA submission and technical requirements, then it will be commented on and receive a lower mark. This will be calculated according to the number of revisions required to approve the application resubmission, and the AAR will be less than 10 as shown in Appendix A.
- There might be special cases where a new or unforeseen requirement is identified after a customer had submitted or resubmitted a service application. In such situations, DEWA will ask the customer to resubmit the application as shown in Appendix A. For this revision or resubmission, if the customer complies with the new requirement, then the application approval will still receive a full mark and an AAR of 10.
- Taking the average for AARs submitted by a customer helps calculate the Initial Customer Performance Assessment Result (ICPAR).
- SOQOOR will assess all applications from all enrolled consultants and contractors.

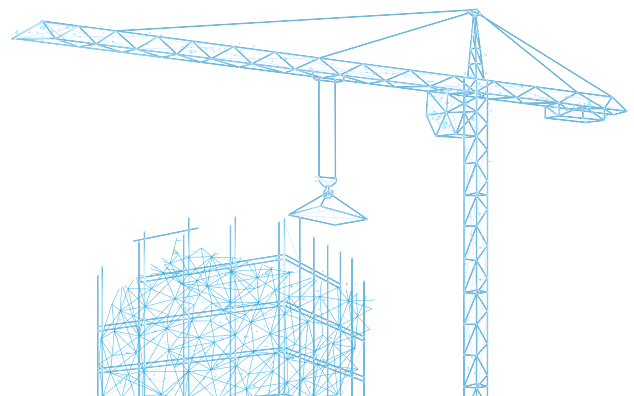
- **THE FOLLOWING SERVICES ARE COVERED BY SOQOOR:**

1. NOC Services: Request for Infrastructure Projects No Objection Certificate, Request for Building No Objection Certificate - Electricity, Request for Building No Objection Certificate - Water, Request for Demolishing No Objection Certificate – Electricity, Request for Demolishing No Objection Certificate – Water and Request for Solar Connection No Objection Certificate
 2. Electricity Network Services: Getting Electricity Connections, Al Namoos “ONE STEP” Getting Electricity and Getting Solar Connections
 3. Water Network Services: Getting Water Connections
- Consultants and contractors have to apply for at least one of these major service categories to be eligible for the customer recognition award.
 - There might be a case where a service application will be rejected if its scope of works leads to damaging DEWA assets. Such rejected service applications are not considered when evaluating Consultants’ and Contractors’ performance as these were out of their control.



SITE OPERATIONS PERFORMANCE ASSESSMENT

- The Site Operations Performance Assessment result is calculated in terms of black and green points that are linked to the violations a customer commits onsite.
- At present, DEWA judicial officers issue Violating Control Reports to the violating contractors but not to the supervising consultants.
- The concerned maintenance departments in DEWA meet with the violating contractors, and agree corrective and preventive actions, especially for violations with damages to DEWA assets.
- The Legal Affairs Department in DEWA finalises the financial settlements for the fines of each Violating Control Reports (VCRs) with the concerned contractor.
- DEWA analyses the Violating Control Reports (VCRs) and assigns black points values to each violation. Green Points will be given according to maintenance department criteria.
- The total black and green points are calculated for each contractor. Then, these are used to calculate the Site Operations Performance Assessment result for each contractor, which is called the Customer Site Performance Assessment Result (CSAR).
- The equation used to calculate the CSAR is $10 - (X * 10) / 60$, where, at the present, X refers to the difference between the black points value and green points value.
- If a contractor does not commit any violation, then this contractor will have the full grade 10/10 and the CSAR will be 10.
- If a contractor reaches 60 black points and has no green points, then this contractor will lose the full grade for the CSAR.



OVERALL ASSESSMENT

- For consultants, the Overall Assessment will be the Initial Customer Performance Assessment Result (ICPAR).
- For contractors, the Overall Assessment will be the Final Customer Performance Assessment Result (FCPAR) which is calculated by taking the average of the Initial Customer Performance Assessment Result (ICPAR) and the Customer Site Performance Assessment Result (CSAR).

SOQOOR AWARD CATEGORIES

- SOQOOR's award categories cover project and service categories such as NOC Services, Electricity Network Services, and Water Network Services, and the classification of project types of by the Road Transport Authority (RTA) and Dubai Building Permits System (Dubai BPS).
- For each project type and customer classification category, the customer with the highest Final Customer Performance Assessment Result (FCPAR) will be considered for the Award as follows and as shown in Appendix B:
 - o For Consultants, the best consultant is the one with highest Final Customer Performance Assessment Result (FCPAR). If many consultants on the same project category achieve the highest Final Customer Performance Assessment Result (FCPAR) then the quantity of service applications will be considered as a secondary criterion. If they submitted equal number of service applications, then quantity of the projects under the project category will be considered as a third criterion.
 - o For Contractors, the best Contractor is the one with highest Final Customer Performance Assessment Result (FCPAR). If many contractors on the same project category achieve the highest FCPAR, then the quantity of service applications will be considered as a secondary criterion. If they submitted equal number of service applications, then quantity of the projects under the project category will be considered as a third criterion.
- If a Consultant or Contractor works on different project categories; then the majority of their projects determines their Award Category (A/B/C). The majority of the applications to one of these categories is a criterion for the customer recognition award classification.

Project Category	Award Category		
	Category A	Category B	Category C
Infrastructure	Road Projects	Utility Networks	General Projects
Electricity	G+Unlimited	G+4	G+1
Water			

MEASURING PERFORMANCE

- The recognition award happens every year

EXCLUDED FROM SOQOOR AWARD

- The assessment result of any service application submitted by a Supplier, who executes projects for DEWA, will be excluded from the SOQOOR programme recognition award.

DEWA RESPONSIBILITIES

- DEWA is responsible for reviewing the service applications and respond to customer in accordance with the published targets.
- DEWA is responsible for issuing Violation Control Reports to the violating customers.
- DEWA is responsible for developing and continuously improving a performance-based system to measure the performance of consultants and contractors in terms of their compliance with DEWA standards and guides in application submissions and site operations.
- DEWA is responsible for publishing the Consultants and Contractors performance assessment results for the enrolled customers on its website.
- DEWA is responsible for providing awareness to Consultants and Contractors.
- DEWA is responsible for announcing the names of awardees for every cycle.
- DEWA is responsible for responding to enquiries or objections related to SOQOOR Programme.

DISCLAIMER CLAUSE

- DEWA is not responsible for any negative implications for SOQOOR Programme on Customers.

CUSTOMERS' RESPONSIBILITIES

- Consultants and Contractors are responsible to submit service applications for their projects and should not start execution before receiving the required approvals and permits.
- Consultants and Contractors are obliged to comply with all obligations stated in DEWA Legal Affairs Contractors and Consultants Guide under Law No. (6) of 2015 concerning the Protection of the General Network of Electricity and Water in the Emirates in the Emirates of Dubai, especially the following points:
 - Terms and Conditions stated in the approval/permit.
 - Making approval/permit documents available at the work site.
 - Taking all means and measures necessary for assuring the protection and safety of the General Network based on the standards adopted by DEWA
 - Any other obligations set by DEWA pursuant to the decisions issued by DEWA in this regard.
 - Compliance with DEWA Regulation for Electrical Installations.

- Consultants and Contractors are responsible to avoid any of the prohibited acts listed in the Technical Manual.
- Consultants and Contractors are responsible to avoid any of the prohibited acts listed in the Submission Guideline.
- Consultants and Contractors are responsible to avoid any of the prohibited acts listed in the service application approval documents, conditions, and standards.
- Consultants and Contractors are responsible to avoid any of the prohibited acts listed as per Article 8 of Law No. 6 of 2015, and Contractors and Consultants Guide issued by DEWA Legal Affairs Department.
- Consultants and Contractors are responsible to avoid any other prohibited acts that maybe identified and communicated by DEWA in the future.
- Consultants and Contractors are responsible to report violations and damages to DEWA immediately, and maintain the required records and documentation.
- Consultants and Contractors are responsible to take corrective and preventive actions, in coordination with DEWA, to repair damages and avoid violations and damages to DEWA assets and services.
- Consultants and Contractors are responsible to contact the Legal Affairs Department at DEWA within 72 hours as stipulated in the VCR form to finalise the financial settlements for the fines that are resulted from Violation Control Reports.

OBJECTION MECHANISM ON PERFORMANCE ASSESSMENT RESULTS

- Any customer has the right to object on his performance assessment results by sending an email to the email address mentioned below mentioning the relevant service applications numbers and reasons for objection within 7 working days from publishing the results.
- It is not allowed to object on the recognition results.

CONTACTS

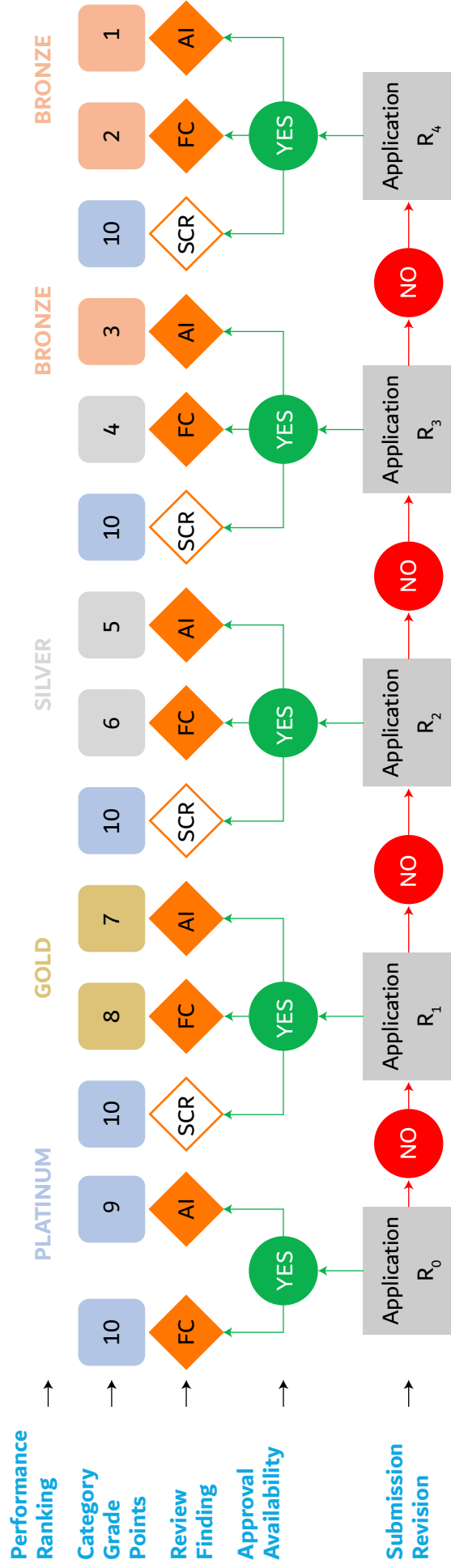
For more information, please contact the Customer Care Centre:

Phone: +971 4 601 9999

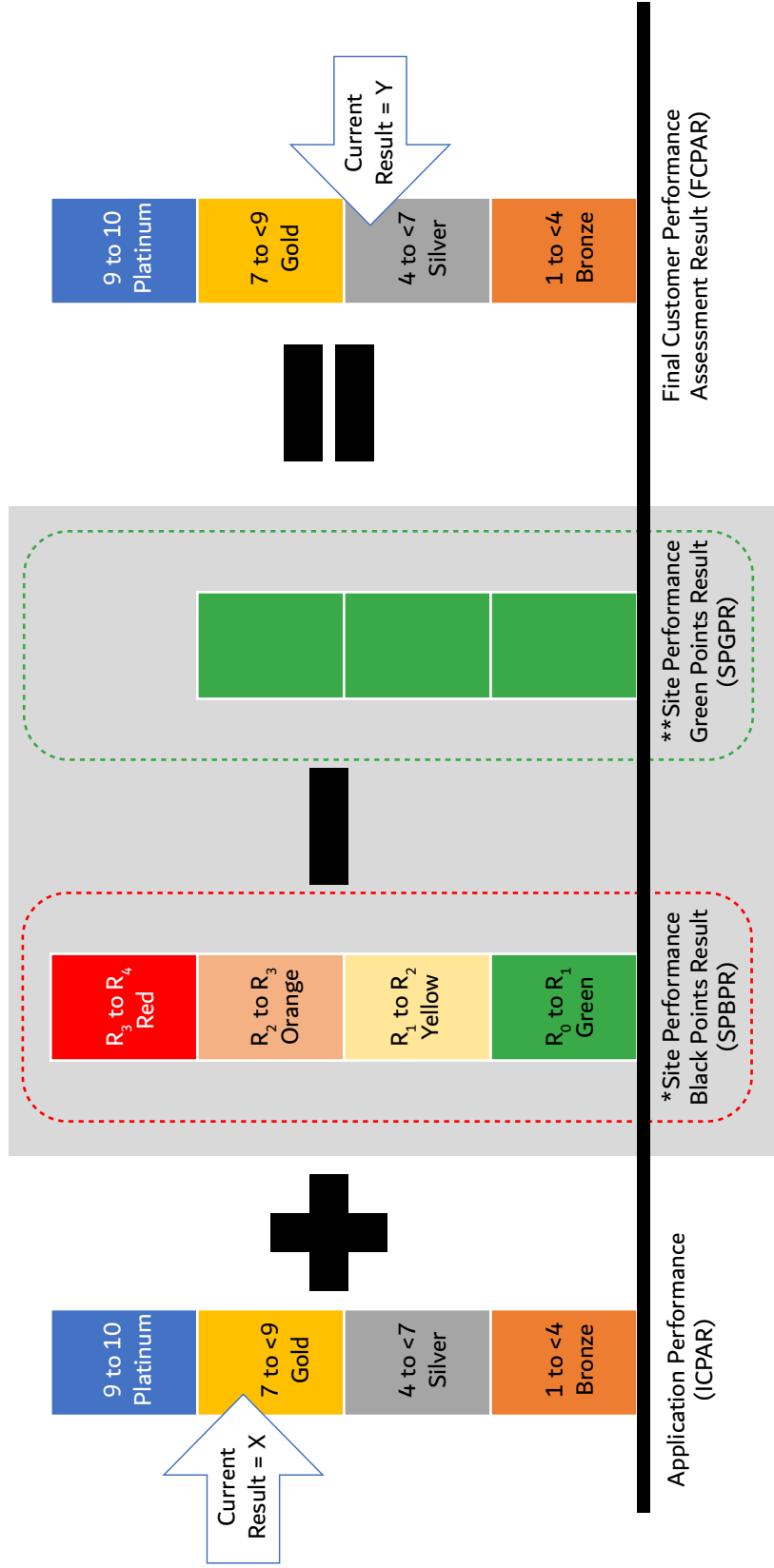
Email: SOQOOR@dewa.gov.ae

Website: www.dewa.gov.ae

APPENDIX A: APPLICATION ASSESSMENT RESULT (AAR)



APPENDIX B: FINAL CUSTOMER PERFORMANCE ASSESSMENT RESULT (FCPAR)



- $CSPAR = 10 - (10 \cdot X / 60)$, where $X = SPBPR - SPGPR$
- For a Contractor, $FCPAR = (ICPAR + CSPAR) / 2$
- For a Consultant, $FCPAR = ICPAR$

