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Editor-in-Chief
Ali D. Al-Shammari

Editor
Masouma J. Nasser

English Editor
Dr. Nancy Grout

Designer
R. Rajasekhar

Correspondence concerning The Kuwaiti Digest should be addressed to:

Editor-in-Chief,
Kuwait Oil Company (K.S.C.),
Information Team,
P.O. Box 9758,
Ahmadi 61008, Kuwait.
Telephone: 965-398-0651
Facsimile: 965-398-1076
E-mail : kocinfo@kockw.com
or visit the KOC homepage at
<http://kockw.com>

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HH Sheikh Sabah Al-Ahmad
Al-Sabah



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Letter from the Editor

Highlights the Special Edition
on the Life and Times of
The 13th Amir HH Jaber Al-Ahmad Al-Sabah
1928-2006

We welcome readers to this issue, which focuses, in part, on the life and times of the 13th Amir Jaber Al-Ahmad Al-Sabah. We are proud to present this special biography and we hope you will read it and share it with your friends and family. It is a testament to the power of one person's life, indeed a symbol and a reminder, especially for young people at the beginning of life's journey, to commit themselves to a life of dedication, service and principle-centred leadership.



"We have to feel the spirit of one family which is linked to love, intimacy and equality," said the new HH Amir Sheikh Sabah Al-Ahmad Al-Sabah recently, "and be ready to sacrifice for the sake of a family and a country to which we feel proud to belong." He reminded the people of Kuwait: "Our responsibility encompasses the past, the present and the future which means preserving the traditions and enriching them, and building new generations. ... Youth are the true wealth of any nation." The new Prime Minister, Sheikh Nasser Al-Ahmad Al-Sabah, reiterated these sentiments. "History will record the democratic experience of Kuwait and its deeply rooted principles and national unity."

In this issue of *Kuwaiti Digest*, we learn about Amir Jaber Al-Ahmad Al-Sabah's legacy first as the governor of Ahmadi and later as the Minister of Finance. He played a crucial role in developing Kuwait's oil sector and a modern economy—even the city of Ahmadi itself, where the Kuwait Oil Company's main office now stands, became a symbol of modern city life. Most importantly Sheikh Jaber left a roadmap for democracy in Kuwait—to follow binding constitutional principles, in good and bad times, may well be his most enduring legacy for future generations to come.

KOC's strategy is focused on training young men and women to be leaders and engineers, in most cases, as well as visionaries in oil & gas exploration and production in the State of Kuwait. The KOC employs many strategies to deepen as well as broaden their horizons and challenges the best and brightest young people in Kuwait to build a sustainable environmentally-responsible oil industry. Building a legacy requires dedication and service.

Ali D. Al-Shammari
DMD (Administration and Finance)

Special Edition: Biography

Symbol and Face of a Nation

HH Amir Sheikh Jaber Al-Ahmad Al-Sabah

1928-2006

Amid chants of “La Ilah Illa Allah”—“There is no God but Allah” thousands of Kuwaiti citizens, sheikhs, ministers and expatriates wept openly, bidding farewell to Amir Jaber after afternoon prayers at Sulaibikhat cemetery on Sunday, January 15, 2006 (Sulaibikhat Cemetery is the largest public Muslim cemetery in Kuwait).

An ambulance carrying the body of the Amir slowly cut through the dense throng of mourners. The security officers held hands forming a human chain struggling to keep back the people as they surged forward to catch a last glimpse of their beloved Amir.

Then, other security officials pressed through the crowds as the Amir’s body—wrapped in a Kuwaiti flag and placed in a simple open coffin—was hoisted aloft on the shoulders of relatives and aides, and carried to a simple grave where he was laid to rest 15 kilometers (10 miles) west of the capital, in a section reserved for the ruling Al-Sabah family and the country’s martyrs.



At the news of his passing in the early morning hours, hundreds of grieving Kuwaitis had already gathered outside Dasman Palace located in downtown Kuwait City near the sea, the residential complex of the late Amir. The funeral itself was led by the HH Sheikh Saad Al-Abdullah Al-Salem Al-Sabah, HH the Prime Minister Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, visiting heads of state as well as senior representatives of Arab countries and foreign leaders.

Men, women and children carrying posters flocked to the cemetery to take part in the burial fondly remembering Sheikh Jaber as ‘the Amir of Hearts’. The outpouring of grief cut across all ages. HH Sheikh Jaber passed away at the Seif Palace on January 15, 2006. It was almost 33 years to the day since he first took office as Kuwait’s Finance Minister on January 17, 1962.



HH Sheikh Jaber Al-Ahmad Al-Sabah

HH Sheikh Jaber Al-Ahmad Al-Sabah's life was blessed with wealth, power and prestige, yet he was considered a quiet listener who avoided ostentation. He did not live in an ostentatious home by Kuwaiti standards. Even at the very end, his life was characterized by modesty as he was laid to rest in an unmarked grave. Above all else it was his humanity that grabbed the hearts of his people but it was his talent for strategic thinking—the very survival of Kuwait as a modern independent nation state—that was his economic legacy.

His experience, conscientious experiments and sound practices gave him political sophistication and a deep understanding of economic, social and political matters. He laid the foundations of a political strategy of sustainable development based on a careful economic and environmental vision to consolidate the principles of democratic life while affirming the principles of consultation, which has been a bedrock of Kuwaiti life since it began.

His reign formed a life full of diverse responsibilities, contacts, actions and achievements which constitute a huge roadmap of accomplishments and a major stepping stone for the future of Kuwait.

when the Iraqi forces invaded the country in August 1990. He reminded Kuwait: "Above all, we are the owners of a right. We are resisting justice and aggression on our country. We are defending our sovereignty and independence."

With the members of the political leadership at his side, he was able to rally the world as one bloc to stand with Kuwait against aggression. He addressed the world and received a standing ovation at the United

"Creed and worship, as well as conventions, traditions, customs, are cultural and civil heritages that constitute a driving force, a solid power and a mark of identity."

Sheikh Jaber's life and legacy HH the Amir was an outstanding political leader, who possessed, at the same time, enormous economic talent. Based on his belief that unity was the basis of all true success, the Amir clearly demonstrated great economic foresight as well as brilliant practical ideas including the formation of the Gulf Cooperation Council that benefited the entire Gulf region. He was educated within his own country, and yet within his own period of leadership, Kuwait became a democracy. But the tradition of democracy can be seen in abundance in the very character of Kuwaiti life itself, in the multiple identities and ways of expressing them. In stark contrast to the desert that stretches unbroken across the entire breadth of the tiny state of

Kuwait, Kuwaitis are hospitable, approachable and peace-loving, and in the case of Sheikh Jaber himself, he did not use the army or police to win the hearts or consent of his people. The current history of Kuwait is a testament to this fact.

But on the international front, he did witness major events of war and aggression—the Iraq/Iran war, the Iraqi invasion of the State of Kuwait and the liberation of the country. Iraq's invasion and occupation was catastrophic. And there was an assassination attempt on his life in 1985.

One of his most important international achievements was his efforts to restore the legitimacy of the State of Kuwait



Nations following the Iraqi invasion of Kuwait. And at his passing, Jan Eliasson, current President, UN, General Assembly, recalled that “His vision made it possible for Kuwait to assume prominent leadership not only in the Arab and Islamic world, but also internationally, and within the United Nations.”

His return to Kuwait in March 1991, one week after the country was liberated from Iraqi occupation by a multinational force led by the United States, was another high point in his career. He was the first high-ranking member of the ruling family to return home and as he disembarked and set foot once again on Kuwaiti soil he knelt in prayer while a huge crowd cheered him on.

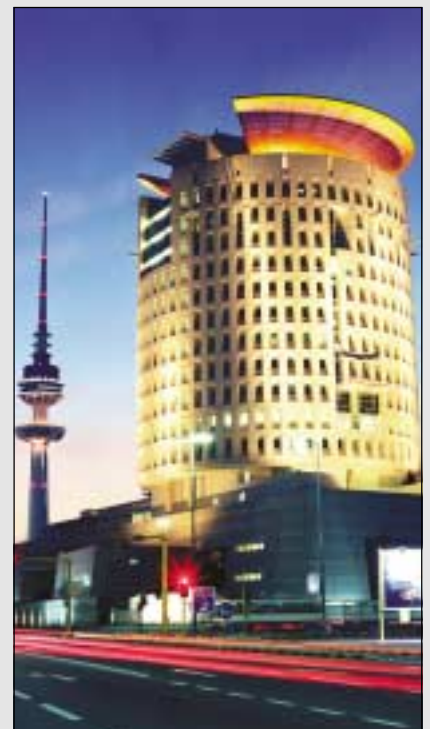
Setting aside billions of dollars of Kuwait's vast oil revenues—money that was eventually used to sustain the government in exile and then served as ‘seed money’ to rebuild Kuwait—were widely credited with preserving its independence. The economic infrastructure paved the way also for the creation of the Kuwaiti Stock Exchange.



Social & Economic Development
On the home-front, he focused on peace as well as social and economic developments at the regional and international levels. His futuristic vision and economic diplomacy regarding the economy left clear footprints in different aspects in Kuwait's development. His policies played an important role in the reconstruction of

Kuwait's infrastructure and government institutions. During his early years as Minister of Finance he created a responsible system to manage state funds, placing rational principles in place regarding the spending of these funds in different ministries and government institutions.

He engineered colossal government spending on health and



education, modernizing government management, encouraging a scientific renaissance, and setting up specialized foundations and centers based on state-of-the-art techniques. He pioneered the sponsorship of scientific research, and at the highest levels, including the Kuwait Foundation for the Advancement of Science (KFAS), which he headed. There was significant support for the creation of private universities and considerable support for educational competitiveness. Kuwait University, for example, was founded in 1966.

During his tenure from 1959-1965, he established the Credit Bank to facilitate real estate, industrial and agricultural credit, the Kuwait Fund for Arab Economic Development and the Kuwait Currency Board, an important authority which supervised issuing banknotes and coins in Kuwait. The central bank was founded in 1969. In 1976, he also established the

Public Institution for Social Security guaranteeing social security and retirement at 55 years old.

He wanted to conserve Kuwait's natural wealth and use it wisely while reserving the rights of future generations to share in the affluence enjoyed by current generations when oil ran out. To this end he established the Reserve Fund for Future Generations on November 28, 1976. He ensured that 10 percent of oil revenues went into this fund, which has an estimated current value of more than US\$60 billion dollars. The Public Authority for Investment was also his brainchild.

Regarding women's rights, he decreed in 1999 that women should have the right to vote as well as be eligible to run for office. Nevertheless, it took him six long years to get the Amiri Decree, granting women the vote, endorsed by parliament in May 2005. But as early as September 1962 as the Minister of Finance, we can see where he was headed. He urged the Council to allow women to participate in all government activities at the time.

He stated: "Regarding limiting the work of Kuwaiti females to female government areas such as health,

"It is high time now to employ Kuwaiti females in the country's ministries and departments and allow them to work and render their services to the country in all fields and activities."



education, social affairs and similar one, I would like to point out that here that, in view of the developments seen by the country during the last year and the big number of female graduates who have finished their university studies abroad and specialized in different major areas such as finance, accounting, economics, broadcasting, engineering, etc.”

In Harare Zimbabwe on February 16, 1994, Nabila Al-Mulla became Kuwait's first woman ambassador representing Kuwait to the African state of Zimbabwe. She had a distinguished career as the permanent representative of Kuwait to the United Nations in New York. Her career began in 1968 when she joined the Ministry of Foreign Affairs as a political researcher. Another Kuwaiti woman, Dr. Rasha Al-Sabah, became the first woman ever appointed under-secretary of a

Kuwait government ministry.

HH the Amir established the International Islamic Charitable Board, the Zakat House, the Public Secretariat for Awqaf, the Public Authority for Minor's Affairs as well as the Higher Committee for Applying the Islamic Sharia. Another important achievement was the call to establish the 'Islamic Court of Justice' to look into disputes of Muslim nations. Sheikh Jaber also ordered the writing off of loans to poor nations during the Iraqi invasion of the State of Kuwait. He was the first ruler who called for establishing the GCC (Gulf Cooperation Council).

His legacy includes economic development, issues of security, legislative stability and environment in the State of Kuwait. He is seen by the people as the 'Hero of Liberation' and his death ended an important unforgettable chapter in the era

of Kuwait's prosperity and development. He was Kuwait's 13th ruler and the third Amir since Kuwait's independence in 1961.

Sheikh Jaber's early life in Kuwait When HH Sheikh Sabah Al-Salem Al-Sabah passed away in December 1977, Sheikh Jaber Al-Ahmad Al-Sabah became Kuwait's next Amir based on rule through extensive family relations, heritage, traditions and customs. Sheikh Jaber's father must really be considered as the father of the first

cultural developments in Kuwait. He built up regular schools, the National Library (1923) and cultural and literary clubs. Out of this framework emerged a new formally-educated class alongside Kuwait's traditional merchant class. After the discovery of oil, these educated Kuwaitis formed the backbone of government administration and modern developments in Kuwait.

Sheikh Jaber (Jaber III) was born in Kuwait on May 29 1928. He was the third son of Sheikh Ahmad Al-Jaber who ruled Kuwait from 1921-1950. He was educated at Mubarakia school in commerce and Islamic studies. He also studied at Ahmadiya school in English and general studies. Ahmadiya school was built in 1921 and fifteen years later became part of the Council of Education system in October 1936. Private tutors guided him in Arabic language and literature as well as English. Encouraged by his father he had the opportunity to experience first-hand other countries, cultures and ways of thinking.

At 21 years of age, his father appointed him as Head of Public Security in Ahmadi city from 1949-1959 and frequently represented Abdullah III in his dealings with the Kuwait Oil Company and Aminoil during 1956-1959. Ten years later, he became Head of Finance, Industry and Commerce as well as the Amir's representative to oil companies working in Kuwait.

On January 17, 1962 he became Kuwait's first Minister of Finance and Economy. From January 1963 until November 1965 he was Deputy Prime Minister and Minister of Finance and Industry. From January to November 1965 he was also Minister of Commerce. Throughout these years he directed Kuwait's oil policy. After Sabah II's accession in November 1965 Sheikh Jaber was appointed Prime Minister.



- Left (page 6): Women react as Kuwait's legislation for women's right to vote is passed.
- Above: Al-Mubarakia school where Sheikh Jaber was educated.

- Top Right: Sheikh Jaber Al-Ahmad in the Ahmadi governorate.
- Below: Ahmadi's early life included the development and growth of one-storey bungalows with British-style gardens as well as annual gardening competitions.



The central place of Ahmadi in KOC history. At 21 years of age, his father appointed him as Head of Public Security in Ahmadi city from 1949-1959 and frequently represented Sheikh Abdullah in his dealings with the Kuwait Oil Company and Aminoil a three-year period from 1956-1959. This was his first practical engagement and direct involvement in affairs of government, administration and politics, and under his leadership, the very nature of what a Kuwaiti city might look like began to change.

Ahmadi city, for example, was unique in Kuwait: it was quite out of character with its surroundings. Ahmadi was a green European-style city in a vast Arab desert setting with green fields, one-story bungalows with typical British gardens and quiet shade-covered streets. Not only did Ahmadi symbolize Kuwait's transition from pearl diving to oil since the

days when Ahmadi port began to export oil in 1946, but also, it immortalized the name of its founder, Sheikh Ahmad Al-Jaber, during whose rule oil was discovered.

Ahmadi was built for Europeans who worked at the Kuwait Oil Company, and equally importantly, it was very different in layout and lifestyle from traditional daily life in the capital of Kuwait. Clearly Sheikh Jaber was instrumental in developing the city, re-planning it where necessary and connecting it with the capital 37 miles to the north through wide modern highways. Europeans suburbia was eventually connected to Kuwait city, and in February 1962, Ahmadi became an important Kuwaiti governorate.

In fact, Kuwait was eventually divided into six governorates:

- (a) Governorate of the Capital: Established in 1962, it is the seat of the government, head offices of banks, museums and the old wall gates. It also includes the Kuwaitis territorial waters as well as those under mutual sovereignty;
- (b) Governorate of Hawally: Established in 1962, it is the smallest in area and was called Hawally as it is the first sweet water well discovered in this area;

- (c) Governorate of Ahmadi also covers the partitioned zone including Wafra and Al-Khiran;
- (d) Governorate of Jahra: Established in 1979, it contains the Red Palace where the famous battle of Jahra took place. Not only does it stretch westward to the Kuwaiti-Iraqi border but also it includes the islands of Warba and Bubiyan; and
- (d) Governorate of Al-Farwaniya: Established in October 1988.

1965 was a pivotal year. Sheikh Jaber was designated Prime Minister on November 20, 1965. An Amiri decree was issued on May 31, 1966 appointing him Crown Prince, a decree unanimously approved by the country's first National Assembly. He was then appointed Crown Prince and Prime Minister on February 4, 1967, and again in 1971 and 1975.

Sheikh Jaber addresses
the people of Kuwait

Sheikh Jaber became the 13th Amir
of Kuwait on December 31, 1977

succeeding his uncle, Sheikh Sabah Al-Salem Al-Sabah. "Work together as one hand in building this prosperous future," he urged Kuwait. "Voluntarily assume the responsibility formerly undertaken by our fathers and grand-fathers, and vow ourselves to engage in it in the best way, and then hand it on, when God wills, to those after us."

In his inaugural address to the people of Kuwait on February 14, 1978, he focused on his policy of building a modern state of Kuwait, preserving sources of wealth and preparing young people for the challenges that lie ahead. He focused too on consolidating Arab solidarity, developing cooperation with Arab states, adopting a policy of non-alignment versus East/West in a manner that served Kuwait's national interests and policies.

"The world is witnessing today a critical period of its history marred by anxiety, turbulence and struggle," he began. "Most of the world's countries are suffering political, economic and

social situations that are not to be envied. We, in Kuwait society, are not isolated from what is going on in all the countries. Our affairs have always been a subject of consultation which is one of the main traits of government always upheld by successive generations. Indeed democracy has always been deeply rooted in our heart as Kuwaitis since time immemorial. Sound democracy does not mean the formal parliamentary framework; it means the real concept and effective practice of democracy. It is our intention to consolidate our genuine democracy through popular participation that stems from our heritage and customs, and which we will try to evolve and upgrade its practice to meet the requirements of our new society within the framework of our values, morals and principles of our holy religion."

Turning to the development of young people, he stated, "We want our youth to be brought up on the basis of struggle, diligence, firmness and



abstention from fear and fondness of appearances, proceeding in the footsteps of the parent's ambition, perseverance, relentlessness and self-dependence. We want all citizens to consider dignified work, whatever it may be, as holy, and appreciate the value of time and devote it to the service of the community.... They should realize that the real criterion of citizenship is relative to how far they contribute in serving the country and striking a fair balance between rights and obligations, and between taking and giving."

He ended his inaugural address with this quotation from the Qu'ran 18:10: "Our Lord! Bestow on us mercy from yourself, and facilitate for us our affair in the right way."

Sheikh Jaber begins to take control of Kuwait's oil resources

Sheikh Jaber's first experiences of dealing with oil companies came about when his father, Sheikh Ahmad Jaber, appointed him as his deputy in Ahmadi city in 1949, and later Sheikh Abdullah Al-Salem appointed him as his representative in transactions with the foreign oil companies operating

in Kuwait as well as with Kuwait's share of oil that lay in the Neutral Zone. The Neutral Zone stretched to the south between Kuwait and Saudi Arabia.

Kuwait's modest share of oil revenues in comparison to enormous international profits was uppermost in his mind. Kuwait had had no choice but to agree to these conces-

sions because of the terrible economic conditions resulting mainly from the decline of the pearling industry facing stiff competition abroad from the Japanese pearling industry. But he was steadfast in his resolve to rid Kuwait in the future of the constraints which characterized Kuwait's first oil agreements.

Early concessions, which lasted in

- Top: Sheikh Jaber Al-Ahmad Al-Sabah and Sheikh Saad Al-Abdallah Al-Salem Al-Sabah visit Aminoil.
- Below Right (Page 10) and Below Far Right (Page 11): Early 1940s photo of Kuwait workers.



some cases for 75 years, for example, gave companies the right to prospect for oil over all of Kuwait—without constraints—along its shorelines, on its islands and territorial waters as well as offshore. In addition they were exempt from local marine, airport, and land tariffs as well as direct and indirect duties on materials and machinery used for explorations and operations. Neither were there Kuwaiti representatives on the board of directors nor Kuwait's control over the financial accounts. Disputes were subject to international arbitration rather than local legal and judicial systems. Furthermore, these companies were exempt from paying any taxes.

But Sheikh Jaber counted on two things happening in the future: first, he counted on increasing public awareness about these kinds of issues and second, he counted on regional as well as international changes that would support him in the kinds of future amendments Kuwait would be prepared to agree to down the road.

In the end, he got what he wanted. Every concession was eventually abolished as Kuwait took full control

over its own destiny, and its own oil resources.

His first chance came in 1943 when Venezuela applied the principle of 50/50 profit sharing between the oil companies and Venezuela, and Saudi ARAMCO followed in 1950. Kuwait was not far behind. In December 1951, once he was put in charge of the department of finance and the oil sector, he applied this model to the 1951 agreement between the Kuwait government and the Kuwait Oil Company. Down the road, KOC benefited from the 1951 amendments because its concession timeline was extended beyond the original timeframe agreed to within 1934 agreement.

Post-war developments spurred on the need for oil. For Sheikh Jaber other post-war developments came just at the right time, too. Demand for oil, industrial production and growing awareness of the value of oil all played a part. Demand for oil increased worldwide. Industrial production—on a huge scale—took off. The United States shifted its energy policies consolidating its own reserves for its own long-term uses instead of shipping it abroad. Giant oil tankers were created as well as huge pipelines which piped oil from the fields to the ports for export. Demand for oil increased in Kuwait and throughout the Gulf. Sheikh Jaber's vision of the future continued to become a reality.

HH Sheikh Jaber was deeply interested in monitoring the activities of the oil companies: when he became Finance Minister in 1961, he was behind the establishment of the Supreme Council of Oil. The Supreme Council aimed at drawing up a fixed oil policy as well as handling problems between the government itself and oil companies working in Kuwait such as implementing clauses in concession contracts. He also had the idea of Kuwaitization on his mind.

Kuwaiti Recruitment

In 1961 he sent a memorandum to all foreign oil companies operating in Kuwait and the Neutral Zone that they must focus on recruiting more Kuwaitis as well as Arabs, and set contract regulations of termination & retirement, wages and insurance. In addition companies must now also advertise their needs as it encouraged growth in local markets while, at the same time, they could import heavy equipment, where necessary, that wasn't supplied by local Kuwaiti merchants. He was eager for them to have the chance to work and develop their skills and training in these companies.

OPEC (Organization of Petroleum Exporting Countries)

Sheikh Jaber also played an important role in creating OPEC. He realized that the State of Kuwait's national income was closely tied to the future of oil and oil pricing. He also realized that there was a growing need for a general oil consensus among the oil-exporting countries to maintain stability as well as control how it was handled. His vision paid off. In cooperation with Saudi and Libyan finance ministers, he created the Organization of Arab Petroleum Exporting Countries (OAPEC) with Kuwait as its official headquarters.

From its beginning, the history of OPEC (1961) was a very milestone in how petroleum countries dealt with producing countries.

In less than a decade it became a symbol as the negotiating body for exporting petroleum countries. No longer were oil prices negotiated between each single state and the oil companies. Now, for the first time, oil prices began to be fixed between producing and consuming countries.

By 1971 with ten year's experience under its belt, OPEC demanded that



the host producing states become partners with the producing foreign companies. Kuwait became a partner in the shares of foreign companies in production including refining, transportation and marketing. However it also meant that Kuwait's own national companies began to incur their share of drilling costs. This kind of set-up did not last for long. The 1973 October War brought drastic changes in oil relations worldwide and a sign of the times to come.

Sheikh Jaber takes control of Kuwait's oil resources

Nationalization' became the buzz word—in full or in part—of the oil companies operating in Kuwait. Oil prices skyrocketed in the wake of the 1973 war, and during the energy crisis the following year, Sheikh Jaber focused on raising Kuwait's portion of these shares.

In 1973, Kuwait had roughly 20 percent shares in foreign oil-producing companies. The percentage rose to 60 percent, then with 1977, a new age dawned. Kuwait took complete control of all its oil resources in production, export and pricing. It now owned all the shares of foreign companies operating in Kuwait. The State of Kuwait was now in a pivotal place to

begin to train a new generation of Kuwaiti oil engineers, experts in every stage of the oil industry.

The Iraqi Invasion:

Sheikh Jaber speaks to the international community, UN, 1990
Standing at the podium of the United Nations 55th General Assembly on September 27, 1990 in New York City, Sheikh Jaber delivered probably the most important speech of his lifetime. He addressed the international community on the ordeal facing his people and the State of Kuwait regarding the Iraqi invasion.

"Against an extremely complex international backdrop", he began, "it has jeopardized stability around the world, particularly in the Gulf region." Step-by-step he outlined the breadth and depth of the occupation together with the peculiarities of it including the fact that the invasion attempted "to wipe out the parameters of its national identity as defined by its institutions and its political, economic and social structures." Yet "against all these odds" nearly all the world's countries support Kuwait's rights. "It is with a deep sense of pride and honor that we hail the stand taken by the proud people of Kuwait in defense of the territorial integrity, sovereignty

and independence of their State." He reminded the world community: "The state of Kuwait will remain, as always, faithful to its principles, true to its systems, close to its friends and faithful to its obligations and commitments". The moment of liberation was to come in the springtime.

The Kuwait Oil Company leads the Al-Awda project

After liberation, Kuwait was in shambles—the main terminal at Kuwait Airport as well as the Dar al-Athar al-Islamiyyah with its priceless collection of Islamic art was emptied and most of its contents moved to Baghdad. The infrastructure was destroyed including, of course, the main office of the Kuwait Oil Company. The KOC is considered to be the economic heart of Kuwait and its people, as well as all the surrounding oil fields. Every institution was systematically searched and emptied of valuable and useful equipment.

The KOC led an international task force known as the Al-Awda project to reconstruct the Kuwait oil fields after liberation:

- Around 700 damaged wells were controlled by a total of 27 international firefighting teams
- Water supplied to these teams rose to 25 million gallons a day with a total of 1.5 billion gallons of water being supplied.
- Over 240 miles of pipeline was laid and over 175 miles of special access ways were constructed into well head areas through areas covered with unexploded ordnance or lakes of oil
- Over 1.8 million cubic metres of sand and a gravel mix (gatch) were excavated and hauled into the oilfields
- 335 water lagoons were excavated and lined, then filled with one million gallons of water to support the fire-fighters
- 538 aircraft and 78 sea vessels

- HH Amir Sheikh Jaber Al-Ahmad Al-Sabah addresses the UN during the Iraqi invasion of Kuwait, 1990.
- Above Right (Page 13): Kuwait celebrates the capping of the last oil well, BG 118, November 6, 1991.
- Below Right (Page 13): Kuwait's oil lakes dot the landscape after the Iraqi invasion.



shipped over 20,000 tons of equipment into Kuwait. On any given day as many as 8 sea vessels and six air cargo planes were being unloaded

- 5800 individual pieces of equipment were mobilized representing one of the largest non-military vehicle fleets in the world
- 68 square miles of land were cleared of over 200000 items of unexploded ordnance

The Earth Summit, 1992

Rio de Janeiro, Brazil

Sheikh Jaber loved the simple things in life: he was an avid gardener and had an abiding interest in environmental issues. He was instrumental in developing a 'Green' program for Kuwait as well as important Nature Reserves for the country. When Sheikh Jaber spoke before the Earth Summit to an audience of 100 heads of state and 60 delegations on environmental pollution on June 1992 in Rio de Janeiro, Brazil, he talked about the marine, land and atmospheric pollution that Kuwait has sustained during the Iraqi invasion.

In his speech, he underscored his deep conviction that it is everyone's right to populate the world and benefit



from its resources without any rapid destruction due to war or more slowly by pollution, which wastes both the natural and human aspects of the environment. He described how Kuwait suffered an environmental catastrophe because of Iraqi aggression, and how they had extinguished the oil fires in record time, in less than 8 short months, even though oil experts estimated that it would take somewhere between 2-5 years. He emphasized that such cosmic catastrophes can be put to good use, that they can be monitored, studied and fought. But that the worst environmental disasters are those man-made by overwhelming trends of evil and selfishness. He urged legislators to continue

to endorse international legislation and laws that stipulate that international destruction of the environment is a crime against humanity that should be met with the severest forms of international punishment.

He underscored the fact that the environment must not be used as a weapon of destruction. Kuwait submitted a proposal to the UN General Assembly to mark a special day to focus on issues regarding environment and war, which led to celebrating the earth worldwide as Earth Day on November 6. For Kuwait, November 6 was an important day in history. It was the day when the last oil well fire was extinguished.

During the 1990s, the 13th Amir of Kuwait, Sheikh Jaber Al-Ahmad Al-Sabah, gave Kuwaitis back their freedom as well as their homeland. Sheikh Jaber was a symbol of Kuwait's national unity and history. He was a distinguished ruler in the truest sense of the word. To the day he died, he continued to foster the principles of brotherhood, equality, and justice among the many different segments of Kuwait's society.

In his own words, HH the Amir Sheikh Jaber Al-Ahmad Al-Sabah reminded everyone that "Kuwait will stay forever while we are mere passers-by".



**1978 - 1996****February 14, 1978**

From his earliest days HH Sheikh Jaber stated that he would strive to serve his homeland of Kuwait as well as people, foster democracy, and establish a strong modern state.

July 10, 1978

HH Amir Jaber hosted a meeting of religious figures and stressed important role that religion played in the State of Kuwait life.

August 15, 1978

HH Amir Jaber visited a popular diwaniya and stressing that there would always be direct contact between the people and himself, and that this, too, would be a theme during his reign.

October 5, 1978

HH Amir Jaber visited the society for the blind, stressing that the state belongs to all Kuwaitis. They must pay due attention and give priority to care for the disabled as well as all citizens with special needs.

November 2, 1978

HH Amir Jaber took part in the Arab Summit in Baghdad, stressing that Kuwait would stand by all Arab states during times of hardship.

1981 - 1983**July 23, 1981**

HH Amir Jaber participated in the first GCC Summit in Abu Dhabi, UAE. He addressed the summit stating that a new era had begun in the Gulf with the signing of the GCC constitution.

August 23, 1981

The late Amir focused on literacy. He said that Kuwait needed to eliminate illiteracy and to that end Law 4, 1981, was issued to impose the abolition of illiteracy. Importantly, he mentioned that, in order to do this, every citizen would have to be involved in this long-term initiative.

1984**March 1984**

Sheikh Jaber inaugurated Kuwait Entertainment City.

1986 - 1988**January 23, 1986**

HH Amir Jaber inaugurated the new National Assembly building.

April 14, 1986

Sheikh Jaber inaugurated the Al-Ojairi Astrological Observatory.

December 9, 1986

Sheikh Jaber ordered the establishment of an advisory committee for legal research and studies at the Amiri Diwan.

December 10, 1988

His Highness the Amir hosted the fifth Islamic Fiqh Academy session and urged more efforts to better understand the full scale of Islamic world issues. He also urged scholars to keep up with the times and guide people in how to cope with new circumstances while upholding their religious duties.

1989

HH Amir Jaber inaugurated the 18th Conference of Engineers stressing the importance of preserving Arab and Islamic architecture and heritage.

1990**April 22, 1990**

HH Amir Jaber spoke at International Earth Day celebrations where he emphasized the fact that "Earth is our home to all of us, the gift of God to humanity."

September 29, 1990

HH Amir Jaber spoke at the Children's World Day held in the United Nation's Headquarters in New York where he said, "Caring for children means caring for society. Children are society's true fortune and future, and if we want a more forgiving society, we should give children their rights and care more for them."

1991**January 19, 1991**

HH Amir Jaber referred to military actions for Kuwait's liberation and addressed the people of Kuwait saying, "We shall meet soon in Kuwait."

March 14, 1991

After 225 days abroad, HH Amir Jaber returned to Kuwait and liberation. Later on in the year he attended the 46th General Assembly of the United Nations to offer his thanks to those who stood with Kuwait in difficult times. In his speech on September 27, HH Amir Jaber said that "from the land of Kuwait and from the people of Kuwait, I thank all the nations that helped us and the leaders who stood by us in defeating our enemies."

1996**October 20, 1996**

HH Amir Jaber addressed the opening session of the Eighth Legislative Term of the National Assembly. In his speech he emphasized the importance of building Kuwait, which he described as a complicated matter. Concerning the separation of the role of the Crown Prince from the Premiership, he reminded everyone that under the constitution the Amir is the only one authorized to carry this legislation through.



THE FUNERAL OF
HH AMIR SHEIKH JABER AL-AHMAD AL-SABAH
JANUARY 15, 2006



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- Overleaf (page 15-17): Young and old Kuwaitis grieve at the funeral.
- Below: World leaders pay their final respects at the funeral of the late Amir.

- Top from Left to Right: The late Amir Sheikh Jaber Al-Ahmad Al-Sabah (standing), HH Sheikh Ahmad Al-Jaber Al-Sabah (middle), the current Amir Sheikh Sabah Al-Ahmad Al-Sabah.
- Below from Left to Right: The late Amir Sheikh Jaber Al-Ahmad Al-Sabah with Sheikh Abdullah Al-Mubarak on a fishing trip in 1946.





- Top from Left to Right: HH the late Amir of Kuwait Sheikh Abdullah Al-Salem Al-Sabah with the late Amir Sheikh Jaber Al-Ahmad Al-Sabah.
- Below: HH the late Amir Sheikh Jaber Al-Ahmad Al-Sabah visits an oil installation.

- Top Left: HH the late Amir Sheikh Jaber Al-Ahmad Al-Sabah visits with oil officials.
- Top Right: Formal photo of Sheikh Jaber Al-Ahmad Al-Sabah in Ahmadi governate.
- Below: Seated from Left to Right, the current Amir Sheikh Sabah Al-Ahmad Al-Sabah, Salem Al-Ali Al-Sabah and HH the late Amir Sheikh Jaber Al-Ahmad Al-Sabah.





● HH the late Amir Sheikh Jaber Al-Ahmad Al-Sabah visits with oil executives in oil tankers.





• Left to Right: Sabri Saman, former Superintendent, Information, HH the late Amir Sheikh Jaber Al-Ahmad Al-Sabah, Mr. H.L. Scott, former KOC General Manager, Kuwait (1962-1962), Assistant Managing Director in Kuwait (1963-1965), Managing Director (1965-1966).



Below: HH the late Amir Sheikh Jaber Al-Ahmad Al-Sabah attends the 50th anniversary of the first shipment of oil from Kuwait.



Historic photos symbolize historic oil events in Kuwait.



First shipments of oil leave Kuwait.

- Top Left (From Left to Right): Abdulla Al-Mulla, Ezzat Jaafar, Special Secretary to Sheikh Ahmad Al-Jaber, HH the late Amir Sheikh Ahmad Al-Jaber, Sheikh Abdullah Al-Mubarak at the wheel.
- Middle (From Right to Left): Khalid Yousef Al-Fulaij, KOC Chairman and Managing Director (1992-1995), HH the late Amir Sheikh Jaber Al-Ahmad turns the wheel, Abdul Mohsin Al-Medaaj, the Minister of Oil, HH Sheikh Saad, Ahmad Al-Saadoun.
- Bottom: The current Amir Sheikh Sabah Al-Ahmad Al-Sabah turns the wheel and inaugurates the new KNPC pier.



- Top: HH the late Amir Sheikh Jaber Al-Ahmad Al-Sabah visits senior citizens in a diwaniya.
- Bottom: Kuwait's government cabinet including HH the late Amir Sheikh Jaber receives dignitaries at Kuwait International Airport outside the VIP lounge.

Kuwait's Liberation Hero

The 14th Amir HH Sheikh Saad Al-Abdallah Al-Salem Al-Sabah



HH Sheikh Saad was a staunch humanitarian. He formed part of the second generation of modern Kuwaiti leaders which began, in part, with his late father Sheikh Abdullah Al-Salem Al-Sabah who led Kuwait to freedom, independence and democracy. Sheikh Saad will also be remembered as a visionary focused on progress, stability and an honorable life for every Kuwaiti. For over 50 years he worked tirelessly on behalf of the State of Kuwait.



● Seated Far Left: HH Sheikh Abdullah, former Deputy Commander-in-Chief, the State of Kuwait.

H H Sheikh Saad Abdallah Al-Salem Al-Sabah, born in 1930, was the eldest son of the late Amir, Sheikh Abdallah Al-Salem Al-Sabah, the 11th Amir of Kuwait, known as Kuwait's father of independence and the constitution. He was educated at the Mubarakiya school and at the Hendon Police Training School, Hendon, England. He began his career in Kuwait's Metropolitan Police in 1945 and served as its deputy head under his uncle, Sheikh Sabah Al-Salem (later Sabah III) until 1959. After the police and Public Security forces were amalgamated in 1959, Sheikh Saad became the deputy of their Commander-in-Chief, Sheikh Abdallah Mubarak.



Sheikh Saad's early life in Kuwait. In 1962 his responsibilities were absorbed into the newly-formed Ministry of the Interior: he became the Minister of the Interior from 1962-1978. He was also the Minister of Defense from 1964-1978. In his dual capacity he was President of the Supreme Defense Council, the Supreme Petroleum Council, the Civil Service Commission and the Higher Housing Council. On January 31 1978, one month after Sheikh Jaber was appointed Amir, Sheikh Saad was appointed as Crown Prince. After a forty-day mourning period for Sabah III, Sheikh Saad was appointed Prime Minister on February 8, 1978 and under his leadership formed Kuwait's 10th cabinet. This was just the beginning however. Eventually he was to lead 11 cabinets from February 1978 until July 2003.

The years rolled by and with the years came important accomplishments. Highlights of his accomplishments include: a major GCC tour to Saudi Arabia, Bahrain, Qatar, the UAE and Oman aimed at bolstering cooperation among its members in December 1978. In Riyadh, Sheikh Saad discussed issues surrounding joint borders demarcation culminating in an agreement of co-

operation between Kuwait and Saudi Arabia. In Bahrain, the two countries agreed to form a bilateral ministerial committee to cooperate in various fields. In Qatar, they signed a bilateral economic, educational, media and cultural cooperation agreement. Similarly in the UAE, they signed a bilateral agreement bolstering joint cooperation. In Oman, too, official talks were held over security and bilateral relations.

After his GCC tour, Sheikh Saad visited the North African country of Libya where he took part in the 10th anniversary of the "Fatah Revolution of December".

In May 1980, he turned to issues facing Kuwait/Iraq: he reached an agreement in Iraq dealing with border disputes. He also visited Amman Jordan where he held talks with senior officials over regional and international topics, then on to Syria where he held talks with Syrian officials to boost Arab joint projects. In December 1980, he again embarked on a tour of Libya as well as Tunisia, Algeria, Mauritania and Morocco focused on the latest developments in the Arab world.

On July 10, 1988, Sheikh Saad visited the United States holding talks with senior defense officials





over security in the Gulf as well as bilateral defense issues. He met with President Ronald Reagan as well as Senate and Committee members over regional and international topics. In November 1988, he visited Saudi Arabia where he toured King Khaled Military College and also met the Saudi King Fahd Al-Saud at Taibah Palace, Dinah.

February 1989 saw Sheikh Saad in Baghdad for six days of talks. "We made positive steps toward solving the issue of international borders between both countries and we agreed to follow up and end this issue," he said on the conclusion of his Iraqi visit. In May 22, 1989, as Kuwait's crown prince, he represented the Amir Sheikh Jaber at an urgent Arab Summit in Morocco.

The Iraqi Invasion

A new decade began, and on the heels of it, came the Iraqi invasion. Beginning in the early morning hours of August 2, 1990 until February 1991, Sheikh Saad tackled the challenges of

aggression head on. Just three days after the invasion, he addressed the Kuwaiti people from Saudi Arabia meeting with Saudi King Fahd in Jeddah. He met also with Egyptian President, Hosni Mubarak, in Egypt on August 8th through 9th. It was decided to hold an emergency Arab Summit Conference in Cairo. From Aug 13 through August 23, he made a whirlwind tour of Syria, Turkey, Morocco, Algeria and

Tunisia to thank them personally for supporting Kuwait during the crisis. He also met Libyan President, Muammar Gaddafi, in Libya then headed to Cairo on August 22. He insisted on visiting Algeria, Tunisia and Libya despite their differing positions during the Arab Summit in Cairo.

He focused on Kuwait's unwillingness to expose the region to wars and associated risks but only after implementing Summit resolutions, United Nations Security Council resolutions No.660, 661 and 662 and the Islamic Foreign Minister's Conference resolutions. They all agreed on an unconditional pullout of the Iraqi occupation troops from Kuwait. He met also with ambassadors from the UN Security Council Permanent Members.

He never lost sight of his goal—the people of Kuwait and citizens of third states also evicted from Kuwait. One of his most important and popular ideas were to hold the Jeddah Conference in Jeddah Saudi Arabia from Oct 13-15, 1990. Originally this idea came to him on a visit

to the UK where he met with the Kuwaiti people the first week of September 1990. 1,200 prominent Kuwaiti figures took part in the Jeddah Conference convened under the banner—"Liberation is Our Goal". Sheikh Saad returned home to a heroes welcome on March 4, 1991. After liberation, he chaired cabinet meetings that were held in Shaya' *diwaniyah*, in Shamiya, especially during the period when three months of martial law began.

At the same time he shouldered his responsibilities as Prime Minister together with his cabinet that remained in session in Taif, Saudi Arabia. The cabinet's concerns included working with coalition forces, managing people's affairs inside and outside Kuwait, devising a reconstruction plan, administering diplomatic reports and administering the economic conflict.

Sheikh Saad oversees the rehabilitation of Kuwait's oilfields. HH Sheikh Saad oversaw the rehabilitation of Kuwait's oilfields set on fire by retreating Iraqi troops. In the past, across the globe, there have never been more than a handful of oil fires at any one time but now the extent of the destruction was unprecedented in modern oil industry history. Health and environmental problems, combined with the vast quantity of valuable oil wasted, meant that the Kuwaiti government had to face the challenge of burning oil wells.

27 firefighting teams from around the world were hired. These crews included the Kuwaiti Firefighting Team who, at the start, was inexperienced fighting these kinds of fires, but with tremendous courage, sheer guts and determination—and in record time—they learned how to fight the fires extinguishing 41 well fires in only 53 days. BG 118, the last oil well left burning, was capped on November 6, 1991, in a ceremony attended by Amir Sheikh Jaber.

Ali H. Asad, Senior Fire Officer and Emergency Response Coordinator recalls Sheikh Saad's life.



KOC firefighters have many riveting stories to tell of the wells they capped and the people they worked with. No

story is more stirring than Ali Asad's story about meeting Sheikh Saad firsthand. Ali H. Asad, Senior Fire Officer and KOC's Emergency Response Coordinator, recalls the impact that HH Amir Sheikh Saad had on his own life as well as the whole Kuwaiti Firefighting Team after the Iraqi invasion. Ali Asad's father was the Chief Fire Officer at the KOC who retired as Manager in 1996. Following in his footsteps was never easy but his son, Ali, has done it.

"We had major obstacles that began in June 1991 as the Kuwaiti Fire Fighting Team to extinguish and cap the oil well fires. Sheikh Saad, who was Crown Prince as well as Prime Minister at that time, gave the orders for the Kuwaiti Team to go ahead and start firefighting the oil wells." Ali continues: "After the Kuwaiti Team extinguished and capped Um Ghudair No 5 oil well, Sheikh Saad requested

to see Eissa Bu-Yabes, the head of the Kuwaiti Firefighting Team. We didn't sleep all night. Mr. Bu-Yabes washed then headed straight to Sheikh Saad's office. Sheikh Saad told Mr. Bu-Yabes, 'I am so proud of you like a father is proud of his children!' When Eissa Bu-Yabes gave us the news, we were so elated that we wanted to work harder and put out the wells until the last one was out—non-stop."

Ali remembers the dangers of firefighting. "It was really horrible fighting the fires. Sometimes 10 am in the morning was as if it was midnight. You never knew where to step. Everywhere you turned the land was full of mines, ordnances—very deadly.

In Um Ghudair oil field, deadly H2S gas was present. It would kill your sense of smell then continued to kill you outright if you weren't properly protected—very very risky business."

After Um Ghudair, the Kuwaiti Firefighting Team moved on to the Greater Burgan Oil Field. It was there they met Sheikh Saad. "Once we knew that Sheikh Saad was coming to see us, rather than put out the fire, we let the water continue to spray and waited for his arrival. Sheikh Saad shook everyone's hand. This was not a photo opportunity for the Sheikh; it was really for us. 'You've got my photos,' he told the media. 'Take pictures of them! They are the real heroes of Kuwait.'"

The Firefighting Team succeeded in putting out the fire with the water. Ali recalls with pride: "Sheikh Saad spoke to the Minister of Oil, Dr. Humoud Bu-Rakaba and KOC's Chairman and Managing Director, Abdul Malik Al Gharaballi, and said, 'Treat our firefighters as professional experts with professional salaries for they are the best—just like Red Adair! No obstacle should stand in their way. Give them whatever they need, whenever they need it. Just call me if they need anything.'"

Sheikh Saad followed us on a daily basis after that. Following his orders, Sheikh Mohammed Al-Khalid Al-Sabah, the Governor of Ahmadi, called about our Firefighting Team every day with two questions uppermost in his mind, 'Are they all fine and doing OK? Do they need anything at all?' I've never been so proud to be a Kuwaiti and to shake hands with one of the greatest leaders of Kuwait."

The Kuwait Oil Company organized an exhaustive survey of the damage in the production areas themselves and remedial measures began—80% of the oil wells had been on fire; ten were completely destroyed. Destruction varied from centre to centre. Gas booster stations and oil tank farms suffered varying degrees of damage. 13 tanks in the South Tank Farm and 8 in the



● HH Sheikh Saad Al-Abdallah Al-Salem turning the wheel for a new oil well on October 14, 1991.



● HH Sheikh Saad Al-Abdallah Al-Salem Al-Sabah stands together with Kuwait's Firefighting Team.

North Tank Farm were completely destroyed. The Sea Island facilities as well as North and South Piers required extensive repair and restoration.

Once the Al Awda project phase was completed, the project was renamed Al Tameer meaning 'the Reconstruction'. The Kuwait Oil Company now focused on rehabilitating all 18 Gathering Centres as well as restoring oil production to pre-war levels. Additional efforts concentrated on recovery as well as treating an estimated 20 million barrels of weathered crude oil from 240 surface oil lakes, rebuilding over 40 storage and process tanks, and refurbishing oil export facilities. From Bahrain in July 1993, a joint communique stressed the need for Iraq to fully comply with all UN Security resolutions.

Sheikh Saad believed in national unity. In an address on Kuwait's foreign policy in April 1994, he focused on Kuwait's foreign policy principles including affiliations with other Arab countries, support for efforts of world organizations as well as commitment to

freedom, peace and human development. His energies now turned, in part, to Asia. In 1995 he met with senior leaders in the People's Republic of China, Thailand, Bangladesh and Indonesia fostering bilateral relations. He continued to foster bilateral agreements with Arab countries from 1996 and 1997.

The years, however, began to take their toll. In October 1997, his health began to fail, and over the ensuing years, he traveled back-and-forth to the US and UK for medical treatment. Due to continued failing health, he delegated extensive authority to Sheikh Sabah until 2003 when it was decided to separate the posts of the crown prince and prime minister for the first time. In July 2000, he opened his own diwan at the Seif Palace. Cabinet agreed to transfer the secretariat's headquarters and cabinet meetings from Bayan to Seif Palace.

On February 1, 2003, a 25th anniversary celebration held at Seif Palace marked Sheikh Saad's leadership as the Crown Prince, the Heir Appar-

ent, to the Amir of Kuwait. On January 15, 2006—almost three years later— Sheikh Saad succeeded Amir Sheikh Jaber Al-Ahmad as Kuwait's 14th Amir following the principles of the constitution, but only temporarily. All 65 members of the house, which included 16 Cabinet ministers, voted to replace HH Sheikh Saad on health grounds following the constitution and the Emirate's Inheritance Law of 1964, Article 3, whereby all authority was transferred temporarily to the Council of Ministers until a new Amir was appointed. For posterity, however, it was clear: "The Amir remained in the hearts of all Kuwaiti people. We all loved, appreciated and respected him despite our differences."

History has recorded that, in the very hall where parliament made its crucial constitutional decision to seek a new 15th Amir of Kuwait, the hall was named after HH Sheikh Saad's father, Sheikh Abdallah Al-Salem Al-Sabah, remembered as the father of democracy in Kuwait.

HH Sheikh Sabah Al-Ahmad Al-Sabah

A seasoned diplomat takes the helm as Kuwait's 15th Amir

Called the 'dean of Arab diplomacy' Sheikh Sabah Al-Ahmad Al-Sabah steered Kuwait's tiny foreign policy for four decades as foreign minister and later as Kuwait's prime minister. He earned a reputation as an able diplomat, the architect of Kuwait's foreign policy, heading Kuwait's inaugural delegation to the United Nations General Assembly in 1963. Among other accomplishments, he established strong ties with world leaders, smoothed tensions with nearby Iran, and lobbied for an international response to Iraq's invasion of Kuwait in August 1990.



“I swear to respect the constitution and the state laws, and protect people’s freedoms ... the independence of the homeland and the integrity of its homeland,” he said as he took the oath of office in front of a large audience of legislators on Sunday, January 29, 2006.

HH Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, the fourth son of the 10th Amir, Ahmad I, was born in 1929. Sheikh Sabah was educated at the Mubarakiya school in Kuwait City. He was a member of the Supreme Committee from 1955 until Kuwait ceased to be a British protectorate and gained full independence on June 19, 1961.

He took his first government post as Minister of Information and Guidance in 1962. A year later, he was appointed Foreign Minister, a position he held for 40 remarkable years until July 2003 when he became Prime Minister (except between 1991-1992 after the Iraqi Gulf War). In addition he held the finance and oil portfolio between December 1965 and February 1967, and served as acting Information Minister between February



- Top, the National Assembly which meets in the impressive parliament building designed by Danish architect, Jorn Utzon, is headed by an elected speaker. Kuwait’s democracy functions, not only, through the National Assembly, but also, through traditional ways of listening to the people.
- Bottom: Sheikh Sabah Al-Ahmad Al-Sabah studied at Mubarakiya school.

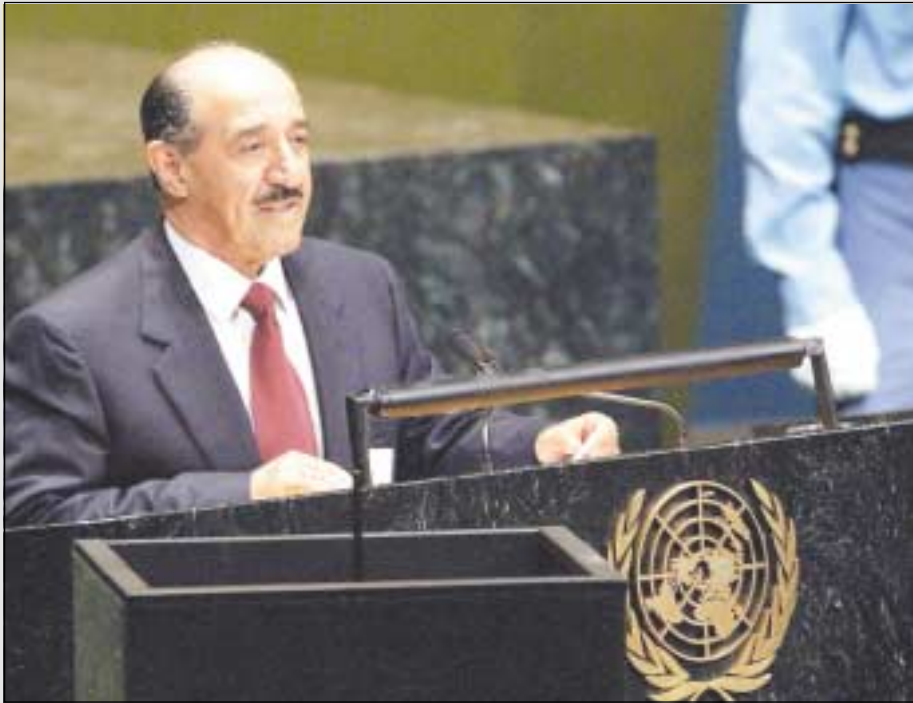
1971 and 1975. In February 1978, two months after Sheikh Jaber succeeded Sabah III as Amir, he was appointed Kuwait’s deputy Prime Minister in addition to becoming Kuwait’s chief diplomat in October 1998 after HH the Crown Prince Sheikh Saad’s health deteriorated. He represented the country at UN Summit meetings after Amir Sheikh Jaber suffered a stroke in 2001.

“I swear to respect the constitution and the state laws, and protect people’s freedoms ... the independence of the homeland and the integrity of its homeland.”



Following the Crown Princess’s illness, Sheikh Sabah was delegated vast executive powers until the posts of Crown Prince and Premier were split for the first time in July 2003. He became Prime Minister after the Amir issued a landmark Amiri Decree separating the role of Crown Prince from that of Prime Minister for the first time. In recent years, Sheikh Sabah has acted as de facto ruler and Amir due to the ill health of both Sheikh Jaber and Sheikh Saad.

Importantly Sheikh Sabah has increased the pace of political and economic reform since 1993 to convince investors to invest in Kuwait and regain its status as a major Gulf hub after the 1990-91 Iraqi invasion. He was also



Hamad, chairs Kuwait Projects Company, a holding company for several Kuwaiti and foreign firms.

HH Sheikh Sabah Al-Ahmad Al-Sabah becomes the 15th Amir "I swear to respect the constitution and the state laws, and protect people's freedoms ... the independence of the homeland and the integrity of its homeland," HH Sheikh Sabah Al-Ahmad Al-Sabah said as he took the oath as Kuwait's Amir in front of a large audience of legislators on Sunday, January 29, 2006.

In a historic parliamentary decision, HH Sheikh Sabah was sworn in as Kuwait's 15th Amir following the death of HH Sheikh Jaber. Parliament voted unanimously to name him the new leader, marking the first time in Kuwait's history that Kuwait's legislature had played a role in choosing an Amir—a matter that had been right of the ruling Al-Sabah family for hundreds of years. The National Assembly held two special sessions on Sunday, January 30, 2006. The first session focused on pledge allegiance to HH Sheikh Sabah Al-Ahmad Al-

instrumental in pushing for a government bill that, in 2005, finally granted women the right to vote and run for public office. Sheikh Sabah heads the Supreme Petroleum Council, the highest oil decision-making body in Kuwait. Together with Sheikh Saad, he restored Kuwait's ties with Arab states including Jordan, Yemen and Sudan.

Sheikh Sabah established strong ties with world leaders. In 1961, he became Minister of Guidance in 1961 when Kuwait gained independence from Britain. He became first deputy Prime Minister in 1978. Sheikh Sabah's elder son, Sheikh Nasser, was a top advisor in the Crown Prince's office, while his other son, Sheikh



● HH Sheikh Sabah Al-Ahmad Al-Sabah receives GCC leaders.



• The current Amir Sheikh Sabah Al-Ahmad Al-Sabah together with Sheikh Ahmad Al-Fahad Al-Sabah, the Minister of Energy, visit the inauguration of the new KNPC pier.

Sabah and the second session for him to take the constitutional oath.

In the first session, the Deputy Premier and Minister of the Interior, Sheikh Nawad Al-Ahmed Al-Sabah officially announced the cabinet's nomination of Sheikh Sabah to the position of Amir. The clerk then read a cabinet letter to parliament citing in detail the reasons why Amir Sheikh Saad was no longer able to carry out his duties due to illness. Each MP was given a brief three minutes offering words of tribute to the 13th Amir, Sheikh Jaber, and Amir Sheikh Saad before welcoming the new Amir Sheikh Sabah Al-Ahmad Al-Sabah. In the second session, the Amir's entrance was met with thunderous applause. The Holy Quran was read then the Amir took the simple oath of allegiance.

Speaking before ambassadors, dignitaries and well-wishers, he stated that

"We shall diligently adhere to the interests of Kuwait, avoiding sectarian and tribal matters, in every way to pave way for Kuwait's triumph. Briefly he alluded to Kuwait's turbulent past before turning to other important matters. "We are in the face of constant change and development to which we cannot turn our backs," he said. "Today we turn a new page of the history of Kuwait. We look forward to a promising future. Kuwait witnessed a unique experiment over the past few days marred with some pain and anxiety. But in the end, democracy and the constitution prevailed."

Following his inauguration, on Tuesday, February 7, 2006, HH the Amir Al-Sabah issued two decrees recommending HH Sheikh Nawaf Al-Ahmad Al-Sabah as the new Crown Prince and HH Sheikh Nasser Al-Mohammed Al-Sabah as the new

Prime Minister. His Highness Sheikh Nasser, 65, replaced His Highness Sheikh Sabah who had been the Prime Minister since 2003. He is the nephew of HH Amir Sheikh Sabah.

The new Crown Prince has called on Kuwaiti young people to join together with him for they are "the country's real wealth". Sheikh Nawaf Al-Ahmad Al-Jaber Al-Sabah is considered to be "the Sheikh of morality, the Sheikh of humility and the Sheikh of cooperation with parliament." His priorities together with his Cabinet include the principles of democracy, moderation and tolerance.

Sheikh Nawaf has served the State of Kuwait since 1962 when he was appointed Governor of Hawally. From 1978 to 1988, he was the Minister of Interior, and in 1991 he was appointed the Minister of Defense. During 1991-1992, he was the Minister



of Social Affairs and Labour, and in 2003, the Chairman of the National Guard. Prior to assuming his role as Crown Prince, he was the First Deputy Premier and the Minister of Interior. HH Sheikh Nawaf is the half-brother of HH Amir Sheik Al-Sabah. Dr. Maasouma Al-Mubarak, the first

woman cabinet minister in Kuwait, retained the Planning Ministry.

The first Amiri decree recognized, in part, the integrity and merit of HH Sheikh Nawaf for the post of Crown Prince. The second Amiri decree was also based on Kuwait's Constitution. With these new appointments, HH

the Amir Al-Sabah maintained the separation of these two roles, the role of the Crown Prince and the role of the Prime Minister.

The future of Kuwait under the leadership of the new Amir is, like all nation states, embedded in its past.

On February 25 1990, the late Amir Sheikh Jaber Al-Ahmad Al-Sabah encouraged Kuwaitis to remain steadfast, and sixteen years later, on February 25, 2006, Kuwait marked National Day as well as Liberation Day with bittersweet tears as the State of Kuwait officially ended a 40-day period of mourning for the late Amir Sheikh Jaber who passed away on January 15, 2006. His speeches, as always, were imbued with a sense of "vigilant devotion to the homeland" in every day life in every field of human endeavor.



● HH Amir Sabah Al-Ahmad Al-Jaber Al-Sabah visits Ahmadi hospital as part of his abiding interest in social affairs in Kuwait.

Sources: Centre for Research & Studies in Kuwait, KUNA, *Kuwait Times*, *Arab Times*

Commercial & Family Origins of Kuwait

The earliest settlers of Kuwait, or Grane Town as it was once called, built a typical Arabian town with specific geographic subdivisions. What was special about them was that they were specifically tribal, or, as in the case of Kuwait, family-centred. What was also special about them in Kuwait was that, in the early years of the discovery of oil, this wealth of commercial talent was the modus operandi of Kuwait, while oil revenues were merely an adjunct. Originally, they had navigated the Arabian Gulf, Red Sea, the Coasts of Sind, Guzerat and Malabar, and on to Bombay and returned with imported rice, sugar, timber, spices, and cotton from India, coffee from the Red Sea, tobacco and dried fruits from Persia, grain and dates from Bussora as well as cloth, dates, and fish from Bahrain. Now the sons of men who bartered on the streets of Bussora traded in money.

During the 19th century, Kuwait's Amirs often consulted the merchants and ship owners before making important decisions and today they are the ancestors of some of the great Kuwaiti families of today—the Al-Badr, Al-Ghanim, Al-Bebhani, Al-Marafi and Al-Khaled. It is for this reason that the sophisticated financial institutions of Kuwait—including the ones that Amir

Jaber supported and funded during his reign—are of such importance.

The beginnings of Kuwait had its origins 250 years ago set against the tapestry of a great tribal migration from southern Saudi Arabia towards the east and north peninsula, which is now Kuwait's homeland. Trading from the east also focused on the Gulf. The Anaiza tribal confederation spread out

as far north as Damascus as their own clans settled all along the way. Some attained considerable positions of power—the Al-Saud began to rule in Najd, in Bahrain it was the Al-Khalifa and in Kuwait the Al-Sabah.

Once settled they quite naturally grasped opportunities presented by commerce and trade. Early families quickly established a flourishing trade





side one of these rooms or tents, you will probably see men dressed in dishdashas seated on diwanya-style low sofas around the edge of the room or seated on Sadu cushions. Tea or coffee will be served in small cups. It's open house, and there are several rules of the road.

The Diwaniya

The diwans are generally held on the same day every week in the same place and at the same time. One prominent member of the ruling family, for example, Dr. Rasha Hmoud Al-Sabah has held a widely respected mixed diwanya, frequented mainly by prominent members of the educational community. In simpler less complex times, HH the Amir, the Crown Prince and Prime Minister together with other members of the ruling family would be the only ones holding diwanias—which they still do today—as a very important way of keeping in touch with the people. Discussions could be focused on a recent law just passed, a government decision, politics, privatization, the stock exchange, sport and the environment. With time and vast stretches of city life, this was no longer practical.

Why is it so curiously unique to Kuwait? How did it first begin? This living tradition predates the tempo of frenetic modern life, and certainly is based, in part, on the legendary hospitality of the tribes of Arabia. The old commercial needs of Kuwaitis seems to have been intertwined with traditional Kuwaiti openness, democracy and an on-going thirst for information and communication that has never quite emerged in this form anywhere else. HH Amir Jaber regularly visited Kuwait's diwanias and, even as his own health failed, Sheikh Sabah carried on this very important Kuwaiti tradition. For the diwaniya still remains a symbol of the past, present and future: a touch of desert in the midst of bustling commercial life in the 21st century.

including transporting people to the Hajj, the development of a powerful trading fleet, pearl fishing, trading with India, Africa and the Red Sea.

The early picture of Kuwait's people, therefore, naturally focuses around a few small group of families, predominantly the Anaizi and Najdi, which eventually, too, formed sub-groups of families. As visitors drive around Kuwait, they will discover that the areas of Sharq, Murqab and Qiblah, for example, were, in fact, traditional geographic divisions of residence of old Kuwaiti merchant families. Furthermore, visitors will be struck by the survival of Arab traditions and institutions

such as the majlis or diwanya system alongside Western-style ways of doing things such as the stock market and traditional banks.

Many students are familiar with the word 'diwan' which generally means a large, formal gathering room in a palace, or a place where Arab kings, princes and sheikhs received their subjects and discussed affairs of state. These were, of course, ancient channels of communication between the rulers and the ruled, and thus the rudimentary 'parliaments' of tribal society. This meeting place among men—and now very recently among women—is unique to Kuwait. If you look in-

Kuwait's financial district
As Minister of Finance and later the Amir, HH Amir Jaber was the key figure in helping to create Safat, Kuwait City's financial, business and banking centre. Walking through this area, there is the Kuwait Stock Exchange with its impressive dark marble and granite cladding opened in 1983 and is one of the Gulf's oldest stock exchanges. The National Bank of Kuwait headquarters lies just behind the Stock Exchange itself, while opposite the Stock Exchange lies the Commercial Bank of Kuwait. Kuwait Finance House, the Industrial Bank, and the Bank of Kuwait and Middle East, three of Kuwait's most important banks, are a simple banking complex which leads through to Mubarak Street and Ahmad Al-Jaber Street. In the heart of this financial district lay the institutions of Kuwait Foundation for the Advancement of Sciences, Kuwait's Chamber of Com-



● Top and Bottom: HH the late Amir Sheikh Jaber Al-Ahmad Al-Sabah helped to create Kuwait's Central Bank as well as the Arab Organization headquarters with its fine artwork.

merce and the Kuwait Fund for Arab Economic Development.

Kuwait's Foundation for the Advancement of Sciences has a broad mandate. It is involved in educational, cultural and scientific projects. It also deals with engineering, agriculture, medicine and the environment. Where needed, it develops new Islamic and scientific libraries in Kuwait and abroad. It promotes scientific excellence through scientific and literary awards. It encourages the transfer of knowledge of science and technology from other advanced countries to Kuwait to further scientific and technical potential. In addition, it develops or takes part in local and international conferences, symposia and seminars. The Kuwait Foundation for the Advancement of Science also grants fellowships to scientists and specialists

of all kinds. Again all these financial centres are a legacy of the Amir Jaber Al-Ahmad Al-Sabah.

Arab Organization headquarters
What forms the Arab organization headquarters? Taken together, that is, the Arab Fund for Economic and Social Development, the Organization of Arab Petroleum Exporting Countries (OAPEC), the Inter-Arab Investment Guarantee Company and the Arab Maritime Petroleum Transporting Company, form its headquarters but it is primarily the Arab Fund, which supports Arab development projects, that has created this monumental building. The most impressive aspect of the atrium or entrance is the eight-floor high U-shaped central hall. It's a space filled with glass, light, greenery, and significance. On one side of the building spans a five-storey suspended glass wall. At its height the atrium is decorated high above with three beautifully carved wooden panels. This is another important aspect of the late Amir Jaber Al-Ahmad Al-Sabah's life.

Source: JRL Carter, Merchant Families of Kuwait, 1984, Scorpion Books, London; earlier Kuwait Digest articles.



**The Life and Times of Sheikh Jaber
Khalid Ali Al-Sumaiti
KOC Deputy Managing Director
(North Kuwait)**

With the passing of the late Amir Jaber, we lost someone very special to the State of Kuwait as well as to Ahmadi the oil town. He was a leader who led by example and it was his simplicity that attracted me the most. Simplicity can be learned, I believe, but it was in his nature to be simple even as prime minister. He had a deep abiding respect for all human beings wherever he found them, and out of this sense of respect sprang his simplicity. In part, his character came from the deepest and best principles of Islam where the ruler rested among his people unafraid.

HH Amir Jaber translated the idea of simplicity into action. Everything he did from the car he drove to the bank notes without his image was a symbol of his simplicity.

When he first became the Amir, he drove through the streets without fanfare or motorcycles until he was finally persuaded to safeguard his life for the benefit of the State of Kuwait. All these actions symbolized how he acted simply, without recognition, quietly moving among people without discrimination between nations or religions.

At the KOC we have learned to follow his model of simplicity, which is, I believe, a true role model of how to live. Of course, he coupled his profound sense of simplicity with initiatives inside Kuwait or internationally, always creating a legacy that others could follow successfully. He built Ahmadi town as well as the relationship between the government and the KOC at



that time. He led the environmental green movement even planting trees himself, one tree at a time. Regarding the oil industry, the EPA was created to audit the 'K' companies concerning environmental issues and laws.

The KOC also focused directly on environmental issues in its 2020 Strategy including targets of zero flaring, for example. Checks and balances were created within these entities to audit resources and to keep the environment clean which was part of his legacy.

In terms of finances, the Amir's strategy was to create other long-term income streams to diversify Kuwait's financial and resource base. Traditional Kuwaiti life has been based on trading and commerce, and oil is our business. But under his directives, we learned to diversify as Kuwait also became an important investment centre.

Based on two crucial historical experiences—Kuwaitization and the post-invasion—we learned that we must rely on ourselves first-and-foremost to run the oil business. Of course, we cannot do everything alone, we need to work with international companies as we live in a global world. But as a strategy, we have learned to rely on ourselves, to invest

in Kuwaitis to keep oil moving in the pipelines.

I have been here since 1978 at the KOC. I was here during the invasion for seven long months. I came to the KOC offices from time to time through the main office doors. We knew that we had a lot of important records with us during this time so we used to hide important reports in the ceiling.

Unfortunately during the last days of the invasion, the main office was destroyed and with it some important documents. Fortunately, most of KOC's logs, reports, maps and documents were stored in London. It was a crucial asset for us to rebuild Kuwait.

Production was foremost on our minds after the invasion. Development, work-over, materials, drilling rigs were all priorities but it was years before the turn-around came. This was the time we built up our infrastructure and capacity. We had support from many companies outside KOC. Exploration was, of course, deferred. It took 3-5 years for everything to stabilize: the priority was production, then all the logs were brought together to drill additional locations to boost production. In 1995, new seismic studies began across the whole country. We learned a great deal.

Ultimately it is a vision that keeps people on track. This vision must be translated into a powerful and simple strategy to achieve results that are easily understood by everyone in Kuwait.

Amir Jaber Al-Sabah fostered a tremendous vision of service coupled with simplicity like a river cutting out its own channel as it runs powerfully to the sea.

Abdul Khaleq Al-Ali, Manager KOC PR & Information

The late Amir Jaber Al-Ahmad Al-Sabah left his footprints across a wide variety of major landscapes both inside and outside Kuwait. Wherever you turn, you discover his legacy whether it is in the economy, foreign policy, health or education, but through it all, he walked wisely and modestly among his people for it was the people who were closest to his heart.

Sheikh Jaber played a crucial role in times of crisis during the invasion and different political events such as the hijacking of the Kuwait Airways Al-Jabriya, even the assassination attempt itself, where he acted so compassionately, not taking revenge.

He played a very crucial role in developing the oil sector from its early pioneering days.

Ahmadi itself became a symbol of modernity with a new kind of city life springing up in Kuwait during the heady days of the 1960s. He endorsed scientific, social and cultural initiatives such as the Kuwait Economic Fund, the Kuwait Institute for Scientific Research (KISR)—his interest in research and technology and how it relates to the development of Kuwait, and the Kuwait Fund for the Advancement of Science and how it concerns the enhancement to scientific fields but also to the social sciences, literature and art.

Most importantly he left a roadmap on democracy to follow binding constitutional principles. He emphasized the importance of democracy to Kuwait, the only lasting legal safeguard in times of crisis. Nothing, I believe, reveals this better than the experience of



invasion—the call to his own people to direct democracy from outside Kuwait, to meet at the Jeddah Conference in Saudi Arabia, and to direct urgent affairs of state from there. Support for him was so clear. Support for his return as well as the return of democratic life came so quickly to Kuwait; it was made possible only within the constitution. This is very unique in the Middle East—very few countries can do this, and proudly, we can say we are one of them.

He endorsed women's rights, which was finally achieved in his lifetime. This culminated the past years of endorsing women at all levels: the first woman ambassador, the first university rector, the first woman undersecretary rose to leadership in Kuwait culminating with Dr. Maasouma Al-Mubarak as Kuwait's first cabinet minister in 2005.

The chemistry of this relationship with the late Amir remains vital and enduring, yet it portends with his passing, a transitional and important moment in our history. People loved Sheikh Jaber for what he was—a true leader in every sense of the word.

Shafiq Mubarak, Manager KOC Product Development Support Group



HH the Amir Jaber was a real leader from every point of view. He was a humanitarian who took on the burden of Kuwait's suffering during its darkest hours. He had a long-term strategic vision, and to implement that vision, he chose the right people at the right time and in the right place. His life was suffused with insight as well as feeling.

One of the pivotal moments in my life was watching Amir Jaber's speeches on TV at the United Nations during the invasion and every year on the 'Night of Power' during Ramadan. Nearly everyone has seen him

"He was a role model of humility and heart coupled with intelligence and a fierce desire to succeed."

speak at the United Nations as he sought support for Kuwait to get back on its feet again. We tried to follow the news whenever it happened. We heard his speeches hundreds of time.

HH the Amir Jaber touched us as a person, giving us guidelines. For example, the Reserve Fund for Future Generations was used to rehabilitate Kuwait: the Fund itself was a perfect solution to a very serious problem. It seemed as if he had a crystal ball and was looking into the future. His vision was a multiple vision, partly strategy, partly organization, partly infrastructure. He supported women, that is, the missing part of his political vision. Before he passed away he lived to see his vision of men and women come together for the good of Kuwait. Ultimately he was deeply interested in how the State of Kuwait as well as the Kuwait Oil Company was managed. His legacy is embedded in my work.

As Manager, Product Development Support Group, at the KOC, our team is committed to supporting the 2020 Strategy in a variety of ways from reservoir development support in terms of tools, contractors and equipment to activate the wells to data management support for serious exploration and production development data bases to information support for production operations with a minimum of delay. We have subsurface engineers who need career development support within the broader Human Resources philosophy so they perform well on the job. Whether its assets or groups, we support them all. There are four teams. We consider our group as the core group for all information related to statistics and data about KOC's reservoirs. We do whatever it takes to meet the Kuwait Oil Company's 2020 strategy

as production development support.

For example, we recently organized two successful forums in one short, but busy, week. KOC's first Reservoir Management Forum was held on February 6, 2006 to share best practices on reservoir management as well as exchange ideas across the region including India and the Sudan. Over 130 people stayed right to the very end-the enthusiasm was palpable. The 6th Middle East Information Management Forum co-sponsored by KOC and Schlumberger came directly on the heels of the Reservoir Management Forum. The Information Management Forum was also held at the Marina Hotel on February 8-9, 2006-the 2nd time in Kuwait. Keynote addresses were delivered by Farouk Al-Zanki, Chairman and Managing Director, Kuwait Oil Company and Olivier Le Peuch, President, Schlumberger Information Solutions, Houston, Texas on 'SIS Vision and its Future'. Importantly, the role of data management from reservoirs was linked with how data management supports all these disciplines to improve the work at KOC.

Thirty years ago the world of information retrieval and data management was hit-and-miss. It was a world of files and microfiches prepared by hand, sometimes accurately, sometimes not. Sometimes material was difficult to read; sometimes it was difficult to find. Today's world of data management has been revolutionized. Faster data retrieval now means better data collection-and the future lies just around the corner with real time data management.

Beyond data management is the management of people, and the late Amir Jaber left us a lasting legacy to follow. He was a role model of humility and heart coupled with intelligence and a fierce desire to succeed.

Dr. Fatima Al-Abdali **KOC Team Leader, H&E**

Amir Jaber's life and legacy was focused on science, economic development and the environment. Ultimately Amir Jaber's vision was to protect the resources to be sustainable in order to serve the people of Kuwait and the country.

After the invasion left behind polluted water, marine and underground systems, that is, Kuwait's water, land and air, after all this, the Kuwait Oil Company stepped back, analyzed the situation, and came to this important conclusion: "If oil is not in the pipeline where it belongs, it can be a catastrophe".

Before 1991, the KOC was focused more on safety of the roads, facilities, people and the wells. After the invasion and liberation, the KOC was liberated, so to speak, to embrace a whole new more complex vision of the environment. It had faced the world's largest oil industry environmental catastrophe and out of this catastrophe was born a new strategy—protection of people's health, environmental health & safety. The KOC had learned that, if you don't manage the pipelines properly, the problem is a health problem for human beings and the environment. These were important and formative years.

During 1994-1995, the Kuwait Oil Company changed direction bringing together health, the environment and safety. During 1995-1996, KOC developed the first integrated HSE management system, which was built on the shoulders of Kuwait's earlier environmental history from the early 1970s. During these early years, one small organization, the Environmental Protection Council (EPC), working under the Ministry of Health's umbrella, was in charge



of the entire issues facing Kuwait.

Alongside it, one-by-one, Amiri decrees started to grow concerning the general environment or specific laws concerning the transportation of waste and chemicals, for example. During the 1980s, ordinary people began to comply here and there but without any real unified framework underpinning their involvement across the entire country. By comparison, the Environmental Protection Authority (EPA) now exists to provide such a structure. During the 1970s and 80s, Kuwait had a smaller vision that was not strategic nor concentrated in one centralized place such as the EPA today, but still, concerned citizens tried to comply here and there. Environmental change was, however, just around the corner.

Once the KOC started to develop its own strategic company vision, many

other organizations began to develop their own strategies as well. Oil companies discovered that the environment itself was threatened and that people were threatened because of mismanagement of oil. The KOC had now learned an important lesson—that oil itself could be a catastrophe. Within the wider environmental sector, environmental laws began to appear, not as completely formulated environmental laws as yet, but growing into a significant body of documents—more than 140 articles covering every single issue facing Kuwait's environmental and health concerns. Change began in 1995-1996. Organizations everywhere began to adopt and adapt. It was here that Amir Jaber's vision of science, development and the environment must be recognized.

Amir Jaber's vision of sustainable development emerges

Amir Jaber's life and legacy was focused on science, economic development and the environment. Dr. Fatima recalls: "I was one of the delegation along with the Amir who went to Rio de Janeiro, Brazil in 1992 right after the invasion. As a scientist, woman and volunteer, I was very proud to be one of Kuwait's delegates. As environmentalist we had worked very hard to bring about sustainable changes on behalf of the people of the small country of Kuwait".

She continues: "During 1991-1992, the environmentalists of Kuwait, mainly Kuwaitis (approximately 40 people with PhDs, Masters and university students), created a voluntary committee called the Kuwait Environmental Action Team (KEAT). KEAT was a volunteer group that cared very deeply about the future of the environment in Kuwait. The KOC 'was down' during this time, KISR 'was down', the university 'was down' but we were here and were up to the challenge so we created this team of environmentalists. Together we educated people, the press and the

government concerning the facts surrounding environmental pollution after the invasion."

She explains how environmental efforts were the catalyst for creating an urgent and effective firefighting plan. "We worked on models and studies concerning this crucial area. We concluded that something needed to be done immediately regarding the oil fires. The original plan had been to cap the fires in 5 years then it was reduced to 2 years. We accelerated this plan to 7 short months. We believed that all of Kuwait was at risk, that the fatality rate would be 10-15% in October and December 1991. KEAT and the efforts of the media together with other international teams succeeded in convincing the government to increase the fire fighting teams to fight the fires and by early November the job was done. KEAT had succeeded and Kuwait's environmentalists set off to tell the world about their experiences at the Earth Summit."

Rio de Janeiro was an important benchmark for environmentalism. 100 heads of state and more than 60,000 delegates gathered together to focus on environmental issues facing countries globally. One positive decision bore fruit: not to use the environment itself as a target in war and conflict, it was a new factor along with issues of women and children. Kuwait played its part in several ways. Amir Jaber delivered an important speech regarding Kuwait's experiences during and after the invasion. It really started the eventual compensation program from the UN for the environment. In addition the entire delegation took a hands-on model of Kuwait to show how Kuwait city looked under the pall of smoke and pollution. In the end, the volunteers, firefighters and Amir joined together to build the history of compensation in the UN for

"The decrees, organizations and infrastructures were all created to fulfill his vision of sustainable development for Kuwait."

Kuwait and the environment.

In 1995-1996, new ideas, new decrees coupled with new kinds of behavior took shape. In the case of Kuwait, its environmental catastrophe was the impetus for long term visionary changes often spearheaded by public awareness.

The KOC's environmental efforts are now issue-based. In 2000, KOC started to rethink how to modify its management system then three years later, on March 3, 2003, KOC

launched its new HSE management system which is now being implemented. Currently KOC is working on several programs on air, land and facilities (alarm systems, for example), which is part of the KOC 2020 strategy—proactive, preventative and wholistic.

The Spirit of the Desert

The KOC's Land Rehabilitation South & East Committee has launched this concept with the Spirit of the Desert,

which is a small semi-preserved area, a man-made lake from a rehabilitated gatch pit. Originally the lake was a pit collecting garbage and water in Burgan. The concept is about preservation, green water, bird migration and a healthy ecosystem, which in turn, will underpin the future environmental law to come. Different integrated sand control areas create a vision of sustainable development which was the Amir Jaber's long term strategy for Kuwait and its future.

Sheika Amthal and the voluntary committee

Interview with Dr. Fatima Al-Abdali continues

During the 1980s, Kuwait's NGOs or public committees working together with men, women and youth began as Kuwait launched the Society for the Protection of the Environment. 5 or 6 years ago Sheika Amthal, the sister of Amir Jaber, together with a voluntary committee began to focus public pressure on the environmental issues. The committee worked in several ways continuing the Earth Summit mandate. On November 5, 2001, through her committee and as a request from an NGO, the Kuwaiti Society of the Protection of the Environment, the General Assembly at the UN declared November 6 of each year as the International Day for Preventing the Exploitation of the Environment in War and Armed Conflict (Resolution 56/4). The message is focused on using the environment as a place of peace not as a background for war and conflict. November 6, 1991 is also the date that the last oil well was extinguished in Kuwait.

Sheika Amthal has also focused on water preservation, that is, water and electricity consumption in Kuwait, which is a problem. There are no controls and no limits on it. People are not aware of this correlation. Her committee has focused on public awareness.

Sheika Amthal has also focused on environmental issues which began with

KISR, the NGO, and then her committee adopted the idea to focus on reserves in Kuwait. Two major preservation areas were established with many more to

come, one in the desert in the north, the 'Sabah Al-Ahmad Preserved Area' with the Nature Reserve and one marine preserve in the south with 'Al-Jaber Reef'.



• Above: Sheika Amthal, the sister of HH the late Amir Sheikh Jaber Al-Ahmad Al-Sabah, stands among the Kuwait Diving Team on the shores of Al-Jaber Reef, a marine preserve in the south of Kuwait.

Sports

Most sport legends in Kuwait describe HH Amir Jaber as Kuwait's number one supporter of sports. He supported sport clubs personally as well as indirectly through government funding.

“Although he was not a sportsman himself but rather loved walking, contemplation and nature,” remarked Captain Hamad Al-Mundani, International FIFA referee and KOC coach, Administration Office (Social Services & Sport). “Sheikh Jaber personally gave as much as 2,000 KD to each of four referees during any final football match he attended. He warmly congratulated everyone, and so did Sheikh Saad, who came to the finals himself, too.” Captain Hamad continued to highlight the Amir's life. “Furthermore Amir Jaber had a special corner in his palace designed just for animals such as gazelles and horses, for example. He loved to head out with his family to his own special KOC Burgan Camp



Top: Captain Hamad Al-Mundani's accomplishments include local Referee (1995), Futsal Referee 2000 (2000), FIFA International Referee Asia Cup (2001), Al-Amir Cup (Final), The Crown Prince Cup (Final) and the World Cup (Semi-Final).



as well as the camp in Mangaf. Once there, he relaxed completely; he shared meals together with the entire staff even during Ramadan.”

The Amir Sheikh Jaber Al-Ahmad Al-Sabah enthusiastically supported sports and played a great

role in backing Kuwaiti athletes and sportsmen. As part of his on-going policy to support athletes personally, Sheikh Jaber frequently met people personally after matches to share highlights of the game. He always sent Kuwait's national team abroad to encourage them to win on behalf of Kuwait.



The Terry Fox Run, Kuwait, the Marathon of Hope, April 21, Ahmadi



"I bet some of you feel sorry for me. Well, don't. Having an artificial leg has its advantages. I've broken my right knee many times and it doesn't hurt a bit."

Terry Fox, May 1, 1980

"The Terry Fox Run, celebrating a brave young Canadian's legacy, has become an international event helping to keep alive Terry's dream of finding a cure for cancer. This year marks the 25th anniversary of Terry's run across Canada. It is truly moving that the heroic, unselfish mission of one person serves as such an inspiration to people world wide.

The Canadian Embassy is proud to be involved in this the 5th Run in the State of Kuwait. Join me in participating in this most worthy of causes dedicated to the eradication of cancer. "



His Excellency, Denis Thibault
Canadian Ambassador to Kuwait

On the run around the world

Farouk Al-Zanki, Chairman and Managing Director, the Kuwait Oil Company and Denis Thibault, the Canadian Ambassador to Kuwait, heartily support and encourage what the Terry Fox Run symbolizes—a spirit of ethics, nobility and fierce determination to succeed.

Together they encourage each person to participate in this spring event which brings energy, hope and funding for cancer research here in the State of Kuwait.

Imagine that from such small beginnings, one young person with singleness of purpose committed to a



single message has moved mountains. This is the legacy of Terry Fox's Marathon of Hope.

This year, the Terry Fox Marathon of Hope is on the run in Kuwait on April 21, 2006 starting at 1 pm in Ahmadi city. For Terry Fox, "If you have a dollar (dinar), you are part of the Marathon of Hope." Kuwait's Terry Fox Run includes walkers, bikers, runners and their entire families, young and old.

Fortunately the Kuwait Oil Company supports these values. Thousands have participated in the Terry Fox Run in the past and we envision thousands running on April 21. A committee has been formed for the Terry Fox preparations and is meeting on a regular basis with the KOC committee headed by Jeffry Brookman and other KOC team leaders.

More than 25 years have passed since the Marathon of Hope began. Literally millions of people around the world have come together to find a way to beat cancer. More than \$360,000,000 has been raised for cancer research worldwide. What better example than Terry Fox to in-

"All donation money will be donated to cancer research in the state of Kuwait. All money raised by the Terry Fox Foundation in Kuwait must be distributed by an institute approved by the Foundation. First and foremost, the Foundation raises funds for cancer research primarily through the annual Terry Fox Run. Terry Fox wanted every supporter to be able to make a donation to cancer research, however large or small. The Foundation continues to share the story of Terry Fox worldwide striving to maintain a sense of heroic effort, determination and integrity that Terry himself embodied in his life."



Jeffry Brookman
KOC Commercial Advisor
Administration and Finance
Directorate

spire young people to serve their local communities.

- Tickets will be entered into a raffle draw for great gifts and prizes.
- Kuwait raised over \$500,000 dollars in former Terry Fox runs.
- Kuwait ranked in the top 10 in 1998 donations worldwide.

"Even if I don't finish, we need others to continue. It's got to keep going without me."

Terry Fox, July 10, 1980

• The Terry Fox Committee



The Terry Fox Story

Terry's Fox's Marathon of Hope took place in 1980. Its simple message was to tell Canadians about the importance of finding a cure for cancer. With fierce determination Terry ran an average of 26 miles (42 kilometres) every day for 143 days. He was forced to stop his run on September 1, 1980 when cancer had spread to his lungs. By February 1 1981, Terry's dream of raising \$1 for every Canadian living in Canada became a reality. The Terry Fox Marathon of Hope fund totaled \$24.17 million. Terry Fox died in June 1981.



"Terry Fox is a young Canadian hero who dedicated his life to a noble cause to find a cure for cancer. Millions of people all over the world have followed in Terry's footsteps believing in his dream. Thousands have participated in the Terry Fox Run in the past and we hope that even more people will participate in the Terry Fox Run on April 21. Come join us on the Marathon of Hope."

Farid Elsayed
Committee Chairman
Terry Fox Kuwait Chapter
KOC Senior Engineer
Contracts Team II
Commercial Group
email: fox67k@yahoo.com

Terry Fox T-shirts and hats will be available for everyone who would like to join us. Terry Fox tickets can also be purchased through local organizations and volunteers.



Terry Fox's Life and Legacy

- 1958** Terrance Stanley Fox is born in Canada's prairies, in Winnipeg, Manitoba.
- 1968** The Fox family moves to Canada's western province, British Columbia and settles in Port Coquitlam.
- 1972** Terry begins to run cross-country in Grade 8 at the suggestion of his physical education teacher, Bob McGill, at Mary Hill Junior High School.
- 1976** Terry enrolls at Simon Fraser University in Vancouver (Burnaby), British Columbia. He studies kinesiology and tries out for the junior varsity basketball team.
- 1977** Terry is diagnosed with bone cancer (osteogenic sarcoma) in his right leg and within days his leg is amputated six inches (15cm) above the knee.
- 1977** Terry undergoes a 16-month program of chemotherapy.
- 1979** Terry starts training for his run across Canada to raise money for cancer research. He called his journey the Marathon of Hope. In training, he runs over 5000 kilometres (3,107 miles).
- 1980** (April 12) Terry begins on Canada's Atlantic Ocean in St. John's Newfoundland. He dips his leg into the water to symbolize the start of the marathon. He runs an average 42 kilometres a day (26 miles).
- 1980** (September 1) After 143 days and 5,374 kilometres later (3,339 miles), Terry is forced to stop running outside of the city of Thunder Bay, Ontario—roughly in the middle of his run across Canada. Cancer has spread to his lungs.
- 1981** Terry Fox dies at Royal Columbian Hospital in Port Coquitlam, British Columbia, one month short of his 23rd birthday.