

The Kuwaiti Digest

April - June 2010

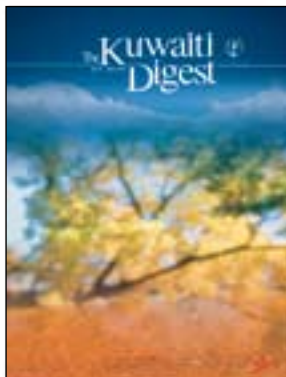


الهيئة العامة للإحصاء
الوزارة العامة للتخطيط
الحكومة الكويتية
Ministry of Planning
Government of Kuwait



The Kuwaiti Digest

April - June 2010



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Your Health is Your Life



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Khaled Madhi Al-Khamees
Deputy Managing Director
Administration and Finance



The fourth quarter of the 2009/2010 fiscal year was a busy time for the Kuwait Oil Company; the 75th Anniversary celebrations were completed with a luncheon in London that honored previous KOC employees, and many activities focusing on the development of employees and the improvement of the environment were initiated. In addition, new and innovative ways of dealing with existing reservoirs using new technologies were pursued by the Company through the organization of conferences and workshops, with participants coming from around the world.

It was also a time to mark the occasion of both National Day and Liberation Day, on the 25th and 26th of February, respectively. As with previous years, the Kuwait Oil Company planned activities for its employees and their families at the Company's Spring Camp in the Al-Zour area in order to emphasize its appreciation of its employees and the important role that they play in the success of the Company. In fact, recognition of Company employees was prominent in the quarter and many distinguished employees are highlighted in this issue.

With the start of the new fiscal year, the Company is looking forward to increasing its prominence on the world stage through continued participation in international conferences and exhibitions. Exploration, development, and production will continue to be the focus, of course, but importance will also be given to HSE issues, as well as to recruitment, training, and career development of both current and future employees.

Building the Legend

KOC Honors its Former Employees

On a cold day in January, 2010, over one hundred former employees of the Kuwait Oil Company (KOC), gathered with their families at Grosvenor House in London to celebrate the 75th Anniversary of KOC. Not only was it a celebration of the Company, it was also a time to reminisce and to meet old friends and familiar faces.

Greeted by the C&MD, Sami Al-Rushaid, and top management from KOC, the gathering was addressed by the Head of the London Office, Abdulla Al-Abdulrazzak, who thanked them for coming and for "building the legend". He also stated the Company's gratitude to them for their efforts and sacrifices, particularly under the sometimes difficult working and living conditions at the start of the Company. After affirming that they all were an integral part of KOC's history, he concluded with, "Thank you for being a part of my culture, heritage, and history".

Al-Rushaid also spoke on the occasion as did Basil Butler (see insets), who represented the attendees, many of whom had come from far away just for the event. Speaking with KOC employees, many present had interesting tales to tell.

My family were very lucky and privileged to spend wonderful years in Ahmadi and with the Kuwaiti people. We treasure the time we had in Kuwait, and it is a joy to see the KOC legacy is continuing, and will continue to grow in the future. Everyone has their own special time in a place, and I am sure that those who came after us, were and are equally happy as we were in the early days and this will be the case for those individuals who will be fortunate enough to work for the Company in the future.

Lynda Largue

I have come down from Edinburgh for this wonderful function, which is one of the few opportunities I have had to be in contact with Kuwait again, of which I have many very happy memories. I landed in Kuwait in 1972 and spent a night in Kuwait City before going to Ahmadi, where I spent two and a half years. Our youngest daughter, Fiona, was born there. I became Head of Public Relations in the Information Unit in the Display Centre and lived in 4th St. N. At that time, the gentleman who recruited me in London as Ahmed Jaafar. Basil Butler joined right before me and I met him later in the North Sea in 1981 and again this morning, after all these years.

Bill McDowell

I think it is a great pity that there are no Kuwaitis of my generation here today, although there are probably not many of them alive now. Mustafa Karam ought to be here. Ali Jaafer, older brother of Ahmad Jaafer, I remember as well. He was the first Kuwaiti Ambassador in London.

I arrived in Kuwait on the 15th of February, 1949. That was a long time ago. I worked in Kuwait until 1961 and started off working on a drilling rig as what the Americans call a roughneck, which is a driller's helper, and did this for about 18 months. Then I moved to the Information Department, where I was the welfare officer for about a year. I then moved to the engineering department as a PA to the Chief Engineer. I then learned Arabic, partly in London and partly in Lebanon, and I thought I knew Arabic until I started to speak with a Bedouin in Kuwait and realized my Arabic was completely different! But I picked it up. I had worked in many different departments and they asked me if I would start up the communication area since I knew a lot about the Company. The first job I had in this capacity was Head of the Display Centre in 1956, and was in charge of it when it opened.

I was in Kuwait four or five years back and had a lovely tour of Ahmadi and the oil fields and was given a magnificent gift of a model of the Jahra gate in Kuwait city by the Head of Public Relations. If I am still alive, I would love to come and see the new Display Centre when it opens.

Tony Wilcox

My father started with KOC in 1948, in the Maintenance Department. My mother and I were still in the UK in the beginning and he wrote to us that he lived in a tent and that in the morning his moustache was full of sand! It was a lot of fun living in Ahmadi and there were lots of competitions. KOC was like a family and Ahmadi was our home. My brother was born there and we ended up living in Kuwait for almost 20 years.

Christine Wilson



Basil Butler
Speaking on behalf of the guests

Speech by Basil Butler on behalf of the attendees at the 75th Anniversary Celebrations in London

First of all, let me thank the C&MD and KOC for holding this wonderful reception; we do appreciate it. It has been a long time since I was in Kuwait, but I have very good memories. This is a celebration for all us because we all played a part in the company we love, KOC.

We did not just live and work in Kuwait, but rather Kuwait became home for us and many of us were there for a long time. For our children, some of whom were born there, Kuwait was for a long time the only home they knew. This feeling of being at home in Kuwait only resulted from the good nature and generosity of the people of Kuwait, which we have all appreciated over many years.

We all felt sad and depressed at the difficult times that Kuwait went through during the invasion some years ago. I had the occasion to be in Kuwait just a few days after the devastation and the pain of that dreadful event, and I wondered what was going to happen next. But Kuwait has bounced back with tremendous skill and enthusiasm and so has KOC.

We can see KOC moving ahead with new projects that will keep KOC at the forefront of the industry and remaining one of the leading oil operations in the world. Thank you again and I am sure that KOC will continue to prosper and in another 25 years will be celebrating its 100th anniversary. I cannot guarantee, however, that we here will be able to accept your invitation next time around.

But I am sure that there will be an occasion and I would like to, on behalf of all of us here today, to give our very best wishes to Sharika al-Naft al-Kuwait, the Kuwait Oil Company.

Speech by the C&MD, Sami Al-Rushaid, on the occasion of KOC's 75th Anniversary Celebrations in London

Ladies and Gentlemen,

Welcome. It is truly an honor for me to be here in London to celebrate KOC's 75th Anniversary with you. The establishment of the Company in 1934 was, in retrospect, a critical turning point for the country and, had it not been for the discovery of oil in 1938, the State of Kuwait would most likely not be the modern and prosperous nation that it is today.

For those of you who served the Company in the early years, you may remember the huge changes that occurred in the Company, the Town of Ahmadi, and the city of Kuwait. If you were to visit the country today, you would find the Town of Ahmadi remains relatively unchanged, but the city of Kuwait would most likely be unrecognizable. Indeed, with the amount of construction still going on today, the face of the city changes continuously.

The future of KOC as a company, and its role as a corporate standard for the rest of Kuwait, will likely continue into the foreseeable future. KOC is well underway into developing and expanding the oil and gas resources and increasing its production capacity to 4 million barrels per day by 2020. This will be achieved by the development of the Northern Oil Fields, employing leading-edge technologies to extract heavy oil, and by developing our natural gas resource, to name just three of our current projects. As well as helping meet the world's growing energy requirements, these projects will also help develop



Sami Al-Rushaid
C&MD

the downstream petrochemical industries for Kuwait.

All of you, as former employees of KOC, can take pride in the part that you played as the Company grew and prospered. I would like to take the opportunity now to express my profound gratitude to each and every one of you, particularly those of you who have travelled long distances to be here today. It is because of you that KOC is a leading national oil company today and remains the pulse of Kuwait. Your presence here today is, therefore, a fitting finale to our 75th Anniversary celebrations.

Looking to the future, it is our hope and dream that we can continue along the road that you have paved and that KOC will remain a diamond in the desert.

Thank You.

If the saying "What you leave behind is not what is engraved in stone monuments, but what is woven into the lives of others", holds true, then the influence of the former employees at KOC has and will continue to be the basis of many more fond memories in years to come.



Participants in KOC's 75th Anniversary Celebrations

Celebrating Burgan

Highlighting 75 Years of Accomplishments in the South & East Kuwait Directorate

Introduction

In December of 2009 and in conjunction with the Kuwait Oil Company's (KOC's) 75th Anniversary celebrations, the South & East Kuwait Directorate, under the auspices of the Deputy Chairman and DMD Planning & Gas, Mohamed Hussain, highlighted past accomplishments of the Burgan Field with the Burgan Forum. Hashim Hashim, DMD for S&E Kuwait, took the opportunity to review the history of this most remarkable field.

Recognized as the second largest field in the world after the Ghawar Field in Saudi Arabia, the Burgan Field is actually composed of three different fields: Burgan, Ahmadi, and Magwa. Discovered in 1938, it is the largest oil producing field within the State of Kuwait, accounting for 60% of the country's total oil production. It also has the largest reserves and is used for extra production in times of increased demand for oil. In the Company's 2020 Strategy, production in Burgan is set to increase to 1.7 million bopd in 2009 and continue until 2020; this will be accomplished through studies and future projects aimed at reservoir optimization.

S&E Kuwait overview

Dawood Al-Matar, Team Leader Field Development in South Kuwait started the Forum with an overview of the Directorate, explaining that the 60% production within the State corresponds to about 2% of world demand. In addition to economics, the Directorate also focuses on the environment, with total gas flaring currently at less than 0.5% and



Mohamed Hussain
DMD (Planning & Gas)

zero of the produced water being disposed of at the surface. With the implementation of the various KOC Safety Management System initiatives, the Directorate aims at being as green as possible.

The goal of 1.7 million bopd production capacity translates into projects to continually improve operations through optimal reservoir management and to utilize the capacity of the existing facilities. In addition, the Burgan Development Plan focuses on infill drilling, both rig and rigless workover, and applying the best available technology for multilateral and pad drilling.

S&E Kuwait future strategy

Farida Ali, Team Leader Field Development Greater Burgan Studies, continued with an explanation of the Wara Reservoir, which is the second largest reservoir in Kuwait and has a cumulative oil production to date of 2.5 billion barrels. A Wara Development Plan, which is scheduled to begin in 2014, will add reserves

through an Uncertainty Management Plan which includes a Wara water-flood pilot and a long-term injectivity test.

The Wara Reservoir Strategy aims for a production of 87,000 bopd from 200,000 bopd due to the pressure decline in some parts of the field and to arrest this decline. As such, the strategy plans to:

- Conserve reservoir pressure,
- Limit release of solution gas,
- Campaign of data collection, and
- Maintain total SEK Target.

Secondary recovery started in the Wara Reservoir in 2009, and the area is making use of the effluent water disposal network. In fact, a record-breaking project cycle of 6 months was recently completed in a fast-track water injection project which entailed injection of 100 mwbd.

Future strategies will also include the overcoming of problems through the use of technology such as Artificial Lift, which is set to commence in 700 wells in Wara and Burgan in 2014, in Minagish in 2016, and in Marrat in 2017. Future projects will also include:

- Infill drilling,
- Extension of Artificial Lift,
- Increased water handling,
- Extension of Field Water Injection, and
- Extension of water injection network and capacity.

S&E Kuwait facilities overview

Team Leader Production Operations for East Kuwait, Musleh Al-Otaibi, added to the Forum with an overview of the various facilities, which include:

- 950 wells,
- 14 Gathering Centers,
- 11 Disposal wells, and
- 2 Effluent Water Disposal Plants.

In addition, new facilities are being planned such as:

- 17 new 3-Phase wet separators,
- 16 new desalter trains,
- 11 new TV compressors, and
- Major process pipes up-grade.

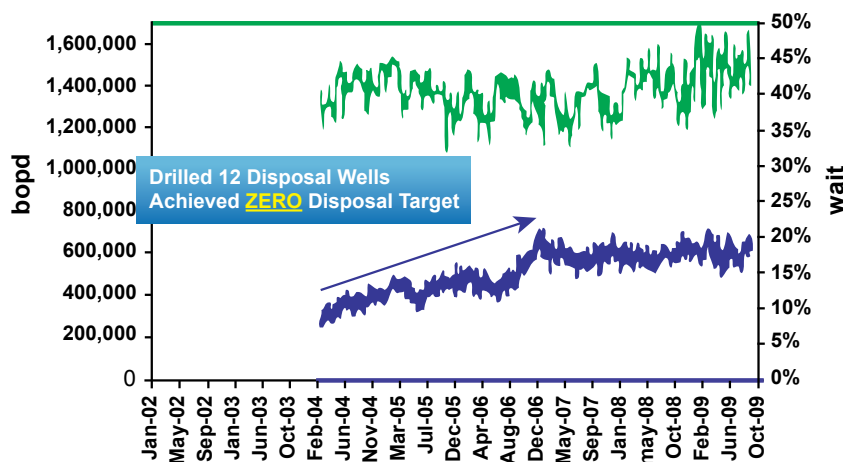
As such, both current and planned facilities will allow for the target production to be reached and the various HSE issues to be successfully addressed.

S&E Kuwait future challenges

Bader Mahmoud, Team Leader Production Operations for South Kuwait, outlined the future challenges the Directorate will face and how they will be overcome. The first challenge is being able to maintain the integrity of the facilities, which will be accomplished through increased monitoring and managing the internal corrosion through the use of special chemicals. He described the aim as “keeping the hydrocarbons inside the pipeline.”

The second challenge is minimizing the footprint; which is important as the S&E fields are very congested now and will become even more so as new wells and other infrastructure are built. Consequently, it is important to be creative in solutions to minimize the footprint, and an example of the area around GC-07 was used where a more organized infrastructure is being planned. He also gave an example of a flexible plan to prevent production loss during the

Overcome Challenges



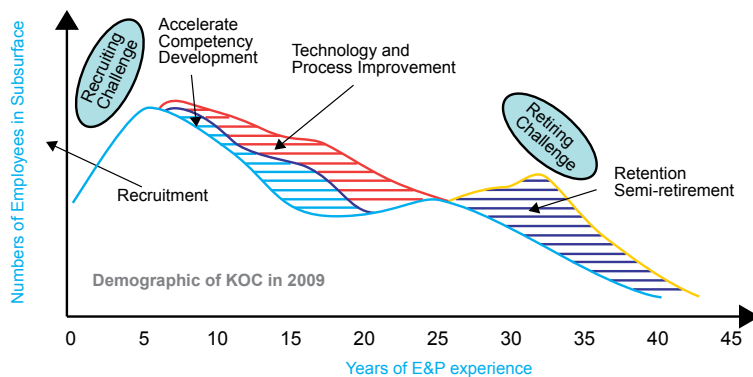
Hashim Hashim
DMD (S&EK)

shutdown of a gathering center. Pad drilling and multilateral drilling were also mentioned as examples.

The third challenge is determining which technologies and automation to implement as the operations and process become more complex. He emphasized the importance of having research and technology become embedded in the corporate culture.

The fourth challenge is the issue of manpower, in particular how to get the people with the appropriate skills now and in the future. This will not be easy as the work force shrinks and the demands on the em-

KOC Faces Similar Challenges on People: Applying four levels to get the skills & people we need for the future



ployee increase. In particular, KOC is looking for employees who have:

- Problem solving abilities
- A clear mind,
- The ability to prioritize work,
- An appreciation of the value of time,
- The ability to sell him/herself and his/her ideas,
- A drive for continuous self-improvement, and
- Is passionate about his/her work.

As such, KOC is looking for “value-added employees rather than unnecessary extra employees”.

S&E Kuwait HSE

Ali Al-Failakawi, Team Leader HSE for S&E Kuwait, wrapped up the Forum with an overview of the HSE issues affecting the Directorate. He pointed out that industrial disabling injuries are on the decline, as is the amount of gas flaring. The number of crude oil spills is still a concern

for the Company, and measures need to be taken to reduce the number. Effluent water management is also an issue that is being successfully dealt with by re-injection. One area of concentration that is important not just in the Directorate, but in the Company as a whole is the number of motor vehicle accidents; various campaigns to increase awareness and change driver habits have been proving successful and the amount of speeding has been drastically reduced.

The number of near-miss reporting is increasing, meaning that employees are becoming more aware of potential accident situations as well as the need to report them. The same applies to safety observations and conversations, meaning that an awareness of safety and its importance is becoming more ingrained in the day-to-day activity of employees.

Al-Failakawi summarized the HSE activities by highlighting some of the accomplishments, which include:

Environment

- Spirit of the Desert,
- Kuwait Oasis, and
- New oasis in Maqwa.

Health

- Health surveys to ensure a healthy working environment (ergonomics, Indoor Air Quality & Stress Survey),
- Provide awareness & training regarding workplace hazards, and
- Measuring, identifying & mitigating industrial hazards.

Conclusion

The Burgan Forum, in addition to highlighting the past achievements of the Directorate, also served as a vision for the future. Indeed, if the past is any indication, the future looks bright, not only for the Directorate, but for KOC as well, as S&E Kuwait serves as an example of what can be accomplished.



Participants in the Burgan Forum

Your Health is Your Life

Health Day in North Kuwait

Introduction

Health, Safety & Environment (HSE) is an increasingly important issue for companies, and the Kuwait Oil Company (KOC) is no exception. Focusing on the health of company employees, the various HSE Teams, in conjunction with the Ahmadi Hospital, undertake campaigns throughout the year to educate employees and to encourage them to adopt a healthy lifestyle. One such campaign was Health Day (Your Health is Your Life), which took place in the North Kuwait asset in late January of 2010. The day-long event included presentations by many doctors from the hospital on a range of health-related topics as well as information booths from various health companies within the State.

Welcomed by Team Leader HSE (NK), Abdullah Al Abdul Salam, the attendees were also addressed by Saeed Hamada, Manager of Support Services (NK); Hosnia Hashem, DMD (NK); and Dr. Aref Al-Abbasi, Assistant Chief Officer of Ahmadi Hospital. According to Hamada, workers ignore their health while at the same time performing preventive maintenance on various machinery. Without our health we cannot continue, so it is no joking matter, but rather must be taken seriously. Hashem also emphasized the Company's commitment to HSE, mentioning successfully complete projects in the area such as food hygiene, noise reduction, facilities upgrading, and air quality checks. She also thanked the Ahmadi Hospital for implementing yearly health checks for all KOC staff and emphasized the Company's commitment to HSE, "This commitment is borne of



Team Leader (HSE NK), Abdullah Al Abdul Salam, Manager (Support Services NK), Saeed Hamada, and DMD (NK) Hosnia Hashim

the belief that pursuit of development should not be at the expense of the health and safety of any group of people or of the environment."

Al Abdul Salam explained that the topics for the day were selected according to the WHO definition of health: a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity. They included:

- Obesity,
- Lower Back Pain,
- Stress Management,
- Cessation of Smoking,
- Bronchial Asthma and Air Pollution, and
- The Art of Saving Lives.

Obesity

Dr. Aref Al-Abbasi, Assistant Chief Officer of Primary Care at the Ahmadi Hospital, gave the first presentation on obesity and emphasized that one should, "eat well,

think well, and be well". He gave a personal example whereby he lost 9 kilos during the past year by cutting out sweets and exercising. Not an exercise fanatic by nature, he explained how he set up his laptop to his treadmill and spent 2-3 hours a day walking while working on the computer. He also gave tips on losing weight which include:

- Write down your goals,
- Reward yourself,
- Be realistic,
- Schedule exercise like you would a meeting,
- Remove 'tired' from your vocabulary,
- Exercise a few minutes a day and work up the amount of time as you become more fit, and
- Exercise will give you more energy when you are tired.

Lower Back Pain

Dr. Ahmed Al-Shatti, Director of Occupational Health with the Ministry

**HEALTH AND SAFETY
SHOULD NOT BE A
NEGOTIATING FACTOR
WHEN WE ARE DEALING
WITH PEOPLE'S LIVES**

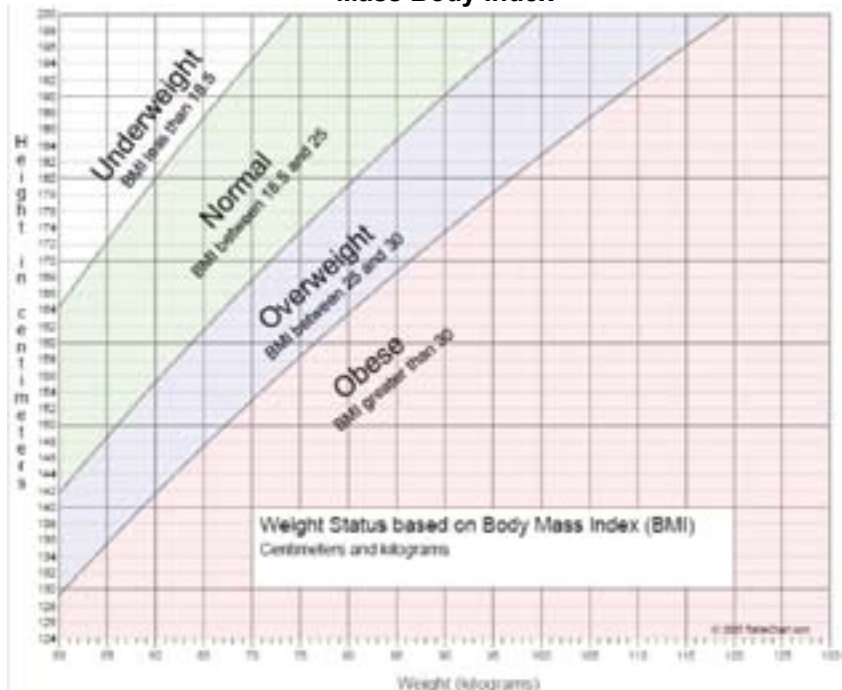
of Health, continued with information on lower back pain, explaining that lower back pain is a significant health problem and that 70-80% of all people report back pain at some time in their lives. However, 80-90% of patients will be better in one month, while only 5-10% will have disabling injuries. In terms of employees, less than 50% of those with back pain will return to work if they are off for more than 6 months, less than 25% will return if off for more than one year, and 0% will return if off for more than 2 years. Obviously, back pain can affect a company's productivity through loss of skilled personnel, not to mention high healthcare costs, etc. Interestingly, not all back pain is due to problems with the disc and the most common cause is muscular sprain, with other causes including:

- Strain or tears to the muscles or ligaments supporting the back,
- Ruptured or herniated discs,
- Degeneration of the disks,
- Spine curvature,
- Osteoarthritis, and
- Osteoporosis.

In any case, one should consult a doctor if any of the following are present:

- Significant leg weakness,
- Difficulty passing urine or opening the bowel,
- A marked feeling of stiffness first thing in the morning,
- Weight loss or high fever, and
- Pain which is continuous and persists throughout the night.

Mass Body Index



Al-Shatti concluded by stating that, "Back pain does not necessarily

mean disability", particularly with the availability of machines and training in the proper way to move.

**WE SHOULD NOT BE
AFRAID TO MAKE
A COMMITMENT TO
HEALTH AND SAFETY
MATTERS**

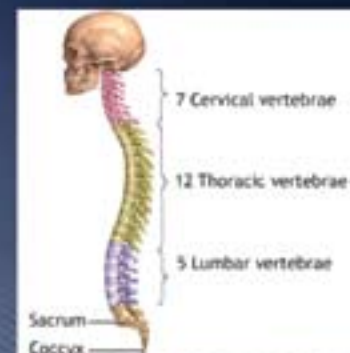
Stress Management

Stress management, which was covered in the October, 2009, issue of The Kuwaiti Digest was presented again this time by Dr. Reema Al-

**Your Back is Important-
treat it with care.**

In fact, it supports your whole body.

- The spinal column an S-shaped stack of vertebra (bones)
- Ligaments connect the vertebra, and between the vertebra are soft disks that cushion and protect the bones
- Nerves run through the spine and go to the rest of your body



Adsani. Covering the most common causes and symptoms of stress, she gave tips on how to deal with stress, ending with the British government WWII campaign, 'Keep Calm and Carry on'.

Cessation of Smoking

Dr. Hussain Younis continued with his presentation on "Smoking Cessation", reporting that someone dies every 8 seconds from complications resulting from smoking. In Kuwait alone, over KD72 million is spent yearly on tobacco and tobacco products. He looked at the myths of tobacco use, the effect smoking has on the body, and examples of health improvement after quitting smoking (see chart). In terms of quitting smoking, the best treatment depends on the patient and success factors include:

WE SHOULD APPLAUD PEOPLE WHO MAKE A STAND IN HEALTH AND SAFETY, THEY TRULY SHOULD BE COMMENDED FOR PUTTING THEMSELVES IN A POSITION THAT MAY GET THEM FIRED

- Readiness to quit
- Personality and lifestyle
- Level of nicotine dependence
- Physical, psychological, and social factors

Bronchial Asthma and Air Pollution

Bronchial asthma and air pollution are also concerns for KOC and information on the topic was presented by Dr. Khalid Khudadah. Covered in the April, 2009, issue of The Kuwaiti Digest, asthma is a serious problem in Kuwait and 2% of all visits (equivalent to 9,000 visits per year) to the Ahmadi Hospital



Speakers and organizers of the Health Day

are asthma related. In fact, asthma is the most common occupational respiratory disorder in the industrialized countries, with host factors including genetics and obesity, and environmental factors involving allergens, infections, tobacco smoke, air pollution, diet, etc. Ways to manage and prevent asthma, both at work and at home, included identifying and reducing/eliminating the risk factors, treating and monitoring patients, developing a patient/doctor relationship, and assessing/treating/monitoring.

The Art of Saving Lives

The final presentation of the day

was given by Dr. Mohammed Essawy of the Ahmadi Hospital. Speaking on how to save a life, he demonstrated the cycle of phone, cpr, defibrillation, and ALS and demonstrated the correct way to perform cpr.

Conclusion

The importance that KOC places on employee health and welfare, and the recognition that employee health is vital to long-term productivity, is evident in the number of HSE events. The next step for employees after obtaining the information is to make positive changes in their lifestyles and to be more HSE aware.



Taking blood pressure and blood samples at the Health Day

Secrets to Success



Professional Women Networking Conference Series



Maha Hussain, Deborah K. Jones, Sara Akbar, Dr. Salwa Al-Jassar, and Hosnia Hashim

Background

The Professional Women Networking, an initiative formed and sponsored by the Kuwait Oil Company (KOC) in 2009, started its 2010 Conference Series with a conference that featured two prominent women in the oil industry within the State: Maha Hussain, C&MD of Petrochemical Industries Company (PIC); and Sara Akbar, CEO of Kuwait Energy. The conference, which was attended by both male and female employees in the oil sector as well as a Member of Parliament, Dr. Salwa Al-Jassar, and American Ambassador to the State of Kuwait, H.E. Deborah K. Jones, is the first of a series that aims at providing the opportunity to learn from the success of women in the industry.

Hosnia Hashem, DMD of North Kuwait and Chair of PWN, opened the conference with a speech that outlined her own career path and some of her

ideas of success. "When I started at KOC, there were very few professional women, but now the Company can boast that more than 20% of employees are female. However, the number of women in leadership positions is less and so the key is to identify what is required to succeed," she stated. Hashem also stressed that it is the goal to have the various speakers provide insights that will help younger women to achieve their dreams and that active participation is a key, not only for the success of the society, but also for the individual success of its members.

Maha Hussain

Maha Hussain, who has a chemical engineering degree from the University of California and served as a Board Member of KOC from 1998-2001, has had an illustrious career path. Starting as the only woman in a team of 200 people, she quickly learned how to train herself, communicate effectively

with others, and to make more of an effort. "The most important point to mention is to develop a strong technical image," she stressed during her presentation. She also pointed out that it is necessary to take risks and that making mistakes is part of the game. The important point is to learn from your mistakes.

Learning from others is also critical and Hussain established a knowledge-based system in the company in 2000, which allows employees to share their knowledge and learn from others. In addition, she shares her own knowledge by acting as a mentor to others, and urges all to select a mentor who is close and can allow one to grow faster.

"In 1995 I was the only female manager at PIC and I understood at that time that I could reach the highest rank. My role model was the then C&MD, Khaled Mohammed, who gave

me challenges which I was able to live up to”, Hussain explained. Part of her success was her ability to understand the business strategy and to be able to design processes and a long-term strategy for PIC. Indeed, understanding the business strategy gives an employee credibility with top management.

In summarizing her presentation, Hussain listed the points that she felt were the most important for success:

- Know and understand the business strategy,
- Develop a strong technical image,
- Accept challenging opportunities,
- Take the initiative,
- Be enthusiastic about your work and participate,
- Share your knowledge and learn from others,
- Be assertive and willing to take risks and also to make mistakes once in a while,
- Have and be a mentor,
- Think of challenges as creative opportunities, and
- Keep your private and professional lives separate.

She also mentioned that PWN should investigate designing an informal checklist for women in high-level positions to be used as a framework to mentor women.

Sara Akbar

Sara Akbar, an international speaker on various issues, worked at KOC for 18 years before moving on to other K-Companies and eventually the private sector. She is perhaps best known as the only female firefighter on the Kuwaiti firefighting team which helped extinguish the oil fires in 1991. Also possessing a chemical engineering degree (from Kuwait University), Akbar has had a remarkable career.

“I feel like I am coming back home; for everyone who works at KOC, it stays your home”, Akbar said in the open-



Participants of the PWN Conference

ing to her presentation. She also had important messages for the audience and summed up her advice in three messages:

- 1- Technical ability. It is important to work with your own hands in order to gain the technical know-how from a practical, and not just a theoretical, point of view. This is particularly true for petroleum engineering.
- 2- Learning. Company training is not enough and it is necessary to invest in your own development.
- 3- Networking. As women, we face challenges at work and at home; the biggest question is how to balance work and family. This requires very good planning, particularly in the first three years of one's career. It is, therefore, important to utilize your relationships.
- 4- Risk. Women are naturally risk averse and she urges women to challenge themselves by taking risks. Eventually, most women will reach a ceiling in their careers and they need to take risks to overcome this, even if it means making a lateral move.

Akbar was also influenced by a superior, this time her Manager, who allowed her to work in the field, an activity that had previously been banned for female workers. Proving herself in a ‘man’s

world’ was just the first step, and although she jokes that her first title at KOC was ‘crazy woman’, she had to work long and hard at the beginning. She considers that this early sacrifice is, however, the basis for her success.

As a working mother and career woman, Akbar was able to balance her personal and professional lives and recognizing the flexibility that working mothers need, she implemented flexible working hours at Kuwait Energy. The result is women who are motivated and deliver exceptional work.

Conclusion

The conference ended with a question and answer session and with a suggestion that PWN be opened to all women in Kuwait rather than just those in the oil sector. Hashem confirmed that PWN will remain within the oil sector this year, but plans are underway to expand the initiative to include as a first step the so called K-companies, with further expansion to Kuwait. She also encouraged her male colleagues to be supportive of PWN and of all female employees by understanding their needs and the challenges they face, by mentoring them, and by judging them based on their competencies.

KOC's Learning & Talent Development Strategy

Submitted by: Saad Al-Azmi, Manager, Training & Career Development



Introduction

The Kuwait Oil Company is operating in an industry that is becoming more complex and challenging. Recognizing the vital role of talented and competent employees to the overall success of the Company and the fulfillment of the 2030 Strategy, the importance of effective training and career development is now very evident.

In order to evolve toward a more proactive partnering practice, the Training & Career Development (T&CD) Group of KOC had developed and implemented very important initiatives, but more still needed to be done. In addition to a heavy dependence on traditional classroom instruction, there was no sys-

tematic integration of the initiatives and there were missing elements to the talent development process. Consequently, a Learning & Talent Development Strategy (LTDS) was developed after consultation with Managers from all of the Directorates, T&CD Group management and senior staff, and Human Resource representatives from each of the Assets. Finally, the term training was replaced with learning in order to reflect a Best Practice based learning archetype.

What is a Learning & Talent Development Strategy?

The LTDS is a comprehensive approach and the Best Practice framework to ensure that the Company has the right talent to be able to



Saad Al-Azmi

Manager of Training & Career Development

attain its goals and to be an employer of choice in order to ensure business success. In fact, the LTDS is an integral part of the business strategy and aims at integrating and developing initiatives to transform the current practice.

Strategic learning & development plans are generated from the short and long-term business goals and objectives translated into needed competencies for business success. An assessment of the workforce's capabilities against the identified competencies allows appraisal of gaps, and finally, training interventions are planned, delivered, and evaluated in order to eliminate any breaches. The focus is on competence that are related to the performance of the business, including the individual employee's needs and aspirations.

The LTDS is linked with KOC's job structure with the main benefit being a comprehensive developmental vision of training and career planning, as well as awareness about the need to anticipate for both short and long-term talent growth.

Guiding principles

LTDS has several guiding principles or tenets which apply to the transformation process from a training to a learning organization:

- Learning & Talent development processes are inherent and must be incorporated into the business strategy.

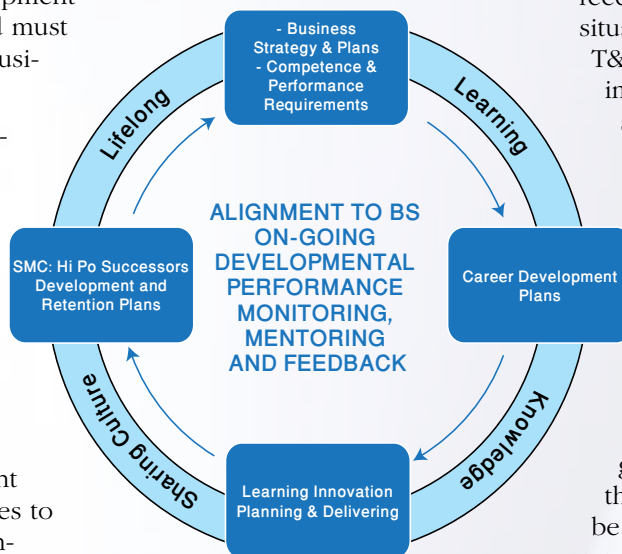
- There must be a developmental focus for ensuring a relevant Talent Pipeline, which encompasses a comprehensive Competence Based Model, as well as Succession Management Planning and Leadership Development. This is implemented in a coherent progression all throughout the employment lifespan from new graduates to upper management, and includes training and development planning for both present and future positions.

- The training focus shall be replaced by a learning model, with the aim of enabling and motivating employees to learn by doing and transfer of acquired knowledge for constructing new ideas, identifying new relationships, creating new models of thinking, and performing in innovative ways that will create value in the workplace.

- Training & development interventions must be effectively delivered by diverse, innovative, and challenging learning approaches and by the use of technology that goes beyond the traditional classroom.

- Knowledge is the most valuable asset and, as a consequence, both a knowledge management system that encourages networking communities and a learning culture need to be integrated into the Company's business strategy and organizational culture.

- Since Training & Development are investments in the future, there must be a means of measuring the impact on the return and value created in the workplace.



Strategic Development Cycle
A LTDS encompasses:

- A strategic development cycle (see inset) which is relevant to the employee progress and advancement process from recruitment to succession capability assessment based in the business directives and goals.
- A competence-based strategic model which is a continuous, comprehensive and dynamic process that is applied through the organizational structure and the lifespan of an employee, encompassing both technical or functional foundation capabilities, specific expertise competence, and leadership development.
- A comprehensive Learning Progression which comprises a talent development continuum to ensure People's growth.

Why a Learning & Talent Development Strategy at KOC?

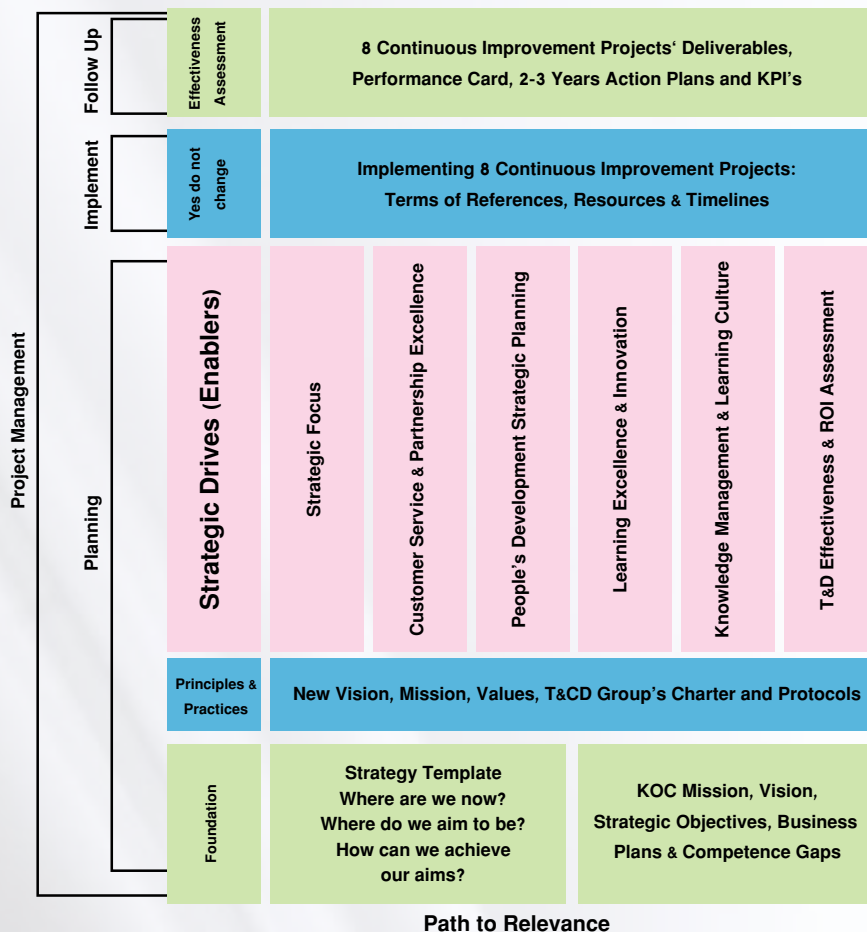
The increasing level of competent talent required in the complex oil

and gas industry, along with the 2030 business strategy and national Kuwaitization policy, means that KOC must build on its existing and future workforce to meet the challenges in the industry. Analysis of feedback results from the internal situational analysis indicated that T&CD Group had developed very important initiatives. The most significant were the competence-based system by job families, gaps assessment and Personal Development Plans (PDP), Technical Ladder (TPL), establishing Leadership Development Competencies, Succession Management Capability system (SMC), Training Implementation Units TIU and a training program for fresh graduates (UDs & UTs). Nevertheless, these initiatives needed to be completed and integrated into a systematic framework according to Best Practice to transform from training to learning. Consequently, a team was designated within the Group to ensure the smooth transition to the new LTDS philosophy.

Learning & Talent Development Strategy's Path to Relevance

- KOC's LTDS encompasses five critical success elements integrated into a coherent Path to Relevance. These five elements are:
- Foundations which are related to KOC's Vision, Mission, Strategic Objectives, Business Directives and competence needs.
- Principles & Practices regarding the T&CD Group's transformation, which has led to a new Vision, Mission, organizational chart and Training & Career Development roles and practices.
- Strategic Drivers which are the enablers of the learning and development practice & processes.

1- Strategic Focus
Awareness and understanding of the KOC Mission, Vision, Strategic Objectives, business plans



and competence gaps to align all Training and Development interventions.

2- Customer Service & Partnership Excellence

Proactive Partnership and on-time Training & Development Service excellence through continuous, effective communication & workflow with Stakeholders. Partnership means interactive one to one relationships, dialogue, goals and achievements as a strategic business player. Customer Service Excellence refers to the T&CD Group's on-time effective training & development processes and support facilitation.

3- People's Development Strategic Planning

To place & facilitate articulated People's Development Planning

Model and processes to be able to align Training & Development interventions to businesses competence needs to ensure a relevant Talent Pipeline.

4- Learning Excellence & Innovation

Dynamic implementation of modern, challenging, innovative learning approaches and technology for training delivery beyond classroom courses. Learning excellence encompasses relevant gaps assessment and effective use of learning tools for systematic and effective training delivery.

5- Knowledge Management & Learning Culture

KOC will be an organization where learning is a continuous process for achieving a competent pipeline, continuous im-

provement and allowing organizational and individual growth through knowledge sharing and lifelong learning.

Learning Culture encompasses policy and procedure to praise/award knowledge transferring for value creation in the workplace.

6- Training & Development Effectiveness & ROI Assessment Training & Development effectiveness is appraised to assess value added & ROI. Measurement is used to determine whether the learning objectives have been achieved, and to appraise the value created as a consequence of learning transfer to the workplace.

- The Action for delivering the strategy through eight continuous improvement projects (Business Awareness and Alignment, Partnership and Customer Service Excellence, People's Development Strategic Planning, Learning Innovation Excellence, Mentoring and Coaching, Knowledge Management and Learning Culture, Training Effectiveness Appraisal and ROI, T&CD Group Transformation). These are to be implemented either as macro-projects or as sequential Quick Wins linked coherently to the strategy tenets and framework.

- Effectiveness Assessment & Accountability which brings about establishing project deliverables, performance card, action plan, relevant KPM and KPIs.

The benefits from the LTDS include:

- Comprehensive Strategic focus that provides a systematic framework, processes and best practice to achieve talented people for world-class performance,
- Talent Development Planning to enable relevant career plans for tomorrow's talent today,
- Learning which is facilitated by innovative approaches and educa-

tional technology to acquire competence and build a learning culture,

- Mentoring and Coaching to ensure the talent pipeline, and
- Accountability from training and development investment.
- Higher possibilities for achieving a Talent Management practice by adding Manpower Planning & Recruitment best practice in fiscal year 2010.

Way forward

The T&CD Group is combining two approaches for implementation:

- 1- Projects Delivery – implementation of the eight continuous improvement projects in a three-year timeframe, a detailed Action Plan, and KPMs.
- 2- Quick Wins – progressive implementation framed in the LTDS learning vision and linked to continuous improvement projects accordingly. That practice is proven to be effective.
- 3- The LTDS brings about the need and possibilities for adding the Manpower and Recruitment best practice for completing KOC's Talent Management system.

The support and engagement of Training Implementation Units (TIUs) and support by management are critical factors for the successful and sustainable implementation of the LTDS. The Quick Win Projects delivery approach makes it possible to achieve rapid and tangible results by linking short-term wins to the training & development strategic frame, which will also allow for a more successful transformation process.

The LTDS will contribute to produce competent talent and Kuwaitization excellence with the main goal to develop tomorrow's leaders today.

T&CD Group's New Processes and Roles: Organizational Impact

L&TD strategy brings about new processes and, therefore, new roles to be performed by T&CD Group. Table below presents a summary of new organizational framework.

Process	Roles
Business Strategy & plans awareness & understanding. Business talent needs assessment & analysis. T&D alignment to Business Talent needs & People's competence gaps. L&TD strategy follow up, update & continuous alignment.	L&TD Strategist
People's development strategic planning. Leadership (Technical & Managerial) relevant development & Succession planning	People's Development Strategic Planner
Relevant Learning Planning. Relevant Learning delivering approaches & innovative technologies & tools systematic implementation	Learning Expert
Knowledge Management & lifelong learning culture. Learning Environment, knowledge sharing Value Added Praising & Motivation.	Knowledge Management Expert
T&D effectiveness & ROI assessment.	L&TD Effectiveness assessor
Customer Services & Partnership	T&D Services Facilitators
T&D Management & Leadership	Strategic Business Player & Partner

KOC INITIATIVE

Air Compliance Management Program

The Kuwait Oil Company (KOC) and the Kuwait Environment Public Authority (KEPA) entered into a formal agreement on December 23rd, 2009, with the objective of ensuring that KOC's operations are in compliance with EPA and international standards. A project is being prepared by KOC in coordination with KEPA for the development and implementation of a program intended to manage Regulatory Air Compliance. The project, will last for two years, and involves comprehensive monitoring within KOC's operational areas for 13 air pollutants including various gases, dust, VOCs, and HCs.

Also included in the project is air-modeling for normal and worst case scenarios, and training of KOC staff in enforcement and compliance management, auditing, and performance monitoring. The project is intended to be aligned with the on-going Environment Management Information & Web-based Reporting System (EMIS) project, which deals with the creation of an emission inventory for



Dr. Salah Al-Mudhi of EPA with KOC's C&MD, Sami Al-Rushaid

the numerous entities linked with KOC's operations and projecting the risk associated with them. EMIS was introduced in most Directorates in 2006, is scheduled to be functioning in all Directorates by 2010, and staff are currently being trained on its usage.

According to Dhari Al-Gharabally, Team Leader Health & Environment,

the plan to improve air quality in KOC operations will lead to improved air quality in the entire country, and KOC plans to go beyond the legal requirements. Al-Gharabally, who gave a presentation entitled, "KOC's Efforts Toward Improvement of Air Quality and Legal Compliance with EPA", also emphasized that the air quality pertaining to KOC's operations is very significant and that nu-



Signing of the agreement between EPA and KOC

merous projects are being conducted to ensure the same. They include the recently concluded 'Survey Assessment of Ambient Air Quality' project conducted for the Ahmadi Township with the objective of ensuring that the air in the town meets the standards. The monitored values were found to remain well below the regulatory standards. Similarly, two more projects, 'Health Risk Assessment Associated with Environment. Emissions from Eocene Crude Handling at South Tank Farm' and 'Health Risk Assessment Associated with Environmental Emissions from KOC Operations around two residential areas (Sabah Al-Ahmad and Ali Sabah Al-Salem)' were conducted with the same goal of assessing the impact of KOC operations on the areas in the vicinity. Modelling plays a very crucial role in such instances by helping decision makers assess the risk anticipated to human health as part of KOC's social responsibility. The studies concluded that the modeled values were below the chronic and acute levels since the population in the near vicinity of the receptors was found to be zero.

Dr. Sami Yacoub of the United Nations Development Program, the official consultant of KEPA, gave a presentation on Kuwait's Environmental Strategic Action Plan (ESAP), of which the ACMP is just one part. The main objective of ESAP is to build partnerships in order to inform the current management of the environment, so that human health can be protected while concurrently sustaining the ecology. As such, ESAP has several result oriented goals including:

- Establishment of effective environmental laws and regulations,
- Clean air and contribution to climate change control,
- Integration between clean water and water security,
- Preserving land resources,
- Protection of human health and ecosystem,
- Work with international authorities

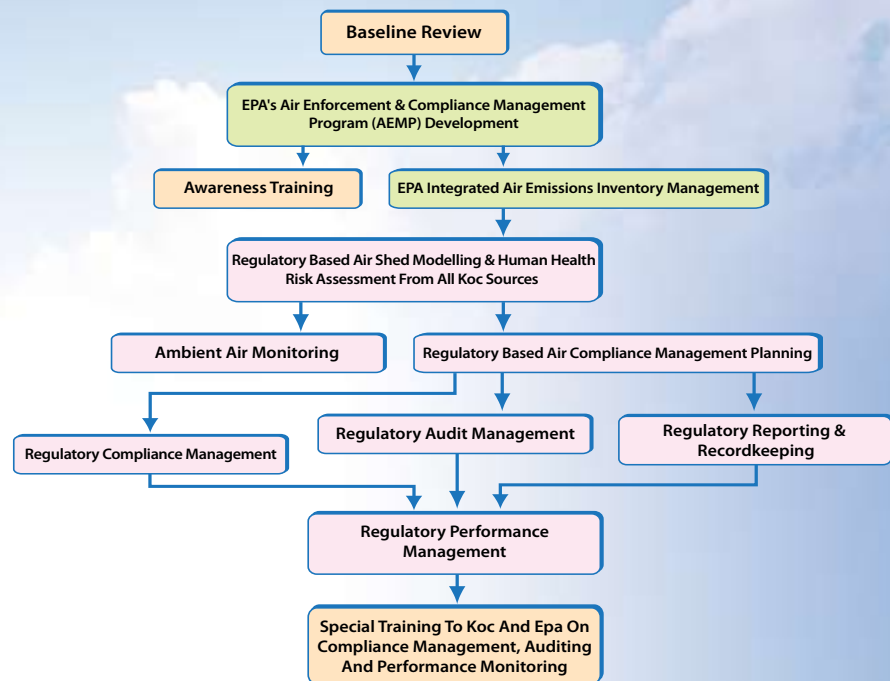


Diagram 1: Roadmap for the project along with the designated responsibilities of the respective member teams.

- and local regulated communities,
- Taking reform initiatives, and
 - Social responsibility.

The UNDP, as diagram 2. indicates, plays key role in ESAP through the implementation of the Environmental Enforcement and Compliance

Management Program, which is a program for designing a regulatory framework in Kuwait, including the implementation of a regulatory-based integrated environmental management system that incorporates EPA's Air Regulatory Management System and a National Air Quality Improvement and Management Plan.

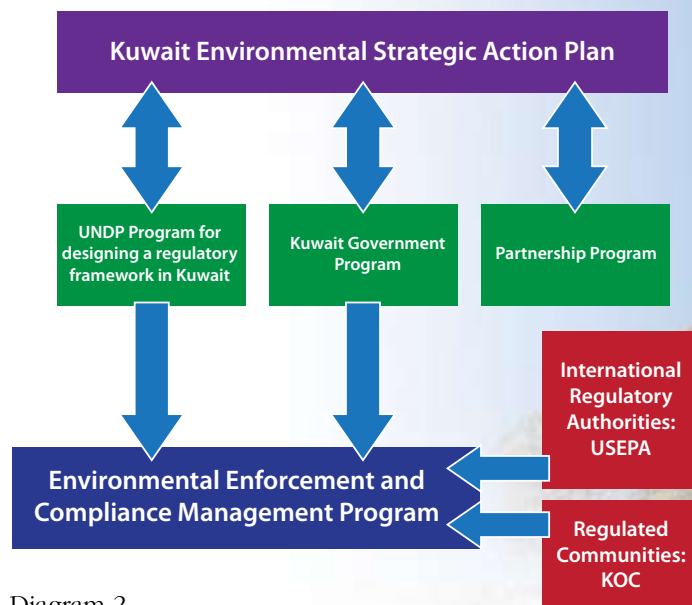


Diagram 2

Gas Flaring and Its Effect on the Atmosphere

Flaring of gas, which used to be common practice in the oil industry, has come under scrutiny and efforts are being made to reduce the amount of flaring through expansion of markets, implementation of suitable infrastructure, and concern for the environment. However, flaring is still significant and according to O&G Next Generation, "To put the size of this issue into perspective, globally it has been estimated that the amount of associated gas burnt as a by-product of oil extraction is equivalent to about one third of the European Union's annual gas consumption". In fact, unnecessary flaring is such an issue that an international gas flaring reduction initiative (see inset) was started in 2002.

Although Kuwait does not rank in the top ten list of leading contributors to gas flaring, it never the less, has an initiative to reduce flaring to less than 1% by 2012 (detailed article in this issue), flaring only in emergency situations. In fact, the quantity of gas flared at KOC has decreased from about 14% in 2002, to 10% in 2003, to less than 3% in 2009.

The release of emissions such as CO, CO₂, SO₂, H₂S, and NO_x through flaring negatively impacts the air quality, and with the implementation of the Air Compliance Management Program (detailed article in this issue) at KOC, a reduction in flaring is expected to result in improved air quality in all areas around KOC operations.

Gas Flaring Reduction Initiative

The Global Gas Flaring Reduction (GGFR) Initiative convened its first international conference in Oslo, Norway from April 15-16, 2002. The Initiative is led by the World Bank Group in collaboration with the Government of Norway. It was launched in Marakech, Morocco in November, 2001 with the aim of supporting national governments and the petroleum industry in their efforts to reduce the flaring and venting of gas associated with the extraction of crude oil.

The Oslo conference was the first occasion to discuss concrete activities that the Initiative could focus on. Participants emerged from the meetings with a consensus on the overall direction of the Initiative and a specific agenda of activities for going forward. The objective, going into the conference, was to see how best to proceed with the optimum goal of reducing gas flaring and creating opportunities for the poor. Representatives of governments, industry and civil society committed to work together to support each others' efforts to reduce flaring in a public/private partnership. The cooperation would create a forum and platform to disseminate best practices and ideas on implementing and financing gas flaring reduction efforts.

Flowing from this partnership, discussions focused on efforts to improve both the gathering and dissemination of data on gas flaring and venting, including the development of international measurement and reporting standards, and the collection and dissemination of upstream regulatory "best practices." Another area of activity where it was felt that the Initiative could best supplant existing efforts by companies and governments was in the provision of bilateral and multilateral technical assistance for market studies and the development of local/regional gas markets. Also addressed was the need for the development of common international standards on flaring, and a possible voluntary flaring "certification" scheme based on these standards. Participants also agreed to work toward the elimination of barriers to the importation of liquefied natural gas (LNG) in major markets, via a public-private consultation process.

There was consensus on promoting the use of the World Bank Group and other multilateral and bilateral insurance and risk mitigation mechanisms for gas flaring reduction and related downstream projects. Participants encouraged traditional donors, together with private funds, to mainstream support for flaring reduction projects by smaller international and national oil companies, especially around project identification and preparation. Also underscored was assistance in designing financing mechanisms for carbon credits to be realized through gas flaring reduction projects, and investigation of the possible need for subsidies for flaring reduction projects at remote fields, in the context of "global public goods."

The main focus of the Initiative is to identify and find ways to overcome barriers that currently inhibit flaring reduction investments. As the causes and barriers are known, the challenge is to find practicable solutions that will generate investments. The Initiative will aim to:

1. Improve the political and regulatory framework for investments in flaring reductions.
2. Improve market access for gas.
3. Disseminate information on international "best practices."

Source: <http://www.oilandgasforum.net/oefonline/gasflaring.htm>

The Kuwait Oil Company's Approach to Utilization of Gas

Background

At the Kuwait International Petroleum Conference and Exhibition, which took place in December of 2009, under the umbrella of the Society of Petroleum Engineers and Kuwait University, three employees from KOC's Gas Management Group, Adnan Al-Adwani, Fahed Al-Ghanem and Vineet Singhal, presented a paper entitled, "Gas Utilization – The KOC Approach". With a focus on reducing the amount of gas flaring from a current target of 3.4% to under 1% by the fiscal year 2011/ 12, the paper presented KOC's strategy in maximizing its gas utilization, the challenges faced, and its action plan to achieve the ultimate <1% flaring target. KOC is well underway to achieving its goal and actual flaring for this fiscal year (2009/2010) to date is about 2.5%. The Kuwaiti Digest was able to speak with the authors in order to get a general overview of the associated gas situation at KOC.

At the outset, it should be explained that there are predominantly two types of gas within KOC operations; the first is associated gas from oil production and the second is free gas from the Jurassic fields in the northern part of the country. The Gas Management Group is responsible for the collection, compression, dehydration, metering, and transportation of the associated gas and condensate from the Gathering Centers (GC's). In addition, the Group is also responsible for the transportation of sweet free gas received from the Early Production Facility (EPF)

in the Jurassic field, which is managed by the Gas Development Group, while KNPC's downstream operations take care of gas sweetening, sulfur recovery, and extraction of LPG and other value-

added components.

At the Gathering Center

Well fluid arriving at the Gathering Center goes into various separation trains where,





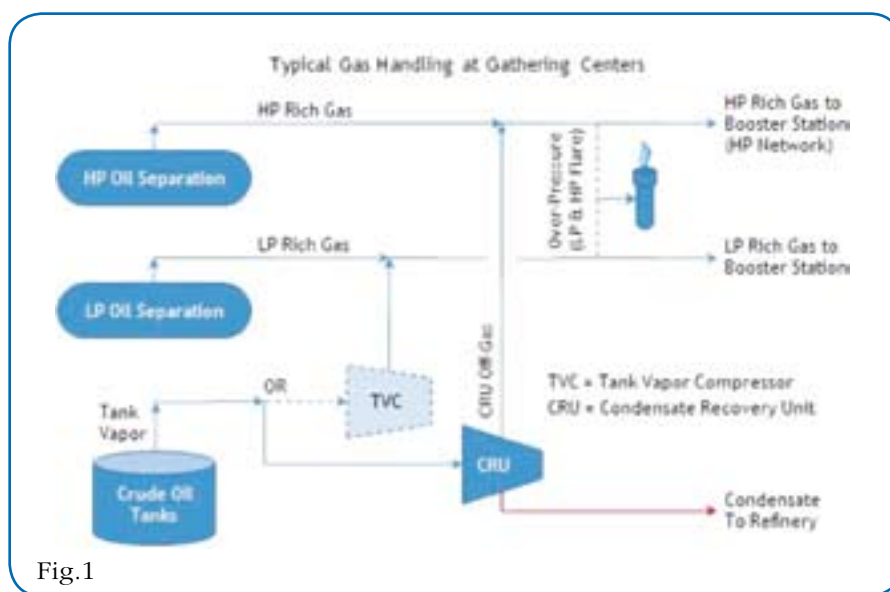
Fahed Al-Ghanem

in addition to the liquid phases, the gases, depending on the operating pressure, are separated (Fig.1). Pressure and value-added components are reversely proportional, which means that as the pressure drops more value-added components are present (the gas is richer). At the lowest pressure, tank vapor exits and is either compressed in condensate recovery units (CRUs) to extract the condensate or compressed in vapor compressors and exported with low pressure (LP) rich gases. LP and high pressure (HP) gases are then sent to a Booster Station (BS) for further compression and dehydration before being sent to KNPC.

It is important to note that not all of our upstream operations are handled the same way; S&EK and NK have similar gases and condensates, which can be transported directly to the LPG plant, separately or combined, as required operationally. WK however, has very sour gas and condensate which need to be sent first to KNPC's Acid Gas Removal Plants (AGRPs) before joining the gas and condensate from the other assets at the LPG.

Why flare?

Contrary to popular belief, "zero flaring" is a misnomer and can rarely be achieved owing to technical/operational challenges and economics. Flaring serves



Adnan Al-Adwani

as a safe sink for relieving plant overpressure, emergency blow-downs, etc. Thus, being a technical requirement, flaring cannot be eliminated altogether, although it can be minimized to the least level possible i.e., purging. In the past, gas was flared for a variety of reasons, most notably because there was no market for the gas, easier fuel options were available, environmental implications were not as well studied, and it was just common practice. Today, flaring of gas is done when the gas either cannot be processed or cannot be sold.

It is at the GCs that most flaring of gas occurs within the State

of Kuwait, and KOC is trying hard to reduce the amount of flaring to under 1%. It is important to flare as little as possible, not only to protect the environment, but also because local supply can meet only about 25% of local energy demand; so using the gas as efficiently as possible is compelling and makes both economic sense and environmental sense.

How KOC is increasing efficiency

KOC has achieved gas utilization efficiency in a number of ways, one of the most important being the segregation into mutually exclusive HP and LP gas networks at both the GC and BS levels (Fig.2). This means that should the flow of one be interrupted, it will not affect the flow of the other. Additional approaches include:

- Redundancy in export gas & condensate handling facilities means that standby trains are available to take the load in case of planned/unplanned maintenance activities. These standby trains ensure smooth gas delivery to the downstream consumers in case of unplanned shutdown, as well

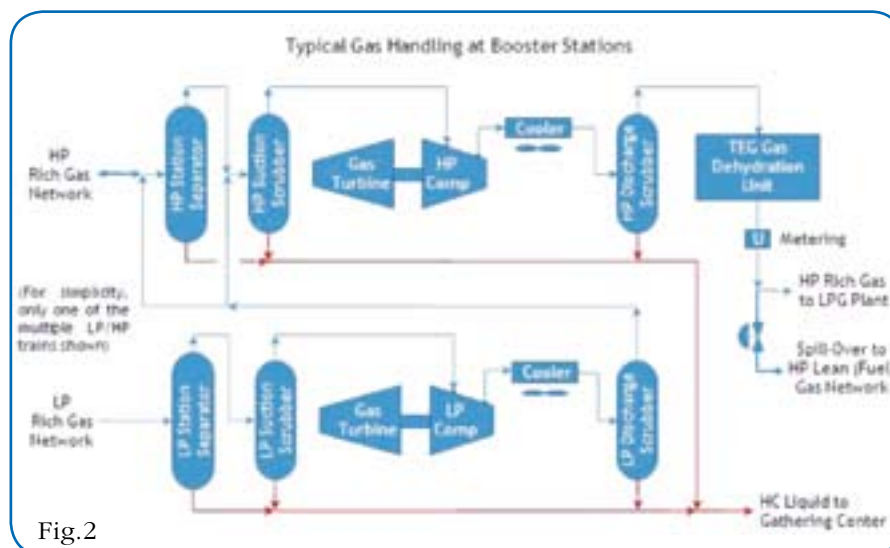


Vineet Singh

as limit the impact on crude production.

- Extensive inter-field pipeline grid allows for the utilization of spare capacity.
- Extensive bulk rich-gas spillovers means that in case the HP rich gas network is not available, gas can be spilled to the LP network for further handling, or if the export network is partially hindered, gas can be spilled from the rich networks to the lean networks to be used as fuel.
- Oil production in the various assets is regulated selectively in order to minimize flaring without impacting oil production or gas export targets.
- Synchronized facility preventive-maintenance schedules along the line means that shutdowns of upstream, downstream and crude production facilities are staggered, and those falling on the same chain are taken simultaneously while windows of opportunity are fully utilized to achieve a higher availability factor.

Plans are also underway for future projects which will make gas flaring as unnecessary as possible. These include: a gas sweetening facility in WK, gas compression



and re-injection facilities in WK, a revamping of KNPC's AGRP, new BSs in all assets, new export gas and condensate pipelines, new CRUs, using lean gas as fuel in NK, using more efficient air-assisted flares, etc.

Conclusion

Being able to predict gas flaring is not an easy task, however, if there were a simple way of predicting gas flaring, it would be something like:

Where:

$$Gas - Flaring(\%) = 100\% * \left(\frac{1}{MS} \right) * \left(\frac{1}{10R + 5F + C} \right)$$

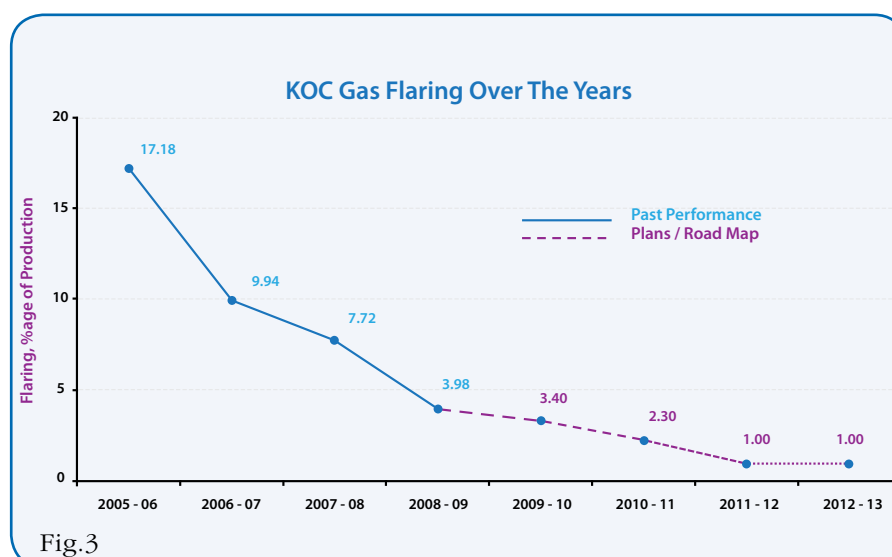
○ MS is management and staff commitment percentage,

○ R is number redundancies in the system,

○ F is number of flexibilities in the system, and

○ C is number of coordination meetings.

A look at the following graph (Fig.3) gives an indication of how KOC has already reduced flaring significantly during the previous 5 years, and if this trend is any indication of the future, KOC should reach its target on time.



Talent Management Community

Part of the Best Practices Program

As part of The Kuwaiti Digest's continuing coverage of the various communities involved with the Best Practice Program, we were able to speak this quarter with representatives from the Talent Management (TM) Community. Sponsored by Jamal Al-Loughani, DMD-Marketing Operations-Kuwait Petroleum Corporation (KPC), the TM Community, was able to transfer a best practice in 2008 which involved the standardization of contracts between KPC and the Kuwait Oil Company (KOC) (see inset).



Jamal Al-Loughani
DMD, Marketing Operations-KPC

Previously named the Recruitment Community and focusing on recruitment issues, it was decided to expand the scope of the community to include all aspects of talent management, from the recruitment stage to the retirement stage. As a result, the name was changed to reflect the broader scope, new members were brought in, and a new charter was established.

According to Al-Loughani, the past 75 years of the oil industry in Kuwait have resulted in both good and bad experiences, and these experiences need to be saved in a system across the K-Companies that can record, maintain, manage, and develop them. Also, the newly approved US\$ 120 billion for new infrastructure, in addition to the current 5-year plan of US\$50 billion in investment in the oil sector, means that Kuwait will move into a different league as a world commercial center and leading oil producing country. As such, it is critical that the oil industry maximize its activities while minimizing inefficiencies, and this goal can be reached through the sharing of Best Practices between the K-Companies.

Loughani, who has previous experience and continued interest in the HR area, explained that the focus of the TM Community will initially be on creating a

base of good communication and establishing a framework, with a target of sharing experiences and transferring Best Practices. The ultimate goal is to be able to merge various experiences and come up with new solutions. The biggest challenge is creating an environment which will attract new members and allow the Community to stand on its own two feet. As such, Quick Wins are essential to fuel enthusiasm and motivate member to achieve even more. Members in a community are passionate about their field and this is reflected in the activity and success of the community as a whole.

Tom Young, Consultant from Knoco, aided the K-Companies in the re-launching of the Community and stressed that the real value in the communities may not be in large knowledge transfer activities, but rather in small, seemingly insignificant practices.



Tom Young speaks to members of the Talent Management Community

He emphasized that it is important to have both a push and pull attitude; push being this works for me and it may also work for you, and pull being how can others help me. Also, it is easy to share the knowledge; the challenge lies in getting people to re-use this knowledge.

According to Young, also critical in the launch of a community is the Community Charter, which:

- Includes a common and agreed definition of the community,
- Is used as a contract with the business,
- Sets the expectations of its members,
- Sets a clear scope and way of operation, and
- Can be used as a basis of metrics development.

Nehad Al-Fraih, Community Leader for the TM Community, emphasized that recruitment is just one part of Human Resources, and limiting a community to just one area was very restrictive. The new focus on talent management will allow for a complete and comprehensive focus. The TM Community will play a crucial role as human resources is, and will remain, the most important element. Consequently, recruiting the right people, providing a motivating work environment for them, and sharing and retaining their experience and knowledge will be key. Although the Community will meet fact-to-face as required, the most important means of communication will be through SharePoint on the KOGPortal, where documents can be uploaded and revised and where various chat groups on different topics can be formed.

Adel Al-Terkait, Head of Best Practice PMO at KPC, stressed



Nehad Al-Fraih
Community Leader for the TM Community

that the Program aims at helping existing and future communities. As the Best Practices Program matures, new communities will be added and 21 have already been

suggested, including Leadership Development, Risk Management, Engineering Practices, Technology Management, and Energy Efficiency. An important point to mention about the various Best Practices communities is that they are run entirely by volunteers. Unlike a committee, where participants are appointed by more senior management, the communities are open to all and operate in an open, transparent, and congenial atmosphere. In fact, members of the community who are not necessarily specialists in the area, but are interested in the area, can still bring value and other points-of-view. In a community, everyone has an equal voice.

Example of an Exchange of Best Practice

The contracts pertained to new Kuwaiti recruits with expertise and non-Kuwaitis and focused on contracts of employment. In the past, contracts were written in both KOC and KPC independently, without any consultation with each other. In an effort to harmonize contracts at KOC with those at KPC, the Recruitment Team was in the process of looking for example contracts, but without success. Mike Dodd, Senior Recruitment Analyst at KOC, as a member of the newly-formed Recruitment Community of Practice, was able to use his contacts within the community with speedy results.

According Dodd, “A swift response from KOC saved us much time in preparation of the new contracts – maybe several days or weeks. In the end, the Team Leader decided that rather than rewriting, we would just use the KPC contracts for the next intake of Kuwaiti staff “with expertise” into KOC. We have had to rework the contracts slightly for non-Kuwaitis, as the policies are not 100% the same as in KPC, but the two contracts (KPC and KOC) will be very similar”.

The success of this exchange of Best Practice has been not just improved efficiency and time-saving, but also ensuring that future KOC employment contracts will be written in the same terms as KPC, leading to a greater degree of commonality between KOC and KPC. There is also another benefit: “The most important thing was enabling a simple interface to happen, and to be able to correspond directly with colleagues in the other K Companies,” Dodd explained. “The community gives us a regular meeting place, where we can speak to each other instead of ‘at’ each other, and where we can share practices across the oil sector. As a result, we have already implemented both a better way of working and a best practice”.

Society of Petrophysicists & Well Log Analysts (SPWLA)

Background

The Society of Petrophysicists & Well Log Analysts was established in 1959 and opened a Kuwait Chapter in 2007, under the leadership of Dr. Naim Al-Jabari. Focusing on petrophysics and formation evaluation, its aim is to provide information and services to those working in the petroleum, gas, and mineral industries. As with similar societies in other disciplines, it plays a key role in the sharing of information and best practices, as well as the provision of education to its members. Another important role for the society is to increase the awareness of petrophysics, both in the oil and gas industry as well as in the scientific community.

In addition to a yearly conference and exhibition, the Society also organizes workshops and online forums in order to allow its members access to emerging technologies, and to develop networks with others with whom they can share experience and advice. Members also have the opportunity to publish papers in the Society's publications and to make presentations. According to the SPWLA, "A primary purpose of professional societies, such as the SPWLA, is to provide a forum for the exchange of ideas among professionals in various aspects of formation evaluation, exploration, and production of hydrocarbons. A good professional society provides the means for a member to advance in their profession. New engineers need to set targets and goals. If those goals include advancement up the technical or management ladder, then belonging to a professional society is a necessity."

SPWLA Kuwait Chapter

The local chapter of SPWLA has achieved much in the two years of its



Dr. Naim Al-Jabari, Salem Al-Sabea, Steven Allan, Mona Al-Rashaid, and guest speaker Dr. Guy Vachon

existence and currently boasts over 170 members. With a goal of increasing membership in 2010 to over 200, including students from Kuwait University, the chapter has planned monthly events from December until June. In fact, the first-ever petrophysics conference is to be held in Kuwait in the fall of 2010.

At its January meeting, the Society welcomed Dr. Guy Vachon, Director of Enterprise Technology Programs of Baker Hughes, who presented "Reservoir Justification of New Completion and Reservoir Monitoring Techniques". Highlighting various models, such as slow loop-fast loop modeling and geo-mechanical modeling, as well as various monitoring technologies, he focused on how the two can be used to optimize reservoir management.

Kuwait Chapter President

Salem Al-Sabea, Specialist Petrophysicist with the Field Development Group (S&EK), is the 2009/2010 Chapter President, and is eager to gain support from the local service companies, relevant K-Companies, and research and academic

Kuwait Officers for 2009-2010

President

Mr. Salem Al-Sabea - KOC

Vice President

Dr. Naim Al-Jabari - Schlumberger

Secretary

Ahmad Khuraibet - BJ Services

Treasurer

Mr. Steven J.M. Allan - Baker Atlas

institutions. Keen and motivated, he has already established the KOC Petrophysical Network, an electronic information group that shares best practices and new technologies among KOC staff working in the field evaluation area. With over 45 members at KOC, the Society welcomed the support of KOC in sponsoring its first-ever event.

Registered under the Kuwait Engineering Society, the local chapter, along with 21 other international chapters, has a website under the SPWLA main body at www.spwla.org.

A Key Partner for the Kuwait Oil Company

The Society of Petroleum Engineers

Background

Although established in 1957, the Society of Petroleum Engineers (SPE) has existed long before then; in 1913 the American Institute of Mining Engineers (AIME) recognized the need for a forum for the new and developing field of petroleum engineers and consequently formed a standing committee on oil and gas. This committee expanded to become one of AIME's 10 professional divisions in 1922 and in 1950 became a separate branch. In 1957, the branch expanded even further and became a professional society, with its first meeting being held on the 6th of October in Dallas, Texas. Consisting primarily of engineers, the society also has scientists, managers, information technology professionals, environmental experts, HSE specialists, and academicians in over 100 countries. Indeed, solving the challenges of the industry requires a broad range of expertise and experience. The knowledge of its members allows the society to disseminate information quickly and efficiently through publications, online forums, international conferences, and numerous international and regional workshops. The first Offshore Technology Conference, for instance, was held in 1969 and the first Middle East Oil and Gas Show and Conference was held in 1979. In addition, in 1986 four journals, SPE Drilling Engineering, SPE Production Engineering, SPE Formation Evaluation, and SPE Reservoir Engineering were launched.

The strength of the society was evident in the 1980s when a downturn in the industry resulted in



Steve Szmczak of BJ Chemical Services was the guest speaker at the SPE-Kuwait Chapter January, 2010, monthly meeting, seen here with Waleed Al-Khamees of KOC

many job losses, but membership in the society actually grew. Regular membership is open to all those working in the petroleum industry with degrees in relevant disciplines and/or with the required experience, and student membership is open to those studying petroleum engineering or related fields with at least 30% of a normal full-time academic load.

As with most societies, membership contribution is recognized through regional and international honors and awards pertaining to technical, professional, and service contributions to the society and to the industry. One special honor is the recognition of those members who have maintained their membership for a minimum of 25 years.

Although there are no figures as to the percentage of certified petroleum engineers worldwide who are members, with almost 90,000 members, it is clearly the largest and most influential society for the discipline.

SPE Mission

To collect, disseminate, and exchange technical knowledge concerning the exploration, development and production of oil and gas resources, and related technologies for the public benefit; and to provide opportunities for professionals to enhance their technical and professional competence.

SPE Vision

To be a society of professional excellence, providing its members the highest quality lifelong learning, and continuous personal and professional growth.

SPE Values

- Excellence
- Integrity
- Professionalism
- Life-long learning
- Diversity
- Volunteerism
- Innovation
- Social Responsibility

source: www.spe.org

SPE challenges

One of the biggest challenges facing SPE worldwide is the increasing average age of its members; many members are in their 50s or 60s and an effort to target students and young professionals is being undertaken. In fact, SPE is focusing on student chapters in the various universities and is forming Young Professionals committees in the region, which will help promote them in the society. SPE itself formed eMentoring in 2005, aimed at connecting young professionals, those with less than five years work experience, with more experienced members.

Within KOC, there are programs with the Public Relations Team to promote the petroleum industry in the high schools, and both PR and Recruitment are involved in fairs at the local universities. In addition, the Kuwait Petroleum Corporation (KPC) sponsors 20 students every year to study petroleum engineering anywhere in the world. It is a start, but it is not enough.

The tough economic climate is also not making the challenges easier to face as travel restrictions due to budget cuts limit the num-



Dr. Behrooz Fattahi
SPE President

ber of participants in international seminars. Solutions, such as online seminars, need to be found and implemented. SPE is working on this and their website has a plethora of published information.

SPE President, Behrooz Fattahi

SPE President for 2009/2010, Behrooz Fattahi spoke to The Kuwaiti Digest about the SPE and his goals. "SPE has a long-range plan of five, ten, and fifteen years, so as the President I am able to make suggestions, but I am not able to change the general direction the society is going. As President, I have one vote only, so I do not have the authority to make unilateral changes. However, I do get to

decide which subjects have priority when it comes to the Meeting of the Board. So, although I do not personally have decision-making power, I do have direction-making power."

If one looks at past SPE presidents, Eve Sprunt had the motto, "Stand tall and speak up" while Giovanni Paccaloni said, "Your SPE". Fattahi's motto is "Volunteership" and he believes that every member should be a volunteer; the society is dependent on the volunteerism of its members and could not function without this critical component. According to Fattahi, if SPE is not performing in a certain area it is because its members are not performing in this area. As he emphasizes, "SPE is its members. I would say that the success of SPE is based on good and motivated volunteers, and support from the industry; both are needed."

Speaking at the International Petroleum Conference and Exhibition, which took place in Kuwait in December of 2009, Fattahi emphasized that the world is going through profound changes, and the oil & gas industry is facing a challenging future. Increasing demands



for energy, coupled with decreasing resources means that the focus needs to be on sustainability, but this is easier said than done. Therefore, it is important to identify future needs and corresponding technology now. Since the future issues are too challenging for small groups to deal with, it is important that these groups work together through collaboration and transfer of knowledge. In addition, it is important to be innovative and to be committed to risk.

According to Fattahi, the most critical elements in dealing successfully with future energy requirements include:

- Proper management of human resources, particularly given the aging workforce, the resulting loss of knowledge, and the difficulty in finding suitable replacements,
- Developing and using the best technology,
- Optimizing processes,
- Collaborating with other interest groups to share Best Practices, avoid duplication and reduce costs, and
- Managing waste appropriately and reducing costs.

In addition, a new project management style is needed that encourages bottom-up initiatives. However, Fattahi is confident that the industry is resilient and resourceful and that, as a result, the challenges will be overcome.

SPE Regional Director for Africa, the Middle East and India, Hosnia Hashem

Being the only woman in a top leadership role is not an unusual scenario for Hosnia Hashem; as the only female DMD in the Kuwait Oil Company (KOC) she is an old-hand at breaking boundaries and being a role-model for women.



Hosnia Hashem
SPE Regional Director for Africa,
the Middle East and India

The same applies in her new position as Regional Director in the Society for Petroleum Engineers (she was voted Regional Director for Africa, the Middle East, and India in October of 2009).

Although she is not the first woman to be named Director (Sara Akbar of Kuwait Energy Co. was a Director-at-large in 2007 and DeAnn Craig was elected SPE President in 1998), she is currently one of only two women on the SPE committee of 27 members.

“When I joined KOC long ago I was aware of how active the Society for Petroleum Engineers was and knew that I should be involved. It is relatively easy at KOC as KOC sponsors all engineers,

most of whom are in sub-surface disciplines. As a Regional Director, the two most important tasks I have are increasing membership in the region and ensuring the spread of Best Practices”, she explained.

Since the Middle East has the largest amount of proven oil reserves, it is important that Best Practices be shared in the region, and within the society as a whole. The sharing of Best Practices is done through workshops and forums in the region, where problems are examined, practices discussed, and understanding increased. In addition to representatives from the regional oil companies, service companies are also involved in order to get a complete picture from different perspectives.

“My role as a Regional Director will be for the next three years and is possible because of the support that I receive from KOC. I was a former Chairperson for SPE in Kuwait and was a Co-Chairperson for the IPTC, in addition to serving on many committees, and this all takes a lot of time and means that my work needs to be a bit more flexible, which requires the support of the Company. In addition, I am very happy to promote women in the region”, Hashem concluded.



Participants at the SPE-Kuwait Chapter's January, 2010, monthly meeting

Fractured Reservoirs Development: Challenges and Opportunities

Introduction

The importance of fractured reservoir management, not only to the Kuwait Oil Company (KOC) but to the oil industry in general, was evident in the participation of oil experts from around the world at the first ever Applied Technology Workshop entitled “Fractured Reservoirs Development: Challenges and Opportunities”, held in Kuwait from the 1st to 3rd of February, 2010. Organized by the Society of Petroleum Engineers (SPE), under the leadership of Workshop Chairperson, Waleed al-Khamees, it focused on challenges related to naturally fractured reservoirs including: reservoir characterization, drilling and completion, development and production, well, field, and reservoir management. Detailed presentations were made on latest industry trends, strategies, and technologies, as well as on pertinent case studies using interactive sessions to identify innovative technologies, opportunities, and industry best practices.

Opening Address and Keynote Speech

Hosnia Hashim, DMD NK - KOC and Regional Director SPE (Middle East, India and Africa), opened the conference, while Mohammad Husain, DC and DMD Planning & Gas - KOC, delivered the keynote address, outlining the brief history of gas exploration in Kuwait including recent successful discoveries in the North Kuwait deep Jurassic fields. While acknowledging the role of recent enabling technolo-



Mohamed Hussain
DMD (Planning & Gas)

gies, he emphasized the need for a paradigm shift in thinking, making KOC a ‘learning organization’ and leading to early adoption of successful technologies. Describing numerous challenges involved in meeting KOC’s targets of 4 MMbpd oil capacity and 4 Bcf of gas production as per KOC’s 2030 strategy, he singled out the importance of well drilling, completion and production technologies in bringing this deep and difficult gas to surface. Mr. Husain addressed five major issues that are key to meeting the targets.

The first key issue is to get the gas moving in order to supply the market; currently market demand is not being met by supply. Also, he indicated that the gas prices as of today may be not sufficient to support difficult gas reservoir development.

The second major issue is the complexity of very tight, fractured, North Kuwait Jurassic reservoirs

in different fields, each with different characteristics and behaviors. Understanding fractures and determining the optimum reservoir management is of primary importance, particularly since the Jurassic is estimated to hold large gas reserves with high sulphur content under high temperature and high pressure conditions. Besides development, discovery of new gas reserves, maximizing the associated gas by reaching the technical limit of the gas flaring, and maximization of recovery are expected to supplement the efforts.

The third issue is with mindset; technology is not enough, instead it is even more important to change the way we think. Husain gave an example of gas exploration in 1984 when the Sabriyah -72 well was drilled to 18,616 feet without finding anything, but in 2003 the way of thinking was changed and gas in the same wells was subsequently discovered. Also, his motto ‘Do it and learn’ applies to all operations where one may expect that the first time will not be perfect, but one must accumulate the ‘know-how’ and knowledge from past experiences so as to apply the learning for continuous improvement.

The fourth issue is integration; the Kuwait oil industry currently has many national companies which operate independently. This set-up works for oil, but more integration is necessary for gas since the complex choices between flare, re-injection or keep the gas in the

ground, need to be made carefully if the gas value chain is to be maximized.

The fifth issue is the import of gas on a temporary basis until the State reaches the level of production of 1 billion cubic feet/day, which is required to meet current local demand. In addition, the seasonal fluctuation with huge demand in the summer months compared with the rest of the year, places further challenges on production strategies.

Husain concluded his talk by stressing the importance of specialization; KOC currently needs expertise and specialization for developing fractured reservoirs and several efforts are being made to recruit, nurture and retain talent. One initiative is a newly signed agreement between KOC and the University of Southern California which gives employees the opportunity to learn online. There are also plans for the Kuwait Petroleum Corporation (KPC) to develop and manage an oil and gas academy.

Fractured Reservoirs

It is estimated that more than 60% of the world's proven oil reserves are contained in naturally fractured reservoirs; fracture refers to the 'breaks' or 'cracks' in the rocks due to the earth's dynamic processes where oil and gas accumulate. These reservoirs are characterized by the fracture system, e.g. offsets of structural 'joints' or 'fracture corridors' in the vicinity of faults, with or without porous matrix rock. Fractures themselves are of various types and have variable characteristics depending on their morphology, size (length, height, width or opening), spacing/ frequency, orientation, surface character, intersection relationship, and the

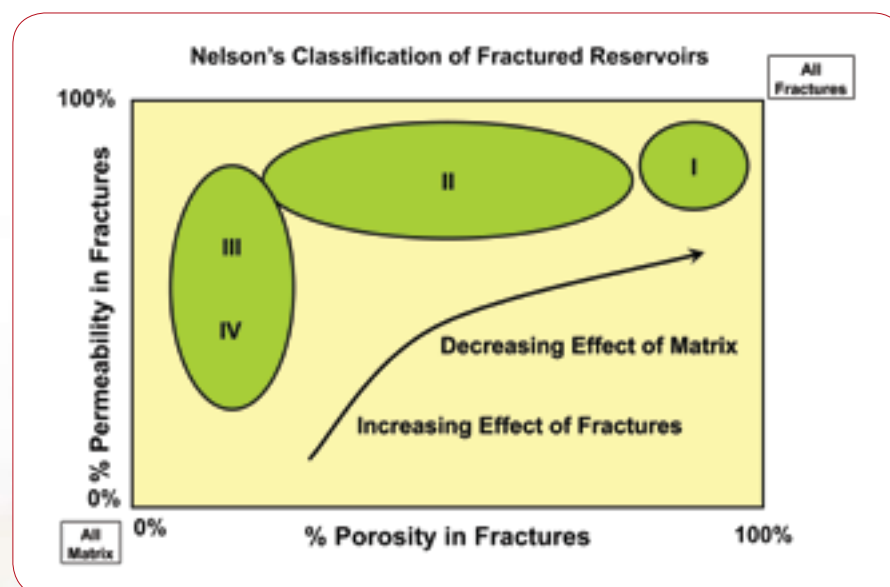


Fig.1

type of fracture fill. All of these influence the permeability, connectivity, and porosity of fractured reservoirs and impact the ease with which oil and gas flow through the reservoir.

Found all over the world, fractured reservoirs can be in carbonate, clastic, or in crystalline rocks. In terms of characterization, it is difficult to describe and model the dynamic behavior of fractured reservoirs due to the heterogeneity, anisotropy (the property of a rock which allows it to show different responses or measurements when measured along different directions), and stress (geomechanical) considerations. However, enough is known about the reservoirs to be able to classify them (see Fig.1) into four types:

- 1- Fractures provide the reservoir with porosity and permeability,
- 2- Porosity in the rock matrix provides the storage, while fractures provide the permeability,
- 3- Fractures only assist with permeability and productivity, and
- 4- Fractures provide no additional

porosity or permeability, but create significant anisotropy (barriers to flow).

Management of Fractured Reservoirs

Although significant progress has been made since the 1980s in handling naturally fractured reservoirs, the industry still lacks experience in dealing with them. Moreover, since most existing exploration and production technology was developed for conventional reservoirs, it is not ideally suited for the fractured reservoirs. For instance, it is not possible to measure the fracture porosity directly at wells, so one needs to go to the core to try and quantify the number of fractures in order to build a model to deduce the fracture porosity. Also, the fracture density, organization and aperture need to be measured in order to be able to estimate the network porosity. This means that there is plenty of uncertainty and lots of risk when it comes to fractured reservoirs.

Typically, fractured reservoirs produce less hydrocarbons than other types of reservoirs such as

sandstone (the Burgan field for example), but geologists, engineers, and petrophysicists are exploring ways to take advantage of the natural fracture system to assist the flow of oil and gas in order to increase recovery. In fact, sometimes reservoirs are purposely fractured. However, the presence of fractures can also impede the flow of oil, so understanding the structure of the reservoir and managing it properly are crucial.

Common problems producing naturally fractured reservoirs include:

- Extensive formation damage and low recovery rates
- Early production decline
- Need for stimulation technology application
- Uncontrollable reverse migration

Natural pressure in the reservoir makes the initial production (primary recovery) easy as the oil simply flows to the surface. But this condition does not last for long and it is estimated that more than 90% of the original oil is left underground. Conventional methods used in secondary recovery, such as water flooding, often do not work on fractured reservoirs. In fact, water flooding often results in the injected water traveling through the fractures, but not into the porous matrix where most of the oil is located, with the result being an increasing water-oil ratio which is often not economical. Tests have been done using surfactants (products that cause the oil to release from the matrix), but these are complicated, reservoir dependent, and costly. The replacement of oil in the matrix by the water or water/surfactant mixture is known as imbibition and recovery is dependent on the capillary pressure

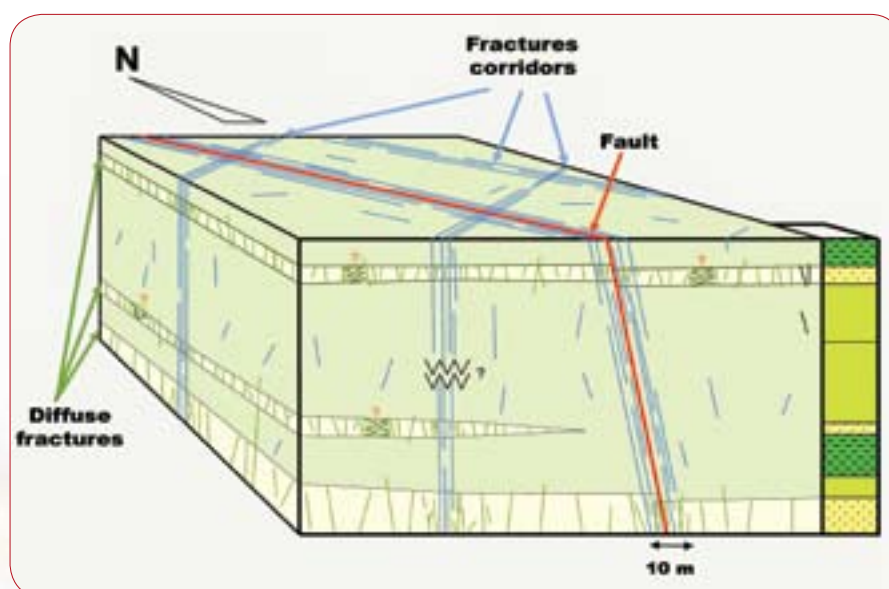


Fig.2

of the rock matrix rather than conventional pressure and flow rates.

Conclusion

Clearly, understanding fractured reservoirs in terms of exploration, production, and development is the main challenge. The use of research and technology plays a key role in solving many of the problems, as does the training and development of specialized personnel. As such, any long-term planning needs to include the following goals:

- Improve the capability to identify and discover these unconventional reservoirs using technologies such as seismic,
- Improve the static and dynamic reservoir description by applying newly developing modeling technologies,
- Improve the understanding of the role of geomechanics and stress when drilling these reservoirs,
- Adopt new drilling methods e.g. cleaner drilling fluids, under-balanced drilling, etc. to minimize formation damage,

- Adopt new completion methods to maximizing productivity,
- Decrease the amount of uncertainty while decreasing costs,
- Focus on integration, reservoir management, and resource management,
- Use research and technology to optimize solutions, and
- Recognize the importance of logistics and communication.

Although rapid progress is being made, particularly in the last 10 years, understanding unconventional naturally fractured reservoirs is still in the early stages. Sharing of information in workshops such as the "Fractured Reservoirs Development: Challenges and Opportunities" will go a long way in meeting the exploration and production challenges of discovering, describing, and developing fractured reservoirs.

National Day and Liberation Day

The Kuwait Oil Company

As in years past, the Kuwait Oil Company (KOC) celebrated National Day and Liberation Day on February 25th and 26th, respectively, at its Spring Camp in the south of the State of Kuwait. According to Ali Marzouk Al-Otaibi, Senior Administration Officer – KOC Community Services, the Company planned two fun-filled days for employees and their families, with gifts and various activities including: traditional al-ardha song and dance, various entertainment programs including national songs, sports competitions (volleyball, soccer, basketball) and games for children and their parents. The camp was alive with the colors of red, green, white, and black, and national pride was evident everywhere.

History

Celebrating 49 years of independence and 19 years since the liberation from Iraqi forces, the State of Kuwait has an interesting and colorful history. It became a British Protectorate in 1897 and a formal agreement was signed in 1899. This agreement stayed in effect until June 19th of 1961, when the British (represented by Sir William Luce, the British Political resident in the Arabian Gulf) relinquished control of the country (led by the Emir, Sheikh Abdullah Al-Salem Al-Sabah), and agreed to military aid on request. This last term would prove critical as Iraq threatened to invade the newly-formed country, resulting in the British, and later the Arab League, sending forces to Kuwait. Indeed, the official recognition of the country of Kuwait by the Arab League on July 20th, 1961, ended the Iraqi plans.

Along with statehood, the current flag of Kuwait was adopted in 1961, as was the Coat of Arms in 1962 (see inset). In addition, the official national day was changed from June 19th to February 25th, the date of ascension in 1950 of Sheikh Abdullah Al-Salem Al-Sabah, on his death in 1965.

The National Flag and Coat of Arms



The Kuwaiti flag was introduced in 1961 and the four colors represent: white for honor, red for gallantry/strength/bravery, green for hope/joy/love/ fields, and black for the determination/defeat of enemies.



The Coat of Arms of Kuwait is composed of the flag colors in the shape of crest, along with a falcon supporting a disk with a dhow. The State of Kuwait is written in Arabic at the top of the disk.

Kuwait has a seafaring tradition as represented by the dhow, and the falcon is the symbol of the Banu Quaraish people, to which the prophet Muhammad belonged.



Meeting Energy Demand for Long-Term Economic Growth

The Kuwait International Petroleum Conference and Exhibition

At the Kuwait International Petroleum Conference and Exhibition (KIPCE), which took place in December of 2009, the plenary session on 'Meeting Energy Demand for Long-Term Economic Growth' concentrated on the critical steps that must be taken today in order to secure demand tomorrow. In addition to ever-advancing technology, human power is also critical, while attracting and retaining qualified people who can use the technology is essential.

Plenary Session I

According to Mohamed Awad, Schlumberger's Chairman Middle East & Asia, establishing research technology centers where the

action is, and concentrating on problems specific to the local area are necessary, and are already being done in Saudi Arabia and Russia. Schlumberger itself has a Middle East Learning Centre in Abu Dhabi where it can train 50 engineers per day, and Awad recommends that other countries have similar programs. But technology is not enough as there must be people to use the technology; as a result, Schlumberger has hired over 5,000 engineers and specialists from 140 countries during the past 5 years. It is also important to keep the experience of retired personnel by having them act as mentors and to join technology communities such as EUREKA. According to Awad, "it is never too late" to develop people.

Awad also mentioned the problem of CO₂ and that proper handling of the gas can make a lot of reserves

available. For instance, CO₂ can be used for pressure maintenance and storing it can free up a lot of coal and natural gas; CO₂ is produced when coal is used for power generation. The importance of CO₂ is indicated in Schlumberger's large investment in the recent past in handling CO₂ in the subsurface; particularly with the development of technologies that deal with well integrity and ensuring that the environmental impact is minimized.

Esam Al-Khalifa, Demand Analyst at OPEC, explained the economics of the price of oil and how, as the dollar value depreciates, the oil price appreciates. Since oil is correlated with the commodity and equity funds, it is subject to the movement of the financial markets, as was witnessed in 2008 when the price fell from 140 dollars to the low 40s, before stabilizing between 60 and 70. When using the year 2001 as a base level, one sees that



Sheikh Abdullah Salem Al-Sabah, on behalf of the Deputy Prime Minister and Minister of Foreign Affairs, open the conference

the price of oil actually increased only 67%, and so the real price of oil, in real terms, did not go to the level found in the 1980s.

Al-Khalifa forecasts that the world economy will increase by 3% in 2010 and that the second half of the year will see a recovery, albeit a slow one. The increase in the economy will correspond with an increase in demand for oil, estimated at 800,000 barrels in 2010. In fact, long-term estimates see demand for oil increasing from 84 million bopd to 126 million bopd by the year 2030. Spare capacity, of which OPEC currently as 18%, is what the market pays attention to and the risk of a supply shortage is limited.

Sami Al-Rushaid, C&MD of KOC, also spoke at the opening session and stressed that oil, gas, and coal will remain the predominant sources of energy, supplying about 80% of the world's total energy. As the world demand for energy increases, only these sources have the versatility and the scale to be able to meet this demand. For example, the world uses approximately 245 million barrels of oil-equivalent energy per day

and this demand is expected to increase by 35% by the year 2030. The majority of this increase will take place in developing countries as their economies grow and their populations move to a higher standard of living with more energy dependent habits. In fact, in 2008, the Asia-Pacific region accounted



Sami Al-Rushaid
KOC's C&MD

for 87% of the total energy consumption growth.

Natural gas, because it is more efficient and less carbon-intensive than other fossil fuels, will remain important for electricity generation worldwide, and

general consumption is expected to increase by 1.6% per year, on average, to the year 2030, with the electric power sector increasing consumption by 2.1% per year. The Middle East, with over 40% of the proven natural gas reserves worldwide, will play an important role in meeting world demand. According to Al-Rushaid, "The global reserve/resource base can easily meet forecast demand growth for decades to come. Therefore the real issue is not reserve availability, but timely deliverability, and here enhanced cooperation and dialogue among all parties is essential to ensure security of demand, as well as security of supply. "

Al-Rushaid also spoke about the importance of Human Resources to KOC, how the Company is striving to be competitive in the local and regional markets through the application of the latest policies, and the development of new job opportunities. Some important steps include:

- Increasing participation of the private sector in KPC's activities and operations in a way consistent with the strategic nature of the oil industry,



The First Plenary Session Panel Members

- Continued evaluation of outsourcing some KPC activities,
- Concentrating on implementing projects and spending capital locally, and
- Encouraging the private sector to utilize the output of KPC operations to establish downstream industries.

Although the tasks are challenging, Al-Rushaid is confident that they can be met through cooperative relationships.

Plenary Session II

The second plenary session focused on heavy oil and its increasing importance as conventional reserves decline; 70% of remaining oil reserves are classified as heavy, but only 10% of production today is from these reserves. In particular, estimating reserves, managing heavy oil reservoirs, and producing heavy and extra-heavy oil were discussed. Guest speakers included Behrooz Fattahi of SPE and Aera Energy, Kambiz A. Safinya of



Mohamed Hussain, Khalid Al-Sumaiti and Sami Al-Rushaid at the conference

Schlumberger, and Leland Neblett of Chevron.

Fattahi opened the session with confirmation that, "we will not run out of oil anytime soon". However, with energy demand expected to increase there is a predicted energy gap of up to 20 million bopd in the future, even given conservation efforts. As such proper management of the resource is dependent on many factors, with the most important being:

- Management of human resources, particularly as the workforce ages,
- Technology, from development to process application,
- Optimizing the processes,
- Working collaboratively with others, and
- Managing waste effectively.

He also mentioned the importance of deepwater technologies, and stressed that technology must be identified and financed now. Also, partnerships and other forms of cooperation are necessary to avoid duplication of activities and costs. Also, future issues are too challenging for one group alone, so an atmosphere of working together needs to be nurtured now. Fattahi emphasized that the industry is resilient and resourceful and as

such, the future looks positive even given the many challenges.

Safinya continued the session with his presentation entitled, "Heavy Oil: Avoid the Pitfalls", where he explained that engineering for heavy oil is more complex than for light oil. This complexity goes beyond viscosity and also includes porosity and permeability, etc. In addition, solution gases behave differently in heavy oil, and although pipeline flow assurance can be done by blending, the effect is not linear. As such, the economics for heavy oil must be taken into consideration.

Given the different nature of heavy oil, the sharing of Best Practices is critical to the efficiency of the sector, and experience indicates that an integrated approach along the entire supply chain has been proven to be the best way to manage heavy oil resources.

Neblett concluded the session with a presentation on the thermal recovery process, which has to date been the most successful method for Enhanced Oil Recovery (EOR). In particular, steam flooding has been very successful with over 50% recovery.

The challenges that Kuwait will face include: the presence of carbonates, the hardness of

the water, a high H₂S content, low permeability and a lack of algorithms from other carbonates. Most of the successful steam flooding to date has been done in sandstone, but Wafra, which is estimated to have 30 billion barrels of heavy oil, is a carbonate. There is currently a large-scale pilot being done in Wafra and it includes the first ever multi-pattern carbonate steam flood with the following scope:

- 16 patterns
- 25 producers
- 16 steam injection wells
- 16 temperature observation wells
- A water plant, and
- 10 steam generators

Water from the wells is being distilled and reused in the steam injection phase; Best Practice indicates it is better to use water from the field rather than bringing it in. The pilot, which was started in 2009, will be complemented by a membrane technology project to be started in 2010. Neblett summarized his presentation by stressing that the keys to success with heavy oil are experience, technology, and

organizational capability.

Session 5

Many interesting and informative presentation were given during the three-day, sixteen-session event but perhaps one of the most relevant to KOC was “Meeting the Challenges of Planning a Thermal Pilot for Ratqa Lower Fars Heavy Oil Field” by T. Sanyal of KOC. He explained that a study done in the 1980s in the north Lower Fars showed significant performance variation that was not explained by the geological variation.

The old pilot data was used for a new design, with injectivity and productivity as the key inputs. A new study was proposed using EOR screening, a simulation model was made and the new data was matched with the historical data. Ultimately, it was determined that cyclic steam simulation (CSS) followed by steam flood would be the best for optimizing production, however many factors had to be taken into consideration.

In particular, the commercial viability of CSS and steam flood had to be determined along with the optimum CSS, including the most suitable pattern (in this case

an inverted 9 spot with 49 wells) and the optimum number of CSS cycles. Sanyal explained that in this case, 15-20 acre spacing between wells was suitable and that 1.2 to 1.5 bcwepd/net-acre-ft is a rule of thumb for successful steam flood projects.

In summary, Sanyal stressed that a pilot should only be done when it is felt to be absolutely necessary and even though pilots are great mitigation tools, they need to be designed correctly. As for the Lower Fars, it will require more than one pilot since the reservoir is huge and the characteristics change.

Conclusion

The three-day conference highlighted the challenges of the oil and gas industry and steps that must be taken to address these issues. What was evident from most of the presentation is that cooperation in the industry is critical if supply is going to be able to meet demand. Building strong relationships is therefore critical to the industry and, consequently, to the well-being of the world as a whole.



KPC and KOC representatives at KIPCE

Life Without Limbs

"If God doesn't give me a miracle, I can be a miracle for someone else." Nick Vujicic

The statement above by Nick Vujicic (pronounced voy-a-chich) is a tall order to say the least, but it also happens to be true. Having spoken to over 3 million people worldwide, Nick has been a miracle to some and an inspiration to all. No doubt about it, he is a very good motivational speaker, but he is more than that; he is credible because he speaks from the heart. After all, anyone can get up in front of a crowd and speak about the meaning of life, but Nick is different from most other speakers because he has a different perspective.

At the young age of only 27 years, Nick has faced more trials and tribulations than most people face in a lifetime. It has made him wise beyond his years. Born with Tetra-amelia, an extremely rare recessive genetic disorder that results in the lack of limbs and sometimes other health problems, Nick not only survived, he flourished. But it was not an easy road; as a child he faced more than the normal teasing from his classmates, not to mention the intense soul-searching process of asking God why he was made different from other people. With time however, he became a leader at school and learned not only to accept the way he was, but also to realize that God has a much bigger purpose for him.

For most people, a life without legs is hard to imagine, a life without arms even more so, but a life without either is impossible. In fact, many people would equate it to being a quadriplegic. Nick is proof that this is not the case; he is able to function almost

independently, and in addition to being able to perform the normal daily activities like brushing his teeth, shaving, etc., he goes beyond this and swims, surfs, plays golf and soccer, and types an amazing 43 words per minute. In fact, he does not even consider himself disabled!

Nick realizes that his independence rests on his mobility.



Sheikha Sheikha Al-Abdullah Al-Sabah welcomes Nick Vujicic

Suffering from a curvature of the spine, he has been told by doctors that only exercise will keep him fit, and therefore mobile. However, as his body ages and he is no longer as agile as he is today, he is hopeful that technology will pick up the slack and allow him to continue an independent lifestyle. Also, although a car does not yet exist today that allows him to drive, he is trying to get sponsorship so that one day he can drive a specially-built-for-him BMW. He is also designing a house that will allow him to live without any assistance.

Nick is such a sought-after speaker that he receives over 200 offers on average per week. Initially doing over 200 engagements in a year, he realized that he was not getting enough RGS (rest, God, sleep) and has cut back his speaking time significantly. He has also cut back on the amount of different projects he undertakes so that he is not overstretching himself and biting



Nick Vujicic addresses the audience

off more than he can chew. As he strives to help people spiritually, emotionally, and financially, his goal is to reach as many people as possible without being limited to face-to-face meetings. Consequently, he is exploring mass media, has taken part in a documentary film, and is releasing a book, No Arms, No Legs,

No Worries!. at the end of the year.

Today, Nick sees the advantages of his situation and is fully accepting of who he is, where he is now, and where he is going. Listening to him speak gives pause for reflection on so many different levels. His audience often cries - for what was, what is

and what will be. The same audience also laughs at Nick's humor and wonders at his incredible ability to deal with adversity. His messages come across loud and clear, particularly the message that love conquers all and if there is hope for him, there is hope for each and every one of us.

The Kuwait Petroleum Corporation, as part of its efforts to encourage and motivate its employees, was honored to have Nick speak to a group of its employees. In an emotional day, Nick used his experience and humor to pass on many important messages:

- Obstacles are not barriers, but rather opportunities
- Value what you have rather than concentrating on what you don't have
- Never give up
- Success is measured with what you have done with what you have been given
- Fear (false evidence appearing real) is the biggest disability of all as irrational fears will paralyze you from trying
- Courage comes from understanding and overrides fear
- If you never try, you will never succeed so stretch yourself and take risks
- Every failure is a step closer to success so admit your failures and learn from them
- Faith is believing in what you do not see...yet
- Your value is who you are as a human being and what you can offer to society
- There is no point in being complete on the outside if you are empty on the inside
- You don't need hands to hold a person's heart
- Everything in life happens for a reason
- You cannot put a price tag on giving hope to one soul
- You need more than just a positive attitude
- Never stop dreaming
- Time is the greatest asset
- Surround yourself with people who will take you to the next level in life
- The matters of the heart are what is important:
 - Know who you are
 - Know why you are here
 - Know where you are going when you are no longer here
- There is no point in knowing if you do not apply the knowledge
- It is not all about me
- It is better to give than to receive
- Forgive
- Take one day at a time and know that you can weather the storm
- Do your best and forget about the rest
- Motivation does not last forever, so do things to keep motivated
- Focus on production now and perfection later
- You and what you do will never be perfect so accept that life is a work in progress
- Your age is earned
- Live life for today and do not worry about the future
- Love conquers all



Company Creativity

Felix Fernandes shows his artistic skill

How many of the Kuwait Oil Company's employees have hidden artistic talent? One could venture to say quite a few, but most remain hidden in obscurity. This was also the case of a very talented KOC employee, Felix Fernandes, who works as a tea boy in the main office. Contracting with DAMAC, he has worked at KOC for the past five years and is a proud employee.

His sculpture ability came to light when he decided to carve the KOC logo in sandalwood and present it the C&MD, Sami Al-Rushaid. "I like the friendly atmosphere at KOC and wanted to show my appreciation to the Chairman", he explained. Although he copied an already existing design in this case, Fernandes normally makes his own carving and woodwork designs.

Wood carving is currently only a hobby of Fernandes', but he would eventually like to build his own business. However, he remains a loyal employee of KOC and states that he like his job so much that he would stay at KOC and have the business on the side. Given that he displays talent, creativity, loyalty, and pride, one can be sure that Fernandes will be successful in whatever he undertakes.



Felix Fernandes is recognized by PR&I Manager, Abdul Khaleq Al-Ali

Sleep Disorders

Do you have one and not know it?

Submitted by: Dr. Hani Fayed, Head of Internal Medical Care Services – Ahmadi Hospital

Let me first explain the basics of sleep disorders and then focus on what I think is the most important disorder that affects KOC employees – obstructive sleep apnea syndrome or OSAS.

For most people, getting a good night's sleep is essential in order to function effectively the next day. Although the amount of sleep required varies from 4 to 10 hours/night depending on the individual, most people need on average 8 hours. Insufficient amount of sleep is prevalent in our society and has a range of causes and treatments. There are over one hundred different types of sleep disorders, with the most common being:

- Poor sleep habits/sleep hygiene,
- Insomnia,
- Narcolepsy,
- Restless legs syndrome and periodic limb movement disorder,
- Sleepwalking/Somnambulism,
- Sleep disorders in medical illnesses,
- Sleep disorders in mental illness, and
- Sleep apnea.

Although treatments exist for all of these disorders, many people are not even aware that they have the disorders and, therefore, do not seek medical attention.

Sleep hygiene

Poor sleep habits, also referred to as sleep hygiene, refers to the



normal activities of people and how these activities can adversely affect sleep. Common things, such as watching television before going to bed or staying up too late, are considered bad sleep hygiene. Good sleep hygiene comprises the following:

- Fix a bedtime and an awakening time,
- Avoid napping during the day,
- Avoid alcohol 4-6 hours before

bedtime,

- Avoid caffeine 4-6 hours before bedtime,
- Avoid heavy, spicy, or sugary foods 4-6 hours before bedtime,
- Exercise regularly, but not right before bed,
- Use comfortable bedding,
- Find a comfortable temperature setting for sleeping and keep the room well ventilated,

HEALTH

- Block out all distracting noise, and eliminate as much light as possible,
- Don't use the bedroom as an office, workroom or recreation room,
- Try a light snack before bed,
- Practice relaxation techniques before bed,
- Don't take your worries to bed,
- Establish a pre-sleep ritual, and
- If you don't fall asleep within 15-30 minutes, get up and read in another room until sleepy.

Insomnia

One of the most common sleep disorders is insomnia, the inability to sleep or the inability to sleep well. Insomnia can be the result of many different medical and/or psychological factors and can be temporary or chronic. Most chronic insomnia cannot be treated well with medication, so using sleeping pills in the long-term is ineffective.

Symptoms and Effects of Insomnia*Nighttime*

- Difficulty falling asleep despite being tired,
- Using sleeping pills or alcohol to fall asleep,
- Awakening frequently or lying awake in the middle of the night, and
- Awakening too early in the morning and not feeling refreshed.

Daytime

- Daytime drowsiness, fatigue, or irritability,
- Difficulty concentrating; poor job/school performance,
- Slower reaction times and diminished mental alertness; increased likelihood of accidents,
- Weakened immune system, and



Source: Stock.Xchng

- Increased risk of depression, anxiety and substance abuse.

Narcolepsy

Narcolepsy most often begins in adolescence and is characterized by excessive daytime sleepiness and sleep attacks. Other characteristics which may be present include cataplexy, sleep paralysis, and hypnagogic hallucinations. Treatment includes behavior modifications and drug therapy.

Restless legs syndrome and periodic limb movement disorder

Restless Legs Syndrome (RLS) is characterized by an internal itching sensation in the lower legs which can only be alleviated with leg movement. Unfortunately, the sensation returns once movement stops. Iron deficiency and pregnancy contribute to the frequency of the disease. It can be easily treated with iron supplements and with stretching and yoga exercises. Drugs such as pramipexole (Mirapex®) and ropinirole (Requip®) may also be used as well as valium-type medications.

Sleepwalking/Somnambulism

Sleepwalking or somnambulism involves walking or performing other physical activities while asleep. Although it is most common in children, it is also found in adults and is associated with either sleep deprivation and/or anxiety. It may also be caused by medical disorders, use of certain medication, or depressive disorders. Episodes can be short (a few seconds) or long (many minutes). Although it is safe to wake a sleep walker, they may be disoriented on waking. Treatment involves avoiding the triggers and short-term use of sedatives.

Sleep apnea

Sleep apnea (the word apnea means "not breathing") is also very common and is the main reason for referral to sleep centers. Obstructive, the most common type, is caused by physiological conditions, while central sleep apnea occurs when communication from the brain is disrupted, and mixed apnea is, as the name suggests, a combination of the two. OSAS is most

commonly caused by:

- Old age,
- Injury to the brain,
- A decrease in muscle tone due to drug or alcohol use, or caused by a disorder,
- An increase in the soft tissue around the airway, which can be caused by obesity, and/or
- Structural features such as a large tongue or excessive adenoid tissue, that result in a narrowed airway.

Stoppage in breathing can last anywhere from ten to one hundred and twenty seconds. It can also occur many times during the night, and is most often accompanied by snoring and or gasping for breath. The severity of sleep apnea depends on how many events occur per hour; less than 5 events is considered normal, while 15-15 is mild, 15-30 is moderate, and over 30 is considered severe.

Interestingly, many patients (up to 90%) with sleep apnea are not even aware that they have it; normally the bed partner alerts the patient to the problem. Sleep apnea, however, needs to be taken seriously as sufferers are at high risk of heart disease and high blood pressure, and often suffer from sleepiness, abnormal heart rhythm, and excessive carbon dioxide levels in the blood, which can result in serious health consequences over time.

Treatment varies depending on the severity of the OSAS and includes losing weight, sleeping on the side,

using a Continuous Positive Air Pressure (CPAP) machine, having surgery on the upper-respiratory tract, and/or using a Mandibular Advancement Splint (MAS). The MAS is used for mild or moderate OSAS and is similar to a sports mouthguard. It is designed to hold the jaw lower and more forward than normal, thereby pulling the tongue away from the airway. For more severe cases, a CPAP machine is the treatment of choice.

How to determine if you have a possible sleep disorder

One of the more common tests used to determine if someone could have a sleep disorder is the Epworth Sleepiness Scale (ESS). Designed in Australia in the 1990s, the test asks just a few simple questions and answers are given points of one two or three depending on the likelihood of an event occurring. With a maximum score of 24, those scoring less than 11 are considered to be within the range of normal, while 11-14 is considered mild, 15-18 is moderate, and anything over 18 is severe. For those outside the normal range, the first step is to see a doctor for counseling, who will most likely advise the patient to try avoiding sleep deprivation substances such as alcohol or sedatives, to lose weight, and/or to sleep on the side.

If symptoms are not alleviated, the doctor will most likely perform a polysomnography test and the patient may be advised to try sleeping with a CPAP machine, which forces air into the lungs through light pressure, or to try using a mouth piece (IOD), or undergo surgery to remove excess tissue in the mouth and throat area. Drugs are prescribed only if other methods are not appropriate. The goal with any treatment is to keep the airway open during sleep, leading to improved sleep, better oxygenation, and enhanced daytime alertness.

Conclusion

Many medical illnesses, such as asthma and other lung problems, can cause sleep disturbance as can mental illnesses, such as depression, anxiety, post-traumatic stress syndrome, and panic attacks. As with other sleep disorders, treatment can involve a combination of behavioral, psychotherapeutic, and pharmacological approaches.

Regardless of the type of sleep disorder, prompt treatment is essential in order to alleviate the problem, as OSAHS is a serious, prevalent condition that has significant mortality and morbidity when untreated. The Ahmadi Hospital does not employ a sleep specialist, so those suffering should consult their GP or internal medicine specialist.



INTERVIEW

Khaled Khalaf Al-Telaiji

Background

Prominent Kuwaiti writer, politician, advocate and lawyer, Khaled Khalaf Al-Telaiji, was born in 1931, before the era of oil and lived through the drastic transformation that took place in the country after the discovery of oil. He remembers a

simpler life and recalls how it took only one day for him to be hired at the Kuwait Oil Company (KOC) in 1956.

Working at KOC as an Editor-in-Chief, Al-Telaiji was responsible for a monthly Arabic-language magazine entitled 'Risalat Al-Naft'. Al-

though publication of the magazine was suspended for a few years after Al-Telaiji left KOC in 1958 to start his own independent newspaper, it was re-born in 1961 as Al-Kuwaiti, which still exists today.

Unfortunately for Al-Telaiji, his fledgling newspaper, Al-Shaab (The People), was closed down by the authorities just one year after its formation because it contained 'progressive and bold ideas'. However, his 'voice of the people' was not quelled and he worked as a lawyer until he became a member of Member of Parliament in 1975. When Parliament was dissolved, Al-Telaiji fled to the West, where he still spends most of his time.

The Kuwaiti Digest and Al-Kuwaiti were fortunate to meet with Al-Telaiji and to find out more about his fascinating life. Below are just a few of the questions posed to him.

How did you get started at KOC?

After I finished my high school studies in Cairo, I went to England where I earned a diploma, and then studied at the American University in Beirut for a year. I returned to Kuwait and worked as a Director of a care home with the Department of Social Affairs. One day, I was driving past Fahed Al-Salem Street and came across a billboard for KOC. I went into the office and asked if there were any vacancies. My English was very good, so the KOC official phoned the Manager and I was asked to go to Ahmadi to meet Mr. Doyle. I was offered a job on the spot and because I had great ambitions, I quit my job and started with KOC.

I assumed the position of Editor-in-Chief on November 1, 1956. Before this, I was at the Company's train-



ing department, but during the Suez War, we Arabs persistently protested against the British's perceived bias in covering the war in the Company publications. We complained that the press laws didn't apply to the publications of the Company. As a result, the Company's management was forced to offer the post of Editor-in-Chief to an Arab, provided that the candidate held at least a secondary certificate. The eligible candidate was my Kuwaiti colleague, Izz al-Din Al Rifai, but he was a geologist by profession and was not interested. The position was then offered to me, most likely because I was known among my colleagues to be behind the criticism of the British.

What was it like in the early days in the KOC Information Team?

The publications of the Company were issued regularly, albeit in a pretty primitive manner. A British man was primarily in charge in terms of management, while a group of Indians were responsible for technical tasks, and the editors were from different Arab countries. Overall, the Company's three publications were The Bulletin, which was published daily in English, The Kuwaiti, which was also issued in English, and my publication, Risalat Al-Naft (The Message of Oil).

We used to cover everything, and not just oil news. In short, I can say that the magazine was comprehensive. However, we did not get oil news on a regular basis and there was often a scarcity of news, so we included local social activities to fill the magazine. The Kuwaiti and The Bulletin were primarily in-house publications read by the employees and their families, while Risalat Al-Naft was more widely distributed and was available at local bookstores.

Interestingly, The Kuwaiti and The Bulletin were printed in Kuwait, but Risalat Al-Naft was printed in



Khaled Khalaf Al-Telaiji

Beirut and I remember travelling personally to Lebanon to ensure the accuracy and oversee the printing process.

What are the most interesting interviews you remember?

I remember I had an interview with Mr. Doyle, who served as Executive Director of the Company, and the other with Mr. Jordon, who was the General Manager. In addition, I interviewed the late Sheikh Jaber Al-Ahmad Al-Sabah Jaber Al-Sabah, who was then overseeing areas where oil was being produced in his capacity as the Governor of

Ahmadi. My interview with him was focused and very interesting.

What were some significant events that took place during your time at KOC?

The 1956 war was probably the most prominent of all events and I remember that I complained to the British for writing articles in the Company's publications which were hostile to Egypt. One of the outcomes of my protests was that a number of Arab employees within the Company were promoted.

The Egyptian President aroused a sense of nationalism in the entire Arab world following the war and we would meet after important events and issue statements. The Company officials were angered because they knew who was behind it all.

Conclusion

Al-Telaiji currently lives in France, but comes back to Kuwait on a regular basis to visit family and friends. He has not lost his rebellious spirit and spends his time writing, mostly on themes with a political bent.



Khaled Al-Telaiji speaks with Jane Chacko and Basidia Drammeh of the KOC Information Team

Reflections on the Kuwait Little Theatre from 1968 to 1980

Submitted by: Arthur Foster, former Kuwait Little Theatre Chairman

Introduction

When first introduced to the group, I was led to believe they were in dire financial straits, but from my experience of running drama groups in the UK on a shoestring, I could tell this situation was exaggerated. The Kuwait Oil Company (KOC) had generously provided the building and its maintenance and services free of charge, and the members had only to find the funds to stage the plays. I subsequently found when directing plays that the KOC London Office also provided copies of scripts on demand, an excellent service when selecting plays for production.

Shortly after joining KOC, I was invited to join the Kuwait Little Theatre (KLT) Committee, on which I served for over 10 years and eventually filled the post of Chairman for the traditional one-year period. Initially, KLT could call upon seven to nine directors a year, so there was no problem arranging a program of five to seven productions a year.

The most striking thing about KLT was the abundance of talent, both on stage and back stage; some members had been acting together for twenty years. The only shortage was the lack of juvenile leads. In later years the "Buddy Shafet Chopping" reduced the number of older members, but this made way for younger contractors to join the staff of KOC and also KLT.

During my first year on the committee, Paul Beresford, the treasurer, and the rest of us gave much thought to improving the cash flow within the group. Increased sub-

scriptions were not thought to be the answer and it was decided to increase the size of the programs and sell advertising. This was taken on by Alan Bank and what a good job he made of it, eventually appointing a contractor to sell the advertising, collect the money and print the programs.

Productions

"The Hollow Crown" devised by John Barton was my first production for KLT in July 1968, for one night.

I had seen part of the Royal Shakespeare Theatre presentation on TV in the UK and liked it a lot. Paul Beresford helped with the casting and what a cast: the Forrests - Margo and Jim, Norman Halliwell, Paul Banks and Tim Booker as the narrator. To make the play a more intimate experience for the audience, the orchestra pit was boarded over (during later modification to the theatre this was made a permanent feature). With that cast KLT could not miss, and it was very well received.

The father of one my daughter's friends suggested to George Price that he approach me to design the Lighting Plot for "South Pacific", which was to be staged in February of 1969. I agreed but was surprised at the lack of modern spots and range of gel colours. My colour slides on the DVD show how things worked out. Initially, George asked me to operate the lighting, but quickly revised that and I took on

the part of the Island Commander.

Following a two-week run in Ahmadi the cast and some of the scenery was flown to Beirut for a three day run over the Eid Holiday at the Phoenicia Hotel Theatre. It was interesting to see how another director operated. At that time George had a reputation within the group for extravagance, but apart from purchasing some elegant front doors for the Theatre, I saw no sign of it.

I had directed four previous costume productions in the UK and Bahrain and thought I would try one at KLT. I chose "Sgt. Musgrave's Dance" an exciting anti-war play by John Arden, to be staged in February of 1970. I was very lucky to interest Norman Halliwell in the part of Musgrave. He was supported by an excellent cast of



twenty-four. For a serious play it contained a substantial amount of music, ably arranged by Liz Warbis. There were seven scenes painted by Alan Blackburn, a very gifted artist who also designed my posters and program covers. The scene changes were smoothly executed under the direction of the Stage Manager, Roy Cavill. Norman Halliwell, Maxine Le Marechal and John Oldridge all gave outstanding performances.

Later I thought that some of the newcomers should be exposed to larger parts so I offered "The Tricolor Suite" in July of 1970. A long one act play, it was a KLT Group Night with beginners taking the leads and supported by our stalwarts. It was well received by members and their friends, however it turned out to be the last appearance at KLT by Maxine Le Marechal. I concur with the "Kuwaiti" comment that "she left behind a series of top-notch performances that would be hard to equal".

My wife supported me back stage on many productions and appeared in several on stage for other Directors including, "Move Over Mrs Markham", "The Man Most Likely To", "Say Who You Are", "Semi-Detached", etc.

In the mid-seventies, a preponderance of young men, computer programmers and teachers, etc., were available at KLT. I decided in 1975 to offer "Conduct Unbecoming" by Barry England, a large cast costume drama set in India in the late 1800s. I had seen the West End production and was impressed by the strong story line. It was much appreciated by the Indian cooks & ayahs that attended the Dress Rehearsal. Many new faces appeared in the production, and Audrey Wallace, Richard Wyatt & John Twohig, gave outstanding performances.

Other productions included "The Wizard of Oz", in 1970; a brilliant performance was given by Daphne



Sgt. Musgrave's Dance was performed in 1970

Waters as Dorothy. "Who Killed Santa Claus?" by Terence Feely, in 1972; a modern thriller with great performances from Andrea Goodridge and Chris Ball. "Marching Song" by John Whiting, in 1973; a British playwright lost to Hollywood in his prime. "Children" by A R Gurney, Jr, in 1974; a modern play about family problems, set in the USA, with Wynne Barnes giving a stalwart performance in the role of Mother. "Dandy Dick" by A W Pinero, in 1974; it was first staged in London in 1887, and was a costumed farce which gave great scope to the dress designers. "Flint" by David Mercer, in 1976; a riotous and compassionate study of youth and age, hypocrisy and truthfulness. Jack Beasley gave a truly monumental portrayal of Ossian Flint, supported by Andrea Goodridge as Dixie and an outstanding cast of peripheral characters.

About 1975, I received a phone call. The Company would like to give KLT a grant to make improvements to the theatre. Could I meet at the theatre to discuss what we would like. I was delighted and went with a long list. The outcome was:

- A permanent apron over the orchestra pit,
- A stage revolve,

- An air-conditioned lighting and sound gantry,
- A new air-conditioned wardrobe, and
- An extra air-conditioned dressing room.

The above turned out to be marvelous additions to our facilities.

Conclusion

Looking back after so many years to KLT at that time, what strikes me was the strength of the group. Not only did employees of KOC take an active part, but people external to the company including contractors, teachers, members and families of the RAF and the Army Kuwait Liaison Team etc. KLT was a true Community Theatre. In addition, the support throughout Kuwait was tremendous; the British Ambassadors at that time never missed a production, and KLT was well supported by the Board of KOC.

Members both on stage and back stage experienced much enjoyment, and I am sure this has been greatly missed and found difficult to replace by members leaving Kuwait.

Our Shared Planet

Three Kuwaitis travel the world on motorbikes



Background

In the October-December, 2008, issue of The Kuwait Digest, the adventures of Ali Al-Bairaimi, Team Leader Fire Team at the Kuwait Oil Company, and his friend, Hussein Ashkanani, Head of Services & PR at the Kuwait Gulf Oil Company, were highlighted as the duo travelled by motorcycle from Kuwait to Scotland. Not ones to sit still for very long, the pair, along with another friend, Muhanad Al-Sultan, Senior Specialist in the Support Series Group (S&EK) at KOC, decided to embark on yet another trip. This time, their ambitions were even greater and the trio ended up on an around-the-world trip entitled 'Our Shared Planet', in 2009. Scheduled for 120 days, it included four continents, 17 countries, and 30,000 kilometers. According to Al-Sultan, the title of the trip was not random but rather was chosen because, "We want to reassert that on our planet we are all neighbors. We must promote understanding and acceptance of our many differences. We believe that things will be much better if we can have just a bit of tolerance and understanding."

Planning

Although the focus is naturally on the trip itself, such an undertaking requires a huge amount of planning, including contacting various organizations and government agencies in the countries to be visited, budgeting, and even choosing the type of motorcycle best suited for such a trip. All three riders chose the same bikes, a BMW Motorrad R1200 GS, which were supplied by Tristar, a local importer. Jafar Behbehani, Owner of Tristar explained why the bikes are so ideal, "the bike has a 33-litre fuel tank capacity, which allows for long distances between fill-ups (19km/liter), and the extra long suspension will make some of the bad roads a bit more bearable as the conditions will be extremely different to those encountered in Kuwait". In addition, the bikes were fitted with special features, such as special telecommunication devices to allow easy communication between the riders and a GPS navigation system to allow for exact present location.

The idea was to travel between four and seven hours per day, depend-

ing on road and climate conditions, with several rest stops along the way. Maintenance of the motorcycles and the availability of spare parts was, of course, a concern, and detailed investigation was required before the trip to determine where parts could be obtained along the way.

The Journey

Sponsored by the Public Authority for Youth and Sport (PAYS), the trip started in May of 2009. The men headed first for Saudi Arabia and then on to the United Arab Emirates where their bikes were shipped from Dubai to Pakistan (see inset). The initial plan was to travel through Iran and into Pakistan, but security issues resulted in a change of plans.

India was perhaps the most interesting country on the journey, primarily due to the transportation situation. "Every time you are on the road, you are on an adventure. There are no traffic laws; the only law is that you keep driving. What's amazing is that everything is on the road, and I mean everything;



pedestrians, bicycles, tuktuks, big trucks, small trucks, elephants, cows, everything that moves is on the road, and it is moving in every direction at the same time”, Al-Sultan explained. Travelling Bhutan and Nepal ended up being the highlight of the trip; in fact, the group stayed an extra three days in Bhutan because, “It was a gorgeous country, very scenic and beautiful”. After travelling through Tibet and China, the group left Asia and headed to the North American continent.

Arriving in Alaska, the trio drove through several major cities including Vancouver, Los Angeles, and Toronto. Although the plan was to head to Italy and then cross over to north Africa, visa problems prevented this leg of the trip and the group had to make a change of plans and head home through Europe into Turkey, Syria, Jordan, Saudia Arabia, and finally back to Kuwait.

Next step

If the group has any regrets about the trip it is that they did not have time

to explore most of the countries they travelled through. However, plans are underway for their next adventure, which will be South America in 2012. For 2010 and 2011, they plan on spending their holidays in Kuwait with family and friends. In a final message, Al-Sultan says, “I just hope that this trip

inspires others who have dreams of doing something extraordinary and that this gives them that extra push to do it”. All three are very thankful to those who supported their dream and the Kuwaitis they met along the way and who encouraged them to keep going.

After getting up all sore from the long ride the day before, we contacted the shipping company and rode our bikes to their warehouse where we started to prepare the bikes for crating. We needed to minimize the volume to reduce the cost of shipping, so we removed the mirrors, wind-shield, and top box, we also moved the CB radio as well as the GPC bracket. We also removed the battery and stored it in the panniers. The warehouse was hot with no wind draft, not even a working fan.

We were just about to leave to see the crating of the motorcycles, and to deliver the required documents to the shipping company, when I received a phone call from the shipping agent in Kuwait informing me that India had banned the Air-freighting of motorcycles, and that the only way to ship was through sea-freight. This would delay our trip another 15 days which was undesirable and unacceptable, so we asked if the bikes could be shipped to Islamabad.

We also realized that when we prepared our Carnet (KT) we didn't include Pakistan since there was a fee to be paid, and we didn't intend to visit, so Ali made some phone calls and realized that we needed to visit the Automobile & Touring Club here in Dubai to get the Carnet approved for use in Pakistan.

While I was busy working on updating our blog Ali and Husain met Mr. Adel Kassem who was very helpful in dealing with the Kuwait Auto Club, and took them to meet H.E. Mohammed Ben Sulayem the former rally Champion who was now the Chairman of the Auto club who expressed a genuine interest in our trip. We finally managed to get the Caret approved for Pakistan and we wanted to express our gratitude Mr. Kassem for his support.

Source: Muhannad Al-Sultan's blog



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