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Kharafi National mourns Group President
Mr Nasser Al Kharafi
The winners of the employees of the quarter awards for the first quarter of 2011 were:

**Kuwait**
- **Ravi Kumar Kunche**, an office assistant in FM Industrial Services, for his dedication and tenacity in developing his skills and in working his way up from mechanical helper to office assistant.

**UAE**
- **Thomas Muthalay Pappachen**, a pipe fitter at BS 160, for his commitment, enthusiasm, hard work and professionalism that assist the project teams to stay on target for their goals.

**Egypt**
- **Ibrahim Hafez**, assistant superintendent, office services, for his commitment when handling preparations for the KN offices in New Cairo and organising the HR recruitment event in Egypt.
- **Yassen Bedekar**, an electrician in cost centre 2032, for being highly organised, productive, supportive and flexible, and for completing his work on time and then looking for extra work.

**Hasham Mohamed Sayed**, senior crane operator, Equipment Division, for his leadership skills and sense of responsibility which make him a role model for his colleagues at El-Shabab power project.
Corporate Procurement

Logistics management – a KN success story

Corporate Events

KN at ICEBO 2010

Corporate HSE

Near miss reporting

Corporate L&D

Access to learning made easy

Corporate Sponsorships

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Corporate IT

ERP efforts rewarded

Corporate HR

AUS career fair 2011

Corporate Sponsorships

KN sponsors beyond

Corporate People

Staff achievements

Corporate People

New faces at KN

www.kharafinational.com
Transmission is Kharafi National’s corporate newsletter. It contains news and stories about your company. Its purpose is to inform and stimulate.

Kharafi National prides itself on the culture of excellence it brings to every project it undertakes and Transmission is expected to reflect this culture.

Here in the editorial office and in the Branding Unit, we would very much appreciate your comments on the content, design and layout of your corporate magazine.

Please send your constructive criticisms to:

Unit Head - Branding Unit - Nada Abbas
nada.abbas@kharafinational.com
or
Editor Paul Kennedy
transmission@kharafinational.com
Mr Nasser Al Kharafi was laid to rest in the Sulaibikhat Cemetery on April 18, 2011. May his soul rest in peace.

Nasser Al-Kharafi was a leading businessman, not only in the region, but globally. He pioneered new markets outside the GCC, including in South Africa and Egypt. His visionary investment strategies reached across the globe.

In 2003 Nasser Al-Kharafi was named the Middle East Economic Digest’s ‘Businessman of the Year’ for his personal achievement as director of numerous leading organizations in Kuwait and for his outstanding management of the Al Kharafi Group.

Mr Nasser Al-Kharafi’s commitment to endeavours of others and their development was exemplary. A great philanthropist, at the Second Jordan Economic Forum in 2005, HM King Abdallah II presented him with the Life Time Achievement Prize. Nasser Al Kharafi was a frequent contributor to charitable organizations, with varying missions.

Mr Nasser Al-Kharafi, always a man in the public eye, leaves behind a close-knit family and an extended family of countless people here in Kuwait and in places across the world.

His legacy remains; his work ethic is instilled in us.

والوالد أبو مرزوق، الله يرحمك

Samer G Younis

Vice Chairman & Managing Director
Nasser Mohamed Al-Kharafi was born in Kuwait on the 17 June 1943. Educated at Victoria College in Alexandria, Egypt, he studied business administration at the Liverpool College of Commerce in the UK. For four decades thereafter he was active in nearly every sector of the economy.

As president of Al-Kharafi Group, Nasser Al-Kharafi’s interests ranged from engineering, construction and the development of infrastructure, through agribusiness and food, telecoms, finance, banking and manufacturing, to tourism, leisure and hospitality. Americana, the Group’s food company, is regional franchisee for an extensive range of well-known US-based fast-food chains. He held stakes in MTC, Zain and NBK.

Though his businesses were centred in Kuwait, many of his interests were situated overseas. These included tourist resorts in Albania, hotels in West Africa and residential estates in South Africa. Al-Kharafi Group is one of the largest direct foreign investors in Egypt, where it executes BOT and conventional projects in airports, marinas, coastal resorts, and power stations.

Nasser Mohamed Al-Kharafi’s family has a long history as merchants in Kuwait. It includes many high achievers. His father, Mohammed Abdulmohsin Al-Kharafi, established the M A Kharafi Group (MAK) and was one of the founders of NBK. His brother Jassem is the speaker of the National Assembly in Kuwait, while his sister Faiza was president of Kuwait University from 1993 to 2002.

After taking over the running of MAK from his father, Nasser Al-Kharafi demonstrated his business acumen by deftly guiding its expansion overseas where business opportunities were more abundant. This, combined with his Group’s track record on major projects, earned him recognition as one of the most innovative entrepreneurs in the region.

Nasser Mohamed Al-Kharafi believed in grooming the younger generation for business and his three sons are active within the Group. Nasser Mohamed Al-Kharafi was a true human being and a philanthropist above all, his successes in the business world were reflected in the support of various Arab charities youth, social support and welfare organizations that he always preferred to keep undisclosed.

Indeed, it is in Kharafi National that the sudden loss of Nasser Mohamed Al-Kharafi has been most keenly felt. He founded KN with the assistance of Ghalib Younis, in 1976 and encouraged its expansion during the 1990s. As a mark of respect, the entire company paused for a minute of silence at 10:00am on Monday the 18th April, just as he was being buried in Kuwait.

Nasser Mohamed Al-Kharafi’s legacy of dynamic entrepreneurial innovation will continue to thrive in the companies he has left behind.
El-Shabab power plant

Rapid economic development and a fast-expanding population mean that the output of Egypt’s energy sector requires substantial expansion. The El-Shabab power plant project will add an additional 1000 mega-watts to the country’s electricity-generating capacity.

The client is the East Delta Electricity Production Company, a state-owned entity which operates under the Ministry of Electricity in Egypt. El-Shabab is located in El-Salhiya, which is about 85km north-east of Cairo.

Kharafi National is undertaking the engineering, procurement and construction of eight gas turbine generators, each with an output of 125 MW. As the EPC contractor, KN is responsible for the design, delivery, installation, testing and commissioning of the units. The company will also be synchronising the new generators with Egypt’s national power grid.

The generators – GE Frame 9 from the USA – were chosen and sourced by KN, whose scope of work also includes auxiliary equipment such as electronic and electrical control cabinets, fin fan coolers, exhaust stacks, compressor and turbine washing skids, and so on, as well as two solar tanks, a water services tank, a reverse osmosis (RO) tank and a demineralization tank.

The scope of work covers all related civil works, such as the foundations for the turbines and skids, electrical buildings, control buildings, the gas-insulated switch-gear building, medium and low voltage buildings, the RO treatment plant, an industrial waste plant, a fabrication shop and the associated warehousing.

KN is also constructing the infrastructural utilities and underground networks that will serve the power units, including water and sewage treatment plants, along with all associated piping, the electrical high, medium and low cable networks, and the instrumentation networks. In addition, the company is building the road network for the entire plant.

The project is well on schedule to be finished in June this year. All eight turbines and their ancillaries have been installed on their foundations, while the mechanical skids for the first six units are currently being put in. The civil and mechanical works are at an advanced stage and the construction of the underground utilities and tanks are in progress.

El-Shabab power plant project is massive and the generators KN is installing are immense, as can be seen from the photograph. Financially, it is one of the largest projects KN has ever undertaken and winning the tender was, in itself, a massive endorsement of Kharafi National’s capabilities in the EPC of power plants. Its successful completion will consolidate the company’s reputation in the Egyptian market and propel it to the forefront of international bidders for mega-sized power plant projects in the Middle East.
Projects

Construction

Commitments delivered despite severe pressures

During the recent unrest in Egypt, Kharafi National achieved two major objectives ... the safety of its staff and the continuance of its operations.

... story from Country Manager Tarek El Shaikh

As soon as the recent disturbances began in Egypt, Kharafi National devised and implemented a plan that would carry the company through several weeks of unrest and violence on the streets ... in a manner that illustrated KN's wholly professional approach in anticipating and solving problems involving a great deal of risk.

On the day the street protests began, MD Samer Younis went straight to Egypt and held a series of meetings with all directors and managers in KN Egypt. The safety of all staff was made the number one priority. In addition, procedures were set in train to monitor the rapidly developing situation and ensure that operations continued as much as possible.

Thereafter the MD and COO kept in touch with the management in KN Egypt on an hourly basis for as long the crisis lasted. This enabled senior management to carry out on-the-spot monitoring and tactical planning as events unfolded, and deliver support that boosted morale throughout its labour force in Egypt.

KN Egypt kept open its head-office in Mohandeseen, which is just 10 minutes from Tahreer Square, throughout the crisis. Work also continued at its offices in Tagamoa in New Cairo, the centre of its power operations in Egypt, and at the power plants in Al Shabab and Damietta.

All project managers remained on their sites where they monitored the evolving events and assisted in assuring the safety of their staff. Private jets from Kuwait were used to transfer 53 expatriate KN employees to safety in Kuwait and Dubai.

The Egyptian military also used armed military personnel to escort the transportation of large pieces of equipment for the gas turbines from Al Ismailiya Port to Al Shabab site ... a trip of 140km that took 10 hrs at low speeds.

Security

As the situation on the streets deteriorated, security became a growing concern. KN increased the numbers of guards at all its premises to keep its sites, employees and equipment as safe as possible.

KN Egypt also established good working relations with the local committees that were set up in each area by members of the public. The company worked hand-in-hand with these public committees in order to provide order and safety for all civilians.

Kharafi National always maintains excellent relations with its clients and strives to act as a good neighbour and community member in all countries and areas where it operates, which proved extremely helpful throughout the crisis. In coordination with the client, the Egyptian military provided forces, reinforced with tanks, to protect the client’s major power sites in Al Shabab and Damietta.

KN Egypt also established good working relations with the local committees that were set up in each area by members of the public. The company worked hand-in-hand with these public committees in order to provide order and safety for all civilians.

Communications

Communications are vital during times of crisis. Shortly after the street demonstrations began, internet and mobile phone services were cut off to prevent protesters from communicating with each other and remained out of service throughout Egypt for more than a week.

KN was able to solve its communication problems in Egypt relatively easily as, during the early stages of it activities on the power station projects, the IT Department set-up an internet link via satellite with a service provider based in the UK. So, when the local internet service in Egypt was disrupted, the sites and the project office in Cairo were able to keep going largely due to the independent link via satellite in the UK. The same satellite facilities were used to provide several other companies, including clients of KN Egypt, with internet connections during the crisis.

Furthermore, Kharafi National provided its staff in Egypt with mobile phone chips from Kuwait and the UAE, which at times, had a higher reliability than the local mobile phones.
The company also held several meetings with its clients to keep them informed about the situation and ongoing developments, and how KN was overcoming obstacles to its continuing operations.

**Operations**

KN did its utmost to keep up the momentum on its works in Egypt, both on its power projects as well as other projects. Indeed, throughout the disturbances, operations in Egypt, with the exception of KN’s domestic gas projects, continued without a break albeit at lower levels of activity than normal.

Kharafi National even managed to pay its staff salaries on time. Though the banks were closed and obtaining cash and transferring it from area to area was extremely risky.

The only project that came to a full stop was KN Egypt’s domestic gas connection works. The laying of the gas pipelines had to cease completely as it was taking place in a very congested area in the heart of Cairo. In addition, the curfew, which affected all projects to some extent, created an insurmountable obstacle for the domestic gas project.

Despite the crisis, Kharafi National fulfilled its contractual obligations, as well as its wider commitment to the people of Egypt. East Delta Electricity Production Company, the client for the power projects, was effusive in its praise of Kharafi National’s professionalism and dedication to fulfilling its responsibilities.

In several letters of appreciation, East Delta noted that KN managed to install the turbines and generators in El Shabab Power Station during the troubles, thus avoiding a serious setback to the project schedule, while at the same time protecting the facilities, equipment and supplies at both power plants.

**Reflections**

The fact that the two power plant projects did not fall significantly behind schedule during the crisis is an indication of the value of KN’s strategy of always planning to complete its works ahead of their target dates. Having built-in slack and, as the same time, always being prepared to take immediate action when a crisis erupts gives KN a decided advantage in responding to unforeseen problems.

Kharafi National’s ability to react very effectively to the dangers and obstacles that arose during the crisis demonstrated clearly the excellence of the company’s systems and procedures for monitoring and directing its activities, as well as the quality and cohesiveness of its employees. KN’s ability to maintain control meant that its staff knew there would be a solution to the unprecedented situation in which they found themselves and their company, and there was no panic.

The company’s success in protecting its employees and continuing its works during the crisis is due to the intense tactical manoeuvres and the way its staff pulled together. Indeed, several senior managers have noted that the crisis has increased the solidarity of KN’s employees and made the organisation more reliable.
Delivering excellence with new design technologies

Plant Design Management System is a customizable, multi-user, multi-discipline, engineer-controlled software package that is set to revolutionise the engineering, design, and construction of KN projects and put the execution of these projects on a par with the highest international standards.

... ESD Corporate Manager Michel Deek explains

For Kharafi National today, not only are mega-projects bigger, more complex and costlier than ever, they are increasingly being carried out as global collaborations with specialist contractors. This has led to an increasing need for effective integration of the engineering, design, construction and management technologies that underpin these projects.

Advanced 3D modelling solutions allow rapid, error-free design and construction in a truly global, multi-site environment. They also deliver powerful and highly efficient control over projects, materials and manufacturing. Plant Design Management System (PDMS) is a prime example of a state-of-the-art computer-aided design (CAD) suite of applications.

This system is multi-user, multi-discipline and fully customisable. The PDMS enables you to design a 3D computer model of a process plant, in which you can store huge amounts of data on the various parts of the plant that refers to their position, size, part numbers and geometric relationships.
The model then becomes a single source of engineering data for all the sections and disciplines involved in the design project. The PDMS 3D technology even goes beyond engineering, design, construction and commissioning ... as it includes advanced support for the operation of the facility once it has been built.

The PDMS suite of applications consists of fully-integrated modules for the design of equipment, piping, HVAC, structure and cable installation. Modelling is carried out in a full 3D environment using a project-defined catalogue and specification, and with the support of tools that enable a clash-free design. A complete range of drawings and pipe isometrics can be produced automatically from the model.

The PDMS has a host of features that make designing easier and more efficient ... state-of-the-art 3D editing features, visibility of the entire design for everyone involved in a project, automatic clash checking and highlighting, and configurable, rule-based integrity checks which identify errors and inconsistencies across the design. Robust controls over revisions, changes and the issue of plans reduce overheads and delays in projects.

Indeed, PDMS is frequently adopted for its ability to eliminate design clashes and other errors that would normally increase project costs and cause delays due to the need to rework plans on-site. The system is also favoured because of its support for concurrent engineering, and its ability to respond quickly and effectively to project changes. All these benefits combine to reduce project schedules and costs.

KN projects that use the 3D PDMS modelling tools will enjoy a host of significant advantages. The paybacks include high design efficiency, improved project quality, the ability to work with globally dispersed design teams, and powerful change management.

PMDS Instrumentation is functionally rich and extremely useful to both the engineering services department and project engineers. The owner and operator of a project can also benefit from PMDS instrumentation, as it offers many business benefits, such as increased productivity, improved design quality, automatically generated deliverables, and rapid payback.

The instrumentation design module can be used on its own or as a fully integrated part of the entire PDMS suite. It was first employed by the Engineering Services Department (ESD) on the engineering for KN’s power projects at El Shabab (see page 5) and Demiata in Egypt, where its powerful features were deployed to design all the civil and infrastructure works in order to ensure no clashes would be found on site.

These two projects presented the ESD with the opportunity to begin using the 3D PDMS software from scratch. By successfully completing the 3D modelling for the Shabab and Demiata projects using PDMS, ESD has demonstrated that it is capable of modelling any project regardless its size or type.

PDMS can now be used to integrate most well-known engineering design software, including ETAP, STAAD Pro, CAESAR, PRIMAVERA, SPOOLGEN, and ACDD 2 & 3D. The system will be able ... at a glance and on the spot ... to perform any isometric, cable tray, clash analysis, or detailed material take-off.

Engineering Services has found that PDMS saves time and cost, eliminates errors and enables a smooth flow of work from the design phase to handover. It is easy to adopt and provides design efficiency, as it automatically creates intelligent data as a design is drawn. For these reasons ESD strongly recommends PDMS to project managers and expects that its deployment throughout Kharafi National will enhance KN’s culture of excellence.
KN expands into solar-cell technology

The new joint venture between Ralos of Germany and Kharafi National represents a technological leap for KN and the opening of exciting new opportunities in a business area that is expected to grow substantially over the next decade.

.... GM Ralos Kharafi National Khaled Tubaileh explains

In 2010 Kharafi National entered into a joint venture agreement with Ralos Zala Energy FZ LLC, a subsidiary in the MENA region of Ralos New Energies AG, a leading solar photovoltaic (PV) systems integrator in Germany. The new firm, Ralos Kharafi National, is registered with Masdar City in Abu Dhabi in the UAE.

Ralos Kharafi National intends to exploit the growing market for solar energy in the UAE by developing, building and operating medium-sized and large-scale photovoltaic systems that are mounted both on the ground and on roof-tops.

Unlike fossil fuels, solar energy can produce electricity without harmful emissions. Indeed, every MW of installed solar photovoltaic power saves up to 1,000 tonnes of carbon emissions per year. The Arabian Gulf area is ideal for generating solar power ... the intense sunlight produces up to three times the power output in colder climates. Solar power has several other highly-attractive advantages.

Compared to conventional power plants, solar plants can be built very quickly using the efficient planning and standardised construction processes employed Ralos Kharafi National. They are also fully scalable in size. Modular design makes solar plants the most flexible form of power plant.

A photovoltaic plant requires hardly any servicing and maintenance costs over its entire life-cycle, apart from the cleaning of solar photovoltaic modules where the environment is dusty and the occasional replacement of micro-components.

The solar-energy market in the UAE will expand substantially in the next few years.

A ground-mounted PV solar-power plant
The government of Abu Dhabi has committed itself to meeting 7% of its total demand for electricity from renewable resources by 2020. This means that renewable resources will need to be generating 1,500 MW in less than nine years time.

The Ralos Kharafi National joint venture brings together two unique companies ... Germany’s leading PV systems integrator and the Arabian Gulf’s foremost developer of infrastructure.

Founded in 2001, Ralos New Energies AG is among the top five PV system integrators in Europe. In less than ten years the company has executed over 2,000 successfully projects. It has set-up more than a million PV modules and, with over 300MW of installed capacity, it is reducing CO2 emissions by at least 270 million kilograms a year.

Ralos Kharafi National JV offers complete EPC solutions for solar PV systems. It also operates and maintains these systems.

The joint venture’s services-structure covers every phase of the solar power process. It starts with an analysis of the solar viability of a particular site. This is followed by system design and engineering, and the sourcing of components, after which the JV will construct and commission the system. The service-slate also includes performance monitoring and maintenance.

The combination of Ralos’ system integration skills with KN’s abilities in quality control, operations and maintenance means that the power output of each solar system installed by the Ralos KN JV will be maximised, yet the system itself will be ultra-reliable.

PV technology is new to the Arabian Gulf and it will take time for this advanced means of generating electrical energy to be accepted. Meanwhile, the Ralos-KN JV will be installing JV panels at KN’s new head-quarters in southern Kuwait ... which will be the firm’s show-case.

Ralos-KN JV is in the process of pre-qualifying for Masdar’s Noor 1 project in Abu Dhabi, which will be the biggest solar power plant on earth. The JV is also participating in the first government tender for solar power in Kuwait ... the installation of PV panels on the roofs of the Ministries of Electricity & Water and Public Works which will have a total power output of 1 MW.

For further information, see www.ralos-kharafinational.com

How solar cells work

Solar cells (photovoltaic cells) convert light into direct current (DC) electricity at the atomic level through the use of materials such as silicon.

These materials are able to absorb photons of light and release electrons. Capturing free electrons results in an electric current. This is known as the photoelectric effect.

Solar cells are made of the same kinds of semiconductor materials used in the microelectronics industry. For solar cells, a thin semiconductor wafer is specially treated to form an electric field, positive on one side and negative on the other.

When light energy strikes the solar cell, electrons are knocked loose from the atoms in the semiconductor material. If electrical conductors are attached to the positive and negative sides, forming an electrical circuit, the electrons can be captured as an electric current. This electricity can be used to power as a source of power.

A photovoltaic module is a number of solar cells electrically connected to each other and mounted in a support structure or frame. Modules are designed to supply electricity at a certain voltage, such as 12 volts. The current produced depends on how much light strikes the module.

An array consists of multiple modules wired together. The larger the area of a module or array, the more electricity will be produced.

Photovoltaic modules and arrays produce DC electricity. This goes to an inverter where it is converted into alternating current (AC) whence it can be fed into an electrical network.

![A solar cell in action](image)
Kuwait Oil Company (KOC) awarded the contract for a new booster station in West Kuwait to Saipem, an international turnkey operator in the oil and gas industry. Kharafi National is responsible for building the new plant, including the construction management, project control, quality assurance and control, health and safety, and other related services on behalf of Saipem.

Booster Station 171, a gas processing station, will be part of the facilities operated by KOC in West Kuwait.

The crude oil and associated gas recovered from the Umm Gudair and Minagish oil fields will be separated in four local gathering centres (GCs 16, 17, 27 and 28). The crude oil will then be transferred to the South and North Tank Farms in Ahmadi for storage, while the gas and condensate will be sent to BS-171 where it will be processed before being sent to KNPC’s refinery in Mina Al-Ahmadi (MAA).

After the sour gas is received at BS-171, it will be compressed in two stages before being fed to gas dehydration units and then on to conditioning units and eventual export.

The condensate from the compression stages and the conditioning units will go through a colour removal stage and a further dehydration unit. The treated condensate will then be pumped to the MAA refinery. The treated gas will not contain any components which can drop out within the export line.

The volumes going through BS-171 will be vast. It will export a maximum of 234 million standard cubic feet per day of conditioned gas and up to 69 actual million barrels per day of treated condensate. The plant will include facilities to recycle a part of the condensate that cannot be exported back to GCs 16, 27 and 28.
To avoid the build-up of large quantities of liquids within the pipe, an intermediate slug catcher will be installed on the end of the gas export line in Ahmadi. This has been designed to collect the smaller quantities of condensate generated during normal operations and the larger liquid slugs from pigging operations.

As regards power, BS-171 will be self-sufficient as the low pressure and high pressure gas compressors will be driven by gas turbines. Fuel gas will also be used for the fired heaters within the gas dehydration units.

Kharafi National's scope of work comprises the construction of all the civil and building works, the erection of structural steel, the installation of mechanical, electrical and instrumentation works, insulation and painting, as well as pre-commissioning and the supply of commissioning support services for the Saipem portion of the project.

The extent of the work that KN is undertaking means that its activities will be taking place both in the BS-171 plant area in Minagish and in south-east Kuwait where the intermediate slug catcher will be located. The company will also be constructing additional works in existing KOC facilities at GCs 16, 17, 27 and 28 and the related tie-in points (TP1 and TP2).

The quantities of material used in this project are going to be immense. KN will build four sub-stations and two control buildings, as well as eleven other buildings. To do so, it will use 12,000mt of structural steel and 63,000sq m of concrete. It will also be erecting 270,000 dia inches of piping, of which 235,000 dia inches (including 50,000 dia inches of underground piping) will be fabricated by ABJ. KN will also be installing 12,000mt of equipment.

Mechanical completion of the new booster station is scheduled for mid-October 2012, with commissioning just over five months later. Work commenced in December, 2010, with the erection of temporary facilities for the main contractor and owner at BS-171 and in the area of the intermediate slug catcher. Grading works at both the locations began at the same time.

To meet this tight schedule of barely 22 months, work on the foundations for the buildings also commenced in January 2011 in the BS-171 plant area. Pipe-rack foundation works began in March 2011.

BS-171 is an immense project on a very tight schedule, on which about 10 million man-hours will be spent in total. At its peak it will have 2,800 manual employees on site. It presents challenges in timely execution and in quality control, as well as in strict adherence to health, safety and environmental standards.

However the project is being executed by a team made up of a mix of experienced KN project managers, who have proved their worth on previous oil and gas projects, and newly mobilized personnel from other reputable companies in the industry who have adopted the KN culture of excellence.

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The new headquarters of the Ministry of Education (MOE) are being constructed in the government zone in South Surra, which affords rapid access to Kuwait’s motorways and the rest of the country. Construction will take approximately four years. By 2015 the new HQ, which will have a gross area of more than 135,000sq m plus over 100,000sq m of underground parking, will be accommodating more than 3,500 MOE employees.

The design is truly stunning … two curved gracefully-shaped glass and metal structures resting on a two-story base of clad stone. One structure will be nine stories high, the other eleven. Both will lean gently outward from the stone base, giving the impression that they are floating, like dhows on the sea. The upper parts of the structures will be clad in a combination of transparent and opaque silver-gray glass windows screened with external horizontal metal louvers. The louvers will follow the long curved facades of the building’s eastern and western sides. The north and south ends of each wing of the building will slope out from the bottom to the top to provide protection from the sun.

The heart of the design will be a 10-storey grand atrium that will be created by roofing over the interior volume between the two structures. Special attention has been paid to the spatial sequences in the interior.

As a visitor moves from large public areas into smaller areas such as private offices, the scale will step from larger to smaller as if it were following the four elements of learning … curiosity, exploration, discovery and revelation.

The mechanical systems in the building will be controlled and monitored by a building management system consisting of a central processing unit and a number of local intelligent stand-alone stations linked by a communications network.

The building will also have a web of computer-automated LED-based string lights along the outside of its south side from the third to the tenth floors. These will enable continuously changing colours or low-resolution video images to be projected, which will be visible from the nearby motorways.

The new headquarters for Kuwait’s Ministry of Education are being built by MAK (Mohamed Abdulmohsin Al Kharafi & Sons) on behalf of the Ministry of Public Works. KN is carrying out all the mechanical, electrical and plumbing works on behalf of MAK.

KN’s scope of work covers the design as necessary, detailing, supply, installation, testing, commissioning and certification of the electro-mechanical and security systems for the whole building, including a C4 shelter for 100 people in the basement. The scope also covers the water features, the electro-mechanical works for the guard houses, and the external works related to all the mechanical and electrical works, including the irrigation pumps.

MAK began construction work on the site in June 2010, while KN began the MEP works in October 2010. The expected completion date is early June 2014, after which KN will be undertaking the operation and maintenance of the building during the two-year warranty period that will follow.

**Project Brief**

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Operations News

The KN Metso Automation Unit is already on its second project. Meanwhile work is peaking on the new communications building Facilities Management is constructing for the US military in Kuwait, and FM Industrial Services has obtained several new contracts in Kuwait, including steam-flood support services in the Partitioned Neutral Zone.

KN Metso automation unit

In October 2009, KN finalized a value-added reseller (VAR) agreement with Metso Automation from Finland, under which KN became an exclusive system integrator for Metso’s process automation technology in the GCC, Egypt, Sudan, Syria, Lebanon and Iraq.

The KN Metso Automation Unit, which is part of FM Industrial Services, has already completed one successful project and another is under execution.

Replacement of control systems

KN has replaced the control system for the Sabiya fuel oil pumping station in northern Kuwait with a state-of-the-art metsoDNA CR DCS system. The project began in October 2009 and was concluded in August 2010.

The Sabiya pumping station is located in Doha West power station, and delivers fuel oil to run Sabiya power station. The system covers all operations at the Doha West receiving area, the pumping and heating facilities, and the receiving area at Sabiya. The project was carried out under KN’s instrumentation maintenance contract with Doha West. The client was the Ministry of Electricity & Water in Kuwait.

Sabiya pumps three types of fuel oil (gas, crude and high sulphur). The station has four main facilities for receiving, pumping, heating and discharging fuel oil. It uses both electrical and diesel flow pumps, and three heaters that work on demand and are in series. The Doha West inlet and discharge areas are filtered and are controlled by valves. The fuel inlet at Sabiya power station is also equipped with valves and instrumentation.

The existing Siemens S5 system at Sabiya Fuel Oil Pumping Station was obsolete and non-functional and the station had been run manually for years. KN’s contract was for the installation of an automated distributed control system (DCS) with high redundancy.

In a distributed control system the elements needed to control a process are distributed throughout a plant, rather than being located centrally. Each sub-system is controlled by one or more controllers, which are connected by networks for communication and monitoring.

KN’s scope of work also included refurbishing the existing systems cabinets and control console, and upgrading the existing mimic control system to make it ultra-reliable.
A mimic control system allows devices to be controlled from a centralized place, usually wall or panel mounted, which contains all the required hand switches, push-buttons, miscellaneous indicators for both analogue and digital signals, and alarm indicators. These are arranged to form a sketch that ‘mimics’ the actual field process, which gives a good overview of all the process information.

KN chose the metsoDNA CR as the distributed control system for Sabiya fuel pumping station because it provides a single platform for controlling all processes and machines, for monitoring mechanical condition, and for controlling quality. The new system links the entire pumping process, at both Doha West and Sabiya, into a unified knowledge and information-sharing system that enables plant-wide control.

The metsoDNA CR DCS system is fully redundant so it delivers maximum availability. The controllers at Doha West and Sabiya have full redundancy, and so has the network that interconnects them, as well as the engineering servers, power supplies and IO bus controllers.

The overall system is complex, with 424 digital inputs, 121 digital outputs, 19 analogue inputs and 7 analogue outputs on the Doha side, and 38 digital inputs, 28 digital outputs and 3 analogue inputs in Sabiya. The entire system was engineered, supplied, configured and commissioned by KN before being handed over to the client.

Besides refurbishing and re-terminating the existing system panels, control desk and control mimic, the relay logic and interlocks (which prevent equipment from starting unless it is safe for it to do so) were formulated, tested and commissioned. Then the manual system, auto-controls and mimic operations were tested. KN also designed the screen graphics and reports.

The successful integration, testing and commissioning of its first DCS project enabled KN to obtain another project from the same client.

**Data logger system**

The project to replace the data logger system for eight 300MW power generating units at Doha West is also being carried out under KN’s instrumentation maintenance contract for that power station. Again, the client is the Ministry of Electricity & Water in Kuwait.

The generating units are steam-powered and have a total power output of 2400MW. Their generating capacity is very important as about 30% of Kuwait’s power supply is generated at Doha West.

The data loggers do not control operations. However they are vital for monitoring performance by storing data that can be used to investigate malfunctions in the boilers and turbines and for periodic reporting.

KN’s scope of work is to install, for all eight units, a highly redundant data logger system complete with operator stations and an information system for historical records and high-level reporting. The scope also includes laying and terminating cabling, removing the existing data logger cabinets and supplying the furniture for the control room.
As the new data logger system is critical for the running of the power station, the design scheme has been based on the metsoDNA CR DCS system. The controller, networking, power supplies and IO bus controllers are all highly redundant. The system includes a high-availability information server which, in fact, consists of dual servers with an external highly-redundant hard disk array. Even the operator stations for each unit have dual monitors.

The metsoDNA CR DCS will be able to log data such as a sequence of events and the management of disturbances. It includes packages for advance alarms and the notification of events, for web-based reporting, and for tracking high-end trends, as well as tools for analysing alarms.

The data logger project began in March 2010. Though the work schedule is very demanding, it is on track for commissioning by June 2011.

### Facilities Management - Kuwait

Activities are peaking on the project to build a complete communications building for the US military in Camp Arifjan in southern Kuwait by FM-Kuwait, with 140 staff on site.

#### Communications Building, Camp Arifjan

Having started in late October 2009, construction of the communications building is well on schedule to be finished by its due date in early July 2011.

The client is the US Army Corps of Engineers, which is a separate branch of the US army and is responsible for the army’s construction programmes. The main contractor is CH2M Hill, a global leader in planning, designing, building, and operating facilities and infrastructure. KN is the sub-contractor for the building works at Camp Arifjan.

Kharafi National is supplying all the materials for the project. The scope of work includes all civil, electrical, plumbing, HVAC and fire-fighting works.

The new communications building will consist of a 20,444sq ft pre-fabricated metal building. The external wall is being constructed using steel-reinforced CMU blocks to a height of three metres, with metal cladding above that. Internally the building will have full-height gypsum partitions with a one-hour fire retardant rating.

The civil works also include a 27 metre concrete tunnel linking the generator pads with the pre-fabricated building, and the foundations for all the equipment and tanks. KN is also constructing the equipment trenches and piping banks for the entire complex as well as the surrounding asphalt roads, and will be installing raised floors and strut ceiling systems.

KN is supplying and installing the entire high- and low-voltage electrical works, including the generators, power distribution systems, associated cabling works and protection systems. All plumbing works, as well as HVAC and fire-fighting works, are also being supplied and installed by KN. KN will also be testing and commissioning all these systems.

The project has been inspected by several high-ranking officers from the US Army Corps of Engineers who have expressed very favourable views of the work being done by Kharafi National and the company’s adherence to the highest quality and safety standards.

This project has enabled KN to consolidate its very successful business relationship with CH2M Hill, the main contractor. KN and CH2M Hill intend to pursue further opportunities with the US military together.
KN’s Facility Management Industrial Services was recently awarded a contract for the operation and maintenance of both steam-flood facilities in the partitioned neutral zone (PNZ) between Kuwait and Saudi Arabia.

Steam-flood support services

For the last decade or so, Joint Operations (JO), which is responsible for all hydrocarbon activities in the PNZ, has been evaluating the feasibility of injecting steam into the Eocene carbonate reservoirs in Al-Wafra in order to boost the output from its oil wells.

In 2005, a highly successful small-scale test (SST) project was designed, fabricated and built by KN and since then KN has been operating and maintaining this facility which uses Chevron Corporation’s enhanced oil recovery techniques.

The success of the SST project, in which the output of four producing wells was more than doubled, induced JO to give the go-ahead to a large-scale pilot (LSP) programme to assess the feasibility and economics of enhancing output from the whole oil-field at Al-Wafra.

The LSP entails 16 injector wells and 25 producing wells. KN was responsible for the construction of the entire water treatment facility using GE–IRCC designed evaporators. ABJ, KN’s wholly-owned subsidiary, carried out all fabrication and assembly works.

KN has been operating and maintaining the SST facility for the last five years. Now that the LSP has come on stream, the company has been awarded the contract for the operation and maintenance of both facilities. As well as covering both the SST and LSP facilities, this new steam-flood support services contract includes all JO’s upcoming steam-flood activities. The contract has an initial duration of three years with possible year-to-year extensions of two more years.

Kharafi National’s success in executing the SST and LSP projects means that it is now highly likely that JO will proceed with full field development using steam-injection technology, further enhancing KN’s reputation as a major player in enhanced oil recovery projects.

Mishref pumping station

Kharafi National’s long association with the Ministry of Public Works (MPW) in Kuwait is set to continue. At the end of January 2011, KN signed a two-year contract for the delivery of general services and emergency works at Mishref pumping station.

The pumping station at Mishref serves about one-third of Kuwait’s population by gathering their domestic sewage and pumping it to the country’s sewage treatment plants. KN’s scope of work covers the provision of pumps and other equipment, the cleaning and emptying of the pumping station, rehabilitation and repair works. Work on this project started on the 7th February 2011.

Ministry of Defence

The quality of Kharafi National’s work is also ensuring that when one contract with the Ministry of Defence (MOD) in Kuwait comes to a close, another is signed.

KN’s has successfully concluded its 18-month contract on the overall maintenance of Ahmed Al-Jaber airbase in Kuwait, which included the provision of resources for maintaining the concrete and asphalt runways. The final handover was in November 2010.

However, as the airbase contract was drawing to a close, KN signed a 24-month contract with the MOD for the supply, installation, commissioning and testing of small sewage package units for Al-Magawer Camp. Work began on the 13th December 2010.
To ensure the highest standards in the safe and efficient operation of equipment, Equipment Division arranges regular training sessions on the use and maintenance of the equipment it supplies to KN operations.

Crosby – Rigging Seminar

The Equipment Division held a 3-day seminar on rigging practices at its training facilities in Mina Abdullah, Kuwait, from the 25th to the 27th January 2011.

The seminar was delivered by Tabuteau Marcel, Crosby Europe’s area manager for the Middle East. Crosby Europe is one of the world’s leading manufacturers of rigging hardware.

The purpose of the seminar was to increase awareness among riggers of the most efficient and safest techniques for rigging activities. The training sessions covered:

- risk management
- rigging principles and load control
- loads on rigging and the rigging triangle
- application of hoist hooks, shackles and links
- application of eye bolts, hoist rings and turnbuckles
- application of wire rope terminations
- inspection of hardware
- sling hitches and their application

The seminar was attended by riggers and rigging supervisors from the Equipment Division and KN’s major oil and gas projects ... all of whom felt that they the sessions were very beneficial and had contributed enormously to their practical skills.
Logistics management – a KN success story

The well-developed expertise of the Procurement Department’s logistics team was very evident in the recent efficient and timely transportation of massive quantities of gas turbines, generators, auxiliary equipment and accessories from Europe, China and the UAE to KN’s power projects in Egypt.

Poor logistics can significantly delay projects or put them over budget. As a leading infrastructure project developer and utilities EPC contractor, Kharafi National leads in the use of effective logistics management to ensure that the right quantity and quality of resources are in the right place at the right time.

The KN logistics team recently carried out their largest ever transportation exercise when they successfully delivered vast quantities of power station equipment to the company’s Al-Shabab and Damietta projects in Egypt.

This massive logistics exercise entailed transporting 3,378 packages of equipment ... including 12 gas turbines, 12 generators and related auxiliary equipment ... with a total weight of 17,000mt and an overall volume of 81,000cu m ... from Vlissingen-Antwerp in Europe, Shanghai in China and Jebel Ali in UAE and delivering them on time to the power station sites in Egypt.

To do so, the Procurement & Materials Control Department developed a detailed logistics and transportation plan. The department conducted detailed route surveys to identify any constraints and the approvals needed from local authorities.

To speed loading, the shipping companies were required to deploy vessels with their own loading cranes. Shipments were consolidated to minimise the cost of freight and ensure the security of the packages. The lay down areas and closed warehouses needed to receive and store the equipment, including the heavy lift items, were being constructed at the project sites while the equipment was at sea.

All the heavy-lift generators for Al-Shabab site were delivered before the recent unrest in Egypt. However, during the unrest, the transportation activities from the ports in Egypt to the project sites were put on hold. These activities resumed, initially with military escorts, as soon as things began to quieten down.

Three main lessons-learned were garnered. Firstly, to obtain the shortest sailing time, chartering is better than using vessels with multiple destinations. Secondly, to avoid delays in customs clearance and high demurrage costs, draft shipping documents should be verified against a predefined check-list and then sent ahead to the port of discharge so that pre-clearance activities can be started before goods arrive.

Thirdly, delays can also be avoided by obtaining the necessary approvals from the local authorities for the transportation of heavy lift items and other cargoes from the port to the project sites in advance of discharge dates.
The fine art of tendering

Kharafi National prudently submits a large number of bids in response to tenders and requests for proposals. The secret of its success lies in only pursuing the right job at the right price.

... by Proposals Manager S Lakshmanan

Tendering successfully is the backbone of any commercial organisation, especially in the construction industry where a healthy backlog of projects and good margins are crucial for business prosperity.

Tendering has two main objectives. Firstly, it should enable the principal to secure a suitable contractor for intended works at a competitive price. Secondly, the process should enable tenderers to understand the requirements of the intended works and the risks involved before deciding their bid prices.

Tendering has recently developed into a very comprehensive and complex procurement process. The level of accuracy is extremely important. Unfortunately, the accuracy of pricing decisions can only be finally determined when, following execution of the contract, the margins actually achieved are known.

Hence, booking the right job at the right price is of the utmost importance, and it is therefore imperative that estimation norms are continuously refined and fine-tuned. This is done in KN at ‘close out’ meetings, following the completion of all projects, in which lessons learned are extracted.

Preparing proposals is costly in terms of time, money and resources. It is therefore critical that only tenders that can be bid on at a profitable price are selected, before the tendering process begins. In KN, the ‘bid / no-bid’ process eliminates unwanted tenders.

To be successful, a tenderer needs to identify his company’s competitive advantages and then choose tenders and RFPs that are most closely aligned with his organization’s skills and resources. He also needs to understand the strengths and weaknesses of his competitors and how he can differentiate his own company. In addition, he needs to consider the size of the project and how this will affect the tendering method, as well as the economic and political climate and how this will affect the final price.

Tendering in Kharafi National

Kharafi National consists of a wide variety of business lines. Proposal managers, who are skilled in particular aspects of KN’s business, lead the tendering process, formulating tender in coordination with operations and submitting the bids.

A recent European visitor to the Proposals Department described Kharafi National as a ‘tendering factory’ ... a comment that reflects the large numbers of tenders being processed.

In 2010, a total of 220 bids were submitted (excluding the power projects in Egypt) with an aggregate value of slightly under KD3.25 billion (US$11.7 billion), a phenomenally high value – with 41% in construction and 36% in EPCM.
Ralos-Kharafi National showcased its expertise in solar photovoltaic power plants at the World Future Energy Summit 2011 took place at the Abu Dhabi National Exhibition Centre from the 17th to 20th January 2011.

The World Future Energy Summit is a unique business platform designed to encourage the global development and commercialisation of renewable energy solutions. Held annually since 2008 under the patronage of the Crown Prince of Abu Dhabi, HH Sheikh Mohammed bin Zayed Al Nahyan, the WFES is hosted by Masdar, the Abu Dhabi-based Mubadala Company that focuses on developing energy solutions that are commercially-scalable and sustainable.

In order to promote innovation and investment opportunities related to renewable energy and environment, the WFES brings together project owners and solution providers with investors and buyers from both the public and private sectors.

The four-day WFES in 2011 included an international summit, an exhibition of renewable energy solutions, a programme for the young leaders of the future in energy, round table discussions, industry and investment seminars, corporate meetings and social events. It drew over 26,000 attendees from 129 countries.

The summit was opened by the UN Secretary General Ban Ki Moon who stated that Abu Dhabi’s initiative in establishing Masdar City as a renewable energy hub speaks of ‘a vision to build on and go beyond the age of fossil fuels to a new sustainable future’.

During the event, Masdar announced that Noor-1, its first large-scale solar photovoltaic (PV) power project, would go ahead later this year. Noor-1 is a 100MW PV power plant that will be built in Abu Dhabi. It is part of Abu Dhabi’s 10-year plan to generate 7% or 1,500MW of its power generation needs from renewable energy.

Abu Dhabi will also be launching its solar roof program (SRP) shortly. The SRP aims to encourage residents, commercial building owners and government buildings to generate green electricity by installing PV systems on roofs to generate green electricity.

Ralos-KN is the most experienced and skilled integrator of solar PV systems in the Arabian Gulf, and its participation at the event generated an extremely high level of attention from private sector and government decision-makers – cementing its reputation as the leading provider of solar photovoltaic solutions in the region.
KN at ICEBO 2010

Kharafi National presented a workshop at the 10th International Conference for Enhanced Building Operations (ICEBO) which was held at the Kuwait Institute for Scientific Research (KISR) from the 26th to the 28th of October 2010.

The conference was jointly organized by KISR and the Energy Systems Laboratory (ESL) at Texas A&M University – under the patronage of HH the Prime Minister of Kuwait Sheikh Nasser Al-Mohammed Al-Ahmed Al-Sabah.

ICEBO is a leading forum for the in-depth exchange of information among researchers, building operators, and professionals interested in the advancement of efficiency in the use of energy.

The purpose of the 10th annual conference was to gather decision-makers, researchers and operators together for discussions on minimizing the energy consumption, operating costs and environmental impact of buildings while improving the health and comfort of occupants in a sustainable manner.

The conference explored best practices and policies in enhancing building operations. These themes were expressed in three keynote speeches on: ‘exploring the limits of building energy efficiency’ (Dr David E Claridge of ESL); ‘the need for a transnational endowment for sustainable built environments’ (Prof Volker Hartkoph of Carnegie Mellon); and ‘sustainable buildings and resource efficiency’ (Dr Arab Hoballah of UNEP).

The conference was preceded by two days of workshops on practical aspects of enhanced building operations.

‘Introduction to sustainable green buildings: LEED certification’ addressed sustainable building practices for green building in Kuwait with a focus on the LEED suite of rating systems. This highly successful workshop was presented by Eng Mohammed Abdulrazzak, a lead engineer in KN Engineering Services, and Dr Abdelrahman El-Sherbini, an associate research scientist with KISR.

For further information, visit: www.icebo2010.org.
PPP investment summit in Egypt

Kharafi National was the official sponsor of the gala dinner at the PPP Investment Summit held at the Fairmont Heliopolis & Towers in Cairo, Egypt, from the 12th to the 15th December 2010.

In mid-May 2010, the Egyptian parliament ratified a new public-private partnerships (PPP) law which, among other things, provides more transparency and simplifies the procurement process for large PPP infrastructural projects in Egypt. Since then, a strong commitment from the Ministry of Finance has been encouraging new PPP projects in Egypt.

The purpose of the summit was to explore PPP investment opportunities in Egypt and how challenges to project delivery may be overcome. The summit offered those involved in PPPs a chance to meet and to network.

Senior advisors from the Ministry of Finance, including the Minister of Finance and Rania Zaid, the director of the PPP Central Unit, were present and delivered critical information on existing and planned PPPs in Egypt.

Those who attended the PPP Investment Summit were able to identify future PPP projects in Egypt and when these may be put out to tender. They were also able to develop an understanding of how PPP opportunities in Egypt will be driven by the government and of the mechanisms and guarantees the government will provide investors and lenders. The summit also delivered an insight as to how lenders should structure their financial strategies for these opportunities.

As well as having a booth in the centre of the exhibition, Kharafi National was represented at the most senior level by Marzouk Al-Kharafi, MD Samer Younis, COO-IPD Edward Cichon, CDO-IPD Ark Pang and DPD-IPD Ibrahim Alghusain. Several members of the staff of IPD also attended.

Dr Cichon delivered a keynote presentation on ‘Addressing the operational investor’s perspective for PPP projects’, while Dr Alghusain shared in a panel discussion of a case study on ‘PPPs in the wastewater and treatment sector’.

Kharafi National personnel were also happy to share with other attendees their experience and views on the development of these type of projects. Indeed, KN is currently developing two major projects in the treatment of wastewater in Egypt under the PPP programme.
Wastewater Egypt 2010

Kharafi National was the lead sponsor of Wastewater Egypt 2010 at the Ramses Cairo Hilton. The event consisted of an international conference on the 1st and 2nd of November, with interactive workshops on the 30th November and the 3rd December, 2010.

For decades the sanitation and wastewater infrastructure in Egypt has been in dire need of refurbishment and development. But now, ageing wastewater plants are being renovated, and several new projects open to foreign investment are expected to be put out to tender soon on BOT (build-operate-transfer) and PPP (public-private-partnership) bases.

Wastewater Egypt 2010 highlighted the key challenges and solutions to Egypt’s water treatment industry, such as rural sanitation, low cost technology and operational best practice. It was attended by most of the top players in the wastewater industry in Egypt.

Regional and international wastewater experts shared their experiences on implementing low-cost sanitation and decentralised wastewater treatment schemes, and described the most suitable best practices in the implementation, operation and maintenance of wastewater infrastructure in Egypt. Additionally, the Egyptian government’s newly-introduced PPP practices were explained and discussed.

KN had a booth in the main exhibition area. Dr Ibrahim Al Ghusain, the director of projects development in the Infrastructure Project Development Department and general manager of Utilities Development Company, a sister company of Kharafi National, was the chairman for the first day of the conference.

Dr Ibrahim introduced the speakers and moderated the question and answer sessions that followed each presentation. He also delivered a keynote presentation on 'Kharafi National’s Experience in the Privatization of Wastewater Treatment' in which he discussed KN’s activities as a key regional player in the water-reuse industry and its solid operating presence in Kuwait and the UAE.

Kharafi National’s involvement in Wastewater Egypt 2010 has significantly boosted its profile in the wastewater and PPP sectors in the Middle East.
Near-miss reporting

Near-miss reporting is a proactive tool that is fully integrated within Kharafi National’s positive safety culture. It is delivering substantial benefits in the avoidance of lost-time incidents.

... Corporate Department Manager (HSE)

Paul J Humphreys explains

Prevention is a key element of occupational health and safety. Because near-misses are the best indicators of a hidden potential for disastrous events, near-miss reporting is an essential tool for anticipating potential hazards and developing control measures and thus preventing accidents.

All near-misses have the potential to result in much more serious consequences. This highlights the importance of having an effective programme for near-misses in a safety management system. While we can learn from the best practices of others, there is an even greater learning potential in hearing about and understanding the causes of events that could have been catastrophic.

Kharafi National considers ‘proactiveness in safety’ a core value in its positive safety culture. The company’s near-miss reporting embraces a bottom-to-top approach. It indicates, in a timely fashion, the possible unplanned events that could occur as well as opportunities for improvement. Near-miss reporting is fully integrated into our safety management system.

The following are a few of the significant advantages that have accrued to KN’s safety management system through the effective implementation of near-miss reporting:

- An invisible operational control has been provided during all phases of work activities.
- The observation and resolution of safety issues in a timely manner has been enabled.
- Senior safety managers have up-to-date information on all safety issues.
- New sources of safety problems have been brought to light.

Identifying, measuring and analysing near-misses constitute one of the main building blocks of KN’s zero-incident strategy. Sharing problems, solutions and lessons learned from near-misses has greatly improved the value of our near-miss reporting system.

Our employees are constantly encouraged to identify near-misses and, indeed, so far over 1500 near-misses have been reported from various operations. In all cases the root causes were identified and resolved promptly, and doing so included the development of appropriate new procedures and work instructions.

To date, 54 of our employees have been awarded the managing director’s certificate of appreciation … Best Near-Miss … for their significant contribution to safety in reporting near-miss events.

A near-miss reported today is an incident that does not happen tomorrow.

Report all Near Misses!
Best safety practitioner of the quarter

Kharafi National’s first ever citation for best safety practitioner has been awarded, for the 4th quarter of 2010, to Safety Officer Dinesh Pal, the head of the KN safety team on the construction of Al Hamra Tower in Kuwait.

Dinesh Pal has demonstrated great integrity, a wide range of skills, good all-round knowledge of HSE principles and practices, and, most importantly, the will to take his profession one step further. He has often approached the main contractor requesting that their standards be raised in-line with KN’s standards. Because Dinesh believes that no compromise can be allowed in health and safety at work, he has taken his role to the height of exemplary awareness and dedication.

On receiving his award, Dinesh stated that he was accepting it on behalf of the entire HSE Team at the construction of the largest tower in Kuwait.

ACCIDENT PREVENTION SAFETY TIPS

YOUR ATTITUDE IS THE KEY TO YOUR SAFETY

When you think about SAFETY
Your actions will reflect your attitude and You are more likely to work safely

SAFETY MEANS PREVENTING ACCIDENTS
BEING AWARE OF THE POSSIBILITIES OF GETTING HURT AND ACT ACCORDINGLY
ERP efforts rewarded

ERP has been implemented throughout Kharafi National in full, and seven years of hard work, dedication and support from KN senior management and staff are delivering substantial business benefits.

Kharafi National is a complex business with multiple business lines. The implementation of ERP was unique in terms of the number of modules, the extensive functionalities of the new system and the degree to which business cycles have been automated. Oracle is now using KN as a reference site for promoting ERP to prospective customers.

The successful implementation of ERP would not have been possible without the total commitment of everyone involved ... KN’s IT Department, the module owners and key users, the suppliers (MIS) and Oracle itself.

The IT Department began the project with minimal resources, which were increased gradually as required. To support the users of ERP, additional highly-skilled professionals were hired. To serve these users, the department developed more than 600 reports.

To ensure confidence in the new systems, the legacy ATS and the new ERP systems were run in parallel during the go-live states. This required further tremendous efforts from IT in order to avoid down-times.

The cooperation of the module owners and key users was also critical for success. Only they could provide the definitions of business requirements needed to customise Oracle’s ERP modules. Their unremitting support for testing and training was also crucial.

Support from MIS, the supplier of the systems, and from Oracle Corporation was exemplary and there is not doubt that they matched the efforts of KN staff to ensure a successful implementation.

All these efforts by all these people have delivered enormous benefits. The entire system was up and running in time to support newly-awarded mega-projects in Kuwait (early production facilities in oil and gas), the UAE (Habshan 5), and Egypt (power plants).
Kharafi National was a bronze sponsor of the American University of Sharjah (AUS) Business Forum and Career Fair – 2011, which took place on Tuesday, 15th March 2011 at the university campus in Sharjah, UAE.

The career fair was opened by HE Sheikh Faisal Bin Qassim Al Thani, chairman of Qatar Chamber of Commerce and of Al Faisal Holding. It was organised by AUS and its alumni business forum.

Approximately 60 local, regional and international private, semi-government and government organizations participated in the career fair, which was co-sponsored by Kharafi National along with other leading companies in the UAE. These included Mubadala, Petrofac, General Electric, Dubai Electricity and Water Authority (DEWA), and Emirates Institution for Advanced Science and Technology (EIAST).

The event was a resounding success and provided excellent exposure ... at the KN stand, over 100 CVs were collected from eager graduates looking for employment with KN, one of the most respected employers in the region.
At Abu Dhabi Art in the Emirates Palace, which ran from the 4th to the 7th of November 2010, the Beyond sector was sponsored through the generosity of Kharafi National.

Abu Dhabi Art is a rich roster of exhibitions, public programmes and cultural events which takes place annually. It is an art fair and a platform for modern art.

Abu Dhabi Art includes ‘Signature’, a section dedicated to innovative contemporary works by emerging international artists, as well as ‘Design Studio’, workshops in which visitors can participate in the creation process.

The ‘Beyond’ sector, located within the grounds of Emirates Palace, was an ideal location for presenting contemporary artworks that are too large for indoor display. As the sponsor, KN had a booth and exhibited ‘Self Portrait’, a piece of interactive art created by rAndom International, an artists’ collaborative that specialises in new provocative artistic concepts.
‘Self Portrait’ is an intriguing work of art, consisting essentially of a large vertical monitor. The viewer sees his or her portrait in the picture which gradually fades away – the viewer’s interaction with the work only exists for a few short moments.

This archetypal blank canvas illustrates the decay inherent in human experience and questions our ability to preserve memory through image-making – an artistic representation of the engineer’s concept of entropic decay.

The L&D Services Directory, which can be found on KN CorpNet, makes accessing learning opportunities at Kharafi National extremely easy.

Senior management in KN consider the company’s employees to be its main asset. They are aware that the competitiveness, and therefore future growth, of KN depends on the quality and skills of its workforce.

For these reasons, the Learning and Performance Management Unit (L&D) was formed some years ago to ensure the effective and efficient management of the continuous professional development of employees.

As a services unit, the main goal of L&D is to provide all necessary support for the ongoing education and training of non-manual employees. To achieve this goal, the unit has designed resources and developed curricula to deliver in-house training in soft skills and e-learning facilities that enhance the knowledge and capabilities of employees in the areas where they need development.

In 2009, L&D decided that access to its training resources should be made more readily available and the L&D Services Directory was built and incorporated in the KN CorpNet. The directory provides easy access to all the unit’s resources. The directory also includes information on other activities dealt with by L&D.

Employees who develop their personal skills using the resources available from L&D will find the learning process highly enjoyable and enriching. They will become more confident in themselves and their work, and will greatly enhance their prospects of promotion within KN.

Thus, all employees are urged to visit the L&D Services Directory on the KN CorpNet and find out what courses will boost their career development and progression.

Grab the opportunity … Gain more knowledge … Enjoy learning!
Celebrating the role of women in KN

Women are making an increasingly important contribution to the success of Kharafi National and are now rising to the higher ranks of management.

Kharafi National’s regional leadership in availing of the business talents of women is acknowledged each year on the 8th March — International Women’s Day.

This year was the 100th anniversary of this special day for acknowledging the role of women in society.

Fittingly, the global theme adopted by the United Nations for this year’s celebrations was: ‘Equal access to education, training and science and technology: Pathway to decent work for women’.
Congratulations to Bhakta Bhushan Biswas for obtaining an MSc in quality management from Birla Institute of Technology and Science in Rajasthan, India.

Congratulations to Muhammad A Abo Alnaga for achieving project management professional status by passing the examinations of the Project Management Institute, Pennsylvania, USA.

Congratulations to Jezeen Abdul Jabbar for achieving project management professional status by passing the examinations of the Project Management Institute, Pennsylvania, USA.

Congratulations to Fadi Abdul Monim Al-Farra on being awarded an MBA with a concentration on project management from Columbia Southern University in the USA.

Congratulations to Shadi Mahmoud Sobh on being certified as a LEED Green Associate by the US Green Building Council in Washington, DC.

Congratulations to Sonny T Calma on being certified as a LEED Green Associate by the US Green Building Council in Washington, DC.

Congratulations to Mohamad Sami Shhaitly on being certified as a LEED Green Associate by the US Green Building Council in Washington, DC.

Congratulations to Ibrahim Khaleel for achieving risk management professional status by passing the examinations of the Project Management Institute, Pennsylvania, USA.
New faces

Name: Abo Elmaty Mohamed Abo Elmaty
Title: Contracts administration manager
Business unit: El Shahab and Damietta power plant projects
Location: Egypt

Name: Anuj Kumar Maheshwari
Title: Lead cost and planning engineer
Business unit: Projects Controls for the Gasco IGD Habshan 5 project
Location: the UAE

Name: Adriano Manarin
Title: Construction manager
Business unit: Gasco IGD Habshan 5 process plant project
Location: the UAE

Name: Ahmed Abdel Hamid Abdel Aziz Abou Hagger
Title: Accommodation manager
Business unit: Accommodation Department
Location: the UAE

Name: Ehab Mounir Ahmed Hassan Arafa
Title: Lead cost and planning engineer
Business unit: Projects Controls for the Gasco IGD Habshan 5 project
Location: the UAE

Name: Emad Damdoum
Title: Equipment workshop manager
Business unit: KN Equipment Division
Location: the UAE

Name: Giuseppe Medves
Title: Senior project manager
Business unit: Gasco IGD Habshan 5 process plant project
Location: the UAE

Name: Hareshkumar Narendra Kumar Trivedi
Title: Unit head - IT and management information systems
Business unit: IT Department
Location: Kuwait

Name: Ian Donald Oliver
Title: HSE site manager
Business unit: El Shabab and Damietta power plant projects
Location: Egypt
New faces

Name: Louis George  
Title: Senior contract administrator  
Business unit: Project Controls Department  
Location: Kuwait

Name: Marco Tulio Jose Parodi  
Title: HSE site manager  
Business unit: Gasco IGD Habshan 5 process plant project  
Location: the UAE

Name: Marouan Karmid Mousa Wajiha  
Title: Construction manager  
Business unit: Gasco IGD Habshan 5 process plant project  
Location: the UAE

Name: Mohamed K Lu Lu  
Title: Senior sales manager  
Business unit: Instant Access  
Location: Kuwait

Name: Mohamed Salah Eldin Ebd Elmonem Tawakol  
Title: Construction manager (mechanical)  
Business unit: Damietta power plant project  
Location: Egypt

Name: Mohamed El Yazid Benotmane  
Title: HSE site manager  
Business unit: Hyundai/KOC project for the installation of low sulphur fuel oil, fuel gas and other gas-oil equipment  
Location: Kuwait

Name: Nabil Chatat  
Title: Senior project manager  
Business unit: Saadiyat Island STP-2 project  
Location: the UAE

Name: Samir Fahim Ali Ismail  
Title: Construction manager (electrical and instrumentation)  
Business unit: Damietta power plant project  
Location: Egypt

Name: Yasser Mohamed Mohamed Wahba  
Title: Civil construction manager  
Business unit: Damietta power plant project  
Location: Egypt
The winners of the employees of the quarter awards for the first quarter of 2011 were:

**Kuwait**

- **Ravi Kumar Kunche**, an office assistant in FM Industrial Services, for his dedication and tenacity in developing his skills and in working his way up from mechanical helper to office assistant.

**UAE**

- **Hasham Mohamed Sayed**, a senior crane operator, for his leadership skills and sense of responsibility which make him a role model for his colleagues at El-Shabab power project.

**Egypt**

- **Ibrahim Hafez**, assistant superintendent, office services, for his commitment when handling preparations for the KN offices in New Cairo and organising the HR recruitment event in Egypt.

- **Zakaria Omran**, a CADD supervisor in Engineering Services, for his communication and leadership skills, and for demonstrating total ownership of the projects in which he is involved.

- **Yassen Bedekar**, an electrician in cost centre 2032, for being highly organised, productive, supportive and flexible, and for completing his work on time and then looking for extra work.

- **Thomas Muthalay Pappachen**, a pipe fitter at BS 160, for his commitment, enthusiasm, hard work and professionalism that assist the project teams to stay on target for their goals.

- **Zakaria Omran**, a CADD supervisor in Engineering Services, for his communication and leadership skills, and for demonstrating total ownership of the projects in which he is involved.

**Corporate Developments**

- **Delivering excellence with new design technologies**

**Projects**

- **Commitments delivered despite severe pressures**

**Operations News**

- **KN Metso automation unit**
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Kharafi National mourns Group President
Mr Nasser Al Kharafi
Words of wisdom
Quality is not an act – it is a habit  ... Aristotle

Best wishes to .....
Congratulations to the parents of ....

Mohammad, who was born on the 9th December 2009, a son to Tariq Ali Shah in Human Resources.

Salma, who was born on the 28th January 2010, a daughter to Muhammed Ali Nedumpurath on project #1350.

Ganna, who was born on the 7th March 2010, a daughter to Waleed Youssef on project #27003158.

Aml, who was born on the 12th April 2010, a daughter to Ramy Abdo Sayed Younes on the West Damietta power station project.

Aashir, who was born on the 7th May 2010, a son to Abdul Rahman Malik in the Administration Department.

Ali Naim Zeidan, who was born on the 29th May 2010, a son to Naim Ali Zeidan on project #2045.

Best wishes to .....
Hoor, who was born on the 15th June 2010, a daughter to Ahmed Eid in Human Resources

Ahmed, who was born on the 21st June 2010, a son to Nasser Abdel Magid in Facilities Management

Aliza Jasmeen, who was born on the 3rd July 2010, a daughter to Lizette Castro Patawaran in Human Resources

Abdulla Yasir, who was born on the 14th August 2010, a son to Yasir Majeed on project #027003155

Malak, who was born on the 16th August 2010, a daughter to Haytham Mohamed Dardir on project #1196

Adam, who was born on the 23rd August 2010, a son to Ahmed Mokhtar in FAD and Riham Ali in HRD

Kenan, who was born on the 26th August 2010, a son to Iqbal Farooqui in Corporate Office

Shaza, who was born on the 26th August 2010, a daughter to Shajahan Aboobaker on project #1656

Hiba Fathima, who was born on the 21st September 2010, a daughter to Abdul Hakkim Povil in IT

Goudi, who was born on the 22nd September 2010, a daughter to Sameh Amin Abdel Rahman Mohamed on project #2022
Congratulations to the parents of ….

Venkata Vamsi Krishna, who was born on the 30th September 2010, a son to Srinivasarao Mosa in Facilities Management

Janice Rachel, who was born on the 21st October 2010, a daughter to Naveen Jackson D’silva in FAD

Mohammad Abdul, who was born on the 18th November 2010, a son to Tariq Shakoor Bhatti on project #005913400

Ashwin, who was born on the 25th November 2010, a son to Pramod Parathattil Gopalan in the Proposals Department

Vishnu Vrunda Sri, who was born on the 20th December 2010, a daughter to K Sathyanarayanan in Human Resources

Sai Ritesh, who was born on the 9th October 2010, a son to Srikanth Reddy on project #1671

Ahmed, who was born on the 1st November 2010, a son to Said Mohamed Mahmoud Ismaiel in FAD

Akhilesh, who was born on the 21st November 2010, a son to Ananth Babu Ramiya Sathya Sekaran on project #2022

Rodaina, who was born on the 11th December 2010, a daughter to Ahmed Hassan Mohamed at the El Shabab and Damietta power plant projects

Alia, who was born on the 27th December 2010, a daughter to Emad Hamdy Ramadan on the Bolaq Gas Distribution project
Abdelrohman, who was born on the 28th December 2010, a son to Ahmed Abdlehakeem Ahmed Rahal in Facilities Management

Adam who was born on the 6th January 2011, a son to Ali Mohamed A Ismail on project #2022

Omar, who was born on the 14th January 2011, a son to Tamer Nazmy in the Procurement Department

Mryam who was born on the 27th January 2011, a daughter to Khaled Mohamed Abdel Magied on the Saadiyat Island STP 2 project

Yassen, who was born on the 1st February 2011, a son to Farouk Yehia Ahmed Mounir Hegazi in the Administration Department

Zen Gabrielle, who was born on the 8th March 2011, a daughter to Cristopher M Lima on the Habshan 5 project

Filza Zainab, who was born on the 12th March 2011, a daughter to Abdul Gafoor Karuvari in Material Controls
The second annual Christmas party for KN’s Filipino workforce in the UAE was held on the 17th December 2010 in the Al Shalila Ballroom at the Grand Continental-Flamingo Hotel in Abu Dhabi. Attended by 118 party-goers, including 102 KN-UAE Filipino employees, the event was a resounding success.

Distinguished guests include senior KN UAE managers Terry Tarvin and Michael Cragg, as well as Engineer Tudor Ilie and his wife, Stefania.

It was a fun-night of games, talent competitions, entertainment gifts, prizes, and camaraderie, including an on-the-spot search for Mr and Ms KN Filipino Workforce 2010. These distinctive titles were awarded to Dennis Codera from the Habshan 5 project and Anaflor Kimhoko from Human Resources.

‘Paskong Pinoy Sa Kharafi 2010’ (Filipino Christmas in Kharafi 2010) was organized and funded by KN's Filipino workforce, with cash donations from members of the UAE management team. The Grand Continental-Flamingo Hotel donated the prizes.

The chief organiser was Marvin Roces, who was ably assisted by Agnes Reodique, Alona Salas, Amelita Regino, Anaflor Kimhoko, April Aguilar, Arlen Olavvar, Arnold Alvarez, Berenice Gaviola, Emerson Silva, Gilbert Directo, Glenda Abasola, Jojie Butaslac, Jonathan Germar, Jordan Togle, Lizette Patawaran, Mary Asebuche, Michelle Aro, Minimo Jalandoni, Rochelle Idea, Sharon Bello, and Ronald Alonzo.

Everyone is looking forward to next year.
The ladies at Paskong Pinoy Sa Kharafi 2010

Filipino men getting ready to show their talents

Lively party-games were the order of the day at the Christmas party
Onam was celebrated, in September 2010, at Sulaibiya Camp with a sports day on the 16th, followed by a colourful procession and an artistic show on the 17th.

On the first day, the final match of the Volley Ball Tournament 2010, which had started a month earlier, was won by Team Sulaibiya, with Team Bayan coming second. Team Shuaiba bagged the Tug of War trophy. The sports day was rounded off with an impromptu tug-o-war between KN’s Egyptian employees.

Next day, the festivities were opened with a procession and a traditional appearance on stage by King Mahabali to wish the audience well. COO Nicola Coccioli lit the lamp to inaugurate the cultural day. Corporate Director HR-IT Antoine El-Khoury released the Indian Cultural Program Magazine.

The gathering was addressed by several dignitaries from KN and the organising committee, after which the guests were served lunch – a traditional feast of more than 15 dishes.

The cultural programme began with ‘vinayaka sthuthi’, a tradition dance by gaily attired children and ‘National Theme’, a patriotic drama staged by the occupants of Sulaibiya camp.

An orchestra of professional musicians enabled a host of singers in KN to showcase their talents. The show included a Punjabi dance, a cinematic dance, and a short drama, Oppana, Mummy.

All the performers received justifiable mementoes of the occasion – each act having been acclaimed by the audience with massive, almost never ending, rounds of applause.
The Onam team who made everything possible in Sulaibiya Camp, Kuwait

A colourful cultural procession opening the Indian Cultural Programme 2010
The winners of the employees of the quarter awards for the first quarter of 2011 were:

Kuwait

Ravi Kumar Kunche, an office assistant in FM Industrial Services, for his dedication and tenacity in developing his skills and in working his way up from mechanical helper to office assistant.

UAE

Zakaria Omran, a CADD supervisor in Engineering Services, for his communication and leadership skills, and for demonstrating total ownership of the projects in which he is involved.

Yassen Bedekar, an electrician in cost centre 2032, for being highly organised, productive, supportive and flexible, and for completing his work on time and then looking for extra work.

Egypt

Ibrahim Hafez, assistant superintendent, office services, for his commitment when handling preparations for the KN offices in New Cairo and organising the HR recruitment event in Egypt.

Hasham Mohamed Sayed, senior crane operator, Equipment Division, for his leadership skills and sense of responsibility which make him a role model for his colleagues at El-Shabab power project.
The runners-up were:

KUWAIT

Non-manual employees:

Mohamed Nabil Hasan, a site engineer in cost centre 1395, for being sincere, motivated and for trying to achieve targets, as well as helping to invoice for subcontractor and supplier works

Shiva Sharma, a camp boss in the Accommodation Unit, for performing routine duties on time, his excellent supervisory skills and his overall contribution to the smooth running of the camp.

Pradeepan P M, a site service coordinator in Scaffolding Operations, for his skills in monitoring resources, preparing budgets, report writing, resolving conflicts and maintaining good relations

Shady Selim, a procurement engineer in ABJ Fabrication Services, for his punctuality, his sense of commitment and ownership towards his work and his good cooperative attitude

Mukesh Vanpulli, an administrator in the KNPC PD standby project, for controlling his work well, for his commitment and high calibre, and for undertaking additional work on other projects

Wilson Chacko, an executive secretary in the installation of LSFO, FG and gas oil pipelines, for single-handedly managing the secretarial tasks for project 1617, 1667 and 1669

Masthan Babu, a courier in UDC, for escorting delegates and helping out at multiple events, for his general assistance and for an overall level of performance that goes beyond the call of duty

Sayed Hassan Ibrahim Hassan, a supervisor in the maintenance of storm drains, for being highly skilled and professional, for his proficiency, and for his overall cooperation and helpfulness

Javid Wali Mohamed Shaikh, a department administrator in GNIS, for his honesty, his complete dedication, for helping other employees and for being an asset for the growth of the company

SB Patel, a store-keeper in steam flood support services, for his overall contribution to supporting a smooth, orderly and optimal flow of materials and tools to other employees

Jayaraman Srinivasan, a supervisor in drainage and sewage services for KOC projects, for being highly committed, and for always helping others without compromising his regular assignments

Sudhir Kumar Panigrahi, a safety officer in the patrolling surveillance of pipeline operations, for his organisational skills, for his training skills in safety matters and for controlling on-site safety

Mohammed Azeem Mohammed Yusuf Moosa, an office assistant in Equipment Division, for adhering to company policies, for maintaining good relations, for his dedication and for never refusing requests for assistance

Zeyad Mohamed Taha Syed, a planning engineer in Project Controls, for being able to manage risk and stress, being a team player, and for his organisational and communication skills

Amr Elsayed Ibrahim El Gamal, a project engineer in the O&M of Sulaihiya WWT&RP, for his ability and overall competence as a project engineer, and for his cooperation with his colleagues

Shabbir Ibrahim Pagarkar, a senior project engineer in the O&M of MPW sites, for being highly skilled, professional, loyal, motivated and well organized and for his forward planning

Abdul Rahim Rahamathulla, a safety officer in MEW maintenance projects in Jahra, for his caution in hazardous situations and for ensuring that safety is never jeopardized

Osama Ahmed, a secretary in works for the MEW, for his broad experience, good relations with the MEW and the KN crew in the cost centre and for working very hard

Ranjith Amitha, a courier in Office Services, for working as a food and beverage supervisor who works without supervision and for seeking out drink, food and equipment at reduced cost

A K Ramesan, a safety officer in cost centre 1660, for his sincere commitment, adherence to company safety procedures and attendance at emergency works in cost centres 1660 and 1653

Mathew John, an assistant supervisor in Material Controls, for being sincere, cooperative, loyal and hard working, and for his responsible approach during emergency situations

Pachamuthu Vijayan, a store keeper in cost centre 1637, for being a highly-skilled professional who is well organised and plans his beforehand in order to achieve his targets ahead of time

Lal Khan, a secretary in Trading Operations, for the high dedication he has to his work and for his initiative to in undergoing training programmes in order to develop his career

Manual employees:

Mohamed Gharib Hussein Abdelaziz, a civil helper in cost centre 1395, for doing extra work as a time keeper, adhering to company procedures, finishing tasks on time and being cooperative.

Sathyan Kulangaraeth Karunakaran, a janitor in the accommodation unit, for being sincere and hard-working, for taking on additional responsibilities, and for his cooperative attitude and pleasantness

Shiva Prasad Bhandari, a foreman in Scaffolding Operations, for his leadership qualities, his relationships with his supervisors and subordinates, and adherence to safe-working procedures

Agravante Tomas-Jr Zabala, who works in Fabrication Services, for always obeying instructions and the quality of his output, for working safely and for being able to adapt to new situations

Abdelrahman Mohamed Abdelrahman Osman, a labourer in drainage sewage services for KOC, for his exceptional sense of duty, for completing his tasks ahead of time, and for being a helpful team player

Kannan Malaichamy Malai Chamy, a mechanical helper in steam flood support services, for learning how to use extremely high pressure hydro-jetting to de-plug evaporator tubes very quickly

Gurubhakta Mishra, a scaffolder at Al-Hamra Tower, for volunteering for special assignments, for his initiative, high performance, dependability and punctuality, and for improving processes

Annarath Sreedharan Nair Vasanthakumar, a tea boy in Equipment Division, for the excellence of his service, his responsiveness, neatness, cheerfulness, and exemplary overall demeanour

Mohd Husain, a mechanic on MPW projects, for his knowledge and skills, for working hard, and for his interpersonal skills, meticulous planning and ability to finish on time whilst working safely

Khalfa Elamir Abdelazim, a labourer on MPW projects in Jahra, for his dedication, sincerity and knowledge, for working extended hours and for completing his assigned tasks on time
Rajreddy Mannuru, who is working on MEW projects, for the experience he brings to the job, for being a hard worker, and for maintaining good relations with his colleagues

Mazedul Islam, a tea boy in Office Services, for being hard working and pleasant, for keeping his kitchen well organised and stocked, and for responding promptly to requests for service

Rajendra Prasad Challa, who works on MPW projects, for being hard working employee with a sincere approach and for being helpful whenever an emergency affects the work schedule

Modassar Ansari Manawar, an instrument technician at Mishref pumping station, for his dedication and technical knowledge, and for his hard-work and use of his skills during emergencies

Amir Tarek Abbas Hassan Soliman, CCTV operator in the maintenance of storm drains, for being proactive, for his knowledge and for achieving targets while maintaining high safety standards

Ramdan Abdel Rahman Hussain, a pipe fitter in cost centre 1613, for his hard work, for being very active and honest in the execution of his duties, and for his willingness to work at any time

Mohamed Osman, a foreman insulation in GNIS, id 22710, for his excellent on-the-job performance, and for helping his co-workers to deliver work to the required quality on time

Santoshkumar Chellappan, a piping foreman in cost centre 1617, for being proactive, diligent, loyal and cooperative, and for his exemplary job planning skills and overall contribution

Mohamed Said Taha Belal, an electrical foreman in cost centre 1323, for his hard work, for preserving equipment, and for maintaining high standards and enforcing safe working procedures

UAE

Non-manual employees:

Imtiaz Khazi Ahmed, an assistant in Office Services, for being hard working, loyal and reliable and, in particular, for only taking a four-hour break during the night during the shifting of offices

Imran Ali, a supervisor in Human Resources, for his knowledge and communications skills, his cooperative attitude and for always being ready for new challenges, and for his leadership skills

Fayaz Mukri, a HVAC supervisor in cost centre 2032, for his knowledge and management skills, for his politeness and professional demeanour in front of the client, and for prioritising his work

Manual employees:

Jasim Muniyandigandhi, a tea boy in Office Services, for his politeness and professionalism, for being wholly customer-oriented and for treating all employees equally

EGYPT

Non-manual employees:

Tamer Kamal Salama, a cashier in FAD, for his commitment to his work during the recent unrest in Egypt when, after making sure his family were safe, he continued to work 24/7

Mohamed Youssef Saad El-Deen, site engineer (mechanical), for his honesty at work and for executing his required tasks satisfactorily in accordance with the planned cost and quality

Mohamed Youssef Saad El-Deen, site engineer (mechanical), for his honesty at work and for executing his required tasks satisfactorily in accordance with the planned cost and quality

Mamduh Ismail Ghazaly, project control analyst, Allegria Infrastructure, for his interpersonal relations and knowledge, for the accuracy of his data which he always delivers on time

Adel Abd El Motalb, senior foreman, Bolak Gas, for very good interpersonal relations and for maintaining productivity and quality while working unlimited hours under severe conditions

Saber Abo Helal Hassan, senior CADD operator, Engineering Services, for his contribution to finishing the coordination drawing of the Allegria gas network and for enhancing team spirit

Hesham Mohamed Sayed, senior crane operator, El Shabab power project, for being hard-working, disciplined, accurate, faithful and loyal to the company

Nabil Feid Allah, foreman (civil), Marassi project, for his honesty at work and for executing his required tasks satisfactorily in accordance with the planned cost and quality

Mostafa Salah Khalf, foreman (electrical), Allegria, for his professionalism, leadership, working relationships, scheduling labour, enforcing safe working, and ensuring client satisfaction
Farewell to ..... 

Nigel Roberts, the contracts administration manager in Projects Controls Services, who has retired after seven years with KN. At a farewell function in the conference hall in the head office on the 14th December 2010, Nigel was presented with a parting gift of a golden dhow by Corporate Director PCSD Bedros Bidanian and HR officer Mirza Abbas in the presence of colleagues and staff in PCSD.

Asaf Ahmed Surway, a senior technician on the O&M of Bayan Palace, who has retired after 16.5 years loyal service with KN. At a farewell function in the HRD meeting room on the 19th December 2010, Asaf was presented with a parting gift of a golden dhow by HRD Manager B Manivel in the presence of PM Alaa Ahmed and numerous friends and colleagues.

Krishnan Sekar, an electrical controls foreman on the O&M of Bayan Palace, who has left KN due to ill health after 16 loyal years with KN. At a farewell function in the HRD meeting room on the 19th December 2010, Krishnan was presented with a parting gift of a golden dhow by HRD Manager B Manivel in the presence of PM Alaa Ahmed and numerous friends and colleagues.

Surendranath Sreekumar, a piping foreman on the O&M of Bayan Palace, who has left KN for health reasons after 17 loyal years with KN. At a farewell function in the HRD meeting room on the 19th December 2010, Surendranath was presented with a parting gift of a golden dhow by HRD Manager B Manivel in the presence of PM Alaa Ahmed, numerous friends and colleagues.

El Bayoumi Abdel Fattah Hassan El Keshala, a courier in Abu Dhabi, who has retired after nearly twenty-two and a half years with KN. At a farewell function in the L&D training room on the 23rd December 2010, El Bayoumi was presented with a parting gift of a golden dhow by HR Superintendent Atul Singh Rawat in the presence of Imtiaz Khazi, Muhannad Zarouq and Fatine Bendriss.

Ibrahim Arimanichola, an office assistant in Abu Dhabi, who has taken early retirement after just over 14 years with KN. At a farewell function in the L&D training room on the 31st December 2010, Ibrahim was presented with a parting gift of a golden dhow by HR Unit Head Wajdi Jabre in the presence of numerous colleagues and friends.
Kallumkuttahil V Ramakrishnan, a piping supervisor in ABJ Fabrication Services, who has retired after more than nine loyal years with KN. At a farewell function in the HRD meeting room on the 13th January 2011, Kallumkuttahil was presented with a parting gift of a golden dhow by Workshop Manager Purushothaman Binu and HR Manager Alaa Noufal.

Patte Hariyappa Banjan, a piping supervisor in ABJ Fabrication Services, who has retired after more than 13 years loyal service. At a farewell function in the HRD meeting room on the 13th January 2011, Patte was presented with a parting gift of a golden dhow by Workshop Manager Purushothaman Binu, in the presence of HR Manager Alaa Noufal.

Peter Nicholas Rumgay, the contract administration manager in Corporate Contracts, who has left after more than six years. At a farewell function in the Tender Department meeting room on the 2nd February 2011, Peter was presented with a parting gift of a golden dhow by HR Manager Alaa Noufal, Contract Administration Manager Graham Crosby and Operations Manager Said El Machtoub in the presence of numerous colleagues and friends.

Subrata Das Roy, a general foreman (mechanical), who has retired after just over 12 years with KN. At a farewell function in the HRD meeting room in Kuwait on the 14th February 2011, Subrata was presented with a parting gift of a golden ship by HR Manager Alaa Noufal, Project Manager Sharad Shringare, and Acting Project Manager Mohamed El-Sayed Hendy in the presence of staff from project 1647 and Acting Project Manager Hakam Idais.

Leszek Mikolaz (Tom) Rutkowski, senior project engineer on the O&M of Sulaibiya WWT&RP, who has retired after more than 15 years with KN. At a farewell function at the project site on the 21st February 2011, Tom was presented with a parting gift of a golden dhow by Senior Project Manager Hani Islam, HR Manager Alaa Noufal and Project Manager Bassam Jishi in the presence of numerous colleagues and friends.

Ciriaco Jesus Da Costa, a department administrator in Corporate Proposals, who has left KN after more than 21 years service. At a farewell function in the corporate office conference hall on the 2nd March 2011 Ciriaco was presented with a parting gift of a golden dhow by Proposals Manager Abdul Wali in the presence of numerous colleagues and friends.
Mental Figures – 17

Reading from left to right, place the four numbers in the first, third, fifth and seventh boxes in the order of your choice and use whatever operators you wish in the second, fourth and sixth boxes in the correct order to get the answer shown. Use each number only once.

Numbers: 4 7 2 9
Operators: + - x /

= 23

Alternative solutions are possible.

Quick Mensa Quizzes

Add one different letter to each of the following words.
The letter can be place inside the word or at either end.
You will end up with four associated words

[1] UNGALOW OUSE OTTAGE FAT
[2] EVOLVER RILE PITOL USKET

Solutions
The solutions will be posted on Corpnet shortly after the closing date below.

Special Teaser

There are eight cells in the teaser diagram. One of the cells already has 6 in it.
Put numbers 1, 2, 3, 4, 5, 7 and 8 in the other cells in any order, except that numbers next to each other in the series 1 to 8 cannot be next to each other in the diagram. This means that the difference between the numbers in two adjacent cells must always be 2 or more.
For example, you cannot put 7 or 5 in the cell immediately to the right of the 6, and you cannot put 7 or 5 in the cell immediately below the 6.

Prize
All correct answers (the first two puzzles on this page) received before the close of business on the 10th July 2011 will be put into a draw for a special prize. However, you MUST put Puzzle 17 in the subject line of your email. Send BOTH your answers to the editor on: transmission@kharafinational.com.

Winner for Mental Figures - 16 (Issue 27, 2010)
More than two dozen entirely correct answers were received. The drawn winner was: Younis Kunju in the Tendering Department, who receives a valuable prize.
Remembrances

The MD, senior management and all staff in KN offer their sincere condolences to the families and friends of colleagues who died recently. May their souls rest in peace.

Abdul Latif Mohammed Hafiz, 52, died of an illness on the 7th September 2010. A Bangladeshi, he was a pipe-fitter on road and mechanical maintenance in Ahmadi City, Kuwait, and had been with KN for just over four and a half years.

Saoud Khalaf Hamd Al Shammary, 30, died of a heart attack on the 7th November 2010. A Kuwaiti, he worked as a cashier on the operation of Al-Oula petrol stations and had been with KN for four and three-quarters years.

Kaish Mohammad Abdul Wahab, 27, died following an illness on the 21st February 2011. An Indian, he was a warehouseman in Stores and Material Control in Abu Dhabi and had been with KN for just five months.

Ash Mohammed Ansari, 56, died of an illness on the 13th October 2010. An Indian, he worked as an electrical technician on the maintenance of Ministry of Electricity & Water sites in Kuwait and had been with KN for just over nine and a half years.

Tarek Elsayed Mohamed Gafar, 24, died in a road accident on the 3rd February 2011. An Egyptian, he was a senior project engineer on the Damietta power station project and had been with KN for just three months.

Muthu Kumuran Thirugananam, 44, died of a heart attack on the 10th March 2011. An Indian, he worked as a heavy-duty driver with the Equipment Division and had been with KN for just nine months.