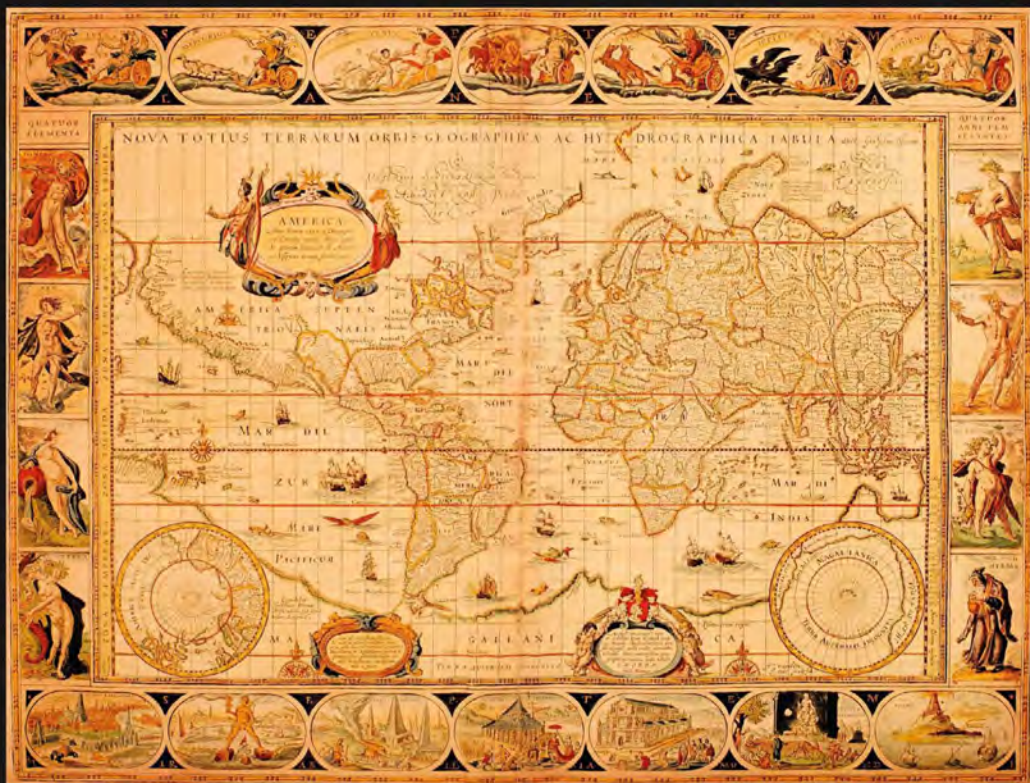


# Three Decades <sup>in</sup> the Long Grass

The Story of Global Pacific & Partners



Duncan Clarke & Babette van Gessel

MÉMOIRES RECOLLECTIONS REFLECTIONS

Three Decades in the Long Grass

Duncan Clarke  
& Babette van Gessel





**Duncan Clarke** was born and raised in Rhodesia/Zimbabwe. In 1970 he taught and conducted research in economics at the University College of Rhodesia in Salisbury, then part of the University of London. During this period he spent the academic years 1970–71 and 1974–75 at the University of St Andrews (Scotland) in order to complete his M.Litt. and Ph.D. in Economics. He was Senior Research Fellow and Head of the *Development Studies Research Group* at the University of Natal (Pietermaritzburg) from 1976 to early 1977, when he left South Africa for Geneva. There he joined the International Labour Office for one year as an economist working in and on Africa, before founding Global Pacific & Partners in Geneva. During 1985–88 he joined Petroconsultants SA as Head of the Economics Division. For Global Pacific & Partners his travels to date have taken him to over 120 countries, 46 in Africa.



**Babette van Gessel**, born in Welkom, South Africa, graduated from the University of Witwatersrand (Economics and Law) in Johannesburg in 1990. She then worked on energy conferences in South Africa, China and Australia. Her first meeting with Global Pacific & Partners was in the Sydney Office; she then joined the firm in 1995. As Senior Partner, Babette opened the Johannesburg office, recruited and trained most of the team, built the global conference suite, and more besides. In 2003 she established The Hague office, managing its growth along with the worldwide portfolio. Continuing to enhance the firm's worldwide reputation in many arenas, she became Chief Executive Officer at the end of 2013, after twenty years of partnership. Her work for the firm has taken her to over 50 countries, including 21 in Africa.



**Tim Zoba Jr.**, born in New Jersey, United States, is a graduate in Economics from the Wharton School of Business. He met Duncan in the early 1980s before he became Vice-President, Petroconsultants Inc. in Houston. He joined Global Pacific & Partners in 1989, working first on *National Oil Companies Worldwide*, in Sydney, and then opening the firm's Houston office. Tim continued as Senior Partner until 2003, managing the Houston office and operations in the Americas. He was engaged in the firm's research, advisory practice and global marketing in the crucial formative years. During tenure as Senior Partner, Tim visited over 50 countries on five continents.

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The Story of Global Pacific & Partners

Duncan Clarke  
&  
Babette van Gessel

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*Founder & Chairman,*  
*Petroconsultants*  
1921–95

**Conrad Gerber**  
*Founder & President, Petrologistics*  
*Co-Founder, African Institute of Petroleum*  
1941–2009

**Alfred John Boulos**  
*Founder & Chairman, European*  
*Petroleum Negotiators Group*  
1930–2013

A N D D E D I C A T E D T O

**Christian Suter**  
*Former Chief Executive,*  
*Petroconsultants SA*

**Tim Zoba Jr.**  
*Senior Partner, 1989–2003*  
*Global Pacific & Partners*

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# Prologue

This volume records the history of a corporate safari around the world. It tells the story of the partnership between Duncan Clarke, the founder of Global Pacific & Partners, and co-author Babette van Gessel who led the firm's growth across the developing continents to such milestones as *Africa Upstream* (1994) and the *20<sup>th</sup> Africa Oil Week 2013* in Cape Town. It is a tale of its Senior Partners born in Central-Southern Africa, and the ideas and experiences that coalesced to bring a small entity to the world oil stage.

The firm grew “out of Africa” yet never left that continent. From its initial focus on the so-called dismal science of economics it went into the global oil and gas game with many byways taken en route. Its “discovery of oil” was largely by accident – and from meeting some remarkable individuals.

From humble beginnings and modest knowledge emerged a portfolio built on ideas, developed through trial and error, together with decades of endeavour – in research, advisory practice, strategy briefings, conferences, roadshows, corporate and state relationships, global communications, media and social connectivity – and leading to cross-continental ventures in Africa, Asia, Latin America, the Mideast and elsewhere.

The firm was founded on intellectual endeavour, global industry networks, a stream of innovations, and adaptation to the various technologies produced by the tides of history. Many initiatives were pioneering. Misfortune, mistakes and luck inevitably played their part.

The book contains no extracts from our research on oil and gas which would amount to over 90 000 pages, or from our long-standing economics work in Africa, or our books published on global upstream themes – the peak

oil theory and saga, rising empires of oil and state oil players – or on Africa. Some images shown highlight a few of our conferences and strategy briefings held since 1990, many of which today have become landmark meetings on the world oil calendar. Included are memorable moments recalling personages to whom our firm is deeply indebted, together with extracts from interviews conducted with us by the *International Resource Journal*. Included too are some horoscopes from a certain Madame Olga, an unreported “seer” on the world and Africa, for which due apologies are tendered in advance.

Global Pacific & Partners was built on research in all the developing continents, allied to the firm’s global conference suite created over the last three decades – the contents of which are archived on our website ([www.globalpacificpartners.com](http://www.globalpacificpartners.com)). Our former Senior Partner, colleague and friend Tim Zoba Jr. was part of this trek. The Senior Partners and the firm’s team continue their journey, hoping to continue it for another three decades, or more.

#### *Global Pacific & Partners*

November, 2013

# Senior Partners 1978–2014

The Senior Partners who built Global Pacific & Partners worked closely together in partnership across the firm’s three decades’ existence to date. This has been the longest private partnership worldwide in oil and gas conferencing, part of an allied business model that includes research, strategy briefings, advisory practice, roadshows with dedicated special upstream services, industry platforms and global networks.

*Duncan Clarke* was born and raised in Rhodesia/Zimbabwe. In 1970 he taught and conducted research in economics at the University College of Rhodesia in Salisbury, then part of the University of London. During this period he spent the academic years 1970–71 and 1974–75 at the University of St Andrews (Scotland) in order to complete his M.Litt. and Ph.D. in Economics. He was Senior Research Fellow and Head of the *Development Studies Research Group* at the University of Natal (Pietermaritzburg) from 1976 to early 1977, when he left South Africa for Geneva. There he joined the International Labour Office for one year as an economist working in and on Africa, before founding Global Pacific & Partners in Geneva. During 1985–8 he joined Petroconsultants SA as Head of the Economics Division. For Global Pacific & Partners his travels to date have taken him to over 120 countries, 46 in Africa.

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# Milestones

- 1978 Geneva offices (in the *Vieille Ville* and *Place Claparède*); first engagements on oil and energy for private clients on Africa
- 1979 Diverse Africa assignments during the Cold War: Geneva Energy Club
- 1980 First meeting with Conrad Gerber, Petrologistics Ltd in Geneva
- 1981 Joint-venture with Petroconsultants on *Western Africa Corporate Oil Strategy & Country Risks*; first meeting with Tim Zoba Jr in Houston office
- 1982 New office in *Rue de Rive*, Geneva, Duncan Clarke meets Harry Wassall
- 1983 *Corporate Oil Strategy & Country Risks in ASEAN*, joint venture report with Petroconsultants SA
- 1984 Own mandates on economics and oil, United States, Asia, Africa, Europe
- 1985 Firm bought by Petroconsultants, Geneva: Duncan Clarke, Head, Economics Division, Advisory for BHP and Hispanoil, with teams in London and Houston
- 1986 Acquisition of Jim Blake's Geological Services, for Petroconsultants
- 1987 Advisory and research for Petroconsultants, in Algeria, Asia and worldwide
- 1988 Acquisitions in Australia for Petroconsultants (Flower, Doery & Buchan, and Digimap); relocation to Sydney as CEO, Petroconsultants Australasia



1989 Global Pacific & Partners, Avalon Beach, Sydney; Tim Zoba Jr. joins as Senior Partner in our Houston office

1990 First employee hired in Sydney: Naomi Tsoa-Lee, now Vice-President, Asia/Australasia; our first *Pacific Petroleum Insiders: Strategy Briefing*, Singapore

1991 Senior Partners tour Latin America for research and to meet corporate and state players

1992 First conference in Singapore: *Petroleum & Energy Finance & Investment Exchange*, with Tim Zoba Jr., in joint-venture with Fereidun Fesharaki

1993 Research visits across Asia, Mideast, Africa, Latin America: Babette van Gessel managing energy conferences in South Africa, China and Australia

1994 First meeting Babette van Gessel, Sydney office, to do *Africa Upstream*; JNOC Retainer Advisory mandate initiated (1994–99) for Oceania and strategy

1995 Opening of Johannesburg office, Babette van Gessel as Senior Partner

1996 Foundation of African Institute of Petroleum, with Conrad Gerber and industry

1997 Advisory Practice conducted in Africa

1998 Research worldwide conducted in Johannesburg, Sydney and Houston offices

1999 Duncan Clarke joins Johannesburg office; African Petroleum Management Institute, and initiation of Young Professionals

2000 First-ever *African Petroleum Journal* launched together with our website, Petro21.com

2001 Closure of Sydney office; Global Women Petroleum & Energy Club formed

2002 Establishment of Global Pacific & Partners International Ltd (London), *Global Energy Safari* (Okavango Delta)

2003 Tim Zoba Jr. leaves as Senior Partner; closure of Houston office; Duncan Clarke moves to London; Babette van Gessel opens office in The Hague

2004 Inauguration of the PetroAfricanus Club, Advisory for Rosneft, CNOOC

2005 Corporate office established in Nicosia, Cyprus

2006 *Equatorial Guinea Upstream*, with Roadshow, London

2007 *The Battle for Barrels* and *Empires of Oil*: published by Profile Books, London

2008 *Crude Continent: The Struggle for Africa's Oil Prize* published (Profile Books)

2009 Duncan Clarke returns to Johannesburg office; establishment of our Latin America Representative Office (Rio de Janeiro)

2010 *Africa: Crude Continent*: TV/Film Documentary, by CNBC-Africa

2011 South Africa National Energy Association Award of Year; establishment of our Asia Representative Office (Singapore)

2012 Reshaping portfolio: website, newsletters, databases, online strategy and media; *Africa's Future: Darkness to Destiny* published (Profile Books)

2013 *20th Africa Oil Week/Africa Upstream*, Cape Town; re-establishment of Sydney office for Asia and Australasia; major upgrade and revamp of our renamed website [www.globalpacificpartners.com](http://www.globalpacificpartners.com)

2014 Babette van Gessel appointed chief executive; 20th Anniversaries for *Asia Oil Week* (Singapore) and *Latin Oil Week* (Rio de Janeiro)

# Madame Olga



**M**adame Olga has forever been the Oracle that speaks to those who listen, the one with the Delphic touch, the spiritual guide for the world oil and gas industry, the one who is consulted for each propitious move and cold calculated risk, for it is she, and she alone, who knows all, who understands each and every one, can intuit what might be, and what will, even if you think erroneously that you know better, for it is but the foolhardy, the blind and besotted who ignore her wisdom, her subtle hints, glances and grace, and it is only her who can guide you through the uncharted waters, the landlocked morass, the jungle of desire and the foolish claims you make.

## **Three Decades in the Long Grass** *with Madame Olga's horoscopes*

- Aquarius: the corporate glitterati (Chapter 1)
- Leo: the super-majors (Chapter 2)
- Aries: the independents (Chapter 3)
- Pisces: the Nigerian born-again independents (Chapter 4)
- Taurus: the Irish onslaught (Chapter 5)
- Sagittarius: the Africa players (Chapter 6)
- Gemini: the Southern Africans (Chapter 7)
- Cancer: the failing oil states (Chapter 8)
- Capricorn: the AIM oil investors (Chapter 9)
- Scorpio: the house of stone (Chapter 10)
- Virgo: Africa's oil virgins (Chapter 11)
- Libra: the Perth mafiosi (Chapter 12)



# 1

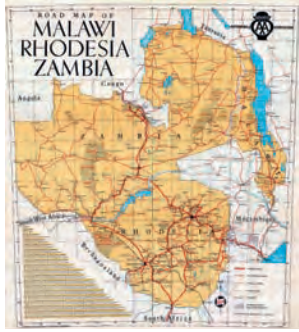
## M É M O I R E

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# Origins & Foundations

*Fewer symbols capture the eternity of Africa's history better than the rock art images so prodigiously displayed in Southern Central Africa and in the vast wastes of the now-arid Sahara where once antiquity reigned supreme.*

*The Old has always trumped the New in Africa, a continent of enduring magnificence. Africa's past has often been prologue to the present and will shape the future. Our efforts of recent times, and today, will contribute but a small part of the old, emerging and unknown collage. Yet origins matter, as they have always done, both in Africa and in its shaping of the wider world. Gondwana was once all, and then fragmented to form continents, while modern boundaries know no limit to the imagination. It has been on images, ideas and endeavours that all has been built throughout history, and it has been to these antecedents that much is owed.*



Where Duncan Clarke was born (Southern Rhodesia, 1948), in a country that underwent seven changes in nomenclature within a century, together with a brutal 16-year civil war (1964–80) and mandatory UN sanctions.

As Zimbabwe, the country encountered economic ruin from the late 1990s. Central Africa's cartography covers the vast Zambezi basin, in which Duncan travelled widely by road and hitchhiking, including "Down South" to the Cape and around Southern Africa.

Any human journey, even a company's origins, begins at birth. Mine was in Salisbury, Rhodesia, as it was then called (Zimbabwe in 1980, the capital renamed Harare from 1982). The lifelong "safari" since appears in retrospect as one of shifting historical tides, accidental trajectories and unanticipated opportunities – a story involving geography, the continent of Africa, and later, worldwide engagement within the global oil industry.

The enforced encounter from a young age with the geopolitics of Central-Southern Africa heralded years of turbulence within a milieu experiencing rapidly shifting social and political landscapes. As a result, the idea of permanent stability may never have taken root. Unlike my father (a civil servant for 43 years, and his father working for 38 years in our government), I followed a peripatetic, even nomadic, existence for several decades. This bought an appreciation of the fragility of things-at-large and probably enabled an innate understanding of the dynamics of complexity and uncertainty, themes that later engaged my interest in economics and thereafter in the world oil game.

Growing up in Rhodesia in the 1950s with a Central Africa mind-set – our country joined the Federation of Rhodesia and Nyasaland, a fateful partnership (1953–64) – encouraged an interest in Africa beyond national boundaries. Salisbury then was a tiny town. The template of Harare today reflects a great deal of its antecedents except for the quagmire of politics that engulfed "The House



of Stone" in the last fifteen years or so.

Before then the old folks had a small-holding high up in the eastern Highlands at Inyanga, close to the Moçambique border. From the Inyangani mountain range, not far from the family's farm, it was possible to witness at night the Pande gas field in full flare over 150 miles away after the blow-out in 1961, eating up perhaps over 1 TCF of gas reserves – a fire that famous oil-well fire-douser, Red Adair, took one look at and decided was too much even for him to control. For me it was a first random encounter with what might go wrong in hydrocarbon discovery. A long wait ensued before Sasol brought these gas fields to production.

Around 150 miles east of Salisbury, Inyanga remains a place of stunning beauty, with huge

The old family *pole-n-dhaka* farmhouse in the 1950–60s nestled high in the Inyanga mountains, Rhodesia, near the Moçambique border. The photograph (c.1953) shows Duncan Clarke (aged five), with older brother and sister, beside the Old Man's car.





The Inyanga farm looked out on huge granite *koppies*. There was no infrastructure, and the area still lacks any tar roads. Before the mid-1960s there was no electricity, telephone or running water. It remains a paradise.

granite *koppies*, constructs made by the ancients, the largest and mostly unknown stone terraces in the world (the Van Niekerk ruins), Bushman caves, slave pits (one on our farm), hidden artefacts of ancient pottery, flints and ancient spear-heads (some collected for the museum in town), and

enormous forests. Ethno-linguistic commonalities straddle “the border”; the real divide was between old history and modern language: English on one side, with Portuguese and a cultural world apart on the other.

I travelled widely when young; hitchhiking to Nyasaland and Moçambique, Bechuanaland and South Africa and the Cape widened my horizons. I voyaged over 50 000 km before ending my university studies. I thought then to never leave this mix of lush highveld, arid lowveld and seductive savannah, with the Zambezi and Sabi river basins draining the plateau, alongside the dry, dusty desert and Okavango Delta to the west. Geography, geomorphology and the rich history of our complex state of origins enthralled my imagination, and still do. Like many others, I readily accumulated the fascinating knowledge that this exposure gave me about our varied surrounding terrains.

At the age of 12, the Congo crisis broke. Mayhem ensued. The tentacles of disaster came to town from 487 miles up the road (less than half as

far as Johannesburg); when 25 000 Belgian Congo *colons* (as refugees) fled south by car to arrive in Salisbury and spend a couple of weeks in the local showgrounds. There one of my tasks, with a few random words of broken French, was to make the dinner call: “*tout le monde, le dîner est prêt.*” The decolonisation of Africa was underway. The Congo-DRC nowadays remains with the attributes of a non-state, a regime of failed economies, and a *pot pourri* of fragmented and contesting polities. Few then knew it also held oil potential and a vast super-basin in the Cuvette Centrale.

Our school, St Georges College, where my father went in 1915, was the founding establishment in the country: it began in Bulawayo, in 1896, and has played rugby against its main rival, Prince Edward, for 101 years. I did duty as scrum-half for “the firsts” in 1963–5. In *Mukiwa* the renowned author Peter Godwin has written of its tough regime – rather more so in my day – as a rigorous Jesuit establishment, with compulsory military cadets, obligatory sport, church thrice-daily and religious indoctrination – a sort of gigantic Pavlov dog experiment in which all had to respond immediately to one obligation or another at the ringing of around 40 bells daily. But I loved it, made lifelong friends, and six years there as a boarder probably reinforced the hallmarks of our frontier nature – necessary self-discipline, and, for me at least, distinctive overtones of rebelliousness.

The Old Man was a civil servant (for 17 years at the end of tenure as cabinet secretary, through four prime ministers) and had the rare benefit of



The first book Duncan ever received, gifted by the Old Man: *The Drawings of Leonardo da Vinci*, (London – A E Popham, 1946), acquired around the age of 12.



Duncan Clarke at St George's College 1964, Salisbury.





On the college tower at midnight with school friends.

access to *The Economist*. I used to read it in my early teens, which stimulated a lifelong interest in economics. Curiously, the one book given to me at that time, still in a large home library of *Africana*, was *The Drawings of Leonardo da Vinci* (1946).

Most dramatic was the Unilateral Declaration of Independence (UDI) in November 1965 by the Republic of Rhodesia, this in my last year at school before going to Rhodes University in



South Africa. All of us cheered. Thereafter we had to register for military service; my call-up number 031347X is still better known to me than any telephone number I have possessed since. Mandatory UN sanctions were applied swiftly, pariah state status followed,

and civil war began, all to last until independence was declared for Zimbabwe in 1980.

On the petroleum front, there was barely any! Ethanol made in the Chisumbanje sugarcane fields in the southern lowveld was mixed at 15–20 per cent into standard retail oil to create what was sold as “Blend”. Petrol was strictly and precisely rationed for years afterwards. You can read about the oil sanctions busting then in Jorge Jardim’s

Rugby first fifteen 1964.

Back row: D. Bashford, A Stevens, A Martin, P Maxwell, S Moore, D Clarke, P Sabbatini and R Casale. Middle Row: N Young, D O’Dea, B Tiernan, Col J M Lind, M Ford, M Robinson and R Berry. Front row: F Hollingworth and W Stevens.



book (*Sanctions Double Cross: Oil to Rhodesia*, Books of Rhodesia, 1979). To augment personal supply for the university holidays in 1966, I carried four jerry-cans of petrol from Messina over Beitbridge across the Limpopo River hitching home from Grahamstown. Two close friends acted for “illicit” oil traders, and another worked for Mobil in Salisbury but was later deported from South Africa for exposing the oil sanctions-busting milieu.

The Tower and upper-level, open-air dormitories at St George’s College in Salisbury-Harare – Duncan Clarke’s school. Founded in 1896 in Bulawayo (and relocated to Salisbury in 1927), it is the oldest school in Central Africa. Rugby has been played by the College for more than a century.

Rhodes University was a home from home, even though South Africa was not my family’s origin at all. But studying economics there under Professor Desmond Hobart-Houghton, doyen of South African economics, left a huge impression. “Hobart” was the quintessential gentleman and a former economic advisor to Jan Christiaan Smuts. In 1961 South Africa had left the Commonwealth to become a Republic and in due course incurred



Rhodes University in Grahamstown, South Africa, which Duncan attended in 1966–9 to read economics.

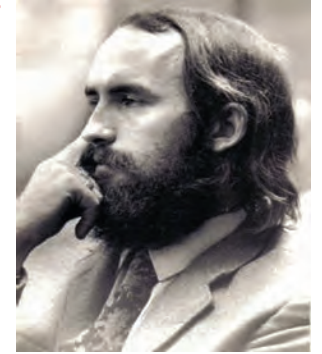
oil sanctions, although it had options – its own seaboard, and Sasol amongst them – that mitigated the circumstances. Coming and going there over 1966–9 sometimes on a three-day rail journey via Botswana, or hitching over the *platteland* or via Swaziland, I enjoyed a close look at that vast terrain, one where exploration had barely begun except by Soekor offshore and in secret.

After graduation I wanted to go home (in contrast to many friends who chose to stay in South Africa since the war at home loomed large). In early 1970, I was appointed to the University College of Rhodesia (then part of the University of London) to teach economics – as an exalted Temporary Assistant Junior Lecturer, at the very bottom of the totem pole. If things had been different, I should never have wanted to leave, neither home nor academe.

My economics colleagues were all outstanding scholars. One Tony Hawkins remained a professor there for 46 years; a correspondent to the *Financial Times* in London for four decades, he is world-known name on economics in Africa. Few have his insight on Africa, laced with dry wit. Others too (Professor Rob J. Davies, an acknowledged mathematical and trade economist, still in Harare, and Peter Harris, later economic advisor to the Ministry of Finance in New Zealand) – plus several distinguished colleagues in History, such as Dr Ian Phimister and Professor Ray Roberts,

and others in Social Science – became economists or Africanists of note. The research done at that time, in what could be called the “Rhodesian School of Economics”, will, I believe, one day be acknowledged as pioneering, well in advance of what was practised in most of the rest of Africa and the developing world. Our works were published in the *Rhodesian Journal of Economics* (of which I became a Member of the Editorial Board) and by Mambo Press, or in *Zambezia* and elsewhere. During this time I fortuitously attended the *East African Social Science Conference* in Nairobi in 1971, my first visit outside Central Africa so far north, and there mingled with many academic luminaries and writers in assorted fields. None had any inkling of the emerging Eastern Africa gas game or even of Africa’s oil exploration.

On completing an honours degree in economics at Rhodes, I had options to do graduate work for a master’s degree, either at Simon Fraser (Vancouver) or University of St Andrews (Scotland). Hobart-Houghton from whom I sought counsel settled the matter: “They have such excellent red gowns at St Andrews”, he remarked. But there was a glitch. Our Rhodesian passports were unacceptable except in Portuguese East Africa, Portugal, South Africa and Switzerland, while the Brits had mandatory sanctions in place. On enquiry after acceptance from St Salvator’s College in St Andrews, I was offered a ten-day “travel pass” to get there – but would be required to report to the police and was not allowed to leave or go to the “Continent” (European vacations being an ambition of mine). I declined. An uncle in the legal profession dug



Duncan Clarke when Lecturer in Economics at the University College of Rhodesia, during a conference on the economy held in the Senate Chambers in 1973.

up records of our Irish ancestors who had arrived in Rhodesia in 1895. So from the grandfather's baptismal certificate an Irish heritage was suddenly forged. When made aware of this origin, Tim O'Hanlon (Tullow Oil) at a lunch in London in 2003 remarked that I was a "bog-trotter" after all, just lost in the mists of old Irish history.

After spending the academic year completing an M.Litt. (Economics) at St Andrews, it was time to return home, to the university faculty, and get on with research and teaching economics. Before doing so, I took a three-month sojourn across Europe on an old BSA 250 cc bike, travelling from London to Belgium, Amsterdam, down the Rhine to Basel and Geneva, then onwards to Zurich and Innsbruck, into Tito's Yugoslavia, down the Dalmatian coastline to Dubrovnik, through Montenegro, over the edges of Hoxha's Albania border, through Pristina in Kosovo, and Skopje in Macedonia, to Thessalonica in Greece (then run by the Colonels), on to Athens and Piraeus, and the island of Ios (with two weeks spent on a nudist beach), over the Peloponnesian peninsula to Corfu, then to Brindisi, Naples, Rome and the Cote d'Azur through Nice and Marseilles towards Barcelona – though before getting that far the bike packed in at Toulouse, so it was the train to London where the flight home went via Istanbul, Tel Aviv, Nairobi and Chileka in Malawi. I arrived back with two dollars in hand. I neither knew about nor saw any oil or gas activity on this 7 500-km motor bike ride (over thrice as long as Che Guevara's through Latin America), but sleeping rough with little funds

was an experience to cherish and remember.

Back home our research on economics led to work for the African Congress of Trade Unions, then headed by Phineas Sithole (in effect, Morgan Tsvangirai's unionist "godfather"). This involved occasional meetings and seminars in the bush and towns and conducting periodic wage-claims. Phineas was an old-school unionist and a great man, humble and with grass-roots knowledge – someone we much admired.

Converting to the Ph.D. (Economics), under the tutelage of Professor Peter Robson, an African economist of distinction, involved more depth in research and provided insights into the bedrock of our world: the economics of "masters and servants" (I still regard the book thereon as my best piece), mining complexes, farms and plantations, the dominant peasant household milieu, the incipient informal economy, contract and migrant labour, the fast-changing urban-industrial world, old-age subsistence, and related issues on our chronic underdevelopment in southern Africa. There was little intellectual contemplation of oil or energy in those days and though the lights never went out, around 90 per cent of households, mainly rural, depended on firewood for fuel.

Along came the next academic year requiring residence at St Andrews (1974–5), by which time the war at home was all around us. It was barely 30 kilometres from town, and widespread too around the farm where my parents had retired. On gaining my doctorate, I caught the first flight back via South Africa. By now the university in Salisbury, via direct intervention of the



The University of St Andrews was Duncan Clarke's alma mater in 1970–1 and 1974–5: an ancient university that celebrated its 600th anniversary in 2013.



Following the Unilateral Declaration of Independence (UDI) in 1965, Southern Rhodesia became Rhodesia and was isolated. The Rhodesian flag, with the Coat of Arms that included the famous Zimbabwe Bird, was introduced when the country was declared a republic on 2 March 1970, and used until 1979.

Chairman of Council, on what can only have been political instructions, refused my re-appointment, tendering the lame excuse that I had “not shown the College the loyalty expected from its staff since I had cashed in my pension (worth \$250, needed for academic fees) before leaving for overseas.”

What to do? Well, I exploited the proto-hippy culture as a budding capitalist, making beads to sell to the market in East London, on the Cape coast. Survival first. Then Phineas Sithole called asking me to come home, promising to meet the train, and providing on arrival \$300 cash to meet costs and as an advance for a wage-claim mandate. It was manna from heaven, and home was heaven, the aggravating war notwithstanding.

So began life as an “unemployable”. I found out soon enough that there was only one solution: self-employment. This had one distinctive advantage: no-one could fire me. Working out of a pantry in a small rented house, shared with Michael Holman (a great friend, and later one of Africa’s best journalists, and *Financial Times* Africa editor for two decades). Known by many as “Holman of Africa”, Mike interviewed most presidents across Africa, covered the wars and conflicts, and had to go “underground” to leave Rhodesia in due course. He later wrote several works of fiction rooted in his experiences and providing a “take” on the follies of Bretton Woods institutions that thought they could “fix” Africa. I found starting up alone exhilarating if problematic in terms of the cash flow, as most modern consultants will attest, but “sooner rather than later in life” is my considered judgement.

Mandates were executed for a wide variety of clients: Ranch House to develop programmes for economics teaching; Delta Corporation; some unions, including Albert Mugabe’s Commercial Workers’ Union and ACTU; and also for the Catholic Justice & Peace Commission for various works later published by Mambo Press. The first-ever consulting piece was done on the mining industry for \$75, a princely sum for which I hesitated to ask.

All the time, compulsory military call-up loomed, but I had decided as far back as 1971 that this was not for me. Neither, however, was the alternative – prison. Already close friends of similar mind had either been deported as they were not “born Rhodesians” or had left for pastures elsewhere. During the *Chimurenga*, our so-called Liberation War, many Rhodesians found themselves outside the country (black and white; at one point 25 per cent of population) for a multitude of reasons: as exiles or refugees, for military conscription avoidance or other reasons. Most were “forced” into this circumstance against their desires, while many left their country without ever formally emigrating, like me. They washed up on foreign shores and began again.

Luck intervened suddenly in the form of a call from Trevor Bell, a former Professor of Economics in South Africa (and Hobart-Houghton’s protégé) who had taught me. He invited me to come to the University of Natal (Pietermaritzburg) to head a newly-established Development Studies Research Group funded by Anglo-American. “So when can you come,” he asked. “Tomorrow,” I replied,





The Republic of Zimbabwe flag, adopted from 18 April 1980, replete with communist star, symbolising the revolution and Marxist heritage, and the Zimbabwe Bird soapstone carving, decked out in the Zanu ruling-party's colours. It was constructed by an unspecified designer, and initially did not include the Zimbabwe Bird, but Flight Lieutenant Cedric Herbert (a member of the Rhodesian Air Force and the Rhodesian Heraldry and Genealogy Society), added it later.

and left one night in March 1976 by train via Botswana, without the permission of the Ministry of Defence, to head Down South once more, this time as the result of a sort of *force majeure*, and from what I believed was the fire into the frying pan, at least as I saw it then. Soweto exploded in mid-June that year, though I felt it was a sideshow compared to the all-encompassing civil war at home.

A sojourn of several months in South Africa – doing economics research, publishing and occasional teaching – led in late 1976 to being declared by the Vorster Government (in a letter to the university authorities) an “Alien” under the Aliens Act (Act No.1 of 1937). It was a device to exile the unwanted or miscellaneous opponents, albeit in my case one of modest liberal persuasion. Maybe a piece written on a sensitive issue, plus having the “wrong friends”, or one research item (*Foreign African Labour Supply in South Africa 1960-77*, DSRG Working Paper No I, University of Natal 1977) – or perhaps another (a book on *Structural Unemployment in Southern Africa*, with Charles Simkins) – sealed my fate. Whatever, it was again an enforced choice. I was made aware of the exit order only belatedly in early 1977, and so had to leave within the next few days on a one-way ticket – the implication being “never to return” or else enjoy the facilities of the local prison commandant. Discretion was the better part of valour.

Gathering my limited chattels plus R100 cash (around \$100), I flew via Salisbury (to say goodbye to the family) to London via Geneva, on a stop-

over that lasted 11 years to 1988. There I was to meet many exiles, from Southern Africa and Latin America, including Zimbabweans such as Bernard Chidzero (who became Deputy-Secretary General of UNCTAD and first Minister of Finance in Mugabe's Government in 1980; and J.K. Kombo Moyana (first Governor of the Reserve Bank of Zimbabwe), together with many others with political roles in the liberation struggles related to the seemingly endless wars plaguing Southern Africa in which oil sanctions on Rhodesia and South Africa became a major issue.

It was not until after the long civil war, settlement agreement and elections in 1980 that I could return home. My family and friends held a memorable party, all relieved at the outcome and ending of the debilitating conflict. It was a post-colonial romance not to last – though it mostly did until the late 1990s – although the seeds of eventual destruction had been planted much earlier by Mugabe, well before Independence.

One downside was the removal of my citizenship in the mid-1980s by the Mugabe-controlled regime. Now I was cast as a foreigner and an alien again, but this time in the country of my birth where our family has been living for 118 years, with four generations buried there and as many walking its ground today. Yet this was but one minor episode in the disaster Mugabe was to instil: it included the genocide of over 25 000 Ndebele people in Matabeleland in 1983–5 (in the well-documented *Gukurahundi* – “the early rain which washes away the chaff before the spring rains”), the forced dispossession of



Now 89 years old (his grandmother reputedly lived to 103), Robert Mugabe's regime deconstructed a century of hard-earned economic growth in a fateful decade or so, creating deep impoverishment, unemployment at around 70 per cent, massive shortages of fuel and energy, world-record hyper-inflation, and massive currency debasement (with the issue of the worthless one hundred trillion dollar "note"), along with rampant corruption in NOCZIM, the state oil company. Mugabe engineered another five-year presidential term in 2013 and has the "right" to a second term in office.



commercial agrarians, and related displacement of over two million workers and families from these farmlands, and much more. As the country spiralled downwards from the late 1990s, the demand for energy and fuel collapsed, while the supply dissipated. The economy went into free-fall and the world's greatest-ever hyper-inflation ensued, allied to currency depreciation at rates never encountered anywhere in the world. Central to this demise in the new millenium were years of chronic fuel shortage, long petrol queues and frequent power blackouts.

Unbeknown to me at that time, living in parallel universes were Babette van Gessel and Tim Zoba Jr., both of whom I was soon to meet in successive stages. Both joined me on the journey taken since by Global Pacific & Partners, one that started as a one-man band in Geneva. There in 1978, I quite accidentally "discovered" crude oil and by luck the world upstream industry.

## A Q U A R I U S

### The CORPORATE GLITTERATI: Founts-of-Wisdom

AFRICAN PROVERB

*Our one singer in the grass is worth more than two of yours in the bush, or another dry hole*

You are in global demand, again, as are blue-eyed sheiks – and not only for undiluted wisdom, consciousness and discrete bourgeois charm, but for your utterances too. Africa's galaxy of oil pundits needs your immediate undivided attention, plus psycho-therapeutic skills, especially those of our saviours: Geldof and Bono, whom all worship (a pity that Africans don't!). Please dispatch The One With Shades, to help us. His calming tones convey all that is needed. But leave the Geriatric Rocker in his chair: Africa is safer without him. What a White Band's burden. Adopt Nkrumah's modern dictum: "Seek Ye the Kingdom of Oil", for it is in "Oil We Trust". Remember, in Africa there is no twilight in the savannah, let alone Sahara. Dusk drops fast, and all caught in the headlights are vulnerable; even you, and especially Libra. Please don't just steal all our oil, but make us governable, transparent, green, sustainable and democratic, like those Norwegians. They have tons of money, and give it away to the unsuspecting, to endure corporate lobotomies in Stavanger. You see, it's very clever: if we never get any oil money, we'll have to use their Krone. Many love our gas. Yes, Africa is full of gas. It's true; visit Tshwane. You will understand why. Align your star with any platform that looks like an NGO – they're big in oil now, even if they have none, and never will, which is why they want to stop us having any. Pray for more rain, it's a "free good". This is auspicious for Aries and all minnows in our sun-burnt lands. Provide some in the Sahel, and for Max, our own Mother Teresa. Watch out for those Nigerian gas deals; once you're eating their stuff, NNPC (if it survives the PIB) will raise gas prices. In the Land of No Tomorrow, they are very tricky: *hokoyo*. Much is rocky on Africa's road to nirvana (in our heartland of Ophir), nothing more so than the Naira. Don't be seduced by 419 strategies. Divest immediately into Meticais and Kwanza; better a Nigerian Letter of Credit than a French one, even if endorsed by *Le Grand Mouche*. Most of all dispense your insane, gratuitous and unsolicited advice to all; it can be portrayed as a "public good", and sold to the uninitiated, adding depth of your confusion, and that of all others. Open another G-8 or Brics meeting fast, to impress the oil market or that fellow Jeffrey Sachs, if no-one else. There's a Nobel Prize there somewhere.



## 2

### RECOLLECTIONS

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## “Out of Africa”

*“Ideas shape the course of history.”*

*“The ideas of economists and political philosophers, both when they are right and when they are wrong are more powerful than is commonly understood. Indeed, the world is ruled by little else. Practical men, who believe themselves to be quite exempt from any intellectual influences, are usually slaves of some defunct economist ... the power of vested interests is vastly exaggerated compared with the gradual encroachment of ideas.”*

– JOHN MAYNARD KEYNES



Geneva, where Duncan Clarke arrived in 1977 en route to London with \$100 after an “enforced” exit from South Africa. It was a city of espionage and political intrigue in the Cold War. This was where we were based for 11 years – and where we made our “discovery” of crude oil.

It was a cold, wet day when I landed in Geneva. A meeting had been mooted at the International Labour Office. The next day, after vetting (Rhodesians were suspect), I was offered a contract to join the ILO’s *World Employment Programme* for 11 months – firstly to do a special book for their legal division called *Egalité*, on economic discrimination in Southern Rhodesia/Zimbabwe, then spend the rest of my time working on the economics of Africa.

Amidst a coterie of 50 or so economists from all over the world – some undercover Cold War spies; Soviet, Cuban, British and American alike – I ploughed into the tasks, mostly on Southern Africa. The UN crowd, I soon found, was rather lazy, indulgent and politicised. The work even led to an invitation to attend the glitzy 60<sup>th</sup> Anniversary of the Great Bolshevik Revolution held at the Soviet Embassy in October 1977 where I dutifully signed myself in as “Ian Smith”. At the end of contract I remained in Geneva to open a small bureau working from a tiny one-bed in the *Vieille Ville*, in which the desk and the bed came out from the wall. From there mandates were sought from corporates and multilaterals in town.

Numerous advisory mandates were executed in this era with, amongst others, Swiss Bank Corporation, Business International, UNCTAD (on Least Developed Countries), the Economic Commission for Africa (setting up the Preferential Trade Area of Eastern & Southern Africa, later COMESA), the Southern Africa Development Conference (later to become SADC), the

International Telecommunications Union (on Afrosat, for which I covered the satellite and ground system economics), Siemens (on energy infrastructure investment in Africa), Detecon and Intelplan, together with several private companies requiring insights on Africa, including Société Internationale Financière pour les Investissements et le Développement en Afrique. Some later disappointment can be noted on a few of these early endeavours. The institutions established for trade under COMESA have never really met their goals, even 30 years later; SADC has become a political talking shop in most respects; and the Afrosat project, ahead of its time and two decades before mobile telephony, collapsed at a ministerial meeting in Addis Ababa during the Cold War as a result of political in-fighting between pro-Soviet and Western-aligned states.

One company, PetrolArmada sought a handle on West African oil data for crude trading. There too I met Petrologistics and Conrad Gerber (who became a lifelong friend). I conducted several forays for them on the nascent oil industry in Africa and the political economy of several then-inaccessible states. In 1980, the Swedish Government, via The International University Exchange Fund in Geneva (famously “penetrated” by South African “super-spy” Craig Williamson) offered a contract for one year to research and be editor for a collection of studies on economic sanctions on South Africa and its impacts. One revolved around oil sanctions, done by Martin Bailey. Indeed, as I had access, due to Irish neutrality, to Cold War Africa (including



The International Labour Office (ILO) provided a stop-gap for Duncan Clarke employing him in 1977–8 as an economist working on Africa during the Cold War. From Geneva, then and thereafter, many visits were made into a divided Africa, Asia and around the Western world in Europe and North America.

Conrad Gerber, the widely acclaimed founder of Petrologistics Ltd in Geneva, was an old friend of Duncan Clarke's, and a compatriot from Matabeleland. His unique tanker-tracking knowledge and occasional comments to the *Wall Street Journal* could move the global oil markets. He never lost any of his skills in "tradecraft".



In 1996 he co-founded the African Institute of Petroleum with us along with leading corporate and state industry names in Africa.

Brought up in the old-school tradition, Conrad never used a computer and hand-wrote all the company's many reports for three decades. Matt Simmons once parodied his firm as a one-man band situated above a grocery shop. Yet it was never that, and it had a global network of crude shipment sources, and remains situated at 93 Rue de la Servette, near Migros, one of the largest food chains in Switzerland.

Ethiopia and others in the Sino-Soviet orbit), and had command of French for visits to Francophone states at a time when few feared to tread on many of Africa's rocky paths, an extensive insight was built up on the continent's economic milieu. Oil was part of it.

During the late 1970s and 1980s the Cold War was in full flourish. Geneva was a city of rampant espionage, political intrigue, secret monies and arms negotiators. Africa was deeply divided, global ideologies sharply split; Rhodesia remained at war and sanctioned until 1980. News from home was scarce, propaganda rife and Swiss winters severe. These difficult years of absence from home ground were alleviated by frequent travels to Africa, where I undertook advisory work in the Sahel, West Africa, Francophone Africa, Sudan, East Africa and selective destinations in Southern Africa: almost everywhere but at home or in South Africa. Slowly the fragments of the oil game in Africa unfolded before my eyes, initially in Western Africa and Algeria.

Conrad Gerber and I got on like a house on fire. Africa was our common interest. Petrologistics'

PETROCONSULTANTS



tanker tracking systems, akin to global crude/product espionage (Conrad was an ex-Central Intelligence Organisation operative from home, and knew my father) were legendary. Later we would take the initiative to form the African Institute of Petroleum, launched in Geneva in 1996; and we would often joke about a joint company we'd form, called "Turmoil", to induce sustained instability in world oil markets.

Those early days on the edges of the Africa oil game were exciting but somewhat marginal to the main menu. I was still a one-man band when I moved from home to *Place Claparède* in what was our first real bureau. It had a telex on which many an unsolicited offer clattered out from dodgy Mideastern and Nigerian would-be purveyors of phantom crude cargoes offering 25 cents/barrel if only they could be sent the cash in advance. These were the forerunners of the 419 schemes later to pollute world fax and email traffic. As business improved, I then moved to 6 Rue du Rive in the city centre, two floors above Lundin Petroleum, and there used to cross paths occasionally with the Chairman Adolf Lundin in the lift to their

The famous company logo: the firm was owned by Harry Wassall who Duncan met fortuitously in Geneva, and for which, during 1985–8, he became the Head of the Economics Division.





Harry Wassall (1921–95), the founder of Petroconsultants, in Cuba in 1958. This was where he began the “foreign scouting service”; a man with an idea a minute and a heart of gold.

offices on the 4<sup>th</sup> floor. A widely known and much-respected independent oilman, it seemed I had by chance landed in the best upstream address in town.

More important was an accidental crossing of paths with Sam Carmalt of Petroconsultants at a Geneva Energy Club meeting in early 1981. He introduced me to Christian Suter, legal counsel for the firm, and then to Jerry Dixon (President), who, on hearing of my knowledge and travels in Africa asked if I might do a joint-venture with them. So was born our first multi-client Report which they marketed to the global industry (*Western Africa: Corporate Strategies and Country Risks*). Travels to meet corporate and state players in Nigeria, Equatorial Guinea, Gabon, Cameroon, Angola and Zaire formed an integral part of the evaluation. It was both novel and a best-seller, establishing a direct link with the world’s most important upstream geoscience firm, and leading to a close relationship with its remarkable Chairman Harry Wassall, which continued with the firm into the 21<sup>st</sup> century.

With direct access to Petroconsultants’ unique oil and gas industry IRIS database, the Foreign Scouting Service, knowledgeable geoscientists, and their Houston and London offices (where economics was in its infancy), a new genre of evaluation emerged. After *Western Africa* and its success, another option was invited, and I elected to repeat the template on the ASEAN countries (six in those days). So in 1983 this broke us into the Asian oil game in Singapore, Indonesia,

Philippines, Thailand, Malaysia and Brunei. It was like landing on another planet compared to anything in Africa, this era representing the onset of the Asian economic miracle. A similar exercise on Northeast Asia (Taiwan, Korea and Japan) followed, the Taipei visit initially compromised by the Geneva travel agent that had in error acquired me a visa for Communist China and not for the Republic of Taiwan.

These ventures were lucrative for Petroconsultants and paid me a royalty too. One day Harry Wassall called from their Board meeting in the Dublin office and wanted me to meet him the next day at Heathrow and go with him to Houston, as he planned to fire almost all but a handful of their Houston office staff. I was to assume the reins there to fire-fight any drama, and later to rebuild the operation. He was as good as his word, laying-off the miscreants so discovered. One had nicked company funds for indulgence in Houston’s famous “men’s clubs”; another had secretly built an oil company off the firm’s data. Fortunately this corporate cleansing did not include Tim Zoba Jr., with whom I formed a close connection as we had to conduct urgent and large advisory mandates for Hispanoil and BHP Petroleum in my time there. A follow-up for BHP Petroleum provided another pot of gold for the firm, and probably opened the management’s eyes to the potential for much more.

After three months (I had been originally requested to spend only two weeks), I was invited to stay. I declined. On return to Geneva, Christian



Harry Wassall, Chairman of Petroconsultants SA – probably the true architect of the world upstream and a global oil legend; one-of-a-kind and a raconteur of note, with prodigious knowledge. His firm was sold to IHS Energy in 1996 for what would nowadays be considered a bargain.





The visual origin of the idea for our corporate logo: Leonardo's *The Vitruvian Man* (c. 1485) Accademia, Venice. Our initial logo derived from this image.

Suter and Harry Wassall proposed to buy my tiny outfit, join them and head a worldwide Economics Division. I gladly accepted and joined in late 1985, selling out lock-stock-and-barrel for FS83 000 in a deal in which I was given licence to do almost anything. I remained with Petroconsultants in-house from 1985 to 1988.

We hired several key staff for our economics team; many are still today with IHS Energy (the company that bought-out Petroconsultants in 1996). New ideas and research generated a product suite that became unique. Much is still on the portfolio of IHS – the *Giant* fiscal evaluation software, the *Country Petroleum Risk Environment* service (we had initially covered 90 countries) and *Global Exploration Targets*, plus numerous studies that the Economics Division produced, including Tim Zoba Jr.'s *Non-OPEC Production Forecast*, and world petroleum legislation monitors by Susan Hodgshon in the London office.

Fuller reportage on Harry Wassall's life and genius, the history of Petroconsultants, and the huge output of the Economics Division, can be found in two privately published works: *Dedicated to Harry Wassall 1921-1995*, (Geneva: Petroconsultants, 1996), and Jean-Marc Lador, *The Petroconsultants Adventure*, (Geneva: Roulet & Cie SA, 1996). Marc had been one of the firm's early founders in Geneva along with Elizabeth Hitz, who in those days kept all the accounts on pieces of brown cardboard. Harry meanwhile exuded limitless energy and kept us mesmerised



by an abundance of industry knowledge, wit and concern for all. Inside the firm were knowledgeable geoscientists such as Hans Grunau and world-class database specialists in diverse domains, Ken Chew and Helen Stephenson.

It was in Geneva in the late 1980s that I found myself sitting in the *Café Lion d'Or* in the quartier of Carouge, encountering ideas about non-linear dynamics and chaos theories from an unexpected source: young nuclear particle physicists at the Centre Européenne pour la Recherche Nucléaire, duly accompanied by supplies of *vin ordinaire*. They led me to reconsider the theory and practice of economics and how it could apply to the world of oil. This set of revelations inspired a rethink of the neo-classical economics I had learned –

Christian Suter, formerly legal counsel for Petroconsultants from its inception in Geneva and chief executive in 1986–96, at our Avalon Beach, Sydney office (1991). Our close association with him began in 1981 and has continued. Christian was instrumental in co-financing our *Third Millennium Petroleum Conference* in London and various joint ventures for the decade to follow.



Jim Blake, owner of Geological Services in Singapore, and the original Asia Oil Legend. In 1988 Duncan Clarke negotiated his firm's acquisition by Petroconsultants, to build the Asia geology database and wider portfolio.

although luckily I had mainly been brought up in the classical tradition – and led me to question its application to the world of uncertainty, complexity and chaos (such ideas providing the sub-title of a joint-venture done for Petroconsultants, *Strategic Petroleum Insights*, published in 1992). Global Pacific & Partners inherited this work and did an update in 1997.

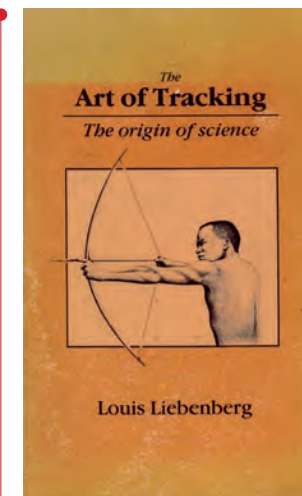
We globalised the economics branch of Petroconsultants within three years and created a prodigious product range, including many advisory mandates. We visited many of the emerging oil domains of West Africa, Southeast Asia and elsewhere. This included our *Petro-Risk Seminars*, probably the first-ever done in the oil industry, conducted with our economics team in London (1987) and Tokyo, Singapore, Jakarta, Sydney and Houston (1988). At this time the structured understanding of risk – political and commercial – was not much used in the oil patch, and it represented a departure from the firm's traditional focus on geoscience, acreage pick-up and technical issues.

Visits to Tokyo (with Jean-Pierre Javogues, for JNOC) and Algiers (Sonatrach) followed, together with one meeting in Madrid (with Ivan Guigon, the firm's senior geologist) with the World Bank and Hispanoil (the Spanish state oil company, later Repsol) where a couple of days were spent in a room mulling over what to do with Equatorial Guinea's Alba gas field. No-one wanted it. Later it went to market, eventually to be picked up by Walter and Nomeco, to become a giant gas

play and the foundation for the country's LNG, methanol and flourishing gas game. But in those days, it was considered an unwanted “dog”.

Harry Wassall would generate ideas by the minute and leave copious handwritten notes on my desk each morning of things that could or should be done, many too technical for me, and most not in our economic domain. He invited me to accompany him on acquisitions, one a failed attempt to buy out Art Smith's J.S. Herold in Connecticut (this firm was later bought by IHS Energy); another to take over the well-established firm of Barrows. Harry had an empire in mind, and possessed the mind of an emperor. I admired him for it all. I had my last social meeting with him and Gladys, his Cuban wife, in their Miami home for lunch shortly before he passed away. Before then, when Global Pacific & Partners had held its inaugural *Latin Upstream* in Miami in 1995, Harry graciously agreed to give the keynote address and we were proud to introduce him as the true architect and legend of the world upstream. That he was, without doubt.

On many visits to Singapore and around Southeast Asia, I encountered another legend, lurking in the tropics, Jim Blake, whose firm Geological Services held volumes of technical data, maps and *savoir-faire* on the Asian oil game. So I was sent in 1988 to talk with him and negotiate the acquisition for Petroconsultants. Jim explained the database, pointing to some folders above the desk and when asked where the rest was he tapped his head: it was the truth, given



Louis Liebenberg, *The Art of Tracking: The Origin of Science*, originally published by David Philip (Claremont, South Africa, 1990). From this masterpiece – and from sojourns into the Okavango Delta – we learnt about the “tracking” of animals, primitive survival and deep strategy. From these we developed analogues on the “Big Five” super-majors and other corporate animals found in the pantheon of the world upstream.



“All is relevant in the bush” and has a role to play – like the tiny *songololo* which retreats under stress and rarely survives the drought. It’s an analogy we used for corporate oil minnows in Africa. Described as a millipede, it in fact has around 300 legs.

his infallible and elephantine memory on Asian exploration going back to days even well before Asamera. A veteran of the Vietnam War, he had broken his leg one day when he fell out of a papaya tree. With Jim, we subsequently built a Singapore office for the firm, which then became my charge to manage and develop.

Meanwhile, Petroconsultants lacked any corporate presence in Australia. Simultaneously, I had decided to leave Switzerland (the cold winters, northern hemisphere, dour Swiss!) and emigrate to Australia. Christian Suter and I went to Sydney in early 1989 to negotiate transactions with the geophysical firm of Flower, Doery & Buchan, and Digimap. I was to become Managing Director of the integrated entity, Petroconsultants Australasia.

From there we built an arm of the Economic Division (led by a formidable petroleum economist, Guy Allinson) globally aligned with our economics teams in Houston, Geneva and London, with periodic forays executed from our Singapore office. The Sydney office conducted considerable research (on Australia, PNG, New Zealand) and several advisory mandates on corporate asset and company valuations, including one on strategy for Chinese Petroleum Corporation in Taipei. In early 1989 I was invited to give the Opening Address at the Australian Petroleum Exploration Association meeting in Canberra on the 30<sup>th</sup> anniversary of that organisation. Critical of state interventions, my views may not have amused the Labour Government in Canberra.

Before then I had joined the Southeast Asia

Petroleum Exploration Society (Seapex). Later, with Babette van Gessel, we both became Life Members, and our Senior Partners have regularly frequented Seapex meetings under our own label as speaker, sponsor, delegate and exhibitor. Indeed, in the 1980s Asian exploration was the place to be, with Latin America following in the early 1990s after President Carlos Menem’s “big bang” sell-off of state-YPF interests in Argentina. Only later did Africa capture global attention. Global Pacific & Partners closely followed these shifting tides of history in its research, advisory practice, strategy briefings and worldwide conference suite.

By now it was becoming tougher and more costly to manage the growing worldwide Economics Division and the Singapore and Sydney offices from the “end of the earth”. Christian Suter flew in to meet me to reach an amicable settlement, enabling me to leave, carry on our joint-ventures and re-establish our own firm. So in mid-1989 it was time to return to the one-man band, situated in my garage at home on the northern beaches. Shortly after that I persuaded Tim Zoba Jr., who had resigned from the Petroconsultants’ Houston office and gone surfing in Costa Rica, to join me that year to complete a major report on *National Oil Companies Worldwide* – a five-volume tome of over 3 000 pages on 165 state firms across the globe, joint-ventured with Petroconsultants who did the marketing. Not only was it an original text, it has never been repeated since – and it broke us into the early rise of state oil players with a knowledge-base that was unrivalled. To



Duncan Clarke in Tokyo with Japan National Oil Corporation executives, at the *Petro-Risk Strategy Briefing* conducted for JNOC and Japan’s oil companies in 1987.





Our Avalon Beach Office with Naomi Tsoa-Lee at work. Naomi was our first member of staff from 1990 to 2000. She is now Vice-President Asia/Australasia for the firm. Above her desk is our original map of Southeast Asia's oil-fields, portraying blocks held and the company interests involved.

this, Global Pacific & Partners has added much since, including dedicated strategy briefings on all national oil company players around the world.

Back in our own skin, it was time to rethink our ventures in Africa and elsewhere, based on our own research, travels and ideas. First stop was Africa, on which we created a suite of original research on all hydrocarbon countries and corporate players, a model that we then extended into Latin America. Tim Zoba Jr. and I went there and knocked on the doors of all private and state firms from Buenos Aires to Mexico. There we met many who remain in our orbit: Alan Fernie in Buenos Aires at the time, and Francisco Pulit of Pluspetrol. Similar work on Asia and the Middle East followed. Across Asia we travelled widely, meeting companies and state players, developing an “art form” for racking up meetings with

executives in Jakarta (where we usually managed 30-plus meetings per week against the vagrancies of hectic traffic and distant corporate locales). It gave us an early, intimate and probably unmatched command of the developing world's oil game. Visits likewise took place to Africa and North Atlantic destinations both to accomplish this work (there was no internet) and market our extensive range of research product (large, heavy reports in fat red binders). We walked in the trenches to smell the roses, if you like.

Ideas were still our *leitmotif*. One day I came across Louis Liebenberg's famous tract, *The Art of Tracking* (see photo page 29), from which our thinking evolved about treating companies as corporate “animals”, and how National Oil Companies fitted the analogy of guardians and gamekeepers, with the “Big Five” and a pantheon of competitors foraging for corporate survival. Most still believe it's merely a game about success. We don't. The analogy provided an excellent template for understanding the deeper strategies of the global upstream game. It remains embedded in our mind-set as one of survival first and is used in our publications, advisory practice and strategy briefings.

On a return flight from an APEC meeting in Singapore, I determined that we needed an office and someone to manage our affairs. Noting the slick skills of a young woman in the video shop in Avalon Beach, opposite what would become our small office, I duly recruited Naomi Tsoa-Lee as our first staff member. It was the day after we



Jessica Clarke in the Sydney office. Between the ages of 9 and 15, Jessica did “cuttings” for our research files, then took her degree in international relations at the London School of Economics and an MBA from Oxford/Paris. She later worked in private banking in London, and then became our Asia Representative in Singapore (2011–2).



Naomi Tsoa-Lee, in Sydney (1992).

first met and before she joined when I saw her in a phone booth going through my CV with someone at the other end of the line that convinced me she had all the attributes of a serious character – she was “sussing” me out, as it transpired, with her grandmother. Naomi remained with us for a decade as a highly valued colleague, and first broke us into new technologies (I, in particular, then having somewhat Neanderthal methodologies). She returned to our fold in 2013 to once again open our Sydney office and act as Vice-President Asia/Australasia. She recalls the earliest days working out of my garage, dealing with our Rhodesian Ridgeback Josh, a loyal fellow but not always as friendly to the unknown; the way in which to frame our tombstones (images of research and conferences done) on the office walls – without a hammer these would be nailed on with soapstone carvings from home, one facsimile of which was left in Sydney on my eventual departure despite Naomi reckoning it to be of importance (it was actually an Asian tiger, not part of the African fauna).

Before then and after, I press-ganged one of my daughters, Jessica, from the age of nine to do our “cuttings” – as we lived and died by raw, hard-copy news flow then. Later we crafted thousands of graphics, drawn laboriously on Harvard Graphics 2.3, for our *Pacific Oil & Energy Insights & Management Strategies*, which at 600 or so was a costly product to print, until another daughter Adele simply said: “Oh, why don’t you put all that on a floppy?” This we did to the



delight of the clients who could then manipulate the data directly. It was one of our unexpected breakthroughs on technology, a wake-up call to the future. Jessica acquired a very good inkling of what we did, and we would talk about it all together over the years – later, following university overseas, she returned to us belatedly (after some benign pressure), to act as our Asia Representative in the Singapore office over 2011 and 2012. She joined our Board as Non-Executive Director at the end of 2013.

As our worldwide research commitments expanded in the mid-1990s, we hired two young graduate research analysts with economics savvy to join our Sydney office, and trained them in the

With Dr Fereidun Fesharaki (*aka* “The Emperor”), the world-renowned downstream guru, at our joint *Pacific Petroleum Insiders: Strategy Briefing*, 1991 held at Raffles Hotel, Singapore. This was our first strategy briefing done on Asia’s oil and gas; the series continues, and the 23rd strategy briefing will be held in 2014.





Presentation done at an *ASCOPE Oil & Gas Meeting* in Surabaya, Indonesia (1993). Duncan Clarke with Suyitno Patmosukismo, Director of Exploration and Production in the Pertamina Head Office, later to be Director General of Oil & Gas in the Ministry of Mines and Energy, and Executive Director of the Indonesian Petroleum Association.

upstream industry. Both remained with us until we closed the Sydney office in 2001 (after I had relocated to Johannesburg in 1999). One, Ben Henri, went on to run a major oil-energy equity investment fund in town, managing assets of over \$1 billion, and a singular achievement.

I had first met Fereidun Fesharaki from the East-West Center of Hawaii in the mid-1980s in Singapore. He was already then and remains the world's downstream guru and the leading light on Asia's oil markets. Our relationship and symbiotic interests happily coalesced, so we got together to found the *Pacific Petroleum Insiders: Strategy Briefing* in Singapore from 1991 onwards. He did the downstream and we the upstream, the meetings held annually at Raffles Hotel. After ten years,

the PPI continued under Fesharaki's own label, *FACTS*, while we continued in our renamed *Asia Petroleum: Strategy Briefing* in Singapore now coming into its 23rd year as the longest upstream briefing in Asia and indeed worldwide. Later we organised together our first-ever conference, the weirdly-named *Petroleum & Energy Finance & Investment Exchange* held in Singapore in 1992. It was one of the first oil conferences held in Asia (where now they are hosted almost weekly, so it seems). Meanwhile our *Asia Upstream* in Singapore, coming into its 20th year in 2014, stands out as the longest running such annual conference in the Asian upstream calendar.

Tim and I particularly, being close to our key market, travelled extensively for research, advisory work and marketing across Asia and Australasia. Visits took place monthly, often to several countries at a time: *inter alia* to Thailand, Indonesia (Jakarta, Surabaya), Kuala Lumpur, Brunei, Tokyo, Seoul, Manila, Beijing, Hong Kong, and to the oil and gas companies in Melbourne, Perth, Brisbane, Darwin, Port Moresby and Wellington. Tim worked Houston, Calgary and company locales in the United States. Invitations to speak came from *ASCOPE*, private and state companies, the Northern Territory, the *Jakarta International Energy Conference* (a major annual Indonesian state event), and in China. Asia was then our wicket.

Our research on Asia was extensive and in-depth. We completed work on *Southeast Asia's Gas Future* (1992) and *Southeast Asia's Oil*

*Future* (1993), followed by *China's Oil & Gas Future* (1994), probably the first such report done on the Middle Kingdom, then just emerging with foreign players restricted to the offshore. Another was the *Greening of Asia Pacific Petroleum: Upstream and Downstream* done in the same year, a response to the emergent hue and cry about the environment on the global and Asian agenda. Of the twenty reports printed, we sold only three (to Total, Mobil and Norsk-Hydro) even though it was done as a “cheapie”! The rest we gave away, some to Petroconsultants. This taught us early on that “political noise” was largely ephemeral, talk was cheap, and it was better to stick with the meat and potatoes. Our research suite rapidly became voluminous and was taken by many companies worldwide to build a global reputation for in-depth analysis allied to an advisory background.

Out of the blue in 1994 came an invitation to lunch at Whale Beach up the road from our office with the Sydney representative of the Japan National Oil Corporation. A free lunch – though not really, since at the end of a pleasant discourse, Hinata-san asked if we would agree to be Retainer Advisor for JNOC on Oceania and strategy. Absolutely, I said, and he produced a brief two-page letter of appointment that lasted unchanged to 1999. This led to additional engagements and advisory work with JNOC and Japanese companies, one a pilgrimage to Tokyo in the late 1990s to brief the JNOC Board and all Japanese companies over a four-day, all-day talk-fest, with of course *sake* for lunch, liquid dinners each night



in the *Ginza*, and a weary exit at the end, with some recovery in Seoul for meetings with Pedco (the forerunner of KNOC). Of all the advisory clients in our decades of experience JNOC (now Jorgmec) was amongst the most impeccable.

Later advisory work followed for PTTEP (Thailand) on Africa strategy and a second larger exercise on global strategy, for Pertamina (on Africa strategy), and for others located in Asia and Australia. But simultaneously we were intent on expanding our global footprint. We did so partly by appointing selected representatives, one I met while we were joint speakers at *Oil & Money Asia* in Singapore in 1992, namely Professor Eugene Khartukov from Moscow's famous MGIMO (Moscow State Institute of International

Duncan Clarke and our Senior Partner from Houston Tim Zoba Jr. at the signing of our Advisory on Asia, with Dr Vichit Yamboonruang Executive Vice-Chairman, PTT, Bangkok (1997).



Professor Eugene Khartukov from MGIMO in Moscow, whom we first met in Singapore. He and Duncan both spoke at *Oil & Money Asia 1992*. Later, Eugene became our Representative in Russia. We introduced him to Petrologistics, for whom he still acts.

Relations). He was a fount of knowledge on Russia and its empire of oil around the “near abroad”, plus a linguist, with a background (paradoxically) in oil in Australia. We became good friends and we introduced him later as a speaker in several of our own conferences held in London, Dubai and elsewhere. Other representatives for our tiny firm were lined up matching our primary markets in Jakarta, Singapore, Tokyo, Geneva and London, with Tim based in Houston.

In Sydney in the 1990s, I fortuitously engaged regularly with a few leading thinkers and luminaries in global management strategy and emerging Asian economies. They included David Mitchell, a former executive with large Europe-based companies from London and a deep thinker on corporate strategy, and Alan Carroll from Melbourne, who was “into Asia” decades before the fad. I learnt much from these idiosyncratic non-oil gurus, as did many of the top corporates in Australasia and Asia. David despised “corporate planners” and would mock them religiously with biting humour. Alan was a tough Aussie and took no prisoners in corporate debate. Both were as much feared as loved by their clients. Exposure to them was a lesson in the arts of Machiavelli and shaped some of our future thinking.

By this stage we had built a pioneering research outfit in oil and gas. We had a strategy leg in the upstream, which led to blue-chip advisory mandates, and we had also dipped our toes into the conference waters. In early 1994 after a company called AIC had enlisted us to create the *World*

*Oil & Gas Summit* in London, the suggestion to undertake a meeting on Africa emerged. A young woman, 24 years old, called Babette van Gessel made an appointment to meet me in our Avalon Beach office, to discuss with us the idea of holding a conference in Cape Town on Africa’s oil and gas; but neither she nor her firm had knowledge of the African industry, its upstream, the players, or the relevant contacts required inside the companies and state entities. It was a perfect fit, and we decided without reservation to do it – but only with her. Hence emerged the first *Africa Upstream Conference 1994* which was held in Camps Bay later that year, one that signalled our ability to return to South Africa after having left under what seemed to have been a cloud 17 years previously. It was “back to Africa” in another form, with the birth of a suite of conferences and strategy briefings to add to the portfolio.

After the opening of our Johannesburg office by Babette van Gessel in early 1995, I had begun to consider returning to Africa. The 11 years spent in Sydney had been enough, the cultural matrix was not at all like Southern Africa (for better or worse). By 1999, we had rapidly built a core team in Africa and had initiated the international conference suite, with some success and a few failures, partially integrating our bedrock research into the reshaped business model. As the years had rolled on in Sydney in the latter half of the 1990s, the regime of high and rising taxes (corporate, so-called “super” for staff and me, GST or sales tax, related imposts and personal tax) created a





Duncan Clarke in our Sydney office where he met Babette van Gessel in 1994. Our initial Rolodex “database” can be seen on the desk.

situation where we were in effect working from January to September each year for Canberra’s benefit. Our capacity to fund new ventures and build the team was compromised. Indeed, it mortgaged our options to a large degree driven by an emerging, and since vast, “nanny state” complex.

So in early 1999 I took a flight out of Australia, leaving many friends behind, the Sydney office intact, and joined our Johannesburg office, landing one morning on the Highveld in a greatly changed South Africa, and closer to home, where the machinations of Mugabe’s regime was about to wreak havoc on all.



The lioness that took an “up-and-close-personal interest” in us in the Okavango – a lucky escape as we were in an open jeep, stuck in the *vlei* at the time.

## INTERNATIONAL RESOURCE JOURNAL

Extracts from an interview with Duncan Clarke,  
July 2010

The IRJ sat down with Duncan Clarke to talk about how Global Pacific & Partners is reshaping the understanding of the oil and gas industry for the better and what it really takes to do just that.

*NG: What is the focus for Crude Continent? Does this follow on from these previous works? Is there a trend in the books, or is each seeking to tackle given issues separately?*

*DC:* Each book focuses on a separate but critical world issue in oil and gas. Because of my particular background, being born and raised in Zimbabwe, beginning as an economist and working in Africa for many decades, travelling the entire continent, and engaged in advisory work for a number of institutions and private companies, I’d also developed this interest in oil and gas in Africa. We [Global Pacific & Partners] were the first to write a big report on this in Africa, following corporate oil strategies and country risk since the early ’80s. Subsequently we followed that with wider, global and in-depth research on the entire developing world. Then, of course, the modern scramble for Africa added new dynamics and complexities in Africa, which led to *Crude Continent*, with its first hardback edition coming out in 2008. [The book] looks at the whole continent over a century and the competition between companies, the corporate oil quest and the old and continuing Great Power interest in Africa’s oil and gas. It diagnoses each country’s oil game as well; its own historic evolution, political and policy dilemmas, and competitive position, and it seeks to portray not only our extensive knowledge base about African hydrocarbons but it provides a critique of also almost all the key tracts in economics and social sciences, trying to interpret Africa’s state of play, dynamics, socioeconomic drivers and complexions which have long bedevilled many inside, and especially outside, of the continent. Beyond that it offers a series of ideas and concepts, including a new economics model, on how better (indeed, best) to understand the state of Africa and how oil and gas fit into its past, present and future conjunctures. In this particular latest version, with a new Epilogue, I’ve also tackled several public and media myths about the continent and its complex oil game, disputing diverse theories and “evidence” so-claimed about the “oil curse” in Africa, and raised new questions about some foreign state oil companies, notably players from China (with the *Chinafrique* model rapidly emerging), and also the critical drivers of



corporate edge in Africa today, and about what works, who has succeeded and for others, why not. It's a path that we continue to plough – in Africa and elsewhere.

*NG: Great. What is it about Global Pacific & Partners that differs from your counterparts, thus enabling you to go the extra mile and achieve such long-running, diverse success?*

DC: I think we have probably got one of the longest track records for above-ground oil research and track records in advisory and strategy in the upstream, not only around the world but certainly in Africa. Our knowledge base in Africa – not just on oil – is probably unrivalled because we have direct experience for over four decades across and in 46 countries (part of the 120 we have visited on oil and gas business around the globe), and we have known most of the key players for many years. We began to “do” Latin America around two decades ago, and have been active in Asia for close to three decades. In our strategy briefings, we're unique in that nobody does anything like what we do there ... Other people do conferences, some on oil today but on golf balls tomorrow, some are on the downstream, others (too many nowadays) are ill-informed or fly-by-nights. A lot of them are hit-and-run artists, a few (even large ones) blatantly dishonest in their plugs, publicity and promotions. I know of none but us who've got the 20-year track record on five continents with the background that we put together from our front-end strategy briefings and knowledge base, top-quality speaker programmes, with intimate networking and social functions for the players, the companies, the governments, and also the pro bono invitees we usually accommodate, including our Young Professionals and new graduates from universities.

*NG: Are there any defining factors, for Global Pacific & Partners?*

DC: We don't do geoscience. We don't do things that we do not understand and we will not accept an advisory unless we know that we can accomplish it at world-class level, and then it's restricted to strategy. We aim to remain as number one in our worldwide conference suite, and in Africa. We will make our strategy briefings better each year, as has occurred to date. We will remain small in team size, and build on our continuous flow of new ideas while investing in selective and typically home-grown technologies as tools to sustain competitive edge. Maybe we're also different to a few competitors in several respects – they often have different fish to fry – we stick to our knitting, knowledge and strengths.

## C O R P O R A T E   S O L D I E R S   & C O N S U L T A N T S

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*Ten Corporate Soldiers, standing in a line, One of them was downsized,  
and then there were nine.*

*Nine Corporate Soldiers, who must negotiate, One joined a union,  
and then there were eight.*

*Eight Corporate Soldiers, thought they're in Heaven, One was redeployed,  
and then there were seven.*

*Seven Corporate Soldiers, their jobs as safe as bricks,  
One was reclassified, and then there were six.*

*Six Corporate Soldiers, trying to survive, One of them was nationalised,  
and then there were five.*

*Five Corporate Soldiers, ready to give much more, But one golden  
handshake, reduced them to four.*

*Four Corporate Soldiers, endowed with loyalty, But jobs were advertised,  
and then there were three.*

*Three Corporate Soldiers, all under review, One left on secondment,  
and then there were two.*

*Two Corporate Soldiers, coping on-the-run, One took stress-leave,  
and then there was one.*

*The last Corporate Soldier, agreed to re-locate, Replaced by Ten  
Consultants, at twice the hourly rate.*

Anon

## L E O

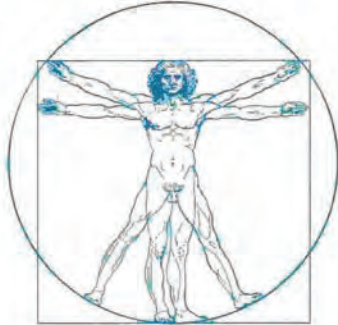
### The SUPER-MAJORS: Lion-Elephant-Rhino-Buffalo-Leopard

#### AFRICAN PROVERB

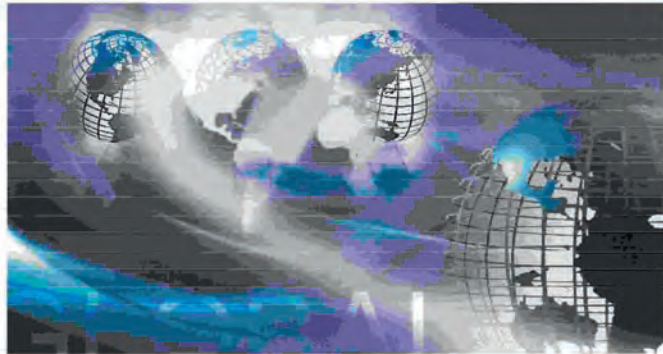
*“One Continent, One Oil Company”:  
preferably yours, or what should really be ours*

You all shine in brilliance again this year. Your chief executives say so. But it is time to crawl out of your corporate shell, talk about your many evident issues, and bask in our African sunshine. Let all know of your deep wisdom and unifying new strategy: One Oil Company, One Gas Company: for Africa. Set it up in Timbuktu, to rock the world oil market. The AU (you see, we have new labels, just like you) will love you even more. But Aries will be more worried, as will Taurus and Gemini. Both are ambitious, but do not bother with them. When they have united, they will calm down and understand your inner strategy: to Go Beyond Plausibility, Take on Tough Challenges, Make a Difference, and bring us stronger winds of change. When Will You Join Us? they ask. Maybe when you have more Human Energy. By the way, that Sun King's children are coming back soon, with a vengeance: they call it renewal, a scary idea. Last time round they plundered half our continent. Look out for the Great Leader from the South: he is closer to Scorpio and Aquarius than you'll ever be. And he can be complicating, mystifying and confusing all at the same time, which is very useful in a global market, as you know.

Your task this year is to de-link Africa and its oil, and from global-speak sprouted by those Bretton Woods twins – have they ever come to our terrestrial paradise? Always apply Nkrumah's unknown dictum: “Seek Ye Their Kingdom”; especially rich ones. Don't listen to that geriatric, miserable scribbler Naipul (“Africa has no future”, he says. Idiot, of course it has – it's just not one, he, let alone you, could ever imagine). Never forget that our Scramble for Africa is back, with a vengeance. But it is different from the old days – now you must negotiate entry. This is always a problem for Pisces, Virgo and Cancer. All Leo motifs have a similar dilemma nowadays in Africa: sheer survival. You thought it was just about success: wake up, China. That Kenyan fellow Obama was not your friend – ask Tony Hayward, although he is now better off and has got a life back. Our animals are having a tough time. The Elephant was once immune, but Lions have begun to contest its terrain. The Buffalo is wounded, again. The Leopard is finding it harder to catch large prey. Even the Black/White Rhinos have consummated union but think no-one else should drink deepwater, and another pretender to our Big Five pantheon cross-dressed with an animal from the Taiga that could have been eaten by a Dragon. This is not Africa's culture at all and bodes ill for our galactic order. Remember, legacy assets must be petroliferous ones, not just dry holes. So invite Aries to join you. He owns half of Africa's landscape already, and will end up with more. Pisces would like to eat your lunch, so be wary – he is very hungry. So fox him, and Sagittarius, with your huge accumulated wisdom: make them Publish What They Pay, pontificate often, invent new concepts for your string of dry holes (call them experimental technical success). Sell us all more Corporate Social Investment – it's like endowment insurance, and the good thing is that you can collect the commission. Above all, consult Aquarius – others do, but alas look what happened to them.



Global Pacific & Partners



3

R E F L E C T I O N S

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## Houston to Holland

*We've often been asked how our corporate name was derived. Well, it evolved in part from our former location on the Pacific Ocean and also an offbeat interpretation of the French word pacifique, as understood as "in the spirit of equilibrium". We had always aimed to be worldwide and to be founded on partnership both within our firm and with selective parties from the global industry. This we accomplished in our early days and it still reflects our global model today.*



Our original logo, derived from a crude geometric imitation, done by hand, of Leonardo da Vinci's famous Vitruvian Man drawing (*The Vitruvian Man*, c. 1485, Accademia, Venice). Yes, there was a touch of shameless plagiarism. *Tant pis*. In the early 1990s we even had coffee mugs, crafted by an artist, with the geometric image painted on them. The logo evokes notions of natural equilibrium, something universal, ideas of balance, the crossing of thresholds or boundaries, and the quest for originality.

Tim Zoba Jr. was our first Senior Partner to come on board. We had met in 1981 in Houston and had much in common, in terms of ideas, economics and research backgrounds. When I was at Petroconsultants in Geneva, Tim was my counterpart in North America. We travelled far and wide together on business to Asia and elsewhere, including conducting *Petro-Risk Seminars* worldwide, and with others created a vast array of original research and product for the company. Global Pacific & Partners' presence in Houston – the heart of world oil then – was a *sine qua non*; Tim joined us to open and head our newly formed Houston office in 1989.

By now Tim has had 33 years in the global oil industry, 15 years as Senior Partner with us. His career had involved working as an analyst and with us in research and advisory practice, specialising in international exploration and production strategies and evaluations undertaken across a broad range of issues including: national oil companies, corporate strategy, acquisitions, oil industry supply and demand, oil and gas reserves and production, hydrocarbon commerciality and political risk, and exploration ventures. Tim was co-author with me for very many of our oil, gas and industry reports to 2003, carried out on over 100 countries. He contributed enormously to our knowledge-base while racking-up business visits for research, advisory and marketing ventures to over 50 countries on five continents as Senior Partner (The Americas), in addition to making many presentations at our conferences and



strategy briefings around the world. Originally from New Jersey, Tim made a bee-line to Houston in the earliest days of the global oil game there, when domestic independents were starting to go international, and so acquired a close appreciation of the new game in town. Houston in those days was not like it is now: on visits there over the years we would often meet the companies in their offices, to entice them to take our global research suite.

During our *5th Worldwide Independents Forum 2001* in Houston, tragedy struck New York on September 11th. We watched events unfold on television on the morning of the meeting's start. The event forced us to repair to Austin and await the opening of air space after five days, and then return to Johannesburg over three days via Atlanta,

Tim Zoba Jr. our Senior Partner in the Houston Office (1989–2003) was widely experienced in the upstream and had long been engaged in worldwide E&P. A hunting *aficionado*, Tim was former Vice-President for Petroconsultants Inc. in Houston (1981–88) and is now Vice-President Business Development, Upstream Consulting, IHS Global Inc. in Houston.





Tia (aka TK), our Executive Assistant in Houston, who managed our office for Tim Zoba Jr. There we met many senior executives and engaged many companies, including for conferences we hosted in Houston over the years 1996–2004.

Madrid and London – not exactly the most direct route. Houston subsequently became a difficult place for us to conduct our conferences given the stringent security restrictions that became more draconian and impacted on our ability to invite speakers from many countries and cultures that were accorded visa-only entry with long delays and complications.

As time went on, Houston lost some of its pre-eminence, I think: other world oil capitals grew apace and many companies established abroad, while new players emerged out of the developing world – some in the form of national oil companies with a global portfolio. This necessitated for us a hectic global travel agenda, not always easily accomplished with our limited means. Yet it was done. It allowed us privileged knowledge, senior management contacts and international relationships that few others ever had, and probably few since.

Meanwhile well before then (1994), and a continent away (in Australia), Babette van Gessel met with me in our Avalon Beach office to discuss the idea of holding a conference in Cape Town on Africa’s oil and gas industry. It was a fortuitous meeting for our firm. We were ready for a new stream of ventures to marry with our research and advisory practice – a stream that has led to our 20<sup>th</sup> anniversary in 2013 for *Africa Upstream*. For the decade from 1994 all three of us were in partnership. Many a foundation stone of our small company was built, others augmented, in this era.

Babette had come from a small *dorp* that grew into a gold mining town in the Orange Free State

in South Africa, where on 16 April 1946 a rich gold find was made, on the farm, Welkom. There she had excelled at school, and left as Head Girl in 1987 to go to the University of Witwatersrand to take Economics and Law. Thus all three partners came from economics schools.

After graduation, Babette’s baptism-of-fire began: starting at the bottom of the corporate food chain with a small company selling the latest *gizmo-du-jour*, slab-like laptops (and also learning how to take them apart – a useful skill when PCs arrived). Not her cup of tea, she was then turned down by M-Net, the private TV channel start-up, as the interviewer judged that the work would be “too boring” for her. The decision changed her career course, and she was hired by AIC as a conference producer. There she researched and executed several meetings on Africa Mining, Electricity and Africa Power, and Smart Cards, building these into substantial events. When they advertised an opening in Sydney, she applied and was accepted in 1994, working for their International Division putting together events such as China Power and Africa Power, and spending time in Hong Kong and Beijing (arriving there first on the 4th anniversary of Tiananmen Square to a much-deserted city). Induction into Asia came swiftly in the form of many meetings



The Senior Partners together at Duncan Clarke’s 50th birthday at the Pamuzinda Game Farm near Selous, Zimbabwe in 1998, and after a memorable canoe ride down the crocodile-infested Ngezi River. Babette van Gessel can be “seen” (just!) sitting in the rear of the jeep.

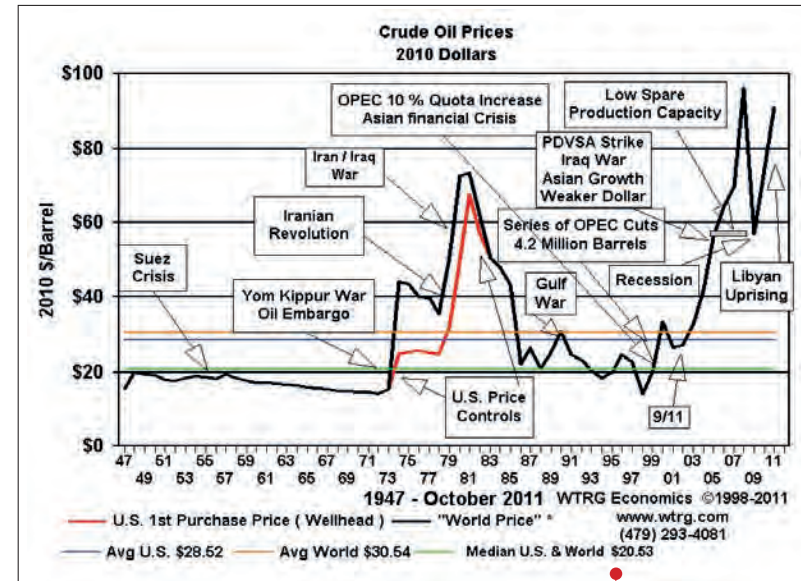


One of Tim Zoba's many hunting trophies, a fine kudu bull from the Eastern Cape, South Africa, following a hard week at our 6th Africa Upstream Conference 1999. Why he took it out on the kudu is unknown – but maybe better than on an unlucky delegate.

with senior businessmen, long Chinese banquets (learning to eat everything provided regardless of shape, texture or culinary convictions) and teaching herself functional Mandarin.

With her Division Chief taken ill, Babette was sent *in lieu* to meet with me in Sydney, as AIC had a joint venture with Global Pacific & Partners. As she recounts: “I *trekked* off in the searing heat to Avalon Beach in a white dress (what was I thinking!), and into the meeting with the infamous Duncan Clarke. I went with some trepidation (I had been warned that he could be rather difficult) but we had a great meeting. We got on immediately, and ended up conversing over coffee at the local café, about everything and nothing, about South Africa and Zimbabwe and everything in between. Duncan had a wealth of knowledge and I found myself returning a number of times to Avalon and, over coffee at the local café, forging a close friendship that has lasted for over 20 years. I left Sydney at the end of 1994, doing the first *Africa Upstream* with Global Pacific & Partners in Cape Town, and was then transferred to Amsterdam to run the Dutch office for AIC.”

Our first *Africa Upstream* (1994) was in Camps Bay, a beautiful locale over the towering Cape peaks, facing the ever-cold Atlantic. No conference facility existed and we used a huge marquee to accommodate the 300 delegates. I enlisted an old friend and minister in Mandela's Cabinet, Alec Erwin, who had gone to school in Umtali (Mutare) in Rhodesia, to give the opening address. It was a time when South Africa was front-and-centre in the news, yet the upstream



game in Africa was nowhere near its current scale. Following the meeting, walking out of the Camps Bay hotel, a senior executive from Amoco who had given a talk collared me and said: “So, you’re not going to do this again, I hope”. “Why?” I asked. “Because nothing will ever change in Africa,” he remarked. But it did, and so did life for him, as Amoco was swallowed up by BP in a takeover in 1998. It instructed us in an observation: takeovers and mergers would become a common form of corporate food-chain adjustment, and our executive contacts would come and go, but we could, and it turned out would, remain longer than most of them, even entire companies that formed and dissolved or later died in the *bundu*.

We followed the inaugural conference by relocating the event to Johannesburg, unwisely persuaded that this, the heart of sub-Saharan

From *WTRG Economics* (London, Arkansas) showing crude prices in constant dollars (2010 prices) over the period of Global Pacific & Partners' early days from 1989 to 2003, when for almost the entire period the industry was faced with low market prices and crude price downside in real terms.



Babette van Gessel was born in Welkom, Orange Free State, South Africa, in the middle of the country, effectively a landlocked province inside the Republic. She grew up there during the years of apartheid, sanctions and social unrest.

Africa's economy, would prove a more fertile ground. It didn't, and the location of the conference in Midrand was a near disaster of logistics and on-site management. Never again, we vowed, and so we moved back to the Cape to find the Imax-BMW Centre as our next venue – and for the 17 years to follow – initially taking a smaller room than the main theatre for the conference meeting.

By this time I had been tracking Babette's movements outside South Africa. She had washed up in Amsterdam, heading AIC's office where she had just employed a staff of 12 when the bosses pulled the plug. She had two weeks to close it down. After a call to her securing a dinner engagement one Wednesday – the cheapest or most expensive ever, depending on how you look at it – I contacted Christian Suter, who was heading Petroconsultants in Geneva, and asked for a meeting that morning to discuss a proposal for them to co-finance our new venture called the *Third Millennium Petroleum Conference* to take place in London. We already had drafted the elements in skeletal format but needed monies to meet the upfront costs of hotels and all that was required to mount this world-scale oil and gas meeting of the best companies in the upstream. I flew from Sydney on the Tuesday to Geneva and met with Christian for an hour. He acceded to our request for funds and to co-host the event, an agreement that lasted a decade before their firm was sold. But he had one key question: who was going to conference it? Without yet full certainty that Babette would join us, I confidently offered her, and it closed the deal, as they had met at our



first *Africa Upstream* and Christian had been hugely impressed. Then it was off to Amsterdam.

As Babette recounts our Amsterdam meeting: "In 1995, Duncan called to ask how I was doing and I mentioned that AIC was closing all European offices under an agreement with *Euromoney* and that I was contemplating a move to London for a job offer I had there. He asked me to wait, saying we could meet for dinner in Amsterdam. I had thought he was joking but he arrived the next day. We went to a small café, sat and spoke. He asked about my plans and if I might leave Holland to go home, open our office, develop the conference side to the business, in tandem with the global advisory practice that was already well established between himself and Tim, and become a Senior Partner and, with time, a shareholder too. Acceptance was immediate, and a princely cash sum of around \$2 500 changed hands to fund the new venture. It was to be a landmark meeting for our firm, all three partners, and both of us. But I did wonder how Tim Zoba Jr. and I would get on,

Babette van Gessel at eight years old, in Welkom, South Africa – a thriving gold-mining town near the arid Karoo hinterland. The region was known for raging red-dust storms which would engulf the town from time to time, to deposit layers of desert sand on and in everything. Oddly, Welkom was known for its seagulls: no one quite knew how they found their way to the semi-arid Orange Free State, so far inland. Here via Karel van Gessel, her father (General Manager of Western Holdings, Anglo-American), Babette encountered the resource industry, went underground, met many mining executives and employees, and was introduced to business at a young age while her mother (Wicky van Gessel) arranged social functions, thus providing a foundation in the world of diplomacy and social networking. This time also included vacation work as a payroll assistant using log books in a tedious but critical task, learning that "all" are important no matter their employment status.





The Convent of St Agnes, Welkom, South Africa, attended by Babette van Gessel, seen in the front row with the nuns, and as Head Girl in the Class of 1987. She was one of ten allowed to go to Christian Brothers College for science, so all was not lost for women in the Orange Free State.

as we had not met, and how he might accept this arrangement. Duncan reassured me that all would be well. Upon meeting him I found Tim fabulous. He was quiet, with a dry and wicked sense of humour, happy to pass on knowledge and ideas to help, and he very kindly welcomed me into the “trio”, proving a solid stabilising force during our early formative growth years.”

The next step onto the global stage was *Third Millennium Petroleum* in London, managed and organised by Babette with our small Johannesburg team. As she recalls: “I left for London to arrange the venue, staying in a hotel that cost £60 per night (having to hop over cases to get to the door) as I didn’t dare spend money we didn’t have (as we were funded by Petroconsultants, and had yet to earn our share). Christian was a lovely character,



smoking cigarillos, with a shy demeanour but as smart as nails, instilling great respect and confidence. He believed in our ability to pull the event off, and made me feel at ease and was a delight to work with.”

Meanwhile, Babette had left Holland in early 1995 to open our first Africa office – which was at her parents’ house in Cresta. During this time her mother, once again, was roped into work – acting as our receptionist when Babette was not at home. Emma Sayers joined as our first employee (she and Babette had worked together in Johannesburg). She brought with her administration skills to help set up venues and logistics and in time we moved to our first formal office in Randburg. Emma’s sister-in-law, Natascha Sayers, later joined to help us with the accounting, invoicing and office administration. Cecli Kleinbiel developed our marketing to create our first conference database.

As Babette recalls: “We had a rolodex of contacts from Duncan which needed to be inputted, and so began our first database with around 500 key names. Our first mail out was accomplished with all four of us sitting on the floor folding brochures and sticking labels onto

The University of Witwatersrand was Babette van Gessel’s alma mater (1988–90). She read for the BA (Law & Economics – with Psychology and English Literature), during which time she resided in a student flat in the infamous Rocky Street, Yeoville, a bohemian area renowned for its exposure to political activism, artistic expression and late night cafés during a fraught time in the growth in political consciousness. Here, Babette was sole organiser of a fashion show for the Black Student Society – a sensitive and risky venture at the time, with protests and tear-gas riots at the university, and with some “disappearances” amongst political activists still taking place. Corporate sponsors, fearful of association, were wholly absent. Sponsor monies were garnered from small Italian shops downtown while all meetings were carefully watched by security police. The show nonetheless took place, and was never forgotten – an experience that later shaped Babette’s enthusiasm for organising events.





Babette van Gessel with South Africa's Minister of Energy, Roelof (Pik) Botha, at our inaugural *Africa Upstream 1994* post-event *braai*, on the beach at Saldhana Bay, north of Cape Town. Pik was a renowned Foreign Minister, negotiator of Pretoria's military settlements with the Cubans and Russians in Angola/Namibia, and a great raconteur, known for partiality to "brandy and coke".

envelopes. Only later could we afford to have a third party do it all for us, and so the inaugural *Third Millennium Petroleum Conference* was born, bringing in 250 delegates, in one of the first global upstream conferences, an event that would run with success for one decade."

When Babette joined us as Senior Partner in Johannesburg, we had a trio of offices, but only Houston was really in any key oil centre. Tim would join us in Africa annually on business and for all our conferences, and many times more elsewhere. Together we would all take off post-*Africa Upstream* to recover in the Okavango, or Tim would go hunting in the Cape.

Despite the evident logic of our idea integrating our formidable research suite with the emerging conference business, it took some years for this task to be accomplished. Indeed, after 2001 there was little need; we abandoned the old formalist "research model" – what I called 20<sup>th</sup>-century research – and converted our delivery mechanism to one of strategy briefings only. The notion was simple: we could not be everywhere, nor visit all corporate or state clients enough of the time, as we were a tiny entity, so we would henceforth bring the clients to us. It worked, and the move proved prescient: around this time the dot.com boom and internet changed the face of access to data and information, if not quality analysis, while we still held the high-ground in strategy, we thought, partly because of our collective two decades-plus of conventional research around the world.

Meanwhile our Johannesburg office had grown apace and become central to many operations.

Courtney Watkins, a former Miss Stellenbosch, joined us as sponsorship manager, Amanda Wellbeloved arrived (in a tweed suit for her first interview) as our first conference producer. She has now been with us for 15 years and is Vice-President Africa. Amanda was followed by Razina Meer and Mona Manuel. When we moved to Rosebank, our first truly formal South African office, we took on additional staff, with Sonika Greyvenstein arriving (in a tea-dress, as a temp) to do database work, later after extensive global exposure becoming Vice-President International (and with us now for 14 years). Amanda and Sonika excelled at our conference management, working closely together. They began in modest roles, moved up the ranks, travelled worldwide and became well known amidst the global oil executive fraternity. Both rapidly demonstrated skill, capacity and ability to engage with our foreign portfolio and clients: in Asia, Europe and Africa for Amanda, Latin America in particular and Africa and Europe in the case of Sonika, even though for some years they have both pretty much "done the world".

Over 1995 to 2003 others followed – Chanel Naidoo, Nandi Mgwadlamba, and Jason Hodgkiss joined us, taking on new ventures in conferences, research and technical support respectively, as the portfolio rapidly expanded: in Singapore, Sydney, Perth, London, Houston, Miami, Rio de Janeiro, Paris, Rome, Lisbon, Marrakech, Johannesburg and Cape Town. The conference template by then reflected our global research footprint. Yet, in 2003, new conditions enforced a restructuring of



The Senior Partners at Avalon Beach Café, Sydney, for the premiere of our *Born in Soweto* TV/Film Documentary, made by Global Pacific & Partners (1994). Filmed by one of Australia's top filmmakers, James Ricketson, it was based on the well-known book by an old friend, Heidi Holland. At the premiere, which Heidi attended, we were joined by Australian film stars, Bryon Brown and Rachel Ward.



Heidi Holland's *Born in Soweto*, the book on which our film documentary was based. Also the author of *Dinner with Mugabe*, she was one of South Africa's most acclaimed authors whom we first met in Salisbury in 1971, and she originally came from a farm in Rhodesia/Zimbabwe. It was the first TV/film documentary made in the New South Africa in 1994, shown around Southern Africa and across the world, including translation into Japanese by Tokyo Broadcasting for the first state visit to Japan by President Nelson Mandela.

our global portfolio, staff complement and offices. Our Johannesburg office had been peripatetic after its origin in Babette's parents' home: first a corporate suite on Hendrik Verwoerd Drive in Randburg, then a house in Greenside, and finally the Rosebank office near Sasol, where we remain today after "restructurings" done over 2003–9. By the end, we were happily able to recruit Jason Hodgkiss, our first full-time "techie" (from August 2000), to improve our initial petro21.com website, and more recently Judith Moore to do conference research.

While we abandoned the old formula for our "traditional research" model at the end of the last century, we have resuscitated our research profile in a modern format, to provide a flow for short, sharp pieces of analysis, insight, opinion on the developing world oil game, critical oil and gas themes and corporate oil portfolio issues. With the new model shaped around this concept, with inputs too from the talented Kelly Alexander (formerly at the Gordon Institute of Business Science), who took her Master's degree at the University of the Witwatersrand, and has joined us in our Johannesburg office in the Research & Advisory Group, to work closely on this endeavour with Duncan Clarke.

As Babette recounts: "During these years, I learned to line-dance in Houston, Tim turned 40, I got married at the turn of the century, Sola Adepetun got coerced into a mid-winter swim late one night by Tim and Duncan at his house, I secured my Yellow T-shirt for *kung-fu*, we narrowly avoided two Al-Qaeda bomb blasts

(myself in Casablanca and Duncan in Jordan during an advisory with the Ministry of Oil from Iraq), I learnt to tango in Buenos Aires, and Duncan and I climbed the Corcovado in Rio de Janeiro. We launched our first website Petro21.com and introduced digital downloads for conference presentations. We attempted our first *Africa Energy Safari* (only Tim, Duncan and I went in the end, although it was a great idea at the time), and we started our tradition of a post-*Africa Oil Week* in-company annual get together (still in place to this day) while the Global Women Petroleum & Energy Club was formed (for which we held two conferences, one on Africa in Johannesburg and a global one in London). Noticeably there was a lack of higher-level women in the industry at the time (Rebecca Marks an exception), especially in executive positions, but we received encouragement and support from Margaret Carsons (Enron), Terry Strang (Nexen), Linsey Dyer (SNC-Lavalin, Canada), Suraya Aziz (Petronas), Bintou Wone (Petrosen), Nosiwe Nokwe (then with Engen, now Chief Executive of PetroSA), and others in Petrobras and companies elsewhere. We also built new global business relationships, in part with publications and media around the world. We were the first supporters of the newly launched *Upstream* newspaper, edited by Eric Means whom we had met in Rio de Janeiro. We still maintain these relationships today (*Upstream* is now the Exclusive Media Partner of the PetroAfricanus Club).

"The New Zealand, South Africa and later Cote d'Ivoire and Mauritania Roadshows took



Babette van Gessel with Emma Sayers, our first employee in the Johannesburg office from 1995, where she worked on our conference administration and global events until 2003.



Senior Partners, at the 3rd Africa Upstream 1996 in Cape Town, with Sola Adepetun (Lagos, Nigeria) and Emma Sayers.

place on three different continents, and our conference suite took shape. We witnessed the growth of *Africa Oil Week* and the continuation of *Africa Power* (held for five years), and the additions of *Asia Upstream* and *Latin Upstream*, *Africa Downstream* (held for ten years), *Global Gas*, *Southern Africa Oil-Gas & Energy*, *Sanctioned Oil*

*States* and the *Angola Development Forum*. We also held *Moçambique Development Forums* at which for three years Graça Machel (married to Nelson Mandela) made the Opening Address. At one of them, protests erupted when a delegate claimed that the Maputo Government had ‘unfairly’ confiscated his plane on charges of arms smuggling. Elsewhere we encountered several on-site protests and in-room disruptions over time from, *inter alia*, single-issue political lobbies, Global Witness, Greenpeace (more recently) anti-fracking lobbies, and an all too familiar backlash from the peak-oil theorists.”

For the *kippie* from Welkom, all this began a remarkable journey across world oil and gas as she embarked on a global safari, and established networks around the world, meeting many personalities along the way who were significant players in the industry and helped influence our involvement in the oil and energy game. Here Babette remembers encountering many key

industry executives during those early years: “There was Chris and Jack Yelland (Electron), Clive Ferreira (Fieldstone Capital) and in the oil industry specifically, Christian Suter, Conrad Gerber, Gene van Dyke, Jack Holiday (South Africa), Bill Brumbaugh (Houston), John Forman (Brasil), John Doran (Australia), Al Boulos and Fred Dekker (Houston), Ahmed Hassan (Egypt), Richard Lorentz (Singapore), as well as friends and colleagues who I started out with and who still form part of my history today. They include: Sola Adepetun, Andy Kitts, Jan Maier, Juan Pareja, Andre Coajou, Jeff Waterous, and many other senior corporate executives and government officials with whom contacts continue.”

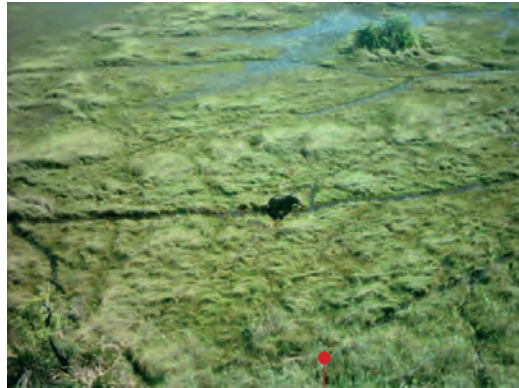
Over the period between 1989 and 2003 much was done to establish our global foundations. Yet it was never plain sailing and we encountered turbulent waters quite a few times. One such occasion came in 1994 when our film made on Heidi Holland’s *Born in Soweto* book nearly broke the bank account; another came around 1997 when our large global research suite was made available and we became dependent on three transactions for settlement which all came on one day, making us think that we had “arrived” (as all three partners had on the back of the orders gone to buy new houses) only to find that no further sales followed for six months, and a cash-flow problem was precipitated; another ensued in 1999 when a financing deal to produce the first-ever *African Petroleum Journal* caused us to carry the entire can with all the unintended liabilities, evoking similar drama (as we went “under



Babette van Gessel with the Minister of Energy for Somaliland at Franschhoek, South Africa (1999). We took Minister Ahmed Behi there for a weekend break and he asked us to call the President and say that he was being “kidnapped” with a ransom of \$2 million needed. It was never paid.



The *Global Women Petroleum & Energy Club*, the world's first in the oil and gas industry, formed in 2001 by Babette van Gessel, President. Our research then had identified around 500 women in the world oil game in management, technical and new ventures roles. Today, 6 640 women are defined on our database and the Club has been re-launched.



Elephant seen on our Okavango Safari from a chopper.

water”); and again in 2003 in the post-9/11 world when conditions became seriously inauspicious for the firm and our bank account was stretched to the limit.

Babette recounts: “Markets had badly soured and we had over-expanded. Duncan and I decided we both preferred to be hands-on, not only in management of the company but within the business itself. So immediately after the *APJ* debacle, and with a few bottles of white wine in Duncan’s lounge to commiserate, we made an urgent plan, and restructured the company to become streamlined, more robust and inherently more efficient. We did away with much of our event suite, choosing to focus more on our core interests: upstream. We had always had deep insight into that side of the industry, were a part of the global network and had been respected in that community by state oil players and companies worldwide for many years.”

Part of our shake-out in 2003 was to rethink our global positioning. I moved to London, Babette to The Hague. As she recalls: “The office in The Hague started off in an empty rented apartment (we were still waiting for our furniture to arrive), with my husband helping with late-night coffee and as a newly appointed (temporary) receptionist. Much later the office moved to the attic of our house. Jerry van Gessel, my brother, came to The Netherlands and joined as Marketing

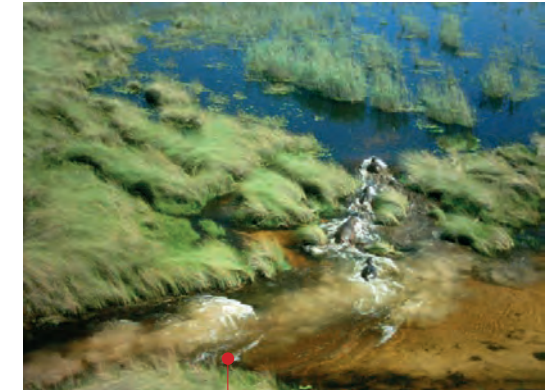
Director, and we relocated to a more spacious office up the road from Shell. Tanya Bedall joined us, then Jerome Svikovsky (from London) and Jodee Lourentz. Duncan remained in London until moving back to South Africa in 2009. Sonika and Amanda looked after our South African office and we continued to build our global event presence.”

In time our upstream conferences in Asia and Latin America (each now in its 20<sup>th</sup> year), became established as anchors in the global industry calendar. We also hosted the *Equatorial Guinea Upstream* (with Government and GEPetrol) and, the first-ever *Nigeria Upstream* (with British Nigeria Business Council), held the first *Northwest Africa Upstream* (with Petrosen), launched *Europe Upstream* (then a dud – revisited in 2014), and created the *Western Africa Oil, Gas-LNG Energy Conference* as well as the first-ever *Eastern Africa Oil, Gas-LNG & Energy* event. The PetroAfricanus Club was born on a flight between Rio de Janeiro and Johannesburg in 2003, and after a bottle of red.

Other landmarks emerged, including our Maghreb & Mediterranean and Mideast conferences (with Onarep/ Onyhm and ETAP); PetroAfricanus morphed into a key industry networking community; and we launched the Young Professionals in Oil, Gas & Energy, an initiative founded and funded by the Senior Partners. It was created to bring young graduates into the industry and to provide



Senior Partners Duncan Clarke and Babette van Gessel after our *9th Latin Upstream 2002*, at the famous *Corcovado* – in Portuguese “hunchback”, a mountainous 710-m granite peak located in the Tijuca Forest in central Rio de Janeiro.



Okavango hippo on the run in the channels during our air safari.





Duncan Clarke in our first London office, in Marylebone, where we relocated the Head Office over 2003–8, while Babette van Gessel went to The Hague to establish the Holland office and we closed the Houston office.

them with a unique opportunity to network worldwide and learn from some of the most influential thinkers, executives and companies. Then The Global Women in Petroleum & Energy Club was re-born and CNN joined us as an Exclusive International Broadcast Partner. Our *Africa Oil Week*, whilst still maintaining its personal roots and character, became the

most recognised and widely-attended Africa event worldwide. Several delegates are veterans, having attended all 20 years, others come annually to reconnect, deals continue to be made, new frontiers are broken, and countries and companies are introduced yearly into the fold, all contributing indirectly to the phenomenal growth of the continent's oil and gas industry.

Yet our crossroads in 2003 had come before some of this success, and that was not a year to remember for repetition, only for nostalgia and the sheer necessities of survival. While then in somewhat dire straits, there were lessons to learn: stay well out of the independent film industry (something that at the outset we knew nothing about, and were naively misled by evident spin and over-inflated promises); never become dependent on one-off deals that cannot easily be repeated; be careful for what you wish for, as events can crater if a city, venue or country of choice goes downhill; and beware of entering the publishing world on one's own account; also single, large deals can be dangerous to survival, even if signed

with reputable partners; and remember there's a gorilla outside, larger than the monkeys of risk, called uncertainty, always lurking in the shadows – one that can upset the apple cart and change the paradigm.

We made other mistakes after this, but the immediate issue was to fix the situation. The Senior Partners convened in London to take stock, and Tim had an eye on undertaking downstream trading ventures from China via Taipei to Houston, so an amicable settlement of partner affairs was made in an easily struck agreement. We all went off for dinner together and a long night of reminiscences with suitable non-monetary liquidity. One era had ended, and a new one begun. For our good fortune we have been able to maintain our old friendships and engage Tim regularly in our conferences since as an accomplished moderator and speaker as well as a highly valued legacy partner.

When in the pool at the Sheraton in Rio de Janeiro at the end of year prior to this meeting, Babette had indicated an interest to live in Holland and run our office from there. I thought that was fine, and it would enable us to get closer to world industry players in Europe. It also encouraged me to relocate to London to do the same. So I left South Africa in early 2003, she a few months later. But meanwhile we needed to deal with our own management issues. So we acted rapidly on several fronts to reshape the business and its underling operating model. Given that both Senior Partners were moving from Johannesburg, significant restructuring was needed. Already we had closed the Sydney office in 2002 to fit our new research



The Senior Partners after our *11th Africa Upstream 2004*, on much-needed R&R in the Okavango Delta on a *mokoro* in the vast and labyrinthine wetland channels.

and strategy briefing model: less written text and a shift to a few centralised and articulated briefings co-located with our conferences. The new global office matrix (London, The Hague and Johannesburg) meant considerable downsizing in Johannesburg where we had our largest teams, significant new hiring in Holland and some new support in London.

The Hague office, now in Denneweg, grew rapidly under the management of Babette to become a key operational centre, coordinated with Johannesburg, for our worldwide events, management databases, marketing, technologies and diverse portfolio. Jerry van Gessel joined us in Holland to create a world-class set of media relationships with publications, and online, that have been extremely important to our interface and communications with the fourth estate inside the professional oil industry milieu. When he then one day married our Latin America Representative after a visit to Rio de Janeiro, and she left for Holland, we had to find another, and luckily did so in the form of Eliana Cardoso who has had two decades' senior experience in Brazil's oil and gas industry.

Jerome Svikovsky, who initially worked in the London office, moved to The Hague as our Vice-President Technologies as we centralised our large databases, technical systems, website and online operations there. One key reason was that following a radical Eskom power failure during fierce storms in Johannesburg, we had nearly lost the entire management database as our computer systems were blown. It was one risk we could not

take. Nor did South Africa then have adequate power supply security, broadband systems and server capacities to carry the loads required.

Jodee Lourentz, an Australian-Sri Lankan, came on board in The Hague in 2011 and has become a stalwart in our conference programmes around the world. Our Holland team today includes several additions of consequence already making a mark with David Smeulders, an ever-patient intuitive designer with an eye for visuals and energy to match, creating a new look for our face to the world (he is also the founder of "Slowmography", an interactive installation that captures the movement of its audience in one intriguing image); Alex Daskalakis (our "Greek Geek") hailing from Crete, supports our IT worldwide from The Hague, with extensive experience in web development, aside from being an all-round musician and visual digital artist; and Brigitt Relli, our Italian-Dutch addition and native of Florence, who is always well organised and proficient in languages, while people-skilled, as a great addition to the personal touch presented at Global Pacific & Partners (she was recently appointed as Executive Assistant in the Management Office).

More recently, Alessandra de Souza Salgueiro de Jager, a Portuguese-Brasilian, joined us also to work on our global database, a herculean task. While learning Dutch, living now in The Hague, we thought she was quiet and shy but soon realised that it's impossible to keep any Brasilian quiet. Meanwhile, Marilijn Boumeester is bringing us up to speed on our social media and web-content



Duncan Clarke with the leading light in Senegal's upstream industry, Serigne Mboup, *Directeur General*, Petrosen, at our press conference in Dakar before our *Northwest Africa Upstream Conference, 2005*. The Presidency insisted on opening the conference in a pre-event extravaganza with 500 assembled dignitaries. Youssou N'Dour, Africa's most famous and world-renowned singer, led the dinner entertainment with a show that has never been surpassed.



Babette van Gessel on the beach, following our visit to Angola in 2004, with some locals we had met on the small island found offshore Luanda (once known as São Paulo da Assunção de Loanda).

programme. So with select part-time technical staff joining, this enhanced structure has added knowledge, diverse skills, multiple languages, more flexibility and talent to our global team.

The emergence of someone – in the form of Babette van Gessel – from Welkom to prominence on the world oil stage, should be considered a rare achievement. There was no significant oil industry at home for her to plug into after university. Yet her father was an Anglo-American executive of note, and so “resources” were in the family blood – as was a Dutch heritage, making the move to Holland a breeze. Her knowledge of Economics and Law was strength for us. That she had been left high-and-dry in Amsterdam in 1995 proved to our eternal advantage. Her prior professional work in South Africa, China and Australia on power and energy conferences before joining us

enabled her to take on the world upstream at top-class level and best quality, which fitted her natural instincts. This was noticed by Christian Suter, amongst many others. Only one other could claim then to have anything close to similar *savoir-faire*: Brenda Hagerty, who we have known well since the mid-1980s, but only with *Oil & Money* (run annually in and from London). Time has proved that Babette remains unmatched around the world in oil and gas conferencing, especially for the upstream – and this, in my humble but seasoned opinion, is a view shared by many others.

Managing our diffused operations found in our Southern African matrix with the Aussies and our American office, as well as dealing with executives of all types on six continents, and running our decade-long established office in The Hague, with a long list of other accomplishments, has been a testament to Babette’s profound skills – I shan’t elucidate all, as they are self-evident. She has brought a sound mind-set on our strategy, considerable insight, natural diplomacy and personal qualities, recognised far and wide, thus augmenting our knowledge and our organisation, as well as proving a classy moderator and speaker on worldwide licensing. With over two decades shared so far on our path worldwide, there could be none better with whom to take this journey, and not only for the good times but the rough and tough as well. There are few countries or issues in our portfolio that Babette lacks awareness or direct experience of; she has built the portfolio through numerous landmark industry events on



The Senior Partners celebrating at night in Lagos, after our *Nigeria Independents Forum*, 2011.

Africa's oil and gas (in Western, Eastern, Southern Africa and the Maghreb), as well as shaping world-class conferences held elsewhere. Babette has established senior management connections and networks with almost all the leading corporate players and state oil-gas firms – including governments, national oil companies, licensing agencies for our roadshows on four continents, and in dealing with the banking world and the service and supply firms across several domains.

While Babette became Founder and President of the Global Women Petroleum & Energy Club (2001), together we formed the African Energy Club in the late 1990s as a non-profit entity, and she acts on the Board of the African Institute of Petroleum, which she manages, along with our PetroAfricanus Exploration Club, bringing together senior level industry players with direct investments and corporate interests across Africa's diverse, growing exploration business. Babette has also formed the International Licensing Association, bringing together knowledge and networks for licensing agencies and ministries across the globe, a theme on which her knowledge remains top-tier.

One soft-side technology developed by Babette has been the sophistication of what could be called our “conference value chain” (probably the most organised anywhere), to produce the hyper-efficient realisation of the end product from concept all the way through to post-event fulfilment. As with an iceberg, clients hopefully only witness the image above the waterline and not all the nitty-gritty that comes before or lies below

sub-surface in our event-cycle, which typically has an annual and sometimes messy gestation period. Without elaborating on this complex process with all its in-advance thought, coordination, in-house systems for speakers, delegates and exhibitors, accounting and funds management, with attention to an enormous amount of sequential detail, it is clear that a great deal can go amiss. However, it rarely does, even as this value chain is managed simultaneously for our entire annual event suite, today with around 16 meetings in total plus social functions and awards. The management skill needed for all this is substantial. While the Holland office expanded as our key operating base in Europe, our London office remained small. Nonetheless it allowed increased interactions in the busy London market where our direct presence lasted to 2009 when I returned to Johannesburg. A lot was accomplished, and yet still much continues to be achieved there, managed from The Hague.

Notably then, we secured an early advisory for Rosneft on shaping their worldwide strategy in Africa, Latin America and the Middle East, after they had hunted me down and insisted that the work be done by Global Pacific & Partners. This necessitated Russian translation, even for the contract agreement. I thus recruited Vaida Zabarauskaite – then working in a London mailbox company, but originally from Lithuania: Vaida had been brought up in mother-tongue Russian. She worked with us in research for the next five years, completing university in between to graduate in Business Administration and do her Master's in Finance, later joining Wintershall in





The Senior Partners “dressed to kill” at the dinner on our receipt of the *SANEA Industry Award 2011* in Johannesburg.

The Hague. Knowing nothing initially of oil and gas, Vaida was determined to enter the business, and to her great credit she did so with success.

The Rosneft advisory was unforeseen and broke us unexpectedly into Russia where we met companies such as Lukoil and Tatneft. On invitation from Eugene Khartukov I spoke in Moscow at MGIMO to a mix of Russian oil players while there to deliver our advice to Rosneft in a voluminous report to management in their office across the Moscow River from the Kremlin. It was a curious meeting held around the triangular-shaped table in the Board Room with the “top dog”, Sergei, seated like the *Czar* at the appointed pinnacle. The executive minions covered around the table as he brusquely disclaimed Rosneft’s need for any overseas strategy: since “his friend across the Moscow River could provide anything Rosneft needed”. There was an uneasy dead silence. I told him he was surely mistaken both because Rosneft had requested the overseas strategy and, moreover, that it was the best way to go, long term. A fierce debate ensued between us, the minions staying well clear. At the end Sergei confessed that he had loved our sometimes heated discussion: “My people are too scared to argue,” he noted. What Sergei omitted to say was that only he knew that within the next month, Rosneft would inherit Yukos, almost cost-free, as a gift from President Putin’s new resource nationalism strategy.

In 2006 the CNOOC London office called, asking for us to act for them as retainer advisor on Africa’s upstream. This we did for one year as China ramped up its acreage entries into the continent.

In that time alone, CNOOC dropped \$3 billion into acquisition and new ventures mainly across Western Africa. The advisory was accomplished by periodic “brain drains” on countries and issues prior to some undisclosed interest, which usually materialised shortly afterwards, and over regular meetings and lunches near their office, while we plugged them into our Africa networks. Once the annual deal ended, we barely heard from them again for another five years, which we thought was unusual. Now they’re back on board.

It was in London that first contact occurred (by chance) with Profile Books, our publisher for four books to date. In 2007 they took on our initial work, *The Battle for Barrels* (2007), a deconstruction of the theory and empirical basis for peak oil claims. The peak oil lobbies were in full swing and some vitriolic criticism and personal abuse flowed our way. The BBC interviewed me several times, once in a one-hour debate on the World Service with a rabid peak oil fanatic.

The nomad was again getting restless and cold in the northern hemisphere, so it was back to the South Africa office again, in 2009. There we reshaped earlier-held meetings into our *Africa Economic Forum*, run until 2012. We gathered thinkers, economists, corporates, state officials and the Minister of Trade and Industry Rob H. Davies, who had been in my Honours (Economics) graduate class at Rhodes University, to do the Opening Address. Our annual *Sub-Saharan: Economics Briefing* accompanied the event. This still continues, though today relocated inside Africa’s *Mining Indaba* held each February in



The authors at the 19th Africa Upstream conference in 2012.



Duncan Clarke at the Opening of our 19th Africa Upstream Conference 2012 in Cape Town.

Cape Town and focused exclusively on resources (mining and energy – oil/gas and coal).

During this time, to provide an understanding of a complex Africa and to counter the surplus of spin and sound-bites from “experts”, I developed the following simple if enigmatic mathematical formula for calculating Africa’s income/capita growth rate from 2013–50 (known as “Clarke’s Growth Equation”):

$$Y/P = f(S^*E + NxC^*I - AIaE, PNdR, GW/Y, Ed-Yr, C-ID+F, CS+r - M^*)T @ 2050$$

I won’t try to explain its logic here! But it’s easy – once you know the variables and can accumulate the data to match. Certainly, it’s far more realistic than anything pumped out to date by the linear forecasts liberally punted by the usual suspects.

In 2011–12 we also took on Dianna Games

in Johannesburg. A Zimbabwean well known in South Africa for her extensive business savvy on Central-Southern Africa (also the chief executive of the South Africa–Nigeria Chamber of Commerce), and widely travelled in Africa, Dianna added strength to our endeavours. We played a small part in assisting Dianna with her excellent book *Business in Africa* (Penguin, 2012) and after her sojourn with us she returned to working solo, once more heading her firm, Africa@Work, and continuing as a fortnightly columnist for the widely read *Business Day*.

Advisory work in Southern Africa emerged in and beyond the oil industry with GE Africa and others, as well as a substantial mandate for the African Development Bank in Tunis on trying to upgrade them in the oil and gas game. As with a similar mandate conducted for the IDC in South Africa (2004) and various banks, this seems to have been easier said than done. It appears to have been a case of much talk, little action, so far. *Plus ça change*. At this time, the South African National Energy Association honoured us with the *SANEA Award of Year 2011* at an annual dinner in Johannesburg at which Babette and our team were present, and where the two nominees were invited onto the stage at this gala occasion, one to be announced lucky, the other to face the crowd as runner-up: not a great way to come second.

Undoubtedly, if we had followed the unsolicited advice from the Amoco executive in 1994, *Africa Upstream* could have withered on the vine. The bottom-line, however, was that we had more confidence, and even greater risk appetite and

inherent interest, than the corporate honcho, as time attested. The growth of Africa's oil industry and our landmark event have been in lock-step, although there have been inevitable down-cycles in the interim to ride. Twenty years may not appear as an eternity in any single conference but it is not something to be assumed, and more will follow. The move in 2013 to the CTICC in Cape Town ushered in a new era, and the achievement of two decades of accomplishment will be repeated for our *Asia Upstream* and *Latin America Upstream* conferences in 2014, both landmark meetings on those continents.

In 1996 the Minister of Minerals and Energy Penuel Maduna delivered the Opening Address at *Africa Upstream*. He paid us an unexpected compliment and set out challenges for the conference and the African Institute of Petroleum. It was a magnificent talk, the finest we have heard from any minister over many years. Someone asked afterwards if we had written it. Not so: it was Jack Holliday, Chief Executive of the Petroleum Agency SA, leader of that entity from its formation – the advisory mandate we had conducted on behalf of the government and Soekor. Jack had put South Africa's offshore onto the world offshore oil map. Today the agency is under threat, paradoxically following success in enticing blue-chip players into frontier deepwater ventures; it seems that “no good deed goes unpunished”, as the old maxim goes.

Some achievements in our long trek are particularly worth noting: the pioneering endeavours within the firm, such as the shift from



classical research to strategy briefings, creating a niche yet to be dislodged; the world-first move from printing all the speaker presentations in tomes for delegates to the introduction in 1999 of our global e-Conference facility (saving money en route too); the provision of an independent voice for corporate and industry interests in the shape of the African Institute of Petroleum; the establishment of the International Licensing Association, plus several related global industry platforms and networks that form part of our current portfolio. All of this has flowed from initial ideas, then execution, and then from the periodic reshaping of the business model to stay ahead of the game and remain at the cutting edge.

Of course, while we retain a small but highly dedicated core team, there have been a number

Babette van Gessel with the core of our long-time Johannesburg team – Amanda Wellbeloved, Vice-President, Africa; and Sonika Greyvenstein, Vice-President International, at the traditional *braai*, Grand Africa Beach Café, after the *19th Africa Oil Week 2012*.



Babette van Gessel thanking the Prime Minister of Namibia, at our *braai* held for the 19th Western Africa Oil-Gas & Energy Conference 2013 in Windhoek.

who have come and gone with the years. The original Senior Partners Duncan Clarke and Tim Zoba Jr. clocked a combined 30 years together, and, in the eventual trio with Babette van Gessel, served together for a sum of 39 years. The present Management Executive (40 years in total) has worked in tandem for the last 20 years together. This provided longevity and stability, probably the longest partnership/s of this type worldwide. Together the partners have clocked up an accumulated 70 years input into the firm. During its lifespan our firm has inhabited 19 different “offices” (some rudimentary), with four offices remaining, excluding those of our Representatives in London and Rio de Janeiro.

Over the last quarter century we have only ever employed 24 staff. The full-time head count is now ten, including two partners. Some 216 “man-years” (123, or 52 per cent, “woman-years”) have gone into the entire business. Of these 146 are staff-years (72 per cent women), again excluding Representatives (all women). Of our current staff (of whom women constitute 63 per cent), their input-years total 65; and average annual current staff tenure has been just over seven years. Four of our existing key people have been with us for over a decade, two reaching around 15 years. This has been despite our shifting footprints and office closures in Sydney and Houston and large restructuring in Johannesburg in 2003. Few if any outfits like ours can probably match this record of relative continuity and stability.

Naturally our optimism has not always been borne out by performance and a few staff left inauspiciously. One employee barely did any work, turning the computer screen off each time any of us entered the office. Another with a hardly visible output turned out to have been a probable psychopath. Gun shots fired into one of our Johannesburg offices have never been fully explained – but our suspicions remain. There was an employee with great promise who, after eight years, decided to “put the feet up”, for reasons we only later understood. Another likeminded employee, after the same period, basically went “out to lunch”, so to speak, and never returned, thankfully. However, well over 90 per cent of those no longer with us left on very good terms and with mutually agreed settlements when restructuring and office closures were necessitated.

Finally, it would be incomplete and remiss not to mention in closure that ours has been not only an intimate firm – with staff closely connected, clients always greatly appreciated and personal industry relationships long nurtured – but one closely related to the Senior Partners. All remain part of our worldwide endeavours.



Babette van Gessel “up against the wall” in The Hague.



## A R I E S

### The INDEPENDENTS: Rams

#### AFRICAN PROVERB

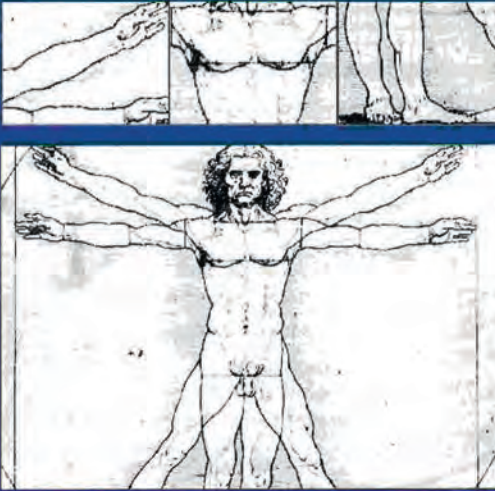
*An unworthy independent is like a man without lobola,  
with many fiancées, little sense, few cents and fewer cattle*

You all rushed forward throughout our much-exalted deepwater in Western and Northwest Africa, now Eastern Africa too. Our Gurus are impressed with what you have discovered on our Omani seaboard, five hundred years after Vasco da Gama; very smart of Aries. Moreover, you no longer neglect our southern water-lands: like that accidental oil intruder who was once tied to the Big Australian. Many of you have even ventured inland, where our Dark Continent holds many secrets. Yes, indeed, it is full of us barbarians, and we have oil too. So check out those forgotten lacustrine deltas and our secret wetlands. Don't worry about our animals; they will adjust, or else, you can adjust them. But why have you forgotten those huge zones held by Cancer? They're vast, beautiful and probably have fifty billion barrels. You can have some, if you kiss the warlords. With that, OPEC will surely grant exceptional Member status to you. If they do not, then play your Gas Card. Plough ahead with a pipeline from Kudu to All Points North, and build another towards the South, and up our Eastern margins while you're at it. Invite the Indians and Chinese; they'll do it for you. Indeed, why not a circum-Africa gas pipeline once

you have locked-up Western Africa. Don't worry if there is no gas; you can convert it into a telecom fibre optic cable system, or go Dot.Com, to wire us all, just like the gas-mad Algerians and Nigerians want to do. Yes, they're all at it. Hesitate not – it's not your character. To delay in Africa is to die. Also, do another merger, or better still a hostile takeover. Taurus would be nice. Merchant bankers will love you, once again. But the African Development Bank won't. They love renewables, whatever that is. Stick with oil, or let it stick to you. Don't do what some legends did: drill in deepwater and spend cash. That's a mistake, and the Russians will take it anyway, since they have more guns, money and women of negotiable affection than you. Beware that Arab Spring weather forecast – it's pretty wintry there. Jump over the Sahel where Cain is still killing Abel in the desert. So we invite you all to come Sub-Saharan, to share our ubiquitous wealth. Just bring your own cattle; we love swaps. Move downstream as well – you will need to, if you want to go into Nigeria. That's where the best stuff can be found. Remember always, it's our scramble for Africa now. Our old friend Leopold and those imperialist Europeans messed up the first one, then those colonial *mzungu*, and now it's our turn, so you too can join in. Taurus is already into the game, as well as others. Some have even made money in London on something called the AIM (is that, African Investment Market?), even without having any oil, or money. Some of them only have lawyers, and dodgy accountants; so what. It's our new game in Tropicana. But beware of Leopold's Ghost: he's still ruling Cancer, and is in the ascendant. Ghosts still bewitch Scorpio. That's why he can't remain at peace. Incidentally, your partners' want more of your lunch, and your oil, mostly for less money – and some will pay absolutely nothing – or just give you more paper. Take it. Here, think *Ubuntu*, like us. It makes life easier; plus sharing is more fun, not so much for you but for all the others.

Global Pacific & Partners

London      The Hague      Johannesburg



Strategy, Knowledge, Networks  
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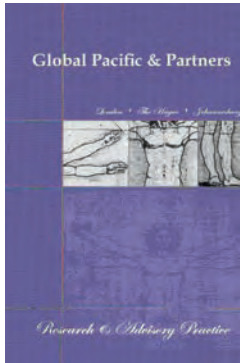
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## Cross-Continental Bridges

*“I find that the world is changing much, much  
faster than I can even bitch about it.”*

– BILL MAHER, *NEW RULES*, 2006



Brochure: *Research & Advisory Practice* during the early 1990s.



Retainer Advisor mandate: conducted for Japan National Oil Corporation 1994–99.

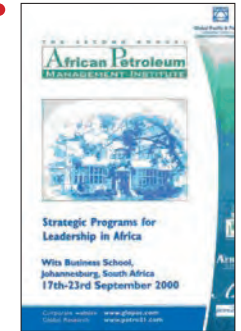
Inside the world upstream our game plan has always been to create and maintain cross-continental bridges in our various endeavours: research, advisory practice, strategy briefings, conferences, roadshows, executive clubs, corporate relationships, newsletters and in communications, platforms and networks.

The research suite began with Africa, moved on to Asia, delved into Latin America, crossed over to the Mideast, and, via work on strategy, companies and National Oil Companies plus global oil and energy issues, became worldwide. That said, we did not focus much on Europe, Russia and North America, as may be seen in our track record, even though we kept close links with all the companies there. One of our early works was *Strategic Petroleum Insights*, covering the dynamics of changing world oil reserves and production. Crafted in the late 1980s but first published only in 1992, it provided the first non-linear take on complexity and uncertainty in the global oil industry. Its ideas formed the underlying template for all our subsequent research both in hydrocarbon economics and on world upstream strategy.

Our *National Oil Companies Worldwide* (with reports for the Far East, Mideast, Latin America, Africa and Europe) in the late 1980s and early 1990s were pioneering in the industry. Nothing else like them has appeared since. In-depth research on China, Southeast Asia, and the entire developing world followed from the late 1980s as well as other research on over 100 countries and 100-plus

corporate players. By the end of the 1990s we had built a formidable suite of research, bound in large red volumes and marketed to the global industry, and then selectively accessible in our Regional Collections. As time progressed, we added more pieces on thematic issues and introduced a wide range of graphics to complement the written word – in the well-proven belief that eidetic image and commentary (usually over 7–8 hours of presentation daily) had more to offer than simply reams of text. These were later consolidated into three classic formats of product labelled as *Leonardo* (classic research), *Michelangelo* (our graphics-images databank) and *Machiavelli* (our advisory practice). The conversion of our old-styled, 20<sup>th</sup>-century research into strategy briefings delivered ad-lib with large rich content in the form of eidetic image remains an original strategy in the worldwide industry. The briefings are provided in a series of well-known events now widely attended on all continents over a period of nearly a quarter century. In effect, we have now integrated our two core streams: *Michelangelo* with *Machiavelli*.

Over the years more than 4 000 delegates have been to these strategy briefings focused on world oil, regional upstream ventures, competitors and state firms. These briefings have been augmented by an equally in-depth set of strategy appreciations on Africa and its historiography, economics and resource industries. Without doubt our *Scramble for Africa Strategy Briefing* has become our best known but the same depth and quality is found, even if smaller clientele come regularly to the



Our *African Petroleum Management Institute* held over 1999–2001 at Wits Business School was conducted by our Senior Partners and a select faculty, including Dr Al Boulos (Houston) and Sola Adepetun (Nigeria). It brought mainly state oil officials to Johannesburg for one-week meetings. This was where we introduced the just-appointed South African Minister of Minerals and Energy, Phumzile Mlambo-Nguka, to meet her first oil players on the day of her taking office in 1999.



Former South African Minister of Minerals and Energy, Phumzile Mlambo-Nguka. She became Deputy-President from 2005 to 2008 and was appointed Executive Director of the United Nations Entity for Gender Equality and Empowerment of Women in 2013.

briefings, on Asia and Latin America as well as for other regions and corporate themes. Many clients have invited us to do tailor-made, in-house strategy briefings over the years, so far done in over 25 cities around the world. It is our view that only from sound research and understanding of strategy may suitable knowledge be acquired and applied with any finesse. From this knowledge-based research has emerged interest from clients in selective advisory mandates, in our case initially on Asia, then Africa, later on Latin America and then elsewhere on a global scale.

The conversion from research and briefings to advisory practice was done in tandem. This is not necessarily a model followed by large firms with “big labels” – these best unnamed, some not even inside the oil industry, yet apparently all “masters of the universe”, it seems – that market their wares heavily, often use inexperienced graduates to fulfil core tasks, and for whatever reason manage to obtain many mandates. That has never been our style. We do not “pitch” for advisory mandates, nor has one ever been done other than by the Senior Partners. This may be viewed as an old-fashioned boutique approach, yet it is the only one that works for us. Consequently, we do not accept all mandates offered, nor seek to undertake more than a few annually.

The range of our advisory clients and the types of mandates on strategy executed has been varied but global in character. They have covered large and small companies, state oil firms, governments, banks and institutions, almost all regions, and



At our 18th Africa Oil Week 2011 was one of the most respected Ministers in Africa, Gabriel Mbega Obiang Lima, Le Ministre Délégué des Mines, de l'Industrie et de l'Énergie, qui a reçu le Prix du Meilleur Contributeur au Développement de l'Industrie Pétrolière en Afrique 2011.

across the oil/gas value chain, as well as on the economics of Africa. Some have been of the retainer-type, some have taken many months to do, while others have required only a few weeks. Almost all have been for board and/or executive level management. Because they are confidential, little else may be mentioned of them here but the list in our *Corporate Record 1978–2014* is sufficiently explanatory.

It has been our good fortune to have been invited to give numerous addresses or openings at several major world oil and gas conferences held by third parties including international agencies, state energy bodies and professional industry organisations. The list is a long one and includes APEA, JIEC, Seapex, OSEA, WEC, ASCOPE, SPE, AIPN, UNCTAD, UNDP, AAAPG, EAPCE, SANEA, Crown Minerals, PECC, WPC, IAEE, as well as graduate business schools and universities in several countries, some fund managers, and annual corporate meetings held in Australia, Switzerland and elsewhere.

In our conference suite the record has been long standing and extensive, and we have honed down our focus on core zones with a finely balanced mix that suits our in-house capacity, experience, competitive edge in knowledge, and timely programming across the very busy global event calendar. Around 160 significant conference events have marked our journey all-told, as well as 54 PetroAfricanus dinners and receptions with guest speakers, and another 38 fish-braais or *churrasco* held in Asia and Latin America



Michelangelo was the label used for our combined research and graphics databank on the worldwide upstream.



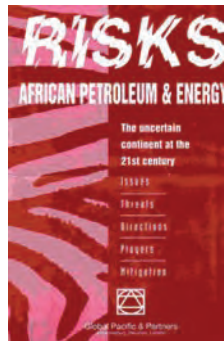
Machiavelli was the label used for our Advisory Practice.



Regional Collections  
Africa, Asia, Latin America, MidEast



Our extensive research worldwide was combined under *Michelangelo*. It provided selected “cuts” by region, companies, national oil companies and trends found in the global oil industry. Our research on the world upstream covered all the key countries and companies in oil and gas ventures.



Our early work on *Risks* in world upstream ventures from the mid-1980s was applied in-depth to Africa in the 1990s – and has continued.

respectively. In addition over 120 strategy briefings have been conducted worldwide, with a further 35 done in-house for private clients, along with 20 roadshows for governments (from Africa, Asia and Latin America) executed across the world’s oil capitals. In total, this sums up to well over 400 separate events on the world upstream over the last 25 years.

We abandoned Q&A in our conferences at the end of the last century, finding that it was counter-productive. It did not fit our model of high-quality, rich-content, with intensive presentations in a compressed format. One persistent delegate (with us no more, and never to return) twice provoked what could have led to litigation; the floor typically became dominated by press looking for comment or those wishing to “showboat”; inevitably one speaker or more would be ignored; many speakers preferred to not be “on the hook” in public; time was usually wasted and the schedule suffered accordingly. So if you want the Q&A syndrome, please go elsewhere or visit the Oprah-shows that now litter the conference landscape.

For the period 1995 until 2001 we subsidised all delegates from Southern Africa with 50 per cent discount on our events. In the end it cost us around \$1 million in aggregate lost revenues and had severe negative impact on our financial viability, almost impairing survival. Most of the benefit went to large corporates and state entities to whom we were paying huge tax anyhow. It had to stop. Even today, our *pro bono* efforts for certain displaced executives, well-deserved guests,

and cash-strapped states, cost us a pretty penny. Today we have opted to put our efforts and own funds towards Young Professionals so that when corporate delegates, often from companies with large balance sheets, plead for discounts, we are disinclined and see it as a trade-off against what we could rather do to invest in the up-and-coming generation.

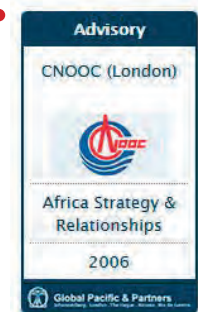
The original structure that was established for the African Institute of Petroleum over 1996–2001, despite yielding several accomplishments, turned out to be a bureaucratic nightmare for us in our role as the nominated Secretariat and lynchpin to its existence. We put it on ice until resuscitating the reformed body in 2009 so that it could once again function effectively.

Not all ideas work. Some on our account failed to meet commercial expectation. One initiative, *GlobalWorX*, which was mounted during 2000–01 in Johannesburg, was an attempt to build a local public relations wing. It incurred significant costs before we cancelled it. Later our revised rubric *Global Energy Image*, focused on international clients to supplant the initial model, is currently used selectively in dedicated strategies for state and industry clients.

Most may imagine that any event might work and have legs for continuity; not so, as was discovered at our cost. The creation of a sound, lasting conference portfolio is never easy, the more so in this competitive world. Even where there is declared support from host governments, issues can bedevil established success, as we found in



In 2004 Rosneft surprised us with an email request from “Larissa” in their Moscow office (whom our Russian Representative said we could call “Lara” – after the character and theme tune from the movie *Dr Zhivago*), to do their Advisory on global upstream strategy.



Advisory mandate conducted for China National Offshore Oil Corporation in London, to facilitate their entries into Africa.



Advisory mandate conducted for the Ministry of Oil in Baghdad, Iraq, on world oil strategy, completed in Amman in 2005 during still difficult years in Iraq, where we were reluctant to go.



Advisory mandate conducted for the African Development Bank in 2011 on Africa's oil and gas investment, corporate players, deal-flow and potential for the future.

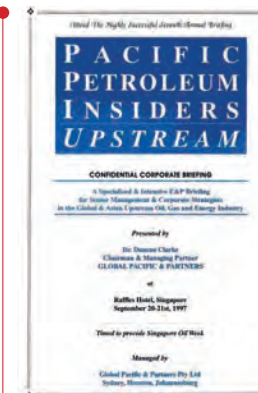
time within North Africa, a zone now in deep crisis. Proximity to in-place state officials can bring its own difficulties. Hence our preference is for neutral venues, corporate relationships and an independent *modus operandi*.

Once an event is established in a market, it does not necessarily assure later return if the meeting is non-annual and loses traction “between drinks”, as was the case with our very successful *Australasian Energy Pacesetters Conference* in Sydney and Perth (1997–9) to which we returned in 2010 in a much-changed market. Likewise the *Petroleum Industry Fundamentals for Africa Strategy Briefing* programmes that we ran successfully in Johannesburg, and the *African Petroleum Management Institute* workshops we conducted during 1999–01, were basically abandoned in favour of other portfolio choices even though we could resuscitate them if so desired. The same applies to our pioneering efforts to run well-acclaimed conferences such as *African Power* in Johannesburg (1997–2001), and to the decade-long series of *Africa Downstream* in Cape Town and Johannesburg (1997–2005). In the former we got bored by kilowatt-hours and light bulbs (better to watch the paint dry), while the latter was not our love or even our *metier*. Both were canned. Although we had early on done *African Infrastructure* and the *African Risks & Corporate Outlook* during 1999 in Johannesburg, we decided to halt these events. Different judgement caused our abandonment of the excellent annual 7<sup>th</sup> *Africa Economic Forum*

2012. While our knowledge on the continent was always exceptionally strong and the event was top-line, the market is now overflowing with “Africa” events. Many are of dodgy quality, random focus, poor reputation and excessive frequency so we felt it was best to step out of this arena.

Some one-off events, for various reasons, never saw a repeat. They included *Lusophone Oil & Gas 2002* in Lisbon, much loved by the Portuguese and their former imperial subjects, but clearly something with limited legs; and *Sanctioned Oil States 2002* in Paris, which gathered together a mix of the “excluded” and pariahs on the world stage, causing most Americans to steer clear with a long barge pole. We held the world’s first *Global Women’s Oil & Gas Conference 2000* in London, and it was a raving success with many high-profile women speakers coming from all over the world. We have, however, yet to repeat it, except for a comparable conference on *Women in African Petroleum & Energy 2001* in Johannesburg, in part done on the request of the Minister, Phumzile Mlambo-Ngcuka, South Africa’s first woman to head the energy portfolio, and later Deputy-President.

There were too, apparently, (at the time) “genius ideas” that never saw the light of day even though some, like our *Triangle Oil & Gas* (the nexus of Egypt, Libya and Sudan) and *Europe Upstream*, went from concept to invitation and final printed programme before we pulled the plug in the latter case due to the global economic crisis. While the timing of our inaugural *Europe Upstream*, then



Archetype brochure for our *Pacific Petroleum Insiders: Strategy Briefing* conducted for ten years in Singapore with Fereidun Fesharaki, who did the Asia Downstream segment.



Brochure for our *World Oil Future Strategy Briefing* conducted worldwide on several continents and in major oil capitals.



The *Global Energy Safari: Executive Retreat* during 2002 in the Okavango Delta in a bush camp that saw the Senior Partners as the only parties present.



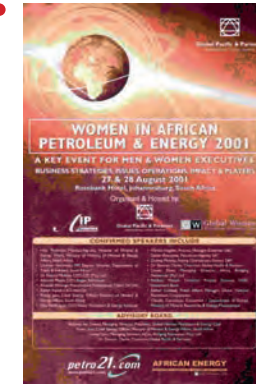
Our first-ever conference, 1992, joint-ventured with Fereidun Fesharaki of FACTS in Singapore.

slotted for Amsterdam, encountered the global financial crisis and we cancelled it at the last hour, we have returned to the Old Continent with our *Europe Upstream 2014*, to be placed in Berlin, on the edge of the old Cold War boundary and amidst a fast-moving oil, gas and energy game found between Portugal in the west and Russia's eastern Eurasian land mass. Other initiatives simply failed to get off the ground, for diverse reasons: *America Upstream* (once our Houston office ended); *Russia Upstream* (on advice from Moscow that Russians would prove difficult to get them to pay); and *Indian Ocean Oil & Gas* which advanced further (until it was judged later that Mauritius would appear too much like a vacation spot). Then it was designed to be part of a trilogy with *Atlantic Ocean Oil & Gas* (in conflict at the time with a large geo-technical event) and *Pacific Ocean Oil & Gas* (which failed to launch).

One can surmise from this account that many cycles were encountered in our evolutionary pathway. There were numerous shifts in focus, the need for a constant flow of ideas and choices, and the testing of different markets and many byways along the route to reach our existing portfolio. Adjustments and correctives have been essential. Machiavelli's rule, "ruthless objectivity", was the critical lesson learned, along with the analysis of failure, learning by doing and adaptation.



*Third Millennium Petroleum Conference* in London, held for over ten years, was a huge success as a global upstream meeting. The initial venture (and all others) was managed by Babette van Gessel and done with our joint venture partner, Petroconsultants.



The Minister of Minerals and Energy in South Africa joined us with women from all over South Africa in the first-ever *Women in African Petroleum & Energy Conference* held in Johannesburg in 2001, around the time of the founding of the Global Women in Petroleum & Energy Club.



"Many were called and few self-chosen" seems to have been the motto of our one-off *Sanctioned Oil States Conference* in Paris 2002. Few non-sanctioned states wanted to be there, so the event drew a motley crew of the unloved, the "good, bad and ugly", and several pariah states.





Our decades of research and knowledge built on Africa's economies led to several strategy briefings and events in Africa and worldwide on corporate strategy and business in Sub-Saharan Africa. The *Sub-Saharan Africa: Resource Strategy Briefing* has remained on the portfolio, though now placed within the *Mining Indaba* each year in Cape Town.



Advisory mandate 2010–11 conducted for Agencia Nacional de Hidrocarburos, Colombia's independent licensing agency, to market Bid Round Roadshows in conjunction with our *Latin Upstream Conferences* in Rio de Janeiro – ANH then had the best licensing strategies in the world.



Duncan Clarke on a "research voyage" in the Okavango Delta.

## O B I T U A R Y , J I M B L A K E ( 1 9 2 3 – 2 0 0 4 )

Republished by Seapex, 2013

"When Simon Irwin emailed me on the day of Jim's passing to let me know that the Old Man had moved on, it let loose a flood of memories. We had both worked closely with Jim for some years from 1986, and had known him somewhat longer. Simon was hired to do marketing within Jim's office soon after we had acquired Geological Services for the then Petroconsultants for whom I had acted on the acquisition. And we spent much time in those days working with Jim from Geneva, for which he opened many new insights and data on Asian fields and basins.

But my first recollection of him came from earlier times, on a first visit to Singapore in 1983, and when he was, as ever, a figure larger than life with prodigious knowledge of Asia's upstream and its ins-and-outs. He had also then introduced me to his long-time friend Han Lin Ong in Indonesia, and many others in the region, through both professional and personal interest. Always understated, he had time for all, and gave of it freely.

Jim was enigmatic and, to many, appeared gruff and sometimes incomprehensible. Yet his command of the Asian oil field, and before the days of whiz-bang gadgetry now so common, was legendary. He knew where many of the bones had been buried. And he was a generous man with a heart of gold, and a sense of humour to match.

The Oil Veterans in Asia, and indeed elsewhere (here Harry Wassall comes to mind), both then and now, will recall him as one of their own. He was also an American Veteran literally, and paid a tough price for wounds incurred – but he rarely if ever complained, and could wield a solid whack from his trusty cane that became his motif, generating an iconic identity that added to an idiosyncratic and unique character. No doubt, Asia has seen the end of a legend, one of the greats of those days in which he practised.

Time ages all, and Jim was no exception. He left a geoscience trail behind him on the Asian landscape in an impressive record, and his tracks can still be read in the rocks and the signs that others still deploy to find them. *Hamba kahle Jim.*"

Duncan Clarke



## P I S C E S

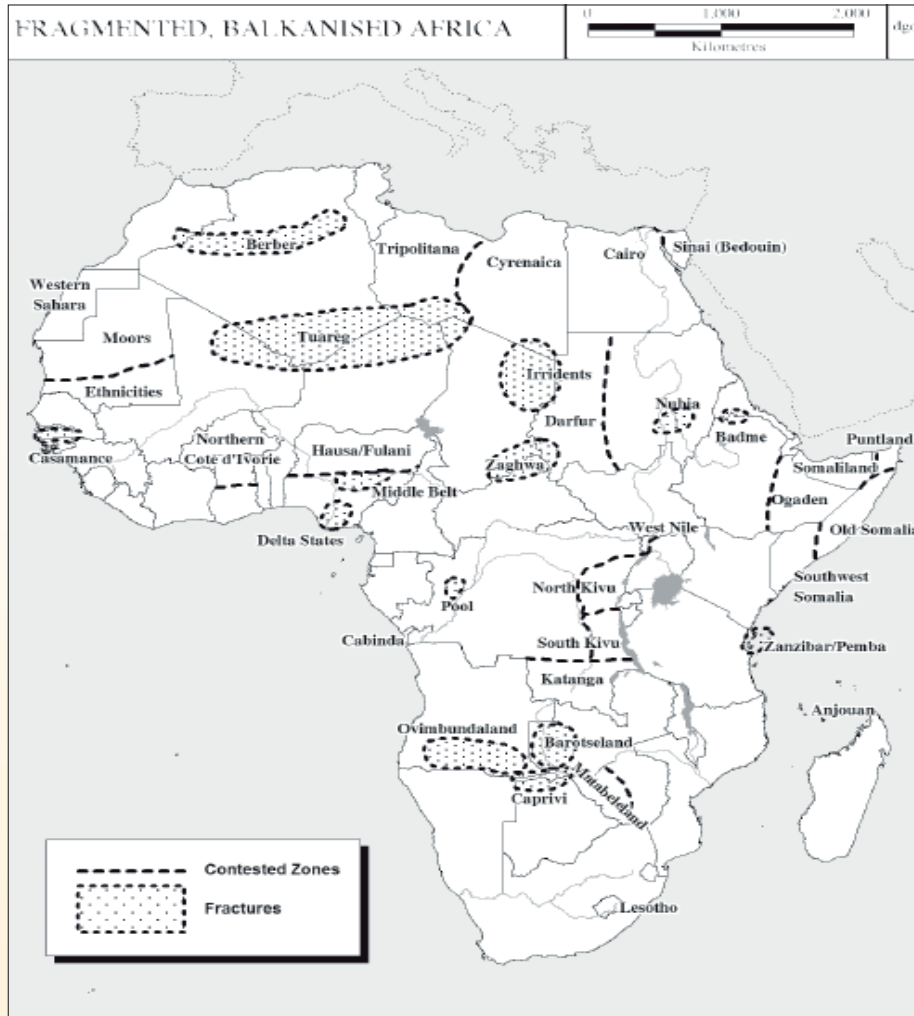
### The NIGERIAN BORN-AGAIN INDEPENDENTS: Fish

#### AFRICAN PROVERB

*You are an African giant, with many cash cows that all others are milking, especially politicians and Swiss bankers*

Once again, no-one loves you this year, for sound reasons. Still, let's not get diagnostic; therapy hurts. But some love our large offshore pond and salty deepwater, especially KNOG, CPC and ONGC, with those won NT dollars and rupees. If you think you've got funny money, wait till you see theirs. Leo has lately disenchanted your new Eastern Mistress. One fears that one day she will run away with your wife; we are just not sure which one. So hold onto that ephemeral bonus money; it may be your last cash call. Remember that democratic government is good – Aquarius says so. It allows lots of court cases against revoked licences and helps struggling Nigerian energy lawyers. Have you noticed how many of them there are around? Is that all they teach in those universities? Chinua Achebe will turn in his grave. You must be bolder and imaginative – invade someone. Consolidate before you balkanise – there will be more to argue about and spread around. Try to get some General (this one, the last one, or the new one, whatever) to privatise NNPC, preferably en bloc. Sell “all that moves” plus immovable things to

CNPC-PetroChina-CNOOC-Sinopec-ONGC-OIL-GAIL and friends, or whoever pretends to be your new best friend these days. Never Expect Power Again from NEPA until privatised. If you do get switched on by NEPA plc, Please Light a Candle. Watch out for those ethnic minorities, they're in a mean mood. So is the Delta Warlord, in South Africa's jail, and just about everyone else. South Africans are jealous of your oil, just as you are of their post-modern shopping malls and gold. So dump the Naira, swim against the tide. You will be admired. Look out for Leo, he has ambition, and these days puts less and less into organic-generation. Same at BP too, now the Sun King has gone. Gemini would like more acreage, preferably your assets, and can swap some rusty GTL facility for them. Take his offer – it's the best you will get. Send your gas to Spain on Algeria's pipeline. The Azwad folks will love it and be pleased, and will allow free untroubled transit against a small two-billion acre block in deepwater. Just don't tell Boko Haram, Ansar Dine or the Taureg. Keep sending us Letters on NNPC letterhead promising \$25 million in exchange for Leo's and Aries's bank accounts – it's improving your reputation and exposure, and good for global markets. After all, they're better than French letters, and funnier. Upgrade your declining oil reserves, it's easy. Mandate it, like OPEC did in the 1980s. Self-certification is the way to go – everyone does it. To hell with the SEC, that's a CIA front. *Dubya* didn't take them seriously: even Canadians “got” that (with some gobbledygook about oil-sands). For one, it's cheaper than drilling your investment prospects – ask Aries and Libra. And it's good for future collateralised loans. Yes, the bankers won't understand; they never do. How could they? They think you can drill on Wall Street. It's all in the deepwater, you can say, we've got gobs of it. But they won't really know where that is. Don't tell them; let it be a surprise.



5

## Safari in Africa

*Africa is a vast continent, the last so “discovered”, and a mystery to many still. Its exploration was never easy, as early explorers in hydrocarbons discovered, as remains true even today. With over one billion people, predicted to rise to two billion before mid-century, it reflects a millennia-long history and deep complexity in its configurations of widely varied ecologies, cyclical economic experience over time, and its myriad social structures with two thousand ethno-linguistic compositions. The oil and gas-energy industry in Africa has been at the forefront of the unlocking of its natural capital, and will play a primordial role in its long-term economic future.*



The exploration of Africa was never easy, from the first peopling of the continent over thousands of years, through early explorers coming from Europe and abroad, to the modern corporates and foreign states who continue to seek its bounty. For us it was where we came from so it was there that our first initiatives arose, and where our largest footprint has been established. Even so, it has never been all plain sailing. Luckily – and one makes one’s own luck to a degree – we have been able to travel widely across almost all of Africa (over the years to all but nine countries).

The continental fabric is woven from 55 nominal nation states, at least *de jure* (Somaliland included *de facto*), most of which conceal numerous fractures and fissures within its complex and evolving meta-geographies. Many, but not all, were shaped from the Berlin Conference in 1884–5, while myriad ethnographic cartographies underlie them.

Our encounters in Africa have been enriching, not only amidst the milieu in which our firm operates but also off the beaten track, on its great rivers, in mountains, on coastal reaches, in deltas and swamps, and in the rural zones of the savannah and rainforests, and in many cities, small and large. One can probably never know enough to claim that one might “know” Africa – it is too vast, ever changing, and often elusive. Sometimes one wonders if Africa exists at all – for some it remains mythic, a figment of imagination, a mere construct of geography, a piece of meta-history, maybe even an identity or ideology. When our research work began, it was mainly on Central Africa, then Southern Africa, later in the oil game on the entire edifice of Africa. Keeping abreast of it all has been an enduring task, and will require

more to maintain pace with continental shifts.

Part of our endeavours involved the attempt in 1999, after many years of research, writing, conferences and briefings, to try to put it all together in our *African Petroleum Journal*, the first such publication in Africa. The venture led to but one volume. To do this in a professional way, we enlisted the advice of an old friend, Eddie Raj, publisher of *PetroMin*, the long-established monthly journal from Singapore on Asian exploration, and someone we had known well since the late 1970s. Where to meet to discuss our concerns? Mauritius seemed like the ideal, midway point between us then. So we engineered a three-day visit together, Eddie arriving to join us at a beach hotel. He proved to be a fount of knowledge on the ins and outs of such a venture. Despite financial difficulties that arose, we produced the *APJ* with pieces written for it by various luminaries from Africa’s oil world: Gene van Dyke one, Sola Adepetun our friend from Nigeria another. Claire Pickard-Cambridge, whom we had poached from *Business Day*, was the editor. A 50-page glossy with advertisements resulted but due to financing issues we could not continue after the March 2000 issue. Fortunately for the African oil game, *Petroleum Africa*, led by Dianne Sutherland, later picked up the ball and has continued ever since. After the demise of the *APJ*, Claire worked in research for us but later left for England to join *Petroleum Argus* and now acts as Bureau Chief for *Argus Media* in Washington DC.

When the *APJ* terminated after the inaugural



Our first-and-last issue published of the *African Petroleum Journal*, March 2000. It was to herald the new century, and did so – but ended in grief.



Eddie Raj, publisher of *PetroMin* in Singapore for the Asia oil and gas industry, at our *Asia Upstream Conference*. An avid hockey and cricket fan, Eddie is a fixture at the Singapore Cricket Club.



The African Institute of Petroleum founded in 1996 continues to this day.



Tewodros Ashenafi, founder of SouthWest Energy, Ethiopia's largest Independent, was Patron of the African Institute of Petroleum in 2011. He luckily survived a light plane crash in the Ogaden a few years ago.

issue, as our joint-venture partner walked away at the crucial final stage, causing for us a financial meltdown, Babette was distraught: "I quite literally cried as we lost just about everything, including the shirts on our backs, with creditors baying for blood. Duncan told me he had been there before a couple of times and we would survive: and that once you survived something like that, nothing would ever take you down. He was quite right. We survived and I knew then that everything in life was possible, and that we are all much stronger than we sometimes allow ourselves to believe."

Dianne Sutherland received the *Conrad Gerber Award for Research & Intellectual Contribution to Africa 2013* for *Petroleum Africa's* distinguished monthly record of publication and her sterling efforts over the last decade-plus, which we can much appreciate given our travails in producing just one issue. She joins a short list of highly eminent recipients: Peter Dolan, a veteran oilman with 40 years in the game, for geo-technical evaluation on a hundred years of exploration across Western Africa; Max de Vietri, formerly Baraka, from Perth for diagnosis on oil in Mauritania; Rueben Kashambuzi (maybe *the* "grandfather" of Uganda's oil industry) for his book on Uganda's exploration history; and Professor Philip Lloyd in Cape Town for vast knowledge and research produced on energy in Southern Africa.

When the African Institute of Petroleum was founded in 1996 it was as a non-profit registered

in Harare, Zimbabwe, from where its co-founders originated. Many African companies and state oil entities signed on, with Sam Dossou-Aworet of Petrolin the first President. On the Executive Board were Sonangol, TPDC, EGPC, Mobil, Energy Africa, BHP Petroleum, Benoit Koukebene (Congo), Standard Corporate Merchant Bank, Conrad Gerber (Secretary), Sam Okagbue (Legal Counsel), and Duncan Clarke (Advisor), with Babette van Gessel managing the Secretariat. Founder Members included these plus the Minister of Oil (Gabon), Ministry of Mines & Energy (Gabon), Union Texas Petroleum, Addax, Shell (Namibia), Lonropet, Hydro-Congo, Angola (Ministry of Petroleum), Minister of Oil (Congo), Pardev, TPDC, Sudan (OEPA/Ministry), Petrologistics, Redwood Petroleum, Texaco, Agip (Libya), Namcor, Cabinda Gulf Oil, Saga, JNOC, Petrolin, Inchape, Adepetun Caxton-Martins, CRES (Geneva), Soekor, and Global Pacific & Partners – with numerous individuals from Africa and worldwide. Our views have always been that for Africa's interest such entities should ideally reflect origins and thinking within the continent. It is not that outside ideas or organisations should not play their part, but Africa or its constituent elements need to step forward to take direct responsibility.

After the AIP was re-launched, Tewodros Ashenafi from SouthWest Energy in Ethiopia became its first Annual Patron, followed by Sam



Samuel Dossou-Aworet, founder of Petrolin Ltd in Geneva, was President of the African Institute of Petroleum from 1996–2001 and Patron in 2012. Sam cut the deal of the 1990s to bring Energy Africa into Gabon (positions later inherited by Tullow Oil). He was Presidential Advisor to President Omar Bongo of Gabon for many years and is a former Secretary-General of OPEC. An active oilman with diverse interests in Africa's upstream and trading, he has long championed social welfare in several African countries through the Petrolin Fondation Espace Afrique.





Andrew Windham, with East African origins, has been in the African oil game for over 30 years, as Legal Counsel for Energy Africa in London and Managing Director for Tullow Oil in Cape Town, while currently serving on several Boards as Non-Executive Director, including for Tembo Petroleum. He is Patron of the African Institute of Petroleum (2013–14).

Dossou-Aworet, then Andrew Windham, an experienced upstream hand with East African origins. When Ophir Energy was first mooted, Alan Stein (its founder) entered a conversation with us about whether PetroAfricanus might be a name to use for the new firm that he and colleagues were to launch: we offered our label but at the sum of one dollar and happily for us, and no doubt them too, it was not to be.

Among the distinguished speakers at the PetroAfricanus dinners have been many delivering fine talks filled with insight, humour, personal views and corporate revelations that would otherwise never have seen the light of day; under our Club Rules, there is no attribution or reportage. Andrew Lodge when at Hess (we had likened it to “stress”) admitted that it took 22 years for him to find the first drop of oil; Angelina Teny from South Sudan revealed insights on the long civil war and her times during the conflict, and while then Minister for Oil; Tokyo Sexwale, whose Mvelaphanda firm funded both Ophir Energy and New Age, was once on Robben Island where he spent 13 years and had uttered the memorable comment: “The president’s shoes (referring to Mandela) are huge and Thabo (Mbeki) has tiny feet”; Larry Bottomley, chief executive of Chariot Oil & Gas gave lessons on what not to do in an oil career across 30 years; Dr Rilwanu Lukman, the former OPEC Secretary-General, ex-Minister for Petroleum and presidential advisor in Nigeria, spoke on Afren the company that he had formed and floated on the AIM; Andrew

Cochran’s address, after selling Dominion Petroleum, brought the house down as he extolled the virtues of the company sold handsomely (for \$182 million) but which had never discovered a drop of the crude stuff; plus there were another 50 or so “off-the-cuff” after-dinner talks equally memorable.

We have met a lot of the world oil players, including many from Africa, which have tracked our safari in and around Africa in the search for oil and gas. The continent owes them a great deal. While perhaps invidious to mention any – the list is long – none would have been much more enamoured with Africa than John Doran, former Chief Executive of Roc Oil, who we had first met in Sydney in the late 1980s. Roc Oil built portfolio from Mauritania to offshore Madagascar in the Moçambique Channel. A regular speaker at our *Africa Upstream*, he was a Welsh rugby *aficionado*, who kept any audience both awake and awaiting more, with unmatched humour.

Another admirer of Africa who stands out for contributing both time and funds is Jeff Waterous, one of the world’s earliest and most-seasoned global transaction players. He continues to play a part in the continent’s oil game, most recently in Eastern Africa. Jeff first came to our attention when he was visiting South Africa many years ago and we were able to introduce him to several companies, while along with him he brought ex-



Our PetroAfricanus Club (founded in 2004) was named after Leo Africanus, *aka* The Moor. He was the most influential African explorer who traversed the continent, north and south of the Sahara, in the sixteenth century, before Europe “discovered” Africa some 300 years later – to become an acknowledged legend. The Medici Pope Leo X named him Leo de Medici (distinguished as Africanus). Leo wrote the first accounts of African exploration (*Descrittione dell’ Africa – A Geographical Histoire of Africa*, published in 1550), which became Europe’s primary source on interior Africa for the three centuries to follow.



Some corporate oil soldiers – who shall remain nameless – in our Africa oil meetings wanted us to “do golf”, yet when we lined it up in Marrakech at our conference, no one signed on. It was even planned to have the Club logo printed on the golf balls. Maybe it's a “sunset game”?



David Lloyd, Managing Director of Preng & Associates, Patron of PetroAfricanus 2008–2013, and Africa's most-known “head-hunter” in the oil and gas business. Shown here at our 10th Maghreb-Mediterranean-Mideast 2013 in Paris, thanking the guests at dinner.

President Kenneth Kaunda. Jeff has had a fair share of bad luck. On one occasion he was held up, shot and nearly killed in Lagos on the way to the airport. None of that dissuaded him from continuing in Africa. One of the few we know to have ever gone to the famed Africa House in northern Zambia, he bought and sent some of the best milking cows there for the benefit of the rural impoverished; and yet, as no good deed goes unpunished, they were later eaten in what must have been a fabulous *braai*.

Although we had first gone to Algiers in 1986 and several times to Cairo thereafter, our first foray into the Maghreb to mount a conference in Marrakech was in 2001, when we visited Rabat to meet its Directeur-Generale, Dr Amina Benkhadra, and entice Onarep (later Onhym) to join us in this endeavour. Hospitality was exceptional, the *couscous* dinners likewise, and we count the years since then over which this good relationship has continued. Similar too was the advent of the Maghreb-Mediterranean event in Tunis, done twice there, after we had done seven years of the same in Morocco. With the Arab Spring and more recently the downside in Libya and Egypt, it has been less viable to mount this event inside North Africa. In 2014 it will be in Nicosia, Cyprus, in the Eastern Mediterranean.

Writing *Africa: Crude Continent: The Struggle for Africa's Oil Prize* was a long task built from our research, knowledge, multiple travels and relationships forged across Africa over four decades. The question asked most often has been:

how long did it take to complete? As long as a piece of string, would be closest to the truth. In it is cited appreciation to the many that made it possible. Barry Morgan, Africa's doyen of continental oil journalism, who once worked in Vienna for OPEC and is a superb raconteur on many an issue, stands out (indeed as he does in his signature safari suit on many occasions). Hopefully one day soon Barry will put pen to paper, not just for *Upstream*, but to tell the many tales on Africa that remain locked away in his mind.

The making of the TV/Film documentary on *Africa: Crude Continent: Quest for the Oil Prize* required a three-week effort by us to script the storyline for CNBC-Africa who had barely any knowledge of Africa's oil industry. It was also only possible with the gratis film footage secured from our close relationships with key corporate oil players such as Tullow Oil, Total and Afren, as well as interviews we arranged with many of the executives shown on camera. Substantial work was required by us in the final scripting, coaching for the voice-over, and editing of footage. The film was screened across the continent, as well as in-house by numerous companies, and is on our website for wider industry access and public record.

A fair chunk of our advisory practice has been to do with exploration and economics in Africa. The work has spanned several decades' effort and continues. Clients have varied from upstream to downstream, to state entities in Africa and abroad, and companies of diverse type. With some



Dr John Doran, the former Chief Executive of Roc Oil. He was a great “contrarian” who loved Africa, as well as rugby. John built Command Petroleum, then sold it to Cairn Energy, then founded Roc Oil from scratch as a private company in 1997, starting again from humble beginnings. At the outset he had a Roc Oil business card that said “Only Employee”. We met in the late 1980s in Sydney.



Robin Vela, from Harare, Zimbabwe, former Chief Executive of SacOil, which is listed on the JSE and AIM. First a banker in London, he built the assets of SacOil Holdings in Nigeria, DRC, Malawi and Botswana.

clients (JNOC is one) we have enjoyed retainer relationships, as with SacOil and Robin Vela, its chief executive from Zimbabwe, and the only African to have led both a JSE and AIM-listed oil entity focused exclusively on exploration in the continent. The story of SacOil is well elaborated in Dianna Games' book, *Business in Africa*. Since then tragedy unfolded in early 2013 when a board room coup led to hands inexperienced in the oil game taking over the shop. Savvy explorers and Robin Vela left the board (John Bentley, former Chief Executive of Energy Africa being one). Its future remains to be seen.

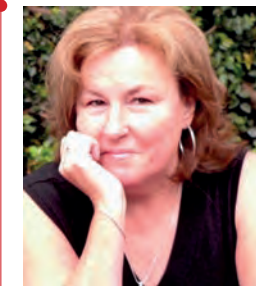
When *Africa's Future: Darkness to Destiny* was published (2012), I received an invitation to attend the *Edinburgh International Book Festival* to speak in a debate on Africa. There in the Spiegel Tent, 250 interested literary parties heard a ten-minute exposé from each of the three speakers, and debate followed. One was Noo Saro-Wiwa, the gifted Nigerian writer and daughter of the executed Ogoni leader Ken Saro-Wiwa; another was a Danish nihilist-cum-novelist who frankly, in my view, knew little to nothing of Africa, claiming that "Africans were not really interested in all that economic growth stuff". There, one wag opined that my book should have been called "destiny to darkness"; not an opinion I shared. The continent's economic evolution is a long one, and in motion. It will take beyond this century to accomplish. Yet some of the rosy predictions from think tanks and politicians presume it will all be done in a few decades; this appears to be heavily

"over-sold". Time will tell, but one thing is sure: the oil industry can be one of the key locomotives for growth in future.

This critical optic of oil-related economic growth has been borne out year after year in our conferences in and on Africa. The *Africa Oil Week* is but one of our ventures, with others on Western Africa, Eastern Africa, Southern Africa and North Africa equally important. All show the dynamics of growth, the progress made, the potential for more, and the impact that the industry has made, and will make, on the economic future. The idea that "Africa is cursed by oil" (a popular theme of many of the "great and good", *arriviste* rock stars, fashion models, Hollywood-types and some media junkies) is a deluded one at variance with the empirical and historical realities; if anything, it is "cursed by politicians".

While we have done over 400 events worldwide, we have conducted well over 75 conferences exclusively on the upstream in Africa over the years, as well as in worldwide events that were Africa-exclusive, and others that included Africa, plus over 50 strategy briefings on Africa, and many other similar events and dedicated roadshows for African countries. To this, the PetroAfricanus record has added many more occasions to our global exposure of Africa's upstream game. It is a milestone of some accomplishment – the longest engagement of any so far – and one that we intend to expand upon.

For that reason, and to improve the platforms and networks that underlie our work in Africa,



Dianna Games, Chief Executive of Africa@Work, Johannesburg. From Zimbabwe, Dianna worked with us on *Africa Economic Forums* and related business. She remains one of Southern Africa's savviest commentators, and she is author of *Business in Africa: Corporate Insights* (Penguin, 2012).



The *Sub-Saharan Africa Petroleum Exploration Society*, a venture for geoscience in process, launched in Cape Town at the *20th Africa Oil Week 2013*.



Our Africa Economic Forum held in Cape Town and Johannesburg over the years brought together leading corporates and state players in Africa. It was discontinued following our portfolio review in 2013 but the strategy briefing which accompanied it was re-positioned as the *16th Scramble for Africa: Resources Strategy Briefing*, done for the annual *Mining Indaba* in Cape Town for the mining, financial and energy industries.

we have introduced ideas beyond the ones cited. They include our *Young Professionals* programme in Africa, and the inauguration of the *Sub-Saharan Africa*

*Exploration Society*, to augment worldwide access to the technical literature and assist companies in farm-out markets. Roadshow ventures requested on mandates have included much work done in the arena of licensing strategies and in the critical primary acreage markets through dedicated events for African governments. No-one has showcased almost all countries in Africa over 20 years in exhibitions as we have done in our conference programmes.

As a recent statement from the African Institute of Petroleum records, it is to be recommended that resource nationalism does not act to impair the success that Africa has enjoyed to date in these essential upstream markets or in the secondary transactions markets. Our firm belief, based on the empirical data, remains that corporate portfolio investments made by private and state companies can do a great deal to uplift economies across the continent. *Vision 2040* of the African Institute of Petroleum encapsulates that aspiration. There have been, and will remain, challenges aplenty in Africa in decades to come, and the world oil players will be essential to any success to be achieved.

## A F R I C A N I N S T I T U T E O F P E T R O L E U M

### Statement at 19th Africa Upstream 2012, Cape Town, 3rd November

Resource nationalism is a rising threat to Africa, and – to paraphrase one of the 20th Century's world-renowned economists, politicians and governments, believing they to be the architects of the future, are typically the victims of many old and failed ideas or defunct economists.

It is sometimes said, not always or even everywhere correctly, that where logic ends, Africa begins.

We must all act to invert this notion.

There is a fateful choice before Africa now:

Either Africa seeks reliance on the short-term path of failed ideologies and the politics of state predation, with strategies focused on the economics of autarky, and the consequences of under-achievement in long-term economic growth, or, Africa elects the wisdoms of common-sense within the logic of economics to maximise future economic growth along evolutionary and competitive pathways to prosperity and modernity.

– DR DUNCAN CLARKE, PRESIDENT, AFRICAN INSTITUTE OF PETROLEUM



# AFRICAN INSTITUTE OF PETROLEUM

## “Vision 2040”

There exists no central scenario outlining Africa's upstream future, or any institution that has ever proffered one, nor any futuristic view that commands joint support of the industry in Africa and the governments of the continent.

The African Institute of Petroleum has sketched a schematic view on what Africa's oil and gas in 2040 might look like, this only one generation away, and the time lapse roughly analogous to many a field life cycle. It is called *Vision 2040*.

### **Vision 2040**

If one stands back, casts the mind forward for say 20–30 years or so, even without the presumed benefit of a relatively stable, secure political and policy inter-regnum (a projection forward of the past, assuming that all may not remain perfect), it is still feasible to foresee a quite different African oil world.

The vast strides and success of the oil industry in Africa over the last half-century took place despite enormous political turbulence and socioeconomic upheaval.

It is the AIP view that the following profile could be envisaged: exploration cycles well managed and en route in, say, 40 or more African countries; 20-plus African oil producer countries; and 15–20 states with rising gas reserves and development, multiple inter-state gas markets, acreage leasing at double or even triple current volumes and levels of 5–6 million square kilometres, with up to say 5 000 blocks taken-up by operators and worldwide partners; much or most of the huge EEZ under licence, and with enhanced deepwater drilling; the West African pre-salt margins in fuller exploitation; interior rift valleys well explored, several inland rifts and lakes with discoveries, and productive in oil/gas; and the Sahel and Sahara deserts as key gas producer/exporter zones. None of this is necessarily impossible.

### **Corporate Engagement**

Within 30 years or before, potentially 1 250–1 500 oil companies could be active in the African upstream value chain (beyond the 600-plus or so now), stitched together in deeper industry partnerships across the continent.

The domestic “Born in Africa” corporate oil/gas presence could be made up of, say, 500 companies (perhaps half-active inter-state, and regionally, with 25 per cent holding international out-of-Africa oil/gas portfolio). There could be local oil service or supply industries in African countries that compete inter-regionally and even on a global stage.

Most African National Oil Companies could hold regional or worldwide assets in portfolio (say 50 per cent of them, with equity quoted on local and/or foreign stock exchanges).

Though to date but a handful of African states have established independent licensing agencies in the last decade, it is the direction to be rapidly encouraged, and there should be no barrier to the target of having maybe half of all countries or more having adopted this practice, if only to secure competitive equality. This would bring benefits in the conduct of bid rounds and acreage awards.

Over time, a wider set of oil, gas and energy interconnectivities could be anticipated across Africa. These linkages should be normalised in commercialised investment. This could bring many more corporate players into Africa, and incentivise markets related to a world-class set of African ventures across a wider range of oil, gas and energy projects: in LNG, GTL, CTL, CBM, shale gas/oil, coal, ethanol, biofuels, and even nuclear energy.

### **Reshaping Africa's Upstream**

More elements could be added to flesh out *Vision 2040*, to make it more widely known, and taken on, with support from Africa's institutions (Governments, AfDB, APPA, ECA, and private corporate entities, as well as state-owned firms) as an ambition and set of targets for future achievement.

It is in Africa's interest that its institutions, executives, industry and thinkers turn their minds and monies in this direction, focused on what can and must be done to make *Vision 2040* an emerging reality.

Energy demands in Africa are growing fast with oil and gas resource development essential for a host of reasons: economic necessity and future demographic need merely the obvious.

If Africa is to take charge of its oil and energy destiny, it needs to look more to commercial solutions: by achieving world-class exploration strategies, in better resource management, enhanced capacities, competitive advantage, and improvement in state oil and gas institutional structures. Continual improvements need to be made in the management of the oil bounty by various state oil/gas agencies.

African governments can become more cognisant of the value of oil and gas resources, and their potentialities to play a key part in “fixing Africa”.

## T A U R U S

### The IRISH ONSLAUGHT: Bull

AFRICAN PROVERB

*Milk our African cows before they milk you: and remember,  
limit your affairs to certain pastures*

You're in for another bullish, if tricky, year, especially since you own most of our Sub-Saharan oil; and the rains continue. Accentuate this unforeseen strength – buy more, especially in dodgy places (even your English bankers fret). Use all that old ringitt: it's cheaper these days than rands. Ride the Bull market. Even it won't last, you know that. So sell now, to anyone, except Scorpio. He already owes all and sundry far too much money, and has none left. So offload assets to Gabon, or the Indonesians, or someone new, like that Japanese chap Tokyo-san, or your Chinese friends. Don't be hard on the Ugandans – it's just that those Norwegians have more money than you. Beware our Great Leader of the South, he is starting to flex his muscles, as Lions tend to do. It's a territorial thing. He now says he wants to unite "all", especially your bank accounts. Watch out for funny money; it's everywhere, especially offshore. Buy Gemini soon – they need help, but so do Crabs and Scorpio too. Marry all maidens before Sasol does; he has already proposed to some, and may cut another ante-nuptial with the Moçambicans. You wonder why that Mandela fellow didn't buy that place while the rand was stronger, and Graça could run it. In fact, you are probably too late, all sorts of people own them: Thais, Indians,

Scandinavians, Brazilians, Americans, even the Chinese. The Dragons have visited before; they just didn't know there was oil there, but have come back for our gas, like the Russians. You could sell the whole caboodle to the Elephant, except that the Ghanaians would object, like they did with that fellow from another cosmos. Be careful with your dollars – they're volatile, and printed by Americans, so divest now, into naira, as a prudent hedge. Beware Bono, even if he's Irish – the bard just wants to be loved, and thinks you alone own "The Oil Curse". It's a collective Western unconscious thing; Jung can explain. Remember, expand aimlessly, to confuse competitors. Go deeper into Greenland; it's an extension of Africa really. Now you're in Guyane, and that funny once-Dutch place next door. Transform your Latin margins: go to Argentina. Repsol did, and lost a bundle, but at least they could tango with Christina. She may be *loco* but can still dance – ask Pluspetrol. That's why they have come to Africa, again. Stop all that focus nonsense – that's spin from your corporate witchdoctors. They know nix, and are congenitally unreliable. See our *nganga* or your *sangoma*. Re-list in Lubumbashi – it's a mysterious little exchange, and no-one will know how to find it, or you, and you'll be safe, again. Open another office in downtown Ouagadougou; it's just like Australia, but with more excitement – ask Libra. Forget about Asmara, they sensibly prefer all their non-existent oil to remain below ground. Keep a beady eye on that devil globalisation – it's a foxy trick, designed to allow foreigners to buy you with paper, and sell you again for real money. George Soros invented it and did rather well, but now the sage has regrets, and residual guilt; not edifying at all. Yet, it's really too late. It has now become too fashionable; everyone's doing it. So be biblical – go forth and multiply, even if it's only your liabilities and losses, you will be admired, as you should be. Every Bull has its day; yours was yesterday. With corporate diffusion, you will sow mega-confusion: a good thing, like strategy, just as the world oil markets collapse, as they will, for sure. At least, that is what Leo fears. He should know, or know better – he consults Aquarius. They all do.

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## Technology & Transformations



*Technologies in the fossil fuel world have been at the cutting-edge of development and growth, and equally in the world economy at large, while the reshaping of old technologies from pen and paper to electronic gizmos has overtaken the energy industry as elsewhere. Innovations and technologies have been central to our business model and are deployed across a wide range of our ventures undertaken in-house and on the web. The technology revolution may never be over, as the imagination has no evident limit. Constant adaptation is required.*



Our initial network of contacts was built on personal meetings, landlines, letters and global travel to meet corporate players – and only later by using telex, the fax, email, the internet and mobile telephony.



Jason Hodgkiss in the Johannesburg office. Jason worked on technology and systems for us between 2000 and 2003, and continued from 2009 onwards. He is an aficionado of note on aircraft, airports and the global aviation world.

At the outset our firm made do without technologies in the modern sense of the idea. Research was hand-written, then laboriously typed. In our Geneva office use was made of a shared telex that rattled and clattered with taped output. Business cards were collected and later kept on a rolodex. When the fax first arrived in Geneva, we did not immediately believe that it would ever work. Then a computer was bought, an old IBM A3, which was then novel in Switzerland. Lessons from an expert had to be taken to make it function. As time went on, smarter versions emerged. In Sydney we used Word Perfect software and Harvard Graphics 2.3 for many years. Diskettes were then introduced as floppies and later in “stiffy” formats. There was no USB plug-in.

For our strategy briefings in the earliest days in Singapore and then elsewhere, use was made of A4 overheads printed from computers. This antique mode was superseded by 35-mm slide-driven carousels, a nightmare to operate and to make seamless for delivery. We had maps of oil and gas basins, blocks and interests on Southeast Asia especially drawn for us by professional cartographers.

Later the internet arrived and along with it email. Our website was constructed in the late 1990s in Johannesburg by contractors in the first instance. After hiring Jason Hodgkiss in 2000, he worked on the first website to improve its functionality. When we restructured the office in Johannesburg in 2003, and had by then sent

all core servers and systems to London, and later to The Hague, Jason left the company, but most fortunately returned to join us when our Rosebank office in Johannesburg was re-established in its old locale in 2009.

By the time we had established our servers and systems overseas, Jerome Svikovsky had taken over the management of our technologies there. All the while the website and our internal technologies – notably the ones we built – went through several redesigns, upgrades and continuous modifications. There emerged in time our engagement with selected social media, notably LinkedIn but also Twitter where one day this year the following message arrived on our account from an unknown young woman: “Come to My Space, so I can be LinkedIn to Twitter on your YouTube, and you can Google all over my Facebook.”

Jerome had taken an early look at our old website when in London working for us in 2003 and suddenly decided to redo it, presenting a full-scale overhaul to our London office. He had been well-versed in technologies from the days of graphic design school in Sydney, and was a Microsoft engineer, familiar with SQL databases, software and hardware, and was also qualified in Oracle. We hired him full-time and took him across to The Hague to manage the entire corporate technology system. From there he leads our technical team of software specialists, coders in ColdFusion and a group of talented “nerds and geeks” – one must never forget, that the “nerds” have already taken over the world – all with a wide



Jerome Roy (“JR”) Svikovsky, Vice-President Technology, was born in Geneva, lived in Australia for ten years, and is based in The Hague. Jerome first worked for us in London in 2003 and manages our worldwide systems, technologies and technical teams.



Jerry van Gessel from South Africa works in The Hague office to direct and manage our International Marketing Division, global relationships and extensive links with the worldwide press and petroleum industry media.





Jerry van Gessel with Babette van Gessel at a company function in The Hague. Jerry later married our Latin Representative from Rio de Janeiro, and so we had to find another, and did.

range of superb technical skills. It's all a far cry from the early days.

Most important has been the in-house software we designed and for which we created the architecture for our management database, which holds our worldwide contacts and information systems about companies and so on. It has around 50 000 executives on record and is used with in-house systems to distribute our newsletters, on an opt-in basis (another technology we pioneered). The newsletters have become very important to recipients in the developing world, and elsewhere, most who cannot obtain, except at high cost, hard copies of the world's best press. Our newsletters – under our *Petro21Publishing* brand – distil the best of breaking oil and gas news, drawn and selected daily from over 500 sources, to arrive with the top 20 stories on critical themes, and sent to our private clients worldwide. For over a decade we have provided millions of news stories on oil and gas to the world at large. When executives leave a company, it is usually known immediately as they typically notify us to redirect their news flow.

Maintaining our large management database is an unlovable task that almost all of us share in some form or another from time to time – by adding contacts met, executives found on-the-move, with corporate changes noted and updated,



Various platforms and networks in our business model allow selective target advertising to reach key players worldwide.

records fine-tuned, corrections made, and periodic “cleaning” done on a regular basis: to reflect new hiring, start-ups, or remove the departed, the restructured, and the retired – plus some rabble!

Our first website traded under the apparently related address of *glopac.com* until it was thought better to use the label *petro21.com* – the idea (in 1999) to reflect our interest in both world petroleum and the future – with the then imminent arrival of the 21<sup>st</sup> century. In mid-2002 we were requested to cease and desist from the use of the *petro21* label by IHS Energy because, as their letter put it, they had something on the books called *Petronet-21*. Our claim to precedent was clearly established. There was no confusion concerning the assumed but imprecise correlation of the two labels, and we continued as before. Recently our firm decided on another moniker under the company name: *globalpacificpartners.com* – with the old *petro21.com* still directing traffic to the new website. It took over one year to reshape the new website that has been transformed. It holds an accumulating body of rich content of quality, more than most others in the worldwide oil game.

Allied to all our hardwired and proprietary technologies have been the “soft influence” generated with the fourth estate through the hard work, charms and savvy of Jerry van Gessel in The Hague. Notwithstanding some adversity, Jerry has more than ably managed to lead our important International Marketing Division, maintaining global relationships across extensive media networks with the world press, online,



Jodee Lourensz from Australia is based in The Hague office, and is involved with our International Marketing Division and global conferences.



Naomi Tsoa-Lee, Vice-President Asia/Australasia, is based in the Sydney office. She has travelled widely in Asia.



Marilijn Boumeester in Holland joined us to deal with our social media and web content management through online networking.



Briggitt Relli is our Executive Assistant for the Management Office based in The Hague. From Italy and multilingual, she keeps track of our many different interfaces within our offices, teams and ventures.



David Smeulders works on our technology systems, graphics and design in The Hague office.



Judith Moore has joined our research and conference team in Johannesburg.

and with publications and internet interfaces that carry our marketing and press releases worldwide. Undoubtedly, this is the largest of anyone's in our line of activity, and has been created over many years, with Jodee Lourensz working there in tandem. Another facet of this is our advertising window, partly for client interests, *Global Energy Image* and our newsletter adverts, all widely distributed through our own opt-in systems.

It was in Marrakech in our earliest days there that, at the scheduled start of the strategy briefing before 50 assembled delegates, the inevitable glitch occurred: the AV system would not work. Although we had contracted the five-star hotel's technician, he was unfortunately still at home after a "big night out" and an hour late to come and repair the fault. It was not something to be repeated, nor a risk wanted again. Since then, and for more than a decade, we have had the skills and technical proficiency of Brian Deacon based in Cape Town, contracted to do all our meetings worldwide, so that slick and seamless delivery of presentations and required technical matters can be handled with total quality assurance.

There are undoubtedly new technologies as well as old ones that will be adapted in future to bring forward a few original ideas and innovations that we still have in the pipeline. More will follow on them in times ahead.



Thomas Smuts-Muller is a legal eagle in-the-making. Now qualified with a British law degree, Thomas has gone on to do the MBA in International Oil & Gas Management at the University of Dundee in the *Centre for Energy, Petroleum and Mineral Law and Policy*. He works with us in The Hague office in several capacities.



Alex Daskalakis from Greece is based in our office in The Hague and works on technologies and systems.



Kelly Alexander, BA (Hons), MA (Sociology), University of the Witwatersrand, has joined our Research and Advisory Group in Johannesburg to do research for our global upstream business and manage our worldwide industry platforms.



Our website logo from the end of the last century to mid-2013.

## S A G I T T A R I U S

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### The AFRICA PLAYERS: Archers

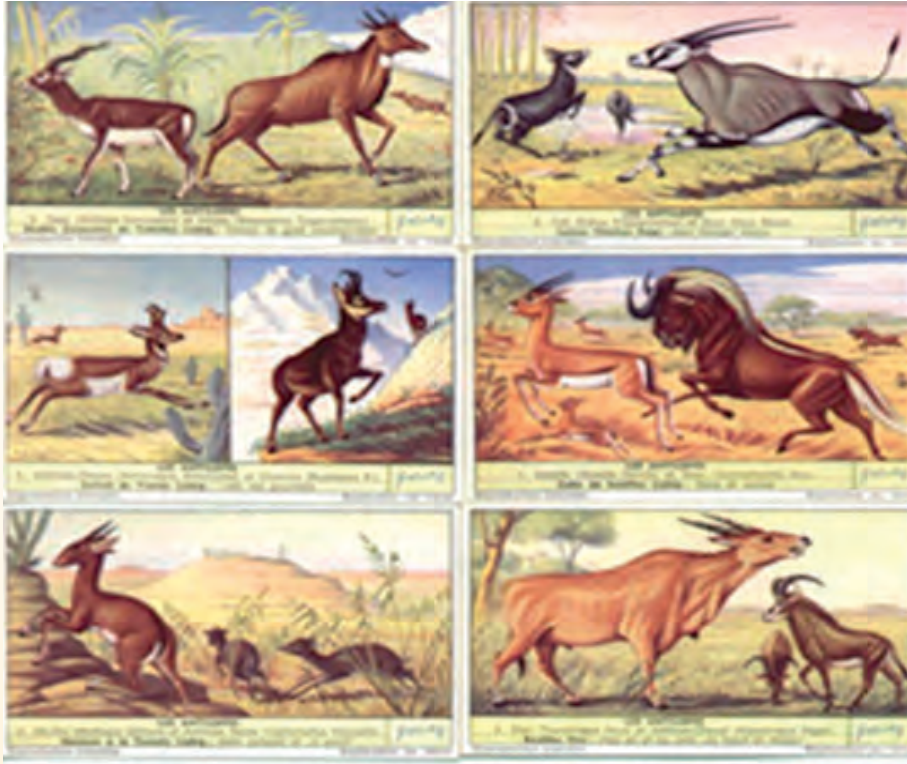
#### AFRICAN PROVERB

*When the Elephant breaks wind, even the dung beetle trembles, and so should you*

You are the toast of our complex and confused continent (from Mauritania to Madagascar, Sao Tome to Seychelles, the Canaries – yes, they're ours really – to Darfur). All have more acreage. Most are having a tough time keeping abreast with our continuous largesse. You are much admired by all, except Americans: they will never understand (they even thought that fellow Henry Morton Stanley was a Yank) – and most of you still have to discover the crude stuff. But beware: your admirers only love your oil, not you. Like the rest of us, you are unlovable. The French and Canadians want to be your friends, but so do the Indians, and the Chinese, in fact everyone. It's a tough choice. But watch CNPC – they have traditions of patience, and will profit from your inevitable misfortunes. Your risk is their opportunity. They will even buy the dreaded Sudd, if given half a chance. You should remember: Livingstone, Stanley and other explorers got into deep trouble there. You have enough difficulties already – ask Salva Kirr, or maybe not. If you must have a *coup d'état*, make it your final *coup de finesse*. Stay in power, as elections

are costly. It's a fashion thing. Keep aloof from the Great Leader of the South – he would like to extend his onshore to Bangui, and all over Africa. He's put one ex-wife in charge of the AU already and has unemployed spares. Play with your marbles, but beware those Egyptians – they think the White Nile is theirs. Be careful, the Successors to the Stranger from Arkansas want to show how tough they are in this bewildering new age. Be warned: they may pre-empt your oil, if you ever discover any. Form a national oil company, even if you have no oil and never will – Scorpio did so. You have much to thank OPEC and the Vens for this year, even Chavez if he were around. The sheiks have brought the rains to Africa, and Bolivarians have told Leo where to go. But do not join them, in fact, go it alone. Remember, survival is a lonely game. OPEC only wants to control your future success, not your predictable failures. Be like some – announce a bid round, then cancel it to encourage investment. Or Nigeria – don't have one and announce a PIB to tie-up all the lawyers in knots and keep them off the streets. Above all, do not believe deviant geoscientists and mad merchant bankers who say there is no more oil left; that's sheer nonsense. They live in the Twilight Zone. Isn't it weird what our African sun does to *mzungus*. Make friends with Gemini – they need your oil, and you can get *boerewors* and *biltong* from them. *Nyama* is also good for your cholesterol. Soon you will no longer have to feed the homeless to the hungry, it wasn't a great strategy anyway. Not sustainable – ask some corporate honcho. Oil's a better way to go; or gas. They're full of it these days, even if you have none. Just divide the place up into pieces, call them “blocks”, and give them a number. Then sell them, and keep the money. You will be surprised – those English will buy anything. Look out for Libra – he's confused these days. It's an identity thing, and not his fault.

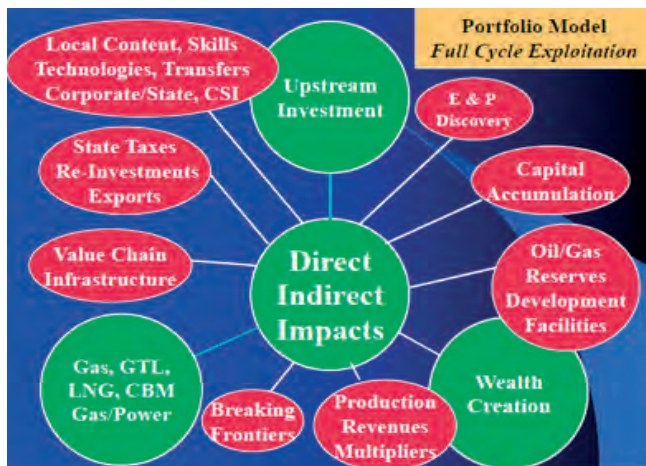
## Pioneering, Pacesetting & Partnerships



*Animals in the bush typically have four legs and a tail but all are different and behave as herds and individual animals accordingly. The same is true of corporate players designated by common nomenclature in the oil game, for national oil companies, super-majors, super-independents and minnows.*

*Each has a specific origin, differing morphology, unique history, diverse relationships, “feeding habits” and behavioural complexity, some with predatory instincts. Hence some animals may or may not succeed, let alone survive. With corporate animals it is a huge mistake to “brand” them within an arbitrary category or impose some presumptive taxonomy that is at best an intellectual convenience.*





Our portfolio impact model designed to shape understanding of the economic impacts of corporate oil portfolio beyond the fixation with “state take”, and showing that in many cases fiscal terms should be made more competitive to enhance and maximise capital inflows, investment and macroeconomic benefits.

For years we have sought to be pioneering, especially in the developing world, but also in various endeavours – concerning our global platforms and networks. Many of these have broken new ground. Ours has been a preference for originality rather than the copy-cat syndrome so common. Several of our ideas deployed within the industry have been later “appropriated” by others using modified labels.

Our research suite was at the outset both original and catholic in nature and covered all countries, players and state oil entities in Africa, Asia, Latin America and the Middle East. This continued into our strategy briefings when we abandoned the old mode of classic written research for the new interactive format based on quality-rich content, ad-lib presentation method, and the extensive usage of eidetic image.

Similarly in our advisory practice the entire focus has been on strategy where several original

concepts have been generated – in the diagnostic based on non-linear economics that undermine the claims of peak oil; in using the thoughts and model of Edward Gibbon’s *The History of the Decline and Fall of the Roman Empire* to adduce the shifting paradigm in world oil related to the last two decades of rising state oil companies; in applying full-spectrum economics to define the portfolio impact of corporate oil beyond the obsessional fixation by governments and analysts on the state fiscal take; and in our treatment of the famous “oil curse” thesis to demonstrate its profound theoretical and empirical weaknesses when applied in Africa.

One notion has been our critique of the so-called “Norwegian model” (it was never applied in Norway) so-often imposed on many an African state, which holds profound implications for the industry and country GDP per capita growth rates over the long term. The architects of this *etatist* idea, from Norway and funded by state *largesse*, by default raise the tax and regulatory hurdles for investors to the detriment of the economies when this is considered over the long term. Their policies contradict best strategy options that should be applied to maximise early and continuous investment inflows to more rapidly and widely unlock natural capital for economic growth. These models, once foreign to Africa, do not account for all the direct and indirect benefits in the macroeconomic and investment equation. Our critique, endorsed by the African Institute



The PetroLatino Club: well known at *Latin Upstream* in Rio de Janeiro for *churrasco* evenings.



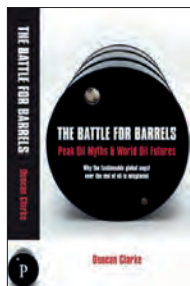
Young Professionals in Oil, Gas & Petroleum, established 15 years ago to integrate graduate geoscience and economics talent into the world oil and gas game.



Initiated in 2007 for Independent Licensing Agencies, but reshaped in 2012 to cover all entities involved in licensing worldwide, including ministries and state energy companies.



Inaugurated in 2013, our *Africa's Oil Legends* was initiated to recognise remarkable individuals who have created landmarks of achievement in Africa's modern oil and gas industry.



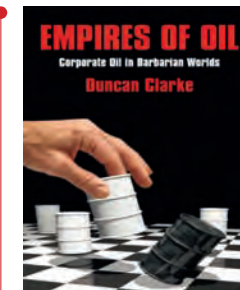
*The Battle for Barrels: Peak Oil Myths and World Oil Futures* (London: Profile Books, 2007) presented our critique of the peak oil lobby. It was based on non-linear economics and dynamics concerning world oil reserves, discoveries, technologies and production. An accomplished author in this domain is our colleague Robin Mills in Dubai who has likewise shown up the plethora of fallacies in this “quasi-apocalyptic” school of doomsday thought.

of Petroleum, contests such policy prescriptions that have had, and will have, detrimental impacts on Africa's oil-gas evolution while giving underpinnings to the wave of resource nationalism found emerging across the continent.

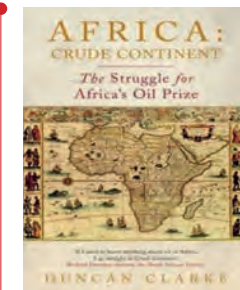
The African Institute of Petroleum and the PetroAfricanus Club, with related clubs in Asia and Latin America, have provided platforms and networks that would not otherwise have been available and which have, we believe, benefited the oil industry's advancement. Similar underlying concepts relate to our efforts for Young Professionals, the International Licensing Association, the Global Women Petroleum & Energy Club, our “Big Five” Awards and the just-initiated Africa Oil Legends. Here our thinking is not merely to be on the edges of the world oil industry but in part to shape it as well. These networking models associated with Global Pacific & Partners and our efforts in newsletters and communications seek to provide the kind of cutting edge also found in our portfolio in the domain of books, film/TV and media linkages.

Many lasting and treasured relationships have been established with individuals and companies as well as state entities over the years. It is heart-warming to recall many of the individuals who have crossed our path across the continents: Bob Pile, a unique explorer with a long pedigree in top companies and executive involvement with super-majors and independents in West Africa, East Africa and Asia-wide, lately with PTTEP; Ray Shaw, known since the late 1980s, one of

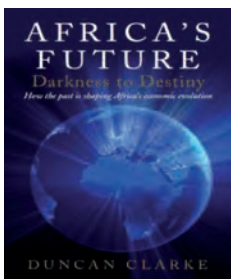
the top geophysicists in Australia who later built a new company and went into coal-seam gas; Han Lin Ong from Bandung, a 50-year fixture in Indonesia's oil industry who we met in the early 1980s; Ahmed Said from Petronas who never seems to act on the “threat to retire”; Peter Power who built Ampolex before selling it to Mobil, and who, like Lou Flower in Australia, “retired” to become a wine farmer; Jimmy Aung Khin, the Burmese oilman based in Singapore during the many years of *junta* control of Myanmar; John Tomich now with Noble Energy in Cyprus, who we had known well when he was Senior Vice-President with Kerr-McGee, and afterwards, around the world; Juan Szabo, who came from the top level of PDVSA before the Chavez era and built Inepetrol in Venezuela; Marcia Mello, the flamboyant Brazilian, earlier for 24 years in Petrobras, whose company HRT took 12 blocks offshore Namibia; David Meltzer OBE, who broke open Myanmar in the late 1980s, and who we met in Singapore when Premier had entered Cambodia as the path-breaker in IndoChina; Teklehaimanot Debretsion, Director, Hydrocarbon Division, Ministry of Energy & Mines from Eritrea, who often had to make presentations merely to announce that the president had closed the country to oil exploration; Bob Gistri, from ExxonMobil, who often claims to come from the “dark side” of the organisation (a jovial allusion to Sicilian heritage); Kevin Rollens, formerly from BG in Nigeria, and now with the New Zealand Ministry looking after open acreage and upstream investors; Christian



*Empires of Oil: Corporate Oil in Barbarian Worlds* (London: Profile Books, 2007) deals with the economics of the 21st-century oil game from 1989 onwards, depicting the rise of state oil companies and inter-state competition in global geo-energy, geo-economics and geopolitics.



*Africa: Crude Continent: The Struggle for the Oil Prize* (London: Profile Books, 2010), our seminal book on the historiography of the last century about Africa's oil and gas industry – and the countries, companies and characters that “made” Africa today.



*Africa's Future: Darkness to Destiny* (London: Profile Books, 2012), our work on the inner dynamics, economic origins and drivers of Africa's economies – from the past to the present – as shaped by global market forces and key cyclical events, with implications for Africa's future growth and likely mid-century destiny.

Chevalier, formerly with Elf and now Total, one of the most knowledgeable geoscientists around today; Warga Dalem, the advisor to the president of Pertamina, who we encountered many times in Jakarta, and one of the sages of Indonesia's oil game; Dr Justin Wilkinson, the space scientist from NASA, who spoke several times at our meetings on exploration and old onshore lacustrine deltas as “seen” from outer space; Svjetlana Adler of Sinopec (formerly Addax) in Geneva, who was the petroleum economist recruited by us in our days at Petroconsultants; and many more, all with a story to tell and a wealth of experience.

In the world of oil media, our relationships extend around the globe and have done so for three decades – these links have been built through personal and inter-firm connections, mutual support and commercial benefit for the parties. Many have teamed with us not only in their regions but also for worldwide events, the more so as the industry globalised. One of the earliest media partnerships was with *PetroMin* in Singapore – their publisher Eddie Raj, with the indomitable “Mad” Max (Maharaj), both of whom we met in the early 1980s and to whose journal we have often been contributors. The *Journal* has been a mainstay in the Asian oil and gas industry, weathered the tough times, and a few would-be competitors, to keep its deserved anchor position. Eddie not only advised us on our launch of the *African Petroleum Journal* but would often take us to the Singapore Cricket Club for drinks and dinner. Max would regale us with the life and

times of a journalist and an “ad-man” in the Asian oil patch. It was not the world of *Mad Men* of the Madison Avenue variety, but had overtones of that era as Asia transformed and the oil industry with it.

The Southeast Asian Petroleum Exploration Association fell into our path in a different manner. It's a professional industry organisation that the Senior Partners had early links with, and of which we duly became Life Members. At their bi-annual conferences – probably the most important technical-industry event in Asia – we have long been participants, periodic speakers, exhibitors and sponsors. Another person of note in the wider Australasian oil world is the journalist Rick Wilkinson, probably with the most knowledgeable and distinguished oil journo, and the one with the longest track record in the Lucky Country.

We met *Upstream* at the outset of their mission to take on the world oil industry. It is now the weekly “bible” for oil and gas players. We have occasionally featured in their columns. We met Erik Means, the founder editor, in Rio de Janeiro at its inauguration. Their key Africa oil journalist, Barry Morgan, has been a life-long colleague and friend while several other *Upstream* journalists are fixtures at our events in Latin America, Asia and London. Rita Barkhodaee from Norway remains a firm link to our mutual global marketing. It was an easy choice to have *Upstream* as our exclusive media partner for the PetroAfricanus Club.

In Latin America, a range of oil journals



Most oil companies, state-owned included, seek to create and manage their image in the world. This is achieved in a multitude of ways: through logos, annual reports, advertising, press releases, announcements to the market, corporate social investment, and communications to investors and through the media to the public. Sometimes this effort is to deliver good news, at other times as damage control, or for spin – or merely to embed sound bites or images into the consciousness of all. Some appear to have appropriated words or phrases from common language to connect with their image or brand or to claim proprietary status for their chosen concepts.



## PetroMin

*PetroMin*, the longest-established monthly journal in Asia's oil and gas world, is published by Eddie Raj with whom we have had a long-standing relationship for over three decades.



*Upstream*, the world industry's undisputed weekly "bible" published weekly on world oil and gas and the source of many a breaking story.



Barry Morgan is *Upstream's* "Africa man", and a fount of knowledge.

He seems to be on "perpetual safari" (often dressed accordingly) around and across Africa's oil patch, and is someone holding more secrets so far left unpublished on the governments, companies and individuals who make up the continental oil game.

and online media houses have supported us over many years, as well as official Latin inter-state organisations such as OLADE and ARPEL, private industry associations in Venezuela and Bolivia, and the independent licensing agencies in Brazil, Colombia and Peru. We have also had long links with key universities in Rio de Janeiro and Sao Paulo; their leading figures in energy, Professors Edmar de Almeida and Edmilson dos Santos respectively, have both often been speakers at our Latin events, and their graduates have participated in our programmes under the Young Professionals label for over a decade. We have also enjoyed working closely over the years with *Guia Offshore* and its editor Marco Antonio Monteiro in Rio de Janeiro.

Many links with the fourth estate have involved personal contacts – as with Dianne Sutherland, publisher of *Petroleum Africa*, and Jacinta Moran-Windham for *Platts*, an oil journalist of renown not just on Africa but also on the convoluted world inside and around OPEC. Our offices are also regularly called by many blue-chip media titles or radio and television journalists around the world for information, interviews, comment, background and leads for breaking oil stories. While we did many live interviews for our Africa Crude *Continent* TV/Film Documentary with CNBC-Africa, it has been CNN International that stepped forward to join us Africa-wide as exclusive television broadcast partner. In another sphere Gayle Meikle of Frontier Communications, a company that conducts public relations for

independent oil companies in Africa and who once worked for our firm in Holland, has been involved in selected arenas for us in the London corporate oil market.

Similarly, across Africa, professional industry organisations, such as the Nigerian Association of Petroleum Explorationists, have been important, while numerous participants from universities have attended our meetings in the Young Professionals meetings including geologists and geoscientists from the University of the Western Cape, University of Cape Town, University of the Witwatersrand, University of Namibia, University of the North-West, and others in Eastern Africa (Makerere University in Uganda, the University of Nairobi, Jomo Kenyatta University and the University of Dar-es-Salaam). To this can be added professors of geology and graduates from various universities in Morocco, Tunisia and Egypt over the years.

Our connections with the East African Petroleum Conference (EAPCE), rotating every two years among Member States, and the Community, have been built from the 1970s. This EAPCE connection has become much valued. Our work on economics in East Africa dates from 1979 while I was the designated economist for the Economic Commission for Africa on the establishment of the Preferential Trade Area of Eastern & Southern Africa in the late 1970s, conducting the first missions to 19 countries to found this institution, later known as COMESA. I was likewise one of the economists mandated to shape economic analysis for the inaugural meeting



An Irish woman in Africa, Jacinta Moran-Windham of *Platts*, and a savvy insider and oil journalist on the foibles of OPEC and the continent's oil and gas industry. Jacinta too should write a book on the ins and outs of the players in the oil game; but then maybe later.



Southeast Asia Petroleum Exploration Society, the key industry organisation in Asia. Our Senior Partners are Life Members.



The East African Community: Kenya, Tanzania, Uganda and now also Rwanda and Burundi – and which South Sudan seeks to join.



## Petroleum Africa

*Petroleum Africa*, the authoritative monthly journal on Africa's oil and gas. It inherited the mantle of the *African Petroleum Journal* and received the Conrad Gerber Award for Research & Intellectual Contribution to Africa 2013 with its founder and editor, Dianne Sutherland.



Dianne Sutherland, owner, publisher and editor of *Petroleum Africa*, and recipient of our Conrad Gerber Award for Research & Intellectual Contribution to Africa 2013.



Worldwide "head-hunters" and Patron of the PetroAfricanus Club 2008–2013.

in Arusha in 1979 to establish the Southern Africa Development Coordinating Conference, later SADC. Our research on the oil industry in East Africa began in the mid-1980s and has covered all countries, similarly carried over into our strategy briefings on the entirety of Eastern Africa. We hosted many EAC officials at our PetroAfricanus dinners over the last decade. Direct and close relationships with their national oil companies, ministries and governments goes back to 1994 when all were invited to be speakers at our inaugural *Africa Upstream Conference* in Cape Town. These close links have continued ever since, with state energy entities being regular exhibitors at this landmark meeting (for well over a decade in most cases, usually done on a gratis basis). Our long relationships in Eastern Africa pre-dated the inaugural EAPCE meeting by nine years, and have continued alongside subsequent meetings, now for 19 years. We have been intimately involved with the organisation from its inception in 2003 – as speaker at each meeting since Nairobi in 2003, with our team always attending plus providing targeted support in advertising, marketing, exhibition and worldwide promotion.

Additionally, we have enjoyed long relationships with most national oil companies and governments in Africa and elsewhere, and have acted in cooperation with several for roadshows and in our key industry conferences, amongst them: Onhym, Petrosen, ANH (Colombia), GEPetrol, NOCK, Petroci (Cote d'Ivoire), Namcor, ETAP, New Zealand Crown Minerals, and the governments

of Mauritania, Sierra Leone and South Africa. Most have been met in their offices at one time or another, others have been advisory clients: few have yet to be present at our global meetings or pitch their wares as speakers on our conference panels, while over a hundred have been exhibitors over the last two decades.

Several individuals have acted to champion our connections with their firms. Preng & Associates have for over six years been Patron for PetroAfricanus and David Lloyd, Managing Director in London, and the leading "head-hunter in Africa" (at times, we joke, an extension of the defunct cannibal trading business) has been a stalwart in support of our firm as a speaker and moderator and in numerous other ways. Our links established with Petrologistics in Geneva have extended beyond three decades and the passing of its founder; the links are sustained by Daniel and Mark Gerber, with Laura Gerber joining us as our official photographer for the 20<sup>th</sup> *Africa Oil Week*. While we reshaped our *Scramble for Africa: Resource Strategy Briefing* to cover mining, energy and oil, this was co-located with the famous *Mining Indaba* in Cape Town each February, thanks to links with Jonathan Moore, managing director of that organisation. For many years, too, we have been corporate members of the South African National Energy Association, led by Brian Statham, a fount of knowledge on South Africa, who was recognised as recipient of our PetroAfricanus Award 2011. We have been fortunate over the last few years in Johannesburg



The Nigerian Association of Petroleum Explorationists, Nigeria's technical and industry body long associated with us and *Africa Oil Week* in Cape Town as well as with our *Western Africa Oil-Gas & Energy Conference* in Windhoek.



The inter-state *East African Petroleum Conference & Exhibition* for the five Member states, for which our relationship was forged since inception in 2003, and individually for each country for even longer.



Once known as Onarep, Onhym – the state oil company in Morocco – has long been an entity connected with our efforts in North Africa and elsewhere.



PetroSEN – our state oil company partner in Senegal with which we undertook our *Northwest Africa Upstream Conference* in Dakar.

to have informal and continuing association with the Gordon Institute of Business Science, through the Director and Dean, Nick Binedell, and Director of its Centre for Dynamic Markets, Lyal White, to engage on economics and oil in Africa in various ways with their graduates and corporate clients. GIBS has supported our *Africa Economic Forum* over the last few years.

Thus we have enjoyed many formidable and long-enduring partnerships in our safari across the world oil and gas landscape. Some were shorter-lived and a few never took off. Some ventures done in partnership did not endure, for various reasons. One venture with the law firm Denton Wilde Sapte in London was *Petroleum Breakfasts*, held there on several occasions but ended after we had relocated our key parties from London. In another venture, we held some industry meetings conducted with the Europe-Africa chapter of the Association of International Petroleum Negotiators, also in London. Though these ventures ended, the relationships built with these entities continue to this day in other forms.

The idea that we would have some of our research and ideas later published as titles with the well-known Profile Books in London (which has a highly distinguished author list) came about by chance. Meetings followed with the publisher Andrew Franklin and the editor Daniel Crewe, both “*bicycle-fundis*”, and it has been our pleasure to work closely with them and their hyper-efficient worldwide teams. At one lunch after release of *The Battle for Barrels*, and a good bottle or two



Gayle Meikle, Chief Executive for Frontier Communications, with Jerome Svikovsky. Gayle comes from Penhalonga in Zimbabwe on the Moçambique border, and worked in our office in The Hague while her public relations firm acts for us periodically in London.



Daniel and Mark Gerber, the sons of Conrad Gerber, and the dynamos behind the modern firm of Petrologistics in Geneva, at the braai, *19th Africa Oil Week 2012*. Jackie Sutter still works for the firm since starting in 1984 with Conrad Gerber, while the new owners have taken the company into the digital age as well as opened a Houston office.



Laura Gerber, daughter of Conrad Gerber and a former Swiss Olympian athlete who did her BA at Florida State University: Official Photographer for our *20th Africa Oil Week 2013*.



SANECA, the entity that pulls together the energy industry spectrum in South Africa.

of white, Profile asked if there was a second book to be done, on the grounds that they “published authors, not books”. This encouraged us to move forward and Profile have now published four titles for us, involving various subsequent editions including paperbacks. If we ever manage to craft another tome, we hope it will be placed with Profile.

Not mentioned here, for evident reasons, are many other laudable persons and organisations that have been integral to our world oil safari. In effect, the lesson has been that going it alone is not always best, building partnerships is not always easy, but when trial and even error, or sheer good fortune, allow the forging of compatible relationships, they can be of exceptional value to all.



Mining Indaba began in 1995 and hosts its 20th Anniversary 2014 in Cape Town, where our *Scramble for Africa: Resource Strategy Briefing* is part of the programme, and where around 8 000 mining executives gather annually.



CNBC-Africa was contracted to produce our *Africa Crude Continent: Quest for the Oil Prize* TV/Film (2010), which was shown around Africa.



CNN International, our exclusive international broadcast partner in Africa.



Not all think oil is the “devil’s excrement”.

## G E M I N I

### The SOUTHERN AFRICANS: Twins

#### AFRICAN PROVERB

*Yours is a socialist world so give both cash cows to government, and ask for some milk, or you may never get some*

Your ministers and state-corporate honchos are a big worry. Many can’t divorce themselves from other people’s money. They enjoy unearned, if temporary, post-marital bliss – it won’t last. Hawks are circling. Don’t abolish Pasa, to create Pisa (Petroleum in South Africa, only). Remember, if you can’t run GTL, you won’t be able to pump those Malaysian petrol stations, let alone manage a monster refinery, even if the Chinese do it for you. So be cautious. You should have married someone sensible instead – like Sasol, Aries or Energy Africa. Pity those Irish equestrians took it over. Avoid Scorpio – he is in for a very bad year, and the stars are not propitious. Hold onto your CEO for a change. It’s considered strategic, and mesmerises the board who are confused anyway by your persistent dalliances. Adopt the art of management, take the credit, and allocate the blame. It’s your competitive strength. Fox your main competitor, that cash-driven Treasurer, who will only admire your studied indifference. Build GTL plants worldwide, especially in Iran – no-one

else will. Or Pemba: even if you must borrow Sasol’s technology. They won’t mind. It’s free advertising. Your move back to the future in Parow was strategic excellence. Yes, it’s less *Jarney* than the Waterfront but local, and local is *Jekker*. In your case, GTL means “Get That License”, before someone else does. Go for gas: it’s the fuel of the future because it has no present value. Hold on to your rig, it’s your best asset, and may soon be the only one. Buy oil forward, at \$150/barrel – you will appear wise and appearances matter, like bling. NYMEX and ICE will appreciate the business. Watch out for those brassy Nigerians, and the Gabonese. Smart move to exit Sudan; even the southerners did that. You need to be careful about “going into Africa” – it’s full of dodgy foreigners. Look what happened to your predecessors. Sign another MoU – it’s only paper anyway. Visit more African countries, with your Great Leader of the South; he can share Frequent Flyer points. Try those bolshie Russians – the Vens have proved elusive since Chavez took off. Fix Putin’s problem –: the plumbing in Naboomspruit doesn’t really matter. Please make better dividend payments to the big boss from your coffers, but try not to shut the plant down again. The bean-counter gets annoyed, even if insurance covers the losses. Rely on the rains – they wash away all losses. It’s a great natural, climate-induced mechanism to show profit, and conceal liabilities. Invest more in SADC, even if they don’t love you in Zambia. You will be a pioneer, so make a rapid entry, it’s in your history and blood. Take over the CBM in Botswana, like Sasol, if your government won’t let you use theirs. Don’t play with your Karoo shale gas, it annoys Anton Rupert and Princess Irene, and upsets the sheep. Be like Sasol – do it elsewhere, like in Canada. If you harbour doubts, try another organisational restructuring; it foxes everyone. Watch out for the amorphous market – it wants to sell you. Do not invade Lesotho again. They have no oil, and even *Dubya* knew that. Try the Swazis next time, they owe you money. Move the border with Namibia a few inches on the map, then Kudu’s yours. It always was really so take it back, now that Boris has come, and gone. Just watch out for Brazilians and guys in chariots. Your future lies in Angola where you once were. Why not annex them? They have gobs of oil, and don’t know what to do with it. Cobble a deal with your cobalt and friends. Leo has positioned there already, and now Aries is trying hard, so you too should slip in. Watch out for Ghanaians – they have sabre-teeth. Funny isn’t it – one’s best *shamwaris* become aloof once they have discovered too much oil-gas. The Mozzies are next. Maybe it’s a language thing, so blame the Portuguese, or someone else, perhaps foreigners. Practise victimology – it’s a cleansing experience.





# Memorable Moments

*A great deal has happened in Africa over the last few thousand years: the past has been prologue to the present and will in some manner influence the future. The continent is dynamic, constantly in a state of osmosis, unforeseen change and re-invention – as has been the case with our own corporate portfolio worldwide and Africa Oil Week. Only Madame Olga's crystal ball can foretell the future and what it might hold!*





Dr Al Boulos, the legendary negotiator and diplomat of the world oil industry, whom we met in the early 1980s, often at our *Africa Upstream* Conferences in Cape Town and events in London and elsewhere. A great friend, Al had a pedigree in world oil negotiations that few others have attained.

On our worldwide travels, client visits, and in oil industry meetings, and through interface within and outside our conferences, we have met a cast of thousands, many outstanding characters and memorable personalities in the oil game.

After we had covered Africa in the early years, Asia became our prime hunting ground. Arriving for the first business meeting with Petronas in Kuala Lumpur during the early 1980s, we thought that it had been arranged as a formality for us to market our research to them but they then brought 33 people to the meeting, which turned into a three-hour seminar on Asia's oil and gas industry. Petronas had little in their portfolio at the time outside Malaysia and we never got around to marketing the products, but the meeting started a long relationship with the state oil firm.

In an encounter with Total's Philippe Picard then running the company's Asia assets from Jakarta, and for years thereafter a totemic oil executive in Asia, we innocently asked about Total's strategy. He replied (in French), "the strategy of Total is to make money (*faire le fric*); unfortunately that is also the strategy of all our competitors too". It was an early salutary lesson in the nexus of the industry's twin relationship – oil and money – something sometimes forgotten (always at cost).

At a meeting with Pedco (later KNOC) in Seoul, I was ushered into a room to meet the state company management. At that time all in the company wore the same blue suits so it was difficult to know "who was who". When I met the Drilling Engineer, he produced a card

revealing that his name was Bum Suck Poo. He later became the managing director. It was always difficult to tell others that he was the real deal, once on our database and so identified, or to make suitable introductions given the cross-cultural implications.

At *Oil & Money 1986* in London, I sat next to a much older man and casually asked: "what do you do?" It transpired he was Armand Hammer, chairman of Occidental in its early prime. Hammer had invested in the small company in Bakersfield when it had assets less than \$100 000 and built a large independent. He had also owned race horses, as well as coal mines in China, and he forged a long relationship with the Bolsheviks while later he broke open Libya under King Idris in 1966. You never know who you might meet. Hammer died at the ripe age of 92 and gave away most of the money he made.

Another memorable personality was Laney Littlejohn, an American with 30 years under the belt at Saudi Aramco in Dhahran. We met at an IAEE Conference in Bali in the midst of the price crash in the early 1990s. When asked what he thought the Saudis would do about the crude price, he said in a slow Southern drawl: "Well I don't know, but they better learn fast how to grow dates and ride camels". It was not to be. The oil markets eventually recovered.

Others met over these years included many luminaries in the game: Fereidun Fesharaki, *aka* "The Emperor", with whom we joint-ventured strategy briefings in Singapore during the 1990s, and who remains one of the world oil game's great



Ahmed Hassan from Cairo, "The Sphinx", who has watched the oil and gas game in Egypt for over 50 years, and still does, with Babette van Gessel, his favourite *paramour*.



Fred Dekker, a global oilman of substance, formerly 33 years with Unocal, later an independent and founder of Wessex Exploration. (Fred's brother at Rhodes University, Ben Dekker, became an icon on the Transkei Wild Coast tourist calendar known for living in a cave and off the sea.) Naively one year we sought together to resolve the Morocco-Western Sahara exploration hiatus by suggesting a joint zone amidst the acrimony there that has now lasted four decades. The proposal predictably came to grief.



Andre Coajou, a widely experienced oilman from Elf, later with Total in Singapore, who has worked worldwide, and for whom we once conducted an advisory – and yet he still remained our good friend, inviting us to his memorable 70th birthday bash in Paris.

market thinkers; Roy Huffington in Houston, met over breakfast with Tim Zoba Jr. and Teresa Huffington, one of America's great independents, and founder of Huffco; Subroto the famous and dapper Indonesian oil minister and a key player in OPEC over many years; Shell and BP's chief executives Mark Moody-Stuart and (later Lord) John Browne at an *Oil & Money* dinner in London where standing between them one was forced to look up and then down as the conversation moved between them; as well as ministers whom we have even danced with, such as Amina Benkhadra, a nifty "rock-n-roller": and the former Minister of Minerals and Energy in South Africa, Phumzile Mlambo-Ngkuka, encountered at the South Africa Liquids Fuel Charter meeting in 2001 at Emperor's Palace, who wasn't. One person who could and did dance, to the distinctive beat of *kwasa kwasa* Congolese music, and often on the stage at *Africa Oil Week*, was the always colourful Joseph Pili-Pili Mawezi, Directeur-General, Le Ministère des Hydrocarbures from Kinshasa.

Our friend over many years was Dr Al Boulos, one of the legends of the AIPN, who often spoke at our meetings. We would regularly meet in London and Houston – our first encounter in the 1980s when he was a senior executive at Conoco. A true gentleman of the old school, Al had time for all and was the oil diplomat *par excellence* in the industry, indeed its unofficial ambassador and statesman. He came from Lebanon and was an Arabist of note, and used to say that he had an inverse relationship to "fast women and slow horses"; that as the seventh son of a family of nine

children you needed to watch your plate if you ever had dinner with him; that he refused an invitation for dinner with the ex-Emperor Jean-Bédel Bokassa of Central African Republic because he worried that he might end up on the menu; and that variously in life he had been mistaken for a Lebanese carpet dealer, a member of the Greek Royal family, an Arab prince, an Ethiopian immigrant and even a political assassin in Equatorial Guinea. On a famous occasion he cautioned Ross Perot to "stay in the navy, as he would never make it on the outside", and had told Estée Lauder's son Leonard that "men were not interested in the smelly stuff, so don't at all costs start a line of men's cosmetics". He gave a memorable address at our *Third Millennium Petroleum Conference* dinner in London in the mid-1990s where he recounted a long career of great accomplishment with typical finesse and humour.

Another legend of the industry with nearly 60 years under the belt in exploration, and the first independent to break open Africa's deepwater play, was Gene van Dyke. He became a huge supporter of our endeavours. We had him and some friends to dinner one night near our Rosebank office in Johannesburg. With his mobile phone ringing, Gene retired to take the call, returning to table to announce that he had just confirmed the \$46 million farm-in by Shell into the Astrid Marine offshore Gabon, completing



Richard Lorentz, formerly with Elf, and Andre Coajou, later the most-known independent executive in Southeast Asia's modern oil game, in Singapore. Richard formed Pearl Energy, floated it on the Singapore Exchange, sold it to Aabar from UAE, and then founded KrisEnergy to create another world-class Asian company. He is seen with Tanya Pang (KrisEnergy), a friend of many years, at our *Asia Upstream Conference*.



Jeff Waterous, one of the world's earliest and most-known corporate transaction players, at *Africa Oil Week* in Cape Town. He spent three months on the ground fixing damage in Sumatra after the tsunami in 2004 had wreaked a huge toll on Indonesia, generously flying in several generators for the beleaguered residents.

farm-outs that had accumulated \$102 million (which was then drilling – and came in dry). We still paid for the dinner. The next day he flew off happily to Antananarivo to confirm Vanco's lease on the Majunga deepwater block. During a boat ride taken later at Gene's palatial establishment in River Oaks in Houston on the private lake in the property he noted that it was all thanks to Shell, and Ebbie Haan.

Not all efforts to build the business have had stellar outcomes. In 2001 we sought to engage with the diplomatic world in Pretoria, inviting all African ambassadors to a private cocktail reception at the Sheraton, booking a fine suite there and organising a handsome spread. We dealt with many of their state oil companies and thought they would be keen to solidify linkages. Around 50 diplomatic worthies confirmed their attendance but on the appointed night only three pitched up, leaving us with our team to stare at a feast that would never be consumed. It was a rude introduction to the quasi-political world, which we have since steered well away from.

Some advisory mandates have been entertaining, at least in part. At one, a meeting in Tunis for the African Development Bank, the task was partly to ward off the “enemies of hydrocarbons” inside the bank (a mix of “green” economists, utilities-freaks, “politicians”) that wanted nothing to do with financing for private oil players even though the institution wanted to be a “big player” (so one was told) in Africa's enlarging oil game. Advisory work for New Zealand's government was timed for the Rugby

World Cup 2011, and investors brought along for the meetings were indulged in corporate boxes with the best white wines and catering to match, with the result that it was difficult to follow the intricacies on the field. At another occasion in Kenya to assist UNDP, a spectacular dinner with cultural events to match turned into an unashamed shakedown for financial commitments from any foreign Minister of Energy in attendance, several promising under-duress large state sums for a project that was never realised: nor were the monies. Statoil some years ago in one of several mandates done in Stavanger was bemused when we suggested that one thing Statoil might do was become “less Norwegian”. It was a throwaway line at the end of a long in-house briefing day and led to a prolonged two-hour discussion, with a late flight back to London. A three-day briefing for the Iraq Ministry of Oil in Amman in 2005 turned out to be as much a delicate task of sectarian separation as explaining the new order of things in the world oil patch. And the IDC in South Africa in 2004 wanted to “go big on Africa-wide equity placement and financing in oil” but walked away after its key energy staff headed abroad. It was a major missed opportunity at the start of Africa's “bull run” in the oil business.

Naturally not everything in the conference milieu goes according to plan. There have been demonstrators at some meetings in Africa, London and Houston seeking to disrupt our proceedings, in the cause of ideology or ecology, even the politics of so-called anti-imperialism; one Vietnamese speaker fell asleep on the podium during another's



John Forman, the former founding director of Brazil's *Agência Nacional do Petróleo, Gás Natural e Biocombustíveis*, its independent licensing agency. John is an oilman with enormous knowledge acquired from over half a century in the energy game. He is based in Rio de Janeiro and has been a speaker and moderator at our *Latin Upstream* for many years, becoming a member of our Advisory Board for Latin America.



Peter Grant, formerly International Manager for Woodside Energy, speaking at *Asia Upstream* in Singapore. Peter, who led the charge by Woodside to enter Africa, is now active in coal-bed methane ventures in Botswana on his own account. Peter once gave a bottle of Moët as a “make-up” gift to a disputatious couple at one of our *Africa Upstream* dinners only for them to do so literally, later in the evening.

talk in Singapore years ago, snoring profusely to the amusement of all; a well-known owner of an independent nearly fell off the stage while giving an address in Cape Town, to be saved only by good luck; some delegates have secretly conducted affairs at our meetings; another – even while married at the time of the encounter – managed to later marry the suitor involved; several of our staff have received marriage proposals or worse; some erstwhile moderators from the industry have badly mangled the correct pronunciation of speakers’ names, especially those with long and difficult ones that require a modicum of practice before introduction in public; one speaker from Papua New Guinea tossed a spear across the room to get audience attention, narrowly and fortunately missing all; one exhibitor from the service/supply industry threw around yellow rubber ducks while the company’s speaker was in full flight, supposedly a marketing ploy to raise awareness; in Singapore a senior executive speaker interrupted his own talk to throw golf balls around the room to the person who could correctly answer questions he posed; another delegate outside our Cape Town event at the Imax was shot at by “hostile forces” on exiting the building, with later comment by the company’s senior executive to the effect that it was “no worry, as he wouldn’t be missed anyway”;

and one large Mideast state oil producer banned anyone from their company coming again to our meetings because of a misinterpretation made of views put by one of our invited speakers (a case of shooting the messenger first).

Bugbears in conference execution have littered our history with some ministers demanding cars, cellphones, presidential suites and the like; with a preference by some state officials and a few corporate honchos for glitz, pomp and ceremony; the perennial difficulty of us having to herd some speakers, “like cats”, to the stage at the appointed hour; late cancellations on text or email just hours before the speaker is due on the podium, with no excuse; hotels and venues where private goods (electric shavers, even ladies underwear) have been pilfered; six senators from Nigeria in one *Latin Upstream* conference who attended only for the dinners; scams by pseudo-delegates seeking entries to foreign countries on our visa authorisation; speakers who cannot resist giving full-blown sales pitches; the occasional client seeking to treat our sponsor contracts, even when signed and sealed, as an opportunity to “negotiate” (something they would never permit for farm-outs) – some wanting them adjudicated in North American or foreign courts, should anything ever go wrong (it never has), and hence it is the reason we have now had them standardised for the future under English law in London; well-heeled parties, often in London, that seek only to come free to our events; delegates who have never paid and seek to try it again, and again; others, even from blue-chips, who indulged in illegal badge swaps on our account in order not



Maximillian de Vietri (*aka* “Max”, or “Mother Teresa of Africa”) who broke open Mauritania and Mali, with Wade Cherwayko at *Africa Oil Week*. Max, based in Perth, is now Non-Executive Director of Tangiers Petroleum. He was the recipient of our Conrad Gerber Award for Research & Intellectual Contribution to Africa 2010 (for research on Mauritania), remains Consul-General for Mali in Australia, and was one of two non-Malians decorated (the other was Charles de Gaulle) with the *Legion d’Honneur du Mali* by the President of Mali (before Francois Hollande’s award in 2013). Max’s Ph.D. thesis on Mauritania in 2013 provided a path-breaking piece of research on the presumptive “oil curse” and the complex ethno-linguistic interfaces found there over the centuries.





Peter Dolan, the highly seasoned explorer and first recipient of the Conrad Gerber Award for Research & Intellectual Contribution to Africa 2009. Author of the *magnum opus* on Western Africa's exploration history over a century, he was co-founder of Fusion Oil & Gas and Ophir Energy.

to shell out money; and conference competitors that have quite literally arranged to steal our delegate lists.

Whatever the periodic ups and downs encountered, one thing for us has remained constant: the retention of independent status – in all facets of our business. Hence we don't take position, act as brokers, or take a cut of some deal, let alone sell our database or even allow corporates or politicians to shape our agenda. This has at times led to a few bruised egos amongst the self-appointed *glitterati* but it is “our way” and we have no intention to change it even if inevitably this freedom is secured at some cost.

Murphy's Law appears inescapable, and we have certainly had our share of errors, miscalculations, poor judgements, self-inflicted mistakes, bad luck and occasional cock-ups. More may well await us in the future. In the mid-1990s we had been persuaded that all speakers should be given gifts. For example, ostrich eggs from South Africa would be packed and shipped to London, several breaking *en route*. This gift syndrome, largely unappreciated, was a waste of time and money.

In March 1998 we even formed the *Africa Energy Club* as a social vehicle to channel monies on a one-to-one basis (that is, we matched donations raised) to the disadvantaged in Soweto. After laboriously accumulating R20 000, mostly in small donations, and handing it in a cheque to Eskom at one of our dinners to distribute to their “aid project” in Orange Farm, it was never cashed. The charity game, we found, was deeply flawed. Since then, we have reverted to

direct contributions via our Young Professionals programme under which, over the last 15 years, we have provided access to our events to over 500 graduates in geoscience and economics so that they might receive exposure, acquire knowledge and network with the best in the world oil industry. While we have sought to entice companies (many speak of the capacity issue and need for training in Africa) to join us on a *quid pro quo* basis to enhance this programme, no-one has yet stepped forward.

Not only have our Young Professionals been beneficiaries of our corporate efforts and as guests at our conferences over the last twenty years; so too have the “executive displaced”: numerous senior executives, and others in companies restructured or taken over, who have found themselves temporarily in between corporate ventures. Many have gone on to assume senior management roles, to form new firms, raise risk capital and make their mark in ways not envisaged at the time, so contributing to the global growth of the long corporate oil tail, in an effort with which we have been happy to have been indirectly associated.

Sometimes events did not go as planned. The decision to move our *10th Asia Upstream* from Singapore to Kuala Lumpur on the basis that it would receive promised Petronas support turned out to be ill-advised (we reverted thereafter). A double-up on our *Asia Upstream* event one year under the label *Millennium Asia Petroleum* in Singapore turned out to be a near-disaster. Similarly the SARS crisis in Singapore in 2003, in which the entire city was closed down, broke



Peter Cockcroft formerly with BHP Petroleum, is one of the few senior executives in Asia, like Bob Pile, who had been with private companies and worked for state oil players – in Peter's case both KNOC and Pertamina. While on the Indonesian wicket, he became a close friend of Xanana Gusmão, the Timor Leste leader, when he was in jail.



Alan Fernie, whom we first met in Buenos Aires and then at Ampolex in Sydney in the early 1990s, is now with Horizon Oil in Australia. Here Alan is speaking at our 19th *Asia Upstream*. He claimed that for three years, after each talk, the company share price fell! Many years before Alan had advised us against ever being the “partner of choice” because, if so, you would be “f\*\*\*\*\*, f\*\*\*\*\* and f\*\*\*\*\* again”. Sound advice.

ten days before one of our *Asia Upstream* events, forcing cancellation, large cost and rescheduling.

The wonderful idea to do a four-day long *Global Strategy Insiders Briefing 2004* in London was well received and a good turnout ensued – except that after two days I was almost terminally exhausted. London had gone on a complete shutdown due to strikes, so forcing a long walk home of over half-a-dozen kilometres at night in flooding rain that nearly made the remainder of the briefing impossible to finish. The lesson was absorbed that one full-day briefing remains the limit of endurance. On another occasion we took our *World Oil Future Strategy Briefing 2007* on a global tour from Johannesburg to London, Calgary, Tokyo – and also Beijing where all but one of the clients in China failed to come to the five-star post-event reception, leaving us stranded to enjoy a feast for 40.

For various private reasons we terminated our newsletters to an American company in Houston in late 2005. This resulted in our being sued in Texas for a fatuous claim of “tortious interference and damages due of tens of millions of dollars”. It invoked the need to engage high-cost lawyers and meant in effect that neither of the Senior Partners could go to America for the next several years at the risk of summary incarceration, until our lawyers managed to have the suit excised. Later we were to learn that many corporate parties and numerous senior executives well known to us had encountered the same difficulty. Others too have

taken an unsolicited and unwanted lunge at our finances, as when the Cyprus crisis broke in 2012. It saw our banker, Laiki Bank, go under and be closed, with a freeze applied by capital controls on monetary transfers. It was the allegedly German-inspired “haircut”, and most unwelcome (as I noted, “I don’t need a haircut, it was self-inflicted years ago”).

Some ideas have remained locked in the mind. One was the notion of a *Global Dry Holes Conference* designed for “honest geologists” who might own up to them; another the idea of *Miss World Oil* for companies to offer their best talent for competition at a gala dinner event (an idea scotched internally by one of the Senior Partners); and even the *World Geriatric Oil Conference* exclusively for speakers over 75 years of age and restricted to delegates under 30. With the culture of political correctness so dominant, one wonders if these or similar ideas – the last mentioned a worthy one, since much oil knowledge resides in grey matter – may ever see the light of day. We equally and wisely steered away from a well-known oilman’s idea for us to do a Berlin East/West Conference to be located on the edge of the Cold War boundary. The thing about geopolitics, and oil, is that it is in constant flux. A consequence is that the only true and honest view to be taken on the future crude price – the question most often asked – is that it will either go up, or down.



Brian Statham, the Chairman of the influential South African National Energy Association, and someone with enormous knowledge on Southern Africa’s energy and power industries. Brian has been on the World Energy Council for years. He was recipient of our 6th PetroAfricanus Award for Excellence in Africa 2010.

## C A N C E R

### The FAILING OIL STATES: Crabs

#### AFRICAN PROVERB

*Africa is the only “country” where everything is forbidden, even those things permitted, especially those allowed*

You're in dire straits: in DRC, South Sudan, CAR, Mali, Cote d'Ivoire, Lesotho, Swaziland and Somalia. It's not going to be a good century for Crabs. It'll be just like the last one, only worse – ask Nostradamus, at least he had that right. You are again at the centre of attention, not because they love you. They just all want your marbles and oil, and much else besides. Look out for Leopold's Ghost; he's on the comeback trail. Pre-empt him. Split-up your remaining assets. Sell Katanga to the Angolans, Kasai to Scorpio, the Kivus to those Rwandans, who own it anyway, Equateur to Sagittarius, and the rest to the Great Leader of the South. Forget about your Atlantic offshore. The real money is deeper, so lease it to Aries, or South Africans. Promote your Rift Valley to Beyond Petroleum. Their American serf used to own it in the past; they'll appreciate the gesture, even if you have to pay them to take it. Try those Libra mates in Perth. There are lots of Southern African investors there. They'd love to punt the DRC; they've just never had the chance. This will add to your established reputation for sophisticated chaos and mystify your competitors, as well as analysts and brokers, who don't understand globalisation – you do. Which is why, when you have regionalised your little conflict, globalise it. Open petrol stations

along the Congo River – ask Gemini to do it; he'll do anything. Sell immediately that odd zone from Soyo to Cabinda. It's a historical throwback, embarrassing, and makes lawyers happy, but our Africa map look messy. Build your greenfield refinery at Matadi; the Chinese will join you. The Belgians would have also, but they sold out to the French, who are again on the prowl. It's just that you can never hear them when they move through the long grass, leopard-like, actually. So look for other investors who speak funny French, like you, but do not play rugby – it's a ruffian's game. Make sure you avoid Leo. He has designs that exceed our African cartography, and is yet to appreciate that this is our Scramble for Africa, not his. Stubbornness is your chief characteristic, a well-earned trait. Since impolitely asking Americans to leave Mogadishu, you have excelled in statecraft. So much so that you have effectively redrawn Somalia on classical imperial lines. Congratulations, the Germans will think you are *wunderbar*. The AU is not your friend in shaping spheres of influence. They love old colonial boundaries, ever since those Eritreans cut that bifurcation deal with Addis Ababa. Yes, Somaliland took most of “your” non-existent oil; Puntland too, they're really just “mis-underestimated”, like the pirates. No wonder both Mogadishu and *Al-Shabaab* want a re-integrated state. This will not impress Hargesa: and the Saudis care little which way it all goes, as long as all oil discoveries are small. But open up that offshore fast – everyone else has done so, even if there is nothing there. It's good for business and bankers, as well as Aries, who might soon lease the lot. It will completely fox Leo. Meanwhile, keep exporting anything to Saudi Arabia, and importing their oil. You need more friends in future. Declare your *force majeure* blocks open, to Turks only. Some will be unimpressed, but everyone else will be. So what if the Italians used to own you – all they left was cappuccino. You can sell off everything to those rich guys in Dubai; at least they speak the right lingo.



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## “Taking Africa Upstream”

*It took 15 years of endeavour in the world upstream before the decision to mount our inaugural Africa Upstream, later built into the Africa Oil Week. Since then two decades have passed, during which time over 1 000 speakers have graced the meeting, along with many more exhibitors. Over 15 000 senior executives and state officials with an expanding set of interests in Africa’s oil and gas industry have been involved in its strategy briefings, conferences, social programmes, industry platforms and networks during the week. Our appreciation is tendered to them all.*





South Africa's Minister of Minerals and Energy Penuel Maduna, who gave a memorable address at our 3rd *Africa Upstream 1996* in Cape Town.

Our inaugural *Africa Upstream 1994* in Cape Town brought together the continent's upstream players for the first time. It was no simple task. It's hard now to believe that speakers then were invited and confirmed their attendance via fax or telex. Email had just arrived as a medium but most countries across the continent had no access. There was no Google and no internet. Speakers were traced from our rudimentary rolodex database and contact was made via country-to-country telephone operators, whilst overcoming language, culture barriers and the hollow echo of long distance switch-boards. In many countries telephony was of poor quality.

Later, as technology improved, it should have been easier but wasn't. Internally, many national oil companies and government representatives, when email came, shared one computer in each organisation or had to use local internet cafés. It took weeks once to track down one speaker in Libya. Eventually Babette got through to Tripoli and explained what was wanted and who was sought. But the gentleman on the line who had picked up just repeated over and over "you sound so sexy" – this effect probably exacerbated by the frustrated sighs – but she did eventually track the right person down.

For our first conference in Cape Town, Babette and Emma Sayers drove the thousand miles from Johannesburg with all the heavy delegate files and speaker presentations (at the time printed and collated by us for hand-out), some 250 in total, packed tightly on the car roof. While they were



driving through the desolate Karoo, the tyre burst, the entire car had to be unpacked, the tyre fixed, and the car repacked, before they could set off once again. (Years later, our digital solution solved this problem.) The meeting itself was a great one and a sound start to a two-decade-long series of gatherings of the best speakers and companies in or on Africa. We chaired the meeting as we have those since, conferencing it tail-to-toe, and our small team grew to accommodate the increased demands of greater numbers and the more complex logistics required.

The inaugural *Africa Upstream* was held adjacent to the Camps Bay Hotel, the second

Our "Big Five" Annual Board Awards in Africa have been in place since 1997. To date there have been 95 recipients of these different awards in Africa, and 17 awarded elsewhere (Asia, Latin America, worldwide).



Amanda Wellbeloved, Vice-President Africa, Global Pacific & Partners, with us for 15 years and a lynchpin in our Johannesburg office.



Sonika Greyvenstein, Vice-President International, Global Pacific & Partners, with us for 14 years and a fixture in our conference programmes in Latin America and elsewhere.

moved to Johannesburg, then we moved back to Cape Town’s Imax in the Pavilion Room upstairs in the BMW complex where the ground floor showcased cars. Numbers grew and we moved into the theatre, taking over the rest for exhibition space. For our first Imax theatre venue, the screen was too large to display standard projection. Many governments at the time came only with plastic overheads and we sat on many an occasion together with them, tracing maps with felt-tip pens and transferring overheads to slides until 4 am so that speakers would all be fairly represented up on stage. Some speakers still laugh when they look back at this primitive era and we all marvel at how much has changed.

Conference dinners soon became noteworthy occasions. The first Green Dolphin Jazz Club Dinner found us serving breakfast at 6 am at the same restaurant as many had not yet left the party. Stragglers into the auditorium on the following day became common in those years, some snoring during the morning proceedings. Our first conference *braai* was at the Strandloper, north of Cape Town on the beach where Pik Botha (then South Africa’s Minister of Energy) enjoyed *Waterblommetjie* soup (also known as Cape pondweed). At another dinner at the infamous Cantina Tequila the Malgache taught us all how to really dance. There too an amply girthed “Tequila Mama” administered sequential shots with many willing victims of this volitional indulgence. At other dinners dancing was the norm, rock-n-roll a hit, even one occasion where a delegate’s wife

performed an elegant pole dance. Some of the best Cape bands played at these social occasions, including the world-famous Jazz Quartet at the Green Dolphin, in a venue that is no more. In many early years the conference opening was led in iconic singing from the podium of “*Nkosi Sikelel’ iAfrika*” – with the rendition by choirs from Gugulethu township. This sort of social enjoyment has long underpinned the intimate spirit of the meetings.

Notably, some people said we should do the later-renamed *Africa Oil Week* only every two years, as not enough was thought to happen in Africa to warrant an annual event. Many asked why we had bothered to include Eastern Africa and several frontier countries. They believed that *Africa Oil Week* should only be about Western Africa as none of the Eastern African countries had any significance in oil and gas. But we stuck to the core belief that the full continent should be represented, and that Kenya, Tanzania and Uganda and many others all mattered, and that the frontier countries should be well represented. It’s paid off for them, many countries now on the hydrocarbon pathway then bereft of apparent potential. Much has now changed with all and sundry making a mad scramble for Eastern Africa and the Rift Valley plays, where these governments and acreage are now in high demand.

Our *modus operandi* at the outset, until 2001, was to have the South African Minister open the meetings. After that we opened with the “Big Five”, the super-majors. Yet in 1996 Minister



Sonika Greyvenstein, Vaida Zabarauskaite, Amanda Wellbeloved on the razzle! Many delegates used to make reference to them as our “globettes”. They failed to realise their talents, knowledge and savvy – and were lucky not to receive a sharp stiletto in reply.



Gene van Dyke, our inaugural Africa Oil Legend 2013, has clocked more than 60 years’ experience in the world oil and gas industry. Vanco Energy entered frontier deepwater Africa in 1985 (in West Africa, and Northwest Africa, and later East Africa), amassing a strategic position to become the leading independent licence holder offshore in eight African countries. In 1999, The Houston Geological Society named Gene as one of its “Living Legends in Wildcatting”.



Sola Adepetun, Senior Partner at Adepetun, Caxton-Martins, Agbor & Segun. Legal advisors in energy, based in Lagos, a veteran of our *Africa Oil Week*. Sola “stepped-in” as a speaker at the last minute to fill a vacant slot on the 1995 programme. He has been a “corporate trooper” ever since, but for once, here, he lacks his trademark bow-tie.



Tim O'Hanlon, Vice-President, African Business, Tullow Oil at *Africa Oil Week*. Tullow's “Mr Africa”, and known for the traditional Irish blarney, laced with wit and wisdom.

Pennuel Maduna hit the nail on the head in one memorable address that included the following exhortation:

“Surely this is the most important activity of all? Perhaps this *Africa Upstream '96* Conference and the launching of the *African Institute of Petroleum* could be the beginning of a new era in human betterment on the African continent – thanks to African governments working with international oil and gas exploration companies. Together, we can really take *Africa upstream*, both in 1996 and beyond.”

It was a hope that many shared.

Our introduction of awards in 1997 has been the first and longest-running in Africa and well received by recipients and peers alike. They included our Board Awards initially for an individual (John Bentley, Managing Director of Energy Africa Ltd our much-deserved inaugural recipient), then the *Bokke Awards* to recognise companies, and later the “Big Five” under varied rubrics, and also the PetroAfricanus Club Annual Award and the Conrad Gerber Award. Likewise from 1999 there have been awards for Asia and elsewhere. Selected using the famous “Delphi Method” (the oracle is consulted), all have been tied to performance, success realised and for individual outstanding achievement. A pantheon of eminent names of those who in one way or another “built” Africa's oil and energy game – corporate, state and individual – have been amongst the winners. In 2013 we introduced our Oil Legends award to highlight key individuals

who have made a huge impact on Africa (or Asia or Latin America) in one manner or another.

None of the efforts to move beyond the original idea and its incremental adaptation – to create, manage, conference, market and build the *Africa Oil Week* – could have been achieved without our first-class teams acting in varied capacities in our different offices. These combined and coordinated inputs, widely shared, have been of the essence. Additionally, in the Cape we have over many years been pleased to have a small local team (led by Eleanor Jameson) join us each year to share the burden of carrying out the tasks required for what is always a highly intensive week.

Many memorable speakers have come and gone at *Africa Oil Week*. John Doran was one, his stream of jokes delivered with finesse as pithy as observations made on exploration. Boris Ivanov from Gazprom E&P made a sensational announcement on entry into the Kudu gas partnership in Namibia one year, though the company exited inauspiciously within 18 months. Amongst independents, one always bearing significant news was Gene van Dyke, president of Vanco Energy, which acquired huge offshore acreage across Africa. It was only near the end of Vanco's existence (the company sold 93 per cent to Russian interests) that a discovery was made in Ghana. Before then Gene pioneered the deepwater game, opened many plays, ran enormous amounts of seismic, and brought in many foreign state joint-venture players to Africa's offshore including CNOOC, Sinopec and ONGC (we had advised on



Dr Alan Stein (with Dr Mike Fischer), both with Ophir Energy, at *Africa Oil Week*. One of the modern independent “greats” amongst Africa's deepwater explorers.



Haddou Jabour, Onhym, Morocco, who spent a lifetime with the state oil company. Haddou has headed their promotion and international acreage marketing.





Ebbie Haan, Managing Director, Sasol Petroleum International, at *Africa Oil Week*. One of our *shamwari*, a name also given to his boat on the Vaal.

potential state farm-in parties).

Few talks have been more eagerly awaited in Cape Town than that from Tullow’s “Mr Africa”, Tim O’Hanlon, who manages to keep the crowd on edge each year with a mixture of insight, wisdom and wit. He is able to tell a story of success that parallels the firm’s rise across the continental landscape. Ophir Energy’s founder, Alan Stein, typically provided one of the best presentations on offshore Africa, to an extent inheriting the mantle of Gene van Dyke as the deepwater player *du jour* given Ophir’s gas discoveries in Equatorial Guinea and Tanzania. While somewhat invidious to mention any individual, our speakers have added great knowledge of, and insight into, their company investments, which have made for Africa’s explosive oil and gas emergence while the state oil firms have liberally used the occasion to pitch acreage and assets open for investors.



Ian Cooling, Anadarko, at the PetroAfricanus dinner in Cape Town, on receipt of the PetroAfricanus Award for Excellence in Africa, 2012. When we once met him pool-side at the Polana Hotel in Maputo, he said convincingly that he was “examining the offshore”.

There remain several “veterans” of this landmark meeting, some from the outset – Charles Tchen from Gabon is one, and Sola Adepetun, with a near perfect score (curiously both “men with bow ties”). In various roles, Klaus Endersen from West Africa has been another – likewise, from Egypt, Ahmed Hassan (*aka* “The Sphinx”) has been a permanent fixture. Many have been in regular attendance for a decade or more and they come from far and wide.

One real drama was of course the concerns that emerged post-9/11 when we had pre-event meetings with the South African police, intelligence and security firms on the risks related to potential

threats to the assembled *glitterati* of oil in Africa, including American companies, ministers and others. Sniffer dogs swept the building each day before opening, armed “delegates” (really undercover agents) mingled within the halls inconspicuously (one a beautiful South African lady packing a gun), some companies brought private security to accompany their delegates, and we were all issued with special badges in case some untoward event occurred (presumably we were to be excluded from the line-of-fire). Subsequently we have tightened up security arrangements both with the venue and privately on our own account to ensure that all always remains well.

Our *Africa Oil Week* seemed to grow with efforts made by us but also because Africa’s oil and gas game grew too. Acreage taken up expanded in multiples, more countries opened new basins, the number of interests grew to reflect the capital investment inflows, and companies kept up the flow of discoveries, while more bid rounds and opportunities were put before the meeting each year. The prospects for the continent improved alongside the growth of the hydrocarbon industry as more players targeted Africa, with state companies from abroad rising in numbers and their portfolios expanding as well.

Not that there have not been periodic setbacks – dry wells, frustrating years to “crack the nut” waiting for discovery in some basins, political fallout in countries from time to time, *coup d’états* here and there, the acrimonious split in Sudan, conflicts in states which have damaged or



Randall Thompson (Global Energy Holdings), whose firm held acreage offshore South Africa and New Zealand, with Jonathan Block (Allied Minerals & Energy) and formerly on the boards of Soekor and Mossgas, at *Africa Oil Week*.

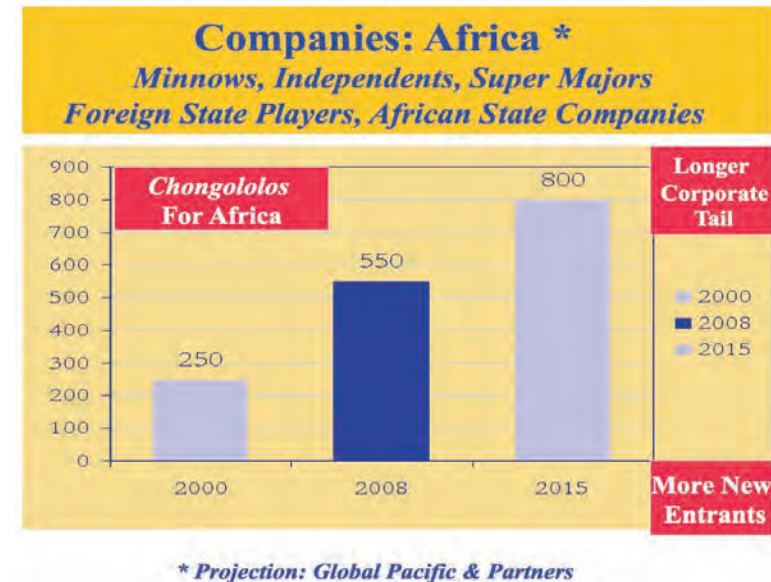
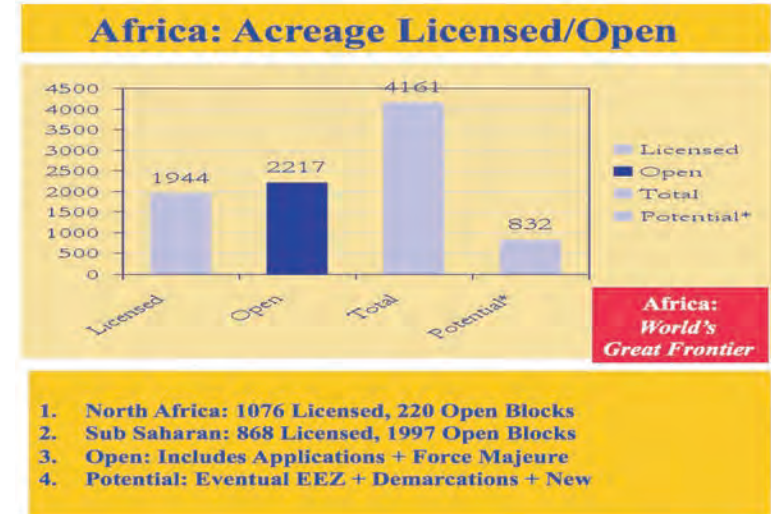


Wade Cherwayko, Chief Executive, Mart Resources, at the braai for *19th Africa Oil Week 2012* where the “Chief’s” Cape Town after-parties have become legendary.

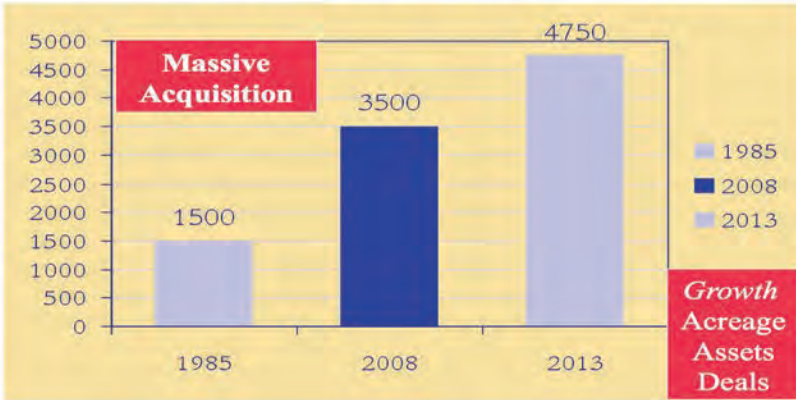


interrupted the exploration cycle, oil sanctions, terrorism targeted at company infrastructure or personnel, conflict in the Sahel, problems over harsh or suddenly modified petroleum laws, resource nationalism spats and the like. Notwithstanding all this, the companies and the oil industry have made a mammoth contribution to the unlocking of Africa's natural capital, providing funds and revenues for economic growth, and setting the stage for a better future. We hope that this will continue for the next 20 years, and longer, and that *Africa Oil Week* will play its part accordingly.

Many have been the accolades our firm has received (few ever publicised or even published), while many have been accorded too to *Africa Oil Week*: one recently from a highly seasoned oilman from a prominent exploration company, noting that it was the "best meeting ever encountered in the last 40 years". We hope to continue this tradition and ensure that similar comment may again be made in future.



## Company Interests: Held Across Africa



## Global Pacific & Partners



Global Pacific & Partners

## C A P R I C O R N

### The AIM OIL INVESTORS: Goats

AFRICAN PROVERB

*You have no cash cows or lobola left, only hope,  
and a future full of dry holes*

Your risk-adjusted calculated delusions impress all – and money even more so. Keep casting it asunder, left and right, into all IPOs, and let it trickle into Africa, drop by drop. We need all the rain available. Make capital gains, even if you cannot find us any oil. Remember, hope is eternal. So we can all play this game with you for a long time to come – as long as no-one is foolish enough to drill, dry holes worst of all. But watch out for those in Africa who have discovered oil money in retrospective capital gains. It's the easiest way to make money without drilling. You may think that the Empire is back, yes, that's sort of true. But it's now owned by us Africans, so please invite us more often to the City. Your deal future is bright, for now. But one worries what will happen when that nutcase Aquarius advises against encouraging more investment with us. He is so sensitive, that one. On and on he moans and groans, and drones on about governance, transparency, responsibility, and other incoherent nonsense. Where did that come from? Some Committee for Missionary Civilisation, or what? Surely Leo is not mad enough to have such a thing? Now those White Band Burden dudes are singing the same boring tune; amazing rubbish. Yes, you are stubborn. So keep it up, but change the music, please. The bad news is that many of you will lose your shirts, one day soon, when the rains stop. It's Africa after all, where no good deed goes unpunished – ask Taurus. Our dry seasons come, and rarely go. Sometimes they just linger, forever – ask Scorpio. What to do about all those missing oil beans. The beanies will never find them. Have you noticed how Africa's "lands", listed in London, are worth more than you can buy them for at home? Weird, hey. Is that some sort of bubble thing, or another imperialist plot? It doesn't really matter; it's their problem now. Anyhow, the future is excellent, as it always was, even before the oil bonanza. But your future is a huge worry – not for Africa, but for you.



**Global Pacific & Partners**

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## Our Future: Here to There

*The world is large, complex and in constant change, forcing adaptation on all. It has a scale that offers competitive opportunity to most. Our philosophy is linked to the idea that no corner of the globe is independent of any other. Ours has been and will remain a global quest, one related to understanding evolution of the world and its continents as well as selecting our positions within them. There is in reality no niche that may be guaranteed to last in the same manner forever. Yet it is feasible, as many have shown, to adapt to ever-shifting global dynamics and so continue to survive, if not always succeed.*

**A**t Global Pacific & Partners, we have borne silent witness towards many corporate secrets, private confidences, unfolding dramas, unexpected surprises, company entries and exits, sudden takeovers, corporate marriages and divorces, country meltdowns, market reversals, executive displacements, highs and lows, and sudden developments in world oil and gas across long spans of time and in widely spread arenas.

So far over the 35 years of our existence from 1978, it is estimated that for the generation of our research, the conduct of our worldwide meetings and for our global advisory practice for clients, well over one million kilometres have been travelled by air and overland by the senior partners to accomplish all, build the firm, shape its global networks, and create the ventures and brands of the company. Few could have imagined the scale of this task before we set out on this long safari.

Our firm has survived but a few decades, during which the industry has undergone several “revolutions”; and every year has brought something new. Each has its own story, some never to be repeated, but the oil game has never been static or boring. The hydrocarbon industry bears its own witness to the enormous achievements accomplished by individuals (state and private) while the companies in the oil game in Africa or elsewhere, sometimes vilified, are often accorded far too little recognition. Modernity would not be the same without them. Nor would the aspirations of so many in the developing world.

Our *Africa Oil Week* has long been our

trademark event, yet it did not start easily (nor has it always been that way). The same applies to our Asia and Latin events and others held in Africa. Indeed, the conference suite had to be built over the long haul with investment from the Senior Partners, persistence and patience, and sometimes a bit of endurance. It could not be said that our strategy was to “not have a strategy” – sometimes a view to be recommended – but it would be equally untrue to say that all was simply conceived from the start (beyond some general principles). One lesson here learnt, often the hard way, has been to “not fall in love with your assets”, an approach probably best kept for the spouse, lover or social partner. Many an idea has been considered, or tried and abandoned (even well-established events) and various bolt-on features have at one or another time been moulded to the model employed. Nor have we practised the infamous “art of management” – that is, “taking the credit and allocating the blame”! Our faults and flaws have been many but mostly recognised early and hopefully addressed before becoming embedded.

Over the years so many people and companies have come and gone. Many today may not recall or even know of those that “died in the *bundu*”, or were taken-over, during this long safari: Arco, Union Texas, Energy Africa, Incore, Brimax-Baraka, Syntroleum, Canop, Cliveden, First Oil, Energem, Burren, and even the obscure Las Vegas-based 8-investments, just to cite some involved in Africa only. New players, however, arrive in





Babette van Gessel, Chief Executive, Global Pacific & Partners (2014).

Africa every year, and on the worldwide stage. The global corporate oil food chain mutates endlessly. Not dissimilar stories have shaped our events elsewhere across the world, in Asia and Latin America – both coming into their 20th year.

All of us, personally and as a firm, have made great friends across the industry and truly appreciate all the support provided by them over the years including our fine team at Global Pacific & Partners (and their spouses or partners who have all shown infinite patience and understanding throughout), and most importantly the unique global and personal friendships that have been our good fortune to share.

The same corporate philosophy that has stood us in good stead over the years is the one that will be continued. It has been one of organic growth akin to a sort of Darwinian evolution. There was no original grand design for the firm, rather an adaptation to complexity and the pursuit of efficiency. The principles of judicious selection, variation and replication show up in our portfolio. Yes, there has been necessary experimentation en route in events and products, as was inevitable, and lessons have been learned and applied – from failures and in the choice of markets, replicated success, new technologies and improved methods. This required periodic abandonment of several events and defunct *modus operandi*, to recognise that we can't do everything, and shouldn't even

try. Many a country has invited us to do an event there for them, or relocate others to their locale. Temptations have been resisted. Ours has thus been essentially an adaptive business model, one that over time has been improved to suit the shifting challenges of the times.

Our strategy will remain broadly consistent and based on best-quality performance, our aim to be the leading player in our chosen fields worldwide. Ours has been the first and to-date only firm with its unique mix of top-quality conferences with strategy briefings across the developing world. We chair our events, act as moderators and have been speakers on their programmes for two decades. Both Senior Partners act in all these critical capacities across Africa, Asia and Latin America; a track record not achieved by anyone else. While not holding ventures everywhere, or in all world oil capitals, we retain strong connections to most. Neutrality has likewise been a *leitmotif* so that countries sanctioned or otherwise have never been excluded.

We will hold and grow our core portfolio, not unlike the corporate oil players from whom we have learnt a great deal. The organisation will stay small and focused. Our operating model has been with minimal hierarchy and lateral in nature: the best recipe for continuity. Our management team will remain the same for now as it has functioned with success for several decades. In the format adopted it has in-built generational balance. While our board is small it has a combined average age of merely “forty-something, plus modest VAT”. So



Jessica Clarke, Non-Executive  
Director, Global Pacific &  
Partners (2014).

it has legs for a long time to come. Most small companies in the oil business have much older vintage in their top management and boards. But it is true that, as time moves on, there will inevitably be change. Yet we have thought this issue through so that provisions already exist for continuity, hopefully for another three decades or more, *Insha'Allah*.

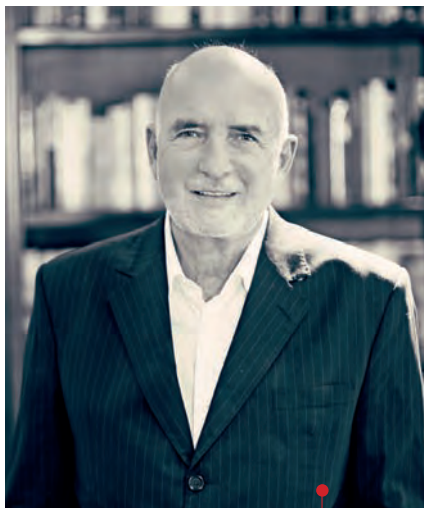
Some have opined that, given our *Madala's* ripe age (with presumed decline), we should be inclined or forced to sell the firm, its assets and team, along with our brands and global portfolio. Approaches have been made before, one naively entertained and aborted before any transaction, a decade and more ago. Other suitors came and went, with us exhibiting minimal interest, as explained, being acquired is not our strategy nor on the cards at all. But these initiatives interested us in the matter of valuation, both corporate and by segment or brand. One highly placed City firm specialised in this domain recently gave us a detailed assessment of net worth. Earlier too we had a few core assets examined professionally to ascertain the value of certain sponsor slots for our events including *Africa Oil Week*, and to guide our own ideas and marketing strategies. Meanwhile our aim is to grow value, stay on top of the game, and retain position in an increasingly crowded market. That this view is shared amongst our team is a plus for all.

Both Senior Partners know of no better team in business spheres like ours, with their years of global experience, longevity with the firm, and

diversity of talent, hard work, acquired capabilities and personal efforts. Many firms in our line of endeavour last but for brief spells, encounter high-turnover in staff, end up with corporate disputes, and often suffer fragmentation – some parties running off to compete against the mother ship, often to fail. This has not been our model, since we have bred loyalty with reward and commitment. Our teams in different offices are relatively young (and all young at heart), but with substantive time under the belt, relevant background, and acquired skill in our critical domains. They have always been trained in-house within our established *modus operandi*.

At present, and even though tiny against many companies in the conference game – just one, albeit an important one of our business streams – the firm has a diversity of relevant skills, including languages, that assist in the various worlds in which we operate. Even though English is the common *lingua franca*, our teams command French, Spanish, Portuguese, Afrikaans, Dutch, Italian, German and Greek – plus of course varied accents and ubiquitous “bad English”. This is augmented by a rich cultural matrix and a team that has come widely travelled on our own business and who have become well known to clients and are respected worldwide, more often than not on a personal basis.

Nor do we act as others do in the world oil conference industry. Some do oil today, sport, telephones and consumer goods tomorrow: anything and everything, it seems, as Jacks-of-all-



Duncan Clarke, Chairman,  
Global Pacific & Partners (2014).

trades and sometimes masters of none. Many appear to operate on the fringes of the upstream industry with little depth and often less knowledge of the oil game. Others are decidedly fly-by-night: here today, gone tomorrow. A number, even supposedly well-known labels, engage in patently false advertising, putting out brochures and online lists of unconfirmed speakers, even ministers, who never pitch up; boasting of huge numbers, even in advance of events they have never held before, and typically afterwards as well. Sometimes these inflated measures refer

in fact to open exhibitions, leading to false impressions of attendance by the real players, who are often swamped by lesser lights – rig-hands, random entrants from the public – in short, the dilution of quality by quantity.

Today, many go for the “Oprah couch” model of conferencing: a mix of razzmatazz, sound-bites and glitz, often without substance and enduring content, a sort of quick-fix option and mish-mash of random speakers, un-thematically linked, and often speaking to themselves. More and more *arrivistes* purport to offer “industry awards”, sometimes over a five-star dinner or an event on its own, with little knowledge of who does, or did, what. Some are funded by a mix of public relations firms and venture capital interests, allowing them to operate *de facto* as almost non-commercial operations and not as stand-alone entities. Often their “clients” do not realise the context into

which they walk. Moreover, many have been the occasions where our own texts and ideas, images even, have been appropriated and plagiarised. We know all this because our competitor intelligence monitoring is rigorous and many clients report to us the same.

Regrettably, the global oil conference industry has become a cacophony of events that befuddle the unsuspecting, annoy many senior energy executives, and muddy the corporate waters, but little can be done to ameliorate this unwelcome trend.

Our approach for decades has always been that of the insider, close to the industry, appreciative of its complexities and nuances, and well-versed through research in its corporate litany and market morphology. This outcome has come from a unique track record, one that can only be built with time and effort, founded on knowledge and networks crafted within and around the global oil game. Quality is the hallmark for achievement in our business model, not the mere numeric. Only confirmed speakers are ever listed, the texts we put to market are original, our awards with a 17-year track record in Africa alone (lesser elsewhere, though from 1999 in Asia and Latin America) have resonance with the recipients while are typically well-appreciated by peers – they are often posted on corporate websites and displayed for benefit. Nor do we operate on the back of hand-outs of “presents”, *matabish*, *dash*, *chaai* or related forms of largesse. Our global brand is what it is today because it is built on reputation and trust and that will continue to be the case.

There is likewise the knowledge that our events bring huge indirect economic benefit to certain locales (notably in the case of *Africa Oil Week* to Cape Town and indeed South Africa). The net impact thereby attributed manifests in a range of commercial spin-offs, including *inter alia*: years of annual revenue gains related to hotels; flights by delegates; funds spent locally with restaurants and directly via our social events and banqueting commitments; foreign exchange inflows; returns to service companies and exhibitor providers; local shopping and purchases, some even buying houses or apartments; post-event holidays in top destinations like the Cape winelands and as far afield as the Okavango Delta game lodges and islands off Moçambique, general tourism too; the taxi fare industry; and even taxes and duties to the state exchequer. Moreover, generic branding has long been derived by the Cape Province (one reason why the Western Cape government has been keen to ensure that the event *never* moves out of the city). It has equally added to both local and foreign deal flow in the oil game, and certainly also to the periodic and indirect marketing and transactions secured by the licensing agency and others from elsewhere in Africa. A similar story prevails in other city-venues that have been beneficiaries of decades of consistent focus on our part – and we wish them all the very best.

Beyond our conference, briefing and advisory suite, we have several well-established platforms

and networks that will be expanded and enhanced in terms of ideas, depth, scope and rich-content. Already our historic research archives are accessible, reflecting over 250 items of analytic significance – some well-known industry reports running to hundreds of pages – taken from our own past work and publications. Not that we have not had our share of self-created mistakes, and misfortunes in the past. There have been plenty. Yet we are very far from bereft of new ideas for the future, and our existing partnerships are well established for on-going growth and symbiosis. While it would be premature to disclose all such ideas here, some in early evolution have been mentioned. Other ideas and initiatives are in only the formative stage. Though sometimes these take a while to bring to fruition and market, with our upgraded capabilities in technology it is expected that our lead-times from concept to delivery will be shortened.

The memories from our safari around the world are many – only a few noted here. Our memory banks may be limited but the space to relate all is much more so. And of course there is Madame Olga who will undoubtedly have a re-think every few years on what the stars foretell for world oil and Africa. Indeed, she may even one day gaze into her crystal-ball to cast eyes upon the global oil game, and offer insights not just on the Mother Continent.



## INTERNATIONAL RESOURCE JOURNAL

Extracts from an interview with Babette van Gessel,  
August 2011

*NG: There aren't many advisory firms in the upstream oil and gas industry that can match Global Pacific & Partners' stature: Three decades in the business, having played host to over 5 000 speakers and 30 000 delegates across Africa, Asia, Latin America, Mideast and global gatherings. In fact, there aren't many with the on and above-ground and Africa experience either. I think that a good place to start might be to look at what you believe to be the defining achievements and/or qualities that the firm offers today.*

BvG: I believe that our aim has always been to deliver the best quality and this is something we have consistently delivered and for which we are recognised – in our worldwide events, unique strategy briefings and in our advisory practice. Over the years we have built a global annual portfolio of high-level conferences which are landmark meetings, running now for over two decades. We have also always sought to be personally and directly involved, and to be innovative and ahead of the game, and have been pioneers in several arenas.

*NG: As part of your mission, I see you have a hand in networking too. Let's look at the clubs and networks that you partner with, and any of them that are particularly significant in terms of news agenda and furthering insights/reshaping views for African upstream-related industries today.*

BvG: There can be no doubt the our PetroAfricanus Club, which was started in 2004 and has attracted over 3 000 attendees at its dinners so far, held in London and across Africa (Cape Town, Nairobi, Lagos, Marrakech, Tunis, Johannesburg) has been of great significance to Africa's deal flow and relationships between companies and governments and national oil companies ... It's a special forum that cements many within our networks around the world, providing intimate business connections and continuity, which has equally been much appreciated by the Club's Patron and corporate sponsors ... Our Clubs and Networks have been fairly instrumental in building bridges between all parties and stimulating relevant discussions ... There is networking built into all of these activities. We hope that our clients are enriched by these engagements, and for us it's a continuing learning experience: one can never know enough.

*NG: With both yourself and Duncan Clarke at the helm, Global Pacific & Partners has certainly amassed many achievements since its founding. Where will the firm go next? What are your company-centric plans and goals, from adding members and targeting other niches of industry to expanding on what is already a highly diverse and comprehensive communications structure?*

BvG: Our first aim is to survive. Turbulent waters come and go. Success is a bonus, if it comes. As we are a small firm, our main interest is to raise the quality on all our annual platforms, and in that way seek to grow the delegate flow and commerciality too, of course, as well as sustain our advisory mandates (which by necessity are episodic). Beyond oil, we have a long track record in Africa's economics and this side of our knowledge remains active for advisory mandates too ... But in general we prefer to "stick to our knitting" ... We will soon also reshape our model for the newsletters, to convert most to commercial ventures, so providing gratis news-flow on both the world and Africa, but also combined with specialised paid services for those that want and need our highly focused insights.

## **Global Pacific & Partners**

**Research, Advisory, Briefings, Global Events, Roadshows  
Strategy, Knowledge & Networks**



**Africa – Asia – Australasia – Latin America  
Middle East – Europe – US - Rest-of-World**

## S C O R P I O

### The HOUSE OF STONE: Sting-in-the-Tail

AFRICAN PROVERB

*You have only two cash cows; government has taken both, slaughtered one,  
and milked the other dry, again*

This year is Scorpio's time of tragedy and destiny. Yet you exude good news, at nearly 90 years old, but pity the grandmother went to 103. We know you are broke (that's putting it mildly), and all the ex-management of your state oil company, who ran out of oil, went to Chikirubi prison with those oil merchants, Simon Mann and friends. But never fear, the Great Leader of the South might yet save you, even if the Great Leader of the North won't. Well, you never repaid his largesse, not so? And yes, it's true your funds are still hopelessly non-existent, except for that diamond money, well-hidden in Asia. Your "Look East" strategy was a great idea, but you have no oil, and that's all people want these days. Maybe you should rapidly open up Lake Kariba's offshore. Call it your "man-made" deepwater prospect: a new frontier play. Carve it up, number the blocks, ask the seismic guys to help. Do a joint promotion with the Zambians, as they own 50 per cent, and invite Aries. Do not touch the Zambezi Valley; Mobil already did that, and scared the animals, the ones not already eaten. Incidentally, the Great Leader of the South is not your real friend, he just wants your coal-bed methane. Soon you will have to sell off those Zimbabwe Ruins, or the ruins of Zimbabwe, whichever is most lucrative. That power shedding you invented is brilliant, the animals love it, and it impresses Eskom and HCB who now know that you cannot eat more lunch than you can pay them for. Exploit your untouched CBM, even if there's no market and costs are mega – call it diversification. Re-open Feruka refinery to scare Engen, and those Moçambicans. Continue to be madly inconsistent: do everything contrarian, you're the expert. Don't do it because it's strategically advised, but to confuse the imperialists, *boere, mukiwa*, Americans, French, Chinese, Zupta, and the rest of the conspirators, especially George Soros. Take more than 51 per cent of everything; make investors pay you for it, that's their job. Whatever happens, do not heed any advice from Aquarius – he is part of a devious IMF plot, and does not love you at all. Actually, no-one does.



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## Corporate Record, 1978–2014

*Madame Olga remains secreted in Siberia along with hidden shamans and rarely, if ever, enters the public domain.*

*However, she consented to allow her image to be depicted for this occasion.*

*With thanks and appreciation to this Olga-portrait drawn from: <http://girlgenius.wikia.com/wiki/File:Olgaportrait.png>.*

## VIRGO

### AFRICA'S OIL VIRGINS: Maidens

#### AFRICAN PROVERB

*You are all capitalists now, so with your two cash cows:  
sell one, and buy a bull, or lease a virgin oil block*

You are Africa's apple "tart" this year. Everyone wants a piece of you, even the Great Leader of the South, who wants to cut an oil deal every time he gets on the presidential jet. Ask those Sudanese, Angolans and all else. You thought he comes for vacation. If you have a coastline, it's really your EEZ and gas that the predators are in love with, not the *cervejas* or prawns. Look out, there's now this LNG thing – weird stuff they dig out of the ground, stick in a pipe, don't smoke, place in a fridge, load onto a *dhow*, float overseas, and that all those Europeans want to eat. So you will be much wooed, and several suitors have declared that they want to marry almost all of you. But some have close friends already, and have been dating others; they're polygamous, like us. It looks like most are already engaged, some to Brazilians, even Russians. You never know what will happen. Ask that girl Dana. Just as well that you gave up your dalliance with Enron and the "players". So expect seduction, and intense romantic engagement, the rapid shotgun wedding (with guests from all over, including Taurus and Aries), intimate exploitation of your long coastal curves, and then (one must be realistic) the "rocky patch" (it's inevitable: soon after contracts are struck), with finally a public and acrimonious divorce. In between, you will grow up fast, maybe have fun, and soon be able to eat Scorpio's lunch. Do it quickly, there's not much left, so open your deepwater fast, especially for Aries. Give some to Leo, otherwise he will be annoyed. Do not export energy or oil to DRC, Somalia, Lesotho, Zambia or Zimbabwe, or anyone else that is landlocked or land-linked, they only pay in fast-depreciating inland-printed Lucky-Bucks. Watch out for those Portuguese – more are coming, and know that you still love Lusophonie. They like, or rather love, Africa, and have a long history, with even longer memories. It's that *fado* music that causes the problem. Exploit your deep offshore interior lakes; call it the once-hidden, "new play". It's the exploration and exploitative wave of the future. Bring in seismic company boats – they'll market anyone. The Brits and blue-eyed sheiks will love it (why don't the French finance that stuff?) and pay even more to get involved. Be kind to Pisces – everyone is critical of him. Float your weak currency, before it's tied to the dollar – then you'll never escape. It will scare those young Wall Street screen-jockeys, but you will appear wise, and George Soros will endorse you, as will Aquarius, even Leo.

## OUR CONFERENCES WORLDWIDE

### *Africa*

Africa Downstream (Cape Town) 1997–2005  
Africa Infrastructure (Johannesburg) 1999  
Africa Power (Johannesburg) 1997–2001  
African Independents Forum (Cape Town) 2004–14  
Africa Upstream (Cape Town) 1994–2014  
African Petroleum Forum (London) 2004–10  
African Risks & Corporate Outlook (Johannesburg) 1999  
Angola Development Forum (Johannesburg) 2001  
Eastern Africa Oil, Gas & Energy (Nairobi) 2009–13  
Equatorial Guinea Upstream (London) 2006  
Maghreb & Mediterranean Oil & Gas (Marrakech, Tunis, Geneva, Paris) 2003–08,  
2010–14  
Mozambique Development Forum (Johannesburg) 1999–2001  
Nigeria Independents Forum (Lagos) 2011  
Nigeria Upstream (London) 2004  
Northwest Africa Upstream (Dakar) 2005  
PetroAfricanus Club (London, Cape Town, Tunis, Johannesburg, Lagos, Nairobi,  
Windhoek, Dakar, Geneva, Paris, Cyprus) 2004–14  
Southern Africa Oil, Gas & Energy (Cape Town, Johannesburg) 1999–2012  
Western Africa Oil, Gas & Energy (Cape Town, London, Lagos, Windhoek) 1995–2014

### *Worldwide*

Asia Upstream (Kuala Lumpur, Singapore) 1996–2014  
Australasian Energy Pacesetters (Sydney, Perth) 1997–99 and 2010  
Global Deepwater Strategy (Houston) 2004  
Global Gas (Rome, London) 1996–97  
Latin Upstream (Miami, Rio de Janeiro) 1995–2014  
Lusophone Oil & Gas (Lisbon) 2002  
MidEast Upstream (London, Dubai) 2001–02, 2005–09, 2011–12  
National Oil Companies & Government Summit (London, The Hague) 2000–08  
Sanctioned Oil States (Paris) 2002  
Third Millennium Petroleum (London) 1996–2003  
World Upstream (London, Geneva) 2010–11  
Worldwide Independents Forum (Houston, London) 1997–2005 and 2008



## WORLDWIDE ROADSHOWS

Our roadshows for governments and national oil companies have been held in London, Houston, Cape Town, Lisbon and Singapore, and often in multiple world oil capitals for our clients, including the following:

Colombia (ANH), Cote d'Ivoire (Petroci), Equatorial Guinea (GEPetrol, Ministry), Gabon (DGH), Malta (Government), Mauritania (Government), New Zealand (Crown Minerals), Portugal (Government), Sierra Leone (Government), Somaliland (Government), South Africa (Petroleum Agency SA, Government) and Suriname (Staatsolie).

## STRATEGY BRIEFINGS

### *Corporate Strategy Conducted In-House*

Corporate in-house presentations on strategy in oil and gas have been made on invitation to private clients (major companies, independents governments, institutions, investment houses, and state oil companies) in over 30 cities in Asia, Europe, Japan, United States, Canada, Australasia, Africa, Russia and Latin America 1989–2013. Strategy briefings on Africa's economic future and corporate strategy have been held in-house in Cape Town and Johannesburg 2010–13.

### *Strategy Briefings*

Africa's Economic Future (Johannesburg, Cape Town, London, Houston, Dakar, Singapore) 2009-14

African Petroleum Management Institute (Johannesburg) 1999–2001

Asia Petroleum (Singapore) 2001–14

Eastern Africa Oil, Gas & Energy (Nairobi) 2010–14

Global Partnerships (Perth, Lagos) 2010–11

Global Strategy (London, Rio de Janeiro, Moscow, Calgary, Beijing, Tokyo) 2001–11

Global Strategy Insiders (London) 2004

Iraq-World Oil Strategy (Amman, Jordan) 2005

Latin Petroleum (Rio de Janeiro) 2003–14

Maghreb Petroleum (Marrakech/Tunis) 2003–10, (Geneva/Paris) 2011–13

MidEast Petroleum (Dubai, London, Paris, Cyprus) 2004–14

Nigerian Independents (Lagos) 2011

Pacific Petroleum Insiders (Singapore) 1991–2000

Petroleum Industry Fundamentals in Africa (Johannesburg) 2004–05, 2009–10

Scramble for Africa (Cape Town) 1998–2014

Sub-Saharan Africa: Economics Briefing (London) 2010

Sub-Saharan Africa: Resources Briefing (Cape Town) 2011–14

Southern Africa Oil Gas & Energy (Johannesburg) 2000–11

Western Africa Oil, Gas & Energy (Windhoek) 2013–14

World Oil Future (Tokyo, Beijing, Calgary, Johannesburg), 2007, (London) 2009, (Geneva) 2011

## DUNCAN CLARKE INVITED PRESENTATIONS

### *Presentations*

Presentations: including keynotes and openings, have been made to major worldwide oil and gas conferences in Asia (Singapore, Beijing, Hong Kong, Tokyo, Bali, Jakarta, Sydney, Tokyo, Surabaya, Kota Kinabalu, Kuala Lumpur, Phuket, Bangkok); Australasia (Bowral, Canberra, Darwin, Melbourne, Perth, Sydney, Wellington); Europe (Basle, Geneva, Lisbon, London, Moscow, Paris); North America (Dallas, Houston Miami, Orlando, San Antonio, San Diego); Latin America (Rio de Janeiro); Middle East (Amman, Dubai); and Africa (Abuja, Accra, Arusha, Luanda, Cape Town, Entebbe, Johannesburg, Maputo, Kampala, Lagos, Marrakech, Mombasa, Nairobi, Tunis, Windhoek).

### *Including*

APEA 30th Anniversary, Opening Address, Canberra, 1989; JIEC, Megatrends, Jakarta, 1990, 1991, 1992, 1993; Pacific Energy Strategies, Jakarta, 1991; World Energy Council, Sydney, 1991; Pacific Downstream & Refining, Singapore 1991; Southeast Asia-Australasia Oil, Darwin, 1991, 1993; Southeast Asia Gas, Jakarta, 1992; Australian Gas, Sydney, 1992; Oil & Money, Singapore, 1992; CPI Pacific Rim Forum, San Diego 1992, Bali, 1993; NPD-ASCOPE-Pertamina-MIGAS, Surabaya, 1993; Frontier Exploration, Kuala Lumpur, 1993; Ampolex Company Annual Meeting, Bowral, Australia, 1994; Society of Petroleum Engineers, Dallas, 1995; International Association of Energy Economists, Bali 1993; ASCOPE Plenary, Bangkok, 1993; China Oil Summit, Singapore, 1993, Houston 1994; World Oil &

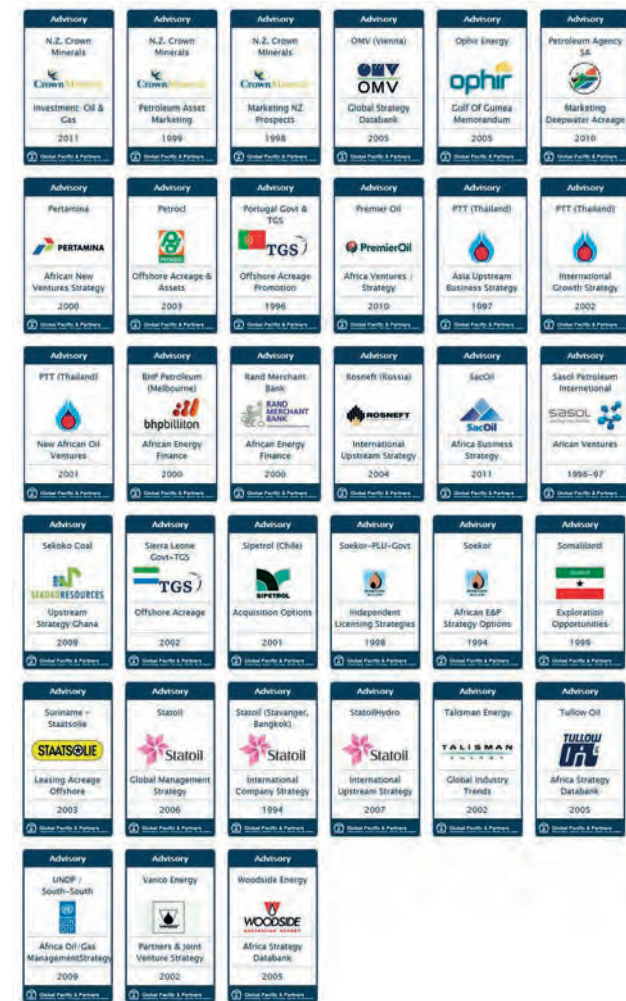
Gas Company Summit, London 1994; Association of Petroleum Negotiators, San Antonio, 1999; UNCTAD Africa & Gas, Windhoek, 1999, Accra, 2000, Luanda 2003, Maputo 2005; 6th Southern African Trade & Investment, Windhoek, 2000; AIPN Sub-Saharan Oil & Gas, London, 2004-05; East African Petroleum Conference, 2003, 2005, 2007, 2009, 2011, 2013; AAPG International, Opening Address, Cape Town, 2008; UNDP South-South Oil & Gas Management, Nairobi, 2009; GIBS Business School, Africa Economic Outlook, Johannesburg, 2010; GIBS, Business School, Centre for Dynamic Markets, Johannesburg, 2011-13; Potchefstroom School of Economics, Africa's Future, 2013; Investec Fund Managers, Sub-Saharan Africa's Economic Future, Cape Town, 2011; SANEA: Johannesburg: Africa's Oil & Gas Future, 2011.

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 KrisEnergy-Keppel, Africa Investment Strategy (2013)  
 SacOil, Holdings, Africa Portfolio Strategy (2011-12)  
 GE Africa, Africa Oil & Gas-Energy Industry Strategies (2012)  
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 Capital Star Steel, Africa's Oil Industry (2011)  
 Investec, Africa's Investment Future (2011)  
 African Development Bank, Private Oil/Gas Investment-Africa (2011)  
 New Zealand Crown Minerals-Government, Inward Oil/Gas Investment (2011)  
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 ANH Colombia 2010 and 2011 Bid Rounds (2010-11)  
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 Statoil, Global Management Strategy (2006)  
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 Ophir Energy, Gulf Of Guinea Memorandum (2005)  
 Tullow Oil, Africa Strategy Databank (2005)  
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 OMV (Vienna), Global Strategy Databank (2005)  
 Equator Exploration, Africa Strategy Databank (2005)

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 BHP Billiton, World Strategy Databank (2005)  
 Woodside Energy, Africa Strategy Databank (2005)  
 Kroll Associates, Africa Oil & Gas Research (2005)  
 IDC-South Africa, Oil & Gas Equity Finance in Africa (2004)  
 Rosneft, International Upstream Strategy (2004)  
 Petroci, Offshore Acreage & Assets (2003)  
 Suriname-Staatsolie, Leasing Acreage Offshore (2003)  
 Nexen, Peers & Competitors (2003)  
 Petroleum Agency SA, Marketing Deepwater Acreage (2003)  
 Vanco Energy, Asia Partners & Joint Venture Strategy (2002)  
 Sierra Leone Government-TGS, Offshore Acreage (2002)  
 PTTEP (Thailand), International Growth Strategy (2002)  
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 Talisman Energy, Global Industry Trends (2002)  
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 Malta Government-TGS, Exploration Asset Opportunities (2002)  
 PTTEP (Thailand), African Oil Ventures (2001)  
 Mauritania Government, Exploration Acreage Promotion (2001)  
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 Bank Belgolaise, Africa Downstream Oil Projects (2001)  
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 Pertamina, African New Ventures Strategy (2000)  
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 JNOC (Tokyo), Worldwide Upstream Advisory (2000)  
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 African Institute of Petroleum, Oil Privatisation in Africa (1999)  
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 New Zealand Crown Minerals, Petroleum Asset Marketing (1999)  
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 Conoco (Houston), Asian Business Strategy (1995)  
 BHP Petroleum (Melbourne), Oil & Gas Competitors in Asia (1995)  
 Norsk-Hydro (Oslo, Singapore), Company Strategy & Asia Positioning (1994)  
 Amoco, Asia Gas Strategy Options (1994)  
 Arco International, Commercial Strategies Worldwide (1994)  
 BHP Petroleum (Melbourne), Asia Exploration Opportunities (1993)  
 Statoil (Stavanger, Bangkok), Asia-International Company Strategy (1993)  
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GLOBAL PACIFIC & PARTNERS:  
ANNUAL BOARD AWARDS,  
1997 – 2013

*“Big Five” Awards and Africa*

**2013**

Distinguished Contribution to African Industry – Sam Dossou-Aworet, Petrolin  
Excellence in Africa – ENI  
Government: National Oil Company – PetroSeychelles  
Independent of the Year – BG  
Service Supply Industry – Repsol  
9th PetroAfricanus Award for Excellence in Africa – Keith Hill, Africa Oil  
African Institute of Petroleum in honour of Conrad Gerber: Dianne Sutherland,  
Publisher of *Petroleum Africa*  
Global Women Petroleum Energy Award for Africa – Eve Howell, Executive  
Chairman, Tangiers Petroleum

**2012**

Distinguished Contribution to African Industry – Alan Stein, Founder, Ophir Energy  
Excellence in Africa – INP/ENH (Moçambique)  
Government: National Oil Company – Namcor (Namibia)  
Independent of the Year – Africa Oil Corporation  
Service Supply Industry – RPS  
8th PetroAfricanus Award for Excellence in Africa – Ian Cooling, Anadarko  
African Institute of Petroleum Award for Africa in honour of Conrad Gerber:  
Professor Philip Lloyd, for research on Southern African energy, Energy Institute,  
Cape Peninsula University

**2011**

Distinguished Contribution to African Industry – Gabriel Nguema-Lima, Equatorial  
Guinea  
Excellence in Africa – Tullow Oil  
Government: National Oil Company – National Oil Corporation of Kenya  
Independent of the Year – Anadarko  
Service Supply Industry – CNPC/BGP  
7th PetroAfricanus Award for Excellence in Africa – Ahmed Hassan, NRC, Egypt

African Institute of Petroleum Award for Africa in honour of Conrad Gerber: Rueben  
Kashambuzi, author of *Exploration History and Petroleum Potential of Uganda*,  
former Commissioner of Petroleum, Kampala

**2010**

Distinguished Contribution to African Industry – Charles Tchen, IPC, Gabon  
Excellence in Africa – ExxonMobil  
Government: National Oil Company – ENH, Moçambique  
Independent of the Year – Afren  
Service Supply Industry – CGG Veritas  
6th PetroAfricanus Award for Excellence in Africa - Brian Statham, Chairman,  
SANEA  
African Institute of Petroleum Award for Africa in honour of Conrad Gerber: Max de  
Vietri, author of the *Petroleum Industry in Mauritania*

**2009**

Distinguished Contribution to African Industry – Jonathan Lifa, Government Affairs,  
Chevron  
Excellence in Africa – Total  
Government: National Oil Company – Sonangol, Angola  
Independent of the Year – Anadarko  
Service Supply Industry – Fugro  
African Institute of Petroleum Inaugural Award for Africa In honour of Conrad  
Gerber: Peter Dolan, Advisor to Board, Ophir Energy, author of *Western Africa  
(Mauritania To Namibia): 100 Years Of Oil & Gas Subsurface E&P Activity  
(1999)*  
5th PetroAfricanus Award for Excellence in Africa – Gene van Dyke, Vanco Energy

**2008**

Distinguished Contribution to African Industry – Barry Morgan, *Upstream*, Africa  
Excellence in Africa – Brian Maxted, Kosmos Energy  
Government: National Oil Company – Ministere des Mines et de l’Energie, Niger  
Independent of the Year – Oando  
Service Supply Industry – CGG Veritas  
4th PetroAfricanus Award for Excellence in Africa – Tim O’Hanlon, Tullow Oil



## 2007

Distinguished Contribution to African Industry – Rueben Kashambuzi & Ernest Rubondo, Petroleum Department, Uganda  
Excellence in Africa – Alan Stein, Ophir Energy  
Government: National Oil Company – GNPC, Ghana  
Independent of the Year – Tullow Oil  
Service Supply Industry – TGS-Nopec  
3rd PetroAfricanus Award for Excellence in Africa – Michael Wood, Candax Energy

## 2006

Distinguished Contribution to African Industry – Willem de Meyer, PetroSA  
Excellence in Africa – Tullow Oil  
Government: National Oil Company – Sudapet, Sudan  
Independent of the Year – Addax Petroleum  
Service Supply Industry – Croscos  
2nd PetroAfricanus Award for Excellence in Africa – Brian O’Cathain, Afren

## 2005

Distinguished Contribution to African Industry – Serigne Mboup, Directeur-General, Petrosen  
Excellence in Africa – Mary Kimotho M’Mukindia, National Oil Corporation Kenya  
Government: National Oil Company – Sonatrach  
Independent of the Year – Amerada Hess  
Service Supply Industry – FMC Technologies  
Inaugural PetroAfricanus Award for Excellence in Africa – Dr Alan Stein, Ophir Energy

## 2004

Distinguished Contribution to African Industry – Jack Holliday, Petroleum Agency SA  
Excellence in Africa – Total  
Government: National Oil Company – National Oil Corporation, Libya  
Independent of the Year – Tullow Oil  
Service Supply Industry – Landmark Graphics  
Bokke Award: Africa Energy Finance – IDC, Chris Neethling, Head Oil & Gas  
Bokke Award: Corporate Social Responsibility In Africa – ChevronTexaco  
Bokke Award: African Journalist of the Year – Christina Katsouris, *Energy Intelligence*

## 2003

Distinguished Contribution to African Industry – Gene van Dyke, President, Vanco Energy  
Excellence in Africa – Ken Evans, ExxonMobil, Vice-President Africa  
Government: National Oil Company – Domingo Mba Esono, GePetro, Equatorial Guinea  
Independent of the Year – Woodside Energy  
Service Supply Industry – KBR  
Bokke Award: Energy Finance of Year – Ted Giletti, BAI, Angola  
Bokke Aware: Corporate Social Responsibility – Jan-Helge Skogen, Norsk-Hydro, Angola  
Bokke Award: African Journalist of the Year – Barry Morgan, *Upstream*

## 2002

Distinguished Contribution to African Industry – Adrian Nel, Energy Africa Ltd  
Excellence in Africa – TotalFinaElf, Serge Matesco, Vice-President  
Government: National Oil Company – Petronas, Malaysia  
Independent of the Year – John Doran, Roc Oil  
Service Supply Industry – TGS-Nopec, Pierre Benichou  
Africa Energy Finance Institution – FSB International Bank & ENSEC, Nigeria  
Bokke Award: Global Women Petroleum Executive – Fatma Talantikite – Sonatrach  
Bokke Award: Corporate Social Responsibility in Africa – ExxonMobil  
Bokke Award: African Industry Journalist – Claire Pickard-Cambridge, *Petroleum Argus*

## 2001

Distinguished Contribution to African Industry – Andre Coajou, ex-TotalFinaElf  
Excellence in Africa – Dr Phil Vingoe, Sasol Petroleum International  
Government: National Oil Company – Sudan-Sudapet: GNPOC  
Independent of the Year – Burlington Resources, North Africa  
Service Supply Industry – TGS-Nopec, Kenneth Mohn  
Bokke Award: Woman of African Petroleum for Year – Agnes Jikelo – Petroleum Agency SA  
Bokke Award: Corporate Social Responsibility in Africa – Upstream Training Trust  
Bokke Award: Africa Energy Finance Institution – J P Morgan, Charles Adu Boahen  
Bokke Award: African Journalist of Year – Barry Morgan, *Upstream*

2000

Distinguished Contribution to African Industry – Dr Alfred Boulos, AIPN-EPNG  
Excellence in Africa – Petronas, Malaysia  
Government: National Oil Company – ENH, Moçambique  
Independent of the Year – Gene van Dyke, Vanco Energy  
Service Supply Industry – PGS, Andy Kitts  
Bokke Award: Woman of African Petroleum – Almorie Maule, Engen  
Bokke Award: Corporate Social Responsibility in Africa – Royal Dutch Shell  
International  
Bokke Award: African Energy Finance Institution – FSB International, Olu Pitan

1999

Contribution to African Petroleum & Excellence Year – Elf Aquitaine

1998

Contribution to African Petroleum & Excellence – Exxon Corporation, Ken Evans

1997

Contribution to African Petroleum & Excellence – Energy Africa Ltd, John Bentley

## SELECTED WORLDWIDE AWARDS, 2001 – 2005

10th Asia Upstream: Asia Player of the Year 2005, Pearl Energy, Richard Lorentz  
Global Women Petroleum Conference: Woman Petroleum Executive 2003, Dr Amina Benkhadra, Directeur-General, ONAREP, Morocco  
Third Millennium Petroleum Conference: Energy Finance Institution 2003, John Martin ABN-AMRO, Managing Director and Head, Integrated Energy  
Worldwide Independents Forum: Independent Pacesetter 2003, John Schiller, Devon Energy, Vice-President, Exploration & Production  
Global Gas Conference: Global Gas Industry Leader, Michael Hollewand, BG plc, Chief Strategist  
National Oil Companies Conference: National Oil Company of the Year 2003, Nasarudin Md Idris, Petronas, Vice-President, Corporate Planning & Development

Third Millennium Petroleum: Global Exploration Player, Matthias Bichsel, Group Exploration Director, Shell  
Africa Downstream: Corporate Player of the Year 2003, Pedro de Almeida, Executive Vice-President, Addax & Oryx  
Latin Upstream: Latin Oil & Gas Player of the Year 2003, ANP, Brasil  
Asia Upstream: Outstanding Asia Corporate Executive of the Year 2002, John Karamoy, Chairman, PT Medco Energi International  
Asia Upstream: Outstanding Contribution 2002, TotalFinaElf, Michel Le Vot, Asia Director  
Asia Upstream: Company of the Year 2001, Cairn Energy: William Gammell, Chief Executive  
National Oil Companies Conference: National Oil Company of the Year 2001, Petroleum Authority of Thailand-DMR  
Third Millennium Petroleum: Global Petroleum Executive of the Year 2001, S. Zudhi Pane, Pertamina  
Asia Upstream: Asian Petroleum Executive of the Year 2001, S. Zudhi Pane, Pertamina  
Asia Upstream: Service & Supply Company of the Year 2001, PGS  
Africa Downstream: Player of the Year 2001, Andrew Kamu, Aurora Energy Trading, South Africa

## OPINION PIECES, PUBLISHED ARTICLES, AND MEDIA

Articles, views, books and opinion pieces have been published or quoted in the public record on multiple aspects of the world upstream oil and gas industry. Publications include leading industry journals, press and online media, *inter alia*: *Petroleum Africa*, *PetroMin Asia*, *Hydrocarbons Asia*, *Petroleum News Southeast Asia*, *Petrole Information*, *African Petroleum Journal*, *World Gas Intelligence*, *Business Day*, *Africa.org.*, *Upstream*, *RigZone*, *Petroleum Economist*, *International Herald Tribune*, *The Economist*, *International Resource Journal*, *Offshore Technology*, *National Geographic*, *Dow Jones*, *Reuters*, *Bloomberg*, *Jeune Afrique*, *The Citizen*, *Beeld*, *FAO Global* magazine (Rome), *This Day* (Nigeria), *Sunday Times* (Johannesburg), *African Business*, *Nikkei*, *Drum* magazine, *Business Times* magazine, *Guardian Africa Network*, *Huffington Post*, *Irish Times*, *Brenthurst Briefing* and others

*Africa's Future* was the focus of “The Spiegel Tent Africa Debate” at the Edinburgh International Book Festival, 2012, and was nominated on the *Long List Books* for the Alan Paton Prize, *Sunday Times*, South Africa (2013)

Senior Partners have been interviewed variously on television and radio, including CNBC-Africa, Radio 702, SABC-TV, AfriBiz, Carte Blanche, Australian Broadcasting Corporation, SABC, Al Jazeera, BBC World Service, Monitor Radio London, Bloomberg TV, France Internationale, This Day Live (Nigeria), and numerous broadcasts in London, Canberra, Dakar, Johannesburg, Nairobi, Kampala, Morocco, Tunis, Lagos, Wellington, Windhoek and elsewhere.

## R E P O R T S   B Y   S E N I O R   P A R T N E R S

African Gas Strategies to the 21st Century (1995)  
African National Oil Companies in the 1990s (1992)  
African Oil Strategies (1996)  
African Petroleum Journal (2000)  
ASEAN to 2000: Corporate Petroleum Strategies (1990)  
Asian Gas Strategies to the 21st Century (1996)  
Asian Oil (1996)  
China's Oil & Gas Future (1994)  
Company Strategy & Competitors (1996)  
Competitor Strategies: Exploration in the 21st Century (2003)  
Corporate Oil & Global Enemies (2004)  
Corporate Oil Strategies & Country Risks: Offshore Western Africa in the 1980s (1984)  
Corporate Petroleum Strategies in ASEAN in the 1980s (1984)  
European National Oil Companies in the 1990s (1993)  
Far East National Oil Companies in the 1990s (1991)  
Global National Oil Companies: Strategic Review (1994)  
Global Petroleum Trends (2004)  
Greening of Asia-Pacific Petroleum (1994)  
Latin American Gas Strategies to the 21st century (1995)  
Latin American National Oil Companies in the 1990s (1992)  
Latin Oil (1996)

Mideast National Oil Companies in the 1990s (1992)  
National Oil Company Strategies (1998)  
National Oil Company Strategies (2003)  
Northeast Asia Oil Strategies & Risks (1985)  
Pacesetter Strategies: Majors & Independents (1998)  
Pacific Oil & Energy Insights: Management Strategies (1991, 1992)  
Southeast Asia's Gas Future (1992)  
Southeast Asia's Oil Future (1993)  
Strategic Petroleum Insights: Under Uncertainty, Chaos & Complexity (1992, 1997)  
The Third Scramble for Africa: Origins, Dynamics & Future (2001)  
Western African Petroleum Opportunities (1997–98)  
World Energy Databank Online (2004–07)  
World Upstream Strategy Online (2001–13)  
Worldwide Oil Risks & Threats: Strategic Intelligence in the 21st Century (2003)

## G L O B A L   P A C I F I C   &   P A R T N E R S : F O U N D A T I O N   R E S E A R C H

### **Leonardo: Executive Briefs**

Involved around 80 thematic items, from 2004 onwards, covering critical world oil and gas issues

### **Classic Archives: Competitor Profiles**

Mostly completed before 2001, covered the upstream strategies of 54 leading companies

### **Classic Archives: National Oil Companies:**

Covered the strategies of 39 state oil firms.

### **Classic Archives: Regions (Africa, Asia, Latin America, Mideast):**

Covered the oil and gas game for all key countries (in Sub-Saharan Africa: 22 countries, Maghreb: 5 countries, Asia: 15 countries, Latin America: 16 countries, Mideast-Central Asia: 15 countries)

DUNCAN CLARKE: PUBLICATIONS  
BY PROFILE BOOKS

*Africa's Future: Darkness to Destiny (2012)*

"A richly detailed review of Africa's past and what it tells us about the future, providing a sobering view of the realities on the ground. Indispensable for anyone interested in global trends in the 21st century." – Ian Morris, author of *Why The West Rules – For Now*, and Willard Professor of Classics and Professor of History at Stanford University

"This is a book that exudes an intense love of subject, and regales the reader with exquisite nuances and fascinating insights." – Robert D. Kaplan, author of *Monsoon: The Indian Ocean and the Future of American Power*, and Senior Fellow, Center for New American Security in Washington, and foreign correspondent for *The Atlantic* for over a quarter-century

"Duncan Clarke's latest book on Africa sets out to answer tough questions about the continent, often asked but seldom satisfactorily answered: What shaped Africa's economies? What went wrong? And can its recent growth be sustained? The result is rather like travelling around Africa in the company of a knowledgeable and entertaining guide who draws lessons from the past while mapping out the future. Challenging theories and defying conventional wisdom throughout, he knows Africa too well to come up with easy or glib answers and provides a stimulating and thought-provoking journey." – Michael Holman, former Africa editor of *Financial Times*, London, was raised in central Africa and is author of three novels set in east Africa

"Duncan Clarke, one of the most astute analysts of Africa – widely read and travelled – writes from the inside about Africa's long history: from the origins of humankind, through slavery, colonialism to the economic dilemmas and difficulties faced today. Enormously stimulating, Clarke boldly rethinks Africa's economic future." – Professor Francis Wilson, School of Economics, University of Cape Town, author of *Dinosaurs, Diamonds & Democracy: A Short, Short History of South Africa*

*Africa: Crude Continent: The Struggle for Africa's Oil Prize (2008, 2010)*

"A highly accomplished work and must-read on Africa and its political economy of oil ... in an epic which illuminates Africa's 'inner worlds' and deftly weaves together the continent's ancient, post-colonial and modern histories ... an outstanding work ... to delight even old Africa hands in this timely, well-informed and masterful treatise." – Barry Morgan, Africa Correspondent, *Upstream International Oil & Gas Newspaper*

"No other writer matches his unique knowledge of the global energy industry and Africa's historical, political and economic oil context. Clarke's insights into contemporary policy, poverty, corporate strategies and African geopolitics make this book required reading for energy industry executives, investment analysts and African policy-makers, diplomats, donor agencies, banks and international lenders. Very good stuff." – Professor Tony Hawkins, Correspondent, *Financial Times* (London)

"Everyone wants to understand Africa's oil industry, but until now it was hard to know where to start. Now the choice is easy. *Crude Continent* is the most thorough exploration yet of this crucial field." – Robert Guest, former Africa editor, *The Economist*, author of *The Shackled Continent*

"If I need to know anything about oil in Africa, I go straight to this book" – Richard Dowden, Director, the Royal African Society

"Clarke's *tour de force* is ... brave and bold ... Brave in its scope and bold in style and the odyssey is compelling reading" – Tim Hughes, Programme Head, Governance of Africa's Resources Programme, South African Institute of International Affairs

"Duncan Clarke's *Crude Continent* matches its ambition, tackling a subject that has baffled, frustrated and confused a galaxy of pop stars and super-models, academics and UN experts, aid workers and business leaders and journalists ... informed by an unrivalled knowledge of Africa's oil industry." – Michael Holman, former Africa editor, *Financial Times* (London)

"*La bible du pétrole africain ... qui détaille près de quarante ans de bataille pour le pétrole africain, du Cap au Caire. Tel un safari à travers le continent, le récit de Duncan Clarke guide le lecteur dans les coulisses de la conquête du brut africain, avec force détails et anecdotes, tantôt humoristiques*" – *Jeune Afrique*, 26 Décembre 2010



*Empires of Oil: Corporate Oil in Barbarian Worlds (2007)*

- “A stimulating mix of futurology, philosophy, and realpolitik, with a dose of lateral thinking and a blast of fresh intellectual air that forces a radical reappraisal.” – Michael Holman, former Africa Editor, *Financial Times*
- “A masterly rendition, Clarke’s *tour du monde* provides originality, new thinking, and an unrivalled command of the complex strategies involved.” – Dr Fereidun Fesharaki, Chairman & CEO, Facts Global Energy Group, Honolulu
- “The stuff of history, reflecting titanic struggles within world oil geopolitics, in an erudite account of an unfolding drama, providing a striking vision from one of the best non-linear thinkers of our age.” – Conrad Gerber, President, Petro-Logistics Ltd., Geneva
- “Duncan Clarke’s fascinating *Empires Of Oil* is an intriguing story of how, one brick at a time, the modern barbarians have sought to subdue world corporate oil’s empires, not only in the Middle East, but with initiatives from East Asia and holding many lessons for African governments.” – Moeletsi Mbeki, Deputy Chairman, South African Institute of International Affairs
- “With characteristic iconoclasm, Clarke explains how the old order comes under siege while state oil companies redefine the rules of the game, with resource nationalists and ethnic militia redrawing the oil map for traditional players.” – Barry Morgan, Africa Correspondent, *Upstream, The International Oil & Gas Newspaper*
- “Duncan Clarke draws unique scenarios based on enlightening insights from history. A book to read, with lessons for all and significant reflections on humanity’s oil and gas future.” – John M. Albuquerque Forman, former Director ANP (Brazil Oil & Gas Regulatory Agency)
- “Depicts the rapidly rising power of a growing multitude of NGO opponents of OECD ‘empires of oil’ and developing world statist opponents.” – Peter R. Odell, Professor Emeritus, Erasmus University, Rotterdam
- “A clear picture of the changing new oil game in a book of value for serious and casual readers, and important reference work for years to come.” – Robert E. Ebel, Senior Advisor Energy, Center for Strategic and International Studies, Washington DC

*The Battle for Barrels: Peak Oil Myths & World Oil Futures (2007)*

- “This book effectively undermines the validity of the theory of Peak Oil and comprehensively demolishes the arguments of its proponents. It is a ‘must read’ antidote to the gloom and doom conclusions of oil scarcity.” – Peter R. Odell, Professor Emeritus, International Energy Studies, Erasmus University, Rotterdam

(author, *Why Carbon Fuels Will Dominate The 21st Century’s Global Energy Economy*)

- “This is a serious work that serious readers should read, and Duncan Clarke offers a smart and insightful survey of one of the most intriguing issues of our times – Is the world running out of oil? – explaining why doomsayers are wrong. He diagnoses the psychological mindset, the historical mistakes, and the current complexities concerning the evaluation of how much oil lies beneath, and shows a positive view of our energy future.” – Leonardo Maugeri, Senior Vice-President, Eni SpA. (author, *The Age of Oil: the Mythology, History, and Future of the World’s Most Controversial Resource*)
- “Peak Oil has caught global attention because the media love catastrophic news. Duncan Clarke, who has had close contact with top oil industry leaders and its best experts over three decades, has demystified this dogma and shown the crude realities. Clarke demonstrates convincingly that the world’s recoverable reserves, eventually limited but more extensive than generally perceived, will be shaped not only by geology but by future strategies, long-term oil prices, new technologies, dynamic markets and shifting geopolitical access.” – André Coajou, former Senior Executive, Elf Aquitaine, Exploration, New Ventures, Negotiations
- “This book portrays an independent mind and Duncan Clarke’s analysis and interesting opinions shed much light. Few things are trickier than reserve estimates. We had the rule: ‘You will never know the reserves of a field, before it is depleted... and even then.’ What about reserves of not yet discovered fields? Gerry Dixon, former President of Petroconsultants always said: ‘if we badly need it, we will find it’. Clarke’s optimism on the world is justified. One day oil may be depleted, unless humanity does not need it before.” – Christian Suter, CEO Petroconsultants, 1987–98, and Member of The Board 1968–99
- “Duncan Clarke provides a brilliant insight into the world upstream, peak oil, international corporate strategies, geopolitics, business, economics and technology. His unique worldwide experience provides an astute analysis of critical issues that clarify and interpret the historical future of oil and the modern world in the 21st century.” – Dr. Alfred J. Boulous, former Senior Director, International, Conoco Inc., former President, Association of International Petroleum Negotiators, and European Petroleum Negotiators Group
- “*The Battle for Barrels* lucidly shows that not all is known on potential oil reserves-in-ground, and Peak Oil is very wrong on its view that such reserves are now fully known and finite. Clarke credibly demonstrates that there is much conventional oil

to-be-discovered while economics and above-ground factors such as global access and resource nationalism, plus technologies, will shape real oil world futures in ways unlike Peak Oil theorists presume, especially given the Earth's vast oil endowment." – Fred Dekker, Managing Director, Wessex Exploration, and former Vice-President, Asia Pacific New Ventures, Unocal Corporation

"*The Battle for Barrels* is a first-class treatise on the myriad of ideas and 'almost theories' on the end of oil and its impacts on our society. It separates facts from sensationalism, analyses all relevant ideas, provides rationale to our understanding, and makes a brilliant contribution to the field of energy economics." – Professor Edmar de Almeida, Instituto de Economia, Universidade Federal do Rio de Janeiro

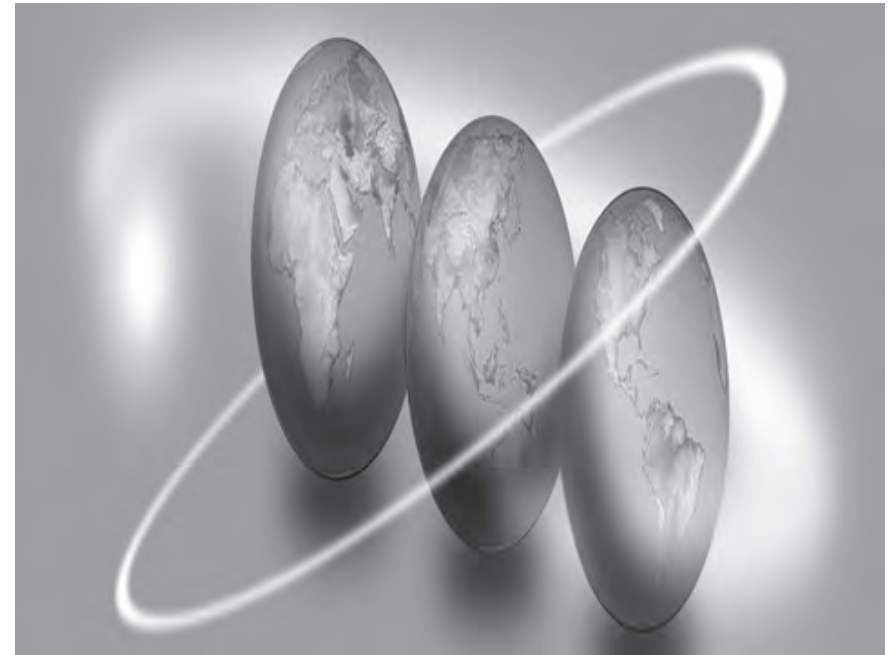
## SENIOR PARTNERS' CONTRIBUTIONS:

### *Petroconsultants, 1985–88*

Extensive contributions as originators or author, to research or publications produced by the Economics Division, including:

Argentina Oil Outlook, 1985  
Colombia Oil Outlook, 1985  
Corporate Strategies and Country Risk in Latin America, 1986  
Petroleum Economics Service, 1986  
Pakistan Oil Outlook, 1986  
Country Analysis (50 countries), 1986  
World Petroleum Laws, 1986  
Field Economics Worldwide, 1986  
Indonesian Oil Outlook, 1986  
World Petroleum Trends, 1986  
International Petroleum Licence Register, 1986  
European Gas: Exploration Costs and Reserves, 1986  
Global Exploration Targets, 1987  
Oil Exploration and Reserves Acquisition Analysis, 1987  
Oilfield Development International, 1987  
Giant: Economics Software Worldwide, 1987  
Corporate Strategies and Country Risk, Japan, 1987  
Company Monitor, 1987  
Country Petroleum Risk Environment, 1987

Petroleum Contracts Service, 1987  
Discovery Inventory, 1988  
Worldwide Non-OPEC Crude Oil Production, 1988  
Company Analysis, 1988  
Papua New Guinea Petroleum Handbook, 1988



## L I B R A

### The PERTH MAFIOSI: Mates

#### AFRICAN PROVERB

*Your companies make it happen, others watch it happen,  
and some of us wonder what happened – to our oil*

Your fuses are blowing at once and, thankfully, the lights in Africa are on. No more are we the Dark Continent – that's Perth. Our firmament is bright, like your prospects. Do not tell anyone else, especially Eskom. They will want to join your business, and steal the limelight. It's your show. So go forth; multiply that acreage. Take an option. Do another IPO. The last one was fun, and made you lots of money from gullible investors. Reverse into someone. Float soonest on the AIM, the English will fund anything that even smells of oil. Ask that bloke who "discovered" our White Nile. Just don't tell those Sudanese twins: they think they own it. Foreigners are weird: always discovering stuff we've known about for centuries. Sometimes we feel abandoned, especially by retreating beasts, like Woodside, who left us for some arbitrary planet called Pluto. That American hybrid ConocoPhillips is doing the same, even though Nigerians love the idea because when he goes, there's more for them to eat. Consider your un-risked oil prospects in the DRC, but not too seriously. Never drill good investments shown on your balance sheet – it's risky. DRC has great potential, but that will always be true, ask that dynastic chap, Kabila II-Jnr. Sneak into Chad, or CAR – Zupta did. What about our untapped interior African offshore? A hard-man began that game. Now they're all at it, even Lake Malawi's over-fished

by you lot. Quickly form a subsidiary: Nyasa Oil, Cahorra Basa Oil, Kariba Oil, Mweru Oil, Etosha Oil, Lake Victoria Oil, Okavango Oil – something like that. It will flummox your competitors, but confused investors will love it. Be clever, disguise your Australian roots in that London float. Dingoes are not African animals. Join the Japanese, even Tokyo-san, a graduate of Ophir, enjoying a New Age. No need to fear the once-Great Leader of the North, formerly on Africa's takeover trail, with oil money. His inheritors struggle to make fundamental music, after he was found dancing with Russians, at some Prom or other. Avoid establishing another Empire: Africa has been unforgiving to Imperial ambitions, except ours. Why do you think the Commies never took over our oil-rich Savannah? Yes, it's warmer, but unforgiving – and there are too many of us here. Plus they have their own worries: but this does not concern Leo. Learn to slip-n-slide, duck-n-dive, it's your natural talent. You have plenty of it, and an elusive manoeuvre will come in handy in the long grass. Incidentally, your competitors say you can't dance, which is clear – that needs to be remedied fast. Go Local; marry one if you must. Others started with ritual courting – ask Afren. Study our rock art, it's just like yours. That's because we did it, for you. Learn to *toyi toyi* or jive with *kwasa kwasa*. Go to Jozi, buy some *kwaito*. It will give you rhythm and an autochthonous touch. You've got to improve that *ocker* image. It reveals deep-rooted insecurities, and irredeemable problems. Do not mention them to anyone. Good that you've concealed your identity crisis; stay that way. It's a critical weakness, and cannot be fixed. So promote it as a virtue, as George Soros does. Incidentally, he became a Pioneer. Stay away from your sheep jokes, and ours, except in Namibia, where they have Karakul by the million. One always wondered about them – just like the Kiwis, with more sheep than people. Encourage executive displacement, it builds new companies, and grants new wishes. Never forget: Australia is the greatest place on Earth, mate – as long as you can stay awake enough to enjoy it. So Bwanas, one and all, please come back to Africa.



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## Research on Africa, 1973–1985

*“The continent is too large to describe. It is a veritable ocean, a separate planet, a varied, immensely rich cosmos. Only with the greatest simplification, for the sake of convenience, can we say ‘Africa’. In reality, except as a geographical appellation, Africa does not exist.”*

– RYSZARD KAPUŚCIŃSKI, *THE COBRA’S HEART*, 2007



*Duncan Clarke: Research & Advisory, 1977–85*

Investment and Energy Trends on African Economies and Oil Industry, and Energy Industries in Africa (various: Oil Shales in Africa, Southern African Energy Policy, Energy and Petroleum Review of Mauritius, Petroleum Product Supply in Selected African Markets, Coal Industry Review in Africa, Energy Industry in Zimbabwe, Minerals and Energy in Ethiopia), Petrologistics Ltd., Geneva, 1982–85

Export Credit Finance Facilities in Southern Africa: Evaluation, Management Structuring and Cost/Benefit, for Merchant Bank of Central Africa, Zimbabwe (with Equator Bank, USA), 1984

Retainer Advisor, Group Economist, on Corporate Strategy, Financial Advisory and Risk Evaluation in Zimbabwe, for Rennie-Grinaker Ltd, Zimbabwe, 1982–84

Money and Finance in Zimbabwe, Whitsun Foundation (with RAL Merchant Bank), Harare, 1983

Agro-Allied Industry Review (Nigeria, Kenya, Malawi), for European Agribusiness and Business International, Geneva, 1983

Angola: Economic & Investment Memorandum, Private Client, 1983

Moçambique Investment Review (Oil and Gas, Electricity, Economic Performance Investment, Minerals), Private Client, 1983

Southern Africa Intra-Regional Trade Financing Facility, Feasibility Appraisal, USAID/IFC, Washington, 1983

Electronic Infrastructure Market Monitor in Selected African Countries, Siemens, 1983

Business Consult, Computerised Forecasts on Zimbabwe's Economy, Business and Investment Risk Environment, Private Client, 1982–83

Investment Risk Appraisals on Southern Africa, Private Client, 1982–83

Economic Linkages in Southern Africa, US Agency for International Development, Washington, 1982

Afrosat Pre-Feasibility Project Evaluation with Presentations, African Inter-Governmental Ministerial Conference, Addis Ababa, Detecon GmbH/ITU, 1982

Strategic Rare Metals in Zimbabwe, Business International/Sandvik AB, Geneva, 1982

Economic & Financial Risk Assessments (Libya, Mali, Togo, Ethiopia, Tanzania), Société Internationale Financière pour les Investissements et le Développement en Afrique (SIFIDA), 1982

Trade Policy (Botswana, Lesotho, Malawi), UNCTAD, Geneva, 1982

Zimbabwe: Investment Appraisal for the 1980s (with Group Economist, Zimbabwe Banking Corporation Ltd), Whitsun Foundation, 1981–82

Investment Opportunities and Sector Appraisals in Africa: Minerals, Energy, Electronic Infrastructure, Siemens, 1981–82

Intelplan SA, Geneva and International Telecommunication Union (Geneve), Pre-Feasibility Technical and Economic Appraisal on the Application of Modern Technology for Integrated Rural Development in Sub-Saharan Africa; Author: ITU, Direct/Indirect Economic Benefit of Rural Telecommunications in Rural Africa; Telecommunication Sector Analysis for Sub-Saharan Africa, plus economic and financial appraisals; financial/economic viability for Satellite Space Segment, Rural Telecommunication in Africa; Supply Determinants, Economic Assessment and Financial Appraisal of Sound and TV Broadcasting in Rural Africa; Financing and Sources of Finance for Sub-Saharan Africa Regional Project; and Field Missions/Economics: Kenya, Zambia, Lesotho, Ethiopia, Zimbabwe, Tanzania, 1980–81

Prognos AG (European Centre for Applied Economic Research, Basle, and Swiss Bank Corporation), Balance of Payments Forecasts, External Sector Appraisals and Country Investment Assessment for Africa (Kenya, Zambia, Zimbabwe, Moçambique, Angola), plus Advisory on 33 developing countries (Asia, Latin America and Africa) for major appraisal reports, 81

Intelplan SA, Economic Evaluation, International Telecommunication Tariffs for Information Transfer, for UNESCO/ITU, Geneva, 1981

Inteconecs Ltd, Macroeconomic Evaluation of Selected African Countries in Western and Eastern Africa, 1980–81

International Telecommunication Union, for Technical Cooperation Division, Role of Telecommunications in Economic Development with reference to Sub-Saharan Africa, (Botswana, Kenya, Tanzania, Zimbabwe, Niger, Upper Volta, Ivory Coast and Senegal), Geneva, 1981

Intelplan SA, Telecommunications Sector Trends and Development in Zimbabwe, Geneva, 1980

Société Internationale Financière pour les Investissements et le Développement en Afrique, Country Reports: Risk Evaluation and Credit Ceiling Determination: Selected Western, Central and Eastern African Countries, Geneva, 1980

Foreign Policy Study Foundation Inc., OECD Investments & Economic Interests in Southern Africa, New York, 1980

Business International, Agribusiness and Economic Opportunities in Zimbabwe, Geneva, 1980

Joseph Rowntree Trust, Foreign Companies and International Investment in Zimbabwe, 1980

SIDA (Sweden), on Economic Sanctions Against South Africa, Geneva, 1980 (author of two reports, and Editor for Series of fourteen volumes)

Advisory Practice, for inter alia: Aurora Associates Inc (Washington); Noel Buxton Trust (UK); EEC Development Directorate (Brussels); US Agency for International Development (Washington); OECD Inter-Futures Group (Paris), 1979–80

UNCTAD, Special Programme, Landlocked, Least Developed and Island Developing Countries, Structural Economic Conditions in Least-Developed Countries in the 1980s, Geneva, 1979; Agricultural Sector Investments in Least-Developed Countries in the 1980s, Geneva, 1979

Southern African Development Coordination Conference, Agricultural, Forestry and Fisheries Sectors in Southern Africa, Ministers of Finance Conference on Southern African Economic Co-operation, Arusha, 1979

UNCTAD, Money, Finance and Development Division, Monetary, Financial and Banking System in Zimbabwe, 1979; Skills Policies and Problems in Zimbabwe, Geneva, 1979

Economic Commission for Africa, Economic and Monetary Aspects of Southern African Customs Union Agreement (special reference Botswana, Lesotho, Swaziland), 1979

Establishment: Preferential Trade Area in Eastern and Southern Africa, including Economist for ECA/Government Ministerial negotiations in Djibouti, Madagascar, Mauritius, Botswana, Lesotho, Swaziland, Ethiopia, Addis Ababa, 1979

Agricultural Sector Investments in Least-Developed Countries in the 1980s, UNCTAD, 1979

Structural Economic Conditions in Least-Developed Countries, UNCTAD, 1979

Agriculture, Forestry & Fisheries Sectors in Southern Africa, SADCC, Arusha Conference, 1979

Economist, International Labour Office, World Employment Programme, Income Distribution and International Employment Branch, Economic Assessments of International Labour Migration in Southern Africa (including reports: on Supply and Demand Determinants for Migrant Labour, Aid and Debt in Migrant Exporting Economies in Southern Africa; Trade Adjustment for Employment in Migrant Exporting Economies, Geneva, 1977–78)

International Labour Supply Trends and Economic Structure in Southern Rhodesia/Zimbabwe in the 1970s, International Labour Office, World Employment Programme, Working Paper No 20, Geneva, 1978

Structural Unemployment in Southern Africa (with Charles Simkins), Development Studies Research Group, University of Natal Press, 1978

Foreign Migrant Labour in Southern Africa: Studies on Accumulation in the Labour Reserves, Demand Determinants and Supply Relationships, ILO, World Employment Programme, Working Paper No 16, 1977

Foreign African Labour Supply in South Africa 1960–1977, DSRG Working Paper No I, University of Natal, 1977

#### *Published Research, 1973–1977*

The main works in economics published over 1973–77 were the following books: *Domestic Workers in Rhodesia: The Economics of Masters and Servants*, Mambo Press, Gwelo (1974); *Contract Workers and Underdevelopment in Rhodesia*, Mambo Press, Gwelo (1974); *Unemployment and Economic Structure in Rhodesia*, Mambo Press, Gwelo (1976); *The Economics of African Old Age Subsistence in Rhodesia*, Mambo Press, Gwelo (1977); *The Distribution of Income and Wealth in Rhodesia*, Mambo Press, Gwelo (1977); *Agricultural and Plantation Workers in Rhodesia*, Mambo Press, Gwelo (1977)

Articles were also published in the *Rhodesian Journal of Economics* including: Structural trends affecting conditions of labour for African workers in Rhodesia (1976); African mine labourers and conditions of labour in the mining industry in Rhodesia 1940–74, 1975; Settler ideology and African underdevelopment in post-war Rhodesia, 1974; The growth and economic impact of the public sector of Rhodesia, 1972; Problems of family planning amongst Africans in Rhodesia, 1972; Economic development in Rhodesia: a revision of a selected bibliography, 1971; The political economy of the Republic Constitution of Rhodesia, 1970; The assumed employment generating capacity of European immigration in Rhodesia, 1970

Articles in other journals included: Economic and political aspects of the Rhodesian franchise – a research note, *Journal of Commonwealth Political Studies*, 11, 1973; The economics of underdevelopment in Rhodesia: an essay on selected bibliography, *Current Bibliography on African Affairs*, 6, 1973; Institutional wage-supply determinants of plantation labour in post-war Rhodesia, *Rural Africana*, 24, 1974; Land inequality and income distribution in Rhodesia, *African Studies Review*, 18, 1975; while other works appeared in *Zambezia*, the *South African Labour Bulletin* (1975, vol 1, no 9), and the *Rhodesian Journal of Medicine*

# Acknowledgements

Our indebtedness for over three decades is due to many, and we would like to acknowledge all. Many notable individuals and institutions come to mind, in relation to the history recorded in this book.

Tim Zoba Jr., our former Senior Partner, was with us for fifteen years and continues to be of value to our endeavours. Together we travelled many pathways across the world and witnessed several cycles of growth and sometimes difficulty. Our personal appreciation remains.

Our highly professional team past and present in offices around the world has worked with us with accomplishment and excellence over many years to build the firm's reach and trusted reputation.

It has been our good fortune over the decades to meet many outstanding names in world oil and to work with them on diverse ventures far and wide. We remember them all with admiration and fondness plus many more working in oil for governments and companies and in niches in the oil patch in Europe, Africa, Asia, Australasia, the Middle East, Russia and the Americas. Some have left the game but are not forgotten.

While this tome is a private edition and a non-commercial book, acknowledgements are due to several sources for providing information and some images. For these we have endeavoured where necessary to secure permission, and, where this has not been possible, we wish to express our appreciation in advance.

Leigh-Ann Harris and Kerrie Barlow of Jacana Media in Johannesburg and her editorial staff were instrumental in enabling us to bring this work to completion.

Our editor in Cambridge (England), Anthony Haynes, has as usual been of special assistance with time, skill and advice on fine-tuning the text.

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While this book was launched in Cape Town at the *Africa Oil Week 2013*, subsequent launches in 2014 are scheduled for London, Rio de Janeiro, Windhoek, Nairobi, Singapore, Berlin and Nicosia.

There have been countless tales to tell, and no doubt many have been omitted, but enough we hope has been recorded to faithfully recount our firm's history to date.

**Duncan Clarke and Babette van Gessel**

*Global Pacific & Partners*

This is the story of Global Pacific & Partners, its founder Duncan Clarke and Chief Executive Babette van Gessel, with former Senior Partner Tim Zoba Jr., and staff of the firm, which, over three decades, built a global footprint in world oil and gas.

The firm created a business model that remains unique and focused on knowledge, strategy and networks, plus a range of pioneering endeavours, which contributed to the world oil game and Africa's emergence, notably in its oil and gas industry.

This is a tale of modest beginnings in landlocked Central-Southern Africa, a safari unplanned over space and time to explore wider worlds, the trials and tribulations encountered, and many notable characters met as travellers on the journey.

Citing some notable accomplishments, Duncan Clarke, with Babette van Gessel, recount *mémoires* from the earliest days, signposts that led to the present, and the tracks and treks taken on an adventure that continues.

A small cog in the vast wheel that is the modern global oil industry, Global Pacific & Partners carved a niche that is widely recognised on six continents.

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