Project Management Team Creates Successful Infrastructure in Remote Location in India

HALLIBURTON SUCCESSFULLY BUILDS ACCESS ROADS AND BASE CAMP IN THAR DESERT
RAJASTAN, INDIA

OVERVIEW
The first-ever Halliburton integrated lump-sum turnkey drilling and completions operation in India was carried out in the Mangala field, which is a mature field located in the Thar Desert, 50 kilometers (31 miles) from India’s western border with Pakistan. Because this was a first in India, all infrastructure needed to be organized and arranged in order for the project to be successful. This included contracting workers, building lease roads, bringing equipment in from overseas, and creating a safe working environment for all third-party and Halliburton personnel in this remote location of the Thar Desert.

CHALLENGES
From the time the contract was awarded, a total of 82 days were on the schedule prior to the spud of the first well. Startup time was very limited. The responsibility of creating an efficient, reliable infrastructure for such a project was given to Halliburton Project Management. Many items needed to be planned, designed, and executed prior to spudding the first well. It was necessary to construct a field base camp, along with access roads, warehouses for storage, and an offsite office in Delhi for the engineering team.

Obtaining permits, building a communications plan, importing equipment, creating master service agreements (MSAs) with vendors, and establishing the overall framework of the project were all challenges. Resources were limited, labor and local experience were scarce, and no infrastructure existed. Logistics fell to Halliburton for this unique and first-of-its-kind project.

SOLUTIONS
A dedicated and highly trained technical team of professionals, led by Halliburton project managers, collaborated to overcome these challenges. Racing to beat the clock, a team consisting of local Halliburton Procurement, Materials, and Logistics; Supply Chain; and Information Technology (IT) personnel began planning and executing the build out of the infrastructure. Teamwork and collaboration were among the leading factors in successfully executing the challenging infrastructure build out required for spudding the first well. Without the coordinated efforts and negotiating power of our people, a project of this complexity would not have been possible.

CHALLENGES
» First project of its kind in India
» Remote region with limited infrastructure, resources, and living accommodations
» Challenging logistics and coordination of events
» Only 82 days scheduled to complete infrastructure buildout before spudding of first well
» Procurement, storage, and management of full inventory of required materials
» Fully functioning base camp would have to be created with no existing in-country infrastructure

SOLUTIONS
» Follow and execute Halliburton delivery processes
» Position project team in field and in client’s head office
» Build field camps, roads, and offices
» Utilize existing Halliburton in-country expertise
» Assist local providers to develop new and local services
» Import new generation of “fast-move” rigs from U.S.
» Expedite long-lead items from client’s existing suppliers

RESULTS
» Delivered project on time
» Successfully created infrastructure
» Efficiently managed camp with top HSE performance
Due to the shape and location of the property acquired for the accommodation complex, and to security concerns for access to the main complex, the main gate was designed to be at the far end of the property and away from the main road. A road had to be built to sustain a high amount of road traffic down the entire long side of the facility, terminating at the main gate of the camp. This was used for camp resupply, and for a personnel transport waypoint and pickup location. For additional security, walls were constructed around the entire base camp.

To ensure that health, safety, and environmental (HSE) standards were followed throughout the project, Halliburton worked closely with local contractors to assist them in completing construction of the camp in a safe manner.

Communications for the project had to be established. For the camp and warehouse complex, both voice and data communications were set up with high-speed “line of sight” systems. The two rigs had full satellite service that proved to be reasonably robust for basic communications.

Catering proved to be a challenge, as the selected catering provider had never run the type of camp required for the project. As a consequence, food safety was a major concern as the project embarked on setting up food services for both a 300-man camp and two mobile rigs with more than 1,000 meals served daily. Experienced food service professionals were hired as facilities managers to oversee food and accommodation safety, and to work with the catering crews to ensure food hygiene, quantity, and quality.

Because of the efficiency and safety of the base camp, leading members of the project team (including from Supply Chain, Materials, Logistics, and HSE) were based in the field camp, thus alleviating the challenge of location remoteness.

RESULTS

Coordination, teamwork, communication, and the ability to adapt to a remote environment – with all aspects being led by an extremely qualified project manager – drove the successful implementation of infrastructure for this project.

» Roads were designed and built.
» For additional safety, a wall was built around the perimeter of the base camp.
» Offices and 300-person lodging were successfully built and managed through the duration of this project.
» IT communications were designed and successfully implemented in the base camp and on the rigs.
» A kitchen for catering services, along with facilities managers, enabled the safe delivery of more than 1,000 meals per day.

By overcoming the time constraints, remote location, and lack of resources and infrastructure with an efficiently functioning base camp, the customer’s first well was able to spud on time, and the infrastructure proved to be a success for the duration of the project.

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