



E&P Management Workshop Series , Tehran - Iran

2017

با توجه به تغییرات جدید در صنعت نفت کشور و لزوم توجه بیشتر به بخش بالادستی در ایجاد و تقویت شرکت‌های مطرح در حوزه E&P و همچنین الزامات IPC برای توسعه دانش مدیریت E&P ، شرکت CBC که در زمینه پروژه های نفت و گاز در کشور هلند فعالیت می‌نماید با بهره مندی از تیم متخصص و اساتید نخبه بین المللی که دارای سابقه اجرایی ، تدریس و نگارش کتب و مقالات علمی در حوزه مدیریت اکتشاف و تولید هستند دوره های آموزشی ذیل را در سال ۱۳۹۴ و ۱۳۹۵ برگزار نموده است.

Name	Location	Date
Joint Operating Agreement	Tehran	9 الی 11 اسفند ۱۳۹۴
E& P Data Management	Tehran	۲۱،۲۲ اردیبهشت ۱۳۹۵
E& P Management In-house	Tehran POGC- Sepanir- PEDEX- Persia	۲۱ الی ۲۳ تیر ۱۳۹۵ 11-13 July 2016
E&P Financial Management JOA Accounting Procedures	Tehran	۲۶ الی ۲۸ تیر ۱۳۹۵ 16-18 July 2016
Joint Operating Agreement- In-house	Tehran IOEC co	1395/05/03 24 July 2016
Upstream Economic Modeling & Evaluation	Tehran	۲۵ الی ۲۷ مرداد ماه ۱۳۹۵ 15-17 Aug 2016
E& P Management In-house	Tehran IPMI-IDRO- MAPNA	01 الی 03 شهریور ۱۳۹۵ 23 Aug 2016
Upstream HSE Management	Tehran	۲۴ الی ۲۶ آبان ۱۳۹۵
Technology Transfer Management	Tehran	۲۰ الی ۲۲ دی ۱۳۹۵
Upstream HR Management	Tehran	۲۵ الی ۲۷ بهمن ۱۳۹۵

JOINT OPERATING AGREEMENT Tehran Grand Hotel

3-day Workshop (28th Feb – 1st March 2016)

11-9 اسفند 1394

کارگاه Joint Operating Agreement با همکاری انجمن شرکت‌های مهندسی و پیمانکاری نفت، گاز و پتروشیمی (APEC)

محورهای اصلی :

آشنایی با مباحث مرتبط به JOA/JOC (Join Operation Agreement/Company)، معرفی مقایسه ای مدل‌های JOA، بررسی قوانین مرتبط با JOA بر اساس مقررات انگلیس و امریکا به عنوان Master Laws، بررسی مسائل و مشکلات مرتبط با شریک کوچکتر (Non-Operator Liability)، بررسی نمونه‌های بین‌المللی عملی موفق یا شکست خورده در این نوع مشارکتها، بررسی مفاد و شرایط این نوع همکاری در قالب بحث گروهی.

● Agenda:

International Oil and Gas – Professional training

Topic: Joint Operating Agreements: International Practices and Challenges

The JOA is widely used in the petroleum industry across different continents and standards. Several regions prefer to issue a standard model form to speed up the negotiation process and to indicate the accepted practices from such region. Although different regions might have special particularities they tend to follow a similar structure and key provisions to regulate their joint venture. There are a few JOA publications in the market explaining what a JOA, what are the main provisions of a JOA, what are the Non-Operators views and the consequences of a sole risk project. But there is a lack in the market to analyse and understand key practical concerns related to any JOA in a single publication. This workshop is going to focus on key practical issues which oil and gas stakeholders might face in different parts of the world whenever they are going to negotiate or implement a JOA.



Eduardo G Pereira

Eduardo G Pereira has been active in the oil and gas industry for several years and is an international expert on joint operating agreements. His experience in this area, both academic and practical, is extensive. He played a key role in assisting Petra Energia in becoming Brazil's leading onshore oil and gas company and developing its international business throughout Europe, Africa and Asia. He has practical experience in over 40 jurisdictions covering America, Europe, Africa and Asia. Dr Pereira concluded his doctoral thesis on oil and gas joint ventures at the University of Aberdeen. He is a professor of natural resources and energy law at the Externado University of Colombia Law School (Colombia), an adjunct professor of energy law at the University of Eastern Finland Law School (Finland) and a research fellow at the Scandinavian Institute for Maritime Law – University of Oslo (Norway), among others.

● Companies present at the JOA workshop

- KEPCO
- Dana Energy
- Tabdil Energy Paya
- Sazeh consultant
- Petro Gohar Farasahel Kish
- Pasargad Energy
- Pars Energy- Gostar Drilling & Exploration (PEDEX)
- Water Source General Trading L.L.C
- Persia Oil & Gas Industry Development
- Tadbir Energy Development Group
- National Iranian South Oil
- Pishro Haffar Energy
- Mapna
- Oil Industries Engineering and Construction Company (OIEC)
- Oil Industries Commissioning & Operation Company (OICO)
- Parsian Bank
- Oil Design Construction Company (ODCC)
- IOEC
- Global Petrotech Kish
- PAM
- APEC
- Arash Sazeh
- NIOC
- Tehran Energy Consultants
- ICOFC
- Shahid Beheshti University
- Arsa
- IMC Limited

● Evaluation

According to the workshop evaluation, 85% of the participants evaluated the JOA workshop, practical, efficient and useful. They were interested in the subject and they are following us with our educational programs.



E&P Data Management Tehran Grand Hotel

2 Day Workshop (10th, 11th May 2016)

21 و 22 اردیبهشت 1395

کارگاه E&P Data Management در تاریخ ۲۱ و ۲۲ اردیبهشت ۱۳۹۵ برگزار گردید.

محورهای اصلی :

- بررسی ارزش کسب شده اطلاعات E&P
- طبقه بندی داده های کلیدی
- بررسی نیازمندی ها مدیریتی و استانداردهای اطلاعات
- تبیین چارچوب کیفیتی اطلاعات

● Agenda:

International Oil and Gas – Professional training

Topic: Technical data is the lifeblood of any company involved in Exploration and Production. Identifying the next exploration opportunity, designing future facilities, benchmarking drilling operations and real-time monitoring of production all rely on having information that is both trustworthy and accessible. Analysis suggests that at least 30% of the value created by a typical oil company can be directly tracked to the quality of technical data it holds. Despite these well known facts, anyone who has experience working in oil companies will be well aware of instances where missing or misleading data has led directly to incorrect decisions and financial loss. This workshop explores the influence that the handling of technical data has, what can be done to ensure the right data is available to those that need it, and how oil companies around the world maximize the value that their data delivers.



Mr. Hawtin has been a leading expert in the handling of oil industry technical data for more than 25 years. He devised the methodology and tools employed by Schlumberger to describe client's information landscapes and have employed those tools to assess, recommend and improve technical data handling for more than 30 oil companies in North & South America, Europe, the Middle East, Asia and Africa.

Mr. Steven Hawtin



● Companies present at the E&P Data Management workshop

- NIOC
- POGC
- KEPCO
- IOOC
- Central Oil
- MATN
- Mapna
- OIEC
- Dana
- PEDEX
- Dorriz
- Mehran Eng
- Pishro Haffar Energy
- Navrood
- Pasargad
- Pishro Parsian
- OIED-Qeshm
- Persia Oil and Gas
- Modiriate Ekteshf
- Jondi Shapour

E& P Management In-house

½ day course August & July 2016

تیر ماه و شهریور ماه ۱۳۹۵

کارگاه نیم روزه مدیریت اکتشاف و تولید در خصوص استراتژی و پایه ریزی شرکت‌های E&P و نحوه هدایت این شرکتها، از دیدگاه مدیریت، در دو مقطع زمانی تیرماه ۱۳۹۵ و شهریورماه ۱۳۹۵ برگزار شد.

● Topics of the workshop:

- Welcome & Set-Up & Introductions
- Setting up an E&P company from Sr. Management perspective
- Running an E&P company from Sr. Management perspective
- Discussion/Questions



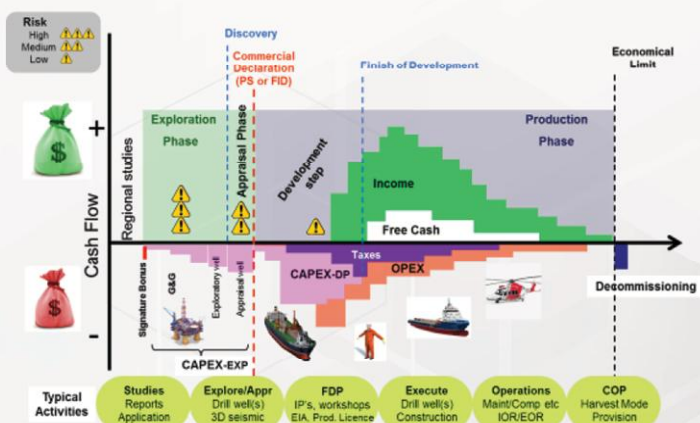
Peter Veenhof

Epeüs Nicolaas (Peter) Veenhof worked for Shell from 1985-1998 in the UK, Turkey, the Netherlands and Malaysia in technical roles. End 1998 Peter joined Clyde Petroleum in the Netherlands where he became Exploration & New Ventures Manager. After Clyde was acquired by Wintershall Noordzee Peter continued as Exploration Manager for the Netherlands, Denmark and the UK; in this role he set-up and ran a large (40+) department. In 2007 he joined Dyas where

Peter worked as New Ventures and Commercial Manager and was Managing Director for four years. After a number of large transactions for Dyas, Peter ran an “enlarged Dyas” and built the present organisation. End 2014 Peter formed 100% owned Nail Petroleum and switched to consulting.

● Companies present at the E&P Management workshop

- Pars Energy- Gostar Drilling & Exploration (PEDEX)
- Persia Oil & Gas Industry Development
- Mapna
- Pars oil & Gas Company
- Sepanir Oil & Gas Energy Engineering Co
- Industrial Development and Renovation Organization of Iran (IDRO)
- Industrial Projects Management of Iran (IPMI)



E&P Financial Management Workshop JOA Accounting Procedures Tehran Grand Hotel

3-day Workshop (16th -18th July 2016)

26 الی 28 تیر 1395

این کارگاه با هدف ایجاد زمینه کسب دانش مرتبط با فرآیندهای E&P در قالب مشارکتهای JOC/JOA، آشنایی با مدیریت مالی و روشهای حسابداری قراردادهای عملیاتی مشترک JOA جهت انجام پروژه های E&P برگزار شد.

محورهای اصلی :

- معرفی اجمالی قراردادهای مشترک (JOA)
- مکانیزمهای حسابداری و مدیریت مالی قراردادهای مشارکتی
- ارائه و بررسی جریان نقدینگی از جانب operator و non-operator
- معرفی مدل‌های استاندارد حسابداری در حسابهای مشترک همراه با بررسی چند نمونه

● Agenda:

The joint operating agreement (JOA) is probably one of the most relevant agreements in the upstream sector. The costs and risks involved in any upstream project are likely to be too great for any company to bear alone, and that's why it is fairly common for oil and gas companies to combine their efforts with others through joint ventures.

The costs of a joint venture are usually controlled through mechanisms such as work programmers and budgets, authorizations of expenditure, and the awarding of contracts. But none of these mechanisms are going to regulate when and how the operator can issue a cash call, how the operator can charge the costs related to the joint venture, or how a non-operator can audit those costs. All of these detailed financial controls are exercised through agreed accounting procedures. Usually, these accounting procedures are set out in an attachment to the JOA. The attachment can be fairly lengthy and complex since it deals with one of the key issues of the consortium: expenditure. If the accounting procedures do not establish clear rules in that area, costs and associated exposure could increase significantly for the parties involved.

This workshop analyses and explores in detail (i) the general accounting principles and financial considerations in order to allow the audience to understand the backbone of accounting and financial issues in a joint venture, (ii) what is a JOA, (iii) what is an accounting procedures to a JOA , (iv) what are the main issues are for an operator and a non-operator; and (v) how the standard model forms address those issues. Several sets of JOA model forms are explored. Through the workshop, international oil companies, independents, national oil companies, legal advisers, accountants, business, commercial and consultants can learn how to perfect their accounting procedures and understand the risks and issues that they might face in the future.



Carlos Eduardo Vieira Consultant of Accounting Committee of IBP - Brazilian Petroleum Institute. Accountant at Petrobras management Partnership Master of Science in Accounting from Federal University of Rio de Janeiro (UFRJ), specializing in Accounting and Auditing from Fluminense Federal University (UFF) and a graduation degree in Accounting from Federal University of Rio de Janeiro (UFRJ). Co-author of Oil and Gas Accounting, published by Cengage Learning, and Accounting Procedures in Joint Operating Agreements, published by Globe Law and Business. He Published several articles related to the accounting area. Has ten years of experience in the oil and gas industry and academic life, teaching Financial, Cost and Management Accounting. It is an accounting professor and specialist in Joint Venture Accounting. In the oil industry, he worked as Financial Manager at Petrobras Business Unit in Angola, responsible for financial issues of E & P operations. In Brazil, worked as reviser of accounting standards, systems implementation, and accounting coordination of subsidiaries in the Netherlands, related to building and rent equipment for oil and gas exploration and production.

Eduardo G Pereira

Attorney/International Energy Consultant
Adjunct Professor of Energy Law

● Companies present at the E&P Management workshop

- NIOC
- PEDEX
- PSKED
- NIGC
- Persia
- TBA
- NIOCEXP
- Mapna
- PGFKCO
- ICOFC
- Pasargad
- POGC
- Sepanir
- PEDEC
- Ofogh (IOID)
- Petropars
- Global Petro Tech
- OIEC
- Namvaran



Upstream Economic Modeling and Fiscal Regime Tehran Grand Hotel

3-day Workshop (15th – 17th August 2016)

1395 مرداد 25-27

این کارگاه با هدف معرفی مدل‌های بررسی اقتصادی مخازن و آشنایی با نظام مالی پروژه‌های بالادستی برگزار شد.

محورهای اصلی :

- بررسی و ارزیابی ریسک‌های پروژه‌های اکتشاف و تولید
- نگاه جامع به نظام‌های مالیاتی، تورم و نرخ ارز جهت انجام پروژه‌ها توسط شرکای بین‌المللی
- آنالیز حساسیت مخازن و مدل کارایی آنها
- EOR و IOR و ارزیابی اقتصادی پروژه‌ها
- معیارهای انتخاب شریک و نکات مرتبط با قراردادهای تسهیل مذاکره با شرکا با توجه به ویژگی‌های پروژه‌ها و...

● Agenda:

Iranian Oil and Gas – Professional training

Topic: Upstream Economic Modeling and Evaluation in the Context of Iran Petroleum Contracts

Iranian oil and gas, and service, companies have the opportunity to partner international oil companies (IOCs) in petroleum contracts (IPCs) with NIOC. To take advantage of this they need to decide which IOC to cooperate with, for which type of contract to apply (Explore and Produce, Develop and Produce or Enhanced/Improved Oil Recovery) and for which prospect, field or other contract area. In order to make these decisions they need the kind of economic models used by the IOCs. Complete sharing of information by IOC partners will not be possible, if only because antitrust legislation in the IOCs' home countries forbids the discussion of oil and gas price assumptions with other companies. Also partners will have different costs of money and Iranian companies will not be exposed to additional taxation in their home country. Where negotiation of contract terms is possible, economic modeling permits the impacts of alternative terms to be assessed. This workshop will show how to build comprehensive but efficient economic models and how to use them in decision making and in negotiation.



John Symons has been active for 20 years within international oil companies and for a further 20 years more broadly in the oil and gas industry, consisting of training, university teaching and consultancy. He has extensive experience of modeling project economics throughout the oilfield life cycle from exploration to mature field operation and also of modeling the impact of a wide range of world fiscal regimes on company economics and on host government revenue.

John has worked on corporate and supply planning in BP's corporate downstream and on economics, planning, management accounting and wellsite petroleum engineering in Shell's UK upstream division. He has given many public and in house training courses and has taught in both universities in Aberdeen, United Kingdom and in Agostinho Neto University, Luanda, Angola. His consultancy has mainly been for host governments and their agencies from the Falkland Islands to New Zealand via West and East Africa, Lebanon and Cambodia.

John Symons

● Companies present at the E&P Management workshop

- NIOEXP
- IOOC
- POGC
- Iranian South Oil
- MATN
- Oil Industry University
- Pasargad Energy Development
- Lavan oil & Gas Engineering
- Dana Energy
- TAPICO
- Navrood



Upstream HSE Management

3-day Workshop (14-16 November 2016)

1395 آبان 26-24

این کارگاه با هدف درک نیازها و ضرورت‌های مدیریت HSE به عنوان بخشی از قراردادهای مشارکتی با شرکتهای بین المللی، عناصر کلیدی مدیریت HSE، جنبه های سازمانی و رفتاری مدیریت HSE به منظور تحقق بخشیدن به یک بهره برداری امن از دارایی های خود برگزار شد.

محورهای اصلی:

بررسی مسئولیتهای مدیریت HSE با تمرکز خاص به شرکت E&P و برنامه ریزی برای چرخه اکتشاف و تولید مطالعه و بررسی موردی Case Study حوادث صورت گرفته در صنعت بالادستی و تحلیل مسائل مرتبط اهداف: درک نیازها و ضرورت‌های مدیریت HSE به عنوان بخشی از قراردادهای مشارکتی با شرکتهای بین المللی، بحث و بررسی عناصر کلیدی مدیریت HSE، بررسی جنبه های سازمانی و رفتاری مدیریت HSE به منظور تحقق بخشیدن به یک بهره برداری امن از دارایی های خود.

● Agenda:

Upstream HSE Management in the Context of IPC

Iranian oil and gas, and service, companies have the opportunity to partner international oil companies (IOCs) in petroleum contracts (IPCs) with NIOC. To understand what is needed for HSE management as part of these contracts this 3-day HSE Management Workshop will give insights into the key HSE elements, organizational and behavioral aspects of HSE Management to realize a robust and safe operation of your assets. Key topics are: Management Systems, HSE Risk Management, HSE Responsibilities, Contractor Risk Management, Process Safety, Occupational Health & Safety, Environmental Management, Management of Change, HSE Culture, Control of Concurrent Work Activities, Simultaneous Operation, Permit to Work Systems, Operating Limits and Alarm Management, Operational Communication and Shift Handover, Monitoring and Assurance.



Herman has worked within international Oil & Gas Companies and built up significant experience in managing all aspects of production and well operations. As a qualified HSE professional, he also has considerable experience in HSE Management, influencing an organization to improve behavior and operational (HSE) performance.

Herman Beltman

His areas of expertise are the aspects of integrating asset management aspects, such as production operations and HSE, how to manage and improve business processes and monitoring and assurance. During his career Herman has worked internationally in Iran, Nigeria, UK, Brunei, Syria and Pakistan.

● Companies present at the E&P Management workshop

- NIOC
- OIEC
- PEDEX
- Energy Dana
- Sazeh
- DCI
- IOTC
- ICOF
- KPE
- IOOC
- P.G.F.K
- Persia
- POGC
- Sepanir
- Pasargad Energy Development



Upstream Technology Transfer Tehran Grand Hotel

3-day Workshop (09 , 11th January 2017)

22-20 دیماه 1395

این کارگاه با هدف پاسخگویی به مسائل و چالشهای موجود در بحث انتقال تکنولوژی در مدل‌های قراردادی IPC و BuyBack و هر نوع مشارکت دیگری در حوزه بالادستی برگزار شد. پاسخ به پرسشهایی از این دست که چه نوع تکنولوژی باید انتخاب و چگونه منتقل می‌شود و با چه شیوه‌ای انتقال تکنولوژی اندازه‌گیری می‌شود و چگونه برای شرکت دریافت کننده تکنولوژی ارزش افزوده می‌آورد؟

محورهای اصلی :

پایه اول: معرفی آخرین تکنولوژیهای بالادستی و روند پیشرفت آن و معرفی شرکتهای صاحب تکنولوژی
پایه دوم: معرفی بخشی از این تکنولوژیها که برای مخازن نفت و گاز کشور کاربرد دارد.

پایه سوم: عمده مباحث مهم کارگاه عبارتند از: نحوه انتخاب شریک صاحب تکنولوژی، فرایند و برنامه ریزی انتقال تکنولوژی، انتقال تکنولوژی در قرارداد و اندازه‌گیری و کیفیت سنجی انتقال تکنولوژی به شرکت دریافت کننده.

● Agenda:

Iranian oil and gas, and service, companies have the opportunity to partner international oil companies (IOCs) in petroleum contracts (IPCs) with NIOC. Appropriate technology selection, development and transfer of technology into the country and assets provides huge opportunities for optimally delivering the country's oil and gas resources in a safe and cost effective manner, ready for the future. This 3 day course will provide insights into the key elements for effective development and technology transfer approaches. The workshop aims to provide best practice approaches in key topics of: Technology landscaping (needs assessment), understanding the drivers for technology applications, the risks and barriers, partner strategies and knowledge and IP aspects, coming together in the development of a technology and technology transfer plan.



John Symons

the Netherlands, Oman, USA and the UK.

Heine has a masters degree in Chemistry (minor in business economics and teaching) and holds a PhD in Materials Engineering. He worked for more than 25 years in International Integrated Oil and Gas Companies where he held managerial roles in Research and Development, Discipline Engineering, Field Development, Project Management and Integrity Management in operations. He has also been a liaison between the business and leading universities for technology development. He/his teams developed and deployed technologies and worked with 3rd party companies to transfer and implement those. During his career he developed key skills in technology strategy, development and deployment. Heine has worked in

● Companies present at the Upstream Technology Transfer workshop:

- Ministry of Petroleum (MOP)
- NIOC
- IOTC
- IOOC
- PEDEX
- Dana Energy
- POGC
- NISOC
- Persia
- OIEC
- North Drilling co
- National Research Institute for Science Policy (NRISP)
- N.I.O.C Exploration Directorate
- Research Institute of Petroleum Industry (RIPI)
- Petro Gohar Farasahel Kish Co



Upstream HR Management

3-day Workshop (13 th, 15th February 2017)

1395 بهمن 27-25

این کارگاه با هدف ارائه بینش تخصصی مدیریت منابع انسانی و آشنایی بیشتر مدیران منابع انسانی ، آموزش و پروژه با استانداردها و رویه‌های HR در سطح بین المللی برای شرکتهای نفت و گاز و خدمات بالادستی برگزار شد.

محورهای اصلی :

- ساختارهای سازمانی شرکتهای E&P و نحوه کارکرد آنها
- اطمینان از کسب مهارتهای مورد نیاز سازمان E&P ، شناخت این مهارتها در تمامی مراحل چرخه حیات اکتشاف و تولید
- برنامه ریزی نیروی انسانی مستقیم و غیر مستقیم در شرکتهای اکتشاف و تولید
- برنامه ریزی آموزشی برای مشاغل در شرکتهای اکتشاف و تولید
- متدولوژی مدیریت منابع انسانی در شرکت Shell
- روشهای بررسی و تایید صلاحیت Competency Assessments

● Agenda:

Upstream HR Management in the Context of IPC:

Iranian oil and gas, and service companies have the opportunity to partner with International Oil Companies (IOC's) in Petroleum Contracts (IPC's) with NIOC. This workshop is designed to provide insight in HR management best practice in this often project-structured context. The course focuses on three areas of value assurance:

- Ensure that the project is resourced with necessary skills, understand what these skills are and how we maintain and act on that knowledge at all stages of the project life cycle.
- Ensure that the standing organization is closer to its longer term skill pool strategic objectives on project completion, and therefore better positioned to tackle the next project.
- Ensure that HR players are well equipped for their task relative to industry standards and know how to measure this.



Thade is an International HR Expert, he worked with the Shell company for 27 years. His career in Shell included setting up new ventures and interests, leading HR's perspective in matters ranging from risk management to location choices. His experience involves talent acquisition and managing corporate company culture, employee relations and skill pool management. He now advises as an independent consultant on career development and talent strategy. He co-founded Shell Services International, Shell Technology India and the European Staff Council. He created

the global bi-annual Shell survey of all staff, and he led the initial stages of the creation of the Shell People integrated global people information platform

● Companies present at the Upstream HR Management workshop:

- NIOC
- POGC
- IOTC
- OIEC
- KPE
- Dana Energy
- Mapna
- PEDEX
- Pasargad Energy Development
- Well Services
- NAMVARAN
- NIOEC
- Sepanir
- Petropars
- Sarvak Azar
- Tadbir Energy



Subject:	Instructor	Date:
PUBLIC RELATIONS IN THE OIL AND GAS INDUSTRY	Bert Regeer	17-18 JULY 2017 ۲۶ و ۲۷ تیرماه ۱۳۹۶
HOW TO BUILD AND USE AN E&P ECONOMIC MODEL	John Symons	24-26 JULY 2017 ۲-۴ مردادماه ۱۳۹۶
BUILDING A SUCCESSFUL JOINT OPERATING AGREEMENT NDA, AMI, JBA, JOA, FOA	Eduardo G Pereira	07-09 AUGUST 2017 ۱۶-۱۸ مرداد ماه ۱۳۹۶
financing oil and gas field developments	Meb Somani	14-16 AUGUST 2017 ۲۳-۲۵ مردادماه ۱۳۹۶
Upstream Operational Excellence	Han Gesink	28-30 AUGUST 2017 ۶ - ۸ شهریورماه ۱۳۹۶
E&P Knowledge Management & Decision Making	J.C. Herweijer & Peter Venhoof	11-13 SEPTEMBER 2017 ۲۰-۲۲ شهریورماه ۱۳۹۶

- Registration Fee: Euro 750 per delegate Per workshop, More than 3 delegates from one company is 10% discount applicable
- Language: English (The interpretation applies for PR workshop)
- Venue: Tehran, Iran

هزینه ثبت نام ۷۵۰ یورو به ازای هر نفر می باشد. حضور بیش از سه نفر از هر شرکت در مجموع کارگاه ها شامل ۱۰٪ تخفیف می شود.
کارگاه ها به زبان انگلیسی برگزار خواهد شد. کارگاه مدیریت روابط عمومی همراه با مترجم همزمان فارسی می باشد.
در پایان کارگاه ها برای شرکت کنندگان گواهی بین المللی صادر خواهد شد.
محل برگزاری کارگاه ها تهران می باشد.

Program Coordinator
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PUBLIC RELATIONS IN THE OIL AND GAS INDUSTRY

Duration 2 days

Date: 17-18 July 2017, TEHRAN, IRAN

۲۶ و ۲۷ تیرماه ۱۳۹۶

● PURPOSE

In this 2-day programme, participants will go through all elements of the PR profession and will leave at the end with the ability to refresh and improve the PR program in their own organisation. The course will be highly interactive and energetic with lots of time for discussion, questions and answers, going through case studies and executing exercises.

● AUDIENCE

This new course will provide important guidance, insights and practical learnings and is meant for PR managers and contractors in the oil & gas and petrochemicals business.

● INSTRUCTOR



Bert Regeer

Your course leader is Bert Regeer, a seasoned PR professional with 25 years of international experience at Royal Dutch Shell plc. Prior to his career at Shell, Regeer worked for a national newspaper in the Netherlands. In 2015, he started his own consultancy, advising companies and organisations on a range of PR aspects including organisational effectiveness, leadership and PR competencies.

● LEARNING OBJECTIVES

- Provide a solid overview of the modern PR profession and build knowledge on how to apply this, thereby adding value to the oil & gas and petrochemical business.
- Learn from deep insights in a range of PR disciplines in order to be able to build a professional PR plan and program that improves the reputation of your company.
- Enhance capability and competencies by studying best practices, case studies, international trends and working on exercises.

● AGENDA

● FUNDAMENTALS OF PUBLIC RELATIONS 0.25 day

A broad and international overview of the fundamentals of PR in the oil & gas and petrochemical business, including measurement and evaluation.

● WORKING IN A CHANGING LANDSCAPE 0.25 day

The landscape of PR is changing rapidly. This section gives deep insights in international trends in PR from all around the world, including the changing role of business in society.

● MAKE IT STICK... 0.25 day

This is all about messaging and storytelling. How to create compelling messaging and then: how to make it stick. Some practical keys to storytelling.

● DISCIPLINE OVERVIEW 0.25 day

How to work with stakeholder engagement, media relations, social media, issues management and social performance. Insights and key templates for easy implementation.

● BRING BUSINESS THEMES TO LIVE 0.25 day

Your organisation will have a business strategy. This is the starting point for a PR professionals. How to translate the business strategy in business themes and make them alive in attractive campaigns.

● BUILDING THE ANNUAL PLAN 0.25 day

Combine your learnings in a plan – how to build an annual plan that has a positive impact in the oil & gas and petrochemical business.

● CRISIS MANAGEMENT 0.25 day

And then it happens! A crisis occurs and needs to be addressed. Learn from a practical guide on crisis management including international case studies.

● EXERCISE ON MANAGING A CRISIS 0.25 day

The final exercise, in the final afternoon. What are your first steps if a crisis occurs? How do you organise the team? What roles are crucial? What do you say, what do you do?

Language	Location	Date	Fee(Euro)	Registration Contacts
 English همراه با ترجمه همزمان فارسی	Tehran-Iran	17-18 July 2017 ۲۶ و ۲۷ تیرماه	یورو 750	مدیر برنامه کامران جوادی ۰۹۱۲۸۳۸۳۹۹۸ ۰۲۱۸۸۵۵۸۷۵۰ kamran@cbcoilandgas.com

HOW TO BUILD AND USE AN ECONOMIC MODEL

Duration 3 days

DATE: 24 TO 26 JULY 2017, TEHRAN, IRAN

۲-۴ مردادماه ۱۳۹۶

● PURPOSE

Enabling your upstream exploration & production (“E&P”) staff to build and use project economic models via a hands-on workshop positioning them to be able to evaluate and compare a range of potential investments and to negotiate petroleum contract terms.

● AUDIENCE

Exploration, development and production managers, engineers, budgeting and other staff with a direct or indirect interest in project economic evaluation or petroleum contract negotiation.

● INSTRUCTOR



John Symons

John Symons has been active for 20 years within international oil companies and for a further 20 years more broadly in the oil and gas industry, consisting of training, university teaching and consultancy. He has extensive experience of modeling project economics throughout the oilfield life cycle from exploration to mature field operation and also of modeling the impact of a wide range of world fiscal regimes on company economics and on host government revenue.

John has worked on corporate and supply planning in BP’s corporate downstream and on economics, planning, management accounting and wellsite petroleum engineering in Shell’s UK upstream division. He has given many public and in house training courses and has taught in both universities in Aberdeen, United Kingdom and in Agostinho Neto University, Luanda, Angola. His consultancy has mainly been for host governments and their agencies from the Falkland Islands to New Zealand via West and East Africa, Lebanon and Cambodia.

● LEARNING OBJECTIVES

- The relationship between the structure and design of economic models and specific types of decision and contract negotiation
- Efficient, flexible and accurate Microsoft Excel coding, both for base cases and for the investigation of uncertain assumptions
- Understanding the information given by, and the limitations of, economic and risk indicators generated by economic models
- How to use economic models when choosing between technical options and contract areas, and in negotiating contract terms

● AGENDA

● MODEL STRUCTURE 0.2 day

Greenfield, brownfield, EOR/IOR and exploration projects; company, partner, NIOC and government cash flows
The economic limit; selection of time periods and reference dates; real terms or nominal money basis

● DATA REQUIREMENTS 0.3 day

Production, hydrocarbon prices, costs, remuneration, taxation

● ECONOMIC AND RISK INDICATORS 0.6 day

Significance, limitations and coding of all commonly used indicators

● COMPLICATING FACTORS 0.2 day

Inflation, multiple currencies and taxation

● UNCERTAINTY ASSESSMENT 0.3 day

Sensitivity analysis and efficient coding

● EXPLORATION ECONOMICS 0.2 day

Modeling exploration and appraisal choices and decisions, reserve uncertainties and the chance of success

● GENERAL REVIEW OF NON-SERVICE FEE FISCAL REGIMES 0.2 day

● BUSINESS GAME: NEGOTIATING A PRODUCTION SHARING EXPLORATION CONTRACT 1.0 day

Two company teams negotiate competitively with a government team, iteratively through the day using an economic model

Please note that at least one laptop shared between every 2-3 delegates is required on this third day of the workshop

Language	Location	Date	Fee(Euro)	Registration Contacts
 English	Tehran-Iran	24-26 July 2017 ۲-۴ مردادماه	یورو 750	مدیر برنامه کامران جوادی ۰۹۱۲۳۸۳۹۹۸ ۰۲۱۸۸۵۵۸۷۵۰ kamran@cbcoilandgas.com

BUILDING A SUCCESSFUL JOINT OPERATING AGREEMENT (NDA, AMI, JBA, JOA, FOA)

Duration 3 day

DATE: 22 TO 24 MAY 2017, TEHRAN, IRAN

۱۶-۱۸ مرداد ماه ۱۳۹۶

● **PURPOSE**

Forming a successful Joint Operating Agreement (JOA) requires taking a few legal steps during the pre-award phase between the relevant parties (Operator and Non-operators). This would include Non-Disclosure Agreement (NDA), Area of Mutual Interest (AMI) and Joint Bidding Agreement. These agreements are essential instruments for regulating the relationship of potential JOA parties to the extent the relevant NDAs, AMIs and JBAs might lead to the creation of a consortium, though some might not be successful. For the post-award process the other typical disposal procedure between the parties is called the Farm-Out Agreement (FOA) as this is the agreement which regulates the assignment of certain petroleum interest to another entity. During this 3 days workshop these agreements, as well as JOA, will be elaborated on and some related cases will be negotiated and practiced.

● **AUDIENCE**

Contracts Managers, Legal Advisors, Business Development, Consultants, Lawyers of E&P companies, NIOC and its affiliated companies, financial institutions, among others.

● **INSTRUCTOR**



Eduardo G Pereira

Eduardo G Pereira has been active in the oil and gas industry for several years and is an international expert on joint operating agreements. His experience in this area, both academic and practical, is extensive. He played a key role in assisting Petra Energia in becoming Brazil's leading onshore oil and gas company and developing its international business throughout Europe, Africa and Asia. He has practical experience in over 40 jurisdictions covering America, Europe, Africa and Asia. Dr Pereira concluded his doctoral thesis on oil and gas joint ventures at the University of Aberdeen. He is a professor of natural resources and energy law at the Externado University of Colombia Law School (Colombia), an adjunct professor of energy law at the University of Eastern Finland Law School (Finland) and a research fellow at the Scandinavian Institute for Maritime Law – University of Oslo (Norway), among others. He is also a managing editor for UEF Energy Law Review and an associate editor of OGEL. He is also the author and editor of several leading oil and gas textbooks.: Joint Operating Agreements: Controlling risks to the Non-operator (GLB, 2013), Upstream Law and Regulation: A Global Guide (GLB, 2013), Joint Operating Agreements: Mitigating Operational and Contractual Risks in Exclusive Operation (GLB, 2013), Encyclopaedia of Oil and Gas Law: Volume 1 (GLB, 2014), Encyclopaedia of Oil and Gas Law: Volume 2 (GLB, 2015), Latin American Oil and Gas Law and Regulation: A Practical Guide (GLB, 2015), Joint Operating Agreements: Challenges and Concerns from Civil Law Jurisdictions (Kluwer International, October 2015) and Accounting Procedures on Joint Operating Agreements: An International Perspective (GLB, 2016) among others.

● **LEARNING OBJECTIVES**

- To understand the legal requirements and strategic options for developing a successful JV in petroleum exploration and/or production.
- To understand the potential implications of a unsuccessful consortium negotiation or even the termination of a preliminary consortium arrangement.
- To understand the key issues behind your JOA.
- To understand the key divestment plans for securing funding and minimising risks.

● AGENDA

● NON-DISCLOSURE AGREEMENT 0.5 day

Exchanging information is the key to starting a consortium negotiation. But the terms of this simple agreement could become a source of conflict in the future. This session is going to explore the NDA model forms and the key concerns connected with these forms. This session will also explore international practices, case studies and negotiations.

● AREA OF MUTUAL INTEREST 0.5 day

Exploring business opportunities can take significant time, effort and costs. Several companies might prefer to carry out this task as a shared effort. This session is going to explore the AMI model forms and the key concerns associated with these model forms. This session will also explore international practices, case studies and negotiations.

● JOINT BIDDING AGREEMENT 0.5 day

Participating in bid or auction rounds can be a complex and lengthy process. It is crucial to organise and clarify the relationship of each consortium before the relevant host government contract is awarded to the relevant parties. This session is going to explore the JBA model forms and the key concerns associated with these model forms. This session will also explore international practices, case studies and negotiations.

● JOINT OPERATING AGREEMENT 1 day

Once a group of companies secure a host government contract through an unincorporated joint venture, then the JOA is going to be the key agreement regulating their relationship. This session is going to explore the JOA model forms and the key concerns connected to these model forms. This session will also explore international practices, case studies and negotiations.

● FARM-OUT AGREEMENT 05 day

Divestment is an essential tool for E&P companies. It can be a strategic, commercial and/or political decision to assign certain participating interest to a third party. This session is going to explore the FOA model forms and the key concerns connected with these model forms. This session will also explore international practices, case studies and negotiations.

Language	Location	Date	Fee(Euro)	Registration Contacts
 English	Tehran-Iran	07-09 August 2017 ۱۶-۱۸ مردادماه	یورو 750	مدیر برنامه کامران جوادی ۰۹۱۲۸۳۸۳۹۹۸ ۰۲۱۸۸۵۵۸۷۵۰ kamran@cbcoilandgas.com

FINANCING OIL AND GAS FIELD DEVELOPMENTS

Duration 3 days

DATE: 14-16 AUG 2017, TEHRAN, IRAN

۲۳-۲۵ مردادماه ۱۳۹۶

● PURPOSE

Make your Upstream Exploration & Production project bankable, by choosing the most appropriate and attractive Financing strategy and Funding options. The most suitable Funding providers are then identified and contacted. In the final exercise, participants build a bankable Business Case and 'Plan of Attack' to approach Funding providers.

● AUDIENCE

CEOs, Finance Managers, Commercial Managers, Business Development Managers, Bankers, Financial Advisors

● INSTRUCTOR



Meb Somani

Meb Somani has 35 years experience in the oil sector including 15 years in investment banking, financing and advisory roles. He is currently advising a state oil company in the Middle East on their investment and financing plans. He was previously Managing Director and Global Head of Oil & Gas Investments at Barclays Natural Resource Investments based in Doha and London. Whilst there and during his previous assignment as Head of Oil & Gas at Actis Capital, he started up and financed several oil & gas companies and guided their growth as an active board member or chairman. Prior to that he was Managing Director at Harrison Lovegrove (now part of Standard Chartered Bank) where he advised clients on acquisitions and divestments valued at several billion dollars mainly in the Middle East, Africa and Asia. Before that he spent 20 years with Shell and Texaco in senior petroleum engineering, commercial and asset management roles. Meb is a Chartered Petroleum Engineer, a member of the Institute of Directors and a number of industry associations. He holds a First Class Honours degree in Petroleum Engineering from Imperial College London and an MBA from Henley Management College.

● LEARNING OBJECTIVES

- To get a broad vision on Financing strategies. Basic concepts including Capital Structure, Debt, Equity and Mezzanine financing;
- Introduction to all Funding options available in the oil and gas sector;
- Current Challenges and State-of-the-art examples of Funding in 2016 and 2017;
- Introduction to Funding providers, including Financial Institutions, Publicly traded companies (IPOs), Private Equity, Venture Capital, Infrastructure players, Sovereign Wealth Funds, and others;
- Due diligence including technical, economic, financial, legal and compliance;
- Building a bankable Business Case and 'Plan of Attack';
- Each Learning Objective is addressed by the Instructor, then collectively discussed, followed by a short exercise in smaller groups

● AGENDA

● FINANCING STRATEGY AND OPTIONS 0.5 day

Definition and overview of Capital Structure and Financing strategy, basic concepts explained-Funding options - contrary to common belief there are many different options available-These range from simple equity and bank loans to complex Mezzanine finance instruments with specific rights

● PROJECT AND MACRO FACTORS, CURRENT CHALLENGES, RECENT EXAMPLES 0.5 day

Current challenges and solutions; oil vs gas projects A few interesting 2016 and 2017 Funding examples are given and jointly analysed Identify suitable Funding options for your project/company

● EQUITY 0.5 day

What Equity investors are looking for; When Equity is suitable/necessary; Providers of Public & Private Equity Industry Funding Mezzanine Finance

● DEBT 0.5 day

What Lenders are looking for; Types of Debt (RCF, Term Loan, Pre Export Finance, Project Debt); security; covenants, grace period Bank due diligence Bank lending assumptions (oil price, reserves, costs), Debt sizing, Hedging, Providers of Debt (Banks, Multi Laterals, ECAs, other)

● BUILDING A BANKABLE BUSINESS CASE 0.5 day

Asset, project and company fundamentals (technical, financial); Borrowing vehicle and structure; security Operating capability/partner; Joint venture and other agreements Management and Governance

● PLAN OF ATTACK 0.5 day

Each individual company needs to define its strategy and funding options given the current and future projects. Once strategy and options are properly defined the funding providers can be narrowed down and targeted. In the final exercise each participant will build a bankable Business Case 'Plan of Attack'

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 English	Tehran-Iran	14-16 August 2017 ۲۳-۲۵ مردادماه	750 یورو	مدیر برنامه کامران جوادی ۰۹۱۲۸۳۸۳۹۹۸ ۰۲۱۸۸۵۵۸۷۵۰ kamran@cbcoilandgas.com

UPSTREAM OPERATIONAL EXCELLENCE WORKSHOP

Duration 3 days

DATE: 28-30 AUGUST 2017, TEHRAN, IRAN

۶ - ۸ شهریورماه ۱۳۹۶

● PURPOSE

Build understanding of key elements of “Operational Excellence”, why it is important and how Operational Excellence focus can contribute to overall improvement of performance of oil & gas productions

● AUDIENCE

Management Team members (leaders) in the Oil and Gas business.

● INSTRUCTOR



Triple EEE
Experience - Expertise - Excellence



Han Gesink

J.C.J. (Han) Gesink MSc, has 40 years of experience in the Oil and Gas Industry of which 38 years in Shell.

Last positions within Shell, Global Lead Operational Excellence Shell Upstream (3 years), focusing on development and implementation of the Upstream Operational Excellence Management System and General Manager Operational Excellence Downstream (3 years) for Europe, Middle East, Africa and Russia leading a team (around 80

staff) delivering support on and initiating and implementing performance improvement initiatives for Shell and non-Shell customers. Broad experience in delivery of Operations, Asset Management business improvement programs including Commissioning and Start-up, Flawless start-up, Operations Readiness and Change Management, Human Resources planning and Organization.

● LEARNING OBJECTIVES

- To obtain a good understanding of what “Operational Excellence” means for the Oil and Gas Industry;
- Build knowledge of essential components contributing to “Operational Excellence” in Upstream
- Know how to work on “Operational Excellence” in your company

The Learning Objectives will be realised by a combination of lecturing, cases and discussions. The aim is to have highly interactive sessions throughout the three days.

● AGENDA

● SETTING THE SCENE 0.25 day

- Introduction
- Objectives of the workshop
- Expectations

● WHAT IS OPERATIONAL EXCELLENCE – HOW IS IT USED IN UPSTREAM 0.25 day

- Business case for Operational Excellence
- Examples (what others do)

● MANAGEMENT SYSTEMS 0.25 day

- Explain key elements of a Management System
- The importance of having an explicit set of elements of a Management System in place.
- Discussion on experiences

● LEADERSHIP EXPECTATIONS 0.25 day

- What Leaders want
- Discussion

● LEADERSHIP 0.25 day

- Tools for Leaders

● STRATEGY AND OBJECTIVES 0.25 day

- (Production) performance improvement
- (Unscheduled) Deferment
- Asset Integrity / Process Safety

● PROCESSES 0.25 day

- Striving for explicit process descriptions
- Examples of key processes, e.g. Wells and Reservoir Management, Operations Integrity, Integrated Activity Planning

● ORGANISATION AND COMPETENCIES 0.25 day

● IMPLEMENTATION 0.25 DAY

● ASSURANCE AND CONTINUOUS LEARNING 0.25 day

- Key Performance Indicators

● WHAT DOES IT TAKE 0.25 day

- How to work on developing "Operational Excellence" in your organisation
- Critical Success Factors

● WRAP UP AND OUTSTANDING ITEMS 0.25 day

Language	Location	Date	Fee(Euro)	Registration Contacts
 English	Tehran-Iran	28-30 August 2017 ۶-۸ شهریورماه	750 یورو	مدیر برنامه کامران جوادى ۰۹۱۲۸۳۸۳۹۹۸ ۰۲۱۸۸۵۵۸۷۵۰ kamran@cbcoilandgas.com

E&P KNOWLEDGE MANAGEMENT & DECISION MAKING WORKSHOP

Duration 3 days

DATE: 11-13 SEPTEMBER 2017, TEHRAN, IRAN

۲۰-۲۲ شهریور ماه ۱۳۹۶

● PURPOSE

Improving Upstream Exploration & Production (“E&P”) technical management via a hands-on workshop improving your staff’s uncertainty assessment, decision analysis, 3D subsurface modelling processes and knowledge management.

● AUDIENCE

Exploration, Development and Production managers, geologists, engineers and other staff with direct or indirect interest of subsurface assessment.

● INSTRUCTOR



J.C. Herweijer

Dr J.C. Herweijer is a geologist/engineer with 35 years of broad multidisciplinary experience. Early in his career he worked for Shell and Elf Aquitaine on 3D geological modeling and integration of subsurface data. Since 1997 he has been a consultant working in various roles (technical, business development and project management) across Europe, North and South Americas, Indonesia and Australia.



Peter Veenhof

Drs E.N. Veenhof is CBC’s E&P Management Consulting Partner. Peter worked for Shell from 1985-1998 in the UK, Turkey, the Netherlands and Malaysia in technical roles. End 1998 Peter joined Clyde Petroleum in the Netherlands and subsequently worked for Wintershall and lead a successful North Sea operation resulting in many gas discoveries. In 2007 he joined Dyas, incl. 4 years as CEO, where Peter lead many transactions and built the present organisation. End 2014 Peter switched to consulting.

● LEARNING OBJECTIVES

- To get a broad vision on processes underpinning managing the subsurface component of field development / management;
- Introduction to modern Knowledge Management and collaboration options;
- Exposure to uncertainty assessment and decision analysis;
- Enhanced management of 3D modeling projects, including implementation of fit for purpose process.

● AGENDA

● MULTIDISCIPLINARY FIELD DEVELOPMENT 0.33 day

Why E&P professionals of very different background and with different objectives need to closely work together

● E&P KNOWLEDGE MANAGEMENT 0.33 day

Implementation of processes and documentation that convince stakeholders of project results
Management of audit trail, QA/QC, and documentation to create and retain long term project value

● COLLABORATION AND KNOWLEDGE TRANSITION 0.33 day

Getting the most out of a team (staff, contractors, and suppliers) and its additional resources (hardware/software)
Integration with operations and other peripheral stakeholders

● UNCERTAINTY ASSESSMENT 0.5 day

Identifying and ranking uncertainty and creating scenarios

● DECISION ANALYSIS 0.5 day

How to assess scenarios and decide on forward options

● MANAGEMENT 3D SUBSURFACE (PETREL) MODELLING 0.75 day

Setting objectives and designing a pragmatic iterative model process that delivers “more than pretty pictures”
Data and knowledge management in conjunction with 3D modelling
Scenario, iteration, sensitivity and realization management to capture and bracket uncertainty
Some practical tips on interfacing with flow (Eclipse) modelling

● PUTTING IT ALL TOGETHER 0.25 day

Implementing optimal multidisciplinary efforts in your organisation

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 English	Tehran-Iran	11-13 September 2017 ۲۰-۲۲ شهریورماه	یورو 750	مدیر برنامه کامران جوادی ۰۹۱۲۸۳۸۳۹۹۸ ۰۲۱۸۸۵۵۸۷۵۰ kamran@cbcoilandgas.com

۱۳۹۶ (Aug - Sep 2017 ذی‌الحجه - محرم ۱۳۹۶) شهریور	۱۳۹۶ (Jul - Aug 2017 ذی‌القعدة - شوال ۱۳۹۶) مرداد	۱۳۹۶ (Jan - Jul 2017 شوال ۱۳۹۶) تیر
<p>شنبه ۲۵ ۲۶ ۲۷ ۲۸ ۲۹ ۳۰ ۳۱</p> <p>یکشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>دوشنبه ۲۵ ۲۶ ۲۷ ۲۸ ۲۹ ۳۰ ۳۱</p> <p>سه‌شنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>چهارشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>پنجشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>جمعه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p>	<p>شنبه ۲۵ ۲۶ ۲۷ ۲۸ ۲۹ ۳۰ ۳۱</p> <p>یکشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>دوشنبه ۲۵ ۲۶ ۲۷ ۲۸ ۲۹ ۳۰ ۳۱</p> <p>سه‌شنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>چهارشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>پنجشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>جمعه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p>	<p>شنبه ۲۵ ۲۶ ۲۷ ۲۸ ۲۹ ۳۰ ۳۱</p> <p>یکشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>دوشنبه ۲۵ ۲۶ ۲۷ ۲۸ ۲۹ ۳۰ ۳۱</p> <p>سه‌شنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>چهارشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>پنجشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>جمعه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p>
۱۳۹۶ (Nov - Dec 2017 دی‌ماه - بهمن ۱۳۹۶) آذر	۱۳۹۶ (Oct - Nov 2017 مهر - آبان ۱۳۹۶) آبان	۱۳۹۶ (Sep - Oct 2017 محرم - صفر ۱۳۹۶) مهر
<p>شنبه ۲۵ ۲۶ ۲۷ ۲۸ ۲۹ ۳۰ ۳۱</p> <p>یکشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>دوشنبه ۲۵ ۲۶ ۲۷ ۲۸ ۲۹ ۳۰ ۳۱</p> <p>سه‌شنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>چهارشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>پنجشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>جمعه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p>	<p>شنبه ۲۵ ۲۶ ۲۷ ۲۸ ۲۹ ۳۰ ۳۱</p> <p>یکشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>دوشنبه ۲۵ ۲۶ ۲۷ ۲۸ ۲۹ ۳۰ ۳۱</p> <p>سه‌شنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>چهارشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>پنجشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>جمعه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p>	<p>شنبه ۲۵ ۲۶ ۲۷ ۲۸ ۲۹ ۳۰ ۳۱</p> <p>یکشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>دوشنبه ۲۵ ۲۶ ۲۷ ۲۸ ۲۹ ۳۰ ۳۱</p> <p>سه‌شنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>چهارشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>پنجشنبه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p> <p>جمعه ۱ ۲ ۳ ۴ ۵ ۶ ۷ ۸ ۹ ۱۰ ۱۱ ۱۲ ۱۳ ۱۴ ۱۵ ۱۶ ۱۷ ۱۸ ۱۹ ۲۰ ۲۱ ۲۲ ۲۳ ۲۴</p>



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مدیر برنامه کامران جوادی

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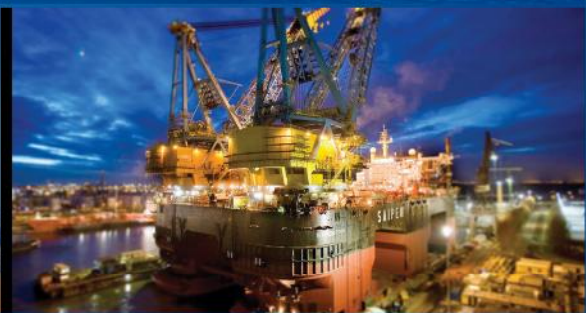
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- Refining-Petrochemicals Synergies..... ۹۶ ۱۹ تا ۲۱ تیرماه
- Hydrotreatment Processes..... ۹۶ ۹ تا ۱۱ مرداد
- Main Commodity Polymers (Olefins & Aromatics)..... ۹۶ ۱۳ تا ۱۵ شهریور
- Profitability Analysis of Downstream Investment Projects..... ۹۶ ۳ تا ۵ مهرماه
- Liquefied Natural Gas Economics..... ۹۶ ۱ تا ۳ آبان ماه

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