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# Oil and Gas Government Affairs Training Course: Licence Pathways, Policy Briefing and Integrity

7 – 11 March 2027  
Muscat





## Oil and Gas Government Affairs Training Course: Licence Pathways, Policy Briefing and Integrity

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### Programme Summary

Oil and gas government affairs is the subject of this one-week training course for government affairs, regulatory and external relations leaders, ending in a government engagement plan for one operator. Licences, fiscal terms and policy changes sit with state bodies, yet company approaches to them are often scattered across teams and driven by individual contacts. The programme links institution mapping, licence pathways, policy briefing and integrity safeguards, with each tool applied to the participant's own organisation. Mars Training Centre UK delivers this programme on oil and gas government affairs to mixed-organisation cohorts.

### The Business Case

Operators depend on timely approvals and stable terms from government bodies. Where engagement is informal, licence steps slip, positions reach officials in inconsistent form and personal contacts become a single point of failure. Teams that map institutions, track approvals and record every interaction can plan ahead, brief officials with evidence and show the board that engagement was conducted openly.

- Approval Cycle Time: Shortens as licence and permit steps are tracked and dependencies are cleared early.
- Policy Influence Quality: Improves as submissions rest on evidence and a consistent company position.
- Integrity Exposure: Falls as gifts, intermediaries and meetings are recorded and screened.

### Principles and Evidence Base

- Extractive Industries Transparency Initiative EITI Standard: This international standard for open and accountable management of oil, gas and mining resources frames the disclosure check in Session 4.
- Stakeholder analysis: Influence and interest mapping sets the priorities for relationship ownership in Sessions 1 and 3.
- Process mapping: Step-by-step charts of approval routes expose delays and dependencies in Session 2.

### Intended Participants

- Government affairs leaders who manage relationships with ministries and state bodies.
- Regulatory managers who own licence, permit and approval applications.
- External relations leaders who brief officials on company positions.
- Legal and compliance leads who set rules for gifts, intermediaries and records.
- Commercial and local content leaders who prepare fiscal and policy discussions.



Typical functions include government affairs, regulatory compliance, legal and commercial teams in upstream, midstream, refining and service companies.

## Learning Outcomes

1. Participants will be able to construct a map of the government bodies that affect an operator.
2. Participants will be able to prioritise licence and permit steps by dependency and risk.
3. Participants will be able to evaluate regulatory and policy issues against company positions.
4. Participants will be able to draft an evidence-based briefing for an official meeting.
5. Participants will be able to diagnose integrity exposures in gifts, intermediaries and records.
6. Participants will be able to justify a government engagement plan to executive leadership.

## Programme Structure

### Day 1: Oil and Gas Government Affairs Scope and Institution Mapping

Which government bodies shape an operator's licences, fiscal terms and policy environment?

- Government Institution Map
- Decision Route Chart
- Licence Lifecycle Calendar
- Relationship Ownership Register
- Political Risk Watchlist

### Day 2: Licensing and Permit Pathways

How is each licence, permit and approval pursued from application to renewal?

- Licence Pathway Tracker
- Permit Dependency Matrix
- Application Quality Checklist
- Official Query Response Log
- Renewal Readiness Review

### Day 3: Policy Briefing and Regulatory Engagement

How are company positions turned into evidence-based submissions and briefings?

- Policy Issue Brief
- Position Paper Template
- Consultation Response Outline
- Official Meeting Brief
- Local Content and Fiscal Talking Points



## Day 4: Integrity and Transparency Safeguards

What safeguards keep engagement lawful, open and defensible?

- EITI Standard Disclosure Check
- Gift and Hospitality Register
- Intermediary Screening Form
- Engagement Record Protocol
- Conflict of Interest Declaration

## Day 5: Applying the Tools to One Operator

Do the mapping, licensing, briefing and integrity tools form one working plan?

- Applying the Session 1 Government Institution Map
- Using the Session 2 Licence Pathway Tracker
- Testing the Session 3 Policy Issue Brief
- Checking the Session 4 Engagement Record Protocol
- Completing the Government Engagement Plan

## Methodology

The programme uses a case analysis method built on anonymised licence timelines, consultation papers, meeting records and disclosure extracts from energy operators. Participants work in peer groups on their own organisation, challenge one another's pathways and briefings and receive written facilitator feedback on each exercise set.

- Suggested activity: Tracing a delayed permit back to the unmet dependency that caused it.
- Suggested activity: Reducing a long position paper to a one-page briefing for an official.
- Suggested activity: Reviewing a meeting record for gaps that an auditor would question.

## Capstone Output

Each participant completes a government engagement plan for one operator. It holds a government institution map, a licence pathway tracker, a policy issue brief, an engagement record protocol and an integrity safeguard checklist. The plan is used at work to assign relationship owners, schedule approvals and brief executives before the next planning cycle.

## Frequently Asked Questions

### Is oil and gas government affairs suitable for leaders new to state engagement?

Yes. Oil and gas government affairs assumes experience in regulatory, legal or external relations work and builds institution mapping, licence tracking and briefing skills from first principles for the energy sector.



## **Which standard does oil and gas government affairs rest on in this programme?**

Oil and gas government affairs here rests on the Extractive Industries Transparency Initiative Standard for open resource management, together with stakeholder analysis and process mapping for planning.

## **How is the plan from oil and gas government affairs used at work?**

You use the government engagement plan to assign relationship owners, track licence steps, prepare briefings for officials and show the board how engagement is recorded and controlled.

## **How does oil and gas government affairs differ from general public affairs training?**

Oil and gas government affairs centres on licences, fiscal terms, local content and transparency for resource operators, while general public affairs training centres on campaigns, coalitions and lobbying across sectors.