

Cash Calls, AFEs & Work Program/Budget Control: Overruns Training Course

OGI-1187 · 5 days · 15 CPD hours · English

Overview

Cash Calls, AFES & Work Program/Budget Control is a specialist course from [Institute For Oil & Gas Training](#) designed for professionals responsible for controlling expenditure, approving capital commitments, managing partner-funded operations and maintaining financial discipline across oil and gas assets. The course addresses the practical requirements of Cash Calls, AFES & Work Program/Budget Control across joint ventures, operated and non-operated assets, production operations, development programmes and capital projects.

Oil and gas expenditure control requires disciplined coordination between technical planning, finance, joint venture governance, procurement, partner approvals and cash management. Weak controls around authorisation for expenditure preparation, AFE approval thresholds, work programme and budget submission and cash call validation create exposure to unapproved commitments, budget overruns, partner disputes and delayed funding. This course provides an integrated approach to controlling these processes from initial planning and approval through expenditure monitoring, overrun management and AFE close-out.

The course focuses on the commercial and operational relationship between AFEs, work programmes, budgets and cash calls. Participants examine how expenditure requests are developed, challenged, approved, funded and monitored against authorised limits. The programme also addresses partner voting and consent requirements, supplementary AFE processes, AFE overrun approval, non-consent and sole risk provisions and the controls required when actual expenditure moves beyond approved funding.

Effective budget control in upstream operations depends on more than comparing actual costs with an approved budget. Finance and asset teams need to understand why variances occur, whether additional expenditure is contractually permitted, which approvals are required and how funding obligations are allocated between participating parties. The course therefore connects financial analysis with joint venture governance and operational decision-making.

The programme addresses the complete expenditure control cycle. This includes preparing the initial AFE, establishing approval thresholds, aligning expenditure with the approved work programme and budget, issuing and validating cash calls, monitoring commitments and actual expenditure, managing changes and overruns, obtaining supplementary approvals and completing final AFE close-out.

Participants also examine how non-operated joint venture interests require robust scrutiny of operator proposals and expenditure. This includes reviewing supporting information, challenging material variances, understanding partner consent provisions and identifying circumstances involving non-consent or sole risk activities. The emphasis remains on disciplined commercial control rather than purely theoretical financial analysis.

For organisations, the value of this capability lies in stronger expenditure visibility, clearer accountability and more consistent governance. For individual professionals, the course develops the ability to connect technical programmes,

commercial approvals and financial controls across the asset lifecycle.

Institute For Oil & Gas Training delivers the course for professionals working with upstream finance, joint venture accounting, asset management, planning, budgeting, project controls and commercial governance. The content is designed around realistic oil and gas scenarios and the practical decisions that arise when approved expenditure changes during an operating period.

The programme also strengthens understanding of the distinction between budget approval and expenditure authorisation. An approved annual work programme and budget does not automatically provide unrestricted authority for every expenditure item. Professionals need to understand AFE requirements, approval limits, partner consent mechanisms and the treatment of expenditure that falls outside the original authorisation.

Cash call management is addressed as an integral part of the control environment. Participants examine how cash requirements should relate to approved programmes, expected expenditure and partner funding obligations. They also consider how discrepancies between cash requested, expenditure incurred and approved budgets should be identified and escalated.

The course provides a structured framework for improving control over expenditure throughout the lifecycle of an oil and gas activity, from planning and authorisation through funding, monitoring, change control and final close-out.

Objectives

- Apply structured principles for Cash Calls, AFES & Work Program/Budget Control across upstream operations
- Prepare robust authorisation for expenditure documentation aligned with business requirements
- Interpret AFE approval thresholds and determine appropriate escalation routes
- Align AFEs with approved work programmes, budgets and operational priorities
- Evaluate cash call requests against approved expenditure and funding requirements
- Apply partner voting and consent requirements to expenditure decisions
- Identify when supplementary AFE approval is required
- Manage AFE overrun approval using disciplined escalation and documentation
- Monitor actual expenditure, commitments and forecasts against approved budgets
- Apply budget variance approval limits consistently
- Assess expenditure affected by non-consent and sole risk provisions

- Improve coordination between finance, asset, project, commercial and technical teams
- Strengthen controls over expenditure commitments and partner-funded activities
- Apply effective AFE close-out procedures and supporting documentation
- Identify control weaknesses before they develop into significant financial or governance issues
- Improve the quality and consistency of work programme and budget submission processes
- Strengthen auditability across expenditure approval, funding and close-out activities

Training methodology

Institute For Oil & Gas Training uses an applied corporate delivery approach that reflects the commercial and operational environment of oil and gas organisations. The course combines technical explanation with practical exercises designed around expenditure decisions encountered by finance, commercial, asset and project teams.

Case Studies

Participants work through realistic upstream expenditure scenarios involving AFEs, joint venture budgets, cash calls, budget variances and expenditure overruns. Case studies demonstrate how an apparently straightforward expenditure request can require additional technical, commercial or partner approval.

AFE Preparation Exercises

Practical exercises focus on authorisation for expenditure preparation. Participants assess expenditure requirements, define supporting information, establish approval routes and determine whether proposed commitments fall within existing approval thresholds.

Cash Call Simulations

Cash call simulations demonstrate the relationship between approved work programmes, expected expenditure, funding requirements and partner contributions. Participants review cash call information and identify discrepancies requiring clarification before funding is released.

Budget Control Scenarios

Real-world budget control scenarios allow participants to assess actual expenditure against approved work programmes and budgets. Exercises address material variances, forecast changes, commitment exposure and the escalation of expenditure requiring further approval.

Joint Venture Decision Exercises

Group exercises address partner voting and consent, non-consent and sole risk provisions and expenditure decisions involving participating interests. Participants assess how different contractual provisions affect financial and operational control.

Overrun Management

Participants examine situations where actual or forecast expenditure exceeds approved AFE limits. The exercises focus on identifying the cause of the overrun, determining the required approval route and applying supplementary AFE and AFE overrun approval controls.

AFE Close-Out Simulation

A structured close-out exercise covers final expenditure reconciliation, outstanding commitments, approval records, variance explanations and closure documentation. This reinforces the importance of maintaining a complete audit trail throughout the AFE lifecycle.

Organisational impact

Strong expenditure governance is essential to maintaining financial discipline across oil and gas assets. This course supports organisations in establishing clearer connections between operational plans, expenditure approvals and funding requirements.

Improved Expenditure Control

Organisations gain a more structured approach to controlling expenditure from initial AFE preparation through final close-out. Teams develop clearer visibility of approved expenditure, commitments, forecasts and actual costs.

Stronger Budget Governance

Consistent application of budget variance approval limits improves escalation and accountability when expenditure deviates from approved plans. This supports earlier management attention to material cost movements.

Better Cash Management

A disciplined cash call process strengthens the relationship between funding requests and authorised expenditure. Finance teams gain greater clarity when assessing whether cash requirements are supported by approved work programmes, budgets and expenditure forecasts.

Improved Joint Venture Governance

Clear understanding of partner voting and consent requirements supports better coordination between operators and participating partners. Teams gain a stronger basis for reviewing expenditure proposals and identifying decisions requiring partner involvement.

Reduced Overrun Exposure

Early identification of forecast expenditure beyond approved AFE limits provides a structured route for supplementary AFE requests and AFE overrun approval. This supports timely escalation rather than retrospective approval.

Stronger Audit Trails

Consistent documentation of approvals, changes, funding requests, variances and close-out decisions improves the traceability of expenditure decisions and supports internal review requirements.

Better Cross-Functional Coordination

The course helps finance, planning, technical, commercial and asset teams work from a shared understanding of expenditure authority. This reduces disconnects between operational requirements and financial governance.

Greater Control of Risk Activities

Understanding non-consent and sole risk provisions supports more disciplined treatment of activities where participating interests do not share expenditure in the normal manner. Teams gain clearer awareness of the financial and governance implications of these arrangements.

Personal impact

Participants develop practical capability across the full expenditure control lifecycle rather than focusing on one isolated financial process.

Stronger AFE Expertise

Professionals improve their ability to prepare, assess, challenge and monitor AFEs. They gain a clearer understanding of the information required to support expenditure authorisation and subsequent changes.

Improved Commercial Judgement

Participants strengthen their ability to distinguish between approved expenditure, forecast requirements and new expenditure requiring additional authorisation.

Better Budget Analysis

The course develops practical skills in reviewing expenditure against work programmes and budgets, investigating variances and determining appropriate escalation.

Enhanced Joint Venture Capability

Participants working with operated or non-operated interests gain stronger understanding of partner voting, consent, funding and expenditure governance requirements.

Improved Cash Call Review

Finance and joint venture professionals develop stronger capability in assessing cash call requirements against approved plans and expected expenditure.

Greater Confidence in Overrun Management

Participants gain a structured approach to identifying and addressing AFE overruns, including the circumstances requiring supplementary approval or revised expenditure authority.

Career Capability

The skills developed support responsibilities across joint venture accounting, asset finance, project controls, commercial management, budgeting, planning, financial analysis and upstream operations.

Who should attend

Joint Venture Accountants

Built for professionals responsible for partner accounting, cash calls, expenditure allocations and joint venture financial reporting.

Asset Finance Managers

Relevant for finance leaders overseeing expenditure governance, forecasting, budget performance and financial control across oil and gas assets.

Financial Controllers

Supports professionals responsible for expenditure authorisation, financial controls, variance management and governance processes.

Budget and Planning Professionals

Designed for specialists responsible for work programme and budget submission, forecast management and expenditure performance monitoring.

Asset Managers

Provides practical understanding of how operational decisions connect with AFE authority, partner approvals and budget control.

Commercial Managers

Supports professionals responsible for contractual governance, partner arrangements, expenditure approvals and commercial decision-making.

Project Controls Professionals

Relevant to professionals monitoring commitments, approved expenditure, forecasts, cost movements and project financial performance.

Petroleum Economists and Analysts

Provides additional capability in understanding how expenditure approvals and budget controls influence asset economics and investment decisions.

Joint Venture Managers

Supports professionals coordinating operator and partner requirements, consent processes and expenditure governance.

Finance Managers and Senior Finance Professionals

Designed for senior personnel responsible for maintaining financial discipline across upstream operations and joint venture activities.

Course outline

AFE Preparation and Expenditure Authorisation

This module establishes the foundations of expenditure governance by examining how oil and gas organisations translate operational requirements into formally authorised expenditure. It focuses on authorisation for expenditure preparation, approval routes, expenditure classification and AFE approval thresholds.

Work Programme, Budget and Cash Call Governance

This module examines the relationship between approved operational programmes, financial budgets and partner funding requirements. It focuses on work programme and budget submission, cash call preparation and the controls required to ensure funding remains aligned with approved expenditure.

Partner Consent, Voting and Risk Participation

This module addresses expenditure decisions requiring partner involvement and examines the financial implications of different participation arrangements. It focuses on partner voting and consent, non-consent and sole risk provisions and the governance processes supporting joint venture expenditure decisions.

Budget Overruns and Supplementary AFE Control

This module focuses on situations where actual or forecast expenditure exceeds the approved financial authority. Participants examine the causes of overruns, forecast control, supplementary AFE requirements and AFE overrun approval.

AFE Close-Out and Expenditure Assurance

This module completes the expenditure control lifecycle by focusing on final reconciliation, outstanding commitments, variance resolution and AFE close-out. It reinforces the importance of complete records and disciplined closure after operational expenditure has been completed.

Scheduled dates

Dates	Venue	Format	Fee
12 - 16 Oct 2026	Abu Dhabi, United Arab Emirates	In person	£4,000

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12 - 16 Oct 2026	Abuja, Nigeria	In person	£4,000
12 - 16 Oct 2026	Accra, Ghana	In person	£4,000
12 - 16 Oct 2026	Addis Ababa, Ethiopia	In person	£4,000
12 - 16 Oct 2026	Al Ain, United Arab Emirates	In person	£4,000
12 - 16 Oct 2026	Al Khobar, Saudi Arabia	In person	£4,000
12 - 16 Oct 2026	Alberta, Canada	In person	£4,000
12 - 16 Oct 2026	AlUla, Saudi Arabia	In person	£4,000
12 - 16 Oct 2026	Amman, Jordan	In person	£4,000
12 - 16 Oct 2026	Amsterdam, Netherlands	In person	£4,000
12 - 16 Oct 2026	Athens, Greece	In person	£4,000
12 - 16 Oct 2026	Baku, Azerbaijan	In person	£4,000
12 - 16 Oct 2026	Barcelona, Spain	In person	£4,000
12 - 16 Oct 2026	Berlin, Germany	In person	£4,000
12 - 16 Oct 2026	Boston, United States	In person	£4,000
12 - 16 Oct 2026	Brussels, Belgium	In person	£4,000
12 - 16 Oct 2026	Budapest, Hungary	In person	£4,000
12 - 16 Oct 2026	Cairo, Egypt	In person	£4,000
12 - 16 Oct 2026	Cape Town, South Africa	In person	£4,000
12 - 16 Oct 2026	Casablanca, Morocco	In person	£4,000
12 - 16 Oct 2026	Dammam, Saudi Arabia	In person	£4,000
12 - 16 Oct 2026	Dhahran, Saudi Arabia	In person	£4,000
12 - 16 Oct 2026	Doha, Qatar	In person	£4,000
12 - 16 Oct 2026	Dubai, United Arab Emirates	In person	£4,000
12 - 16 Oct 2026	Edinburgh, United Kingdom	In person	£4,000
12 - 16 Oct 2026	Edmonton, Canada	In person	£4,000
12 - 16 Oct 2026	Frankfurt, Germany	In person	£4,000

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12 - 16 Oct 2026	Geneva, Switzerland	In person	£4,000
12 - 16 Oct 2026	Houston, United States	In person	£4,000
12 - 16 Oct 2026	Istanbul, Turkey	In person	£4,000
12 - 16 Oct 2026	Jakarta, Indonesia	In person	£4,000
12 - 16 Oct 2026	Jeddah, Saudi Arabia	In person	£4,000
12 - 16 Oct 2026	Jubail, Saudi Arabia	In person	£4,000
12 - 16 Oct 2026	Khamis Mushait, Saudi Arabia	In person	£4,000
12 - 16 Oct 2026	Kigali, Rwanda	In person	£4,000
12 - 16 Oct 2026	Kuala Lumpur, Malaysia	In person	£4,000
12 - 16 Oct 2026	Lisbon, Portugal	In person	£4,000
12 - 16 Oct 2026	Liverpool, United Kingdom	In person	£4,000
12 - 16 Oct 2026	London, United Kingdom	In person	£4,000
12 - 16 Oct 2026	Los Angeles, United States	In person	£4,000
12 - 16 Oct 2026	Luanda, Angola	In person	£4,000
12 - 16 Oct 2026	Madrid, Spain	In person	£4,000
12 - 16 Oct 2026	Manama, Bahrain	In person	£4,000
12 - 16 Oct 2026	Marbella, Spain	In person	£4,000
12 - 16 Oct 2026	Marrakech, Morocco	In person	£4,000
12 - 16 Oct 2026	Miami, United States	In person	£4,000
12 - 16 Oct 2026	Milan, Italy	In person	£4,000
12 - 16 Oct 2026	Munich, Germany	In person	£4,000
12 - 16 Oct 2026	Muscat, Oman	In person	£4,000
12 - 16 Oct 2026	Nairobi, Kenya	In person	£4,000
12 - 16 Oct 2026	New York, United States	In person	£4,000
12 - 16 Oct 2026	Nice, France	In person	£4,000
12 - 16 Oct 2026	Nouakchott, Mauritania	In person	£4,000

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12 - 16 Oct 2026	Oslo, Norway	In person	£4,000
12 - 16 Oct 2026	Paris, France	In person	£4,000
12 - 16 Oct 2026	Port Louis, Mauritius	In person	£4,000
12 - 16 Oct 2026	Prague, Czech Republic	In person	£4,000
12 - 16 Oct 2026	Pretoria, South Africa	In person	£4,000
12 - 16 Oct 2026	Riyadh, Saudi Arabia	In person	£4,000
12 - 16 Oct 2026	Rome, Italy	In person	£4,000
12 - 16 Oct 2026	Sarajevo, Bosnia and Herzegovina	In person	£4,000
12 - 16 Oct 2026	Sharm El Sheikh, Egypt	In person	£4,000
12 - 16 Oct 2026	Singapore	In person	£4,000
12 - 16 Oct 2026	Stockholm, Sweden	In person	£4,000
12 - 16 Oct 2026	Tokyo, Japan	In person	£4,000
12 - 16 Oct 2026	Toronto, Canada	In person	£4,000
12 - 16 Oct 2026	Tromso, Norway	In person	£4,000
12 - 16 Oct 2026	Vienna, Austria	In person	£4,000
12 - 16 Oct 2026	Zagreb, Croatia	In person	£4,000
12 - 16 Oct 2026	Zurich, Switzerland	In person	£4,000
12 - 16 Oct 2026	Online, Virtual	Online	£4,000
08 - 12 Feb 2027	Abu Dhabi, United Arab Emirates	In person	£4,000
08 - 12 Feb 2027	Abuja, Nigeria	In person	£4,000
08 - 12 Feb 2027	Accra, Ghana	In person	£4,000
08 - 12 Feb 2027	Addis Ababa, Ethiopia	In person	£4,000
08 - 12 Feb 2027	Al Ain, United Arab Emirates	In person	£4,000
08 - 12 Feb 2027	Al Khobar, Saudi Arabia	In person	£4,000
08 - 12 Feb 2027	Alberta, Canada	In person	£4,000
08 - 12 Feb 2027	AlUla, Saudi Arabia	In person	£4,000

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08 - 12 Feb 2027	Casablanca, Morocco	In person	£4,000
08 - 12 Feb 2027	Dammam, Saudi Arabia	In person	£4,000
08 - 12 Feb 2027	Dhahran, Saudi Arabia	In person	£4,000
08 - 12 Feb 2027	Doha, Qatar	In person	£4,000
08 - 12 Feb 2027	Dubai, United Arab Emirates	In person	£4,000
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08 - 12 Feb 2027	Jubail, Saudi Arabia	In person	£4,000
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08 - 12 Feb 2027	Kuala Lumpur, Malaysia	In person	£4,000
08 - 12 Feb 2027	Lisbon, Portugal	In person	£4,000
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11 - 15 Oct 2027	Al Khobar, Saudi Arabia	In person	£4,000
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11 - 15 Oct 2027	Edinburgh, United Kingdom	In person	£4,000
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11 - 15 Oct 2027	Geneva, Switzerland	In person	£4,000
11 - 15 Oct 2027	Houston, United States	In person	£4,000
11 - 15 Oct 2027	Istanbul, Turkey	In person	£4,000
11 - 15 Oct 2027	Jakarta, Indonesia	In person	£4,000
11 - 15 Oct 2027	Jeddah, Saudi Arabia	In person	£4,000
11 - 15 Oct 2027	Jubail, Saudi Arabia	In person	£4,000
11 - 15 Oct 2027	Khamis Mushait, Saudi Arabia	In person	£4,000
11 - 15 Oct 2027	Kigali, Rwanda	In person	£4,000
11 - 15 Oct 2027	Kuala Lumpur, Malaysia	In person	£4,000
11 - 15 Oct 2027	Lisbon, Portugal	In person	£4,000
11 - 15 Oct 2027	Liverpool, United Kingdom	In person	£4,000
11 - 15 Oct 2027	London, United Kingdom	In person	£4,000
11 - 15 Oct 2027	Los Angeles, United States	In person	£4,000
11 - 15 Oct 2027	Luanda, Angola	In person	£4,000
11 - 15 Oct 2027	Madrid, Spain	In person	£4,000
11 - 15 Oct 2027	Manama, Bahrain	In person	£4,000
11 - 15 Oct 2027	Marbella, Spain	In person	£4,000
11 - 15 Oct 2027	Marrakech, Morocco	In person	£4,000
11 - 15 Oct 2027	Miami, United States	In person	£4,000
11 - 15 Oct 2027	Milan, Italy	In person	£4,000
11 - 15 Oct 2027	Munich, Germany	In person	£4,000

Dates	Venue	Format	Fee
11 - 15 Oct 2027	Muscat, Oman	In person	£4,000
11 - 15 Oct 2027	Nairobi, Kenya	In person	£4,000
11 - 15 Oct 2027	New York, United States	In person	£4,000
11 - 15 Oct 2027	Nice, France	In person	£4,000
11 - 15 Oct 2027	Nouakchott, Mauritania	In person	£4,000
11 - 15 Oct 2027	Oslo, Norway	In person	£4,000
11 - 15 Oct 2027	Paris, France	In person	£4,000
11 - 15 Oct 2027	Port Louis, Mauritius	In person	£4,000
11 - 15 Oct 2027	Prague, Czech Republic	In person	£4,000
11 - 15 Oct 2027	Pretoria, South Africa	In person	£4,000
11 - 15 Oct 2027	Riyadh, Saudi Arabia	In person	£4,000
11 - 15 Oct 2027	Rome, Italy	In person	£4,000
11 - 15 Oct 2027	Sarajevo, Bosnia and Herzegovina	In person	£4,000
11 - 15 Oct 2027	Sharm El Sheikh, Egypt	In person	£4,000
11 - 15 Oct 2027	Singapore	In person	£4,000
11 - 15 Oct 2027	Stockholm, Sweden	In person	£4,000
11 - 15 Oct 2027	Tokyo, Japan	In person	£4,000
11 - 15 Oct 2027	Toronto, Canada	In person	£4,000
11 - 15 Oct 2027	Tromso, Norway	In person	£4,000
11 - 15 Oct 2027	Vienna, Austria	In person	£4,000
11 - 15 Oct 2027	Zagreb, Croatia	In person	£4,000
11 - 15 Oct 2027	Zurich, Switzerland	In person	£4,000
11 - 15 Oct 2027	Online, Virtual	Online	£4,000

Certificate

Attendees receive a Certificate of Completion from Institute For Oil & Gas Training upon successfully finishing the course. Participants are required to attend the course in full to receive the certificate.