

Thesis Completion Certificate

This is to certify that the thesis on “**Developing an Upstream Model for Enhancing Production of Oil and Gas in UAE**” by **Hicham J Hebaichi** in Partial completion of the requirements for the award of the Degree of Doctor of Philosophy (Management) is an original work carried out by him under our joint supervision and guidance. It is certified that the work has not been submitted anywhere else for the award of any other diploma or degree for this or any other University.

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