



## Local Content Masterclass





## DAI Local Content Masterclass

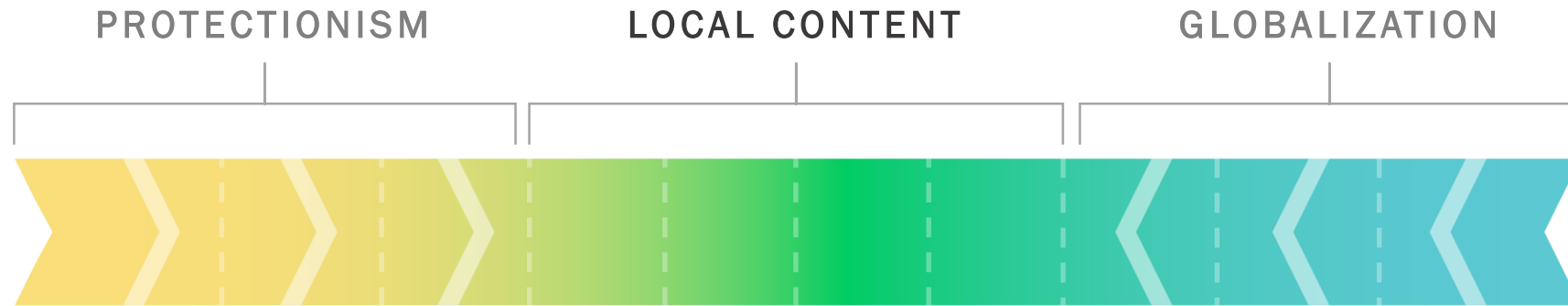
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The industry-leading Masterclass enables companies, contractors and regulators to effectively design and manage Local Content in ways that maximize benefits and minimize risk.



“Thank you for hosting the Masterclass.  
The information was extremely valuable and  
I must say it was possibly the best seminar I  
have ever been a part of. You and your team  
did an outstanding job and I would highly  
recommend the class to anyone.”

Project Manager, *International Subsea Facilities Contractor*



## Global Economic Context

### The New Political and Compliance Landscape

Since mid 2015, the topic of Local Content has fast moved center stage across the globe, and with it the need for adaptive professionals to implement fast-developing local content compliance regimes and deliver tangible local benefits as a balance to rapid globalization.

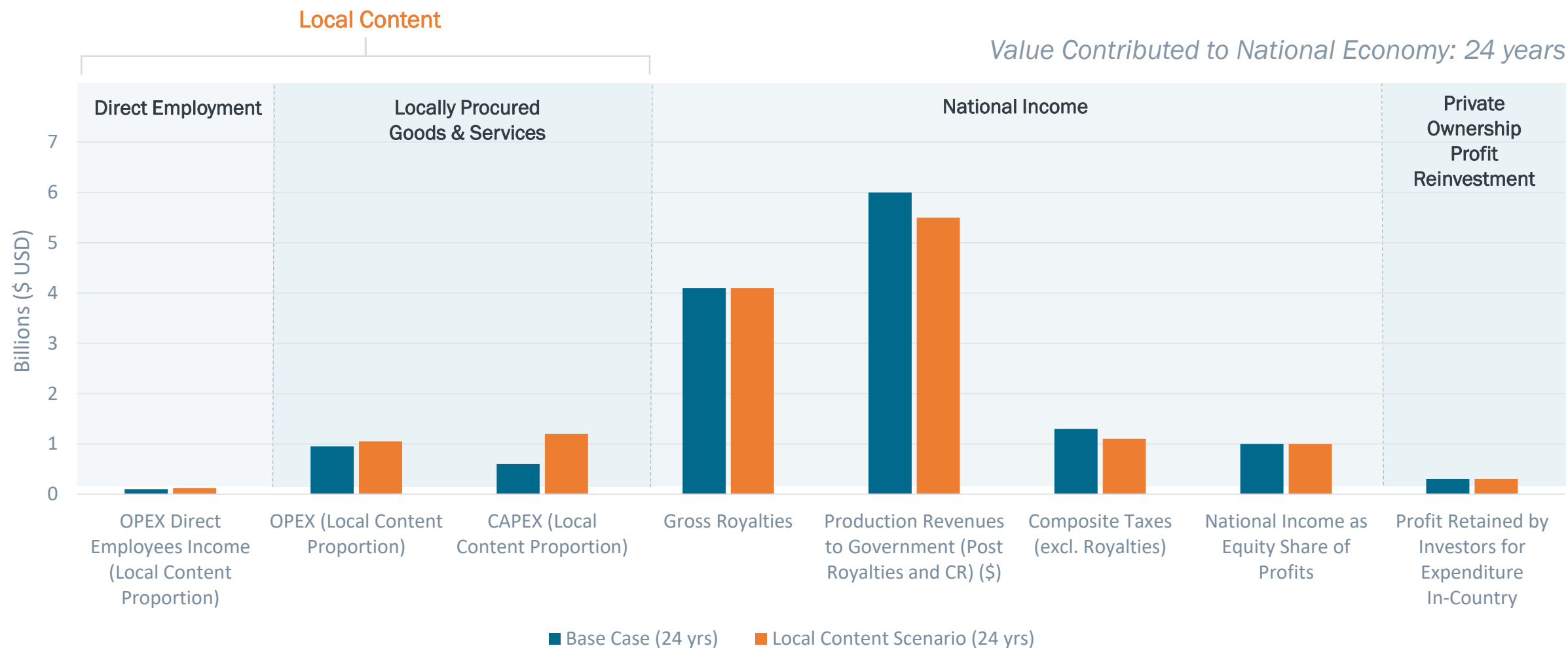
# Why Does Local Content Matter?

**Local Content** is the participation and development of national capital, labor, goods, services and technology in the planning and execution of project exploration, development and production.

**Local Content** has the potential to provide a significant political and monetary contribution to the host economy from capital, social, and technical investments.



# Illustration of Local Content Role Within Oil Field Development





# Market Context for the Masterclass



Uncertain **global demand** for oil and gas and mining products due to falling commodity prices since 2015

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Increasing need to find a balance between the **unintended consequences of globalization** and the risks of protectionism

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Lack of implementation resources for government and **regulatory bodies**



Growing trend for governments to pass and/or strengthen **Local Content legislation**, regulations, and policy

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Uneven **global recovery** following the 2008 shock, which has driven governments to privatize public operations and investments in order to reduce government expenditure



“Ultimately, the main challenge addressed by the Local Content Masterclass is how governments, investors, operators, contractors and local suppliers can better balance the commercial realities of reduced global demand and sustained cost pressures with the current political momentum for increased Local Content.”

Dr. Michael Warner, *DAI SBG Senior Technical Advisor*



# What is the Masterclass?



Three-day training program covering the full landscape of Local Content



Framed by the **regional context** of Local Content regulation and sector development



Comprised of lectures, hands-on **group exercises**, **computer modelling**, and **video case studies**



Examines **strategic alignment** of Local Content regulations, **smart procurement**, and Local Content **mechanics/metrics**

# Key Topics Covered



Formulating **contracting strategies** that complement local capabilities

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Local Content **forecasting** through expenditure projection and local supplier market analysis

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Analyzing local **supplier market capabilities** and competitiveness

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Local supplier **registration and pre-qualification**

State-of-play on Local Content **regulations** around the world

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Hands-on economic **optimization modelling** to forecast Local Content trade-offs

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Stimulating **stakeholder dialogue** to align Local Content public policy with corporate Local Content strategy



# Key Topics Covered

Tender evaluation of Local Content in a bid submission

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Metrics for measuring and reporting Local Content performance

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Adapting Invitations to Tender, Tender Evaluation Plans, and Contract Provisions to incentivize Local Content

Ethical issues with Local Content in procurement

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Local supplier development and designing Enterprise Development Centers (EDCs)

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‘Who should pay’ for managing Local Content and supplier development



Photo taken in Ghana



# Course Map and DAI Analytical Tools

**Day 1**  
**Policy, Regulation And**  
**Strategy For Local**  
**Content**



**Day 3**  
**Local Supplier**  
**Assessment And**  
**Development**



**Day 2**  
**Local Content**  
**Forecasts, Plans And**  
**Procurement**



# Course Map and DAI Analytical Tools

## Day 1

1. Policy Development
2. Regulation Formulation
3. Trade Considerations
4. Policy Trade-Offs ●
5. Management Strategies
6. Reporting Systems ●
7. Definitions and Formulae

## Day 2

1. Demand/Supply Forecasting ●
2. Local Content Plans ●
3. Contracting Strategy
4. Procurement Procedures ●
5. Contract Tendering ●
6. Regulatory Compliance
7. Practitioner Clinics and Action Plans

## Day 3

1. Local Supplier Registration ●
2. Local Supplier Pre-Qualification Assessment ●
3. Local Supplier Program Design and EDCs
4. Ethical Issues
5. Analysis of Performance ●

### DAI Tools Legend

● Local Content Trade-Off Model   ● Local Content Optimization Model   ● Supplier Registration and Pre-Qualification Portal   ● Local Content Plan and Report Platform

## DAI Analytical Tools Utilized in the Masterclass

- **Local Content Trade-Off Model**  
Sensitivity analysis of public policy trade-offs between Local Content and other economic and social policy objectives.
- **Local Content Optimization Model**  
Demand/Supply assessment of capabilities of local suppliers and labor to win work in projects and major contracts. Generates forecast of what Can, Could and Cannot be provided by local supply chains. Informs targets, plans, contracting strategy and tender evaluation.
- **Supplier Registration and Pre-Qualification Portal**  
Web-based portal to match local suppliers with international partners, and a critical management tool for supplier development programs.
- **Local Content Plan and Reporting Platform**  
Online platform to assure compliance with regulations for Local Content plans and targets for reporting. Generates dashboards and scorecards, evaluates major contract tenders, and calculates impact on the economy.



# What is the Masterclass 'Value Add'?



Provides a comprehensive understanding of the different **pillars of effective Local Content participation** and Local Content development



**Builds capacity of the industry** to better understand and assure compliance with regulatory requirements in cost-effective ways, and extract greater social value



**Builds capacity of the authorities** to execute their regulatory functions in accordance with industry good practice



Breaks down the **challenges** of Local Content from different viewpoints



Offers a range of practical, concrete **solutions** that have been tested in the field



DAI is recognized by the British Accreditation Council for Independent Further and Higher Education (BAC) as an **accredited Short Course Provider**

# Diverse Participants

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To stimulate engagement and cross-learning between participants during the Masterclass, every effort is made to invite individuals from a range of organizations involved in Local Content strategy, management, and delivery.



# Who Should Participate?



National and International Oil, Gas and Mining Companies

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National and International Companies Involved In Other Capital Intensive Infrastructure, Transportation, Renewable Energy, Utilities and Water Management etc.

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Government Policy-Making Authorities

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Host Country Regulatory Agencies

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International and Larger-Scale Domestic Contractors And Suppliers

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Local Supplier Business and Trade Associations

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Official Development Agencies And Development Finance Institutions





## Upcoming Class

### LOCATION

Henley Business School  
Greenlands, RG9 3AU  
United Kingdom

### DATE

Wednesday - Friday  
7 – 9 November 2018

### PRICE

\$XXX

# Additional 2018 Masterclass Locations

North America – Houston

The Middle East – Oman

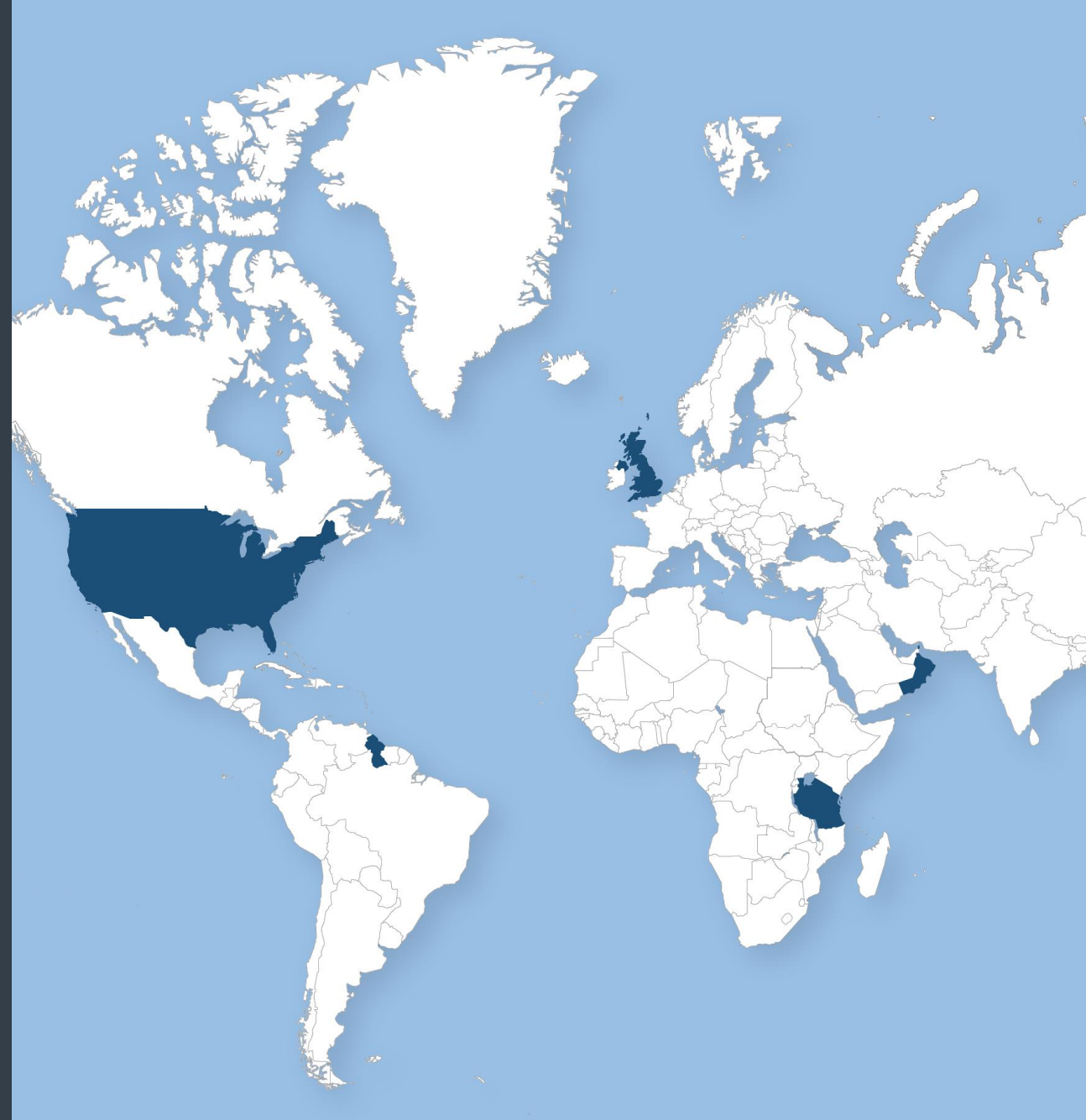
Europe – London

East Africa – Tanzania

South America - Guyana

Find out more on our Masterclass webpage:

<https://www.dai.com/our-work/local-content-master-class>



“Certainly the prime Local Content course in the market. Highly recommended.”

Local Content Manager  
*Schlumberger Nigeria & Gulf of Guinea Countries*

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“Well organized, good content, excellent materials... created an atmosphere of openness, teamwork and discussion”

Project Director  
*TCO Kazakhstan, DHL Global Forwarding*

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“Excellent information, a real eye-opener. Good syndicate work and interactive approach.”

In-Country Value Manager  
*PDO/Shell, Oman*







Photo taken in Guyana

**“Very good. New, innovative and needed in the industry.”**

**Operations Manager**  
*Taleveras Group Nigeria*

**“Very dynamic and interactive. Well balanced between theory and real life examples.”**

**Local Content and Technology Manager**  
*Shell Brazil Petroleo Ltd*

**“The Masterclass has really opened up our minds and shown us a clear way of how to develop local content legal and regulatory frameworks, strategies and the importance of having monitoring and reporting tools. It was also nice to network with our colleagues from Kenya and Uganda and share experiences”**

**Director of Local Content**  
*National Economic Empowerment Council, Government of Tanzania*

# Meet Your Trainers



**Dr. Michael Warner**

*Senior Technical Advisor*



**Zachary Kaplan**

*Director, Sustainable  
Business Group*



**Dorival Bettencourt**

*Manager, Oil & Gas*



## Dr. Michael Warner

*Senior Technical Advisor*

One of the world's leading authorities on local content in the context of the oil and gas, mining, and infrastructure sectors

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Founder and lead trainer of the BAC accredited Local Content Masterclass, where he trained more than 400 professionals in local content

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Former Managing Director of Local Content Solutions Ltd., a local content advisory and training company acquired by DAI in 2017

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Radio appearances to discuss business and international development on BBC Newsnight, BBC Radio 4, BBC World Service and CNBC, and has authored articles in Newsweek Magazine and The Guardian Newspaper

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Author of multiple books and papers on local content business and development, including "Local Content in Procurement" published by Greenleaf Publishing in 2012



## Zachary Kaplan

*Director, Sustainable Business Group*

As Director of the Sustainable Business Unit, Zach leads activities related to local content, corporate social investment and supplier development

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Served as a Technical Advisor to local content supplier development programs linked to the extractive industries in Zambia, Mozambique, Nigeria, Ghana and Angola.

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Spearheaded a Local Content Regime Analysis in seven countries including Ghana, Nigeria, Brazil, Trinidad and Tobago, Tanzania, Papua New Guinea, and Uganda, to provide a comparative analysis of the impacts of various local content regimes

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Recently led the Local Content Strategy Project for ExxonMobil Ghana, which included both an industrial baseline analysis of the Ghanaian offshore petroleum industry to assess the ability of local suppliers, as well as an analysis of the Ghanaian regulatory requirements

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Guest panelist and keynote speaker at industry-specific events such as the Lebanon Oil and Gas Summit 2017 and Mozambique Local Content Policy Options Forum, 2015





## Dorival Bettencourt

*Manager, Oil & Gas*

Over ten years experience within the extractives industry, focusing on extensive local content and policy work

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Supported development of a proprietary SBG tool that forecasts local content supply and demand

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Spearheaded the Tanzania Local Content Benchmarking Study and Exchanges, which included designing and implementing a local content stakeholder engagement process for The Oil and Gas Association of Tanzania (OGAT)

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Facilitated the first Kenya Local Content Exchange, one of a three-part series that brings together public, private, and civil stakeholders from Kenya's petroleum sector

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Led the Senegal Media Workshops, aimed at providing the Senegalese media with the foundational knowledge on oil and gas and local content to effectively report on developments within the sector

A photograph of an industrial workshop. In the foreground, two men are measuring a long metal beam with a tape measure. One man is wearing a blue hard hat and a light blue shirt, while the other is wearing a brown turban and a plaid shirt. In the background, several other workers in hard hats are working with large machinery and metal structures. The scene is dimly lit, with the primary light source coming from the left, creating a dramatic effect. The overall tone is industrial and focused on manufacturing.

# DAI Sustainable Business Group

DAI Sustainable Business Group (SBG) supports private companies to be smarter corporate citizens in their local business operations and assists public authorities to develop policy, regulation, and incentives that grow sustainable industries.

# Contact Us

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If you would like to find out additional information, apply for an upcoming Regional Masterclass, and/or arrange a demonstration to view our Suite of Local Content Tools please email [masterclass@dai.com](mailto:masterclass@dai.com)

Visit our Masterclass webpage:

<https://www.dai.com/our-work/local-content-master-class>

You may also reach out directly to the lead manager for the Masterclass program:

Dr. Michael Warner

*Senior Technical Specialist in Local Content*  
Sustainable Business Group (SBG), DAI  
Europe

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