

Course Program

DAI Local Content Masterclass

Date: Wednesday 20th – Friday 22nd November 2019

Location: Greenlands Venue at the Henley-on-Thames Business School
Henley-on-Thames,
Oxfordshire, RG9 3AU
United Kingdom

Please bring: Laptop

The DAI Local Content Masterclass takes place over three (3) days as follows:

Day 1 – Local Content Policy, Regulation and Plans

Day 2 – Local Content Forecasts and Procurement

Day 3 – Local Supplier Development and Local Content Reporting

DAI reserves the right to amend the program as required to deliver the highest quality and most relevant training, and to deploy trainers to best fit the materials and participants.

Lead Trainers

Dr. Michael Warner

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

- Founder and lead trainer of the DAI Local Content Masterclass, where he trained more than 400 professionals in local content.
- Former Local Content Manager for BG Group, and Founder and Director of Local Content Solutions Ltd., a local content advisory and training company acquired by DAI in 2017.
- 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.
- Author of multiple books and papers on local content business and development, including "Local Content in Procurement" published by Greenleaf Publishing in 2012.

Dorival Bettencourt

Senior Manager in the Sustainable Business Group (SBG) at DAI, Dorival leads activities related to local content, corporate social investment and supplier development for oil & gas clients around the world.

- Over 9 years' experience in oil & gas investment, focusing on local content policy and implementation
- Leads and oversees industrial baseline assessments for major oil & gas investments in countries including Senegal, Suriname, Mozambique and Oman
- Designs and implements local content stakeholder engagement strategies in countries including Senegal, Mauritania, Mozambique, Mexico, Suriname, Tanzania and Kenya
- Extractive Industry Lead for USAID-funded private sector development and competitiveness program in Mozambique
- Lead trainer for DAI capacity building programs (Oil & Gas 101; Introduction to Local Content; Fiscal Regimes for Oil & Gas)
- Guest panelist and keynote speaker at events such as *Africa Oil Week (Cape Town)*, *Extractives for Human Development Regional Roundtable (Zanzibar)* and the *World Bank Kenya Local Content Exchanges (Nairobi)*
- Co-trainer of DAI's Local Content Masterclass having delivered the course in Henley, U.K., Houston, U.S.A., Washington D.C., U.S.A., Maputo, Mozambique and Dar es Salaam, Tanzania

Facilitator

Jemima Felton

As the Training Specialist, Jemima oversees all of the Sustainable Business Group's activities relating to capacity building. She has extensive experience working with international clients to develop training solutions that best fit their specific requirements and context. Proficient in assessing training needs and tailoring curricula to meet these, she has worked with organizations in the public, private and third sectors in the Middle East, Europe, Africa, Asia and the Americas.

Jemima oversees the development and delivery of the Local Content Masterclass and has facilitated programs in Houston, USA and Maputo, Mozambique.

Trainer Contact Information:

Throughout the duration of the course, if you have any operational or personal concerns, please contact Jemima Felton on: +44 7548 231206 or via email: jemima_felton@dai.com

If Jemima is unavailable, please contact Dr. Michael Warner: +44 7712 537304 or via email: Michael_Warner@dai.com.

DAY 1	Local Content Policy, Regulation and Plans	
9:00 – 9:15am	Welcome and Course Objectives <ul style="list-style-type: none"> • Introductions • Course Program and Structure 	Dorival Bettencourt Michael Warner
9:15 – 9:45am	Definitions and Core Concepts <ul style="list-style-type: none"> • Understand why Local Content matters • Understand how Local Content contributes to the economy • Understand how Local Content fills the ‘economic benefits gap’ • Understand how Local Content fits into the new political, compliance and investment landscape 	Michael Warner
9:45 – 10:00am	Exercise #1: Local Content Definitions <ul style="list-style-type: none"> • Develop a definition of Local Content • Develop an understanding of ‘optimal’ Local Content 	Michael Warner
10:00 – 10:45am	Local Content Policy and Regulations <ul style="list-style-type: none"> • Appreciate that Local Content regulation and strategy needs to align with Public Policy • Learn how Local Content regulation can be positioned as a competitive differentiator • Review the pros and cons of a range of local content legislation and regulations: Brazil, Nigeria, Ghana, Canada, Australia, Sierra Leone, Mozambique, Angola, Kazakhstan, Indonesia, Saudi Arabia • Become familiar with extent to which different common Local Content regulations are consistent or not with WTO rules 	Michael Warner
10:45 – 11:00am	Coffee Break	
11:00 – 12:45pm	Exercise #2: Stakeholder Dialogue on Local Content Regulations <ul style="list-style-type: none"> • Learn different stakeholder issues concerning Local Content: government authorities, operators, primary contractors, local supplier associations • Apply the principles of consensual negotiation • Become familiar with common clauses in local content regulation • Case Study: Ghana Local Content and Local Participation Regulations 2013 (LI 2204) - apply 	Michael Warner

	consensual negotiation skills to resolve regulatory design issues	
12:45 – 1:30pm	Lunch	
1:30 – 2:15pm	Local Content Policy Trade-Offs <ul style="list-style-type: none"> Understand the key Local Content trade-offs Familiarization with a Local Content optimization modelling Introduction to Case-Study for exercise 	Michael Warner
2:15 – 3:45pm	Exercise #3: Local Content Policy Trade-Off – Modeling Case-Study <ul style="list-style-type: none"> Learn to optimize Local Content targets to deliver both commercial and national interests: personnel, goods etc. Appreciate the key trade-offs between Local Content, commercial interests, and government revenues Learn of other participants' perspectives through presentation of modelling results and plenary discussion 	Michael Warner
3:45 – 4:00pm	Coffee Break	
4:00 – 5:30pm	Local Content Plans <ul style="list-style-type: none"> Types of Local Content Plans Regulatory requirements for Local Content Plans Typical contents of a Local Content Plan Application of Forecasting to setting targets in Content Plans and Plan evaluation thresholds 	Michael Warner

DAY 2	Local Content Forecasts and Procurement	
9:00 – 9:30am	Basic Concepts <ul style="list-style-type: none"> Basic Concepts of Local Content in Project Forecasts, Planning and Procurement 	Dorival Bettencourt
9:30 – 10:00am	Local Content Forecasting: Industrial Baseline Studies <ul style="list-style-type: none"> Understand the demand side of assessing local market capability Understand the supply side in assessing local market capability 	Dorival Bettencourt
10:00 – 10:30am	Exercise #4: Industrial Baseline Studies <ul style="list-style-type: none"> Understand the cost side of major projects How to survey local supplier market for competitiveness Different metrics for forecasting Local Content Matching demand to local supply Interpreting the results of forecasting 	Dorival Bettencourt
10:30 – 11:30am	Roaming coffee (whilst completing exercise)	
11:30 – 12:00pm	Exercise #4 Debrief	Dorival Bettencourt
12:00 – 12:30pm	Contracting Strategy <ul style="list-style-type: none"> Learn the pros and cons of work scope bundling and unbundling Through a Worked Example, learn of the different strategic options to control the risks of Local Content through contracting 	Michael Warner
12:30 – 1:30pm	Lunch	
1:30 – 2:30pm	Leveraging Local Content in Major Contract Tenders <ul style="list-style-type: none"> Familiarization with a common framework for tendering Understand the common barriers to local vendor tendering for minor contracts Learn how to integrate Local Content considerations into Pre-Qualification processes for major contracts Learn of the choices for integrating Local Content into major contract Invitations to Tender (ITTs) 	Michael Warner

	<ul style="list-style-type: none"> • Learn what to include on Local Content in a dedicated questionnaire as part of an ITT for major contract tenders • Learn how to weight and score Local Content Plans 	
2:30 – 2:45pm	Exercise #5 – Weighting Local Content in Tender Evaluation	Michael Warner
	<ul style="list-style-type: none"> • Learn how to weight Local Content in bid evaluation for different types of major contracts 	
2:45 – 3:15pm	Factoring Local Content into the Award Decision	Michael Warner
	<ul style="list-style-type: none"> • Understand the critical importance of the method chosen to integrate the scoring of Local Content within the final award decision • Learn of the common clauses in Pro-Forma Terms & Conditions 	
3:15 – 3:30pm	Coffee Break	
3:30 – 5:00pm	Exercise # 6 Evaluation of Local Content in Major Contract Tenders	Michael Warner
	<ul style="list-style-type: none"> • Experience the reality of evaluating and scoring a Local Content Tender • Plan within a bid from both the client and tenderer perspective • Simulation #1 – tender for Waste Water Storage Pond (construction) • Simulation #2 – tender for Food and Facilities Management contract for remote site (operations) 	
5:00 – 5:30pm	Exercise #6 Debrief	Michael Warner
	<ul style="list-style-type: none"> • As the client - be able to make informed judgements about how to establish the scoring and weighting of Local Content in major contract tenders • As the bidder – be able to structure bids to meet client expectations and maximize competitive advantage 	

DAY 3	Local Supplier Development and Local Content Reporting	
9:00 – 9:30am	Local Supplier Registration and Pre-Qualification <ul style="list-style-type: none"> • What makes a successful local supplier • Barriers to local suppliers • Restrictive tenders • Registration vs Pre-Qualification • On-line portals and systems • Features of registration • Features of pre-qualification 	Michael Warner
9:30 – 10:00am	Writing a Winning Bid as a Local Supplier <ul style="list-style-type: none"> • Learn key strategic and tactical success factors for local suppliers to bid a winning tender • Review a tender evaluation of local suppliers 	Michael Warner
10:00 – 10:30am	Local Supplier Development and EDCs <ul style="list-style-type: none"> • Key principles of EDCs • Case Studies/Videos 	Dorival Bettencourt
10:30 – 11:00am	Coffee	
11:00 – 12:30pm	Exercise #8: Designing Local Supplier Program/EDC <ul style="list-style-type: none"> • Set up a program to analyze competitiveness gaps in local manufacturing capability: <ul style="list-style-type: none"> ○ Access to markets ○ Access to finance ○ Business technology and processes ○ Management and skills 	Dorival Bettencourt
12:30 – 1:00pm	Exercise #8: Group Pitches and Debrief	Dorival Bettencourt
1:00 – 2:00pm	Lunch	
2:00 – 3:15pm	Local Content Reporting and Metrics <ul style="list-style-type: none"> • Learn of the building blocks for developing Reporting Systems • Understand some of the myths around reporting Local Content • Understand the difference between build-down and build-up methods for measuring Local Content 	Michael Warner

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- Learn about how IncoTerms are used to measure Local Content
 - Understand the methods for calculating Rules of Origin and their use in measuring and reporting Local Content
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3:15 – 3:30pm

Coffee

3:30 – 4:45pm

Exercise #9: Local Content Performance Reporting
Michael Warner

- Importance of configuring local content metrics to policy and regulation, example of Sierra Leone
 - LCPR Simulation - Regulatory review of Local Content Reporting and Scorecard
 - Analysis of the performance data from the Local Content reports received by regulators
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4:45 – 5:00pm

Wrap Up
**Michael Warner
Dorival Bettencourt**
