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# Local Content (ICV) Masterclass Overview

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Since mid-2015, the topic of local content has moved center stage, and with it the need for adaptive professionals to implement rapidly evolving local content compliance regimes and deliver tangible local benefits as a balance to globalization. Today, in upending the supply chain world order, the COVID-19 pandemic is redefining how we source goods and labor. Companies and governments should not wait for this current pandemic to run its course before launching initiatives to reimagine their use of local content—and they certainly shouldn't wait for the next global shock to force their hand.

The following training modules have been developed from DAI's globally recognized Local Content Master Class, which has been operating for more than 10 years and trained more than 500 practitioners globally. The Master Class is accredited by the British Accreditation Council.



## Past Participants Include:

- National and international oil, gas, and mining companies
- National and international companies involved in other capital-intensive sectors such as infrastructure, transportation, renewable energy, utilities, and water management
- Government policy-making authorities
- Host-country regulatory agencies
- International and large-scale domestic contractors/suppliers
- Local supplier business and trade associations
- Specialists from international development agencies and development finance institutions

## Details

- Training to be held in-person
- 9am – 5pm, 11 – 13 October, 2021
- Levatio Hotel, Muscat, Oman
- Lunch and snacks throughout the 3 days will be provided
- Course materials will be provided

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

*Local Content Manager,  
international oil field services  
company*

## Training Team



**Zachary Kaplan**

Vice President, Sustainable Business Group



**Christopher MacDonald**

Managing Director, Oman



**Tate Crowards**

Training Manager

Day  
01

# Local Content Policy, Regulation and Forecasting

## Development Context

From Indonesia to Nigeria, governments are rethinking Local Content. Now, more than ever, countries and companies are trying to identify effective measures to drive local sustainable development when sourcing or making new investments. This challenge is particularly hard when seeking to find the right balance between promoting the use of local enterprises and workforces without compromising other critical factors such as cost competitiveness, quality, safety, and schedule. Sourcing locally and using new private sector investments to catalyze local economic growth—local and national content—is growing in importance across all sectors of the global economy.

This course takes practitioners from both the private and public sectors through the theory, definition, and implementation of appropriate and well-balanced local and national content policies, at the government, corporate, or project level. It examines various Local Content laws, regulations, and policies around the world and assesses their effectiveness. It also trains participants on alternative private sector approaches, at the corporate or project level, to developing successful local and national content development policies and plans. Additionally, participants learn the latest practices in determining how to measure local supply chain capacity as well as skill levels and qualifications in the local workforce to inform their local engagement strategies. They also learn how to translate results of such forecasts and scenario analyses into Local Content plans that reflect how local economic impact can be achieved most effectively.

## Core topics covered

- Local/national content origins, economic theory, and definitions
- Global political economy of Local Content
- Experiences with local/national content—what has worked and what has not
- Principles and methodology for determining a fit-for-purpose Local Content strategy and/or policy development approach
- Core elements of a robust Local Content strategy and/or policy
- International trade implications
- Methodology for developing an Local Content strategy and/or policy
- Case studies with analysis of Local Content laws, regulations, and policies
- Understanding of supply and demand for Local Content
- Local Content forecasting methodologies and mapping the local industrial base (enterprises and workforce)

Day  
02

# Local Content Plans, Procurement and Reporting

## Development Context

This module prepares participants to forecast Local Content scenarios linked to the procurement of goods and services and the employment of workforces for large projects. Participants will gain exposure to new procurement, contract tendering, and evaluation techniques that reposition Local Content as a core element in sourcing goods and services competitively. Additionally, this module trains practitioners on the methods for selecting the right metrics and key performance indicators (KPI); establishing the right data collection and analysis processes and standards; and “telling the story.” Core to this module is becoming comfortable with identifying the right metrics from which practitioners can evaluate impact correctly and use the analytical results to improve on Local Content reporting and performance. Participants gain an understanding of the expectations and interests of various stakeholder groups and how to create engagement and communication strategies that use empirical evidence to spur collaboration and drive improvements in stakeholder relations and Local Content performance over time.

## Core topics covered

- Developing an Local Content plan
- Contracting and tendering strategies
- How to integrate Local Content into procurement procedures
- Data governance and collection systems, processes, and methods
- Selecting the right metrics, KPIs, and impact measures
- Understanding and interpreting data
- Communicating results and engaging key stakeholders
- Identifying the right digital solutions to streamline reporting

Day  
03

# Local Supplier Development

## Development Context

Investing in Local Content can take many forms. The past 15 years have seen major advances in the ways companies and governments invest in building the capacity of local SMEs and workers in a way that is economically viable and sustainable. This module teaches participants how to use data and analytics to structure capacitybuilding and Local Content programs that are commercially effective and economically beneficial. Participants learn how to diagnose gaps in the local supply chain—from enterprises to individual workers—and design and implement programs to address these gaps. Key to this approach is stakeholder engagement and sustainability planning.

## Core topics covered

- Supplier evaluation and gap assessment methodology
- Using online registration and pre-qualification portals and tools
- Assessing local workforce skills and qualifications
- Evaluating supplier financing needs and mechanisms to support
- Using different drivers to develop entrepreneurship and innovation programs
- Measuring local training capacity of technical, vocational, and higher education institutions
- Designing and implementing Local Content—supplier and workforce— development programs

# Lead Trainers

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*Our expert trainers are development practitioners themselves and rely on data and analytics to craft the course material using real case studies to apply theory to practice.*

## Zachary Kaplan

Vice President, Sustainable Business Group

Zachary Kaplan has more than 10 years' experience in the extractives industry, focusing on local content and policy, and leads activities related to local content, corporate social investment, and supplier development.

- Technical Advisor to local content supplier development programs worldwide.
- Assesses local supplier capacity for upgrade to enter global supply chains and facilitates foreign direct investments via joint ventures
- Key architect behind the development of DAI's proprietary local content methodologies and tools currently deployed across the globe
- Spearheaded a Local Content Regime Analysis in Ghana, Nigeria, Brazil, Trinidad and Tobago, Tanzania, Papua New Guinea, and Uganda, to assess the impacts of local content regimes



## Christopher MacDonald

Managing Director, Sustainable Business Group

Chris MacDonald is the Managing Director of DAI Oman and GCC since January 2019 and an experienced leader in developing ICV strategy for the private sector.

- One of the team in Oman who pioneered and introduced the concept of ICV to the Oil and Gas sector in Oman and continues to support its expansion across all sectors in the country
- Over 38 years' experience with Shell International, managing procurement and contracting and influencing ICV strategy
- Extensive international and cross-cultural experience from expatriate residential assignments in 12 countries and has worked in Shell's internal consultancy organization on Supply Chain Management and Business Strategy
- Contributed to contracting, procurement, and human resources strategy at Shell while being a leader in the development of ICV and ICV strategy in the oil and gas Upstream, Mid-Stream and Down Stream sectors

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