**Research Questions**

1. ***About the company***
2. Could you tell us a bit about [company]’s history in [country]? (Given the extensive history, key phases/eras).
3. What would you say are [company]’s unique areas of expertise/capabilities and how do they relate to your operations in [country]?
4. What is your relationship with the parent company – what level of independence do you have in terms of corporate decision making?
5. What proportion of the parent company’s revenue is accounted for by your operations?
6. ***Nature of local linkages, localisation and local content***
7. *Linkages (Depth and breadth)*
8. How would you assess your contribution to employment creation in the petroleum sector?
9. How many workers do you directly employ with regards to the following categories?
10. Engineers
11. Technicians
12. Management
13. Others
14. Could you provides us with details about the proportion of your workers in the categories provided in the table below that are local employees?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Year | Engineers | Technicians | Management | Others |
| 2010 |  |  |  |  |
| 2016 |  |  |  |  |
| Any other year with available data |  |  |  |  |

1. Do you have career development programmes for [country]n employees? If so, could you provide detail – types of careers, areas of development and the rationale for providing the training.
2. What is the average salary of your workers – (a) skilled and (b) unskilled? How does the average salary of local workers compare with the expatriates?
3. What is the average rate of your gross profit margin on your activities in [country] in last five years?
4. In terms of value, could you give a sense of the proportion of activities in the following areas you outsource?
5. Exploration
6. Production
7. Could you outline the range of oilfield services you outsource? Sample areas include:
8. Front end engineering and design (FEED) and all engineering services
9. Fabrication and construction
10. Materials and procurement
11. Well drilling services
12. Research and development relating to in-country services
13. Exploration, subsurface, petroleum engineering and seismic services
14. Transportation, supply and disposal services
15. Health safety and environment services
16. Information systems, information technology and communication services
17. Marine operations and logistics services
18. Who are your main (or first tier) suppliers for the services you outlined above? If possible, can they be identified against the categories in Q.12 above.
19. Are there any local companies in your first tier suppliers? How much of the services you outsource go to these local companies? Could you provide a breakdown of this figure in term of the types of services you outsource?
20. How would you describe your relationship with your major suppliers? Would you say it is arm’s length or relationship based? To what extent are you able to influence their production methods? How much of their total output does your purchases account for? How does this differ between local suppliers and foreign ones?
21. How many of your second and third tier suppliers are local companies?
22. Could you outline your screening criteria for contracting local suppliers? What support do you provide for local suppliers to meet your required standards?
23. In terms of quality and in terms of cost (i.e. the quality-adjusted cost), how do items procured locally compare with those from abroad?
24. How do you assess the reliability of supply/delivery of items procured locally in relation to those from the world market?
25. How do local enterprises cope with the challenge of delivering on a large contracts?
26. Are you aware of an instance when a local enterprise failed to deliver according to the quantity, quality, or delivery date of an order? What were the reasons for failure? What were the consequences? What were the forms of restitution to the aggrieved party? Does the local enterprise continue to be in business? Do you continue to do business with the aggrieved party?
27. *Local content & procurement policies and implementation*
28. How do you assess the local content policy/requirements of [country]?
29. What are the major steps/activities you have undertaken to satisfy the local content rules?
30. What support have you received from government to help comply with local content requirements?
31. To what extent would say you have been able to achieve the local content requirement for (a) personnel and (b) goods and services?
32. How would you rate your achievement with regards to the local content requirements under the following areas of activities?
33. FEED, detailed engineering and other engineering services
34. Fabrication and construction
35. Materials and procurement
36. Well drilling services
37. Research and development relating to in-country services
38. Exploration, subsurface, petroleum engineering and seismic services
39. Transportation, supply and disposal services
40. Health safety and environment services
41. Information systems, information technology and communication services
42. Marine operations and logistics services
43. With respect to satisfying the local content requirements, how much of an issue is the level of local capabilities/know how? Are there any major gaps in local capabilities? If so, have you tried to address them, and how?
44. In what ways are you collaborating with government organisations and other institutions to help bridge the gaps in local capabilities?
45. To what extent do the requirements/policies of your parent company and financiers/banks affect your ability to fulfil the local content rules in [country]? How do you resolve such conflicts when they occur?
46. Are there other challenges affecting your efforts to satisfy the local content requirement? How are you dealing with these challenges?
47. Could you outline how your procurement decisions are determined? What factors determine where and how goods and services are procured for your operations in [country]? To what extent are your decisions not dependent on the policies of your parent company (headquarters)?
48. Are there rewards for fulfilling the requirements? Have you received any warning or sanctions for not satisfying any of the local content requirements?
49. Do you find any such sanction or warning justifiable and what has been your reaction?
50. What are your views on how local content policy has developed over the years that [company] has been operating in [country]?
51. Do you have suggestions on how the design or implementation of local content policy could be improved? Are there specific “carrots” or “sticks” which you think could be effective in achieving the economic welfare goals of local content policy?
52. Do you envision a time when the local content policy could be terminated? What are the indicators which you think are crucial for determining whether or not the local content policy could be terminated?
53. *Oil price volatility, localisation and linkages*
54. How is the downturn in the global oil market or recent volatility in oil prices affecting your operations?
55. What are the challenges in terms of adapting to this low oil price environment?
56. What strategies have you adopted to cope with this downturn in oil prices? To what extent are you looking to localization and supporting local linkage development as a strategy?
57. ***Drivers, distinctiveness, and African agency***
58. *Investment motivation*
59. What informed [company]’s decision to invest in [country], and how has this changed over time?
60. What is the plan for investment in the future? Do you see any challenges to achieving this?
61. Do you have any preference between greenfield investment and equity acquisition and why?
62. *Risk management, competitiveness& partnership*
63. What are the major risks facing your investments in [country]? How do the following types of risks constitute a problem for your investment in this country: (a) political/regulatory risk including the risk of expropriation, (b) operational risk and (c) financial risk?
64. How do you manage these risks? Do you use the services of a political risk consulting firm or other risk management firms? How have your risk management strategies changed over the years?
65. How do you finance your investment activities? To what extent do business risks affect your ability to access external funding for projects in [country]? To what extent do your risk mitigation strategies appeal to your financiers?
66. In what ways do you think your operations here are different from other countries [company] operates in?
67. What would most likely to make you abandon your investment in [country], political instability or any other business risks?
68. Compared to other companies, what do you find unique about your operation and engagement in this country?
69. Do you have any competitive edge over the other oil companies? What are the factors underpinning your competitiveness?
70. To what extent do you see Chinese national oil companies as potential or viable investment partners in [country]? What about national oil companies from other countries such as India and Malaysia?
71. What is your general view about Chinese players in the global oil and gas industry? What do you think of their oil-for-infrastructure/ resource-backed loans? To what extent do you see their role as a threat?
72. Chinese companies are starting to make investments in the [country]n oil sector. How would you characterise these investments?
73. Do you see these companies as operating any differently in [country] to other foreign oil companies?
74. What do you see as the future for Chinese oil companies in [country]?
75. How do you assess the change in governance of the oil and gas sector in [country] since the new government came to power? Has it impact on your operations in [country] at all?
76. How do you think the new Petroleum Industry Bill will affect [company]? Could you elaborate against any of the three bills that are proposed?
77. *Contract negotiations*
78. Could you outline your experiences of the contract negotiation process with the Government and agencies?
79. What are the key considerations during these negotiations? To what extent are issues around transparency, accountability and local participation/content considered during negotiations?
80. What difficulties have been encountered in developing and issuing licenses/contracts?
81. Have you had to make significant compromises in these negotiations? Could you give examples of such cases?
82. How do you work with ministries/departments/agencies? Are there any relationships that work particularly well, and conversely, are there any actors or processes of government that are particular barriers?
83. How do you assess the nature of your contract/engagement in [country], especially in terms of the fiscal regime? What problems do you find with it and what would have been your preferred regime?
84. *Transparency & revenue management*
85. How would you characterise the process/arrangements for the payment of revenues, royalties and taxes to the government?
86. What have you done with regards to revenue transparency? What are the challenges?
87. Have all taxes and revenues been dully paid?
88. Do you report your taxes to contribute to EITI? Do you report your taxes as a matter of your CSR / corporate reporting standards? Does your company report on local/social spending (EITI Requirement 6)?
89. *The impact of NGOs/CSOs and local communities*
90. How do you assess the influence of NGOs, CSOs and other pressure groups with regards to the government’s position during negotiations?
91. What is your opinion about how CSOs and NGOs in the oil sector operate? How do they affect your activities?
92. How is your relationship with local communities where you have oil/gas installations?
93. How do the demands of the local communities affect your operations? In your opinion, are they demanding too much?
94. What kind of CSR programmes do you have in place for the affected communities? How were the programmes designed? What processes / guidelines do you have in place to consult / engage with local communities?
95. Are they any requirements by law regarding how you should engage with the local communities? If no, do you follow IFC Performance Requirements/ International Principles on Social Impact Assessment?
96. Do you have Community Development Agreement to enhance the developmental impact of your project on local communities?
97. Have you received praise or positive feedback from the local communities in respect of your CSR programmes and your engagement with them as whole?
98. Has there been any perceived improvement in livelihoods in the local communities hosting these projects? [Note: prompt respondents about factors such as the level of income, wages, inflation, employment opportunities, social amenities/infrastructure etc.]
99. **General questions**
100. To what extent are you optimistic about the future outturn of global hydrocarbon industry?
101. Any other comments?