**CHINESE NATIONAL OIL COMPANIES**

1. ***About the company***
2. Could you tell us a bit about your company’s history (both parent and subsidiary)?
3. What are your company’s significant areas of expertise/capabilities (of both parent and subsidiary) – core competences?
4. What is your relationship with your parent company – what level of independence do you have in terms of corporate decision making?
5. Could you describe the level of integration of your company (both parent and subsidiary)?
6. How many years have you operated in this country?
7. What is the value of your investment in this country?
8. What proportion of your parent company’s revenue is accounted for by your operations in this country?
9. ***Drivers, distinctiveness, and African agency***
10. *Investment motivation*
11. Could you explain why Sinopec was interested in the gas project in the first place? What informed Sinopec’s decision to bid for the project? If you were to make this decision today, would you still put forward a bid?
12. What advantage did Sinopec have over the other Chinese NOCs? How likely was it for Sinopec to have won the contract had it not been for the CDB loan arrangement?
13. In what ways did the Chinese state/government benefit from your engagement on this project?
14. Your engagement in Ghana’s oil and gas sector has so far been through oil for infrastructure deal. Would you have preferred an equity holding instead of the oil for infrastructure arrangement?
15. Are you looking for further opportunities in Ghana? How are you going about this?
16. Do you think the oil-for-infrastructure deal with this country has enhanced your opportunities for further activities or investment in this country? And why?
17. To what extent do you see IOCs operating in this country as viable investment partners? What about NOCs from other countries?
18. *Risk management*
19. How do the following types of risks constitute a problem for your operations: (a) political/regulatory risk including the risk of expropriation (b) operational risk (c) and any other risks? How does the degree of risks in this country differ from other countries in which you operate?
20. How do you manage the risks you mentioned? 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?
21. Have you ever abandoned investment/operations/engagement in other countries? What would make you abandon your engagement in this country?
22. *Contract negotiations*
23. Could you outline your experiences of the negotiation process with the Government and agencies of this country?
24. What was your role when negotiating the oil for infrastructure deal? What were the key considerations during the negotiations?
25. What difficulties did you encounter during the negotiations, design and implementation of the contract?
26. Have you had to make significant compromises in during the negotiations and the implementation? Could you give examples of such cases?
27. *The impact of NGOs/CSOs and local communities*
28. How do you assess the influence of NGOs, CSOs and other pressure groups with regards to the government’s position during negotiations?
29. What is your opinion about how CSOs and NGOs in the oil sector operate? How do they affect your activities?
30. What kind of concerns or complaints have you received from the local communities hosting the gas project? How are the concerns being addressed?
31. How do the demands of the local communities affect your operations? In your opinion, are they demanding too much?
32. What role have you played regarding community engagement in the light of any social impact of the project? Have you received praise or positive feedback from the local communities hosting the project with regards to your engagement with them?
33. Has there been any perceived improvement in livelihoods in the local communities hosting the project? [Note: prompt respondents about factors such as the level of income, wages, inflation, employment opportunities, social amenities/infrastructure etc.]
34. *Operational challenges*
35. Would you say that your operations in this country have been smooth? If not, what has happened?
36. ***Nature and determinants of linkages***
37. *Linkages (Depth and breadth)*
38. What was your total workforce during the construction phase of the project? What proportion of your entire workforce were local employees?
39. What role did local employees play or what expertise did they bring on board?
40. What was the average salary of your workers during the construction phase of the project – (a) skilled and (b) unskilled? How does the average salary of local workers compare with the expatriates?
41. Currently, how many workers in total do you directly employ? What proportion of the workers you currently employ in the categories below are local employees?

* Engineers
* Technicians
* Management
* Others

1. Currently, 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?
2. What kind of career development programme have you got for your employees especially the local ones?
3. What was (is) the average rate of your gross profit margin with regards to (a) the construction phase and (b) running phase?
4. Could you outline the range of services you outsourced during the construction? [We could use the list below to prompt the interviewee if necessary]
5. Front end engineering and design (FEED) and all engineering services
6. Fabrication and construction
7. Materials and procurement
8. Research and development relating to in-country services
9. Transportation, supply and disposal services
10. Health safety and environment services
11. Information systems, information technology and communication services
12. Who were your main (or first tier) suppliers for the services you outlined above? [If possible we need to ask for each category of services the respondent provided earlier on]
13. Were there any local companies in your first tier suppliers? How much of the services you outsourced went to these local companies? Could you provide a breakdown of this figure in terms of the types of services you outsourced?
14. How would describe your relationship with your major suppliers? Would you say it was arm’s length or relationship based? To what extent were you able to influence their production methods? How much of their total output did your purchases account for? How did this differ between local suppliers and foreign ones?
15. How many of your second and third tier suppliers were local companies?
16. Could you outline your screening criteria used for contracting local suppliers? What support did you provide for local suppliers to meet your required standards?
17. In terms of quality and in terms of cost (i.e. the quality-adjusted cost), how did items procured locally compare with those from abroad?
18. How do you assess the reliability of supply/delivery of items procured locally in relation to those from the world market?
19. *Local content & procurement policies and implementation*
20. Were there any local content requirement in the contract?
21. How and to what extent did you satisfy the requirement of the local content agreement with regards to (a) personnel and (b) goods and services?
22. How would you rate your achievement with regards to the local content in the following areas of activities?
23. FEED, detailed engineering and other engineering services
24. Fabrication and construction
25. Materials and procurement
26. Research and development relating to in-country services
27. Transportation, supply and disposal services
28. Health safety and environment services
29. Information systems, information technology and communication services
30. To what extent did the requirements/policies of your parent company, financiers (and the oversight and regulatory agencies in China) affect your ability to fulfil the local content requirements in the contract? How did you resolve such conflicts if there was any? Were there other challenges affecting your efforts to satisfy the local content requirement or agreement? How did you deal with these challenges?
31. If there was no local content requirements, would you still buy local goods or services and why?
32. With respect to satisfying the local content requirements/agreement, how much of an issue was the level of local capabilities/knowhow? Which areas did you find major gaps in local capabilities?
33. In what ways did you collaborate with government organisations, including local governments, and other institutions to help bridge the gaps in local capabilities?
34. Could you outline how your procurement decisions are determined? What factors determine where and how goods and services were procured for your operations in Ghana? To what extent were your decisions not dependent on the policies of your parent company (headquarters)? Or what was the scope of goods or services for which procurement decisions are made in your Ghana office?
35. What form of rewards was available for compliance with the local content laws or agreement? Did you receive any warning or sanctions for not satisfying any of the local content requirements?
36. Did you find any such sanction or warning justifiable and what has been your reaction?
37. **General questions**
38. To what extent are you optimistic about the future outturn of global hydrocarbon industry?
39. Any other comments?