
Local Content Policy and In-Country Value Development Training Course

21 – 25 February 2027
Doha





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Programme Summary

Local content policy and in-country value development is a one-week training course for senior officials and managers at advanced level, culminating in a local content delivery plan for a sector, programme or major contract. Governments and national companies expect large capital and operating budgets to build domestic suppliers, jobs and skills, yet targets often fail through weak definitions, unreliable measurement and poor contract design. The approach moves from policy logic to measurement, then to tenders, supplier development and monitoring. Mars Training Centre UK delivers this programme in local content policy and in-country value.

The Business Case

When local content targets are set without evidence of supplier capacity, or measured with inconsistent methods, organisations pay premiums for little genuine localisation, contractors dispute scores, and trading partners may challenge measures that discriminate against imports.

- Localised Spend: Rises as tenders reward verifiable in-country value rather than nominal registration.
- Supplier Base Capacity: Strengthens as development programmes target categories where domestic firms can compete.
- Dispute and Trade Risk: Falls as measurement rules, evidence and policy instruments are applied consistently.

Principles and Evidence Base

- WTO Agreement on Trade-Related Investment Measures TRIMs: Sets the trade limits on local content requirements tested against policy options in Session 1.
- WTO Agreement on Government Procurement GPA: Frames domestic preferences and offsets in public procurement reviewed in Session 3.
- Local Content Policy Design Choices GIZ and CCSI research: Definitions, targets, supplier development and monitoring structure the policy diagnostic in Session 1 and Session 2.
- Industrial Policy Analysis UNIDO research: Linkage and capability-building concepts guide the supplier development planning in Session 4.

Intended Participants

- Officials who draft, regulate or monitor local content and industrial participation requirements.
- Managers who set and report local content and in-country value targets in national companies.
- Procurement directors who embed local content criteria in tenders, evaluations and contracts.
- Supplier development leaders who build the capacity of domestic manufacturers and service firms.



The programme serves energy, utilities and infrastructure, defence and security procurement, and public works.

Learning Outcomes

1. Participants will be able to evaluate local content policy instruments against economic goals and trade obligations.
2. Participants will be able to construct a measurement method for in-country value covering goods, services, workforce and investment.
3. Participants will be able to design tender criteria, weightings and contract clauses that reward verifiable local content.
4. Participants will be able to prioritise spend categories for localisation using market and supplier capacity analysis.
5. Participants will be able to diagnose reporting and audit gaps in contractor local content submissions.
6. Participants will be able to justify targets that balance local content with cost, quality and schedule.

Programme Structure

Day 1: Local Content Policy Foundations

Why do governments set local content requirements, and what limits apply?

- Local Content Policy Objectives and Instrument Types
- Definitions of Local Content and In-Country Value
- Trade-Related Investment Measures and Policy Constraints
- Policy Diagnostic of Sector Readiness and Supplier Gaps
- Governance Roles of Ministries, Regulators and Operators

Day 2: Measuring In-Country Value

How is local value added calculated and evidenced reliably?

- Goods, Services and Workforce Value Components
- Ownership, Origin and Value-Added Calculation Rules
- Workforce Nationalisation and Training Spend Linkages
- Supporting Evidence, Certificates of Origin and Verification
- Target Setting with Baselines and Phased Trajectories

Day 3: Local Content in Tenders and Contracts

How are local content commitments built into awards and enforced?



- Pre-Qualification and Local Content Plans from Bidders
- Evaluation Weightings and Price Preference Mechanisms
- Domestic Preferences and Offsets in Public Procurement
- Contract Clauses, Incentives and Shortfall Remedies
- Cost, Quality and Schedule Trade-Off Analysis

Day 4: Supplier Development and Localisation of Spend

Where can domestic suppliers compete, and how is their capacity built?

- Spend Category Analysis and Localisation Opportunity Mapping
- Supplier Capability Assessment and Gap Closure Plans
- Joint Ventures, Technology Transfer and Licensing Routes
- Supplier Finance and Demand Aggregation Mechanisms
- Small and Medium Enterprise Participation in Supply Chains

Day 5: Monitoring and Local Content Delivery Planning

How are results tracked, audited and turned into a delivery plan?

- Local Content Reporting Templates and Dashboards
- Audit of Contractor Submissions Using Session 2 Methods
- Corrective Action and Escalation for Missed Targets
- Peer Review of Tender Criteria Drafted in Session 3
- Local Content Delivery Plan Completion

Methodology

The programme relies on case analysis of local content regimes in extractive, power and defence sectors, combined with structured exercises using sample tender files and contractor reports. Participants calculate in-country value, score bids and test targets against supplier capacity data.

- Suggested activity: Calculating in-country value for a sample service contract.
- Suggested activity: Rewriting a tender's local content criteria and weightings.
- Suggested activity: Auditing a contractor's quarterly local content report.

Capstone Output

Each participant completes a local content delivery plan for a sector, programme or contract they oversee. It sets out policy objectives, a measurement method, priority spend categories, tender and contract provisions, supplier development actions and a monitoring schedule, ready for submission to an executive committee or regulator.



Frequently Asked Questions

Is local content policy training suitable for officials new to procurement?

No. It is designed for advanced practitioners and assumes familiarity with procurement, contracting or industrial policy.

Which frameworks does the local content and in-country value programme rest on?

It draws on the WTO TRIMs Agreement, the WTO Agreement on Government Procurement, local content policy research by GIZ and CCSI, and UNIDO work on industrial linkages.

How is the local content delivery plan used at work?

You can present it to an executive committee or regulator as the basis for targets, tender provisions, supplier development budgets and quarterly monitoring.

How does in-country value training differ from general strategic procurement training?

It focuses on building domestic value through policy, measurement and supplier development, rather than on sourcing strategy and savings alone.