

PHC Business Case

Nigeria Local Content Readiness Partnership

This project captures the formation of a possible Nigeria-based Local Content Readiness service or consultancy partnership. The immediate purpose is to define the opportunity, clarify roles, capture early evidence, identify requirements, and assess whether a viable service can be developed with PHC Service support.

1. PROJECT CONTEXT

This business case covers the formation of a possible Nigeria-based Local Content Readiness partnership arising from dialogue between Michael-Ubini Oluseyi in Lagos and David Winter / PHC Service. Michael has indicated interest in partnering for consultancy services to NCDMB, with no payment structure currently in place and a local team still to be formed. The project is therefore not yet a delivery contract or a confirmed NCDMB appointment. It is a formation-stage business opportunity that needs careful definition, governance, evidence capture and commercial discipline before it can be presented externally. The intended principle is that Michael and suitable local colleagues should lead the Nigeria-facing opportunity, while David/PHC supports, endorses where appropriate, strengthens the governance and evidence base, and provides the PHC Service proposition as a method that can benefit the local content service and the businesses it touches.

2. CURRENT POSITION AND GAP TO TARGET

The current position is promising but immature. There is a live relationship with Michael, an expressed interest in consultancy services connected with NCDMB, and a strong conceptual fit with PHC's readiness, evidence and project-control methods. However, important facts remain undefined: Michael's formal role and authority, whether a Nigerian company will be formed, who else will join the local team, what NCDMB or management actually requires, what raw data exists, what payment route exists, and what level of PHC support is appropriate before revenue. The target position is a clearly owned Nigerian local content service or consultancy proposition, locally led by Michael and trusted colleagues, with PHC providing structured support, readiness methodology, meeting endorsement where useful, and service governance. The gap is mainly one of definition, trust, evidence, role clarity, commercial structure and controlled first deliverables.

3. OPERATING OPPORTUNITY

The operating opportunity is to create a practical Local Content Readiness service for Nigeria that helps projects, suppliers, local teams, training providers and public-sector-facing organisations turn local content commitments into credible evidence and action. The service could assess workforce capability, local supplier participation, training needs, procurement readiness, governance arrangements, evidence quality and management reporting. In the first instance, the opportunity may focus on NCDMB-related consultancy support. Over time, it may expand to support every business touched by Michael's Local Content service, using PHC as a repeatable method for evidence, readiness, project health, governance and local capability development. This creates a route for Michael and local people to own and grow the in-country opportunity, rather than having the project extracted or controlled remotely.

4. PROBLEM BEING SOLVED

Local content commitments can easily remain vague: businesses say they support local capability, but the evidence, training pathway, supplier readiness, governance and measurable outcomes may be weak or scattered. Management, boards, agencies and procurement teams need clearer evidence of what exists, what is missing, and what must be done next. Michael's immediate challenge is also a formation problem: he may have an opportunity but not yet the team, documents, commercial model or governed service structure to convert it into a credible proposition. This project solves that early problem by giving the opportunity a controlled PHC framework, while preserving Michael's local ownership and strengthening his ability to explain and lead it.

5. PROPOSED INVESTMENT LOGIC

The proposed investment logic is to invest limited, controlled formation effort now in order to test and shape a potentially much larger local content service opportunity. The investment is mainly time, thinking, documentation and PHC Service support rather than cash expenditure. David/PHC can contribute early definition work, questions, business case, strategic plan, readiness documents, meeting support and moral/professional endorsement without demanding upfront payment, provided time is recorded and the scope remains controlled. Michael contributes local opportunity access, local leadership, relationship development, answers, raw data and team formation. If the opportunity matures into revenue, deferred PHC support can be recognised through an agreed commercial arrangement. If it does not mature, the early work remains bounded and the project can be paused without excessive exposure.

6. EXPECTED BENEFITS

Expected benefits include a clearer opportunity definition for Michael, stronger credibility when he speaks with local colleagues or potential client contacts, a practical Local Content Readiness service concept, an evidence-based route to management or NCDMB discussion, and a fair support structure that does not remove local ownership. For David/PHC, benefits include a strong demonstration of PHC Service in a real formation-stage business, a possible entry point into Nigerian local content and capability development, and a repeatable service model that can apply to many businesses touched by the local content ecosystem. For local participants, benefits may include clearer training routes, improved career evidence, better supplier readiness and stronger participation in projects that require credible local content.

7. COST AND RESOURCE NEEDS

Immediate cost and resource needs should remain deliberately light. The first phase requires Michael's time, David/PHC support time, access to raw data or tracker information, controlled project records, and possibly short conversations to clarify roles and opportunity shape. No premises, staff hiring, paid systems, travel, legal formation costs or external commitments should be incurred until the opportunity is better evidenced. PHC support time should be recorded transparently as formation-stage deferred effort, subject to a cap or review point. If the project progresses, future resource needs may include a small local team, administrative support, proposal production, readiness assessment templates, client meeting materials, training content, and a written commercial agreement.

8. WHY GOVERNANCE SUPPORT IS NEEDED

Governance support is essential because the opportunity begins with enthusiasm, trust and informal dialogue, but without a signed contract, payment structure, local company, full team or documented client authority. That creates risk: Michael could fear the project is being taken away from him; David/PHC could commit excessive unpaid work; NCDMB involvement could be overstated; confidential data could be mishandled; and roles could become unclear as more people join. PHC governance support should make the opposite happen: clarify that Michael and local colleagues are intended to lead the in-country project, record decisions and evidence, protect all parties from unsupported claims, define fair commercial principles, and provide a disciplined method that helps Michael carry the opportunity more confidently.

9. RECOMMENDATION

Proceed with a controlled formation phase for the Nigeria Local Content Readiness Partnership. The immediate next step should be a conversation with Michael to explain that PHC is not taking the project away from him, but helping him define, evidence, govern and strengthen it so that he and suitable local people can lead it credibly. David should present PHC as support in three layers: personal/professional endorsement where appropriate, practical governance and documentation support, and the PHC Service method as a readiness tool that can later be promoted to the businesses touched by Michael's Local Content service. Before any major external move, agree early boundaries: no claimed NCDMB affiliation without evidence, no open-ended unpaid work, clear local leadership, recorded time, confidentiality, and a first set of deliverables focused on definition and readiness.