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# Case Study: GHD



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→ Paul Verwoert  
Market Lead – International  
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# Winning DFAT Aid Contracts

# Welcome

**90+** *years* **in operation**

**135+** *countries* **served**

**200+** *offices* **worldwide**

**2.2<sup>(B)</sup> AUD** *revenue* **2021**

**5** *global* **markets**

**10<sup>(K)</sup>** *people*

**50+** *service* **lines**

↳ **Providing engineering, environmental,  
advisory, architecture, digital and  
construction services**

# Global markets

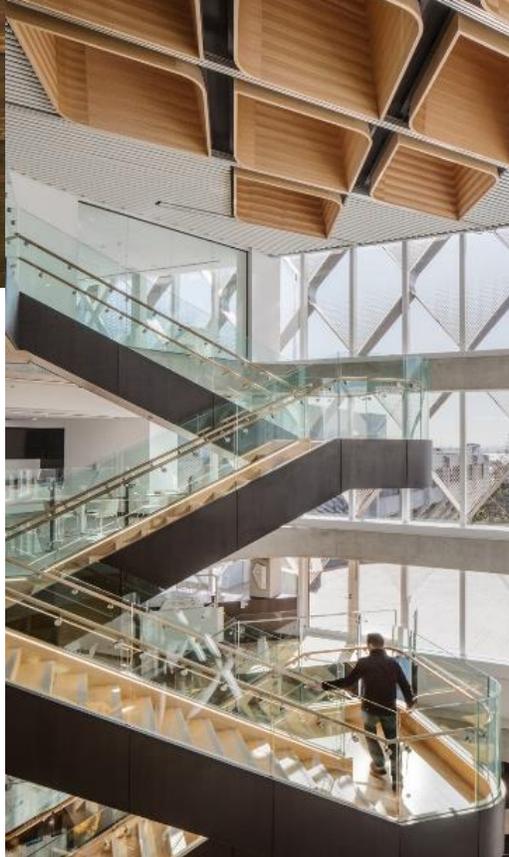


**WATER**

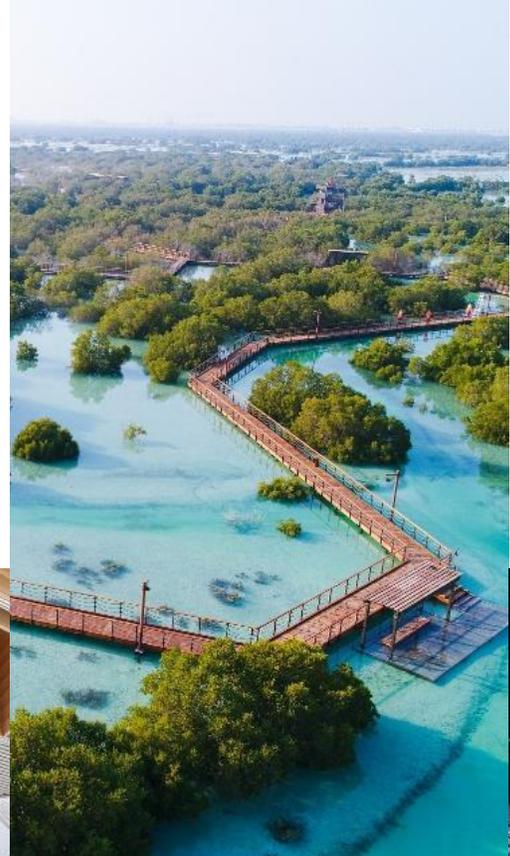


**ENERGY & RESOURCES**

**PROPERTY & BUILDINGS**

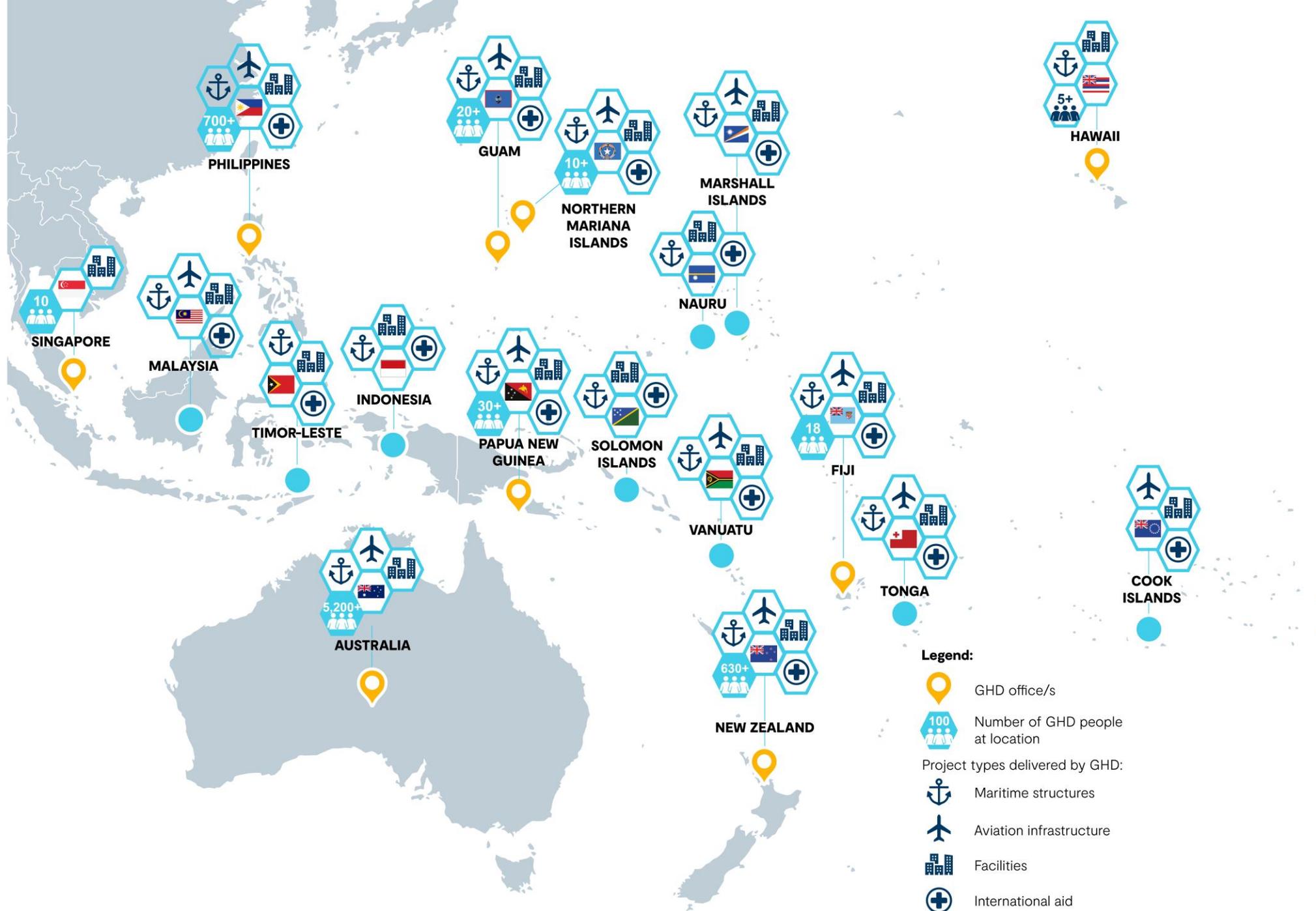


**ENVIRONMENT**



**TRANSPORTATION**





# GHD's Major DFAT Programs



## **PNG Transport Sector Support Program** **DFAT** **2018 - 2023**

**A safer, more reliable transport network enabling economic and social development in Papua New Guinea.**

Building capacity of the Department of Works to implement road maintenance program  
Improving safety and security of the aviation and maritime sectors  
Assists the Department of Transport in policy and planning to improve the transport sector  
Delivering Connect PNG (Roads, Ports, Aviation) via AIFFP Program Management Office



## **Water for Women** **DFAT** **2017 - 2025**

**Improving the health, gender equality and wellbeing of Asian and Pacific communities through socially inclusive and sustainable water, sanitation and hygiene (WASH) projects.**

Water for Women is partnering with nine Civil Society Organisations (CSOs) to deliver 18 WASH projects in 15 countries in the Asia Pacific region and multiple research organisations to deliver 11 research projects.



## **Pacific Sports Partnership (Team Up)** **DFAT** **2015 - 2025**

**Supporting the Australian Government's Sports Diplomacy strategy which aims to seize the opportunity to step up Australia's international engagement through sport and use sport as an innovative vehicle to strengthen communities and tackle social issues in the Indo-Pacific**

Funding grants to 30 organisations through 16 Lead Partners  
13 sports – 6 countries  
Grass roots sports development, focussing on inclusivity, accessibility, social safeguards



## **PNG AIFFP Program Management Office** **DFAT** **2021 - 2023**

**Delivering Connect PNG (investments in nation-building roads, ports, aviation infrastructure) via AIFFP Program Management Office**

Master Planning & Design  
Port Upgrades  
Transnational Highway  
Environmental and Social Impact Assessments (Ports & Roads)  
Technical Reviews



# Why?

**Contributing to development outcomes** (social, economic) (CSR)

**Recruitment and retention** - staff attracted to and passionate about IDA work

→ **Large programs provide a platform to pursue other business internationally**

**High Profile** projects increase corporate visibility globally (international fora, gov'ts)

**Financial** – large long-term contracts, good cash flow, backlog, turn-over



# Issues to consider

**Mature and extremely competitive market** – some recent entrants

**Large bids require significant investment**

**Due diligence:** tax liability (PNG), Local labour laws, business regulations, forex, security

→ **High levels of safeguards compliance** (fraud, child protection, PSEAH, OH&S, anti-terrorism)

**High levels of reporting and audit of programs and corporate compliance**

**DFAT pays in arrears** – need cash reserves to forward fund

**Reputational risk** – large high-profile nation-building projects, integrity issues, safeguards

## **Infrastructure Projects**

- Contractual risk – limits of liability
- Supply chain cost escalation & logistical constraints
- Availability & capability of local suppliers / sub-contractors



# Good Practice Tracking

**Strategy** - sectors, geographies, contract size, client engagement, resourcing

**Develop and rigorously track pipeline** - allocate dedicated BD resources

**Deep research in-country** - understand context & DFAT's needs

→ **Strong relationships** - DFAT, AHC, counterparts, partners, national consultants

**In-country presence** with extensive relevant capability and experience

**Stay focussed** - rigorous Go No Go decision making process

**Robust financial, integrity and safeguards management systems**

**Partnerships** - fill gaps in experience or expertise, define clear roles

**Small contracts can lead to large** (AusConnect, DevPanel & AIFFP panel)



# Good practice Bidding

**Compelling bid writing** – answer criteria, reflect DFAT’s needs

**Corporate support** – technical reach back, executive support, operational

**Key themes with practical strategies throughout**



- Localisation – maximise local participation and capacity building
- Gender, Equity, Disability and Social Inclusion
- Climate Change and Disaster Resilience

**Overall Value for Money** – value add, pricing, economy, quality assurance

**Use relevant evidence and experience throughout**

**Debrief & document lessons from wins and losses - continuous improvement**



Australia's International Development Contractors Community

**26 organisation members**

**Represents 95% DFAT \$\$ spent via contractors**

**Procurement and contracting**

**Public policy / advocacy**