



Case Study: DT Global (formerly Cardno)



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2022 International Development
Opportunities Seminar

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Company Overview

DT Global (which now includes Cardno International Development) is a consulting company that has delivered services in international development for over 60 years.

- There are approx. 2100 employees globally based across 3 'hubs' – Asia Pacific, US and UK.
- We are currently working on over 300 programs globally across 90 countries
- We work with donors, executing agencies, national authorities, multilateral organisations, international financing institutions and private companies
- We are ISO 9001 certified, including for IFC Performance Standards, UN Global Compact and Equator Principles
- The Asia Pacific team is currently delivering 40 projects for donors and executing agencies in 25 countries





Key Services

DT Global operates across the entire spectrum of infrastructure - related development assistance:

- Policy and program advice, strategic planning and program implementation
- Technical, environmental, social impact assessments, economic analysis
- Design, documentation, tender, procurement, contract administration and supervision
- Environmental impact assessments and climate change adaptation design and delivery
- Labour Based / Community Contracts works programs
- Safeguards and gender equality, disability and social inclusion (GEDSI)

Pacific Resilience Project (PREP) Schools Program

Site Assessments, Design, Technical Documentation and Construction Supervision

Country: Tonga

Donor: World Bank

Executing Agency: Ministry of Meteorology, Energy,
Information, Disaster Management, Environment,
Communication and Climate Change (MEIDECC)

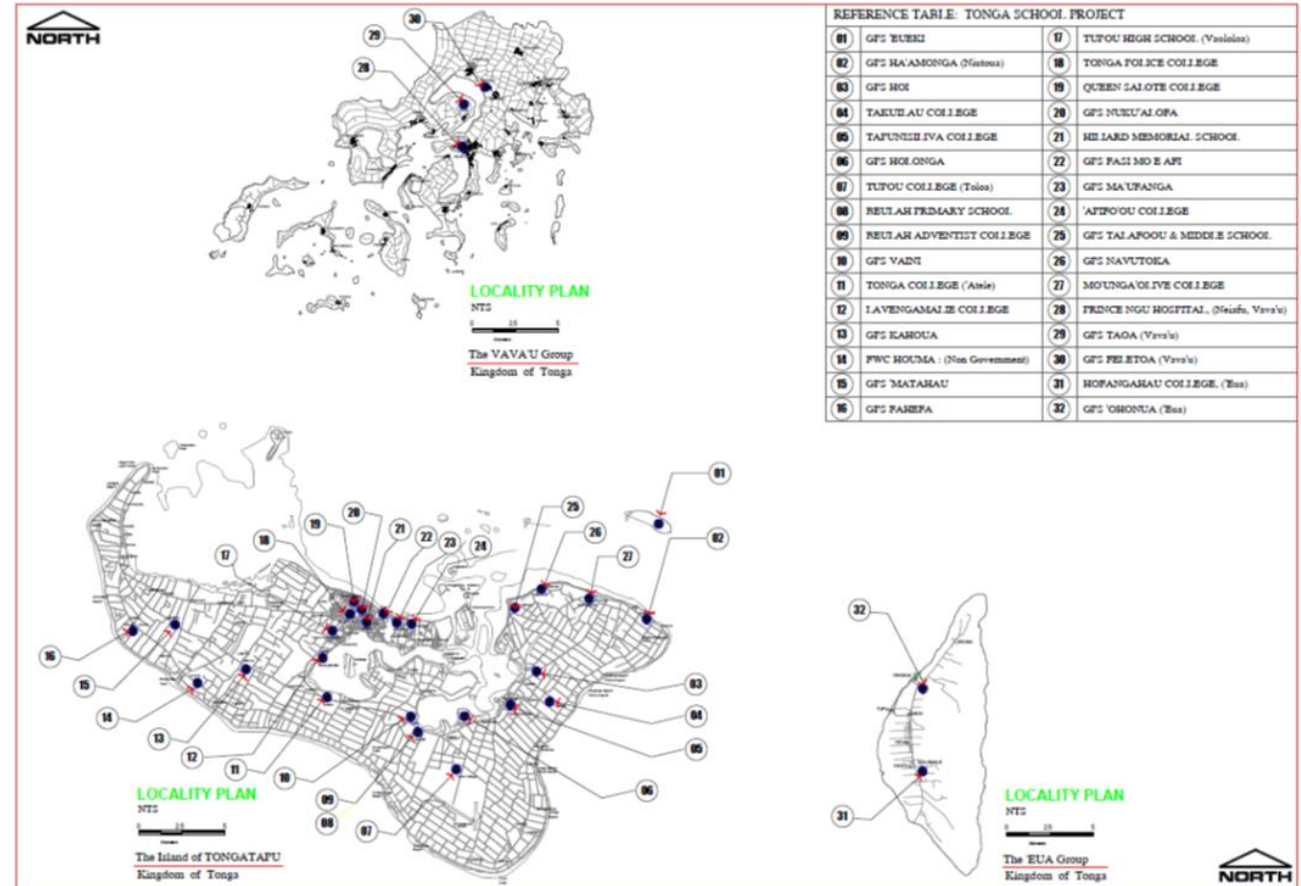
Contract: March 2019 - September 2022 (1yr
extension granted due to COVID-19)



Pacific Resilience Project (PREP) Schools Program

Preparing to Bid

- **Understanding the Scope:** Site assessments, designs, tender documents and construction supervision for 30 schools for replacement and/or structural repair / refurbishment works that would improve cyclone and seismic resilience. 14 new WASH facilities for better safety, hygiene and gender outcomes.
- **Selecting a Team:** 8 International Advisors and 6 National Advisors (working in association with national architectural subconsultants)
- **Identifying the Risks:** Multiple competing priorities for each stakeholder and different expectations in outcomes.



Tonga, PREP Schools, Location of Sites

Pacific Resilience Project (PREP) Schools Program

Delivering the Contract

- **Working closely with the Executing Agency:** A key objective was to work with the national PMU counterparts to support them in planning and contracting the works as well as improving their management capacity.
- **Developing pragmatic designs and simple construction methodology:** Cultural & educational criteria, materials suitability, supply logistics and skill levels of local building industry. Consideration of long term maintenance and replacement of FFE when required.
- **Meeting donor requirements:** Environmental and Social Impact Assessments (ESIA) and Gender Action Plans (GAP), Monitoring and Evaluation (M&E) frameworks and donor missions and reporting.



Pacific Resilience Project (PREP) Schools Program

Providing Training and Development

- **Presenting briefing sessions:** Prior to tendering (to understand expectations) and after award (with feedback meetings) to help the local contractors understand and improve submissions.
- **Explaining programming and buildability:** Developed local capacity and technical capability by employing personnel that were willing to mentor and train as part of their roles for better outcomes.
- **Undertaking extensive site supervision:** Weekly monitoring of the works and assistance with problem solving for contractors. Quality assurance checks and on-site audits identified improvements and actions to be completed by contractors prior to signoff.



Pacific Resilience Project (PREP) Schools Program

Lessons Learned and Insights

- **Managing stakeholder and user expectations:** Clear communication required through out the works relating to program, design standards, approval and signoff timeframes and access to site and buildings
- **Tendering construction packages:** Developed to suit small local builders but in reality, limited access to trades and materials causing competition and delays
- **Assisting the PMU to deliver:** Very limited staff resources which required extensive oversight and leadership from our team
- **Continuing with construction during a pandemic:** Not advisable!!!



Port Development

Project Design and Construction Supervision

Country: Nauru

Donor: Asian Development Bank

(ADB loan in association with DFAT, JICA and GCF)

Executing Agency: Port Authority of Nauru

Contract: Feb 2018 - June 2023





Technical Enabling Unit

Project, Design and Construction Management

Country: Papua New Guinea (PNG)

Donor: Department of Foreign Affairs and Trade (DFAT)

Key Stakeholders: Ministries of Education, Health and Law & Justice

Contract: Oct 2014 - December 2021



General Insights

- Plan for **flexibility/evolution/growth and/or reduction** in program due to changing donor priorities and based on front end investigations
- Research their country plans and meet with country officers on a regular basis. Each donor has **different priorities and agendas**.
- Manage **executing agencies** and **stakeholder expectations** for design and build programs
- Develop **trusted partnerships and relationships** with donors (DFAT/ADB/WB), government counterparts and local subcontractors and suppliers
- Be informed about the **country and the requirements** for mobilising staff (ie. tax, employment law etc), managing operations (ie business entities, permits etc) and procure goods and services.
- Understand **donor processes** – contracts (mandated conditions), ADB/WB payment terms, DFAT personnel rates and allowances, PI/PL insurance levels. Know how each donor evaluates the bids and their points systems! Be creative but always respond to client criteria
- **Invest in a core experienced infrastructure team** –challenge teams to be technically excellent, pragmatic in their approach and passionate about what they do.



Business Strategy

- Be clear on your value proposition as well as the complex risks of working in ID environments
- Be aware that decision making is more inclusive and strict governance protocols are expected by donors.
- There is more certainty with procedures, outcomes and payments (so advantage in doing business as funding is guaranteed), but it can take a lot longer to get results.
- Winning is definitely easier than delivering!
Proactively manage scope change, flexible with de/mobilising personnel, nimble to make adjustments to program.
- Reputation matters!

Industry Trends

- Focus on design and construction **management** collaboration (ie ECI) for better buildability
- Using **value** management as mechanism for sourcing better construction options
- Clear requirements for design and construction **methodology** to address climate change, carbon emissions, energy & reduce waste by-products that are a direct result of infrastructure works
- Willingness to introduce **technological innovations** transferred from other industries
- Linking climate change, sustainability and resilience to better building and infrastructure **standards and outcomes**



Thank you!

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