

1 April 2025

Consultancy list

About this document

A list of the contracts and consultancies that have been initiated since establishment of Watertrust Australia is provided in the table below. This list is updated every six months – at the end of March and September.

Table 1: List of contracts and consultancies since the establishment of Watertrust Australia, July 2021 to end March 2025

Organisation	Description of contracted services	Start date	Status	Type
Name	Description	Date	Status	Type
Alluvium Consulting Australia	Assist with the development of proposed future projects.	Jul-21	Closed	Time and materials
Alluvium Consulting Australia	Assist with the establishment of a new non-governmental organisation with a mission to improve water and catchment decision making.	Feb-22	Closed	Time and materials
Alluvium Consulting Australia	Secondment to the Watertrust team.	Feb-23	Closed	Time and materials
Alluvium Consulting Australia	Assist with the establishment of a new non-governmental organisation with a mission to improve water and catchment decision-making.	Sep-23	Closed	Time and Materials
Alluvium Consulting Australia	Assist with Watertrust Australia project work.	Dec-23	Closed	Time and Materials
Alluvium Consulting Australia	Participate in the pilot testing of survey (Q study) related to perceptions of Equity, fairness and justice of water management in the Murray-Darling Basin.	Dec-23	Closed	Time and Materials
Alluvium Consulting Australia	Assist in the coordination and management of Watertrust evaluation activities.	Dec-23	Closed	Time and Materials

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Organisation	Description of contracted services	Start date	Status	Type
Alluvium Consulting Australia	Assist with planning a project to identify new or modified approaches to water management in the Northern Murray–Darling basin.	Feb–24	Closed	Time and Materials
Alluvium	Assist Watertrust and its contractors with the Watertrust Midterm evaluation and establishment of an Impact Measurement Framework.	Mar–25	Open	Fixed
Anecdote International	Provide business storytelling advice.	Feb–24	Closed	Time and Materials
Arche Holdings	Assist with the preparation of background material, planning and delivery of projects, including projects related to water recovery options for the Murray–Darling Basin Plan.	May–23	Closed	Time and materials
Barma Water Resources	Provide thought partnership and critical appraisal of the conceptualisation, design and delivery of projects.	Mar–22	Closed	Time and materials
Barma Water Resources	Provide thought partnership and critical appraisal of the conceptualisation, design and delivery of projects which seek to understand and address Australia’s major water and catchment policy challenges. Undertake river system modelling work and analysis.	Oct–23	Closed	Time and materials
Barratt Mollison Consulting	Assist with the planning and delivery for stakeholder interviews, and preparation of a summary report related to IWM in Greater Adelaide.	Jul–23	Closed	Time and materials
Barratt Mollison Consulting	Explore governance of integrated water management (IWM) in Greater Adelaide: additional input.	Aug–23	Closed	Time and Materials
Barratt Mollison Consulting	Complete reports for Greater Adelaide IWM governance Executive Forum; delivery forum; meetings with stakeholders.	Sep–23	Closed	Time and Materials
Barratt Mollison Consulting	Assist in the planning and delivery of exploring future governance arrangements for IWM for Greater Adelaide.	Oct–23	Open	Time and Materials
Barratt Mollison Consulting	Provide early advice on First Nations engagement arrangements for IWM governance for Greater Adelaide.	Jan–24	Closed	Time and Materials
Barratt Mollison Consulting	Confirm and facilitate the attendance of First Nations representatives at a Greater Adelaide IWM forum.	Jan–24	Open	Time and Materials
Blackwatch Consulting	Assist with the preparation of background material, planning and delivery of projects, including projects related to water recovery options for the Murray–Darling Basin Plan.	May–23	Closed	Time and materials

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Organisation	Description of contracted services	Start date	Status	Type
Bradley J. Moggridge	Assist with the preparation of a potential project brief. Provide advice on project design and approach. Provide advice on stakeholder consultation and engagement. Review drafts.	Sep-21	Closed	Time and materials
C&S Connelly Family Trust	Assist with consideration of approaches to portfolio planning, strategic communication for key stakeholders and funder relationships.	Apr-23	Closed	Time and materials
Choiceworks Ltd.	Assist in developing decision-making aids to help with two tasks, (a) structuring project information requirements and associated dialogues and (b) prioritising anticipated project benefits, costs, and risks.	Aug-21	Closed	Fixed price
Chris Auricht	Assist with the design and delivery of a national scale landscape analysis project, which aims to extend Watertrust's understanding and ability to synthesise the data, knowledge and uncertainties surrounding Australia's major water and catchment policy challenges.	Mar-22	Closed	Time and materials
Chris Auricht	Assist Watertrust in extending its understanding and ability to synthesise the data, knowledge and uncertainties surrounding Australia's major water and catchment policy challenges alongside other data management and analytic tasks as required.	Oct-23	Closed	Time and materials
Clear Horizon	Provide advice and assistance with the development of an evaluation framework.	Oct-22	Closed	Fixed price
Clear Horizon	Independent peer-review of Watertrust Australia's 2024 Annual Review	Jun-24	Open	Fixed
Compass Resource Management	Assist in designing a success criteria workshop.	Jul-23	Closed	Fixed price
Compass Resource Management	Assist with the design, facilitation, research, and analysis for an initiative focused on catchment management in the Derwent, Tasmania.	Aug-23	Closed	Time and materials
Compass Resource Management	Assist with the design, facilitation, research, and analysis for an initiative focused on governance of IWM in Greater Adelaide.	Aug-23	Closed	Time and materials
Compass Resource Management	Design, facilitate and support the development of a portfolio management system.	Oct-23	Closed	Time and Materials
Compass Resource Management	Building support for the design and implementation of a structured decision-making process for the Upper Murrumbidgee as part of the SWIOID (Snowy Water Inquiry Outcomes Implementation Deed) review.	May-24	Closed	Time and Materials
Compass Resource Management	Preparation for and implementation of a Decision Sketch workshop to be held in the context of the Upper Murrumbidgee River.	Aug-24	Open	Time and Materials

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DemocracyCo	Assist with the consideration of approaches to deploy and use of a range of approaches to deliberative decision-making.	Oct-21	Closed	Time and materials
Derwent Estuary Program Ltd	Assist with exploring water and catchment issues, and potential opportunities in the Derwent catchment	Apr-23	Closed	Time and materials
Directors Australia	Assist with a Watertrust CEO evaluation.	Dec-22	Closed	Fixed price
Directors Australia	Assist with a Watertrust Board evaluation.	Jan-24	Closed	Fixed price
Envigorate Consulting	Assist with planning an Indigenous roundtable with the Commonwealth Minister for Environment and Water, including preparation of a discussion paper for all participants.	Nov-22	Closed	Time and materials
Erin O'Donnell	Assist with the preparation of a potential project brief. Provide advice on project design and approach. Provide advice on stakeholder consultation and engagement. Review drafts.	Sep-21	Closed	Time and materials
First Person Consulting	Undertake an independent evaluation and provide a written report for 2022-23.	Jul-22	Closed	Fixed price
First Person Consulting	Assist with consideration of approaches to evaluating progress and impact.	Oct-22	Closed	Time and materials
First Person Consulting	Develop and execute evaluation plans for initiatives.	Nov-23	Closed	Retainer
First Person Consulting	Continue initiative evaluation and undertake Annual Review 2024	May-24	Open	Time and Materials
Fluid Insights	Assist with the design and development of a project to engage stakeholders on the policy implications of the impacts on irrigators and the environment of a range of plausible future river flow scenarios under a changing climate in the Macquarie Catchment.	Mar-24	Open	Time and Materials
Frontier Economics	Assisting Watertrust Australia in advising stakeholders and the Northern Territory Government (NTG) on various policy options for water trading in the Northern Territory.	Jun-24	Open	Time and Materials
Gilbert + Tobin	Provide legal advice for individual queries as required.	July-23	Open	Time and Materials
Glen Walker	Assist with the consultation and engagement of Northern Territory Government (NTG) staff on NTG's approach to groundwater modelling.	Mar-24	Open	Time and Materials
Hugh Turrell	Provide thought partnership and critical appraisal of the conceptualisation, design, and delivery of projects.	Mar-22	Closed	Time and materials

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Organisation	Description of contracted services	Start date	Status	Type
Ian Pollock	Review, analysis and drafting for the finalisation of Watertrust's Q-study report and other tasks as directed by Rod Marsh or Kane Aldridge	Aug-24	Open	Time and Materials
IPSOS Public Affairs	Recruitment of a cohort of eight (8) Aboriginal people with knowledge and interest in how water is managed in the Murray-Darling Basin (MBD) to be interviewed using a Q-methodology approach.	Jun-24	Closed	Time and Materials
IPSOS Public Affairs	Develop, in collaboration with Watertrust, a research plan for a representative survey and qualitative research related to perspectives on equity, fairness and justice in relation to water governance in the Murray-Darling Basin	Aug-24	Open	Time and Materials
Joely Taylor	Provide editorial services for the "Equity, fairness and justice in water policy: literature review" report/paper.	Nov-23	Closed	Time and Materials
John Fargher & Associates	Assist with consideration of approaches to evaluating progress and impact.	Oct-22	Closed	Time and materials
José Manuel Cortés Leighton	Assisted the University of Melbourne with an initial literature review and annotated bibliography on advisory committees related to water, the environment, and public administration, as well as other related services.	May-24	Closed	Time and Materials
" Karlene Maywald	Provide high-level advice on the approach and outputs of work focused on integrated water management governance arrangements for Greater Adelaide.	Feb-24	Open	Time and Materials
" Katherine Bode	Assist with digital humanities work and advice as required for the Equity, fairness and justice in water reform project.	May-23	Closed	Time and materials
Kerry Nixon	Assist with Equity, justice and fairness research	Jun-23	Closed	Time and materials
La Trobe University	Provide expert assistance and advice to project design and planning for a project considering Equity, justice and fairness in water policy, by Katie Holmes.	Mar-23	Closed	Time and materials
La Trobe University	Provide expert assistance and advice to project considering Equity, justice and fairness in water policy, by Nicholas Barry and Finley Watson.	Jul-23	Closed	Time and materials
La Trobe Uni	Participation in insights forum and support in identifying researchers for representative survey	Oct-24	Open	Fixed
Leslie "Phil" Duncan	Assist with planning and delivery of an Indigenous roundtable with the Commonwealth Minister for Environment and Water, including Co-Chairing the event.	Dec-22	Closed	Time and materials

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Lilian Pearce	Assist with the Equity, fairness and justice in Water Policy project, individual data stories, and other tasks.	Jun-23	Closed	Time and materials
Lucy Parry	Research consultancy for the design, implementation and analysis of a Q-methodology study and other work as required.	Oct-23	Closed	Time and Materials
Maria Watson-Trudgett	Support the development and implementation of Watertrust Australia Reconciliation Action Plan (Reflect RAP)	Mar-25	Open	Fixed
Marsden Jacobs	Assess institutional and funding arrangements for Greater Adelaide IWM governance.	Dec-23	Closed	Time and Materials
Max Hardy Consulting	Co-design, facilitate and supply table hosts for the Watertrust Annual Gathering in Canberra, 25 and 26 August, 2022.	Aug-22	Closed	Fixed price
Max Hardy Consulting	Provide design and facilitation services for the second Watertrust Annual Gathering.	Jun-23	Closed	Fixed price
Noisy Boy Media	Provide writing and editorial services for a website content review and redrafting, funder communication, and news story item development.	Oct-23	Closed	Time and Materials
Noisy Boy Media	Develop and draft communications products.	Dec-23	Closed	Retainer
Noisy Boy Media	Development and drafting of news items, social media posts and other communication products including completion of Data Story 'The Future'	Jun-24	Open	Retainer
Paper Giant	Assist with the design and planning for a Q-methodology study on the understanding of equity, fairness and justice in the context of Australian water policy reform.	Feb-24	Closed	Fixed
Paper Giant	Provision of training, advice and review for IPSOS ATSIRO staff for the extension of the previously completed Q-study interviews to an Aboriginal cohort.	Jun-24	Closed	Time and Materials
Peter Mares	Assist with research, drafting, editing, review and consultation for a set of data stories.	Feb-23	Closed	Time and materials
Petra Lundgren	Provide analysis, critical review and synthesis of information related to the design and delivery of the initiatives.	Sep-22	Closed	Time and materials
Poh Ling Tan	Provide high-level advice on the approach and outputs of IWM governance for Greater Adelaide.	Jan-24	Closed	Time and Materials

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Ramsay Investments	Assist with the design and development of a project to engage irrigators, environmental water managers, and policymakers in dialogue on the policy implications of the impacts on irrigators and the environment of a range of plausible future river flow scenarios under a changing climate.	Dec-23	Closed	Time and Materials
Restore Blue Advisory	Assist with the preparations for a National First Nations Water Roundtable being hosted by ANU, ILSC and NNTC on 16 and 17 May 2023. Contribute to the background paper. The services are to be provided by Emma Carmody.	May-23	Closed	Time and materials
Restore Blue Advisory	Assist with the identification of options for unlocking the economic potential of water for Aboriginal people in Cape York.	Mar-24	Closed	Time and Materials
Rob Skinner	High level advice to Watertrust team on the approach and outputs of integrated water management governance for Greater Adelaide	Apr-24	Closed	Time and Materials
Ruby Ekkel	Assist with archival research, review and consultation for a set of Watertrust Australia data stories.	Feb-23	Closed	Time and materials
Sam Capon	Assisting Watertrust with scoping of the Northern MDB (Maquarie) project.	Jun-24	Closed	Time and Materials
SGS Economics and Planning	Assist with planning for an Indigenous roundtable with the Commonwealth Minister for Environment and Water. Prepare a discussion paper for all participants.	Nov-22	Closed	Time and materials.
SGS Economics and Planning	var 1. Assist with the preparations for a National First Nations Water Roundtable being hosted by ANU, ILSC and NNTC on 16 and 17 May 2023. Contribute to the background paper. The services are only to be provided by Dr Ed Wensing.	Apr-23	Closed	Time and materials.
SGS Economics and Planning	var 2. Finalise preparation of a background paper for the National First Nations Water Roundtable being hosted by ANU, ILSC and NNTC on 16 and 17 May 2023. Participate in post-roundtable evaluations of outcomes with Watertrust Australia and other stakeholders as needed.	May-23	Closed	Time and materials.
SGS Economics and Planning	var 3. Prepare a "landscape map" of the role of the different First Nations bodies in the water space across Australia; and consult working group members on group's role, mandate, institutional home, membership, governance, activities. Prepare working paper on landscape mapping, summarising group member feedback, and present options for working group to meet their aspirations of becoming an effective voice for the First Nations water rights and interests in the national water reform agenda. Participate in the next meeting of the working group in Sept 2023.	Jul-23	Closed	Time and materials.

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Organisation	Description of contracted services	Start date	Status	Type
SGS Economics and Planning	var 4. Finalise the discussion paper that presents the landscape mapping, summarizes the feedback from the individual members and presents the governance options for a re-framed working group (or similar new body). Participate in the next meeting of the working group in October or November 2023 and document the outcomes and next steps (if any).	Sept-23	Closed	Time and materials.
SGS Economics and Planning	Support the development and use of a landscape map of organisations in Australia that have a role in furthering First Nations water rights and interests, to identify and define specific options for a new water body to further First Nations' interests in national water reform.	Nov-23	Closed	Time and Materials
Social Outcomes	Conduct Watertrust Australia's mid-term evaluation. This includes a high-level evidence review, co-design of a refreshed Theory of Change, and development of project and evaluation plans. It involves stakeholder interviews, an evaluation report, and an impact measurement framework with an implementation guide.	Feb-25	Open	Fixed
Tafoni Pty Ltd	Complete five papers for the Equity, Fairness and Justice initiative	Jul-24	Open	Time and Materials
Tafoni Pty Ltd	Assisted Watertrust Australia in briefing Ipsos Australia for designing and delivering a population sample survey for Watertrust's equity, fairness, and justice project, contributing to the survey design, reviewing Ipsos's proposal, and negotiating adjustments.	Aug-24	Open	Time and Materials
Tafoni Pty Ltd	Provided support to Watertrust Australia for the equity, fairness and justice project, including green paper planning, stakeholder and advisory committee engagement, and other assigned tasks.	Sep-24	Open	Time and Materials
Tafoni Pty Ltd	Complete five papers for the Equity, Fairness and Justice initiative	Sep-24	Open	Time and Materials
Tafoni Pty Ltd	Assistance to Watertrust Australia with briefing Ipsos Australia in preparation for the design and delivery of population sample survey work to support Watertrust's equity, fairness and justice project, contributing to the design of Ipsos's approach, reviewing Ipsos's proposal and negotiating changes as required.	Aug-24	Open	Time and Materials
Tafoni Pty Ltd	Assistance to Watertrust Australia with planning and design tasks for the equity, fairness and justice project including: planning for green paper delivery, engagement with Watertrust's advisory committees and stakeholders, and other tasks as directed	Sep-24	Open	Time and Materials

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Tafoni Pty Ltd	Assist Watertrust Australia with briefing Ipsos Australia in preparation for the design and delivery of population sample survey work to support Watertrust's equity, fairness and justice project, contributing to the design of Ipsos's approach, reviewing Ipsos's proposal and negotiating changes as required.	Oct-24	Open	Time and Materials
Tafoni Pty Ltd	Assist Watertrust Australia (Watertrust) with the preparation of a water policy paper to provide guidance to state and commonwealth policymakers on the effective integration of equity, fairness and justice into water policymaking and management.	Oct-24	Open	Time and Materials
The Primary Agency	Develop a communications strategy, drafting materials with the Executive and Communications Officer, and provide strategic advice, editorial input, and guidance.	Feb-25	Open	Time and Materials
Think HQ	Assist with the Watertrust website rebuild project.	Jul-22	Closed	Fixed price
Think HQ	Advice and support for strategic communications to meet goals of organisation.	Mar-23	Closed	Time and materials
Think HQ	Provide services to prepare a high level strategic communications approach and test and trial new communication materials.	Apr-23	Closed	Fixed price
Think HQ	Assist in the design and execution of charts.	Aug-24	Open	Time and Materials
Truii	Assist with the scoping, design, costing and any preliminary work for the development of a series of data narratives based on research and development work behind Watertrust Australia for online publication.	Jul-22	Closed	Time and materials
University of Canberra	Research consultancy for the design, implementation and analysis of a Q-methodology study.	Oct-23	Closed	Time and Materials
University of Canberra	Provide support to Watertrust Australia and Ipsos in undertaking a survey of MurrayDarling Basin (MDB) stakeholders regarding equity, fairness and justice	Feb-25	Open	Time and Materials
University of Melbourne	Prepare a detailed scoping document and draft report analysing and summarising how laws related to freshwater adopt or reflect understandings of equity and justice.	Sep-23	Closed	Fixed price

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Organisation	Description of contracted services	Start date	Status	Type
University of Melbourne	Deliver a final report consisting of: (i) An IPCC-style 'summary for policymakers' headline report with all major findings across all jurisdictions and sections summarising any major differences between them or specific issues that arise in a subset of jurisdictions. (ii) A sub-report for each jurisdiction with all relevant detail, each of which is capable of standing alone.	Sep-23	Closed	Fixed price
University of Melbourne	Attendance at Watertrust Australia's 2024 Insights Forum on 16 October 2024, participation in a workshop on that day, and preparation of a presentation on the Water, Law and Concepts of Equity report prepared for Watertrust Australia	Oct-24	Open	Fixed
University of South Australia	Assist in two co-design workshops to develop initial concepts for data stories to be held on 29 May 2023 and 6 June 2023.	May-23	Closed	Fixed price
University of Queensland	Preparation and attendance at Insights Forum	Oct-24	Open	Fixed
URPS	Prepare, facilitate and contribute to reporting for an Executive Forum for governance of IWM for Greater Adelaide.	Oct-23	Closed	Time and Materials
Water Science Pty Ltd	Assist with the preparation of an evidence synthesis on <i>Northern Murray-Darling Basin management options and planning</i> and contribute to future evidence syntheses.	Jun-23	Closed	Time and materials
Water Science	Assisting Watertrust Australia in the preparation of an evidence synthesis on Northern Murray-Darling Basin management options and planning and contributing to future evidence syntheses of Watertrust Australia including review of reports from Watertrust's Equity project	Jun-24	Open	Time and Materials