

---

# Cross Sector Development Partnerships Initiative (XSPI)

---

## Executive Summary

October 2020



# THE CHALLENGE: Asia Pacific development status

---

**Innovative approaches are urgently needed to meet critical development needs**



- COVID-19 lost 400 m full-time jobs globally, forcing millions into unemployment, underemployment and working poverty
- High risk sectors: manufacturing, hospitality, retail, cleaning and food services. Comprise about 37% of workers Asia Pacific.
- Supply chains massively impacted for both business and countries to operate.



- Globally, almost 3 billion people cannot lead safe, healthy, and decent lives
- SDGs designed to track progress improving incomes, education, health, access to finance, water, and sanitation
- To achieve the SDGs USD\$5 to 7 trillion/yr needs to be raised



- New innovative ways now essential during & after COVID-19 pandemic to ensure SDGs are achieved and maintained
- More than ever private, public and other stakeholder sectors urged to work together
- Cross sector partnership enhances maximum sustainable development impact

# THE OPPORTUNITY: Create new cross sector “Team Australia” approach

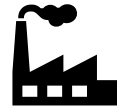
A new approach chasing the “holy grail” of effective partnering

## Position Australia



- Leads international development in Asia Pacific
- Significant hidden potential exists to increase development impact by harnessing the power of cross sector partnerships

## Business Sector Role



- Presents the greatest challenge and opportunity to enhance international development outcomes
- Position into current and new emerging markets
- Business sector as a driver to develop cross sectoral partnerships

## Cross Sector International Partnerships Initiative (XSPI)



- Aims to unleash cross sector potential
- Hub for cross sector networking to open new opportunities
- Creating synergies across five sectors with established international development roles:
  - Business
  - Government
  - Philanthropy/ private capital
  - Academia/ health/ medical research
  - NGO/NFP

# XSPI's Vision, Pathway and Metrics



## XSPI's Vision

---

*“By 2030 Australia is the demonstrated Asia Pacific leader of transformation cross sector development partnerships resulting in increased, tangible development impact supporting the region’s Sustainable Development Goals (SDG) aspirations”*

## Pathway

---

*The vision can be achieved by creating a new paradigm which successfully harnesses the collective impact power of Business; Government; Philanthropic/private capital; Academic/health/medical research and NGO/NFP sectors. The new paradigm also reflects the partnership stakeholders shared commitment to the underlying concepts of shared value and inclusive business.*

## Measures

---

*Success will be measured by an integrated set of qualitative and quantitative process and outcome metrics including amount of Australia’s development budget delivered in cross sector partnerships, increased project delivery and capacity building success, increased development project funding levels and leadership stimulating other Asia Pacific countries to adopt cross sector development models.*

# XSPI Geographic Focus: Asia Pacific Region

---

*The greatest impact can be achieved where there is alignment with Australia's regional business and development priorities*

**Melanesia:** Timor Leste, PNG, Fiji, Vanuatu, Solomon Islands

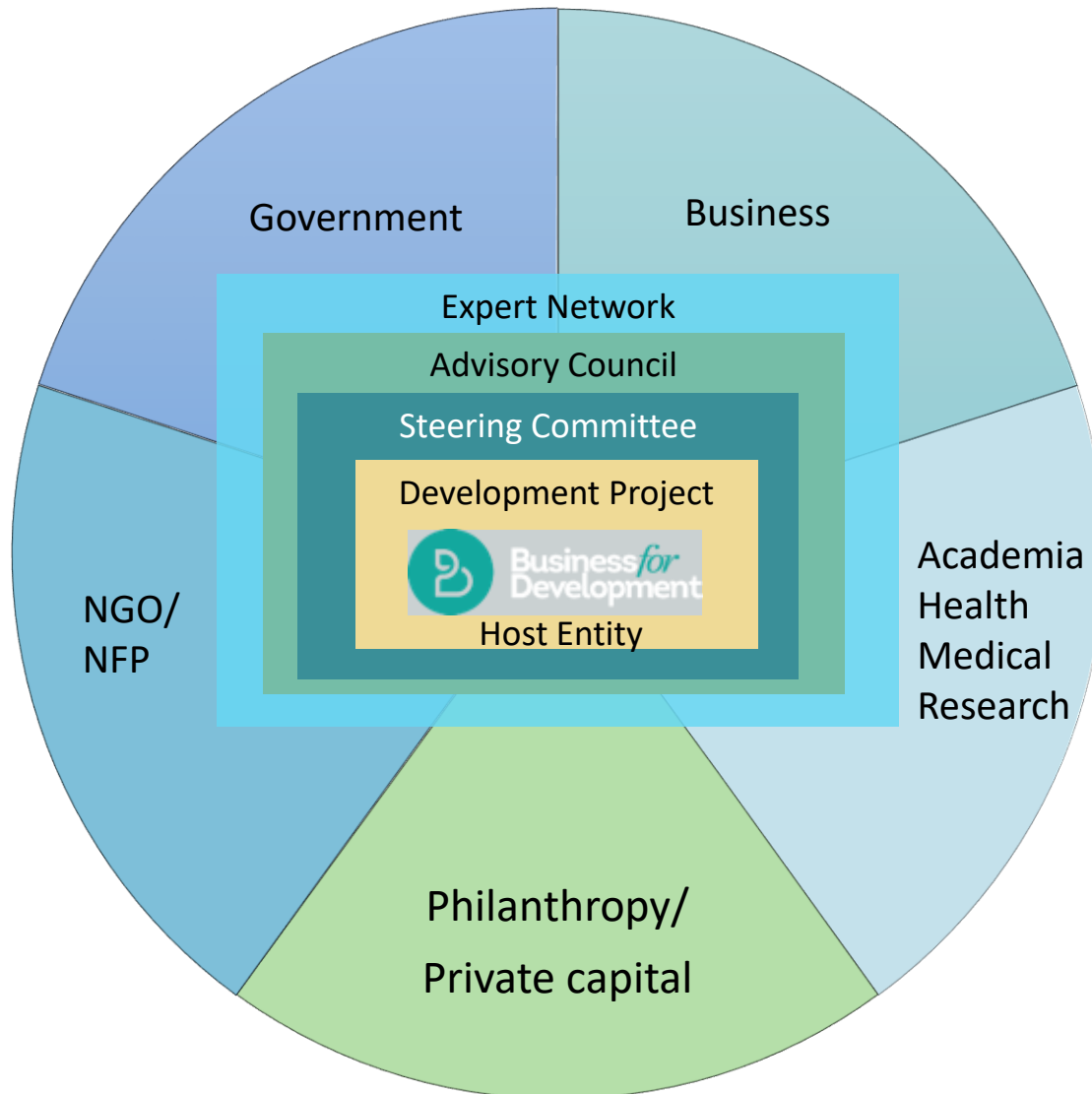
**South East Asia:** Indonesia, Vietnam, Cambodia, Myanmar, Thailand, Malaysia, Lao DR, The Philippines

**South Asia:** India, Pakistan, Bangladesh, Sri Lanka, Nepal, Bhutan,



# XSPI Structure and Scope

XSPI's structure is designed to maximise access to Australian strategic and operational development expertise



## In Scope

- **5 Sectors:** Business, government, philanthropy/private capital, academia/health/medical research, NGO/NFP
- **Geography:** 19 Asia Pacific countries, 3 regions (Melanesia, South East Asia, South Asia)
- **Development themes:** unrestricted
- **Partnering role:** identifying potential cross sector opportunities (geographic or theme based)
- **Organisation:** B4D host entity; provides DGR auspicing

## Out of Scope

- **Geography:** North Asia, Polynesia, Micronesia
- **Organisation:** no new entity (NGO/NFP) proposed
- **Implementation role:** catalyst & convenor only, no direct project implementation management role

## Open issues

- **Partnership sectors:** inclusion of development contractors, other stakeholders, overseas HQ entities?
- **Future structure:** post Dec 2021 - initiative vs alliance vs network vs merged into current stakeholder vs termination?

# XSPI Structural Framework

Function	B4D	Development Project	Steering Committee	Advisory Council						Expert Network
Members/ Sectors	Karen James, CEO, B4D	Laiza Garcia, Project Director	Dr. Dan Evans, Chair; Julie Rosenberg, AIDN; Karen James, B4D	Secretariat	Business	Government	Philanthropy/ private capital	Academia/ health/ medical research	NGO/NFP	Cross Sector
				Dr. Dan Evans, Chair	Peter Botten - ex Oil Search CEO; Director AGL & Karoon Energy	Sally Truong, DFAT (Observer)	Julie Rosenberg, AIDNet (AIDN)	Prof. Glenn Hoetker, MBS	Bridie Rice, ACFID	
				Laiza Garcia, Project Director	Morgana Ryan- ex-Accenture, Infoxchange	Howard Hall, ACIAR	Sally McCutchan, Impact Investing Australia; Alternate Sabina Curatolo	Brendan Allen, Burnet Institute	Mat Tinkler, Save the Children	
				2 <sup>nd</sup> Business Executive TBA	Sheila Lunter, Austrade (Observer)	Health Sector TBA	Kylie Porter, GCNA			
Role	Host XSPI Development Project	Manage research, Advisory Council Secretariat, create Expert Network, identify pilot projects	Governance - Development Project	Strategic oversight, advocacy for cross sector partnerships, identify & scope "partnership pilot projects" covering concept, scoping, sustaining or scaling projects						Ad hoc support: Development Project, Advisory Council, identify potential "partnership pilot projects"
Funding	In-kind	\$112,000 budget, funding campaign in progress		Pro Bono						Pro Bono

# Advisory Council – Strategic Focus

**UNIQUE ... Australia's first executive cross sector group of development experienced, strategic thinkers**

## Role

Confirm XSPI scope, objectives and focus; provide strategic stewardship, guidance, advocacy and support; identify new partnering approaches, opportunities and pathways; review and approve 2022-2025 strategic plan; identify pilot projects

## Member Qualifications

Ensure diverse group of key stakeholder sector executives able to articulate sector views on business and development priorities, approaches and cross sector partnering regional and thematic opportunities

## Recruitment Criteria

Demonstrated development experience/commitment; Asia Pacific knowledge; commitment to partnering and identifying innovative cross sector approaches

## Members/Observers

**Business:** Karen James(B4D); Peter Botten (AGL Board, former Oil Search CEO), Morgana Ryan (Infoxchange, ex-Accenture); Dr. Dan Evans (ex-WMC, ex-Accenture,)  
**Government:** Howard Hall (ACIAR), TBC – Austrade, Sally Truong (DFAT, Observer)  
**Philanthropy/private capital:** Julie Rosenberg (AIDN), Sally McCutchan, CEO (Impact Investing Australia)  
**Academia/health/medical research:** Prof. Glenn Hoetker (MBS); Brendan Allen (Burnett Institute); TBA- Health sector  
**NGO/NFP:** Bridie Rice (ACFID), Mat Tinkler (Save the Children), Kylie Porter (CGNA)  
**Secretariat:** Laiza Garcia, Project Director; Consultant DPI Mining



# XSPI “Partnership Pilot Projects” Framework

**XSPI Objective:** By Dec 2021 create at least 2 cross sector “partnership pilot projects” in each of XSPI’s Melanesia, Southeast and South Asia regions

Phase	1 - Stakeholder Mapping	2A – Tactical Pathway (Proposer based)	2B – Strategic Pathway (Workshop based)	3 – Project Qualification	4 – Partnership Creation
<b>Business Sector Strength</b>	N/A	Moderate to strong	Weak	Full range	Full range
<b>Project Stage Range</b>	N/A	Concept, design, feasibility, pilot, sustaining, scaling or closure stage projects			
<b>Description</b>	Map Australian stakeholder activity 19 Asia Pacific countries, (Melanesia, Southeast Asia and South Asia)	XSPI Advisory Council members (incl related networks) or XSPI Expert Network identify potential projects	XSPI hosted workshop (country or theme based), relevant 5 sector members by invitation	Qualify project concept, including partner roles & value propositions	Creation of cross sector partnership required for project feasibility study or implementation
<b>Objectives</b>	Define where sector entities active, identify cross sector partnerships	Define range of potential partnership pilots; identify business partners	Define range of potential partnership pilots, identify business partners	Scope initial project proposal, identify partner options (ensure business sector role), qualify key inputs	Establish partnership/partnering framework covering both AUS & national partners; complete full due diligence
<b>Outcomes</b>	Identification of potential project partners by country and development themes	Short list for qualification	Short list for qualification	Qualified project proposal	Full partnership project proposal completed, due diligence completed, project MOU executed
<b>Manager</b>	XSPI Project Director	Proponent(s) manage, XSPI Project Director support	XSPI Workshop Leads manage, XSPI Project Director support	Project Proponents	Project Proponents
<b>Timing/Status</b>	<b>Done:</b> Melanesia, Southeast Asia <b>In Progress:</b> South Asia Oct - Dec	<b>Proposed:</b> Jan - Dec 2021	<b>Proposed:</b> Feb - Dec 2021	<b>Proposed:</b> Jan - Dec 2021	<b>Proposed:</b> July - Dec 2021
<b>Costs/Funder</b>	Analysts pro bono, Project Director donor funded	Project Proponents	MBS donate venue, Participants cover meals	Project Proponents	Project Proponents
<b>XSPI Roles</b>					
<b>Stakeholder Sector Entities</b>	N/A	Potential Project Proponents	Potential Project Proponents	Potential Project Partners	Potential Project Partners
<b>Expert Network</b>	N/A	Advocacy, identify potential projects/partners, ad hoc inputs/specialist advice			
<b>Advisory Council</b>	N/A	Confirm guidelines, develop/qualify project options, identify potential partners	Confirm guidelines, develop/qualify project options, identify potential partners	Strategic oversight, guidance, advocacy (as required)	Strategic oversight, guidance, advocacy (as required)
<b>Development Project</b>	Conduct internal project	Support consortium development	Convene workshops (country, thematic based)	Support consortium, as required	Support consortium, as required
<b>Steering Committee</b>	Manage XSPI internal Development Project				
<b>B4D</b>	Host XSPI internal Development Project				

# XSPI Internal Development Project – Tactical Focus

---

**Six work streams using pro- bono analyst support will provide required support for Advisory Council**

- 1 Stakeholder Activity Mapping:** Define stakeholder activity past three years, identify partnership opportunities by theme or geography covering 19 countries:
  - **Melanesia:** East Timor, PNG, Solomon Islands, Vanuatu, Fiji
  - **South East Asia:** Vietnam, Cambodia, Lao PDR, Myanmar, Thailand, Indonesia, Malaysia, The Philippines
  - **South Asia:** India, Pakistan, Bangladesh, Sri Lanka, Nepal, Bhutan
- 2 Value Proposition Definition:** Identify key partnering barriers, develop mitigation strategies and innovative sector-based value propositions
- 3 Knowledge Centre Creation:** Compile Asia Pacific best practice partnership case studies, thought leadership, key foundation papers and partnering frameworks and toolkits
- 4 Build Stakeholder Networks:** Establish executive linkages with key Australian stakeholder sector entities
- 5 Convene Stakeholders:** Develop and convene 2 development partnering conferences / workshops targeting opportunity definition based on development theme, specific country or regional grouping
- 6 Develop 2022-25 Strategic Plan:** Liaise with Advisory Council to develop strategy for partnership options

# Development Project - Research Agenda Framework

Framework: 18 month research agenda supporting XSPI Development Project

Project	Stakeholder Activity/Partnering Mapping			Cross Sector Partnerships – Global Leaders	Sector Value Propositions	Knowledge Center Creation
<b>Focus</b>	Melanesia	Southeast Asia	South Asia			
<b>Description</b>	Map 5 sectors activity reach & partnering history past 3 years			Map recent country based experiences, identify effective practices, key challenges	Define strategic and tactical factors in cross sector partnership value propositions	Create Asia Pacific Development Partnerships Knowledge Centre
<b>Scope</b>	<b>5 countries:</b> Timor Leste, PNG, Solomon Islands, Vanuatu, Fiji	<b>8 countries:</b> Indonesia, Myanmar, Thailand, Lao PDR, Cambodia, Vietnam, Malaysia, The Philippines	<b>6 countries:</b> India, Bangladesh, Pakistan, Sri Lanka, Nepal, Bhutan	Global – northern hemisphere focus: Nordics, Germany, Netherlands, UK, USA, Canada; last 3-5 years history	5 stakeholder sectors	Case studies, thought leadership, key foundation references, partnering frameworks & toolkits
<b>Outcomes</b>	Defined activity and partnering history of ca. 140 entities across 5 stakeholder entities across 19 Asia Pacific countries			Well informed insight into cross sector partnerships global status/learnings	Persuasive value propositions facilitating partnership logic, commitment	Unique cross sector partnering knowledge centre fully aligned with XSPI objectives
<b>XSPI Rationale</b>	Inform potential priorities for country, theme and XSPI partnering pilot project options			Resolve learnings, Australian role (leader vs fast follower), scaling scope Asia-Pacific (Japan, S. Korea, Taiwan) and/or Indigenous Aus	Provide basis for sector engagement & sustained commitment	Case studies (learnings, evidence of success); other components support scoping, implementing, sustaining partnerships
<b>Analysts Resource</b>	Global Health Alliance	Net Impact Club, MBS	Practera, Univ Sydney	Accenture (TBC)	TBA - Options: Accenture, New Colombo Plan, MBS, PwC	TBA - Options: Accenture, New Colombo Plan, MBS, PwC
<b>Timing</b>	Jan-Mar 2020	July-Sept 2020	Sept 2020 - Nov 2020	Oct 2020- Dec 2020?	Jan 2021 - Mar 2021?	Aug 2020- Dec 2021?
<b>Status</b>	✓ Completed	✓ Completed	Started - Sept 2020	Imminent	Proposed	Proposed
<b>Governance / Project Director</b>	<b>Governance:</b> XSPI Steering Committee (Dr. Dan Evans, Chair, Julie Rosenberg (AIDN), Karen Thomas (B4D)); <b>Project Director:</b> Laiza Garcia					
<b>Funding</b>	<b>Project Director:</b> funded via XSPI Development Project budget; <b>Analysts:</b> pro bono contribution					

# Summary: December 2021 XSPI Objectives

---

**Ambitious, but achievable BUT requires critical contributions by B4D, donors, Advisory Council, Expert Network members**

## XSPI Summary

- Development Project completed
- Advisory Council effective
- Pilot projects scoped
- XSPI future resolved

## Development Project Tactical focus

- Completed stakeholder mapping (Melanesia, SE Asia, South Asia)
- Created Asia Pacific Development Partnerships Knowledge Centre
- Held 2 development partnering national or thematic workshops

## Advisory Council Strategic focus

- Scoped  $\geq 2$  pilot projects each Melanesia, Southeast & South Asia
- Approved XSPI 2022-25 Strategic Plan
- Resolved XSPI future: vision, objectives, partnership sectors, funding, host entity
- Complete Advisory Council review: role, members, leadership, priorities

# Status & Call to Action -Oct 2020

Clear set of short-term priorities, limited financial support still very important

- **Development Project**
  - **Complete \$112,000 FY21-22 funding campaign:** need help, first donor secured (\$20,000)
  - **Complete South Asia stakeholder mapping:** secured pro-bono analysts from Practera (Sydney University)
  - **Build Knowledge Centre:** need pro bono analysts to source case studies, thought leadership and foundation references
- **Advisory Council**
  - **Recruit additional business leader:** seeking suggestions
  - **Recruit BCA, Global Victoria & health sector nominees:** discussions in progress, results uncertain
  - **Initiated Council 1 Oct, inaugural meeting Nov:** on track
- **Expert Network**
  - **Define rationale, terms of reference:** completed
  - **Identify convenors, recruit candidates:** draft target list defined, start recruitment Oct
  - **Initiate Network:** planned Nov



A woman with a basket on her back is walking through a field of rice terraces. The terraces are arranged in concentric, curved patterns that follow the contours of the hills. The rice plants are in various stages of growth, with some appearing green and others more yellowish. The lighting is soft, suggesting a late afternoon or early morning setting. The woman is wearing a dark blue shirt and a light-colored skirt. The basket is made of woven material and is quite large. The overall scene is peaceful and rural.

---

## Cross Sector Development Partnerships Initiative (XSPI)

---

For more information, please contact:

**Dr Dan Evans**  
XSPI Chair  
[evansaus@bigpond.com](mailto:evansaus@bigpond.com)

**Laiza Garcia**  
XSPI Project Director  
[garcia.laiza@businessfordevelopment.org](mailto:garcia.laiza@businessfordevelopment.org)