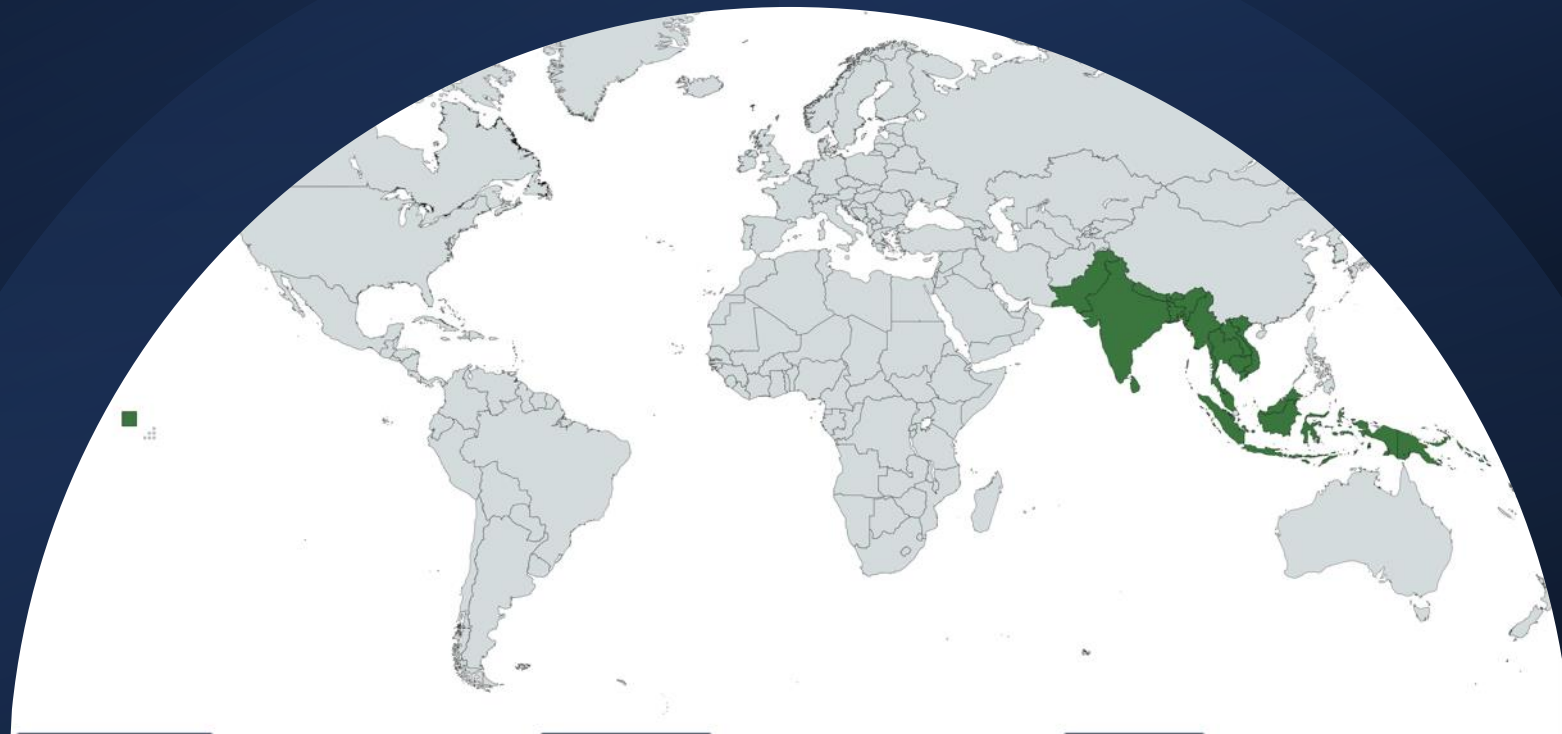


Cross Sector Development Partnerships Initiative (XSPI)

**Expert Network Meetings
15th & 16th March 2021**



XSPI Organisational 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; Indonesian Working Group Convenor (TBA); PNG Working Group Convenor (TBA); Bangladesh Working Group Convenor (TBA)	Secretariat	Business	Government	Philanthropy/ private capital	Academia/ health/ medical research	NGO/NFP	Cross Sector
				Dr. Dan Evans, Chair	Peter Botten - <i>ex Oil Search CEO</i> ; Director AGL & Karooon Energy	Sam Byfield <i>Vic. DHHS</i>	Julie Rosenberg AIDN	Academia: Prof. Glenn Hoetker, (Alternate: Dr. Gary Vetch) MBS	Julie Mundy (Alternate: Victoria Thom) Partnerships Brokers Association	Status & Expertise: 26 recruited over 5 stakeholder sectors: 7 Business; 7 Academia /Health/Medical Research; 5 NGO/NFP; 4 Government; 3 Philanthropy/Pvt Capital
					Karen James B4D	Howard Hall ACIAR				
				Laiza Garcia, Project Director	Andrew Parker PwC	Sally Truong DFAT (Observer)	Sabina Curatolo Impact Investing Australia	Health: Geoff Scahill Abt Associates	Kylie Porter Global Compact Network Australia	
Network's top country expertise over 3 XSPI regions: Melanesia: 17 PNG Southeast Asia: 8 Indonesia South Asia: 3 Bangladesh										
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						Bangladesh, Indonesia, PNG Working Groups, ad hoc support: Advisory Council, Development Project, define leads-"partnership pilot projects"
Funding	In-kind	\$112,000 budget, funding campaign in progress	Pro Bono						Pro Bono	



Expert Network Profile

Role: Support XSPI objectives, prioritising identifying partnership pilot project leads; potential Working Group Convenors (Indonesia, PNG, Bangladesh)

Qualifying criteria: Strong Asia Pacific development +/- business expertise in XSPI target countries; recommended by Advisory Council or existing Expert Network member; serve in personal capacity

Created Nov 2020, status Mar 2021:

- **Members:** 26 total: gender (19 male, 7 female); location (24 Australia, 1 Port Moresby, 1 Dili, 1 Singapore); majority still actively employed; many ex-AusAID/DFAT, Coffey/Cardno; all tertiary educated (8 PhD's)
- **Stakeholder sectors:** 8 Business, 7 Academia/Health/Medical Research, 5 NGO/NFP, 4 Government, 3 Philanthropy/Private Capital
- **Asia Pacific country: 28** *Melanesia:* 16 PNG, 4 Timor-Leste, 3 Fiji, 3 Vanuatu, 2 Solomon Is.;
35 *Southeast Asia:* 8 Indonesia, 6 Philippines, 5 Cambodia, 5 Thailand, 4 Lao PDR, 4 Myanmar, 3 Vietnam,
11 *South Asia:* 3 Bangladesh, 3 India, 2 Sri Lanka, 1 Pakistan, 1 Bhutan, 1 Nepal

Initial contributions (Dec – Mar): Identified many other potential members; provided feedback on XSPI approach & priorities; led Indonesia Working Group creation/developed work plan; identified potential pilot project (Vanuatu); assisted qualifying Private Capital Reference Group proposal; 4 members on Timor Malaria Elimination Working Group/assisted Concept Note ; assisted Global XSP Leaders project work plan creation



XSPI Expert Network (26)

Sector Expertise & Number of Countries

Business (7)	Academia /Health / Medical Research (7)	NGO/NFP (5)	Government (4)	Philanthropy/ Private Capital (3)
Alan Atwell - 5	Jeff Smith -7	Peter Falvey -7	Jeff Bost - 14	Renee Martin -6
Ron Brew - 2	Dr. Jenny Kerrison - 4	Dr. John Marsh - 4	Ian Porter - 2	Mark Ingram - 4
Kirsty Laird – 2*	Dr. Brett Inder -2	Steve Goudswaard - 2	Dr. Chakriya Bowman - 1	Robert Dunn -2
Nick Currey - 1	Ross Hutton - 1	Dr. Ana Klincic Andrews -1	Brian Borgonha -1	
Ray Hughes-Odgers -1	Dr. Jodi York -1	Ash Rogers - 1		
Gavin Murray - 1	Dr. Russ Stephenson -1			
Dr. Tim Siegenbeek van Heukelom -1	Zoey Diaz - 0			
14	16	15	18	12

Total: Expert x Country
* TBC

XSPI Expert Network - Country Expertise

MELANESIA		SOUTHEAST ASIA		SOUTH ASIA	
PNG	16	Indonesia	8	Bangladesh	3
Fiji	4	Philippines	6	Sri Lanka	3
Timor-Leste	3	Cambodia	5	India	2
Vanuatu	3	Thailand	5	Bhutan	1
Solomon Islands	2	Lao PRD	4	Pakistan	1
		Myanmar	4	Nepal	1
		Vietnam	3		
		Malaysia	0		
Totals:	28		35		11



Indonesia Working Group

Objectives: Identify ≥ 2 potential partnership pilot project leads in Indonesia able to secure XSPI stakeholder sectors over next 6-8 months

Structure: Hybrid XSPI team of **Advisory Council** (Brendan Allen, Dr.Dan Evans), **Expert Network** (Alan Atwell, Jeff Bost, Ian Porter) and **Project Director** (Laiza Garcia) mostly with extensive Indonesia experience & networks. Plan to include **Co-opted experts** (Indonesian & Australian) as required.

Work Plan: (1) Secure Australian Government's Indonesian Embassy support to define potential project opportunities with Indonesian government, private sector, NGOs, development consultants (Indonesia or Australia); (2) interface with Global Compact Network Indonesia, (3) present to ACFID's Indonesia Community of Practice

Early contacts/leads:

- **Australian:** Australian Ambassador to Indonesia, Commissioner for Victoria to Southeast Asia, Monash Indonesia; Rotarians Against Malaria (RAM) Australia/Menzies School Health Research
- **Indonesian:** Indonesian NGO (Indonesian Development Foundation); Government (Ministry of Home Affairs (MOHA) and DG Cities)

Success measures: Support from key government officials, potential project partners in Australia & Indonesia, creating robust range of suitable project proposals consistent with Indonesia National Development Plan.

By Aug -Oct, one or two strong cross sector projects identified and partnership consortium confirmed consistent with XSPI Partnership Pilot Projects Guidelines.



Indonesia Working Group2

Jan – Feb 2021 Results

- **Australian Embassy:** Initial Ambassador approach, follow-up discussions in progress, outcome uncertain
- **Monash Indonesia:** Interface started, monthly meetings, webcast proposed
- **Global Compact Network Indonesia:** Very positive initial meeting, follow-up in progress
- **Timor Malaria Working Group** (Convenor: Dr Dan Evans, XSPI Chair)
 - **Objectives:** Timor-Leste - 2024 WHO Certification Malaria Elimination, West Timor (5 districts) & NTT Province – 2026 malaria elimination
 - **Progress:** XSPI led Concept Note drafted, being circulated T-L, Indonesia Govts, Rotary, APLMA
 - **XSPI sectors initial partners:** NGO/NFP – **Rotarians against Malaria (RAM)** Australia (Dr. Jenny Kerrison*); Academia/Health/Medical Research – **Menzies School of Health Research**, Charles Darwin University (Prof. Ric Price)
 - **Working Group participants:** RAM Australia, Menzies PLUS Alan Atwell*/Ian Porter* (**XSPI Indonesia Working Group**); Ric Smith*, ex-**APLMA** COO; Ross Hutton*, **Consultant** (XSPI Expert Network member); Dr Manel Yapabandara (Sri Lankan, **WHO Consultant** Malaria Expert, Sri Lanka & Timor-Leste program success)

* XSPI Expert Network member



PNG Working Group

Key role: Identify leads, convert to ≥ 2 XSPI partnership pilot projects in PNG over next 6-8 months

Structure: Hybrid XSPI team of **3 Advisory Council:** Peter Botten Karen James, Dr. Dan Evans, **5+ Expert Network** Confirmed: Dr. Chakriya Bowman, Ron Brew, Ray Hughes-Odgers, Dr. Tim Siegenbeek von Heukelom, Dr. Russ Stephenson; Others: in discussion and **Project Director** (Laiza Garcia), all with extensive PNG experience & networks. Include **Co-opted Experts** (PNG & Australian) as required

Potential initial contacts (PNG & Australia):

- **XSPI Advisory Council & Expert Network**
- **Australian High Commission / DFAT PNG post:** XSPI Council introductions
- **ACFID PNG Community of Practice:** XSPI Council brokered meeting
- **Australia PNG Business Council:** Frank Yourn, CEO key contact, May conference (XSPI talk?)
- **Oil Search Foundation:** Peter Botten brokered meeting CEO, OSF
- **DFAT Managing Contractors:** interface Abt Assoc, Cardno, Coffey, Palladium

Potential “opportunity identification” work plan:

- Convene PNG WG, agree approach, present to/solicit projects ACFID’s PNG Community of Practice
- Confirm Australian business activity, existing XSP leaders, identify potential Australian business partners (PNG Ops)
- Prioritise & initiate other key PNG & Australian contacts to ID potential projects



Bangladesh Working Group

Objectives: Identify leads, convert to ≥ 2 XSPI partnership pilot projects in Bangladesh over next 6-8 months

Structure: Hybrid XSPI team of **2-3 Advisory Council** (Howard Hall, ACIAR, Dr. Dan Evans, Chair, Bangladeshi Advisory Councillor recruitment in progress), **3+ Expert Network** (Robert Dunn, Steve Goudswaard, Dr. John Marsh, others TBA) and **Project Director** (Laiza Garcia), most with BGD or South Asia experience. Include **Co-opted experts** (BGD & Australian) as required

Proposed Bangladesh Partner – BRAC: Largest BGD NGO, 6 months MOU (Opportunity Definition)

Potential XSPI Australian Business Sector Partners: Garment (Cotton On, Just Jeans, K Mart, Target, others?), Energy & infrastructure (Westfarmers Energy, Santos, SMEC), professional services (finance, accounting, DFAT managing contractors)

Potential initial work plan:

- Secure support of Australian High Commissioner to Bangladesh & Vic Govt Commissioner – South Asia
- Recruit Australian based Bangladeshi development expert (Bangladeshi or Australian)
- Confirm Australian business activity, existing XSP leaders, identify potential Australian business partners (PNG Ops)
- Prioritise & initiate key contacts
- Canvass ACFID member sourced projects



Bangladesh BRAC NGO – XSPI Opportunity

Lead Source: Melissa Parke, former Rudd Govt Minister International Development (serves on BRAC Governing Body) known to XSPI Chair. Parke unavailable for Advisory Council role, but created BRAC CEO introduction.


BRAC Profile: World's largest NGO; TB & malaria projects with 26 BGD partners; 2020-2021 international collaboration 2020 & 2021 funding USD 118m. Major international business & foundation collaborations: Unilever, Coca-Cola, PepsiCo, Chevron, Syngenta, IKEA, BMGF, etc

BRAC Priorities 2022-2025:

- **Inclusive growth:** address inequality, leaving no one behind
- **Gender equality:** strive for equality and empowerment
- **Building resilience:** help vulnerable people cope with poverty shocks
- **Investing in future generations:** create value-driven, skill youth able to realise fullest potential

XSPI Rationale: Ideal, low risk BGD entry via Governing Board member; presents potential wide range partnership pilot project themes & project life cycle entry points. Ensures alignment with BGD National Development Plan & SDG priorities.

Critical Success Factor: Recruitment of Bangladesh expertise for XSPI Advisory Council & Working Group



Bangladesh BRAC NGO – XSPI Opportunity2

Introductory Call: Very positive 5 **XSPI** (4 Advisory Council, 1 Expert Member) covering 4 sectors (2 business – B4D, Chair; 1 govt – ACIAR; 1 NGO/NFP – Save the Children; 1 philanthropy/private capital - AIDN) and 3 **BRAC** executives (Program Co-Ordinator - Executive Director Office; Senior Director - Advocacy, Innovation & Migration; and Director - Program Development Asia Region)

Stakeholder Sector Mapping: 178 sector entities mapped South Asia, 83 entities active BGD (38 NGO/NFP; 19 business; 13 academia/health/medical research; 10 govt; 3 philanthropy/private capital).

Australian Business Sector: beyond professional & financial services dominated by energy/infrastructure (Westfarmers Energy, Santos, SMEC, Coffey, Cardno); garment (Cotton On, Just Jeans, Kmart, Target, Woolworths) and food & beverage (Gloria Jean's Coffee).

Next Steps:

- Advisory Council agreed to endorse proposed XSPI engagement, but advised Council needs Bangladesh expertise. **Status:** Recruitment process started, initial contacts made
- BRAC – XSPI execute initial 6 month LOI to identify potential partnership pilot projects, identify potential Australian partners. **Status:** BRAC provided MOU template, XSPI Chair sent draft 5th March
- XSPI forms Bangladesh Working Group (BRG); mix of Advisory Council, Expert Network, Project Director and Co-opted members to progress opportunity definition, identify potential partnership consortium. **Status:** Well advanced
- XSPI BRG engages with DFAT, Austrade, Global Victoria, Australia Bangladesh Business Council to confirm full extent Australian business sector presence. **Status:** Early stages



New Colombo Plan – 2021 Momentum Series

DFAT Invitation – XSPI Session - 29th April, 4:00 -5:00pm

Overview

DFAT created series exploring new opportunities & ideas on NGO's, government & private sector collaboration, including creating regionally literate future leaders across Indo- Pacific. Successful 2020 Momentum Series had eight sessions. DFAT invited XSPI to start 2021 Momentum Series due to unique nature and regional scope.

Format

NCP 2020 Scholar introduces, XSPI Chair moderates 5 Advisory Council stakeholder sector speakers (5-7min each), NCP 2021 Scholar moderates Q&A's (10-15min)

Example Questions (XSPI Proposed)

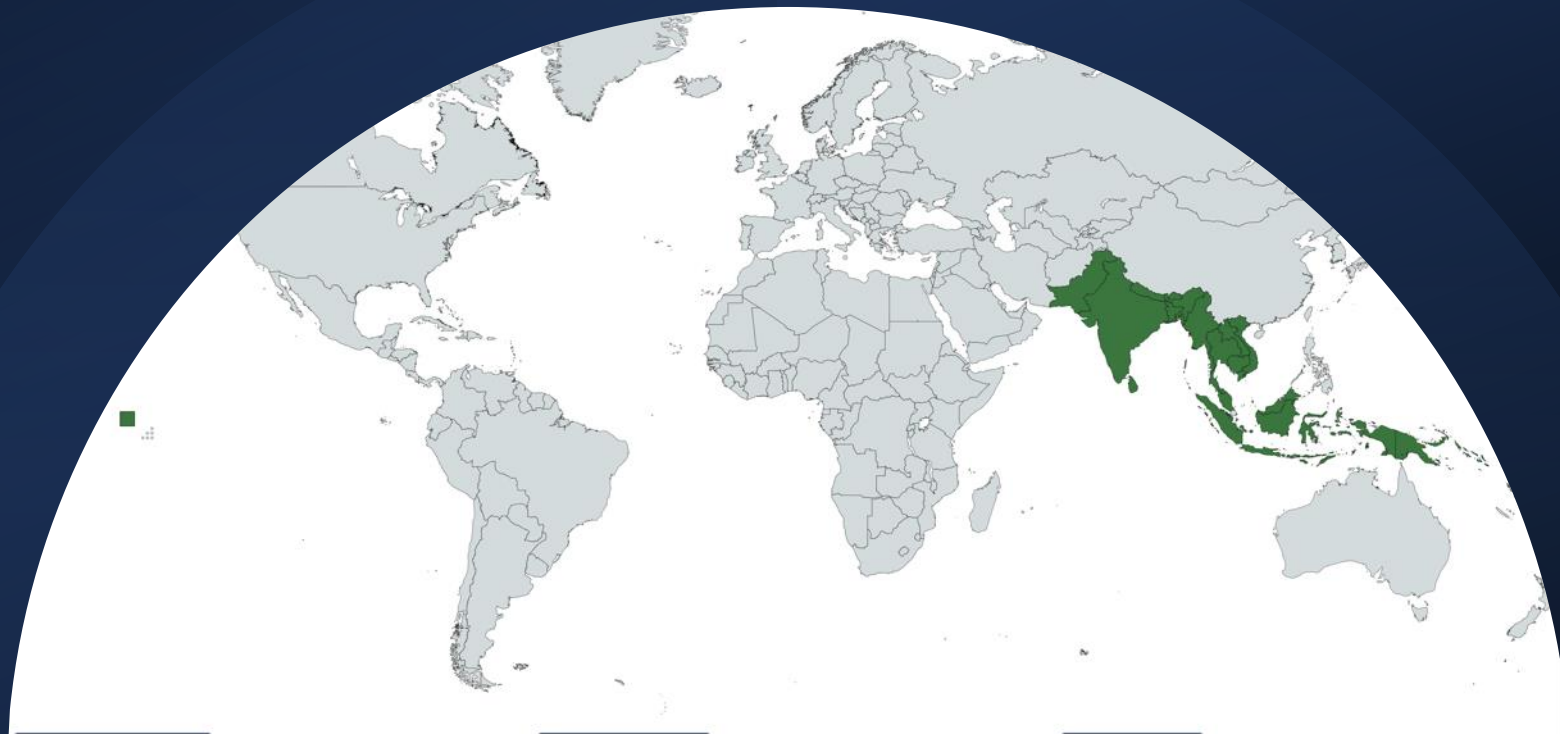
1. What's compelling about a cross sector partnership approach to international development?
2. What are the most difficult impediments to effective cross sector development partnerships?
3. What has Australia's experience been in cross sector development partnerships?
4. What experience, if any, do you personally have in cross partnerships? Can you quickly describe a relevant cross sector partnership project you've worked on?
5. What are some of the predictive criteria to assess who are most likely to be effective partners?
6. What are the key elements that will enable creation of ethical and sustainable cross sector partnerships?

DFAT Request Right to record, distribute (as per 2020 Momentum Series)

Stakeholder Sector Activity Mapping Project

Cross Sector Partnership Initiative (XSPI)

Shannon Schulz – New Colombo Plan 2020 Scholar



Research role in Partnership Pilot Project Generation

XSPI Dec 21 Objective: Create ≥ 2 cross sector “partnership pilot projects” Melanesia, Southeast Asia, and South Asia Regions each prioritising PNG, Indonesia, Bangladesh

Phase	1 - Stakeholder Mapping	2A – Tactical Pathway (Proposer based)	2B – Strategic Pathway (Workshop based)	3 – Project Qualification	4 – Partnership Creation
Business Sector Strength	N/A	Moderate to strong	Weak	Full range	Full range
Project Stage Range	N/A	Concept, design, feasibility, pilot, sustaining, scaling or closure stage projects			
Description	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
Objectives	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
Outcomes	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
Manager	XSPI Project Director	Proponent(s) manage, XSPI Project Director support	XSPI Workshop Leads manage, XSPI Project Director support	Project Proponents	Project Proponents
Timing/Status	Done: Melanesia, Southeast Asia & South Asia	Proposed: Jan - Dec 2021	Proposed: Feb - Dec 2021	Proposed: Jan - Dec 2021	Proposed: July - Dec 2021
Costs/Funder	Analysts pro bono, Project Director donor funded	Project Proponents	MBS donate venue, Participants cover meals	Project Proponents	Project Proponents
XSPI Roles					
Stakeholder Sector Entities	N/A	Potential Project Proponents	Potential Project Proponents	Potential Project Partners	Potential Project Partners
Expert Network	N/A	Advocacy, identify potential projects/partners, ad hoc inputs/specialist advice			
Advisory Council	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)
Development Project	Conduct internal project	Support consortium development	Convene workshops (country, thematic based)	Support consortium, as required	Support consortium, as required
Steering Committee	Manage XSPI internal Development Project				
B4D	Host XSPI internal Development Project				



Stakeholder Sector Activity Mapping - Melanesia

Region	Melanesia					
Rank		1	2	3	4	5
Sector	(# surveyed)/ Sector Total	PNG	Timor Leste	Fiji	Solomon Islands	Vanuatu
Business	44	34	11	12	8	8
NGO/NFP	78	52	39	32	30	27
Philanthropy/ Private Capital	13	6	7	2	2	1
Academia/ Health / Medical Research	23	10	15	10	10	9
Government	9	3	6	3	3	3
# Surveyed / Country Total	167	105	78	59	53	48



Stakeholder Sector Activity Mapping - Southeast Asia

Region	Southeast Asia								
Rank		1	2	3	4	5	6	7	8
Sector	(# surveyed)/ Sector Total	Indonesia	Philippines	Vietnam	Myanmar	Cambodia	Thailand	Lao DR	Malaysia
Business	48	25	26	17	14	9	17	13	19
NGO/NFP	51	27	35	14	19	16	5	8	2
Philanthropy/ Private Capital	21	3	2	3	2	5	3	1	1
Academia/ Health/ Medical Research	25	16	6	12	9	5	7	10	6
Government	21	10	3	10	11	10	9	8	7
# Surveyed / Country Total	164	81	72	56	55	45	41	40	35



Stakeholder Sector Activity Mapping - South Asia

Region	South Asia						
Rank		1	2	3	4	5	6
Sector	(# surveyed)/ Sector Total	India	Bangladesh	Sri Lanka	Pakistan	Nepal	Bhutan
Business	56	29	21	17	18	15	7
NGO/NFP	72	50	38	17	13	18	3
Philanthropy/ Private Capital	19	4	3	3	3	4	0
Academia/ Health/ Medical Research	17	12	13	11	11	11	12
Government	18	12	10	8	10	6	4
# Surveyed / Country Total	182	105	85	56	55	54	26



Sector Activity in Three XSPI Priority Countries

Region / Priority Country	Melanesia Papua New Guinea	Southeast Asia Indonesia	South Asia Bangladesh
Priority Country Regional Rank	1	1	2
Business	34	25	21
NGO	52	27	38
Philanthropy/ Private Capital	6	3	3
Academic/ Health/ Medical Research	10	16	13
Government	3	10	10
Country Total / # Surveyed	105 / 167	83 / 166	87 / 182
ACFID Members Profile			
Active NGO's	52	26	29
# Projects	226	84	124
Top 3 Themes	40% Health 23% Education 9% Govt/ Civil Society	19% Health 18% Economic Infrastructure 18% Disaster Prevention	43% Humanitarian 14% Water, Hygiene 11% Health



Stakeholder Activity Mapping – Business sector (34) – PNG*

Professional & Financial Services (14)	Infrastructure (10)	Mining & Metals (5)	Energy (3)	Agribusiness (2)
Westpac	Cimic	St. Barbara	Oil Search	Olam
ANZ	SMEC	Harmony Gold	ExxonMobil	Rice Growers
Bank South Pacific	Digicel	Newcrest	Santos	
PwC	Clough Engineering	Geopacific Resources		
Deloitte	Curtain Bros PNG	Highlands Pacific		
EY	Hall Contracting			
Palladium	Kramer Ausenco			
Abt Associates	Premise			
Cardno Int Devel	Sun Engineering			
Coffey Intl Devel	Worley			
Allens				
Ashurst				
Corrs Chambers				
Deloitte				

***Bold indicates have XSP's**



Stakeholder Activity Mapping – Business sector (25) - Indonesia *

Professional & Financial Services (11)	Infrastructure (6)	Agribusiness (6)	Energy (1)	Mining & Metals (1)
ANZ Macquarie	Cimic SMEC	Nufarm Cotton on	ExxonMobil	Bluescope Steel
Commonwealth Bank NAB Westpac	WorleyParsons Telstra Coffey	Coca Cola Amantil Unilever Arnott's		
PwC Deloitte KPMG EY Palladium Abt Associates	Cardno Infrastructure	Olam		

*Bold indicates have XSP's



Stakeholder Activity Mapping – Business sector (21)- Bangladesh*

Agribusiness /Food /Garment (9)	Professional & Financial Services (6)	Infrastructure (3)	Energy (2)	Mining & Metals (1)
Coca Cola Amatil	Abt Associates	Coffey (Tetra Tech)	Santos Westfarmers	Bluescope
Cotton On	EY	Cardno Infrastructure	Energy	
Gloria Jeans Coffee	Deloitte	SMEC		
Just Jeans	KPMG			
Kmart	Macquarie			
Olam	PwC			
Pepsi Cola				
Target				
Unilever				

*Bold indicates have XSP's

Top 7 Stakeholder Mapping Insights (504 surveyed)

Key Insights

1. NGO and Business entities dominate cross sector partnerships
2. Businesses manage implementing development projects aligned with their core expertise
3. Social investments important to longer-term business expansion
4. Long term project commitment by Business sector showcases social responsibility

Other Insights

- *3 XSPI priority countries are regional leaders in stakeholder sector activity: PNG #1, Indonesia #1, Bangladesh #2*
- *Businesses without operations in a country tend to have no social development projects*
- *Cross sector partnerships facilitates business access to growing markets*





Global XSP Leaders: Project Overview

Objectives

- Define “what best impact looks like”, across some or all five XSPI sectors
- Identify which countries leading cross sector partnerships & key learnings

Approach

- Applied research, through interviews, reviewing existing resources and case studies
- XSPI working group will make prioritisation decisions, when required, keeping work focused

Expected Outcomes

- Obtain clear view of who the cross sector partnership leaders are and what makes them leaders
- Define how these learnings might be applied to XSPI
- Identify potential to use the findings to influence the XSPI impact measures

Progress Report

- Conducted three interviews with partnership experts from Canada, Australia, and Bangladesh
- Analysed key themes from interviews
- Formulated key learnings for XSPI