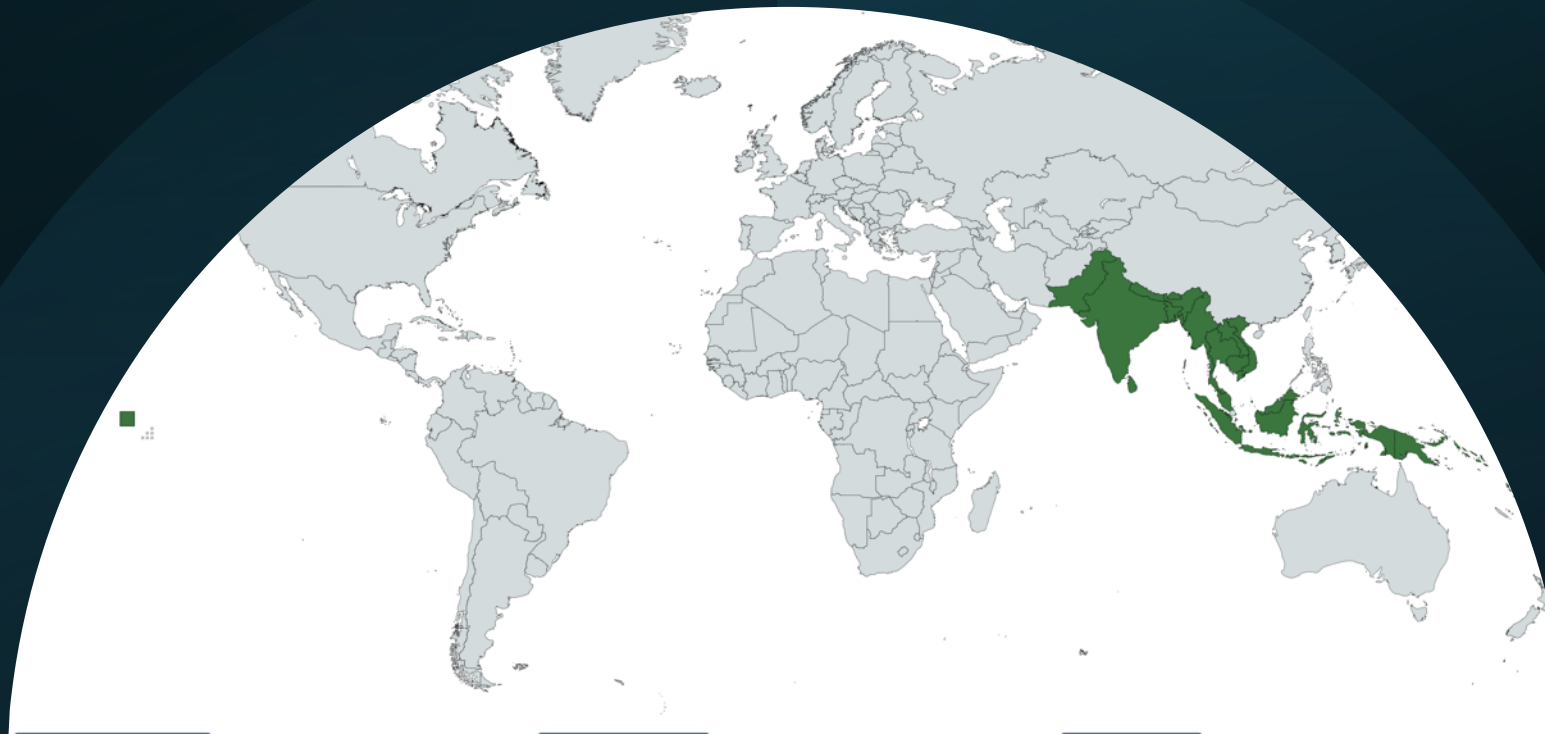


Cross Sector Development Partnerships Initiative (XSPI)

Creating an integrated cross sector approach to Asia Pacific Development

Executive Summary - June 2021





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 integrated cross sector 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 Framework: 2030 Vision, Pathway and Measures

"Creating an integrated cross sector approach to Asia Pacific Development"

Vision

By 2030 Australia is the development partner of choice and demonstrated Asia Pacific leader of transformation cross sector development partnerships with host country partners. These provide mutual benefits and yield strongly increased, tangible development impact supporting the region's national development plans and related SDG aspirations.

Pathway

Australia achieved this by creating an integrated, cross sector approach which successfully harnessed the collaboration power of its Business; Government; Philanthropic/ Private Capital; Academic/ Health/Medical Research and NGO/NFP sectors.

The Australian and host country partners shared a commitment to an agreed relevant underlying development concept (e.g. shared value, collective impact, inclusive business or shared purpose).

Measures

Success will be measured by agreed qualitative and quantitative process and outcome metrics including:

- (1) commitment to development partnerships by Australian corporates operating in Asia Pacific,*
- (2) measurable impact of Australia's collective development support,*
- (3) increased project delivery and capacity building success, (4) greater development project funding levels,*
- (5) stimulating other countries to adopt cross sector development models, and (6) alignment with host country development priorities*



Geographic Focus: Asia Pacific Region

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

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

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

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

Initial Priority Countries for Partnership Pilot Projects:
Bangladesh (South Asia), PNG (Melanesia), Indonesia (Southeast Asia)





XSPI OBJECTIVES

XSPI has defined an 18 month integrated set of organisation research and actions

ORGANISATION

- Create Steering Committee to govern internal XSPI Development Project
- Create Advisory Council: key executives from leading cross sector entities
- Establish Expert Network: key Asia Pacific development sector/regional experts
- Create Bangladesh, Indonesia and PNG Working Groups

RESEARCH

- Map sector activity across 18 target Asia Pacific countries within Melanesia, Southeast Asia and South Asia regions
- Define sector-based value propositions supporting increased partnership
- Define key barriers to partnering and related mitigation strategies
- Identify potential sector leaders advocating cross sector partnerships

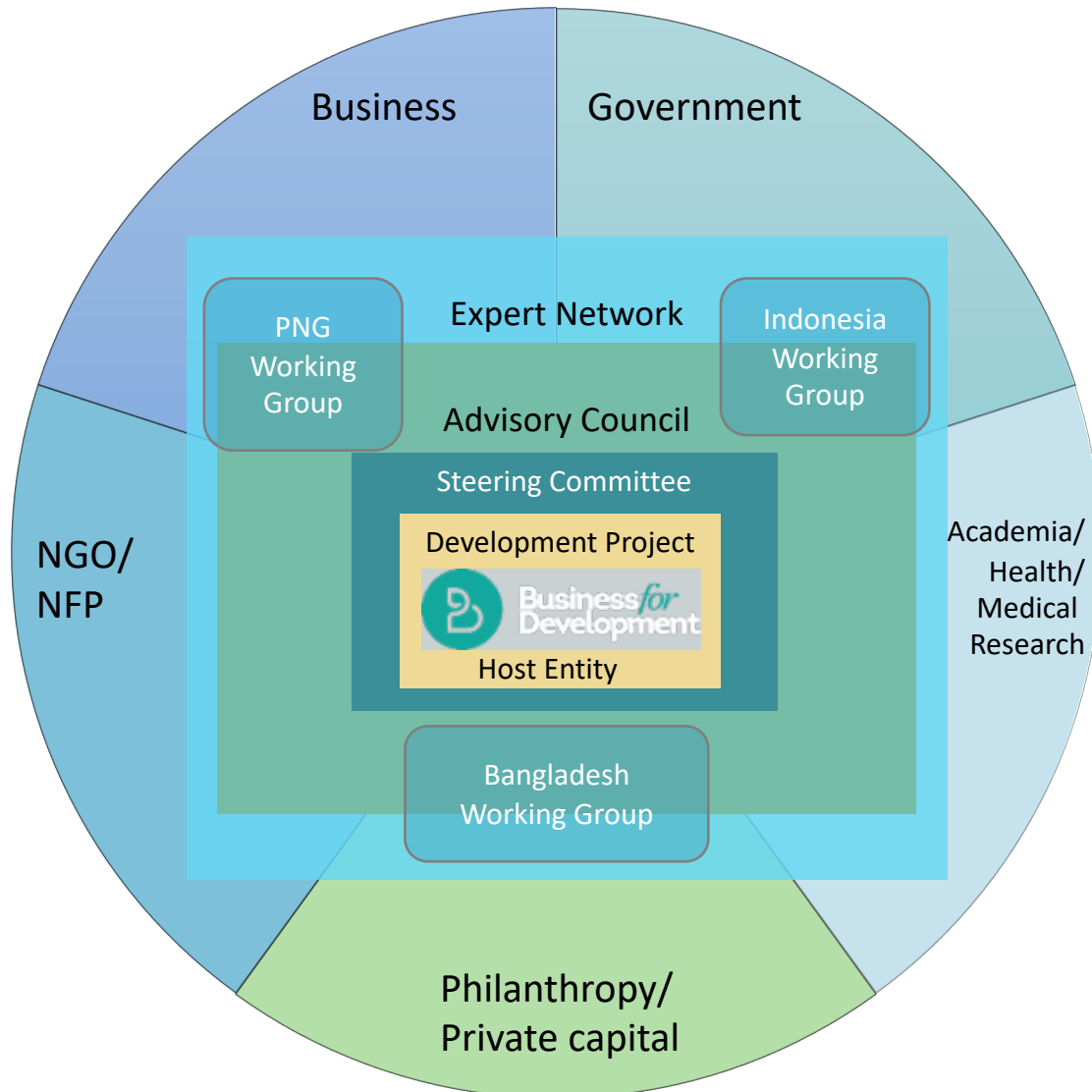
ACTION

- **Create** partnership strategies to increase development impact
- **Convene** PNG, Indonesia and Bangladesh Working Groups to identify project leads
- **Start** at least two partnership pilot project consortia across each of the Bangladesh (South Asia), Indonesia (Southeast Asia) and PNG (Melanesia)
- **Create** Asia Pacific Development Partnership Knowledge Centre: case studies, thought leadership, key references, frameworks & tools



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 auspicings

Out of Scope

- **Geography:** North Asia, Polynesia, Micronesia
- **Implementation role:** catalyst, convenor & collaborator only, no project funder or implementation/management role

Key Open Issue

- **Post XSPI future (2022 on):** alliance vs network vs merged into current stakeholder vs rotating secretariat vs termination?



XSPI Organisational Framework

Function	B4D	Development Project	Steering Committee	Advisory Council					Expert Network	Country Working Groups		
Members / Sectors	Karen James, CEO, B4D	Laiza Garcia, Project Director	Dr. Dan Evans, (XSPI Chair); Julie Rosenberg, (CEO, AIDN); Karen James, (CEO, B4D); Rob Dunn (Bangladesh WG Convenor); Kirsty Laird (PNG WG Convenor); Ian Porter (Indonesia WG Convenor)	Business	Government	Philanthropy / Private Capital	Academia/ Health / Medical Research	NGO/NFP	5 Stakeholder Sectors, 19 Asia Pacific countries	Bangladesh	Indonesia	PNG
				Peter Botten - <i>ex Oil Search CEO</i> ; Director AGL & Karoon Energy	Sam Byfield <i>Vic. DHHS</i>	Philanthropy: Julie Rosenberg <i>AIDN</i>	Academia: Prof. Glenn Hoetker, (Alternate: Dr. Gary Vetch) <i>MBS</i>	Julie Mundy (Alternate: Victoria Thom) <i>Partnerships Brokers Association</i>	Status & Expertise: 31 recruited over 5 stakeholder sectors: 9 Business; 8 Academia /Health/Medical Research; 8 NGO/NFP; 3 Government; 3 Philanthropy/Pvt Capital Network's top country expertise over 3 XSPI regions: Melanesia: 17 PNG Southeast Asia: 8 Indonesia South Asia: 6 Bangladesh	Advisory Council: Dr. Dan Evans	Advisory Council: Brendan Allen Sam Byfield Dr. Dan Evans	Advisory Council: Peter Botten Dr. Dan Evans Karen James
				Karen James <i>B4D</i>	Howard Hall <i>ACIAR</i>			TBA <i>ACFID</i>				
				Andrew Parker <i>PwC</i>	Andrew Egan <i>DFAT</i> (Observer)	Private Capital: Sabina Curatolo <i>Impact Investing Australia</i>	Health: Geoff Scahill <i>Abt Associates</i>	Kylie Porter <i>Global Compact Network Australia</i>		Expert Network: Jess Carter Dr John Cook Rob Dunn Rejwana Farha Peter Falvey Mark Ingram Rumana Parveen Dr. John Marsh	Expert Network: Alan Atwell Jeff Bost Prof. Brett Inder Ian Porter	Expert Network: Ron Brew Steve Goudswaard Ray Hughes-Odgers Ross Hutton Kirsty Laird Gavin Murray Dr. Russ Stephenson
				Morgana Ryan- <i>ex-Accenture, Chair Infoxchange, CARE Board</i>	Sheila Lunter <i>Austrade</i> (Observer)			Mat Tinkler <i>Save the Children</i>				
				Role	Host XSPI Development Project; Serve: Steering Committee, Advisory Council, PNG Working Group	Manage: research, Serve: Advisory Council Secretariat; Create: Expert Network, identify pilot projects	Governance: Development Project; Advisory Council					
Funding	In-kind	\$112,000 budget, funding campaign in progress	Pro Bono									



Advisory Council – Strategic Focus & Members

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
- Identify partnership pilot projects
- Review and approve 2022-2025 strategic plan

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 / stakeholder sector networks
- Commitment to partnering and identifying innovative cross sector approaches

Members/Observers

Business: Karen James(B4D); Peter Botten (AGL, former Oil Search CEO), Andrew Parker (PwC) Morgana Ryan (Infoxchange, ex-Accenture); Dr. Dan Evans (ex-WMC, ex-Accenture,)
Government: Sam Byfield (Vic Govt. DHHS); Howard Hall (ACIAR); Sheila Lunter (Austrade, Observer); Andrew Egan (DFAT, Observer); Peta Mills & Craig Robinson (DFAT Alternates)
Philanthropy/Private Capital: Julie Rosenberg (AIDN), Sabina Curatolo (Impact Investing Australia)
Academia/Health/Medical Research: Prof. Glenn Hoetker (MBS); Brendan Allen (Burnett Institute); Geoff Scahill (Abt Associates)
NGO/NFP: Julie Mundy (Partnerships Brokers Assoc.; Victoria Thom, Alternate); Kylie Porter (CGNA); Bridie Rice (ACFID), Mat Tinkler (Save the Children)
Secretariat: Laiza Garcia, Project Director; Consultant DPI Mining



Expert Network – Role & Members

Deepen XSPI impact by mobilising ad hoc support of Australia development sector/regional experts

Role

Create essential core of Bangladesh, Indonesia, PNG Working Groups
Ad hoc support for successful completion of XSPI objectives including:

- Identify new partnering pilot project opportunities & potential members
- Provide expert input as required by XSPI Advisory Council

Member Qualifications

- Demonstrated development experience & commitment
- Strong Asia Pacific knowledge
- Commitment to partnering and supporting innovative cross sector approaches
- Strong professional networks

Recruitment Criteria

- Recommended by XSPI Advisory Council or existing Expert Network member
- Fit ensuring balanced group across five key stakeholder sectors
- Gender balance and national members highly valued; service pro bono

31 Members

Business (9): Alan Atwell, Ron Brew, Dr. John Cook, Ray Hughes-Odgers, Kristie Laird, Gavin Murray, Dr. Nia Sarinastiti, Alex Schultz, Dr. Tim Siegenbeek van Heukelom
Government (3): Brian Borgonha, Jeff Bost, Ian Porter
Philanthropy/Private Capital (3): Rob Dunn, Mark Ingram, Renee Martin
Academia/Health/Medical Research (8): Zoey Diaz,, Ross Hutton, Prof. Brett Inder, Dr. Jenny Kerrison, Rumana Parveen, Jeff Smith, Dr. Russ Stephenson, Dr. Jodi York
NGO/NFP (8): Dr. Yasmin Ahmed, Jess Carter, Robert Dunn, Peter Falvey, Steve Goudswaard, Dr. Ana Klincic Andrews, Dr. John Marsh, Ash Rogers



Country Working Groups – Role & Members

Critical project development linkage between XSPI & Priority Countries (Bangladesh, Indonesia, PNG)

Goal, Role & Structure

Goal: Create ≥ 2 pilot projects/country;

Role: Define potential partnership pilot projects, secure Australian & national cross sector partners;

Structure: Blended team (8 -11) of XSPI Advisory Council & Expert Network members plus Co-opted external members (subject matter experts)

Bangladesh WG

- Define Readymade Garment (RMG) sector “industry solution” opportunities
- Identify pilot projects with BRAC Opportunity Definition MOU
- Define priority partnership pilot project themes aligned with national plan & SDG framework; leverage Australian garment sector supply chain relationships

Bangladesh WG Members (10)

Advisory Council: Dr. Dan Evans

Expert Network: Jess Carter, Dr. John Cook, Robert Dunn, Peter Falvey, Rejwana Farha, Peter Falvey, Dr. John Marsh, Rumana Parveen

Local Expert Network: Dr. Yasmin Ahmed



Country Working Groups – Role & Members ... 2

Critical project development linkage between XSPI & Priority Countries (Bangladesh, Indonesia, PNG)

Indonesia WG Strategy

- Create key linkages: DFAT, Global Compact Network Indonesia, Monash Indonesia, Australian Indonesia Business Council, PwC, Accenture, Australian Indonesia Institute
- Qualify potential pilot project: Malaria Elimination Timor-Leste & NTT

Indonesia WG & Timor-Leste & NTT Malaria Taskforce Members (14)

Advisory Council: Sam Byfield, Brendan Allen, Dr. Dan Evans

Expert Network: Alan Atwell, Jeff Bost, Dr. Dan Evans, Ross Hutton, Prof. Brett Inder, Ian Porter, Jeff Smith

Local Expert Network: Dr. Nia Sarinastiti

Co-Opted Members: Dr. Josh Francis, Prof. Ric Price, Dr. Manel Yapabandara

PNG WG Strategy

- Leverage Advisory Council & Expert Network PNG relationships
- Create key linkages: Australia PNG Business Council, Abt Associates, Oil Search Foundation, ACFID's PNG Community of Practice
- Identify DFAT funded NGO projects requiring new partners to continue expanding

PNG WG Members (10)

Advisory Council: Peter Botten, Dr. Dan Evans, Karen James

Expert Network: Ron Brew, Steve Goudswaard, Ray Hughes- Odgers, Ross Hutton, Kirsty Laird, Gavin Murray, Dr. Russ Stephenson

Local Expert Network: TBA



XSPI Partnership Pilot Project Framework

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	2 - Country Working Groups (Bangladesh, Indonesia, PNG)	3 – Project Qualification	4 – Partnership Creation
Aus Business Strength	N/A	Many companies	Full range	Full range
Project Stage Range	N/A	Concept, design, feasibility, implementation (pilot), optimisation, sustaining, scaling or closure stage projects		
Description	Map Australian stakeholder activity 19 Asia Pacific countries, (Melanesia, Southeast Asia and South Asia)	Hybrid team of Advisory Council & Expert Network & Co-opted members; create XSPI & host country networks required to define project leads	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	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	Each WG identify required quality project leads/partners to successfully qualify & create >= 2 pilot projects	Qualified project proposal	Full partnership project proposal completed, due diligence completed, project MOU executed
Manager	XSPI Project Director	Working Group Convenors	Project Proponents	Project Proponents
Timing/Status	Completed	In progress: Jan - Dec 2021	In progress: Jan - Dec 2021	In progress: July - Dec 2021
Costs/Funder	Analysts pro bono, Project Director donor funded	Working Groups pro bono; Project Proponents absorb costs	Project Proponents	Project Proponents
XSPI Roles				
Stakeholder Sector Entities	N/A	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	Strategic oversight, guidance, advocacy (as required)	Strategic oversight, guidance, advocacy (as required)
Development Project	Conduct internal project	Support consortium development	Support consortium, as required	Support consortium, as required
Steering Committee	Manage XSPI internal Development Project			
B4D	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 **Global XSP Leaders Research:** Conduct research identify global leaders, key learnings, evaluate Australia's current status.
- 3 **Knowledge Centre Creation:** Compile Asia Pacific best practice partnership case studies, thought leadership, key foundation papers and partnering frameworks and toolkits
- 4 **Create Value Propositions & Build Stakeholder Networks:** Identify key partnering barriers, develop mitigation strategies and innovative sector-based value propositions; create executive linkages with key Australian stakeholder sector entities
- 5 **Convene Priority Country Working Groups:** Develop and convene three XSPI Working Groups for Indonesia, PNG and Bangladesh composed of blended Advisory Council, Expert Group and Co-opted subject matter experts
- 6 **Develop 2022-25 Strategic Plan:** Liaise with Advisory Council to develop strategy options for post 2021

XSPI Development Project - Research Agenda Framework

March 2021 status of 18-month research agenda supporting XSPI Development Project

Project	Stakeholder Sector Activity Mapping			Global XSP Leaders	Knowledge Center Creation	Sector Value Propositions
Focus	Melanesia	Southeast Asia	South Asia			
Description	Map 5 sectors activity reach & partnering history since 2017			Map recent country based experiences, identify effective practices, key challenges	Create Asia Pacific Development Partnerships Knowledge Centre (University of Queensland partnership)	Define strategic and tactical factors in cross sector partnership value propositions
Scope	5 countries: Timor Leste, PNG, Solomon Islands, Vanuatu, Fiji	8 countries: Indonesia, Myanmar, Thailand, Lao PDR, Cambodia, Vietnam, Malaysia, The Philippines	6 countries: India, Bangladesh, Pakistan, Sri Lanka, Nepal, Bhutan	Global – northern hemisphere focus: Nordics, Germany, Netherlands, UK, USA, Canada; last 3-5 years history	Case studies, thought leadership, key foundation references, partnering frameworks & toolkits	5 stakeholder sectors
Outcomes	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	Unique cross sector partnering knowledge centre fully aligned with XSPI objectives	Persuasive value propositions facilitating partnership logic, commitment
XSPI Rationale	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	Case studies (learnings, evidence of success); other components support scoping, implementing, sustaining partnerships	Provide basis for sector engagement & sustained commitment
Analysts Resource	Global Health Alliance	Net Impact Club, MBS	Practera, Univ Sydney, New Colombo Plan	Options: MBS, AVI, New Colombo Plan Scholars, Others	Options: MBS, AVI, New Colombo Plan Scholars, Others	Options: MBS, AVI, New Colombo Plan Scholars, Others
Timing	Jan-Mar 2020	July-Sept 2020	Sept 2020 - Feb 2021	Jan 2021 - July 2021	Aug 2020- Dec 2021	Feb 2021 - Mar 2021?
Status	Completed	Completed	Completed	In progress	In progress	Proposed
Governance / Project Director	Governance: XSPI Steering Committee : Robert Dunn (Bangladesh Working Group); Dr. Dan Evans, XSPI Chair; Kirsty Laird (PNG Working Group); Ian Porter (Indonesia Working Group); Julie Rosenberg (AIDN), Karen Thomas (B4D); Project Director: Laiza Garcia					
Funding	Project Director: funded via XSPI Development Project budget; Analysts: pro bono contribution					



Summary: XSPI Objectives to Dec 2021

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

XSPI Summary

- Development Project completed
- Advisory Council & Expert Network effective
- Bangladesh, Indonesia & PNG Working Groups effective
- 3 priority countries each with ≥ 2 pilot projects
- XSPI future resolved

Development Project Tactical focus

- Finished stakeholder sector mapping (Melanesia, Southeast Asia, South Asia)
- Completed Global XSP Leaders research
- Created Asia Pacific Development Partnerships Knowledge Centre

Advisory Council, Expert Network, Working Groups Strategic focus

- Created minimum 2 pilot projects each Melanesia (PNG), Southeast (Indonesia) & South Asia (Bangladesh)
- Approved XSPI 2022-25 Strategic Plan
- Resolved XSPI future: vision, objectives, partnership sectors, funding, host entity



Status & Call to Action - June 2021

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

XSPI Development Project – Support

Funding: complete \$112,000 funding campaign: three donors secured (\$65,000 total); single \$45,000 grant application pending

Research Agenda: Partnering with Accenture, UQ, Griffith University; finish Global XSP Leaders, build Asia Pacific Development Partners Knowledge Centre

Advisory Council

Recruitment: complete except Bangladesh expert

Meetings: 3 quarterly meetings held (Nov 2020, Feb 2021, May 2021)

Mid-Project Review: completed March 2021

Steering Committee:

March Expansion: now includes 3 Working Group Convenors

XSPI Future Taskforce (6): resolving post 2021 options, reports to SteerCo

Expert Network

Identified & recruited candidates: recruited 31 members;

Indonesia & Bangladesh based members, identified further candidates

Meetings: Held 3 quarterly meetings (Dec 2020, Mar 2021, June 2021)

3 Priority Country Working Groups (30 members)

Bangladesh (10), Indonesia (8), PNG (10) WGs: fully resourced & functional; initial strategic platforms & potential “proof of concept” partnership pilot projects being qualified.

Timor-Leste & NTT Malaria Elimination Taskforce (7): part of Indonesia WG, project proposal in progress



Cross Sector Development Partnerships Initiative (XSPI)

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