

# Beasley Intercultural Submission

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## About Beasley Intercultural

We support leaders and their teams develop capability and effectiveness in complex global workplaces.

Our Vision: A world where people connect, communicate and collaborate more effectively for mutually beneficial outcomes.

Our Mission:

- To enable our clients to be more effective when working in diverse and global workplaces
- To maximise inclusion through reducing fear, frustration and lack of understanding
- To support our clients develop resilience through change

With more than twenty five years of experience, having trained tens of thousands of participants both in Australia and internationally, our global team is a trusted provider to clients including: Austrade, the Australian Water Partnership, the Australian Federal Police, the Australian Defence Force, the Australian Department of Agriculture Fisheries and Forestry, the Australian Public Service Commission, the Department of Foreign Affairs and Trade, the Department of Home Affairs, the Pacific Association of Supreme Audit Institutions. We are also a provider of services to leading multinational companies and Universities in Australia.

The below recommendations are based on our experience working both in Australia and at Post on contemporary issues and building capacity and capability.

## DFAT New International Development Policy

1. What key trends or challenges will shape Australia's engagement in our region and globally over the next five to 10 years? What risks and opportunities does this present for Australia's development assistance?
  - Increasing complexity, ambiguity and volatility resulting from changing geopolitics in the region and impacts of climate change.
  - Most of the big issues we face such as regional security and climate change require shared solutions. We cannot 'fix' or respond to issues on our own.
  - Risks: Human security challenges create more humanitarian disaster response needs. Different arms of government are not working in collaboration. A siloed approach is not effective and can be counterproductive.
  - Opportunities: Working more closely with countries in our region to collaborate on shared challenges. Building trust and engagement for mutually beneficial outcomes.
2. What development capabilities will Australia need to respond to these challenges?
  - A deep and nuanced understanding of the countries and cultures of our region
  - The capacity to take a Whole of Government (WoG) approach
  - An understanding of broader human security principles

- Leaders with the capacity to operate in complexity with diverse stakeholders and take an inclusive approach. This requires self and situational awareness, the capacity to understand diverse perspectives and the capability to deliver results.
  - An expanded and well-funded and expert team of locally engaged staff, and development specialists located in countries across our region
3. How can Australia best utilise its national strengths to enhance the impact of our development program and address multidimensional vulnerabilities?
- We have convening power. We need to provide the resources and investment to bring together key stakeholders on a more regular basis for dialogue, cooperation and collaboration on issues impacting all of us.
  - We need to support and expand our engagement in regional and multilateral forums.
  - We need a learning hub to convene and support ongoing learning and information sharing across whole of government; support regional collaboration and learning; and build core capability for more nuanced and effective engagement and collaboration in our region on issues that matter.
4. How should the new policy reflect the Government's commitments to build stronger and more meaningful partnerships in our region, founded on mutual trust and respect and shared values of fairness and equality?
- We need to take a long-term relationship-oriented approach to the achievement of outcomes.
  - We need to listen more effectively to the voices from the region and demonstrate humility. This requires the capabilities listed above.
  - We need to invest in our learning and development in relation to the countries, cultures and languages of our region.
5. What lessons from Australia's past development efforts should inform the policy?
- We don't have all the answers and need to work together with our regional and global partners on collaborative solutions to the challenges we collectively face.
  - The capacity to perform political economy analysis in complex and changing cultural environments is critical to inform programming. We need to support and enable more nuanced local language and cultural advice.
  - There needs to be a broader base and better resourced development specialisation within DFAT, particularly at Post.
6. How should the performance and delivery systems be designed to promote transparency and accountability, as well as effectiveness and learning in Australia's development assistance?
- There needs to be a more responsive and agile approach to project delivery. Projects which are rigidly output and milestone driven do not easily adapt to lessons learned on the ground.
  - Lessons learned need to be integrated into learning programs for development practitioners and diplomats. A learning culture needs to be more widespread across the department, and a recognition that learning is constant and a source of advancement for all.

## 7. What is Australia seen to be doing comparatively well?

Australia's engagement with regional fora to support learning, collaboration and information sharing.

### a) Support for the Pacific Association of Supreme Audit Institutions

PASAI's vision "*Pacific SAIs' work contributes to improved management and use of public sector resources leading to increased transparency and accountability to the people of the Pacific*" is in line with the principal objectives of regionalism:

Sustainable development that combines economic, social and cultural development in ways that improve livelihoods and well-being, and uses the environment sustainably

- Economic growth that is inclusive and equitable
- Strengthened governance, legal, financial and administrative systems
- Security that ensures stable and safe human, environmental and political conditions for all

Through investing in PASAI, DFAT is supporting auditors build a community of practice across the region, enabling support, and contributing to better public financial management. This also has significant ramifications for transparency and can contribute to political and human security in the region.

### b) Support for the Australian Water Partnership

The Australian Water Partnership is "*an international cooperation initiative helping developing countries in the Indo-Pacific region work towards the sustainable management of their water resources, actively supporting the UN's Sustainable Development Goals.*"

Through supporting the AWP, DFAT is contributing to more effective collaboration on an issue with great significance to the human security of our region. Australia has lived experience of water scarcity and the challenges of drought and inundation, and while we don't have all of the answers, it makes sense for us to navigate these challenges with other regional partners and share lessons learned.