

The Partnering Initiative

ANNUAL REPORT

2013-2014

The Partnering Initiative

Charity no.: 1154259
Company no.: 08528402

Forewords

With their explicit inclusion within the post-2015 Sustainable Development Goals to be announced in September 2015, cross-sectoral partnerships have never been higher up both the international development agenda and the business sustainability agenda. In many ways, 2015 marks a turning point in the field: the case for collaboration has been made and almost universally accepted. The priority now is on making partnerships happen at a scale, quality and with an impact that will dwarf the current efforts.

And that was exactly the focus of TPI's major programmes and initiatives in 2014, continuing on into 2015 and beyond.

I am delighted to present some highlights and significant successes from our work in 2014 as well as to invite you to work together in 2015 through our collaborative programmes, through our training, through the direct support we can provide to you and your partnerships and through innovative new ideas we can develop together!



Darian Stibbe, Executive Director

The past two years have been memorable and momentous ones for TPI as the organisation has established itself in new premises with a new constitution and with a Board of Trustees to oversee its continued expansion. We have been delighted to welcome new staff to TPI and have been able to further extend our global reach through our staff and Associates worldwide. The breadth and ambition of our work has never been greater and it has been exciting to see the range of our partners and clients continuing to widen as more and more organisations recognise the need for strategic, operational and individual expertise in cross-sector partnership.

Essential to all of our work is a commitment to delivering excellence in an ethical way and this remains at the core of everything we do, from research co-operation with academic institutions to building multi-stakeholder platforms for global partnership. We greatly value the support and collaboration we receive from our clients, partners and friends across the world and we appreciate that TPI's distinctive status, approach and commitment are equally valued by those with whom we work.



Stuart Reid, Co-founder and Trustee

Part I. Strategic Report

The Partnering Initiative: A new institution with 10 years' pioneering history

The Partnering Initiative began life in 2003 as a partnership between the University of Cambridge Programme for Industry (now the Cambridge Institute for Sustainability Leadership) and the International Business Leaders Forum (IBLF), before being integrated fully into IBLF in 2007. For ten years, TPI was a pioneer in the development of the theory and practice of multi-stakeholder partnership and cross sector collaboration.

In October 2013, with seed financial support from IBLF, TPI became an independent not-for-profit organisation registered as a charity in the UK. This report sets out its first year of operations as an independent organisation, building on its considerable heritage and demonstrating the significant and growing impact of the organisation within a world where collaboration has never been more essential.

Context: Partnering and the post-2015 agenda

The level of interest in cross-sector collaboration has never been higher and is continuing to increase. Over the last 20 years, there has been a steadily growing appreciation from governments, the UN, donors and NGOs that the distribution of resources and the web of interdependency means that only by bringing together the resources and competences from all sectors of society can these challenges be tackled. Business is now seen more than ever as a legitimate and an essential partner in development.

From the private sector perspective, the business case for engagement in development is strong. Depending on any individual company, this may include: consumer pressure for more ethically sourced products; access to vital resources such as water and energy; ensuring the sustainability of their operations and supply chains; accessing new markets and developing new bottom-of-the-pyramid products and services; and earning their social and legal licenses to operate.

At the global policy level, the Global Partnership for Effective Development Cooperation (GPEDC) – an inclusive body (donors, UN, partner countries, business, civil society) that came out of the Accra / Paris / Busan aid effectiveness agenda – aims to change the way development is undertaken to explicitly include all sectors as essential partners in development. The Rio+20 World Summit demonstrated the role (and leadership) of the private sector in driving sustainable development, and the need for widespread collaboration to achieve it.

This September, world leaders will adopt a set of 17 Sustainable Development Goals (SDGs) to be achieved by the year 2030. Reaching these ambitious goals will require multi-stakeholder partnerships between business, NGO, government, the UN and communities to function at a scale and quality that dwarf current efforts.

While the case for greater collaboration has been made and won (the 'why' and the 'what'), the focus is slowly turning towards the 'how' – how do we scale up collaboration, engaging all sectors of society to jointly achieve sustainable development. This is where TPI's main activities lie.

TPI's Vision

TPI passionately believes in the power of collaboration across societal sectors to leverage complementary resources and unleash the innovation necessary to achieve prosperous, sustainable business and societies.

We are working to realize a world in which business, governments, NGOs, international organisations, communities and academia combine their resources through partnership at an unprecedented scale to maximize collective business and societal value.

TPI's mission and charitable objectives

TPI's mission is to drive widespread effective cross-sector collaboration for a sustainable future by;

1. Promoting sustainable development for the benefit of the public by:

- Raising awareness and promoting the use of cross sector partnerships globally.
- Building systemic, institutional and individual capacity across all societal sectors to develop and support effective partnerships.
- Directly and indirectly support tine development and effective delivery of cross sector partnerships globally.
- Promoting and undertaking study and research in cross-sector partnerships and disseminating useful results of such a study to the public at large.
- Supporting the development of an enabling architecture to drive the scaling up of the use of cross sector partnerships globally.

2. Advancing the education of the public in subjects relating to cross sectoral partnerships globally.

Please note: Sustainable development is defined as "development which meets the needs of the present without compromising the ability of future generations to meet their own need"

Cross-sector collaboration or partnership is defined as "any combination of public, private, NGO, UN or bodies working together to achieve common objectives which contribute to sustainable development."

TPI's Approach

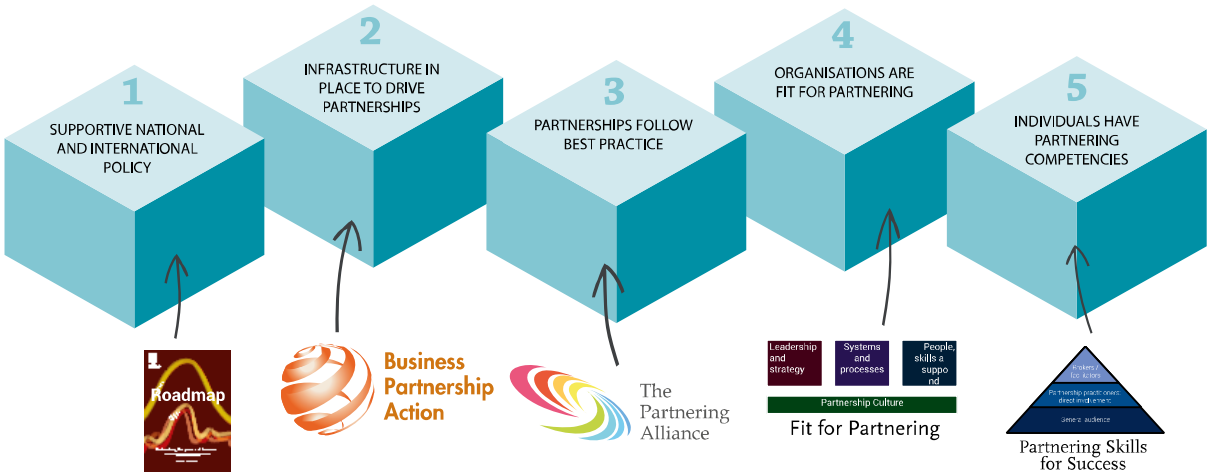
TPI works to achieve five key elements that are necessary to help scale up collaboration:

1. Supportive international and national policy;
2. An 'infrastructure' in place that can systematically broker and support collaboration;
3. Partnerships are set up to follow best practice;
4. Organisations are 'fit for partnering'
5. Individuals have the right partnering competencies

It contributes to all five areas in three ways:

- training and services;
- knowledge generation / thought leadership; and
- programmes to achieve scale and global impact.

The diagram below shows five examples of key TPI programmes that are already underway, or currently being developed, to drive and support each element.



TPI's Global Impact stream is dedicated to helping to drive scale for cross-sector collaboration: to build understanding, develop the standards and the structures, and build the competencies that are required to mainstream collaboration as an essential mechanism to achieve business, societal and environmental prosperity.

Summary of activity

TPI focuses its activities around the five levels outlined above, working with a range of partners across all sectors of society on a set of integrated programmes and initiatives which together aim mainstream collaboration as an essential approach towards achieving sustainable development.

1. Supportive national and international policy

Global Partnerships for Effective Development Cooperation

The GPEDC is an inclusive, multi-stakeholder body (donors, UN, partner countries, business, civil society) that came out of the Accra / Paris / Busan aid effectiveness agenda. Its aim is to provide the 'how' to the parallel SDG process's 'what', and change the way development is undertaken by explicitly including all sectors as essential partners.

On behalf of the major business organisations, TPI's Executive Director, Darian Stibbe represented the private sector on the GPEDC's Steering Committee, and played a significant role in helping to build understanding of, and advocate for, the role of business as a partner in development. TPI's focus and push for action on the ground has resulted in several programmes (see below) which have supported the GPEDC in its aim to be 'global light, country heavy'.

The Partnering 'Roadmap'

TPI's seminal 'Roadmap', launched by Justine Greening, DFID Secretary of State at the GPEDC meeting in April 2014, sets out an approach and set of milestones to fundamentally shift the nature of the relationship across societal sectors and systematically drive collaboration to achieve shared economic, societal and environmental prosperity.



In particular, it recommends five essential areas for action within which government, development agencies, business organisations and civil society each have their roles to play. Taken together and tailored to a particular country's context, these actions have the potential to create a sea-change to achieve the goal of partnerships between governments, business and civil society delivering their full potential in the global fight against poverty through sustainable development.

The aim is for countries to take the generic Roadmap and develop and implement their own blueprints for 'unleashing the power of business as a partner in development.'

Raising awareness and promoting the use of cross sector partnerships globally

TPI has been engaging in outreach activities globally to promote the use of cross sector partnerships, reaching over 1,200 people from a wide range of organisations and countries.

Some examples have included the Global Child Forum's regional and annual events in Stockholm and Dubai, the Red Cross' Partnership Forum, the 4th International Symposium on Cross-Sector Social Interactions at the Suffolk University, Boston, the World Vision / European Community Meeting and the Global Partnership for Effective Development Cooperation in Mexico .

Example case study

The Global Child Forum is a Stockholm-based organisation with a membership from a wide range of companies, foundations and NGOs, focusing on children's rights.



In April, the Forum brought together a wide range of stakeholders, and TPI ran a session focused on collaboration, with a panel including the CEOs of Novonordisk and the IKEA Foundation, along with Nestlé, Accenture and an educational NGO, in the presence of the King of Sweden. The session was very well received with 95% of participants giving it the top rating – the highest rating of any session at the Forum.

Report: Partnering for Impact

With Business Action for Africa and the Harvard Kennedy School, TPI launched the "Partnering for Impact" report at a side event in the margins of the UN General Assembly in September 2014. The report was a collection of case studies of transformational partnerships in Africa.

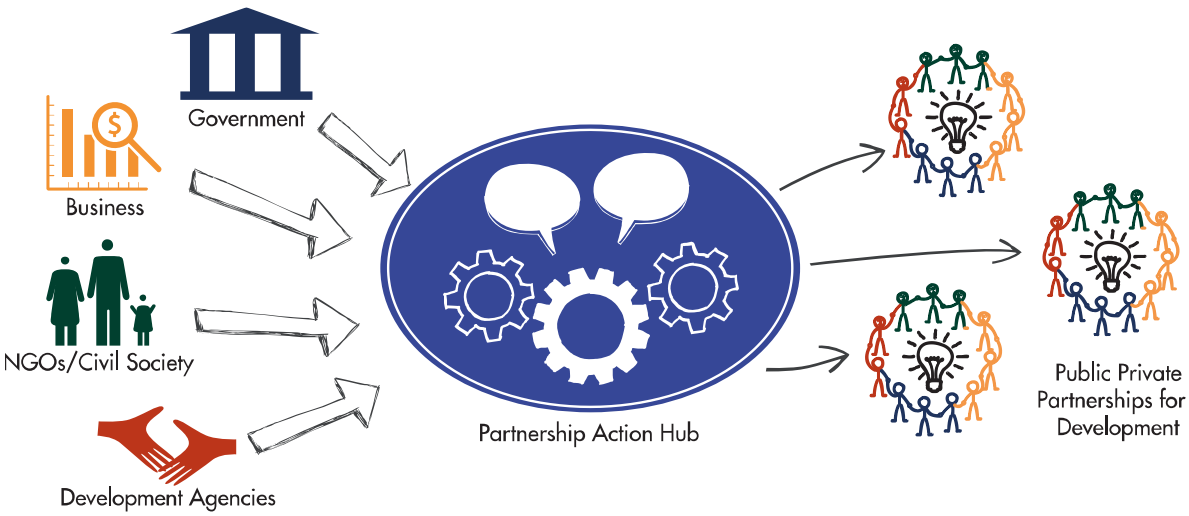


2. Infrastructure in place to drive partnerships

Business Partnership Action Hubs

With support from Sida, DFID and the Netherlands Ministry of Foreign Affairs, in 2014 TPI launched the **Business Partnership Action (BPA) programme**, to support the essential 'infrastructure' required to scale up collaboration. BPA supports country-level 'business partnership hubs' or platforms that systematically catalyze public-private collaboration by: building awareness of, and capacity for, cross-sectoral collaboration; convening all sectors around development and business sustainability issues; setting standards for partnering and for partnering platforms, facilitating creative conversations and directly brokering innovative collaborations that achieve value for all.

Hubs are already operational in Zambia and Colombia with a third Hub have completed a scoping in Mozambique.



Zambia Hub

In Zambia, a grant from the Sida to support two years of the implementation of the Hub (around $1.6M) has been awarded to the local host, AMSCO. The Zambia Hub's mission is to develop a conducive partnering culture; to establish high impact cross-sector partnerships that contribute to Zambia's development goals; and to establish ZBIDF as a sustainable social enterprise to provide ongoing support to cross-sector partnership development.

TPI is playing a significant role in building local capacities to run the Hub effectively. This has included selecting a local host, recruiting and training partnership brokers. The Hub has already begun working on developing partnerships in the extractive, agriculture, and mining sectors.

Going forward the Zambia Hub is working on an innovation series project working with the private sector to identify and secure commitment to the development of cross sector partnerships which will increase the level of skilled employees and create jobs in Zambia.

The Zambia Hub is also developing a Zambia partnering toolbook to be launched in spring 2015 designed to support the uptake and delivery of development partnerships in Zambia.



Columbia Hub

In Colombia, the Hub is underway, run by Andi, the Colombian business organisation, again supported by Sida, and with the initial scoping also supported by the Netherlands Ministry of Foreign Affairs. The objective of the hub is to create value and income generation programmes, maximising the social impact and targeted to vulnerable people from rural areas, victims of armed conflict, through public-private partnerships. Partnerships are created around four areas;

- Supporting inclusive supply chains in the mining sector.
- Supporting employment and entrepreneurship in the textile sector.
- Creating sustainable and inclusive value chains in agro-industry and food sectors.
- Innovation projects to strengthen food security and recycling.

Mozambique Hub

In Mozambique, with the support of DFID, TPI completed a scoping of a new platform that aims to support the full spectrum of partnerships and Inclusive Business development. The Mozambique Business in Development Facility (LINK) is part of the Inclusive Business Accelerator network and through their office they deliver inclusive business support to entrepreneurs.

During the scoping phase, The Mozambique hub was able to bring together the Construction group Stefanutti Stocks and ADPP (Mozambican NGO) and support them in signing an MoU to address skills development and employment in the construction sector in Mozambique. This was seen as an important step for the construction sector.



LINK
FACILITANDO PARCERIAS E NEGÓCIOS INCLUSIVOS

Report: Building effective platforms



To underpin the Hub work, with the support of DFID and Sida, TPI developed a new report: *Platforms for Partnership: Emerging good practice to drive the systematic engagement of business as a partner in development'*. The report is based on an extensive literature review combined with the experience of a wide range of partnership-catalysing platforms worldwide and the results of a practitioners' workshop. The workshop, held with the GPEDC in Mexico, brought together people from 12 platforms around the world to exchange good practice.

The report explores what it takes to set up and run such platforms successfully, identifying common challenges and innovative solutions, and highlighting examples of best practice.

Along with a platform 'lifecycle' to assist in developing a platform, the report identifies nine key building blocks for effective platforms: from the skills and competencies required, to the value offering it delivers; from a focus on member engagement and communication to the need for monitoring and evaluation in order to demonstrate success.

Community of practice for platforms for partnership

In collaboration with partnership platform practitioners from around the world, TPI has developed (with support from Sida) a concept for a community of practice around platforms for partnership. The Platforms for Partnership Community of Practice is envisioned as learning, sharing and advocacy network that collectively strives to improve all members' platforms for partnership and to develop and disseminate good practice. The key aims of the Community of Practice are:

- Knowledge sharing: information, experience, tools and resources
- Developing and disseminating best practice: tackling challenges collectively and designing solutions to benefit the wider platform community
- Advocating for partnership platforms as an effective means to achieve post-2105 goals

The community of practice will now be fed into the Business Partnership Action work.

UN Global Compact Local Networks capacity building

TPI worked with the United Nations Global Compact, building the capacity of four local networks to be able to broker partnerships between their members and the UN system and other development actors. In addition, TPI provided training and support to the wider UNGC Network group through trainings at the Annual Local Network Forum meeting and at regional network meetings in Spain, Indonesia, Ghana and Colombia.

3. Partnerships follow best practice

Designing comprehensive partnering agreements

TPI worked with the Partnerships Resource Centre of the Rotterdam School of Management, Erasmus University on a tool for co-creating and reviewing partnering agreements.



The Partnering Agreements Scorecard provides a shorthand of the most critical questions that should be addressed when developing a partnership, and offers a structure for generating and assessing an agreement which should fit the initial needs of most partnerships.

4. Organisations are 'Fit for Partnering'

TPI developed a new framework to analyse the degree to which an organisation is *institutionally* 'fit for partnering' – i.e. it has in place the leadership and strategy, systems and processes, staff competencies and support, and culture to be able to partner with excellence.

In 2013/14, TPI worked closely with several UN agencies to support them in the journey to becoming fit for partnering, including through:

- Developing a high level landscape analysis of business sustainability and partnering trends and how those will impact their organisation in the future;
- Mapping and identifying opportunities for collaboration within different areas and against organisations' strategic objectives;
- Conducting a 'fit for partnering' assessment, to evaluate their organisational capacity to partner, and recommendations moving forward;
- Developing a cross-organisational corporate partnership strategy and implementation plan;
- Supporting the development of an engagement strategy and defining the organisation's positioning and value add statement to partners.

- Supporting the development of frameworks and guidance to measure and evaluate partnerships.

5. Individuals have partnering competencies

Training courses

During 2013/14 TPI continued to deliver and develop its range of training courses. This includes the Building Effective Partnerships for Development (BEPD) course which was expanded from a two-day to a three-day course due to popular demand.



The BEPD course was run twice as an open training course in Oxford. In addition, TPI delivered a range of courses tailored to individual organisations for UN agencies, NGOs and companies.

In total, over 350 people from 100 different organisations and 50 countries have benefitted from a new understanding of the rationale for partnering, and introduced to some of the skills to make them happen. They have been equipped with a set of guiding principles for partnering, and a range of tools and frameworks to support them in creating and maintaining effective partnerships for their organisation.

Each course is evaluated and 100% of participants have said they would recommend the course to colleagues.

What do participants say about our course?

> *"Fantastic combination of strong material, expert workshop design & facilitation, and diverse & interesting participants. It's not easy to hit that sweet spot between keeping the training general enough that it's useful to a wide range of participants and deep content knowledge… Thank you for a fantastic learning and networking experience." (Patrin Watanatada)*
>
> *"Fantastic course! …Some great tips and learnings to enhance existing partnerships and to incorporate future ones." (Marium Qaiser, GSK)*
>
> *"An excellent 21/2 days. This is learning I can take away and apply straight away." (Mark Boulding, Christian Aid.)*
>
> *"This course has provided an excellent theoretical foundation for my work, plus several valuable tools for specific tasks. Thank you!" (Dave Pearson, SIL)*

Certificate in Partnering Practice

TPI's Certificate in Partnering Practice (CPP) became an increasingly popular option in 2013/14 for those taking TPI's 2 or 3-day training courses. The CPP allows participants to extend the learning through undertaking an essay in which they must contextualize the learning from the course into

their own work. Those that demonstrate a sufficient standard of knowledge and application are awarded the Certificate.

> *"It has been a pleasure to take the training at TPI and to follow it up with the work on the essay. It is true that this practical exercise brings a whole new dimension to the course and I can only recommend other participants to take up the challenge because it is very rewarding." (Sebastien Fornerod, Programme Coordinator, CARE Norway)*

TPI also offers its certification to those on 3rd party courses such as the 2-day course offered by Dixon Partnering Solutions in Australia.

Looking Ahead – plans for the upcoming year

TPI will seek to consolidate its existing areas of work while innovating incorporating and disseminating new knowledge, skills and tools, launching new in-country hubs, advanced tools books and masterclasses.

1. Supportive national and international policy

TPI will continue its work generating awareness around cross sector partnership and collaboration for sustainable development, engaging in outreach activities globally.

TPI will continue its global outreach, participating in conferences and inputting into the discussions around the sustainable development goals.

2. Infrastructure in place to drive partnerships

Business Partnership Action (BPA)

Moving forward in 2015, with the expertise we have developed, we plan to support other existing partnership platforms as well as developing new platforms in other countries. TPI will support the expansion of the BPA, consolidating and building on its work to date to become a 'centre of excellence' – an ongoing resource to pioneer and champion, develop best practices, and directly provide support for the development of partnership platforms worldwide.

BPA will aim to develop, support, and interconnect eight new in-country hubs and a global facility to share learnings and good practice in line with what has been outlined in the Road Map. In so doing, it will directly drive action on the ground, while prototyping, refining and codifying what aims to become a critical, scalable approach to mainstream public-private collaboration at country level.

The current list of countries identified for pre-scoping are Bangladesh, Caribbean, Indonesia, Kenya, Malawi, Mexico, Mozambique, Nigeria, Philippines, and Rwanda.

3. Partnerships follow best practice

The Partnering Alliance

In collaboration with the Collective Leadership Institute, TPI has been preparing to launch The Partnering Alliance, a multi-stakeholder initiative to drive the quality and effectiveness of multi-stakeholder collaboration for the post-2015 development agenda.

The Partnering Alliance will be made up of technical experts, major users of partnerships, and financial supporters. It will aim to agree a common language, definitions and typology around cross-sector public-private collaboration; provide best practice reference standards to which partnerships are developed; provide a reference against which existing partnerships can measure their current level of good practice.

4. Organisations are fit for partnering

TPI will continue working with organisations across sectors to build their capacity to partner effectively.

Fit for Partnering online

TPI is launching a new flexible, light touch service: the Fit for Partnering online survey with a tailored assessment and analysis or institutional partnering capability, and recommendations for capacity building actions to prioritise.

Toolbooks to support organisations and partnerships

TPI will continue to work on a new series of tool books, with the latest thinking on cross sector partnerships, to support organisations in their partnering practice.

5. Individuals have partnering competencies

Partnering Skills for Success

In collaboration with World Vision, TPI is currently developing a new, visionary training programme that will make available an affordable high quality partnership skills training in developing countries, on a global scale.

This will be a self-sustaining, scalable programme, disseminated through and supported by a consortium of NGOs / UN / development agencies at local level. The training programme will be cascaded through the creation of a cohort of trainers, allowing economies of scale which will significantly reduce the costs.

Open and tailored trainings

TPI will continue to run its flagship training, Building Effective Partnerships for Development, both as an open course and as tailored training. TPI will also develop new, more advanced partnering master classes to be launched in 2015.

TPI will continue to deliver its advisory services, thereby sharing and generating new knowledge. We also plan to expand our existing partnership brokering, troubleshooting and review services to also include secretariat or 'backbone' services to help run international multi-stakeholder partnerships.

Part II. Financial Review

A summary of The Partnering Initiative's accounts is presented below.*

Statement of Financial Activities for the period ending 30th September 2014

	General funds	Restricted funds	Total Funds 2014
	£	£	£
Incoming resources:			
Incoming resources from generated funds:			
Voluntary income:			
Grants	**8,982**	**322,729**	**331,711**
Investment income:			
Bank interest	**95**	**-**	**95**
Incoming resources from charitable activities	**239,948**	**-**	**239,948**
Other income	**80,266**	**-**	**80,266**
Total incoming resources	**329,291**	**322,729**	**652,020**
Resources expended			
Charitable activities	**206,762**	**322,729**	**529,491**
Governance costs	**2,000**	**-**	**2,000**
Total resources expended	**208,762**	**322,729**	**531,491**
Net movement in funds	**120,529**	**-**	**120,529**
Balances carried forward at 30th September 2014	**120,529**	**-**	**120,529**

* The full Report and Financial Statements, including the Trustees' Annual Report and the Independent Auditors' Report to the Members of The Partnering Initiative, are available on the UK Charities Commission website.

About TPI

TPI operates out of a central hub in the UK with a core staff working on project development, partner relations and communication. Our development projects, strategic consultancy and training services are delivered internationally through both core staff and a global network of highly experienced Associates. Together, the central hub and Associates interact in a dynamic collaborative relationship, providing pathways for knowledge, skill and thought exchange across sectors on a global scale.

This unique pool of ideas and experience ensures that staff and Associates are always at the cutting edge of partnering theory and practice and TPI's project partners and clients always have access to the best available knowledge and expertise.

Board of Trustees

TPI has a Board of Trustees whose responsibilities include guaranteeing sound financial management; monitoring TPIs compliance with ethical and professional standards; and providing oversight of the organisation's strategic direction. The Trustees meet regularly and work closely with the Executive Director to ensure that TPI's resources are directed as effectively as possible to achieving the organisation's aims.

TPI's current trustees are:

- **Sean De Cleene**
  Vice President, Global Initiatives, strategy and Business Development at Yara
- **Amanda Gardiner**
  Director of Partnerships at Pearson
- **Eva Halper**
  Lead, Global Education Initiative at Credit Suisse
- **Stuart Reid**
  Co-Founder and Senior Associate at TPI

Recent TPI Publications

- ***Better Partnerships through Better Agreements: the Partnering Agreement Scorecard***
  Stuart Reid and Stella Pfisterer, Annual Review of Social Partnerships, 2014
- ***Designing Comprehensive Partnering Agreements: Introduction to the Partnering Agreement Scorecard***
  Pfisterer, S., Payandeh, N. and Reid, S. (2014)
- ***Partnering for Impact: Supporting Systemic Change to deliver the Sustainable Development Goals in Africa***
  Richard Gilbert and Beth Jenkins, 2014
- ***Platforms for Partnership: Emerging good practice to systematically engage business as a partner in development***
  Reid, S., Hayes, J.P. and Stibbe, D.T. The Partnering Initiative, Oxford, 2014

- ***Unleashing the Power of Business: A practical Roadmap to systematically engage business as a partner in development***
  Prescott, D. and Stibbe, D.T. The Partnering Initiative, Oxford, 2014

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