

The Partnering Initiative

TRUSTEES' ANNUAL REPORT AND ACCOUNTS

1st October 2016 to 30th September 2017

The Partnering Initiative

106-108 Cowley Road, Oxford, OX4 1JE, United Kingdom
England and Wales Charity no: 1154259
UK-registered Company no: 08528402

Foreword

Reflecting on another busy year in which collaboration continues to dominate international development agendas, we see a variety of issues that are challenging the scaling and mainstreaming of cross-sector partnerships that are necessary to deliver the SDGs.

We find, for example, that even where NGOs or UN agencies have invested in private sector engagement strategies, they can struggle to deliver them due to a lack of staff experience working with business. Or those that do implement training programmes rarely consider the impact of their own organisational culture and internal systems in hindering collaboration. Or, for those organisations seeking to develop in-country partnerships, not enough attention is paid to the enabling environment necessary for those partnerships to flourish. And so it continues, with too many organisations focussing on just one part of the puzzle and struggling to deliver real impact through partnerships.

The challenge that we see repeated time and again is just how hard – yet essential – it is to take a holistic view across multiple levels to scale up collaboration for the SDGs. Managers need to have the right skills and mindset for collaboration (partnering always, finally, comes back to people acting with skill and integrity). They need to be supported and incentivised in their efforts by their organisation's strategies, structures and systems. They need an enabling infrastructure, such as in-country platforms, that can convene and facilitate conversations with potential partners and support directly partnership development. And those partnerships can only thrive if the broader policy and regulatory environment in which they are operating supports, rather than militates against, collaborative action.

The sheer complexity of the challenge is underscored by its urgency. TPI's holistic, multi-level approach is one part of the solution to driving partnerships and deliver impact. We look forward to continuing to apply the approach and developing cutting edge new approaches with partners in 2018 and beyond.



Darian Stibbe, Executive Director
December 2017

Trustees' Annual Report

1st October 2016-30th September 2017

Reference and administrative details

Trustees

Mrs A Gardiner (appointed 28th April 2014)
Ms E Halper Mak (appointed 16th August 2013, resigned 31st July 2017)
Dr S Reid (appointed 14th May 2013, resigned 31st July 2017)
Mr S De Cleene (appointed 19th December 2014)
Mr T Lingard (appointed 15th July 2016)
Mr R Smith (appointed 30th November 2017)

Chief Executive

Dr Darian Stibbe

Registered Address

Old Music Hall
106-108 Cowley Road
Oxford, OX4 1JE, United Kingdom

Auditors

Wenn Townsend
30 St Giles
Oxford, OX1 3LE, United Kingdom

Bankers

Royal Bank of Scotland
32 St Giles
Oxford, OX1 3ND, United Kingdom

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 30th September 2017. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

Structure, governance and management

Organisational structure

The Partnering Initiative operates out of a central hub in the UK with a core staff working on programme development and delivery, partner relations and communication. Our development projects, action research, strategic consultancy support and training services are delivered internationally through both core staff and a global network of highly experienced Associates. A key feature of all The Partnering Initiative's activities is the drawing out of cutting-edge knowledge on the theory and practice of partnership which is then disseminated widely through online knowledge exchange and webinars, guidebooks, reports and other publications.

The Partnering Initiative is run by an Executive Director reporting to a multi-sector independent Board.

Key management personnel remuneration

The Trustees consider the Board of Trustees and the Chief Executive as comprising the key management personnel of the charity in charge of directing and controlling the charity and running and operating the charity on a day to day basis. All Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses and related party transactions are disclosed in note 5 to the accounts.

Trustees are required to disclose all relevant interests and in accordance with the Trust's policy withdraw from decisions where a conflict of interest arises.

The pay of the Chief Executive is reviewed annually and is normally increased in accordance with average earnings. The remuneration is reviewed to ensure that it is fair and not out of line with similar roles.

Risk management

The Trustees have implemented systems to be followed by Charity staff with a view of ensuring that the risks of financial loss are minimized. Trustees and Charity staff review the appropriateness of these procedures annually and ensure that they are being adhered to. The Trustees have also examined other operational and business risks that might arise and confirm that they have established systems to mitigate the significant risks. Over the course of the last year, the Trustees have considered the financial risks facing the Charity at every Trustees' meeting.

Objectives and Activities

The Partnering Initiative is a UK-based, globally-operating charity dedicated to driving effective cross-sector collaboration for a sustainable future.

TPI's vision and mission

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 and drive sustainable development.

TPI's ambitious mission is to drive the development of the enabling environment, the 'infrastructure' of support, the quality of collaboration, and the competencies necessary to scale up and mainstream effective partnerships for the SDGs globally.

TPI's charitable purpose

The charity is a charitable company limited by guarantee and was set up on 14th May 2013. It is governed by a memorandum and articles of association. 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.

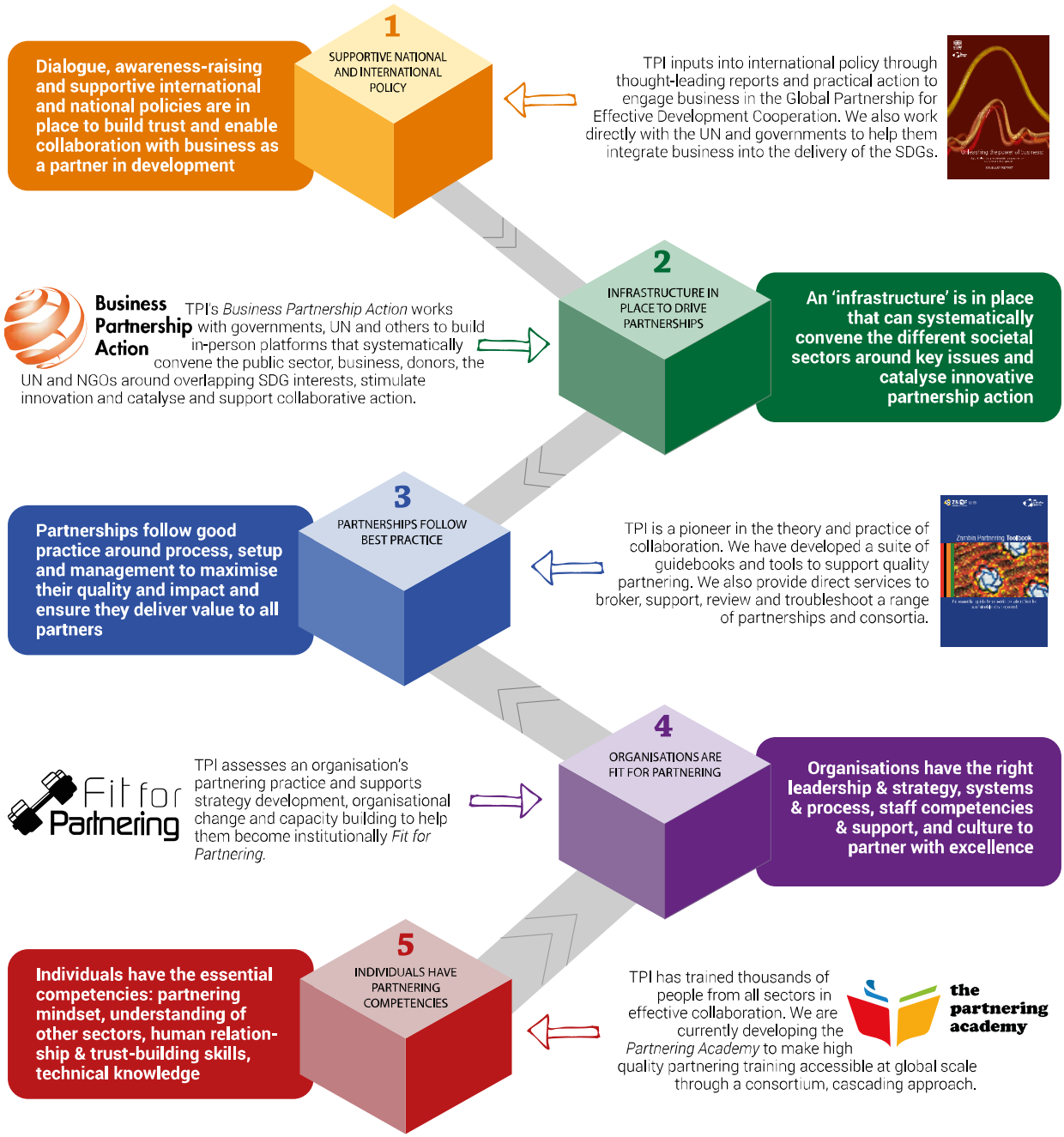
Note: Sustainable development is defined as "development which meets the needs of the present without compromising the ability of future generations to meet their own need"

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."

Details of significant activities for achieving objectives

TPI's cutting-edge, holistic approach aims at actualising five key 'building blocks' that must be in place for business to be systematically engaged and to integrate cross-sector / multi-stakeholder partnerships as an essential mechanism towards delivering the SDGs, as seen below. TPI contributes to all five areas in three ways: training and services; knowledge generation / thought leadership; and programmes to achieve scale and global impact.

Figure 1: TPI Activity Areas



Raising awareness and promoting the use of cross sector partnerships globally

TPI and the Global Partnership for Effective Development Cooperation

This year, along with the International Chamber of Commerce, TPI led the private sector engagement in the Global Partnership for Effective Development Cooperation (GPEDC)'s second High Level Meeting in Nairobi. TPI designed and organized the plenary session on the private sector, working at the ministerial level with Sweden, Netherlands and the US.

In collaboration with the Global Compact, KEPSA, and Business Call to Action (BCTA), and supported by Diageo and UK Aid, TPI hosted a day-long **Business Forum** bringing 200 people together to discuss the role of the private sector as a partner in development.

TPI also led a side event, **Delivering on The Promise: In-country multi-stakeholder, platforms to catalyze collaboration and partnerships for Agenda 2030**, which examined the challenges and opportunities of platforms, the ways in which they can support all development actors to achieve their objectives, and building blocks required to set them up for success.

Along with SIP, TPI co-hosted side event on inclusive business, and, with colleagues from PRC and CLI we launched the Promoting Effective Partnering (PEP) initiative. Finally, TPI was on the steering group for the plenary session on multi-stakeholder partnerships, and developed the Introduction to MSPs – Briefing paper for the plenary.

Supporting other organisations in promoting cross-partnerships

In March and April 2017, TPI worked with the **United Nations Kosovo Team** to support their strategy to engage business, as well as developing and facilitating a workshop to build understanding and gain endorsement from key government, UN, civil society, business and academia officials in adopting a collaborative multi-sector partnership approach for accomplishing Kosovo's development goals in alignment with the SDGs.

Following from previous work to support the **Joint Distribution Committee (JDC)**'s partnering capabilities and approach, TPI delivered a number of workshops and trainings for the organisation in the last year: a workshop in London on JDC as a partner to communities, with the aim to build JDC's value proposition through a partnering lens; a series of internal workshops in Israel, including a half day workshop for the Israel Institute of Leadership and Management, around partnering issues, and a half day workshop to the FSU Management Team around partnering and supporting them in developing a seminar.

As part of its work for JDC, TPI also developed and ran a **two-day seminar in Israel** in collaboration with the Hebrew University of Jerusalem, on **promoting voluntarism in Israeli society**, and bringing social and governmental organizations into partnership discourse, which included elements on Business-NGO partnerships and corporate volunteering.

Events and talks

TPI staff and advisors spoke and facilitated sessions a wide range of events and webinars throughout the year, including the **2016 World Cancer Congress in Paris**, the second High-Level Meeting of the GPEDC in Nairobi, the **Global Green Growth Forum 2017** in Copenhagen, the **Royal Society of Medicine's event: "Global Health Partnerships: Buzzword or Breakthrough?"**, the **2017 OECD Forum** in Paris, the **BOND annual conference**, and the **European Commission's European Development Days 2017**.



At the **European Development Days 2017**, TPI Director Dr Darian Stibbe moderated a high-level panel discussion which examined opportunities for scaling up public-private collaboration in implementing the SDGs.

More specifically, it explored actions that could be taken by the Global Partnership to further engage the business sector as a partner in development cooperation. The discussion underlined the importance of multi-stakeholder-partnerships as a vital instrument for implementing activities to achieve the Sustainable Development Goals and emphasised the GPEDC's decisive role as a platform for dialogue.

At Global Partnerships Week 2017, in Washington DC, TPI moderated a workshop on 'The Softer Side of Partnerships: Strengthening Relationship Health and Management', with panellists from HP, the World Wildlife Fund, and USAID's Global Development Lab. The session looked at the importance of committing time and resources towards the relationship between partners in order to best harness their capabilities, resources and assets to deliver results.



Building systemic, institutional and individual capacity across all societal sectors to develop and support effective partnerships.

Fit for Partnering

TPI's framework for assessing and analysing institutional capability to partner, the Fit for Partnering Framework, captures the *institutional* competency required to partner with excellence, focussing on four elements: Leadership and Strategy, Systems and Processes, People, and Culture.



TPI has continued to work with organisations in assessing and building their institutional capability to partner effectively, through the development of partnering strategies, tools and guidance material, advice on systems and processes and training. In summer 2017, TPI **collaborated with World Vision to support the implementation of its strategic initiative on effective engagement in cross-sector partnerships** and platforms on the SDGs and WV campaigns, at National Office level. TPI conducted Fit for Partnering assessments, including in-depth interviews and workshops, in both Sierra Leone and Indonesia, and produced full Fit for Partnering reports for both countries, with detailed recommendations to support their partnering strategies and approach, as well as building their partnering capacity.

Other organisational support

Value creation and MSIs: UNICEF

Throughout 2017, TPI worked with **UNICEF** on a broad action research programme **to maximise results for children through public and private sector partnerships and advocacy**, and in particular, engagement with **multi-stakeholder initiatives**. The project included three main components: a **landscape analysis** focusing on the trends and context for business engagement in the SDGs and child rights, the case for engagement with business, and the type of value that can be created through collaborations with business; a **landscape mapping** to identify and categorise global initiatives strategically relevant to UNICEF, as well as identifying those that might provide opportunities for engagement; and finally a **value framework** including a process and set of tools for assessing value from engagements with MSIs, and for optimizing that engagement.

Stakeholder engagement: FEMSA

In 2016 and 2017 TPI worked with **FEMSA to support them in their stakeholder mapping, engagement** and management efforts. Following a stakeholder mapping and consultation on engagement, TPI co-developed FEMSA's stakeholder engagement strategy, and supported the initiation of the implementation plan through a stakeholder engagement workshop.

Internal partnering: EFSA

TPI worked with the **European Food Safety Authority to support their new Business Service department** (BuS) in its key objectives to expand and improve the **partnering culture** within the EFSA. In the first phase, TPI designed and hosted a workshop to develop key BuS staff capacity to partner within the organisation. This was followed by an in-depth consultation and coaching phase aimed to create a task force of BuS partnering champions, and working with these to develop an introductory partnering guide, a communications plan, and a partnering routemap for the next four years, focusing on strategy, systems and process, culture and engagement, tools and support, and capacity and skills. TPI also developed a brief introductory guide to partnering within the organisation.

Consortium working: Sightsavers

TPI worked with Sightsavers to support them in developing **their internal capacity to work in consortia**, through a set of scoping interviews and the development and facilitation of a tailored 2-day programme. TPI supported Sightsavers to develop an internal theory of partnership and classification of partnerships, and how this relates to consortium working, as well as interactively helping to identify and develop specific the partnering skills that come into play in the development of a consortium.

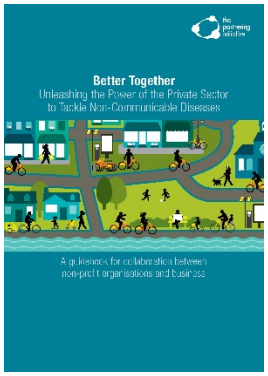
Open and tailored trainings



The Partnering Initiative continued the development of its flagship Building Effective Partnerships for Development training, aimed at individual partnership practitioners, which was delivered both as open courses and through tailored trainings for a range of organisations. During the financial year, TPI held open trainings in Oxford, Barcelona, and Washington DC.

In June 2017, TPI and the UN Global Compact ran an exclusive session for UN staff on the latest trends and insights around partnering with business. The session provided an overview of the issues and the practices that are helping to scale up and deliver more impactful collaboration: sharing the latest practices, methodologies and business thinking on company / foundation partnering with NGOs and the UN; Insights into how UN agencies and NGOs are beginning to better assess 'value' beyond financial income, and building their own institutional capability to become 'fit for partnering'; understanding the resources available from the UNGC, The Partnering Initiative and beyond.

Global level capacity building



With BUPA and the UICC, TPI developed a guidebook designed particularly for non-profit organisations who wish to partner with companies against Non Communicable Diseases (NCDs): *Better Together: Unleashing the Power of the Private Sector to Tackle Non-Communicable Diseases*. TPI also developed a training course to build competencies specifically for partnering against chronic disease. The blended learning course included an online component and an in-person full day workshop.

TPI has also been present at various events within the NCD space, moderating workshops and raising awareness around the importance of cross sector partnering against NCDs.

In collaboration with the Practitioner Hub for Inclusive Business, TPI has expanded its set of tools specifically designed to support partnerships for inclusive business. The latest addition is the *'go/no-go' checklist for an inclusive business partnership*. The checklist outlines eight essential criteria for moving forward with a partnership, from a clear partnering imperative and significant predicted added value, to sufficient internal and external resources as well as capacity and commitment, to, finally, acceptable or mitigated risks and a good strategic fit. This is the third in a series of checklists produced for the Practitioner Hub for Inclusive Business – previously published checklists were: *Why go it alone? How partnerships can help a company address constraints to inclusive business*, and the *How to develop a Partnering Agreement* checklist.

The Practitioner Hub FOR INCLUSIVE BUSINESS

Direct and indirect support in the development and effective delivery of cross sector partnerships globally

Strategy and partnership evaluation: CARE Rwanda



In spring and summer 2017, TPI worked with CARE Rwanda to review the implementation of its partnerships strategy through which it aspired to implement 90% of its portfolio through national organisations. TPI also conducted a critical evaluation of a partnership pilot to assess the health of the partnership and impact on programming. These pieces of research led to the production of an

in-depth partnership strategy review report and recommendations for further strategy development, as well as a case study on the pilot partnership.

Building capacity to partner against NCDs: Bupa & UICC

In 2016 and 2017 TPI collaborated with Bupa and the Union for International Cancer Control (UICC) to support effective cross-sector partnering to tackle NCDs, by building cross-sector capacity in partnering against NCDs. The programme included two major components: a guidebook and a training course.



The training component consisted of an online mastercourse, focused on building the competencies required for effective partnership, delivered over seven modules with webinars, as well as a one-day workshop at the end of the course to provide more interactive elements and consolidate learning.

The Better Together guidebook, launched in the margins of World Cancer Day 2017, is a comprehensive guidebook tailored for supporting multi-sector organisations collaborating on NCDs, based on the lifecycle of a partnership and providing comprehensive tools and frameworks, as well as case studies. The programme was concluded with a webinar on partnering against NCDs, with panelists from TPI, Bupa, UICC, Kenya Cancer Association, and Pfizer.

Promoting and undertaking study and research in cross-sector partnerships and disseminating useful results of such a study to the public at large.

The Partnering Initiative continued to collaborate with the Partnership Brokers Association, Partnership Resource Centre, Collective Leadership Institute and Partnerships in Practice, as part of the Promoting Effective Partnerships Facility (PEP) funded by the Dutch Ministry of Foreign Affairs.

PEP
Promoting Effective Partnering

PEP, 'Promoting Effectiveness in Partnership' focuses on two core elements: knowledge development and dissemination on one hand, and providing access to support for partnerships on the other.

Supporting the development of an enabling architecture to drive the scaling up of the use of cross sector partnerships globally.

Evidence for MS Platforms

Evidence for MS Platforms
enhancing the effectiveness of multi-stakeholder platforms in agrifood

TPI has been supporting the Evidence for MS Platforms project, which focuses on enhancing the effectiveness of multi-stakeholder platforms in agrifood.

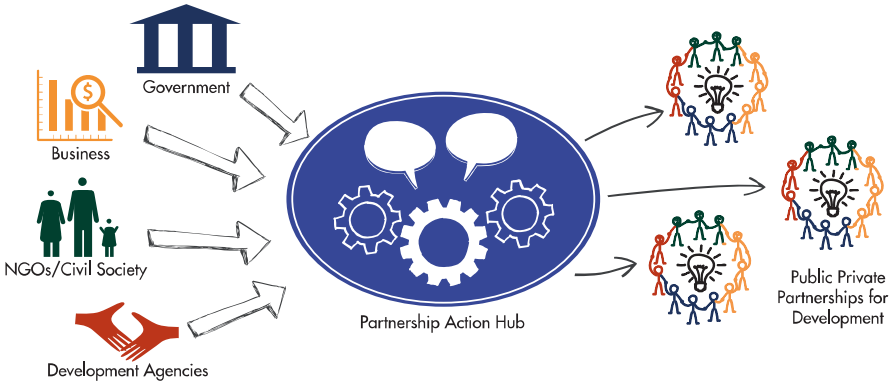
The project aims to identify the evidence needed to assess the effectiveness of multi-stakeholder platforms, to identify and fill any gaps in the existing evidence base, and help platforms assess their contribution, thereby both supporting existing platforms in increasing their effectiveness, and developing a broader understanding of approaches and best practice in order to produce generic guidance on effectiveness.

Knowledge exchange for MSP Support Platforms: GIZ

TPI worked with the German platform for multi-stakeholder partnerships, Partnerships2030, in organizing an international knowledge exchange for MSP Support Platforms, which took place in October 2017. TPI was responsible for participant selection and workshop design, as well as hosting a thematic workshop session and contributing documentation for the workshop, including developing a typology of platforms for partnership.

TPI has continued to globally implement its **Business Partnership Action (BPA) programme,** launched in 2014 with support from Sida. Business Partnership Action (BPA) is a centre of excellence dedicated to developing the enabling infrastructure required to scale up public-private collaboration towards the SDGs.

BPA has initiated major country-level business partnership hubs or platforms in Zambia, Mozambique and Colombia, and supported platforms in East Asia and East Africa. The hubs systematically bring together government, business, donors, the UN and NGOs and catalyse partnerships which contribute to the Sustainable Development Goals. The Hubs are designed to build on existing programmes and networks. Key activities include raising awareness, directly supporting new partnerships, facilitating knowledge exchange, measuring impact, and building in-country capacity.



Other research

World Bank and ILO, Zambia

Building on its own extensive experience, through ZBIDF, of the MSE sector in Zambia, TPI worked with ILO in Zambia, on a World Bank funded research programme on the productive use of electricity by micro and small enterprises. This included a study on the potential benefits of productive use electricity and on what it would take to establish a productive use programme. TPI led on the development of a stakeholder engagement strategy and management map, and guided data collection and analysis. Following the outcomes from the research, a strategy was developed for productive use of electricity, TPI co-facilitated a workshop during which these were disseminated.

Future Plans

In 2017-2018, The Partnering Initiative will consolidate and expand its existing areas of work, supporting organisations, partnerships, and individuals; innovating, incorporating and disseminating new knowledge, skills and tools; developing and disseminating tool books and training.

On Sept 29th 2017, the Millennium Challenge Corporation (MCC) awarded a contract to The Partnering Initiative (TPI) to help 'leverage strategic partnerships in MCC's program design, implementation, and closeouts.' In this context, TPI will be working with the Office of Strategic Partnerships (OSP) to develop the strategic direction, architecture and infrastructure needed for MCC and country staff to engage effectively in partnerships as a core component of MCC's mission and practices. The project is expected to run over 9 months.

The Partnering Initiative will continue its global outreach, participating in conferences and hosting events, wherever possible in collaboration with others.

The Partnering Initiative will run its flagship Building Effective Partnerships for Sustainable Development, in Oxford as well as overseas, with current plans including Washington DC, Rome and Geneva.

As part of its Global Impact Programmes, an important next phase is the development of The Partnering Academy, a major new initiative to build up the specialist skills and competencies that all sectors require to be able to collaborate effectively across sectors. The aim is to make training globally accessible and affordable through a blended learning, modular approach, mixing online training with in-country, in-person training courses.

As part of its Global Impact Programme, Business Partnership Action, TPI will continue its support of existing collaboration hubs as well as aiming to launch new in-country platforms.

Public Benefit

The Trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

Financial review

The results of the charity for the year can be seen on page 16.

Reserves policy

The Partnering Initiative aims to maintain in reserve four months' worth of operating costs, along with a development budget for creating new cutting-edge programmes. As at 30th September 2017, free reserves held were £133,386, which the Trustees deem acceptable.

Statement of trustees' responsibilities

The Trustees (who are also directors of The Partnering Initiative for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This report has been prepared having taken advantage of the small companies exemption in the Companies Act 2006.

This report was approved by the Board on 27th April 2018.

_____

Robert Smith,
Treasurer

20th June 2018

Independent auditors' report to the members of The Partnering Initiative

Opinion

We have audited the financial statements of The Partnering Initiative (the 'charitable company') for the year ended 30th September 2017 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30th September 2017, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

_____

Graham Cole BA FCA (Senior Statutory Auditor)

For and on behalf of Wenn Townsend Chartered Accountants, Statutory Auditor

30 St Giles
Oxford OX1 3LE

Statement of Financial Activities (including Income and Expenditure Account) for the period ended 30th September 2017

	Notes	Total Funds 2017 £	Total Funds 2016 £
Income from:			
Charitable activities	2	426,996	546,543
Total income		**426,996**	**546,543**
Expenditure on:			
Charitable activities	3	473,192	504,661
Total expenditure		**473,192**	**504,661**
Net movement in funds		**(46,196)**	**41,882**
Balances brought forward at 1st October 2016		179,582	137,700
Balances carried forward at 30th September 2017		133,386	179,582

All income and expenditure derive from continuing activities.

The statement of financial activities includes all gains and losses recognised during the year.

Notes from financial statements on pages 19 to 22 form part of the financial statements

Balance Sheet as at 30th September 2017

	Notes	2017 £	2016 £
Current assets			
Debtors	7	128,737	146,340
Cash at bank and in hand		46,878	106,169
		175,615	252,509
Creditors: amounts falling due within one year	8	(42,229)	(72,927)
Net current assets		133,386	179,582
Net assets		133,386	179,582
Funds:			
Unrestricted funds			
General funds		133,386	179,582

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Notes from financial statements on pages 19 to 22 form part of the financial statements.

The financial statements were approved and authorised for issue by the trustees on April 27th 2018 and signed on their behalf by:

_____

Robert Smith
Treasurer

20th June 2018

Statement of Cash Flows for the year ended 30th September 2017

	2016 £	2015 £
Reconciliation of net (expenditure)/income to net cash flow from operating activities		
Net (expenditure)/income for year	(46,196)	41,882
Decrease in debtors	17,603	66,748
Decrease in creditors	(30,698)	(44,295)
Net cash flow from operating activities	**(59,291)**	**64,335**
Net cash flow from investing activities	-	-
Net cash flow from financing activities	-	-
Net (decrease)/increase in cash and cash equivalents	(59,291)	64,335
Cash and cash equivalents at 1st October 2016	**106,169**	**41,834**
Cash and cash equivalents at 30th September 2017	**46,878**	**106,169**

Notes forming part of the financial statements for the period ended 30th September 2016

1 Summary of significant accounting policies

a) General information and basis of preparation

The Partnering Initiative is a charitable company limited by guarantee in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information in these financial statements. The nature of the charity's operations and principal activities are detailed in the Trustees' Report.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 (as updated through Update Bulletin 1 published on 2nd February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015.

The financial statements are prepared on a going concern basis under the historical cost convention modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

c) Income recognition

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Grants received and service contract fees are included as income where the work involved has been undertaken by the period end date. Any income received in advance is deferred until associated costs are incurred and based on the level of completion of the project.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

d) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognized where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

e) Foreign currencies

Foreign currency transactions are initially recognised by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

Monetary assets and liabilities denominated in a foreign currency at the balance sheet date are translated using the closing rate.

f) Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

g) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

h) Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorizing these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

2 Income from charitable activities

	2017 £	2016 £
Service contract fees	353,645	510,710
Training courses	73,351	35,833
	426,996	546,543

3 Charitable activities

	2017 £	2016 £
Consultancy	160,471	216,641
Wages and salaries	249,576	219,316
Travel and accommodation	18,223	33,837
Rent and rates	14,613	14,110
Website and IT costs	3,853	2,026
Venue hire	5,493	9,020
Printing, postage and stationery	3,134	5,407

Foreign exchange losses/(gains)	686	(8,973)
Telephone	3,113	2,498
Bank charges	1,725	1,452
Professional fees	1,165	1,502
Insurance	1,347	1,208
General expenses	6,758	4,117
Governance costs (per note 4)	3,035	2,500
	473,192	504,661

4 Governance costs

		2017	2016
		£	£
Auditor's remuneration	- audit	1,900	1,875
	- non-audit	1,135	625
		3,035	2,500

5 Trustees' and key management personnel remuneration and expenses

There was no Trustees' remuneration or expenses reimbursed to Trustees during the year (2016: nil) for their role as Trustees.

One of the Trustees, Dr S Reid, invoiced the charity £6,621 (2016: £9,088) during the year for services provided in implementing The Partnering Initiative programmes. This was fully approved by the board as being in the best interests of the charity. £Nil remained outstanding for payment at the year end date (2016: £nil).

The total amount of employee benefits received by key management personnel is £86,164 (2016: £85,245). The Trust considers its key management personnel comprise the Board of Trustees and the Chief Executive.

6 Staff costs

	2017	2016
	£	£
Wages and salaries	211,817	186,667
Social security costs	17,013	14,418
Pension costs	20,746	18,231
	249,576	219,316

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year was as follows:

	2017	2016
	Number	Number
£70,000 - £80,000	1	1

The average number of employees, calculated on a full-time equivalent basis, analysed by function was:

	2016 Number	2015 Number
Charitable activities	4	3
Management and administration of the charity	1	1
	5	4

7 Debtors

	2017 £	2016 £
Grants and fees receivable	96,897	146,340
Prepayments and accrued income	30,525	-
Other debtors	1,315	-
	128,737	146,340

8 Creditors: amounts falling due within one year

	2017	2016
	£	£
Trade creditors	19,188	55,643
Accruals and deferred income	17,535	10,390
Other tax and social security	5,506	6,894
	42,229	72,927

9 Funds received as agent

During the year, the charity received £94,825 (2016: £90,442) from the Department for International Development (DFID) for a grant management arrangement for Support to Business Networks. The funds were transferred entirely during the year, and no amounts were held at the year end (2016: £nil). As the charity was merely acting as agent to transfer the funds, the trustees considered it inappropriate to show this as income and expenditure of the charity.