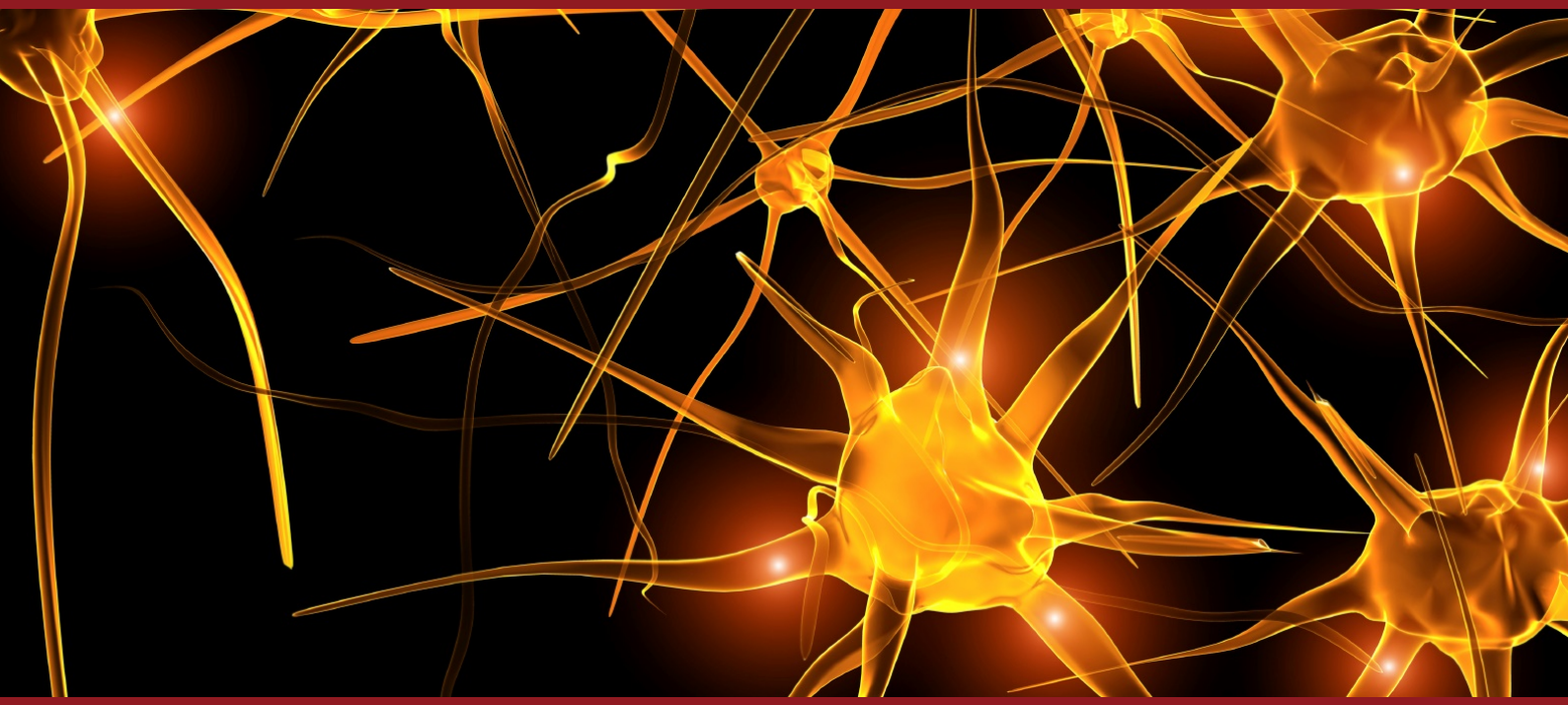
The Partnering Initiative



TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2018-2019

1st October 2018 to 30th September 2019

The Partnering Initiative

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

Trustees' Annual Report

1st October 2018-30th September 2019

Legal and administrative information

Trustees

Mr S De Cleene (appointed 19th December 2014)
Mrs A Gardiner (appointed 28th April 2014)
Mr T Hale (appointed 14th March 2019)
Mr T Lingard (appointed 15th July 2016)
Mr R Smith (appointed 30th November 2017)

Chief Executive

Dr Darian Stibbe

Registered Office

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 2019. 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

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.

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 Executive Director 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 Executive Director 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 Sustainable Development Goals (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 supporting the 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 to drive cross-sector / multi-stakeholder partnerships as an essential mechanism towards delivering the SDGs.



Raising awareness and promoting the use of cross sector partnerships globally

Partnership Accelerator for the 2030 Agenda - ECOSOC Partnership Forum Side Event, April 2019

The 2030 Agenda Partnership Accelerator is a collaborative initiative, founded by UNDESA and TPI, aimed at accelerating and scaling up effective partnering across all stakeholders to deliver transformational impact for the SDGs. TPI and UNDESA hosted a side event at the 2019 ECOSOC Partnership Forum in New York on 11th April to present and gain input into the developing plans for the initiative.

UN High Level Political Forum, July 2019

Designing and managing SDG partnerships for greatest impact: TPI and World Vision delivered a learning and training session during the 2019 High Level Political Forum on Sustainable Development in New York on 15 July. The course, open to all participants of the Forum, consisted of four sections; designing and then managing individual partnerships for greatest impact towards the SDGs, designing the collaborative approach of national level SDG focused partnership coalitions, and managing partnerships for greatest impact.

Catalyzing partnerships for SDG implementation: TPI's Executive Director facilitated a side event for member states, UN agencies and donors, as part of the Voluntary National Review (VNR) Lab. The participants discussed a range of platforms and mechanisms that are supporting the development of partnerships for the SDGs.

Partnering Zone at Business Fights Poverty, July 2019



TPI was delighted to co-curate the **Partnerships Zone at Business Fights Poverty Oxford 2019**, with World Wide Fund for Nature (WWF). This year's Business Fights Poverty Event, bringing together more than 300 professionals and practitioners, focused on how the rhetoric of purpose can be embedded meaningfully and consistently across businesses.

TPI and WWF curated two workshops as part of the Partnerships Zone:

- *Breaking Down the Silos:* where panellists explored next generation partnering: breaking down the silos not only between business and traditional development actors, but across both development issues and business areas to collectively deliver far more holistic and transformational solutions.
- *Opposites Attract – Moving from Critic to Collaborator:* this session looked at the more unusual side of partnerships, bringing a panel of experts and the audience together to work interactively through three fictionalised scenarios closely aligned to real-life experiences of challenging and sometimes dangerous collaborations. The workshop explored how to retain integrity in partnering, and what to do when partnerships get too close or when red lines look like they're being crossed.

Bond Conference and Awards 2019, March 2019

Innovative partnerships for business and NGOs: TPI ran a session looking at how NGOs and private sector companies are working together to deliver more innovative and sustainable development impact for all. The session used examples from Oxfam's partnership with Unilever and Practical Action's partnership with Zurich to explore the possibilities and the challenges in making more innovative partnerships happen.

TPI's Executive Director was a judge on the Bond Collaboration Awards 2019.

Other outreach by TPI's Executive Director

- A talk on how global partnerships can be most effective at delivering at country level, at a Geneva event hosted by the Defeating Non-Communicable Disease partnership, December 2018;
- A workshop on building effective consortia at a Bond and DfID-led event in London, January 2019;
- A talk on how to scale up cross-sectoral collaboration to deliver the SDGs, as part of a roundtable *Inclusive Multilateralism, SDGs and Business*, organised by the US Council for International Business, May 2019.

Webinars



Fit for Partnering: Building organisational capacity to partner towards the SDGs: The delivery of the SDGs requires an unparalleled level of innovative, systemic collaborative action across sectors, well beyond what organisations are familiar with. Many organisations are finding they are not set up optimally to deliver on this agenda. On 6th February 2019, colleagues from World Vision, Care International and the World Food Programme shared their experiences building their organisations' institutional capability to partner effectively and become 'partner of choice', through the Fit for Partnering programme.

More than the Sum of its Parts: Maximising Partnership Value Creation: To date, partnership value creation has been poorly defined and understood, contributing to too many partnerships delivering sub-optimally or struggling to provide sufficient evidence of additional impact.



In our recent webinar, experienced practitioners from across the sectors (UNDESA, Pearson, World Vision and Unicef) discussed TPI's new framework (developed with World Vision) and guidebook (with UNDESA) that allows systematic examination and maximisation of partnership value creation: the extra power intrinsic to partnership; the additional impact partnerships can deliver; and the value generated for all partners.

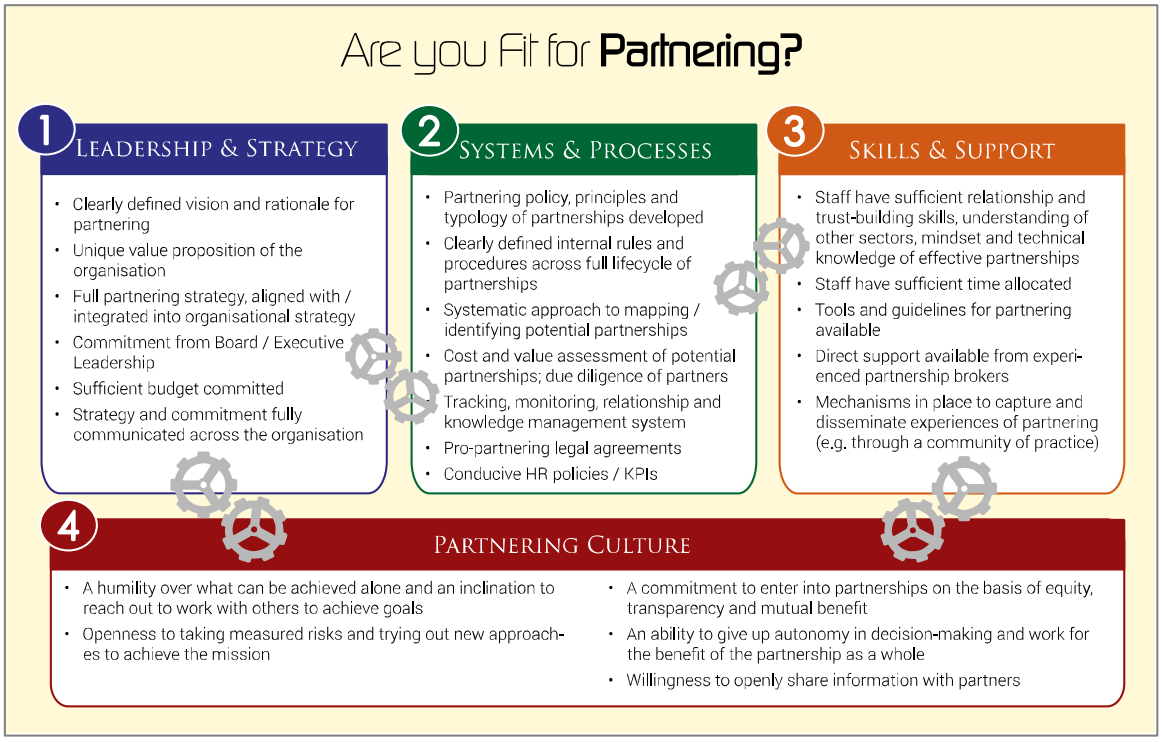


Impact Entrepreneur webinar: The Power of Collaboration: Realizing the Potential of the Impact Economy Through Effective Partnerships

TPI was delighted to join Impact Entrepreneur and Conveners.org for this webinar that formed part of their Building an Impact Economy series. Optimising the impact economy and its ecosystem that supports social and environmental impact-driven organisations depends on unlocking the full potential of collaboration. This interactive webinar introduced participants to the key ingredients required to achieve effective collaboration, exploring individual skillsets and mindsets, and organizational cultures and ways of working.

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* competencies 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

International Committee of the Red Cross (ICRC)

TPI undertook a light touch Fit for Partnering of four units within the ICRC. Following surveys of each unit we held workshops to discuss the findings and build greater understanding and clarity over the potential benefits to be gained from wider and more effective collaboration, as well as the actions required to help build the ICRC institutional readiness to partner.

World Vision International (WVI)

As part of World Vision's ambitious 'Partner of Choice' programme, TPI has worked extensively with World WVI to raise understanding and build the institutional capacity of various country offices to partner effectively and strategically. TPI has now worked with WVI to carry out Fit for Partnering assessments of the country offices of Indonesia, Uganda, Sierra Leone, Mongolia, Thailand, Armenia and China. Along with the assessments, TPI facilitated a number of in-country workshops to develop prioritised action plans to build their capacity, processes and strategies and continues to work with WVI on their overall global approach. This work has already resulted in significant improvements in partnering practice, as evidenced by improved relationships with partners, increased partnership funding from donors and clear demonstration of World Vision country staff working more strategically and systematically to develop partnerships.

Other organisational capacity work

Voluntary Service Overseas (VSO)

TPI worked with VSO to help build its capacity to partner effectively and strategically. The programme included an initial scoping to briefly assess the current partnering culture and capabilities, and identify key areas for capacity building, as well as advice on producing a partnering strategic intent document. The capacity building programme centred around the development of a VSO partnering guidebook and accompanying set of tools, designed to help staff navigate VSO's partnership and programme lifecycles.

Open and tailored trainings

The Partnering Initiative continued to develop 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 an open training in Oxford in April 2019, and delivered a range of tailored trainings.

Tailored trainings included negotiation skills training for Oxfam GB, and trainings with ISEAL (the global membership association for credible sustainability standards), VSO and the UICC (Union for International Cancer Control). TPI also undertook a partnership 'clinic' with the Singapore-based P3 Hub, providing advice to a range of developing partnerships.

UNSSC training series

TPI worked with UNSSC to build capacity within the UN system for effective cross-sector partnering, through a series of trainings and webinars throughout the year, including with UNFPA, UN WOMEN, the Egypt UN Country Team (UNCT), and the WHO.

Online courses

TPI collaborated with Philanthropy University to develop a four-week free online course on effective partnering, which provides frameworks, guidelines, and tools to help practitioners (mainly national / local NGOs) establish effective partnerships. The course is aimed at individuals working on social impact or development issues who would like to establish partnerships with other organizations, businesses,

government agencies, or international agencies. Several thousand people registered for the course up to September 2019.

Partnership Accelerator national training workshops

As part of its work with the Partnership Accelerator (see below), TPI began the development of a new training course to be delivered through national training workshops in countries around the world.

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

Scale Up Nutrition Movement Mid Term Review

TPI led on the design and implementation of a 360-degree assessment for the Scale Up Nutrition (SUN) Movement as part of their Mid-Term Review (MTR). The 360-degree assessment was the first assessment of this kind to be implemented in the SUN Movement. TPI also led the Vietnam country visit for the MTR and was able to input its experiences of global partnerships into the full MTR report. The report was presented to the SUN Movement Secretariat in Geneva and helped to inform stronger joint working and collective planning across the partnership.

SUN Business Network Evaluation

Convened by the Global Alliance for Improved Nutrition (GAIN) and UN World Food Programme (WFP), the SUN Business Network (SBN) aims to reduce malnutrition through mobilising business to invest and innovate in responsible and sustainable actions and operations. In order to implement this work at national level, SBN has developed a series of in-country networks. In 2019, TPI teamed up with Mokoro and commenced the independent evaluation of SBN, to assess the relevance, internal consistency and feasibility of its theory of change at both global and national levels.

GAIN and HarvestPlus Partnership Support

Throughout 2019, TPI supported the implementation of a strategic partnership between GAIN and HarvestPlus, two leading global players in the nutrition space. During the facilitated partnership process, the building blocks for an effective collaboration were begun to be put in place and TPI supported the co-creation of approaches to effectively deliver the partnership's ambitious targets in six focus countries. TPI's inputs included facilitating three global meetings and one combined country meeting, supporting individual partnership managers and conducting a mid-year partnership 'health check'. Future support includes co-creating a draft partnership and governance manual, describing effective partnering structures, process and good partnering behaviours.

Sanitation and Water for All (SWA)

TPI worked with the Sanitation and Water for All (SWA) Partnership to support the development of its new high-level global strategic framework covering the period 2020-2030. This intensive and highly inclusive process involved the design and facilitation of in-person consultations in six countries, an extensive global 'crowd review', and ongoing engagement with the CEO, secretariat and global steering committee. The resulting document will include a new Vision, Mission, Objectives, and Theory of Change and will be launched during 2020 in multiple languages.

City Cancer Challenge

Launched in January 2017, 'C/Can 2025: City Cancer Challenge' is a multi-sectoral initiative supporting cities to take the lead in the design, planning and implementation of cancer treatment solutions. TPI began work with C/Can to explore the issues of potential conflict of interest and ethical behaviour. The final product will be a light touch issues paper based on desk research, interviews, and a review of other partnership approaches, combined with TPI knowledge of conflicts of interest in partnerships.

PEPSE

Since 2017, TPI has been working with Resonance Global as the prime implementer, along with other sub-contractors including Chemonics, Informatics Studio and FSG, of USAID's Promoting Excellence in Private Sector Engagement (PEPSE) project, which will run until 2022. PEPSE provides services for the USAID Global Development Lab's Center for Transformation Partnerships and other offices within USAID to deliver communications and technical and institutional support to deepen partnerships with the private sector to achieve sustainable development impact.

As part of the project, TPI's role is to provide capacity building support to Missions, Bureaus and Offices, including training strategy, curriculum design, training course development and production and management of knowledge products. TPI also provides technical and advisory support on private sector engagement (PSE) to Missions through an evolving menu of demand-driven services integrating PSE and market-based approaches into Mission planning, programming and processes. Senior Partnership Advisors have performed a Private Sector Landscape Analysis in both Vietnam and Jamaica focusing on developing effective PSE models to address disaster risk reduction (DRR) and a resilient energy sector, respectively. Finally, TPI stand ready to assist USAID by providing surge capacity for Resonance with ready-to-deploy expertise and capabilities to augment its role providing advice and leadership to strategic initiatives.

Moving Minds Alliance (MMA)

The Moving Minds Alliance is a funders collaborative and network convened to scale up coverage, quality and financing of support for the youngest refugees and their families. The Alliance developed quite quickly over the first year, and engaged TPI to provide recommendations on governance, membership and operations. TPI began a light touch review of MMA's operations, including internal interviews, and a review of lessons learned from similar partnerships, as well as facilitating internal discussions. All of these elements will feed into a report providing options and recommendations for the Steering Group.

Partnering for Green Growth (P4G)

TPI supported the Partnering for Green Growth and the Global Goals 2030 (P4G) by conducting an independent evaluation of partnerships applying for P4G support through P4G's 2019 Call for Partnerships. TPI provided an initial evaluation and summary of the top 84 applications as well as a detailed investment evaluation and advisory services for selected scale-up partnerships ahead of the final selection decision. In addition, TPI shared strategic and forward-looking recommendations and lessons learned to better shape the selection process in the future.

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

Maximising the impact of partnerships for the SDGs: A practical guide to partnership value creation

TPI collaborated with UNDESA to capture this value framework in a new guidebook, *Maximising the impact of partnerships for the SDGs: a practical guide to partnership value creation*, which provides a process and tools to help maximise value for all.

SDG Partnership Accelerator platform research report

There are a modest but growing number of platforms which are designed to convene business and development actors around the SDGs, co-ideate collaborative opportunities, and then help to build the innovative partnerships needed to deliver on the goals. As part of the Partnership Accelerator, TPI began a research project looking at identifying operating models, challenges, and effective practice of in-country SDG partnership platforms and other partnership support mechanisms. The work builds on and extends previous work in this area, and looks at examples of current practice around the world, where governments or the UN have created platforms that engage business and other development actors and facilitate the development of multi-stakeholder partnership towards the SDGs, in order to identify key success factors.

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

SDG Partnership Accelerator

The 2030 Agenda Partnership Accelerator is a major new programme with the Division for Sustainable Development Goals (DSDG) of United Nations Department of Economic and Social Affairs (UN DESA), in collaboration with United Nations Office for Sustainable Development (UNOSD), United Nations Office for Partnerships (UNOP), UN Global Compact and UN Development Coordination Office. The partnership aims to:

- Support effective country driven partnership platforms for SDGs: research and direct support of effective multi-stakeholder partnership platforms and mechanisms for engaging business and other stakeholders, and catalysing partnerships for the SDGs at national and global level; drawing out best practices and guidance to assist optimizing emerging platforms; and supporting a new generation of UN Resident Coordinators and country teams.
- Build partnership skills and competencies: building capacity of relevant stakeholders to develop and implement partnerships for the SDGs, and to support organizations to develop their policy and strategy, systems and processes, legal agreements and culture to support collaboration.

The Accelerator was 'soft launched' in July 2019.

Future plans

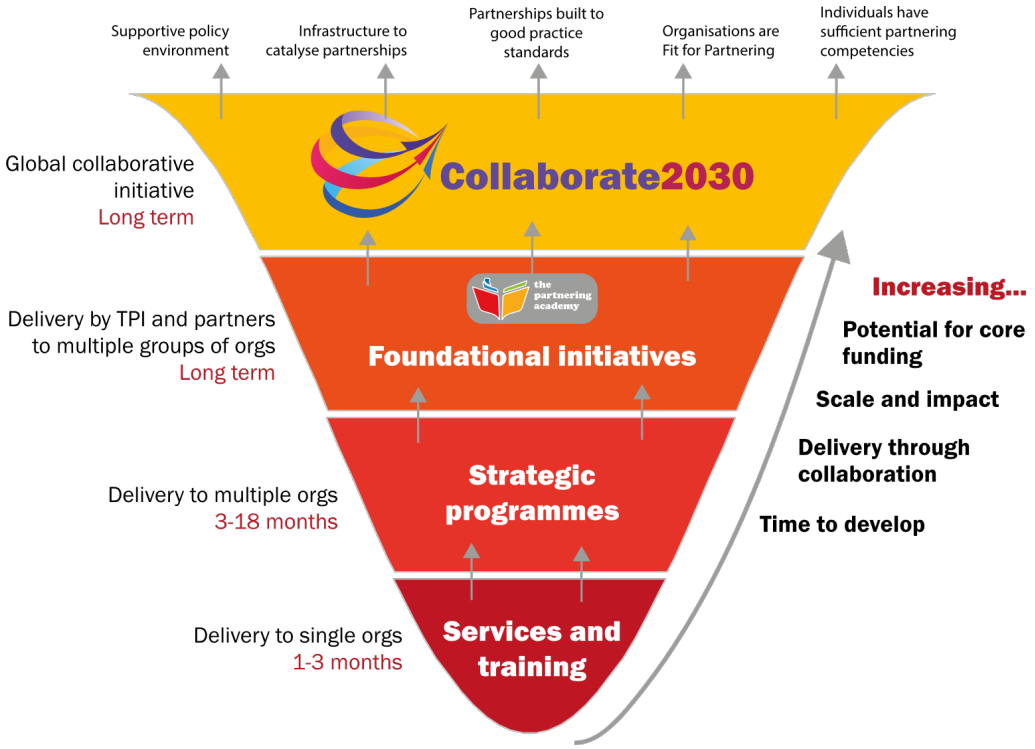
In 2019-2020, The Partnering Initiative will continue to consolidate its existing areas of work, supporting organisations, partnerships, and individuals; innovating, incorporating and disseminating new knowledge, skills and tools; developing and disseminating tool books and trainings.

TPI uses a portfolio approach to its work, undertaking activities at different levels, as set out below. The activities range from delivery of services and training to individual organisations, through strategic programmes that support a group of organisations with a common interest, through foundational initiatives that can deliver impact at scale, up to Collaborate 2030 as an overarching vision of a 'Global Partnership for SDG 17' to build the enabling system for partnering at scale.

Services and training

TPI will continue to work with organisations to support their institutional capability to partner effectively, through the *Fit for Partnering* programme, through supporting partnering strategies, evaluating partnering portfolios, troubleshooting partnerships and developing tailored guidance and tools. In addition, TPI will collaborate with World Vision to develop a report reviewing the effectiveness and impact of the Fit for Partnering programme, and sharing insights, tips and learning. The publication is due to coincide with the UN High-Level Political Forum on Sustainable Development, in July 2020.

TPI will continue to support global partnerships at all stages, from initial brokering through the full partnering cycle.



Strategic programmes

TPI will further develop *strategic programmes* for groups of organisations with similar interests, to develop the state-of-the-art of collaboration in specific focus areas. The focus for 2019-2020 will be in developing good practice on how Foundations can more effectively utilize partnerships to maximize their impact.

Foundational initiatives

In 2019-20 TPI and partner organisations UNDESA, UNOP and UNGC, will ramp up work on the **2030 Agenda Partnership Accelerator**, which aims to build the enabling system at country level, for cross-sector partnering at scale and engaging business toward the SDGs.

As part of the project, TPI and partners will produce a **guidebook on effective partnering for the SDGs**, which aims to support individuals and organisations to develop and deliver effective, value-creating multi-stakeholder in-country partnerships that contribute towards the Sustainable Development Goals. The guidebook sets out the key building blocks of successful partnerships and the underlying processes to maximise partnership impact. It can be used as a standalone guide, or to accompany workshops on effective partnering.

The platforms research component, to be published in 2020, will act as a valuable piece of guidance in its own right, as well as laying the foundations for a range of longer-term objectives:

- Build an action network of platforms for the exchange of learning and material; and development of good practice guidance;
- Provision of direct support and capacity building to UN and countries to build platforms for the SDGs.

The capacity building element will be developed and trialled in 2019-2020, with country level training and workshops planned in Kenya, Thailand, Samoa and the Maldives. These will then serve as the basis for a modular training that can be replicated globally.

A separate research and capacity building component specifically aiming to address the partnering challenges of **Small Island Developing States (SIDS)** is under development and likely to include a research piece which aims to feed into the development of a partnership training module focusing on the SIDS-specific context, including written guidance and training material to be used as part of effective partnering workshops and trainings. Other elements might include direct support to partnership platforms in SIDS.

Administration

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 17.

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 2019, free reserves held were £176,569, 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.

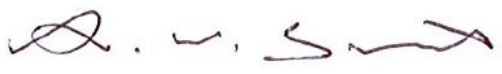
In so far as the Trustees are aware:

- 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 March 2020.



Robert Smith,
Treasurer

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 2019 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).

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 2019, and of its incoming resources and application of resources, including its income and expenditure (including income from the United Nations and related 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.

Use of our report

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.

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 2019

		Unrestricted	
		Total Funds 2019 £	Total Funds 2018 £
Income from:	Notes		
Charitable activities	2	562,294	640,324
Total income		**562,294**	**640,324**
Expenditure on:			
Charitable activities	3	566,754	592,681
Total expenditure		**566,754**	**592,681**
Net movement in funds		**(4,460)**	**47,643**
Balances brought forward at 1st October 2018		181,029	133,386
Balances carried forward at 30th September 2019		176,569	181,029

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 20-23 form part of the financial statements.

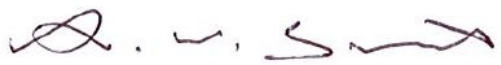
Balance Sheet as at 30th September 2019

	Notes	2019 £	2018 £
Current assets			
Debtors	7	132,392	149,915
Cash at bank and in hand		103,641	71,401
		236,033	221,316
Creditors: amounts falling due within one year	8	(59,464)	(40,287)
Net current assets		176,569	181,029
Net assets		176,569	181,029
Funds:			
Unrestricted funds			
General funds		176,569	181,029

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 20 to 23 form part of the financial statements.

The financial statements were approved and authorised for issue by the trustees on 27 March 2020 and signed on their behalf by:



Robert Smith
Treasurer

Statement of Cash Flows for the year ended 30th September 2019

	2019 £	2018 £
Reconciliation of net (expenditure)/income to net cash flow from operating activities		
Net (expenditure)/income for year	(4,460)	47,643
Decrease in debtors	17,523	(21,178)
Decrease in creditors	19,177	(1,942)
Net cash flow from operating activities	**32,240**	**24,523**
Net cash flow from investing activities	**-**	-
Net cash flow from financing activities	-	-
Net (decrease)/increase in cash and cash equivalents	32,240	24,523
Cash and cash equivalents at 1st October 2018	**71,401**	**46,878**
Cash and cash equivalents at 30th September 2019	**103,641**	**71,401**

Notes forming part of the financial statements for the period ended 30th September 2019

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.

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) Debtors and creditors receivable/payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

h) 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.

i) 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

	2019	2018
	£	£
Service contract fees	466,287	519,897
Programmes	65,051	56,633
Training courses	30,956	63,794
	562,294	640,324

3 Charitable activities

	2019	2018
	£	£
Consultancy	232,794	231,256
Wages and salaries	281,155	274,830
Travel and accommodation	24,634	45,339
Rent and rates	15,819	15,225
Website and IT costs	2,061	2,152
Venue hire	-	2,005
Printing, postage and stationery	1,033	207
Foreign exchange losses/(gains)	(4,972)	5,314
Telephone	2,938	3,245
Bank charges	1,361	1,582
Professional fees	319	1,376

Insurance	822	1,055
General expenses	6,695	5,910
Governance costs (per note 4)	2,095	3,185
	566,754	592,681

4 Governance costs

		2019	2018
		£	£
Auditor's remuneration	- audit	2,095	1,995
	- non-audit	840	800
	- (over)/under provision in prior year	(840)	390
		2,095	3,185

5 Trustees' and key management personnel remuneration and expenses

There was no Trustees' remuneration or expenses reimbursed to Trustees during the year (2018: nil) for their role as Trustees.

The total amount of employee benefits received by key management personnel is £105,340 (2018: £93,790). The Trust considers its key management personnel comprise the Board of Trustees and the Chief Executive.

6 Staff costs

	2019	2018
	£	£
Wages and salaries	242,085	232,197
Social security costs	20,346	20,745
Pension costs	18,724	21,888
	281,155	274,830

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

	2019	2018
	Number	Number
£80,000 - £90,000	1	1

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

	2019	2018
	Number	Number
Charitable activities	4	4
Management and administration of the charity	1	1
	5	5

7 Debtors

	2019 £	2018 £
Grants and fees receivable	122,646	49,956
Prepayments and accrued income	9,725	98,725
Other debtors	21	1,234
	132,392	149,915

8 Creditors: amounts falling due within one year

	2019 £	2018 £
Trade creditors	31,749	29,479
Accruals and deferred income	9,300	7,227
Other tax and social security	18,415	3,581
	59,464	40,287

9 Related Parties

There were no related party transactions in the current or preceding year.